Introduction to Digital Government Leadership for Senior Level Officials of Maldives
20, 22, 27 July, 5 and 10 August 2020
(12:00pm – 2:00pm, Male time, via MS Teams)

Government is more complex and wide-reaching than ever before. Fortunately, technology is available to help government discharge its mandate.

Digital transformation of government means a change of working, a change of culture and a change of disposition in policy making and the design and delivery of public services that are made possible by Information and Communications Technology (ICT or digital technology). In a globalized and information-driven world, a digital government is fundamental to serve societies and economies' needs. Becoming fully digital is no longer an option, but rather an imperative for government role as agent of well-being and progress.

This course will provide senior government officials of Maldives a high-level discussion on issues related to digital transformation of government and their role in the transformation. It is organized into 5 sessions, with each session lasting for 2 hours.

Session l: The Digital Transformation Imperative (20 July)

Digital transformation is not just using ICT to improve government accountability, social inclusiveness and progress. Nor is it simply to strengthen the ties between digital government and broader public governance agendas. Digital transformation is about using digital technologies and data as strategic components of efforts to modernise the public sector. Particularly, it is about integrating ICT and data in government's core processes and activities in order to establish new ways of working and achieving greater effectiveness.

In this session, the 'what' and the 'why' of digital transformation of government will be discussed, as well as the the three goals of:

- transforming citizen-facing services- to improve the experience for citizens, businesses and users within the public sector
- full department transformation- affecting complete organisations to deliver policy objectives in a flexible way, improve citizen service across channels and improve efficiency
- internal government transformation which is vital if government is to collaborate better and deliver digitally-enabled change more effectively

Best practices in achieving the three aforementioned goals will also be discussed.

Session II: Government as a Platform (22 July)

Government as a Platform is the approach of reorganizing the work of government around a network of shared APIs and components, open-standards and canonical data registers. This will allow public servants, businesses, and others to deliver radically better services to the public, and to do so safely, efficiently, democratically, and in a more accountable way.

The following 'stacks' of government as a platform will be discussed:
- Design of services & public policy
- Shared components, APIs and the machinery of government
- Data infrastructure and registers
- Identity and trust

Session III: Data-Driven Government (27 July)

Data is a strategic asset for policy making, service delivery and organisational management. This requires a data governance framework that optimises data availability, enhances data accessibility and supports data reuse within and outside the public sector through better management of data. It also requires data analytics – the science of analyzing raw data in order to make conclusions

This session will discuss
- data governance and management
  - data governance - the definition of organizational structures, data owners, policies, rules, process, business terms, and metrics for the end-to-end lifecycle of data (collection, storage, use, protection, archiving, and deletion)
  - data management - the technical implementation of data governance.
- data analytics
  - descriptive analytics - Describing or summarising the existing data using existing business intelligence tools to better understand what is going on or what has happened.
  - diagnostic analytics: Focusing on past performance to determine what happened and why.
  - predictive analytics: Predicting the possible outcome using statistical models and machine learning techniques.
  - prescriptive analytics: It is a type of predictive analytics that is used to recommend one or more course of action on analyzing the data.
- best practices in using data in government.

Session IV: (re)Designing Government (5 August)

In this session the "Design Principles" (guidelines, biases and design considerations) in transforming government will be discussed. Following the UK government, these principles are:
1. *Start with user needs* - If you don't know what the user needs are, you won't build the right thing
2. *Do less* - If we've found a way of doing something that works, we should make it reusable and shareable instead of reinventing the wheel every time.

3. *Design with data*- Let data drive decision-making, not hunches or guesswork
4. *Do the hard work to make it simple*- . It's usually more and harder work to make things simple, but it's the right thing to do.
5. *Iterate. Then iterate again*- Iteration reduces risk. It makes big failures unlikely and turns small failures into lessons.
6. *This is for everyone*- The people who most need our services are often the people who find them hardest to use. Let's think about those people from the start.
7. *Understand context* - We're designing for people. We need to think hard about the context in which they're using our services
8. *Build digital services, not websites*- A service is something that helps people to do something. Our job is to uncover user needs, and build the service that meets those needs
9. *Be consistent, not uniform* - This isn't a straitjacket or a rule book. Every circumstance is different. When we find patterns that work we should share them, and talk about why we use them. But that shouldn't stop us from improving or changing them in the future when we find better ways of doing things or the needs of users change
10. *Make things open: it makes things better.* Share code, share designs, share ideas, share intentions, share failures. The more eyes there are on a service the better it gets – mistakes are spotted, better alternatives are pointed out, the bar is raised.

Session V: An Agenda for Government Leaders (10 August)

This session will discuss the key activities that senior government officials need to champion in order to successfully digitally transform government. These are:

- *Setting strategic digital government objectives.* Taking steps to address existing "digital divides" and the need to avoid "new digital exclusions"; as well as the creation of a data-driven culture that enables open data for transparency, better service delivery and public participation.
- *Ensuring the coherent use of technology across policy areas and levels of government*. Establishing organisational and governance frameworks for effective co-ordination and integration of efforts to produce better policy outcomes and services.
- *Strengthening capacities to support better implementation of digital government strategies*. Governments should adopt clear business cases for the use of resources on identified objectives, and should monitor results. The necessary capacities (eg data analytics) need to be put in place to not only capture new digital government opportunities but also to mitigate associated risks (such as security and privacy).
- Updating legal *and regulatory frameworks* to allow digital opportunities to be seized.

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Programme

Date/Time	Description
20 July 2020 (Mon) 12pm – 2pm	**Opening** ▪ Opening Remarks by Mr. Kiyoung Ko, Director, APCICT ▪ Remarks by Mr. Mohamed Shareef, Permanent Secretary, Ministry of Communication, Science and Technology, Maldives **Session I: The Digital Transformation Imperative** ▪ Dr. Emmanuel Lallana, Resource Person, APCICT
22 July 2020 (Wed) 12pm – 2pm	**Session II: Government as a Platform**
27 July 2020 (Mon) 12pm – 2pm	**Session III: Data-Driven Government**
5 July 2020 (Wed) 12pm – 2pm	**Session IV: (re)Designing Government**
10 August 2020 (Mon) 12pm – 2pm	**Session V: An Agenda for Government Leaders** **Closing**