

NEXTGENGOV OFFICER INITIATIVE FOR THE GOVERNMENT OF SRI LANKA



INFORMATION AND COMMUNICATION TECHNOLOGY AGENCY OF SRI LANKA

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List of Abbreviations

NEXTGENGOV	Next Generation Government
ICTA	Information and Communication Technology Agency of Sri Lanka
ICT	Information and Communication Technology

Definitions

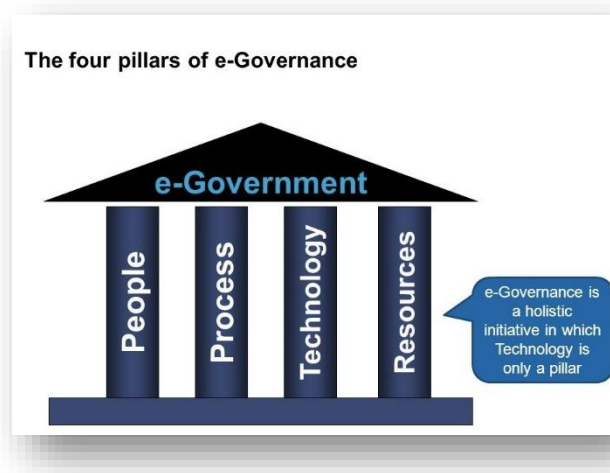
Term	Definition
Digital Literacy	<p>Digital literacy is the ability to access, manage, understand, integrate, communicate, evaluate and create information safely and appropriately through digital technologies for employment, decent jobs and entrepreneurship. It includes competencies that are variously referred to as computer literacy, ICT literacy, information literacy and media literacy.</p> <p>(UNESCO/UNESCO Institute for Statistics)</p>
Good Governance	<p>Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.</p> <p>(United Nations Economic and Social Commission for Asia and the Pacific, https://www.unescap.org/sites/default/files/good-governance.pdf)</p>

Table 1: Definitions

1 Executive Summary

‘Good Governance’ is the ultimate expectation from every government. It ensures the quality and standard expected by the citizens from the public service which enables them to lead a satisfied life. In this setting, harnessing digital technologies with the governance process to promote the concept of ‘e-Government’ and reap its benefits to provide speedy, efficient, personalized, and responsive public services; meeting citizen expectations and winning their trust through a citizen-friendly and citizen-centric approach has become a necessity.

The concept of ‘e-Government’ is constructed through four main pillars as depicted in the diagram. The most crucial factor among the four is the ‘People’ factor, which is equally the most difficult factor to achieve. In the absence of the people factor, the digital transformational process would never be a success. Hence, a successful transformation for a ‘Digital Government’, necessitates encompassing an open collaborative culture and adoption as well as a holistic approach. People readiness



i.e. both the government workforce and the general public, to embrace the transformation plays a pivotal role in achieving good governance and to assure such readiness from the government side, a holistic capacity-building approach is of utmost importance.

Figure 1-1: Pillars of e-Government

The success of the unification of technology and public service lies in the human capital that puts it into practice. Thus, ensuring that government officers are thorough and equipped with the necessary competencies to effectively and actively engage in their work and deliver services through digital means is a prerequisite of the digital transformational process.

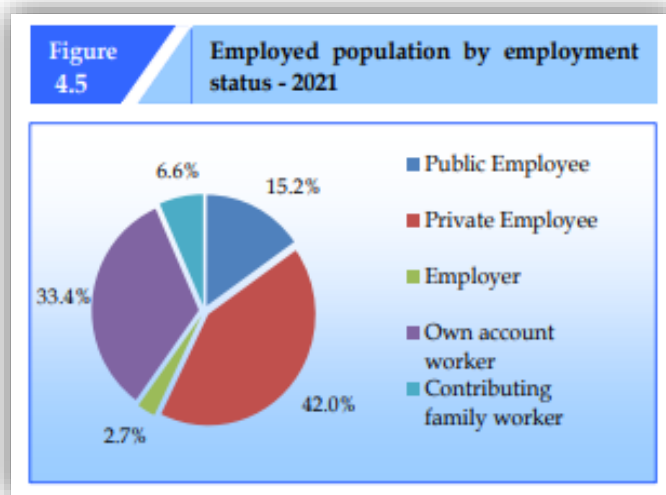
However, in the present context, GoSL lacks a defined mechanism to recognize, evaluate and improve the digital competencies of government officers to cater to transformational needs. In light of the above, ICTA introduces the ‘NextGenGov Officer Initiative’, with a holistic approach, to capacitate the government officers and make them ready to embrace the digital transformation in the government.

This document aims to discuss the essentials pertaining to the ‘NextGenGov Officer Initiative’, elaborating on its integral elements and its contribution to realizing a rapid digital transformation in the government.

2 Introduction

The ‘NextGenGov Officer’ is a capacity-building initiative focused on increasing the digital literacy of Sri Lankan government officers to achieve a digitally transformed public service through a digitally capable workforce. It is in alignment with ICTA’s ‘Digital Government Competency Framework’, which is designed to develop the unidentified competencies of the government workforce; in a manner where they could use them to navigate the digital transformation journey of the government. The initiative involves learning and adopting digital technologies to bring-in digitalization to the public service, towards the achievement of a digital economy, whilst ensuring a citizen-centric and citizen-friendly public service. Accordingly, the initiative adopts the approach of ‘capacitating and delivering’.

Sri Lanka government service owned a total population of ~1.2 Million in 2021 (15.2% of the country’s total employed population), out of which ~780,000 are officers belonging to senior, tertiary, and secondary levels in government service. In



consideration of the above statistics, it is evident that reaching out to every government officer is a challenging task provided the resource/financial/time constraints, their geographical placement, rigid organizational hierarchy, lack of opportunities, and willingness to join the initiative.

Figure 2-1: Employed Population of Sri Lanka by Employed Status 2021

Source: Sri Lanka Labour Force Survey, Annual Report 2021, Department of Census and Statistics

Link: <http://www.statistics.gov.lk/LabourForce/StaticalInformation/AnnualReports/2021>

Having considered these challenges and a productive solution to effectively address the same, it is planned to absorb the most interested government officers to the initiative. Accordingly, ICTA expects to absorb 100,000 voluntary government officers, the early adopters in public service, into the programme and capacitate them

to drive digital transformation in their respective work domains. The transformation is intended to take the form of a ‘knowledge transition’ where the voluntary officers are to lead the role of an evangelist and disseminate the acquired knowledge among other employees/peers at the workplace; ensuring a further spread of the expected outcome, until the entire gamut of government officers are covered.

In terms of the ‘Diffusion of Innovation Theory’, the peak for Sri Lanka government officers lies in the latter part of the curve; where the adoption of novel ideas and concepts is rather low. In this setting, ICTA aims at the untapped segments of ‘Innovators and Early Adopters’ in the government workforce to drive the ‘NextGenGov Officer initiative and elevate the digital capability of government officers; pushing the ‘Early Majority, Late Majority, and Laggards to the front and change the curve for Sri Lanka government service.

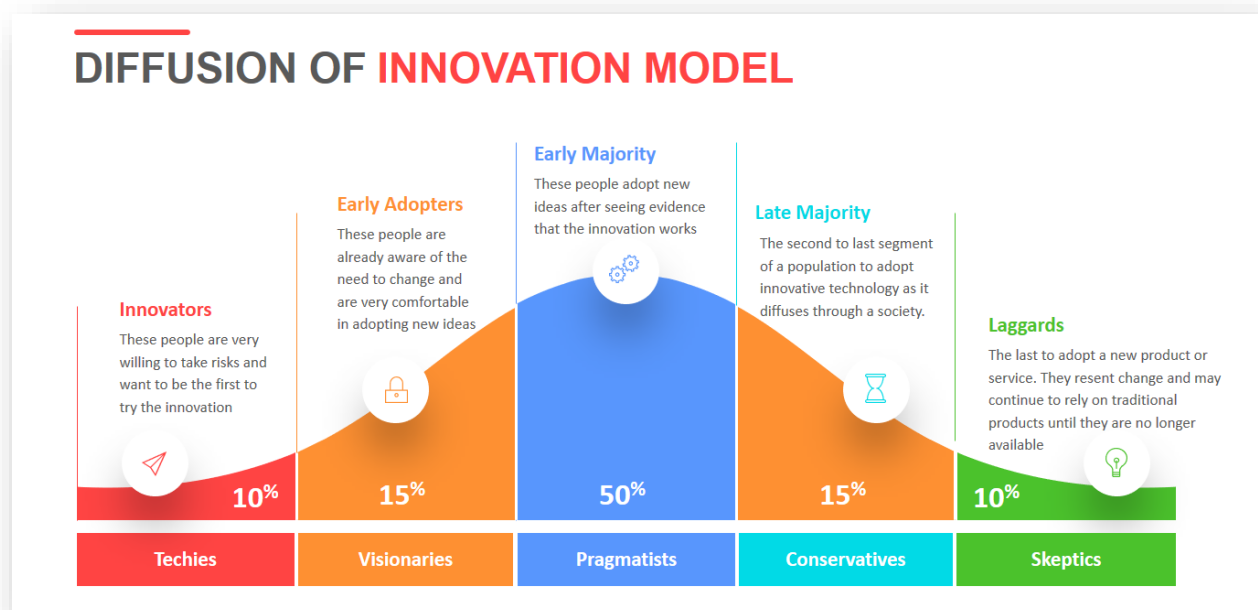


Figure 2-2: Diffusion of Innovation Curve

3 Problem Statement

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 to provide efficient and effective public service delivery.

Further, all the employees in Sri Lanka government organizations (approximately 1.5M) and it is difficult to reach all employees of the public sector and perform direct capacity building for all employees of the public sector

4 Situational Analysis

4.1 Global Context

ICTA analyzed some existing global initiatives with a similar scope as discussed below.

No.	Name	Country	Description	Target Group	Year
1	National Digital Literacy Mission (NDLM)	India	<ul style="list-style-type: none"> The Digital Saksharta Abhiyan (DISHA) or National Digital Literacy Mission (NDLM) has been introduced to train non-IT literate citizens in all the states to become IT literate in order to enable them to actively and effectively participate in the democratic/developmental process and enhance their livelihood. 	Citizens	2015
2	USE, UNDERSTAND & ENGAGE: A Digital Media Literacy Framework for Canadian Schools	Canada	<ul style="list-style-type: none"> Provides a roadmap for teaching skills to critically, effectively and responsibly access, use, understand and engage with media of all kinds. The framework addresses nine (9) areas of digital media literacy and provides Canadian teachers with supporting lessons and interactive resources that are linked to curriculum outcomes for every province and territory. 	Teachers/ Trainers	2022
3	Skills Future - Skills Framework for Infocomm Technology	Singapore	<ul style="list-style-type: none"> The Skills Framework is an initiative developed by the Government of Singapore to promote skills mastery and lifelong learning. It provides useful information on sector information, career pathways, occupations and job roles, existing and emerging skills and training programmes for skills upgrading and mastery. 	Citizens/ NGOs/ Training Providers/ Curriculum Developers/ IT Professionals	2022
4	New Essential Digital Skills Framework	United Kingdom	<ul style="list-style-type: none"> Devised to help adults to improve their digital skills. Focuses on the abilities required to engage in, and contribute to today's and tomorrow's digital world. 		

Table 2: Existing Global Competency Frameworks

The available literature proves that, globally, many countries have adopted digital competency frameworks at national and enterprise levels; focusing on varied segments of society. All these frameworks are devised for the common purpose of up-skilling digital literacy, which makes it evident that digital literacy is accepted as a much-needed skill to cope with the evolving digital era.

4.2 SRI LANKAN CONTEXT

Sri Lanka government officers are mostly engaged with paper-based work. Hence, they are not very familiar with technology because of low digital literacy. Even though they are willing to use new technologies, it is a difficult process for them to get used to new technologies.

5 NextGenGov Officer Initiative

5.1 Objective

“To create a digitally capable workforce in the government sector who will positively contribute to accelerating the digital government transformation.”

The GoSL is in the process of a digital transformation, where the government officers become the catalysts who would drive the transformational process. Thus, it is pivotal that every government officer, irrespective of rank; is capable of getting familiarized with digital technologies, which would naturally increase the digital literacy of the public sector which is essential in providing a citizen-centric and citizen-friendly public service.

Against this backdrop, it generates the need for a mechanism to capacitate government officers and make them ready to adopt new technology and achieve the expected cultural shift in public service. However, in the current context; there is no such mechanism to aid the GoSL and as a result, the government's transformational efforts are taking a slow pace.

5.2 WHY NEXTGENGOV OFFICER?

Sri Lanka's government is in the process of a digital transformation, where government officials become the catalysts that would drive the transformational process. It is pivotal that every government official, irrespective of rank; is capable of getting himself/herself attuned to the technology, to meet the industry as well as national demands; 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.

Further below are some of the main reasons to highlight the importance of having the NextGenGov Initiative.

- Covering all employees in Sri Lankan government organizations, totaling approximately 1.5 million, poses a challenge as direct capacity building for the entire public sector is difficult to implement.
- Competent government officials face limited opportunities to take on leadership roles and facilitate digital government transformation.
- The adoption of technology needs to occur organically and be positively embraced by government officials at every level.

Accordingly, there is a need for a mechanism to create a pool of government employees from all levels to become evangelists of the cultural shift and reach all levels of digital government adoption. However, in the current context; there is no such mechanism catered to government officials in a manner that would address the aforementioned.

ICTA as the apex body which wheels GoSL ICT initiatives; recognizing the national importance of bridging the competency gaps in government officers, is introducing the 'NextGenGov Initiative' to capacitate the government officers with the knowledge, skills, and attitude needed to actively engage in the government's digital transformation and provide better public services.

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.

5.3 WHO IS A NEXTGENGOV OFFICER?

Any government officer at any level could be a NextGenGov officer.

- ▶ A key resource in the organization for the technology adoption
- ▶ Will disseminate knowledge to other officials to increase digital literacy and facilitate technology diffusion.
- ▶ Will gather the IT literacy requirements of their organization.
- ▶ Who makes positive vibes among other government officials (within his/ her team, department, organization, or other organizations)
- ▶ Coordination and participation in forums are initiated by ICTA.
- ▶ Facilitating digital transformation journey internally or externally.
- ▶ Facilitate the adoption of digital transformation initiatives to the organization and provide support for other organizations as well.
- ▶ Will have hands-on expertise

To produce positive and competent evangelists or facilitators to drive the transformation journey with the direction of ICTA.

Appointing a NextGenGov officer will be done according to a point-based schema which will be maintained by ICTA. Points will be calculated on his/her achievements in digital competencies as per the defined competency mapping. In addition, each person's contribution to the IT-related programs such as technological innovations, IT-related development, participating in forums or training programs, etc. also will be factored in this calculation. Only the people who gained points will be identified as NextGenGov officers.

An evangelist who would drive the digital transformation through **knowledge dissemination**, having **hands on experience** and **competencies** to **create a positive and conducive environment** in the organization to adopt digital initiatives in a positive manner.

5.4 How to Become a NextGenGov Officer

- ▶ Register to become a NextGenGov officer
- ▶ Participate for ICTA initiated training sessions and forums
- ▶ Follow the NextGenGov Foundation Capacity Building Training Program
- ▶ Nominations
- ▶ Perform the self-assessments according to the Digital Government Competency Framework



Figure 5-1: NextGenGov Initiative Process

- NextGenGov officer credential will be awarded upon reaching a minimum no of points as per the NextGenGov point scheme.
- Government officers can achieve minimum competency defined as per the NextGenGov competency profiles.
- Level of proven engagement in the adoption of digital government in respective government organizations or being a digital government evangelist who promotes/disseminates knowledge on digital government.
- More points can be earned based on the initiatives and engagement towards technology adoption and inclusion.

5.5 Conceptual Model

To facilitate the application of the Digital Government Competency Framework across the government, ICTA has developed the model shown below. Furthermore, the below model will be utilized to capacitate 100,000 government officials, under the NextGenGov initiative.

The model designed for the initiative is depicted in the following diagram.

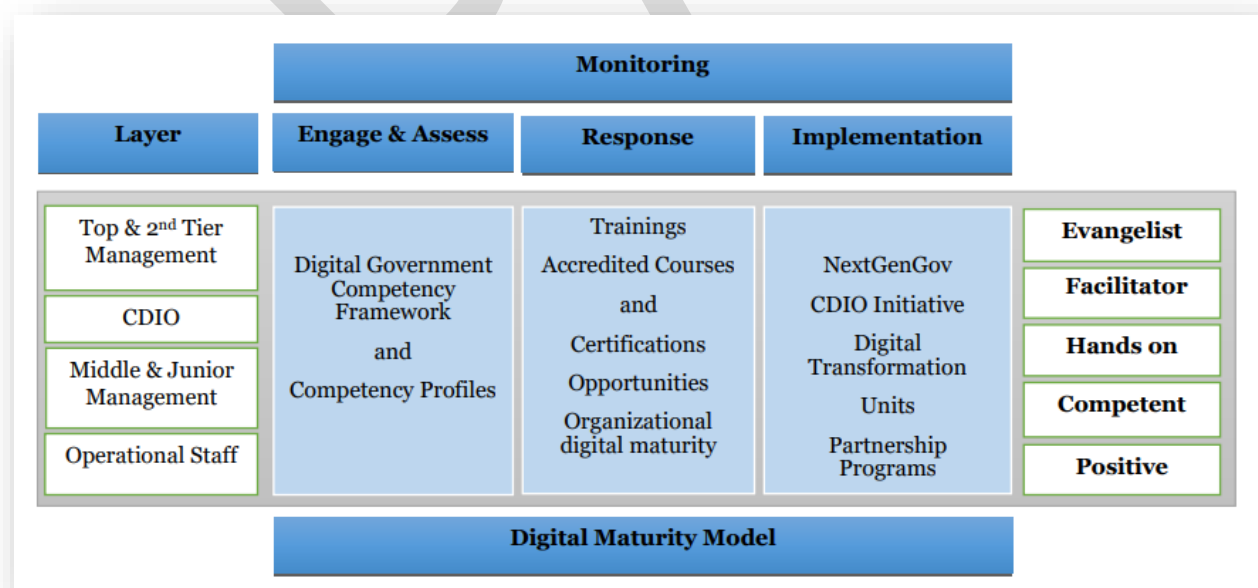


Figure 5-2: NextGenGov Model

- 100,000 voluntary government officers would be selected from the categories listed in the ‘Layer’ section, based on the demonstrated skills.
- In the ‘Engage & Assess’ phase; the selected officers would be assessed according to the ‘Digital Government Competency Framework’ to identify competencies and measure their current competency level. This would also depend on the categories listed in the ‘Layer’ section.
- The response stage is designed to provide recommendations, by ICTA, on ways through which they can further enhance and improve their competencies to bridge the identified gaps.
- During the implementation phase, the officers would actively engage in a knowledge transition process disseminating knowledge among peers/colleagues; earning points for active involvement in the programme.
- Assessing the digital maturity of an organization (using the ‘Digital Maturity Model’) would cut across all three phases of Engage and Assess, Response, and Implementation.
- The final phase of ‘NextGenGov’ would produce the initiative, a positive, competent, and result-driven evangelist or a mentor; who is capable of driving fellow officers toward the technological transformation in the public service.

5.6 NextGenGov Officer Initiative Points Schema

5.6.1 Selection Process

	Main Category	Sub Category	Criteria		Points	Weight
Selection Process						
1	Academic Qualifications	Academic Qualifications	Certificate/ Advanced Certificate	2 points	20	2
			Diploma/ Higher Diploma	3 points		
			Bachelors/ Honours	3 points		
			Postgraduate Certificate/ Diploma	3 points		
			Masters	4 points		
			Doctor	5 points		
2	Professional Qualifications/ Accredited Programs			A maximum of 10 points will be awarded after the evaluation	10	2
3	Participation in the Activation Forum			Minimum 3 Forums attended	1	1
				Minimum 7 Forums attended	5	3
				Minimum 10 Forums attended	10	6
4	Involved in Application Development or configuration			A maximum of 10 points will be awarded after the evaluation	10	7
5	Participation in the organizations' process improvements			A maximum of 10 points will be awarded after the evaluation	10	7
6	Conduct training for internal and external staff			Minimum 3 trainings provided	5	2
				Minimum 5 trainings provided	10	4
				Minimum 10 trainings provided	15	6
7	Contribution to society (Training programs,			A maximum of 10 points will be	10	10

members of committees in society, etc.)			awarded after the evaluation		
Special Information					
Classification					
Experience	Work				
	Training				

5.6.2 Earning Points

17 KEY CATEGORIES TO EARN POINTS BASED ON

- Academic Qualifications
- Professional Qualifications
- Number of Trainings Provided
- Number of Trainings Attended
- Development Initiations
- Awareness Sessions
- Peer Review/Evaluations
- Knowledge Sharing & Application of Learnt Skills
- Content Creations
- Presentations
- Volunteering
- Courses Followed (ICTA Organized)
- Event/Forum Participation (ICTA Organized)
- On the job Training
- Development Goals
- Periodical Updates on Lessons Learnt
- Enriching professional skills (certifications)

50 POINTS → ELIGIBLE TO ENROLL

Earning Points						
1	Education Points	Courses or Training	Training attended - (Inside and Outside the company)	Minimum 3 trainings attended	5	0.5
				Minimum 7 trainings attended	10	1
				Minimum 10 trainings attended	15	1.5
			Following courses	3 courses followed	5	1
				More than 3 courses followed	10	2
		Certifications	Enriching your professional skills (Certifications)	One certification	5	0.5
				Two or more certifications	10	2
		Events	Event/ Forum participation	Minimum 3 events/ forums attended	5	0.5
				Minimum 7 events/ forums attended	10	2
				Minimum 10 events/ forums attended	15	3
		Meetings	Awareness Sessions	Minimum 3 awareness attended	5	1
				Minimum 5 awareness attended	10	2
				Minimum 10 awareness attended	15	3
		Self Studying	Online or Digital Media	A maximum of 5 points will be awarded after the evaluation	5	0.5
			Reading	A maximum of 5 points will be awarded after the evaluation	5	0.5
			Informal Reading	A maximum of 5 points will be awarded after the evaluation	5	0.5
2	Giving Back Points	Share knowledge	No training provided	Minimum 10 trainings provided	5	1
				Minimum 20 trainings provided	10	2
				Minimum 25 trainings provided	15	3
			The Job Trainings	Minimum 10 trainings provided	5	1
				Minimum 20 trainings provided	10	2
				Minimum 25 trainings provided	15	3
		Development/ Initiations	A maximum of 30 points will be awarded after the evaluation	30	3	
		Work as a practitioner	Sharing your knowledge and actively applying your skills in valuable ways to contribute to the profession	After evaluation maximum of 20 points can be allocated after evaluation.	20	2
		Create content	Creating Content	One creation	5	1
				Two or more creations	10	2
		Give presentation	Conducting presentations	Minimum 3 presentations conducted	5	1
				Minimum 5 presentations conducted	10	2
				Minimum of 10 presentations conducted	15	3

		Volunteer	Volunteering	A maximum of 10 points will be awarded after the evaluation	10	1
3	Other		Development Goals	Achieving KPIs given by the organization	5	0.5
			Periodical updates on lessons learned	Provide a report on the lessons learned and after an evaluation points will be awarded. The maximum will be 10 points.	5	0.5
			Peer evaluations	A maximum of 15 points will be awarded	5	0.5

5.7 NextGenGov Officer Classification

- ICTA has come up with the classification into which the nextGenGov officers will be categorized.

Award Category	Technology	Leadership	Management	Process Reengineering	Teamwork/ Coordination	Marketing
Contribution Areas	Web	Decisiveness	Project Management	BPR	People Management	Concept preparation
	OS	Integrity	Risk Management	Process optimization	Coordinating national-level events	Publicity
	Testing	Relationship building	Quality Management	Process improvements	Peer evaluations	Documentation
	Development	Problem-solving	Change Management	Research and Development	Collaboration	Promotion
	Networking	Responsibility and Dependability	Business Continuity	Business analysis	Critical Thinking	
	Any other modern technologies	Ability to teach and mentor	Data Management	Business Process Outsourcing	Contribution to the team	
	New Applications to suit the business	Prioritize personal development	IT Governance	Change Management	Innovation	
	AI Technology and Advanced Analytics	Ethical and civic-minded	Secure Environment	Customer service		
	Research Unit	Focuses on developing others	Innovation	Business strategy		
	Technology Deployment	Encourage strategic thinking, innovation, and action				
	Cyber Security	Effective cross-cultural communication				
	Softwares	Motivate and Inspire				

The officers who excel in their respective areas would be awarded under seven (7) categories as depicted below.



The officers who possess exceptional skills in either of the defined categories can become a role model to other officers and become an active member in the programme, who would encourage the peers to contribute to the digital transformation journey of the government.

5.8 Benefits of the NEXTGENGOV Officer Initiative

The government officers who get partnered with the programme would be benefitted with the following.



Priority at the selection process for ICTA initiated capacity building initiatives.



Opportunities to engage with industry experts and other eminent resource persons.



Continues learning and development opportunities.



Opportunity to do free online examinations, upon mapping the competencies with the competency framework.



Opportunity to participate in specialized training programmes for NextGenGov officers.



Based on the defined competency framework, NextGenGov officers would be able to prioritize and identify the areas which needs to be improved.



Recognition as a key member in organizational digital transformation unit.



Recognition and appreciation at the Annual Forum.



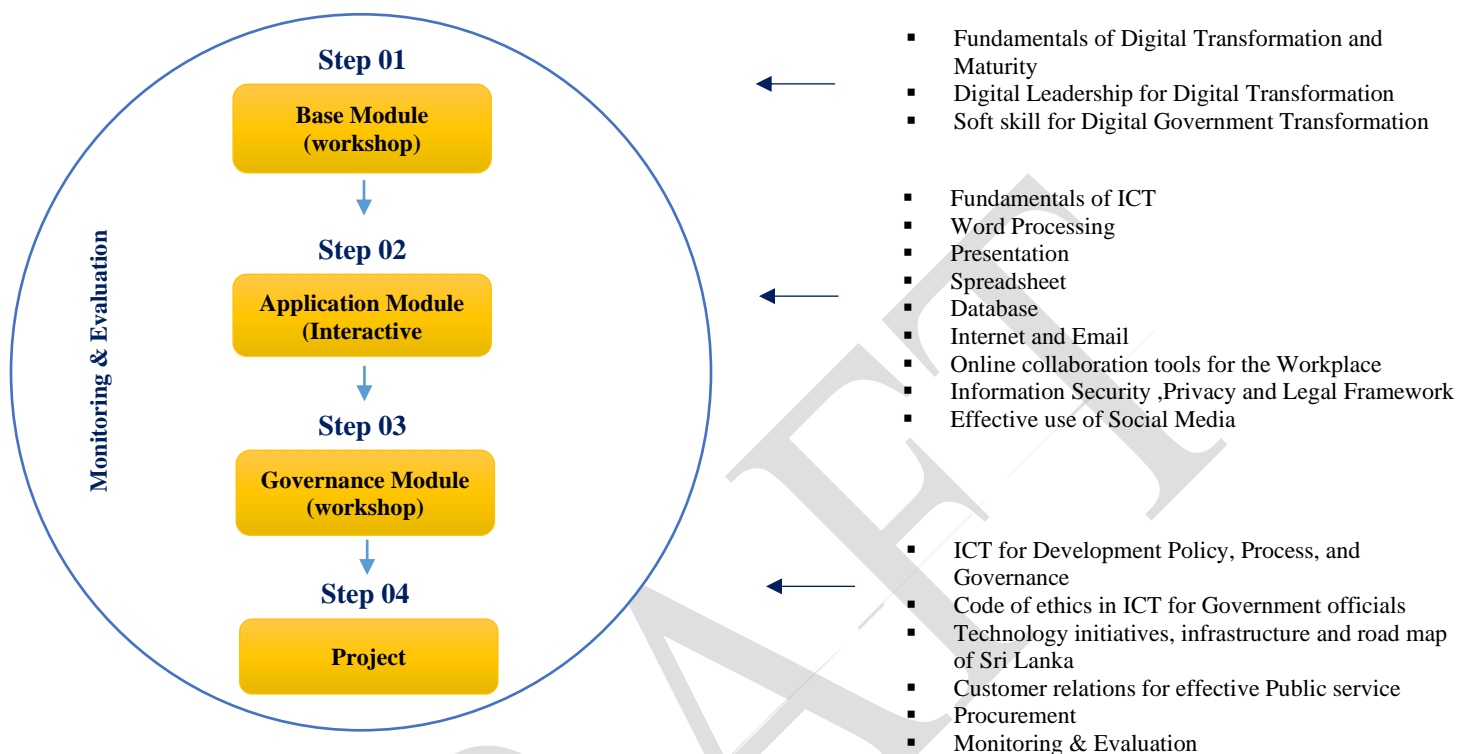
Special Foundation Course¹, change management and other training.



Opportunity to become a key resource in the digital transformation in the public service.

¹ Refer Section 6 – NextGenGov Foundation Course

6 NextGenGov Foundation Course



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