Capacity Building for Digital Government Transformation

Digital Maturity Model

For

The Government of Sri Lanka

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LIGHTING DIGITAL A Journey that Enabled Digital Transformation...

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DMM	Digital Maturity Model
GoSL	Government of Sri Lanka
ICTA	Information and Communication technology Agency of Sri Lanka
Q & A	Question and Answer

1 Executive Summary

The penetration of technology has taken a faster pace than anticipated, making a transformation everywhere, including governments. Governments, in different international landscapes, have effectively utilized technology to reap its benefits for the furtherance of their operational efficiency.

However, in comparison to the global context; government organizations in Sri Lanka are still far behind in technology adoption due to an array of reasons such as resource limitations, geographical conditions, lack of adoption opportunities and more importantly lack of a proper mechanism to identify the gaps, which prevents them from accelerating their digital transformation initiatives, and introduce improvements to bridge the same.

In order to digitally transform the government organizations to ensure a citizen centric and citizen friendly service delivery, it is essential to assess the existing strengths and improvements, which defines their current digital maturity level.

However, the identification of an organization's digital maturity status cannot be accomplished in the absence of a well-defined mechanism which enables it to understand the improvements needed and aptly adopt technology to realize the same.

In terms of Sri Lanka public service, government organizations do not have such a mechanism to evaluate their current position and identify the missing pieces to accelerate their digital transformation journey to become more citizen friendly and citizen centric in its service delivery. And that is where the availability of a 'Digital Maturity Model' becomes beneficial.

Thus, the focus of this document exclusively lies on the importance of introducing a 'Digital Maturity Model' for the GoSL to identify the digital maturity level of its network of organizations and provide necessary guidance to absorb transformational needs to achieve the expected maturity level.

2 Introduction

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. A government organization to gain the best out of technology adoption; the existence of a framework, indicator or guideline to provide an understanding on its current status, depicting where it presently positioned, is of grave importance.

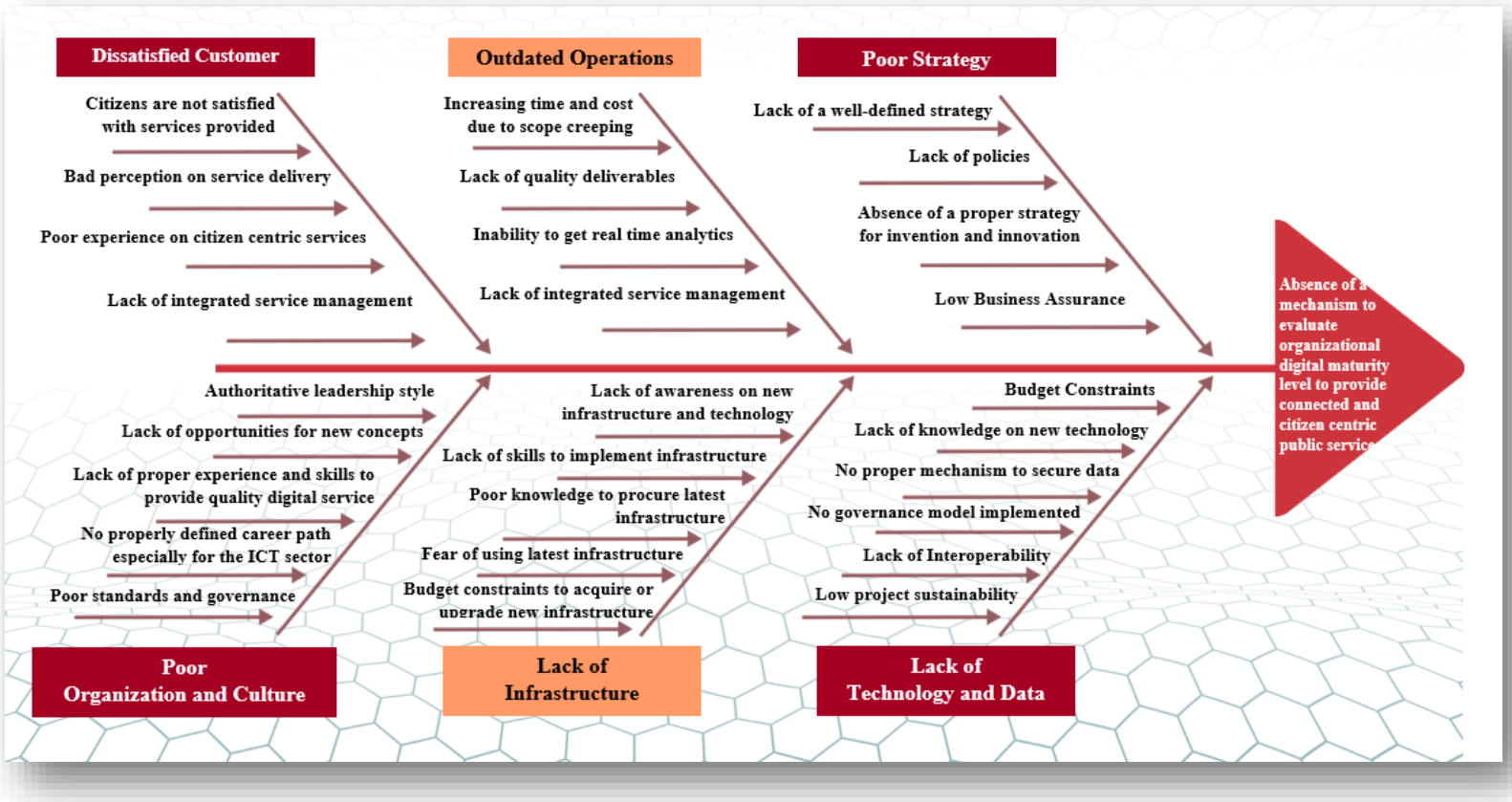
The government of Sri Lanka owns a network of government organizations to provide its wide range of services. These organizations are operating at varied maturity levels as a result of many practical challenges such as location, unequal resource distribution, lack of opportunities, lack of technology etc. This uneven maturity levels have hindered the operational excellence, efficiency and productivity expected from the government organizations to provide citizen centric and citizen friendly public services. Furthermore, GoSL owns no proper mechanism to evaluate the existing level of digital maturity in government organizations. Thus, GoSL is unable to navigate its digital transformation in the absence of an understanding on the current environment and areas for improvements.

ICTA as the apex government body entrusted with the mandate to spearhead the digital transformation journey of the country, is focused on elevating the digital maturity of government organizations through the introduction of the DMM. ICTA finds a situational analysis as a prerequisite in devising and proposing a suitable mechanisms for the GoSL to strengthen their resources, skills and capabilities, for the achievement of a digitally capable public service that delivers citizen centric and citizen friendly services. Upon referring to the global models on digital maturity assessment and countries who have implemented such assessment models, ICTA in collaboration with the government, industry and academia has developed a DMM for the GoSL to facilitate and expedite its digital transformation process.

3 The Problem Statement

The poor acceleration of digital transformation in government organizations, due to the absence of a mechanism to evaluate their digital maturity level and identify areas for improvement, has prevented them from ensuring a connected and a citizen centric public service.

3.1 Root Cause Analysis



4 Literature Review

The notion of 'Digital Maturity Model' has received attention by different international organizations where they have developed and introduced several models to measure the state of organizations in digital government from varied perspectives such as innovation, infrastructure, systems and tools, software, human capital etc.

4.1 Overview of Existing Digital Maturity Models

ICTA referred some key global digital maturity models, as explained in this section, in order to ensure that the proposed model for the GoSL is a best fit for the purpose.

4.1.1 Digital Maturity Model (DMM) by Deloitte

Deloitte and the TM Forum introduced their Digital Maturity Model (DMM) in 2018, describing digital maturity pertaining to digital capability across five dimensions as follows.

Business Dimension	Goal
Customer	To be viewed by customers as their digital partner that helps them control their connected future using their preferred channels.
Strategy	How a business operates to increase its competitive advantage through digital initiatives, as embedded in the company's overall business strategy.
Technology	How successfully a business uses digital technologies to meet customer needs while reducing cost and overheads
Operations	Devising and executing digitally-driven processes and activities that increase business efficiency and power strategic management.

Business Dimension	Goal
Organization & Culture	Visualizing and developing a company culture including talent processes and management practices that supports digital transformation and progress along the digital maturity continuum

Table 1 - Deloitte Digital Maturity Dimensions

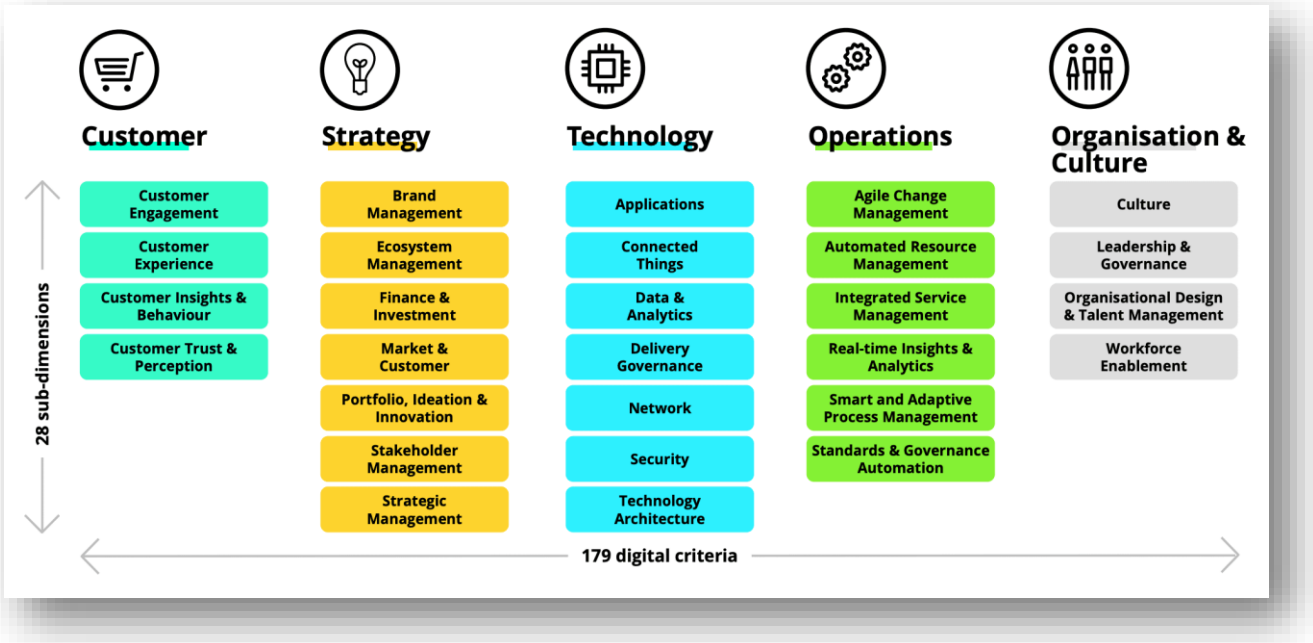


Figure 4-1 : Deloitte Maturity Framework

Source: Deloitte

4.1.2 Digital Maturity Model (DMM) by TM Forum

The TM Forum's Digital Transformation Model (DMM), was initially launched in May 2017. TM Forum model spans over six dimensions as described below.

Area	Goal
Customer	Providing an experience where customers view the organization as their digital partner using their preferred channels of interaction to control their connected future on and offline
Strategy	Focuses on how the business transforms or operates to increase its competitive advantage through digital

Area	Goal
	initiatives; it is embedded within the overall business strategy.
Technology	Underpins the success of digital strategy by helping to create, process, store, secure and exchange data to meet the needs of customers at low cost and low overheads.
Operations	Executing and evolving processes and tasks by utilizing digital technologies to drive strategic management and enhance business efficiency and effectiveness.
Culture, People, and Organization	Defining and developing an organizational culture with governance and talent processes to support progress along the digital maturity curve and the flexibility to achieve its growth and innovation objectives.
Data	Evaluates the organization's ability both strategically and operationally to ethically and effectively use data and information assets to maximize business value.

Table 2 - TM Forum Digital Maturity Dimensions

TM Forum model is similar in its concept to the Deloitte model, except for the element of 'Data' as the sixth dimension to the model, which evaluates an organization's ability to make use of data on a strategic and operational level to further enhance its business value.

Figure 4-2 : TM Forum Digital Maturity Framework

Source: TM Forum

4.1.3 Boston Consulting Group's Digital Acceleration Index

The Boston Consulting Group (BCG), in partnership with Infocomm Media Development Authority (IMDA) of Singapore, has developed a framework to help organizations conduct an evaluation on their current digital capabilities. The Digital Acceleration Index (DAI) facilitates organizations to assess and evaluate their digital strengths and weaknesses in order to understand how digitally mature they are in comparison to their competitors, digital leaders and the industry average.

The evaluation of digital maturity under the model involves six fundamental areas, as discussed below.

Area	Goal
Business Strategy is Driven by Digital	The vision, ambition level, priorities & alignment, and digital roadmap of an organization

Area	Goal
Digitize the Core	The degree of digital maturity along the core value chain from customer offer and go-to-market, to operations, and support functions.
New Digital Growth	Developing new digital products and services, pilots and venture capital, and incubator programs.
Changing Ways of Working	An organization's digital culture and governance as well as its people improvement policies and training opportunities
Data & Technology	The management of data – from strategy to governance, from digital platforms to artificial intelligence, and the future-readiness of the world-class technology function, plus Develop Ops, cyber security, and internet of things
Integrating Eco-systems	Orchestration of digital-related partnerships and how joint value is created from it, e.g., by complementing digital offerings Broadly, through the DAI, companies can better understand their DAI maturity stages

Table 3 - Boston Consulting Group's Digital Acceleration Dimensions

These six areas are further sub-divided into 36 categories to measure and track an organization's digital maturity.

The maturity index consists of three versions namely;

1. Light
2. Full
3. Extended

4.1.4 PWC Digital Maturity Model

The digital business maturity model measures digital maturity across two axes as follows;

1. Digital Capabilities: Measure the strength of the organization's digital foundation.
2. Digital Impacts: Measure how digital technologies are used to respond to consumer demand and changes in the environment through improved product and service delivery.

Capability Indicators	Impact Indicators
Strategy	Vision
Digital Infrastructure and Platforms	Leadership
Risk Management	Governance
Talent and Skills	Innovation Culture
Customer Experience Design	Value Alignment
Technology Ecosystem Design	Business Agility
	Revenue Resilience

Table 4 - PWC Digital Maturity Model

The global models discussed in this section and their coherent principles are carefully analyzed and absorbed, where necessary, in devising the model for GoSL in order to ensure that it conserves and are in alignment of the essentials of the globally acknowledged models. The GoSL model principally follows the Deloitte/TM Forum models in its structure and design.

4.2 Country Adoption

4.2.1 New Zealand

New Zealand follows the approach of having a unique assessment framework for segregated aspects in their digital transformation journey and these areas include;

- Privacy Maturity Assessment Framework (PMAF)

  Enables government agencies to understand their current level of privacy maturity in managing personal information, and identify where they can improve.

- All-of-Government (AoG) Enterprise Risk Maturity Assessment Framework (gERMAF)

  Enables agencies to assess their current level of risk maturity and identify ways they can improve.

- All-of-Government ICT Operations Assurance Framework

  Facilitates how to implement a fit-for-purpose assurance approach for managing information and communications technology (ICT) risks.

4.2.2 UAE

UAE launched their digital government maturity model in 2018. It consists of two sections namely;

1. Digital Government Readiness Assessment Survey
2. Digital Government Maturity Framework

The UAE model classifies government entities according to five levels from very low maturity to very high maturity and the final result provides a guidance for improvements to achieve a more mature state of digital maturity.

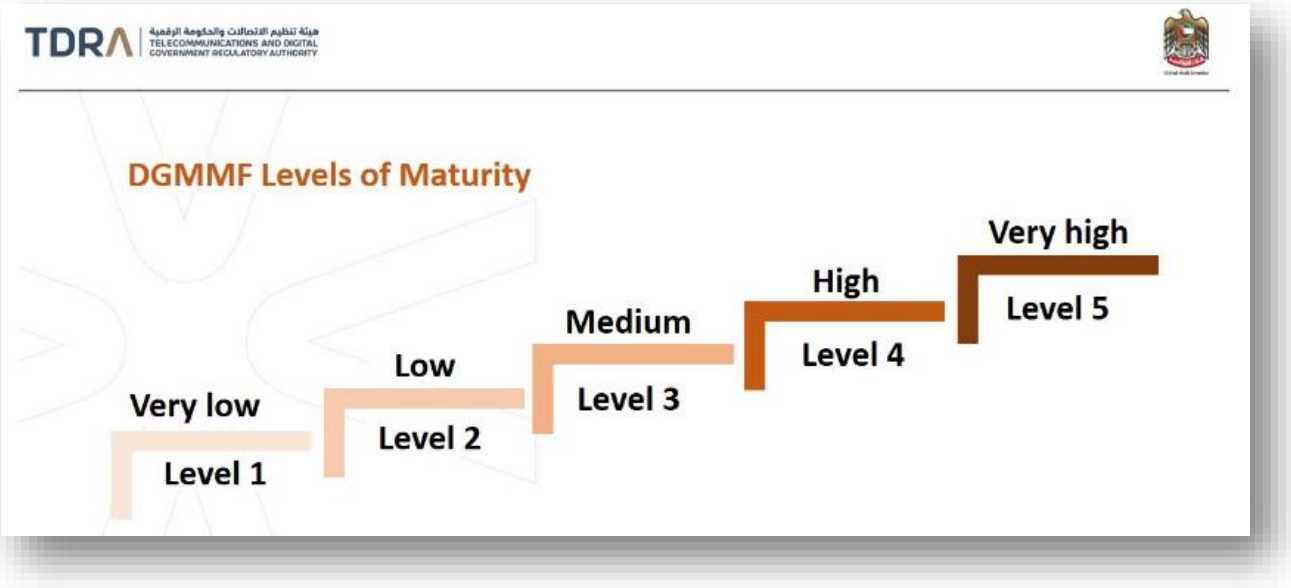


Figure 4-3: UAE Digital Government Maturity Levels

Source: UAE Government Portal

UAE maturity model comprises of three pillars and nine dimensions as follows.

Pillar 1 Leadership and Policies	Pillar 2 Technological Accelerator	Pillar 3 Organizations and Data
Leadership	Technology	API Ecosystem Management
Strategy	Cyber security	Ministry/Authority Specific
Governance	Specific Technologies and New Trends	
Legal		

Table 5 - UAE Government Digital Maturity Pillars and Dimensions

5 Digital Maturity Model of Sri Lanka

5.1 Overall Objective

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

5.2 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.

5.3 Definitions

A 'Digital Maturity Model' can be defined as;

Name	Definition
Deloitte-TM Forum	Digital Maturity Model is an effective tool to provide guidelines for a clear path throughout the transformation journey.
Boston Consulting Group and Google	Digital Maturity Model (DMM) places the organization on a digital maturity scale through rigorous evaluation to help generate a model to follow and reach company goals moving forward.[1]
PWC	Enables organizations to assess their data maturity and highlights gaps and areas for improvement across a number of different data dimensions.[2]

Table 6 - Definitions for Digital Maturity Model

5.4 GoSL Digital Maturity Model

The GoSL 'Digital Maturity Model' comprises of five (5) dimensions as discussed below.

1. Strategy
2. Operations
3. Technology and Data

[1] (Google, 2020)
[2] https://digitalstore.pwc.com.sg/maturity-assessment

4. Organization & Culture
5. Customer

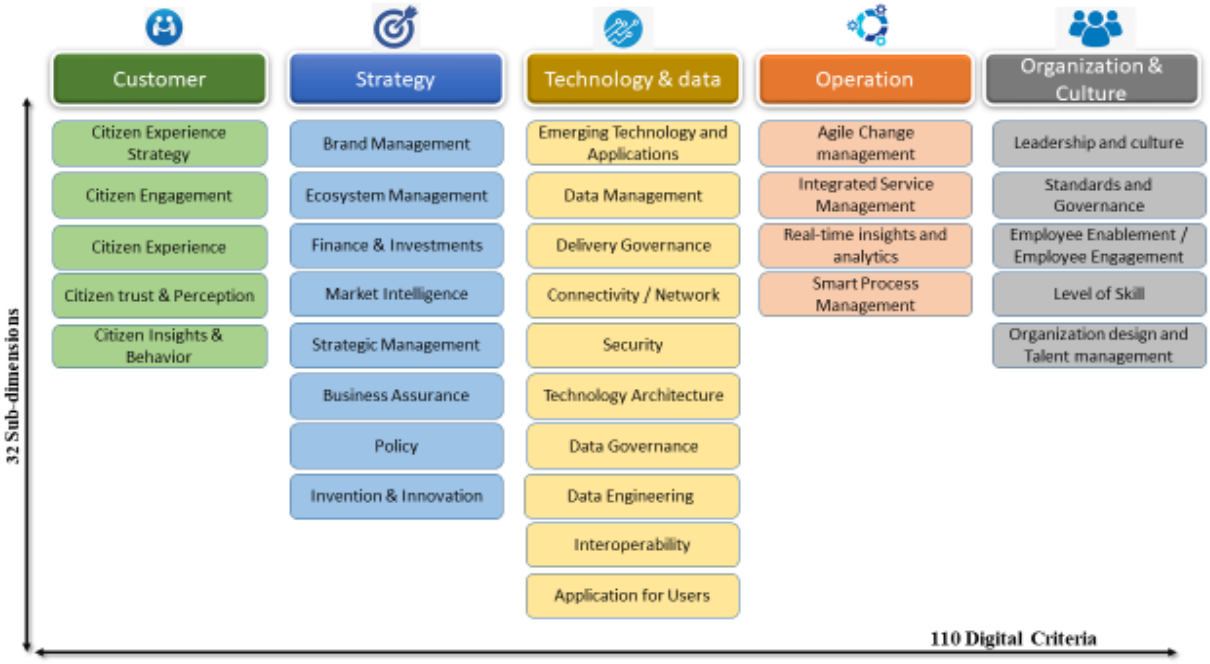


Figure 5-1: Digital Maturity Model for GoSL

Each dimension is further divided into sub-dimensions and each sub-dimension is split into three or five digital criteria. Accordingly, the model consists of 32 sub-dimensions and 110 digital criteria to understand the organizational maturity in terms of each dimension specified above (Refer Annexure 1 – Digital Maturity Model for the Government of Sri Lanka, Dimensions & Sub – Dimensions).

5.5 Maturity Levels of GoSL Digital Maturity Model

The GoSL digital maturity model identifies five (5) maturity levels as discussed below.

Level	Name	Definition
1	Initial	▪ Disorganized and chaotic capability. ▪ Success depends on individual efforts and is not considered repeatable since capability is not sufficiently defined and documented to allow them to be replicated.

Level	Name	Definition
2	Repeatable	▪ Basic capability techniques are established ▪ Success can be repeated since required capability is made, established, defined, and documented.
3	Defined	▪ Standardized capability practices are established. ▪ Greater attention to documentation, standardization, and integration.
4	Managed	▪ Organization monitors and controls its capability processes through data collection and analysis.
5	Optimizing	▪ Capability is constantly getting improved through monitoring feedback from current practices and introducing innovative practices to better serve the organizational needs.

Table 7 - Maturity Levels of GoSL Digital Maturity Model

5.6 Benefits of the GoSL Model

Government organizations would be able to achieve the following key benefits through the successful adoption of the GoSL Digital Maturity Model.

1. Consistency
2. Cost Saving
3. Self–Improvement
4. Market Demand
5. Performance Demand
6. Process Improvements

5.6.1 Consistency

The model enables government organizations to organize their future plans on identified areas for improvements in a consistent manner with an improved prediction on the targeted milestones to achieve.

5.6.2 Cost Saving

Cost saving is another benefit that government organizations would achieve upon the successful deployment of the model. The maturity model identifies the instances where government organizations should bring–in the five assessment aspects enshrined in the DMM to public service which would lead to cost saving. For an example, the increased maturity in the five DMM domains would ensure cost saving, higher operational accuracy, minimization of the duplication of work etc.

5.6.3 Self–Improvement

The maturity model would enable the government organizations to explore the areas which need improvements to achieve enhanced performance. It would act as an indicator for the organizations to decide their priorities to elevate from its current maturity level to the expected level. This would naturally drive the organizations towards an effective and efficient public service which would differentiate it from rest of the government organizations.

5.6.4 Market Demand

Increased market demand is another benefit that government organizations could achieve from the model. It helps government organizations to adopt best practices and streamline their processes to cater end user expectations.

5.6.5 Performance Demand

Performance is another key area which gets benefitted from the model. The model would highlight the organizational processes, standards and procedures which need improvements for the organization to reach the expected performance level. It is important to note is that the DMM would not encourage government organizations to re-define the existing processes, standards and procedures yet; introduce value additions to shape what is existing for the betterment of organizational performance.

5.6.6 Process Improvements

The maturity model enables government organizations to standardize their processes, ensuring that the best practices are captured, shared, and adopted. The adoption of

best practices would enable government organizations to gain its optimal benefit for them as well as the citizens.

6 Assessment Methodology

The assessment mechanism of the model takes place under two (2) phases as specified below.

1. Preliminary Assessment
2. Deep Assessment

6.1 Preliminary Assessment

- The preliminary assessment is focused on evaluating the readiness of government organizations to apply the digital maturity model to their organization. Any government organization can perform the preliminary assessment and if it fulfills the expected entry requirements to conduct the 'Deep Assessment'.

- It involves a questionnaire which is an information gathering exercise on the government organizations, which enables the implementation agency to decide on their capability to take-up the 'Deep Assessment'.

- The decision on selecting the suitable government organizations for the 'Deep Assessment' is at the discretion of the implementation agency, in consideration of the results of the preliminary assessment.

6.2 Deep Assessment

- The deep assessment is a detailed evaluation of the existing set-up within the qualified government organizations, from the preliminary assessment.

- Government organizations are assessed on the five maturity areas depicted in the DMM. The assessment is based on 110 criteria.

- The assessment is twofold where government organizations have to perform an online assessment via an interface provided by the implementation agency as well

as face an interview process (one-to-one interviews or group interviews) with a representative of the implementation agency by way of a 'Q&A' session.

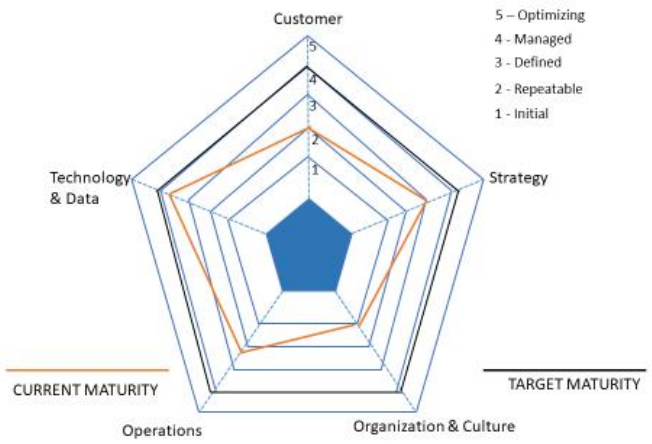
- The implementation agency would validate the answers provided by the government organizations and assign a scoring scheme for every parameter in the assessment model.

- The individual scoring of the parameters under every sub–dimension would collectively contribute to the final grading of the respective key dimension.

- The implementation agency would organize the final grading of the five (5) key dimensions and present the current digital maturity level of the organization.

6.3 Targeted Improvements

The successful implementation of the DMM for GoSL would provide, government organizations, its results as shown in the following diagram; clearly demarcating the current maturity against the expected maturity in each sub-dimension.



As per the above diagram, the 'Red' colour line depicts the current maturity level whilst the 'Black' colour line depicts the expected maturity level.

Accordingly, in this scenario; the organization is very much in par with the expected maturity level in terms of 'Technology and Data' component. The 'Strategy' component has also reached a better maturity status yet, further improvements are needed. However, it is far behind the expected level in terms of 'Organization and Culture' component. And its 'Customer' and 'Operations' components are at a similar footing which needs further improvements to achieve the expected maturity level.

The results enable government organizations to decide on priority areas for improvements based on their need.

7 Outcomes of the DMM Assessment

The expected outcomes of the assessment are as follows.

a. Introduce a mechanism which enables the government organizations to understand their present digital maturity level.

b. Identify the gaps in the existing organizational set-up which delays or impacts the technology transformation.

c. Enable the government organizations to expedite their digital transformation journey.

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He brings with him over 24 years of experience in leading large scale Public & Private Sector projects. Nishan has been playing a prominent role in various nation led initiatives carried out by institutions such as SLASSCOM, ICTA, UGC etc. While he has been a prominent technology leader in Sri Lanka, his experience expands to other markets such as Maldives, Indonesia and Myanmar too. He has extensive experience in managing large scale, complex, critical technology projects and digital transformation initiatives that has been citizen centered for the purpose of uplifting the nation as a whole, and has worked with many state sector stakeholders, especially in the areas of program monitoring, process improvement and strengthening legislative framework to support new processes and systems.

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He started his work at Jinasena Limited, Ekala, Jaela in May 2002 and then joined to Associated Motorways Nagoda, Kaluthara in October 2002 as an Assistant Electrical Engineer. Upon his skill and hard work, he was promoted to Electrical Engineer in October 2003.

He entered to Graduate School of Science and Technology of Keio University, Japan as a Master student in Spetember 2004. He obtained his Master and PhD degrees in robotics from Keio University in September 2006 and March 2010 respectively. His research area was non-linear control of two wheel manipulator.

Upon completing his higher studies, He joined Sri Lanka Institute of Information Technology as a senior lecturer (higher grade) in May 2010. He was appointed as a head of the research centre in Sri Lanka Institute of Information Technology in June 2011. He successfully organized the ROBOFEST 2010 and ROBOFEST 2011. Robofest is the premier robotics competition in Sri Lanka. He was the General chair of first national conference on technology and management in 2012 (NCTM2012). He was the member of editorial committee in 6th SLIIT symposium which was held in January 2011.

Since March 2012, he has been working as a postdoctoral researcher in Kagawa University, Japan.

- **Dr. Rohantha Rodrigo**

Dr. Rohantha Rodrigo is a CIO-level IT professional with +25 years of postdoctoral experience in the field of IT, with a proven track record in setting up and managing multi-discipline IT divisions and R&D units. He has wide knowledge in Computer Platforms, Networks & Communications, Data Centres, IT Security, Business Continuity, Data Analytics and the application of Machine Learning tools.

- **Ms. Samanthi Senanayake**

Ms. Samanthi Senanayake is a Senior Consultant attached to Sri Lanka Institute of Development Administration (SLIDA) and a Grade 1 officer in the Sri Lanka Administrative Service. During her 19 years in the public sector, her continuous involvement in e-Government and Digital Government initiatives are significant. She holds an MSc in Information Management from SLIIT, an MIS Degree from the University of Melbourne Australia and a Diploma in e-Government from PIM, and a BSc from the University of Kelaniya.

- **Mr. Sameera Jayawardana**

Mr. Sameera Jayawardena is a Digital Transformation Evangelist, Strategist, Adoption specialist, and Results driven Consultant with over 15 years of experience in digitization Portfolio with program and Project Management on digital technologies, Transformation Strategy & Policy, Digital education, HR Capacity Building and digital government transformation, who is currently working as the Associate Chief Digital Economy Officer as ICTA. He leads large-scale national-level digital transformation and capacity-building initiatives, including formulating and adopting the Digital Government Policy and Strategy of Sri Lanka from 2010 to 2014. He holds an MSc in Management, BSc in Information Systems, and he is also a certified Project Manager (PMP), and a Member of CSSL, PMI, ISoC Global, SLEVA, and also a Board Member of the National ICT Skills Council.

- **Mr. Thilina Dissanayake**
- **Mr. Thushara Suraweera**

- **Mr. Yasith Fernando**

Mr. Yasith Fernando has more than 10+ years of experience in IT field and currently succeeding as a Deputy General Manager at Cargills Ceylon. He is an MBA holder in Business Analytics and Big Data and also holds a Bachelor of Science in Business, Mathematics and Economics and Bachelor of Engineering. He worked on business challenges of CEOs, CFOs, CHROs and CMOs and broader board level challenges.

- **Dr. Windhya Rankothge**

Dr. Windhya Rankothge is a Senior Lecture at SLIIT who has almost 12+ years hands-on experience in IT fields. She is a PhD holder in Computer Systems Networking and Telecommunications and also an MSc holder in Computer Systems Networking and Telecommunications. Further she is certified with CCNA, DevNet Associate and CyberOps Associate in Cisco.

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10 Annexures

Annexure 1 – Digital Maturity Model for the Government of Sri Lanka, Dimensions & Sub – Dimensions 0