FreeBalance Digital Transformation Vendor Assistance Brief

Situation

- Many governments seek to use Financial Management Information Systems (FMIS) and other "Systems of Record" to support digital transformation objectives
- Some Commercial-Off-The-Shelf (COTS) vendors focus on product development rather than general digital enablement
- Consultancies are often hired to assist governments to digitally transform

Complication

Governments often experience:

- lack of shared understanding among key stakeholders about what "digital transformation" means combined with so many digital technologies
- limited scaling of citizen-centric proofs-of-concept to full production because of organizational change, system integration and legacy technology constraints
- poor transformation results because of Public Financial Management (PFM), IFMIS technology, and digital knowledge gaps with consultancies, and within government

Question

- Is it possible to find a vendor with IFMIS, PFM, and digital transformation expertise?

Solution

The government-specific FreeBalance A-i^3+q**M** methodology includes digital transformation evaluation, planning, and implementation tools.

FreeBalance A-i^3+qM Digital Transformation Tools

The combination of proven commercial, government, and FreeBalance tools improves project predictability and outcomes.

1. A-i^3+qM Project Initiation Tools

Tool	Description
1.1.4 problem space canvas	Analyzes underlying problems that could be resolved through technology, process change, capacity building, or governance reform and modernization. Provides context for search framework.
1.1.5 problem tree canvas	Determines linkages among government problems. Identifies realistic problems to tackle. Sets problem priorities. Provides context for objectives.
1.1.8 search framework canvas	Structures problem-driven agile government projects emphasizing learning, experimentation, and measurement. Typically an alternative to logframes.
1.1.10 root cause canvas	Articulates complex problem root causes using Ishikawa (fishbone) diagrams following the "5 Whys" approach.
1.1.14 solutions architecture	Creation of project solutions architecture to develop a shared understanding of project needs across stakeholders.
1.1.15 project value for money analysis	Identifies and tracks efficiency, effectiveness, equity, cost-effectiveness, and economy metrics. Provides financial reporting and links to the success monitoring and agile boards to support monitoring and evaluation.
1.2.2 value proposition canvas	Leverages the Value Proposition Canvas guide from Strategyzer to uncover the value for any initiative to assist in decision-making, prioritization, and goal-setting. Also supports the development of requirements.
1.2.5 value engineering	Leverages value analysis to identify alternatives and substitutes. Creates shared understanding of project value. Eliminates unnecessary code customization.
1.3.3 digital capacity canvas	Improves the application of digital technologies and transformation by assessing potential users' technology capabilities. Provides a digital capacity-building roadmap.
1.3.9 capability maturity canvas	Discovers organizational capabilities and develops capacity development plans using maturity model tools. Supports theory of change.

1.4.2 change readiness canvas	Identifies organizational people, process, resource, and structural change readiness for government reform.
1.4.3 practice change readiness guide	Discovers the extent to which practices are not compliant with established processes and legal framework. Supports theory of change.
1.4.4 authorizing environment canvas	Determines whether there is sufficient leadership authority and public service empowerment for reform projects and organizational change management.
1.4.5 change management canvas	Supports comprehensive change management operating at all times during projects. Change processes includes numerous planning and monitoring tools.
1.4.9 trust & privacy canvas	Explores the extent to which public servants trust government leaders and how public service privacy should be enabled based on the country context.
1.4.10 empathy map canvas	Improves project results through an understanding of user context. Used for product development and design thinking. Supports persona development.

2. A-i^3+q**M** Country Context Tools

Tool	Description
2.1.11 sentiment analysis guide	Determines positive and negative sentiment about government from numerous sources. Supports media monitoring.
2.1.12 media monitoring guide	Identifies traditional and social media monitoring needs. Develops media clipping services. Supports media distribution.
2.2.2 incubation guide	Sets up a business innovation hub that includes seminars, training, mentoring, hackathons, business plan development and funding acquisition.
2.2.3 innovation mentoring	Improves government IT outcomes through a Centre of Excellence using the latest agile techniques to develop breakthrough low-cost innovation.
2.2.6 4IR analysis canvas	Identifies 4th Industrial Revolution (Industry 4.0) country opportunities and challenges to inform policy decisions and business incubation.

	Identifies service delivery opportunities using a standard framework considering the country context. Aligns smart and
2.3.4 service delivery canvas	Identifies service delivery opportunities using a standard framework considering the country context. Aligns smart and digital technology adoption with service delivery improvements. Analyzes EVA (Economic Value Add) for service delivery improvements.

3. A-i^3+q**M** Government Technology Context Tools

Tool	Description
3.1.1 digital infrastructure guide	Improves the application of digital technologies and transformation by assessing infrastructure capabilities. Provides a digital roadmap for public investments.
3.1.2 decision data canvas	Empowers decision-making through visualizing financial data. Develops dashboards, scorecards, and management alerts. Identifies differences between commercial and public sector needs.
3.1.3 digital innovation workshop	Accelerates public servants' understanding of digital technologies, and the application for improving fiscal discipline and service delivery.
3.1.4 digital strategy & government digital service guide	Develops a government digital strategy. Creates a government digital service to transform citizen services, improve technology project execution, and identify appropriate innovation opportunities. Supports government digital transformation. Leverages agile digital methods.
3.1.5 hackathon guide	Organizes hackathons with civil society, businesses, and students using government open data. Supports business incubation.
3.1.6 prosperity digital canvas	Analysis of how smart government and digital transformation technology can assist governments to improve country prosperity. Supports digital policy development.
3.1.7 systems of canvas	Analyzes government digital transformation potential through systems of record, systems of engagement, systems of intelligence, and systems of innovation. Supports service delivery improvements, human resource management, decision visualization, performance management, and social media engagement.
3.1.9 smart government template	Builds public investment plans for smart cities and smart governments. Identifies opportunities. Integrated Internet of Things (IoT) platforms with GRP.

3.1.10 digital policy template	Develops country digital policy through country context analysis. Recommends digital infrastructure investments.
3.1.12 innovation toolkit	Uncovers government innovation opportunities based on context. Identifies innovation constraints including capacity, social, and infrastructure limitations. Leverages the FreeBalance Public Finance Innovation Framework for PFM reform & innovation.
3.1.13 data quality analysis & data governance	Identifies data quality for information sources and build data validation structures. Provides data cleansing services.
3.1.14 AR/VR canvas	Identifies public finance opportunities for Augmented Reality, the Metaverse, and Virtual Reality
3.2.1 journey mapping canvas	Improves GovTech and services delivery results through identifying user journeys. Supports government website and open government initiatives.
3.2.2 government transparency template	Identifies sources of fiscal transparency and improves financial statements transparency. Maps transparency with underlying GRP systems. Recommends methods for automating fiscal transparency. Includes access to information. Supports fiscal branding, portals, and open data.
3.2.3 open data guide	Identifies open data opportunities, value proposition, privacy policy, and deployment methods. Includes fiscal and non-fiscal open data. Supports fiscal portal designing.
3.2.4 citizen communications template	Enables governments to create consistent and effective citizen communications processes and methods through checklists. Supports media distribution.
3.2.5 shared services guide	Identifies methods to improve IT, GRP and GovTech costs through sharing of resources, IT infrastructure, and cloud computing. Supports hybrid cloud concepts combining public, community, and private cloud.
3.2.6 blockchain guide	Identifies whether and where blockchain and blockchain-like technologies can benefit governments based on the country context. Supports government digital transformation. Identifies differences between commercial and public sector needs.
3.2.7 machine learning guide	Identifies where machine learning, chatbots, cognitive computing, artificial intelligence, and deep learning technologies can benefit governments based on the country context. Supports government digital transformation.

	Identifies differences between commercial and public sector needs.
3.2.8 big data guide	Identifies where big data technologies can benefit governments based on the country context. Supports government digital transformation. Identifies differences between commercial and public sector needs.
3.2.9 participatory guide	Identifies whether and where participatory technologies can benefit governments based on the country context. Improves civil space. Enables social audit. Supports government digital transformation.
3.2.10 CivicTech canvas	Identifies whether and where CivicTech and GovTech technologies can benefit governments based on the country context. Supports government digital transformation.
3.2.11 government as platform	Creates comprehensive plans to deploy government data and data infrastructure for business development. Includes support for open data and fiscal transparency.
3.2.12 citizen nudge	Leverages behavioural economics to improve citizen choices. Develops choice architectures with positive reinforcement and indirect suggestions as ways to influence the behavior and decision making of groups or individuals
3.2.13 algorithm ethics	Helps governments to build ethics into machine learning and other automation techniques.Identifies potential bias in data sets. Sets policy for the ethical use of citizen data.
3.2.14 digital readiness	Determines public service readiness to adopt digital technology and transform processes using digital. Designs digital capacity building and change management plans.
3.3.17 single window	Designs single window structures for businesses (tax, customs, procurement, paying) and citizens (taxes, permits, licenses, utilities, social security). Integrates information from back-office financial systems.
3.4.1 technology infrastructure guide	Evaluates technology infrastructure resilience, service performance, reliability, elasticity, and modernity. Supports GRP portfolio, shared services and cloud planning.
3.4.2 government portal guide	Improves citizen communications through government and ministry portal designs with integrated content management and communications strategies.

3.4.3 cyber security guide	Improves cybersecurity through analysis of cyber practices, and processes, with modernization recommendations. Supports technology infrastructure, GRP portfolio, shared services and cloud planning. Enables DevSecOps processes.
3.4.4 IT spend negotiation guide	Assists governments to negotiate IT contracts based on FreeBalance knowledge of equipment and middleware prices.
3.4.5 platform modernization guide	Identifies opportunities for improving technology platforms in governments. Supports technology infrastructure planning. Identifies differences between commercial and public sector needs.
3.4.6 legacy to postmodern guide	Evaluates government enterprise software systems in ability to progressively activation to support future modernization, and deployability into cloud infrastructures.
3.4.7 risk-based modernization guide	Identifies modernization priorities by analyzing all enterprise subsystem functionality and technology gaps. Includes GRP and non GRP systems. Leverages a risk matrix approach.
3.4.10 API canvas	Designs Application Program Interfaces (APIs) in FreeBalance and custom software to support interoperability. Manages the API lifecycle.
3.4.11 IT capability maturity canvas	Assesses government information technology maturity including hardware, operating systems, databases and middleware. Examines procedures and capabilities. Recommends improvements in technology infrastructure and systems procedures.
3.4.16 open systems guide	Identifies open source and open systems options for government to reduce IT operating costs, support interoperability and enable innovation.
3.4.21 enterprise architecture	Develops enterprise architectures linked to national development strategies. Support technology architecture development.
3.4.22 accessibility	Develops enterprise accessibility guidelines, including support for international standards and validation.
3.4.24 mobile government	Designs mobile government strategies and applications. Considers service delivery priorities, mobile infrastructure, digital divide, and devices in use.

4. A-i^3+q**M** Project Governance Tools

Tool	Description
4.1.3 agile and waterfall risk guide	Evaluates risks of using agile and waterfall project management techniques based on the country and government context. Recommends agile, waterfall, or hybrid approaches based on project context. Tracks and reports method risks during implementation.
4.1.5 positive deviance guide	Identifies areas of positive practices currently used by governments that operate well in the context. These practices often appear during project implementation. Adjusts good practice design. Leverages problem-driven approaches.
4.1.7 agile board	Demonstrates project status including schedule, priorities, backlog, and completed work. Supports weekly and ad-hoc project discussions and decisions. Drives project communications and reports including the review guide. Driven by project charter & 9Ps.
4.1.9 project culture canvas	Encourages cooperation by identifying project team and FreeBalance team cultural and work norms. Describes any team dynamic changes during implementation. Useful when organizational change management is on the critical path. Leverages change management tools.
4.1.12 post & premortem template	Identifies project aspirations by narrating possible project success and failure factors to inform the project environment. Evaluates project results against aspirations.
4.1.13 interview template	Plans user and stakeholder interviews, note taking, categorization and analysis during planning, implementation, and testing. Leverages stakeholder analysis.
4.2.2 design thinking canvas	Identifies process and product opportunities based on the design thinking process in workshops.
4.2.3 standard training service	Improves government project team understanding of FreeBalance Accountability Suite functionality. Enables effective configuration meeting government needs. Identifies process improvement possibilities during training. Enables user training based on government configuration.
4.3.2 devops guide	Improves software outcomes through practices that integrate software developers and engineers with government process experts for improved prioritization. Shortens the system development life cycle. Supports the agile board.

4.3.3 bimodal IT guide	Structures IT organizations to enable traditional predictable operations for core functions. Supports agile experimentation with new technologies.
4.3.4 strategy cards	Enhances brainstorming and prioritization through use of playing cards that generate creative ideas. Supports country and project context workshops. Can be leveraged at different stages of implementation.
4.3.5 thinking hats canvas	Supports the creation of 6 Thinking Hats brainstorming canvas with objectives, expansion and contraction techniques. Integrates with strategy cards for facilitated brainstorming. Achieves shared understanding and prioritization at any stage of implementation.
4.3.6 story canvas	Enables articulating processes as user stories to better articulate workflow and any needed custom development. Integrates with devops.

5. A-i^3+q**M** Product Implementation Tools

Tool	Description
5.3.1 design thinking guide	Extends design thinking processes for comprehensive product design. Accelerates process and product improvements through proven scientific ideation and design techniques. Supports the empathize, define, ideate, prototype, and test lifecycle. Leverages personas. Leverages storyboards. Supports the development of MVPs (Minimum Viable Products).
5.3.2 persona canvas	Identifies ideal user characteristics to improve product design outcomes. Assists in understanding user objectives, concerns, and capacity when building custom applications. Leverages empathy maps and support design thinking methods.
5.3.3 solution set brainstorming guide	Prioritizes solution ideas found during design thinking. Aligns with problem approaches. Leverages brainstorming tools.
5.4.6 usability test template	Structures user experience testing for software or websites. Supports A/B UX testing.
5.4.7 MVP completion test template	Identifies whether proposed software release meets the minimum requirements for one or more user groups.

Appendix: Supporting Material

Adapted FreeBalance blog entries

1. How to Get Government Digital Transformation Right
2. Organizational Change Management and Government Digital Transformation
3. Leadership and Government Digital Transformation