

Government Digital Transformation

Digital Government is an increasingly 'hot topic' around the world today. More and more we are seeing Governments in a bind; populations are placing greater demand on how they experience public services, and Governments are challenged to build innovative and digital solutions with inadequate skills, competencies and dwindling resources.

We have seen all over the world that good plans, and even competent institutions alone do not cut it – if the right teams, and especially the right leaders (& leadership) are not there to make the most of it.

In our history most great achievements and transformations are always the sum of factors combined – a good plan, a good set-up and institutions, and good leaders with effective practices.

For the next few minutes, I will share with you some practical lessons of great leadership, effective sponsorship and emerging success factors for achieving digital Government excellence.

Objectives

- 1) Government Digital Transformation
- **A World View**
- 2) Government Digital Transformation
- **Contextualizing the Caribbean**
- 3) EYs Response to the Caribbean
Context



Dubai



Leadership/ sponsorship

- ▶ Creation of the Smart Dubai office (SDO) with a mandate of ensuring every citizen/resident is happy with public services
- ▶ Her excellency Dr. Aisha Bint Buti Bin Bishr was appointed Director General of SDO from 2015 – 2020
- ▶ Accountability and responsibility across all MDAs
- ▶ Build a coalition of Champions across Government



Culture

- ▶ Inclusive leadership – pull all areas of Government into the vision
- ▶ Empathy and continuous learning
- ▶ A passion and love of country to create the best nation for all
- ▶ Relationship building
- ▶ Do not be a pioneer, benefit from other transformations around the world



Critical success factors

- ▶ Be exhaustive in your due diligence to determine the budgets needed to build and sustain digital transformation
- ▶ Create the vision, and communicate/share at all levels as often as you can
- ▶ The Strategy is not fixed, review frequently, adapt and re-focus
- ▶ Ensure the program reports to and is close to the key decision maker, ideally the Min of Finance

Canada



Leadership/ sponsorship

- ▶ Led by the Deputy Minister at the Treasury Board of Canada Secretariat and the CIO of Canada – Alex Benay
- ▶ Role reports to the Treasury Board, part of the Ministry of Finance – Minister Scott Brison
- ▶ The office of the CIO was established as a central agency cutting across all of Government. It has the power of ‘veto’
- ▶ The OCIO has 250 people with 25,000 IT professionals in 43 MDAs



Culture

- ▶ Trust was a huge concern on the back of Canada’s biggest Technology failure – Phoenix
- ▶ Communication became the cornerstone for transparency and re-building trust
- ▶ Co-create the office of the CIO into the change you want to achieve in all of Government
- ▶ The GCIO’s role is hand’s on, sets the tone from the top and directly leads quick win projects



Critical success factors

- ▶ Focus on enabling policies and legislation changes at the same time you begin building your plans
- ▶ There are three pillars – governance, technology and People. People is the most critical to success
- ▶ Determine the budgets required for successful implementation, and continually manage actual vs plans

Ireland



Leadership/ sponsorship

- ▶ Government CIO and Chief Advisor to the Irish Government – Barry Lowry
- ▶ Office of the Government CIO (OGCIO) reports to the Department of Public Expenditure and Reform as part of the Min of Finance
- ▶ The OGCIO created Design Authority Boards, responsible for ensuring adherence to strategy



Culture

- ▶ Trust was a huge concern on the back of two IT failures – Reach and PPARS
- ▶ Inclusive leadership aimed at coalescing all of Government to implicate in it's success
- ▶ Create a 'can do' environment where the OGCIO is the glue that connects all digital requirements & solutions



Critical success factors

- ▶ Digital transformation is not about getting technology right, but about building and leveraging winning relationships across Government
- ▶ Continually refresh your digital strategy to reflect current options
- ▶ Have a clear vision and co-create a shared action plan
- ▶ Focus on policies & legislation very early; to facilitate Government IDs

The Caribbean Context

Jamaica

- ▶ Creation of the Transformation Implementation Unit (TIU) within the Ministry of Finance via Cabinet Note
- ▶ The TIU is responsible for public sector transformation across the public service
- ▶ Legislation around the management of data established
- ▶ National Identity System in train
- ▶ Sounding (IDB) just started to create an architecture for digital transformation

Trinidad and Tobago

- ▶ Ministry of Digital Transformation (MDT) newly created, a work in progress
- ▶ Before MDT, public sector transformation reported to the Ministry of Public Administration
- ▶ Aligning to the Estonian digital transformation approach
- ▶ With time, the approach to implementing digital transformation will be known

Eastern Caribbean

- ▶ World Bank 5 year loan agreement of US\$94m to facilitate digital transformation for Grenada, St Vincent, Dominica & St Lucia
- ▶ Varying levels of progress;
 - ▶ Some falls under Min Finance, others don't
 - ▶ Governance arrangements a work in progress
- ▶ A firm as an implementation partner being procured
- ▶ Limited budgets
- ▶ Policy & legislation reform a work in progress

EYs Response to the Caribbean Context

