



**National Capacity Building Workshop to Accelerate Digital Government Transformation in Sri Lanka:**  
*Strengthening Digital Governance for Sustainable Development*

**Enhancing Institutional Coordination for Effective Public Service Delivery**

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# 1. Why Institutional Coordination Critical for Effective Public Service Delivery



## I. The Whole-of-Government Approach to Public Service Delivery.

- ✓ **WoG** denotes public service agencies working together across organisational portfolio boundaries in a shared response to particular issues. WoG is closely associated with “Connected” and “Joined Up” government concepts
- ✓ The growing importance attached to WoG approaches has been accompanied by a more integrated approach to digital government and online service delivery. There is a trend towards providing service delivery through “one-stop-shops” online, or through other systems



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- ✓ For these leading digital government countries, **the WoG has been strongly institutionalized through a central body** such as a department, ministry or agency led by a high-ranking government officer— such as a national (CIO) or chief digital technology officer—that is in charge of a multi-year digital agenda and reports to the cabinet of the president or the prime minister.
- ✓ This central body contributes to **policy formulation and coordinates policy implementation for the Government** and has wide-ranging responsibilities relating to digital services for e-government applications, data science and artificial intelligence, traditional and cloud infrastructure, cybersecurity, the Internet of things, and much more.
- ✓ The leading Governments engage in **policy, regulatory and technology experimentation and sandboxing** to test, develop and adapt cutting-edge technologies for use in e-services provision and smart city development.



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**II. The future of digital government should not be simply digital but hybrid – WoG efforts with institutional coordination to address digital exclusion - *access, affordability and ability* (3As) with an integrated framework of *data, design and delivery* (3Ds) in LNOB.**

Figure 4.6 The intersectionality of barriers: of access, affordability and ability in determining digital exclusion

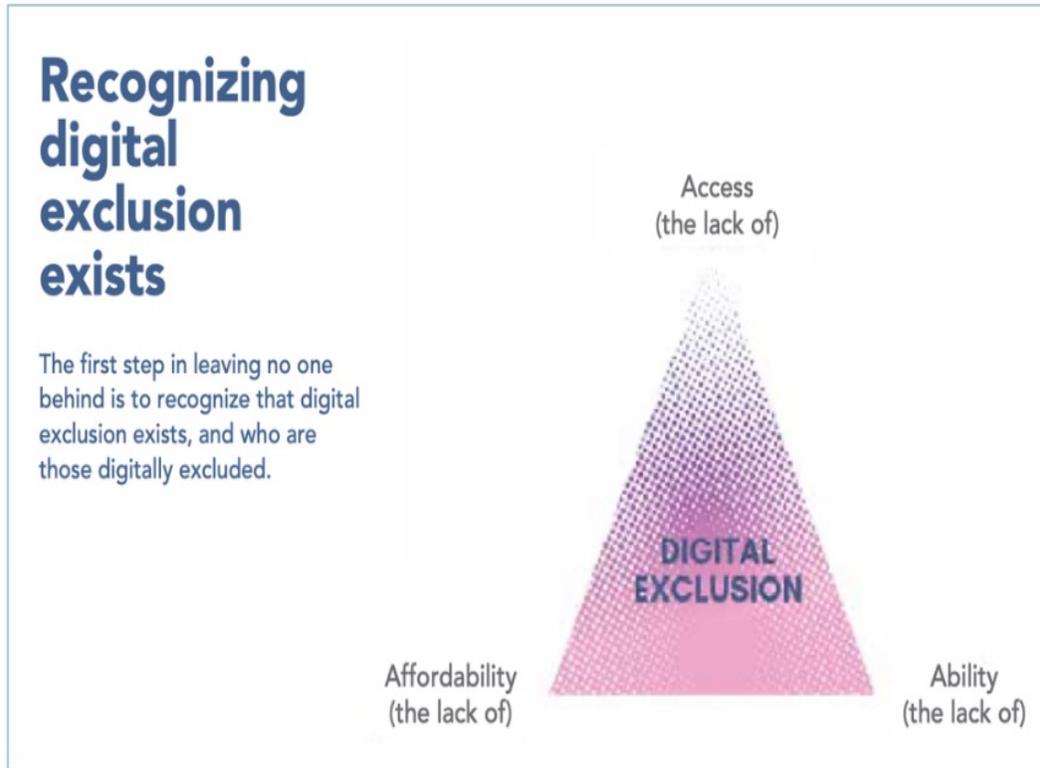
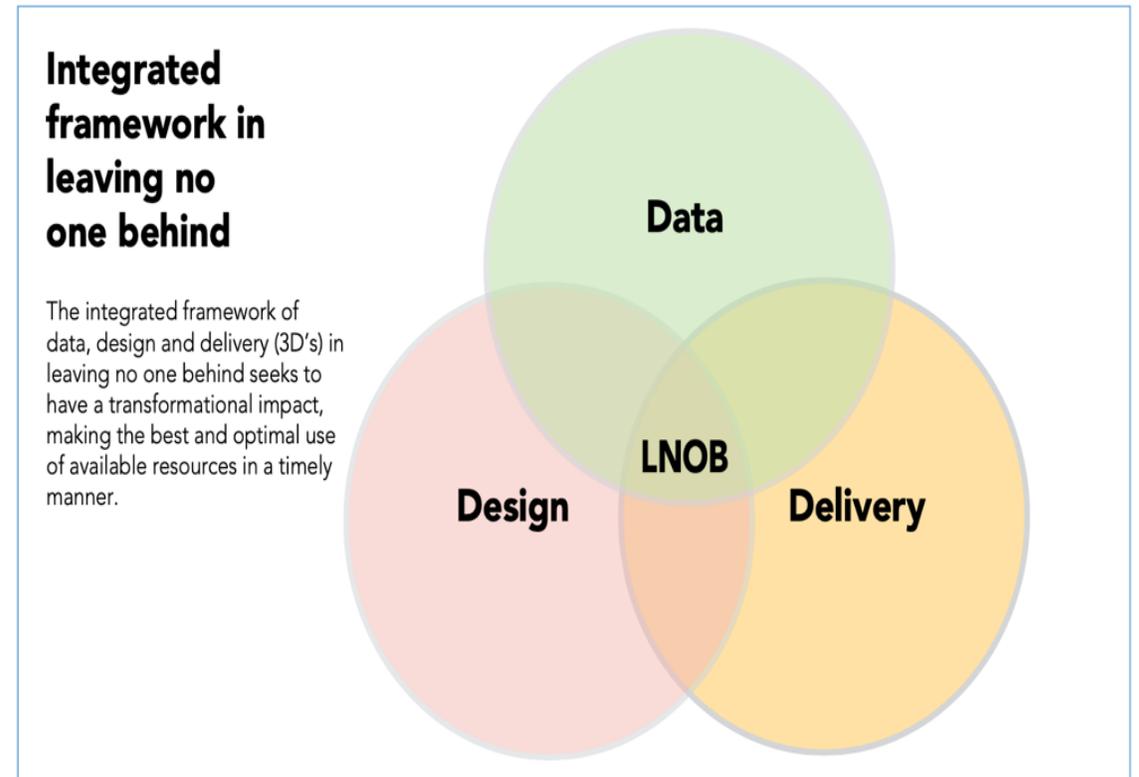


Figure 4.13 Integrated data-design-delivery framework for e-government





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**III. Targeted services for people in vulnerable situations** – requires a WoG approach that integrates multilevel, multisectoral and multidisciplinary strategies and partnerships.

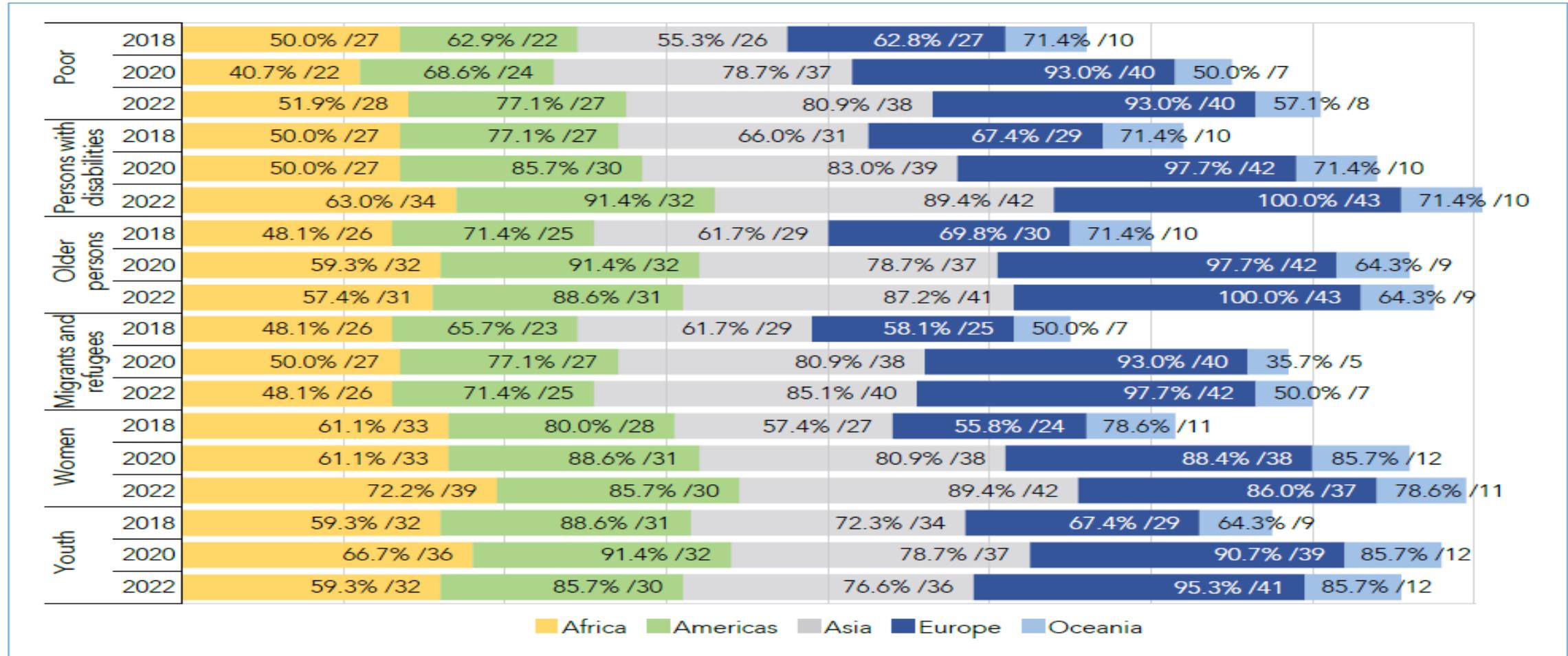
- ✓ While some integrated policies should be universal in nature, benefiting all people, others may need to be more targeted, **focusing on strategies such as affirmative action and solutions tailored to specific needs.**
- ✓ **Differentiated criteria such as specific sets of vulnerabilities or geographical variables can be used to determine the target recipients of intended services.**
- ✓ Specific e-services may be needed for young women, older persons with disabilities, or those dwelling in rural areas. Social protection policies aimed at promoting social integration and addressing discrimination should be designed for targeted groups to achieve specific outcomes and real change.
- ✓ **These policies should be based on evidence drawn from disaggregated data on various marginalized segments of society, and robust implementation mechanisms should be established to ensure effective services delivery.**



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Figure 4.16 | Progress made in the provision of specific information and/or e-services for vulnerable groups, by region, 2018-2022



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**IV. Co-designing and co-creation for personalized services** – requires enhanced **institutional coordination** to foster partnership between government, private sector and people.

- ✓ Increasingly, quality improvements in public services delivery are linked to service personalization and the use of predictive analytics to identify target populations.
- ✓ Complex analytics and AI allow public institutions to better understand and address the needs of different segments of the population, including vulnerable groups. Governments utilizing these tools can acquire the information they need to develop tailored solutions such as personalized education for disabled persons or can use predictive analysis to develop precision health-care solutions for older people.



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- V. Institutional coordination and collaboration can **improve use of limited resources and foster trust** with better defined roles and responsibilities of different departments in the full process of digital government development.
- VI. **Data-centric government and data interoperability** — effective digital data governance to overcome data silos and improve data sharing and data partnership – requires enhanced institutional coordination.
- VII. **Shared infrastructure (data cloud, data service, data APIs, etc.) requires enhanced institutional coordination.**



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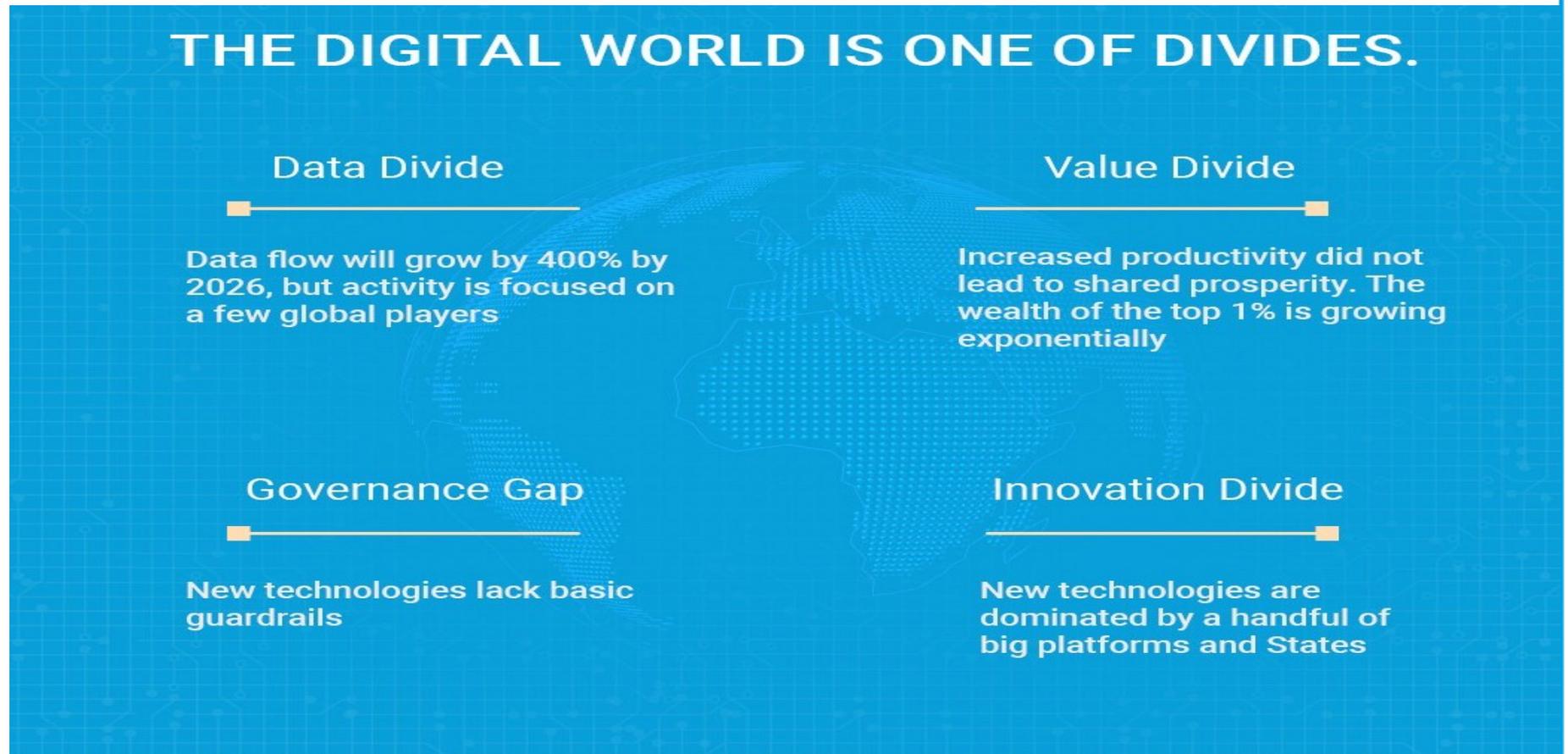
**VIII. Challenges and opportunities of frontier technologies – such as AI, machine learning and blockchain requires institutional coordination for building a national strategy and creating a conducive legal framework to encourage innovation while mitigating risks of security and privacy breaches.**

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✧ **Digital divide is a new form of inequality**

## THE DIGITAL WORLD IS ONE OF DIVIDES.



- Data Divide**  
Data flow will grow by 400% by 2026, but activity is focused on a few global players
- Value Divide**  
Increased productivity did not lead to shared prosperity. The wealth of the top 1% is growing exponentially
- Governance Gap**  
New technologies lack basic guardrails
- Innovation Divide**  
New technologies are dominated by a handful of big platforms and States



## 2. Assessment on Institutional Framework of Digital Government Development (2022 UN E-Gov Survey)



Existence of national government portal (s) |

Information available on the organizational structure and/or chart of the government |

Names/titles of heads of government agencies/departments/ministries available on the national portal(s) |

Links to any sub-national/local government institutions/agencies |

Privacy statement(s) available |

### **Digital ID to access online services |**

National e-Government/Digital Government strategy or equivalent available |

Information on citizens' rights to access government information |

### **Legislation/law/policy/regulation on personal data protection |**

### **Legislation/law/policy/regulation on cybersecurity |**

### **Information/contact about a national CIO or equivalent |**

### **Legislation/law/policy/regulation on e-participation |**

### **Legislation/law/policy/regulation on Open Government Data |**

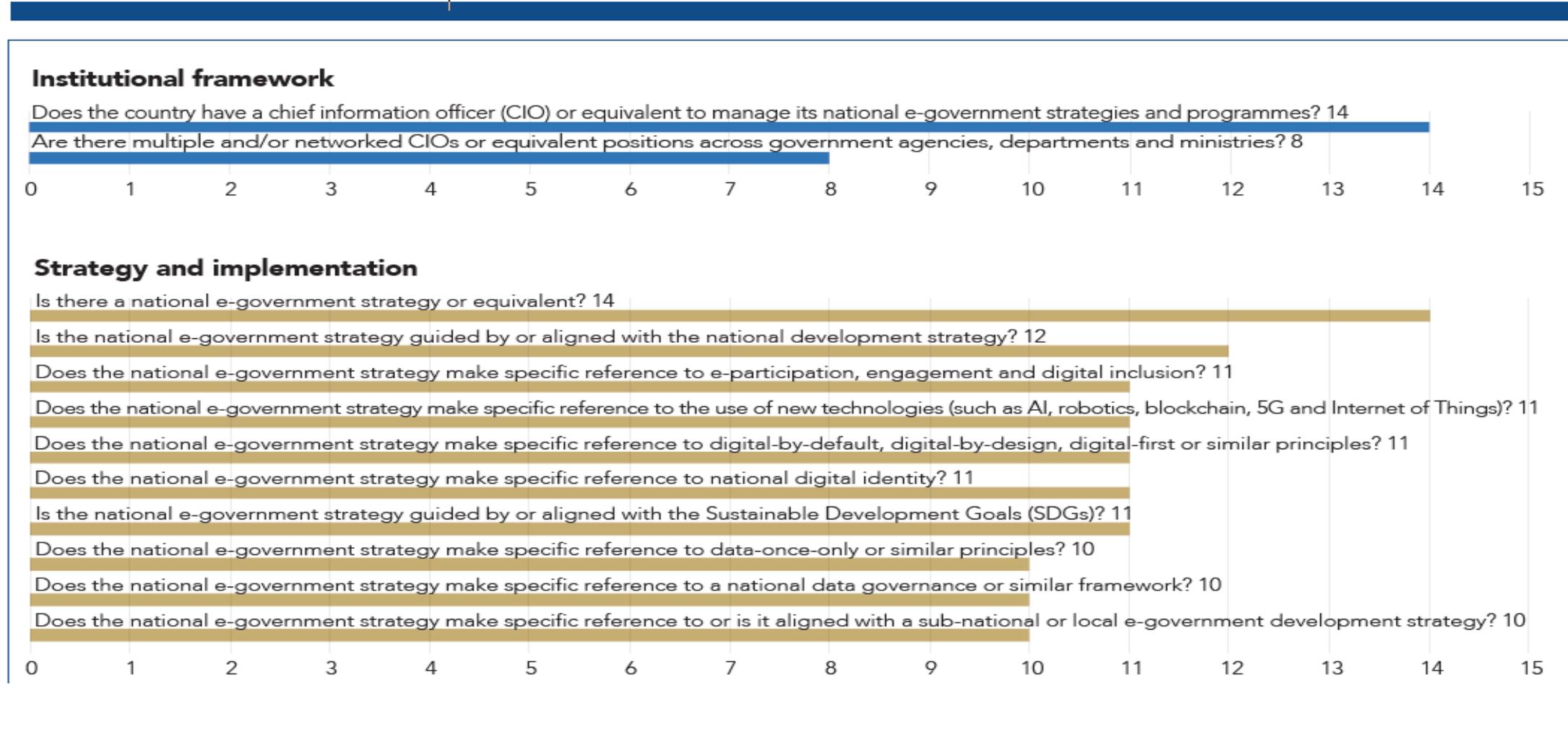
Link to the sectoral or ministerial website on HEALTH /EDUCATION/ EMPLOYMENT AND-OR LABOR/ SOCIAL PROTECTION/ENVIROMENT/ JUSTICE |

Information on policies related to HEALTH /EDUCATION/ EMPLOYMENT AND-OR LABOR/ SOCIAL PROTECTION/ ENVIRONMENT/ JUSTICE |

Availability of National Data strategy or Policy.



**Figure 1.6 Member States Questionnaires: key findings for the top EGDl performers\* (number of countries responding positively to the questions)**





**Almost all of the Member States have national portals that are fully operational.**

- **93%** countries make the government organizational chart and information on the government structure available on their portals
- **90%** countries provide the names and titles of the heads of government agencies, departments and ministries,
- **77%** furnish information on the national CIO or the equivalent,
- **74%** share links to subnational or local government agencies.
- An average of 90% of the countries surveyed have national portals that provide links to ministerial websites and offer sources of information on sector-specific policies

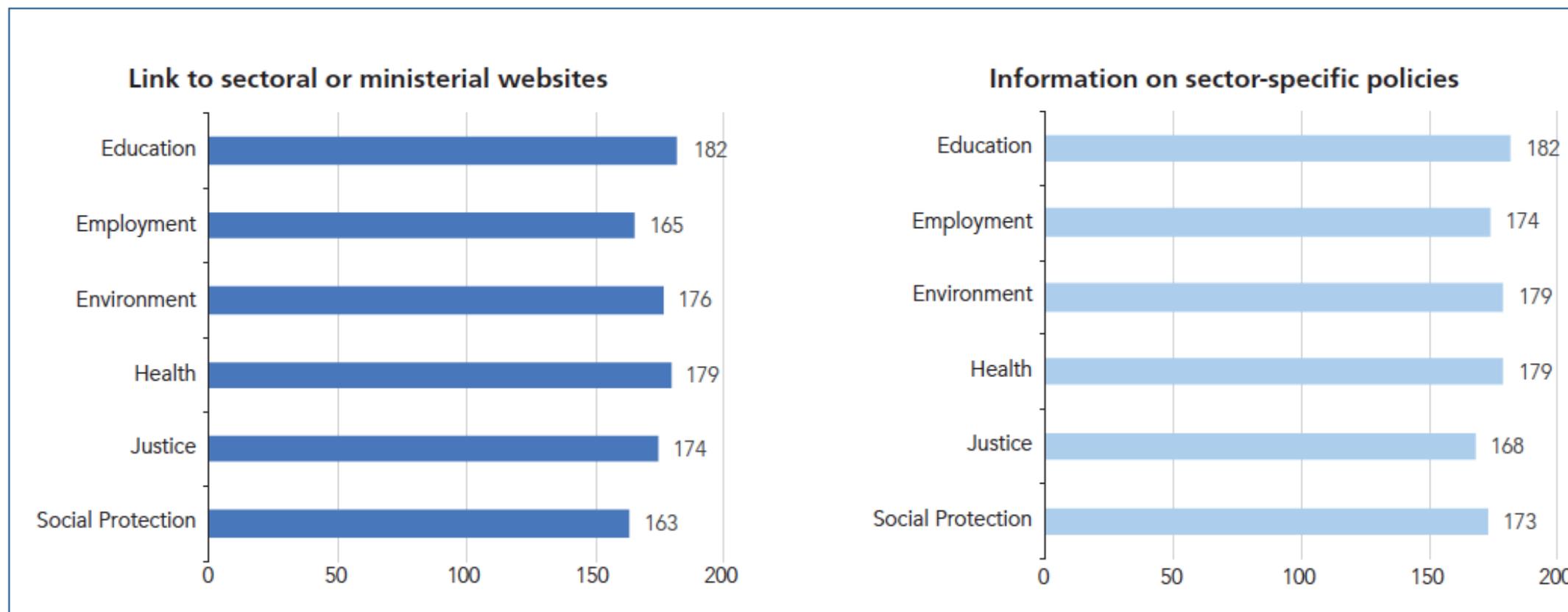
Such information helps orient users and allows them to engage effectively with government agencies through online platforms.



## 2. Assessment on Institutional Framework of Digital Government Development (2022 UN E-Gov Survey)



Figure 1.29 Number of countries with links to sectoral ministries and policies on their national portals, 2022



Source: 2022 United Nations E-Government Survey.





### Legislative framework is the key element of a conducive digital government ecosystem

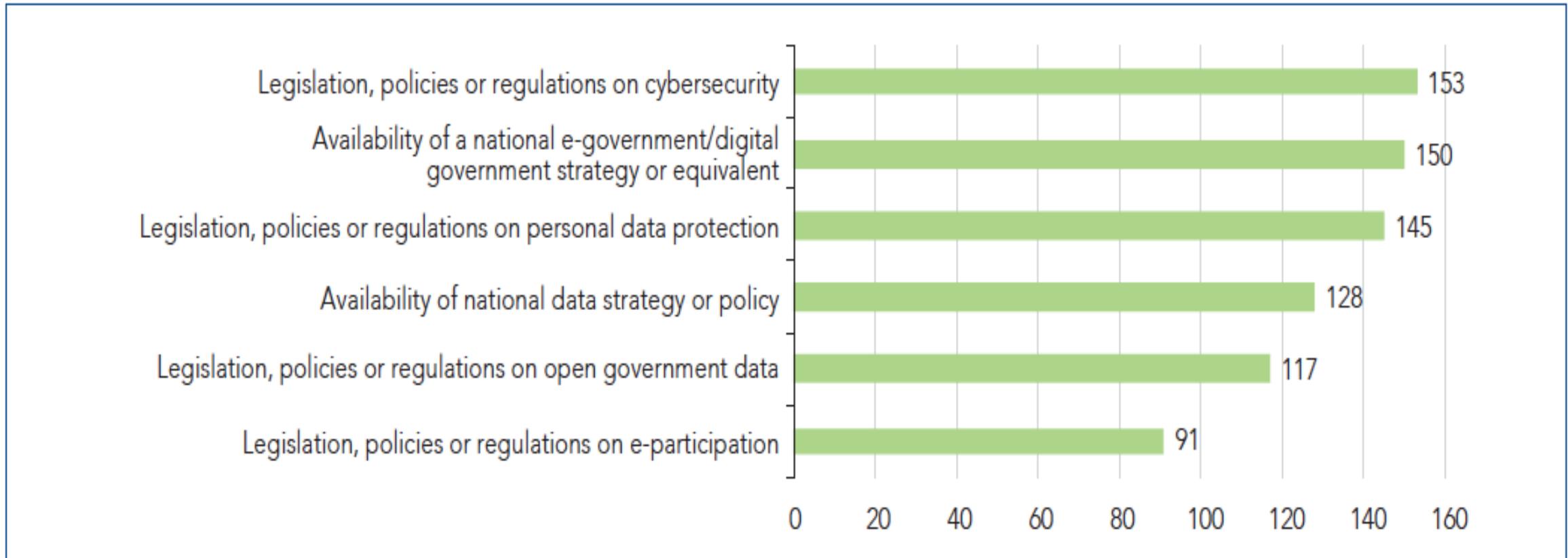
- **132** countries (68 per cent) have legislation guaranteeing freedom of information and access to information,
- **127** countries (66 per cent) have privacy statements available on their government portals.

Most countries have a **national electronic or digital government strategy (155)**, a **national data policy or strategy (128)**, and **legislation on cybersecurity (153)**, **personal data protection (145)**, and **open government data (117)**; **91 countries**, or almost half of those surveyed, have laws relating to e-participation.

## 2. Assessment on Institutional Framework of Digital Government Development (2022 UN E-Gov Survey)



Figure 1.30 Legislative framework for e-government development, 2022



Source: 2022 United Nations E-Government Survey.



**United Nations**

Department of  
Economic and  
Social Affairs

A low-angle, upward-looking photograph of a modern skyscraper with a glass facade, set against a bright blue sky with scattered white clouds. The building's lines converge towards the top of the frame, creating a sense of height and scale.

# Thank you

For questions: [yaok@un.org](mailto:yaok@un.org)



**DESA**

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