

Validation Workshop

# DIGITAL SECTOR MASTER ROADMAP 2025-35

PILLAR - DIGITAL GOVERNANCE

28 JANUARY 2025

ADB

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# Becoming **DIGITAL** NATIONS

In a world shaped by the digital revolution, nations face an unprecedented opportunity to rethink and transform governance, economies, and societies. *Becoming Nations* explores how 198 countries are navigating this shift, uncovering innovative solutions, regional challenges, and global trends.

Mohammad J Sear, a digital futurist and thought leader, provides an insightful analysis rooted in the E-Global Development Index (EGDI) and enriched by decades of experience advising governments worldwide. From harnessing AI and blockchain to fostering citizen services, this book offers practical strategies for building transparent, inclusive, and purpose-driven digital nations.

Whether you're a policymaker, an academic, or a visionary, this compelling guide will inspire you to embrace the potential of the digital era and reimagine governance for a more sustainable and innovative future.

# Becoming **DIGITAL** NATIONS

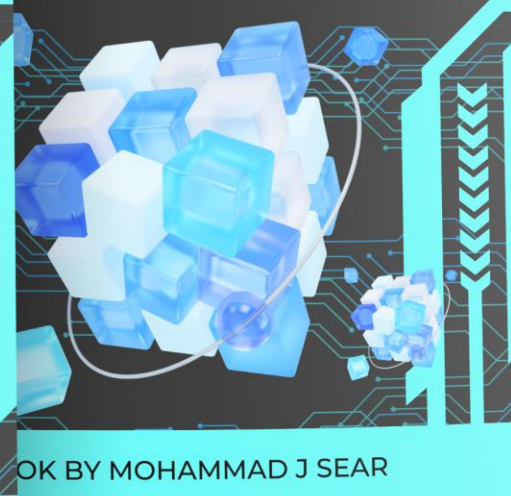
Reimagining Countries for the Digital Era



BOOK BY MOHAMMAD J SEAR

# Becoming **DIGITAL** NATIONS

Reimagining Countries for the Digital Era



BOOK BY MOHAMMAD J SEAR



## Why a Digital Sector Master Roadmap

# AGENDA

9:30  
am

## Why a Digital Pakistan Master Roadmap

*Quick Intro and Setting the Scene*

9:45  
am

## Future Gazing

*Digital Governance Megatrends & Good practices*

10:45  
am



11:00  
am

## Pakistan Digital Governance North Star

*Visioning and Interactive Validation of Pakistan Digital Government 10yr North Star*

12:00  
pm



13:30  
pm

## Pakistan Digital Governance Execution Game Plan

*Validation of identified projects by ADB and identification of new ones*

15:00  
pm

## Program Governance

*Exploring the best model for steering the Pakistan digital government roadmap*

16:00  
pm



16:15  
pm

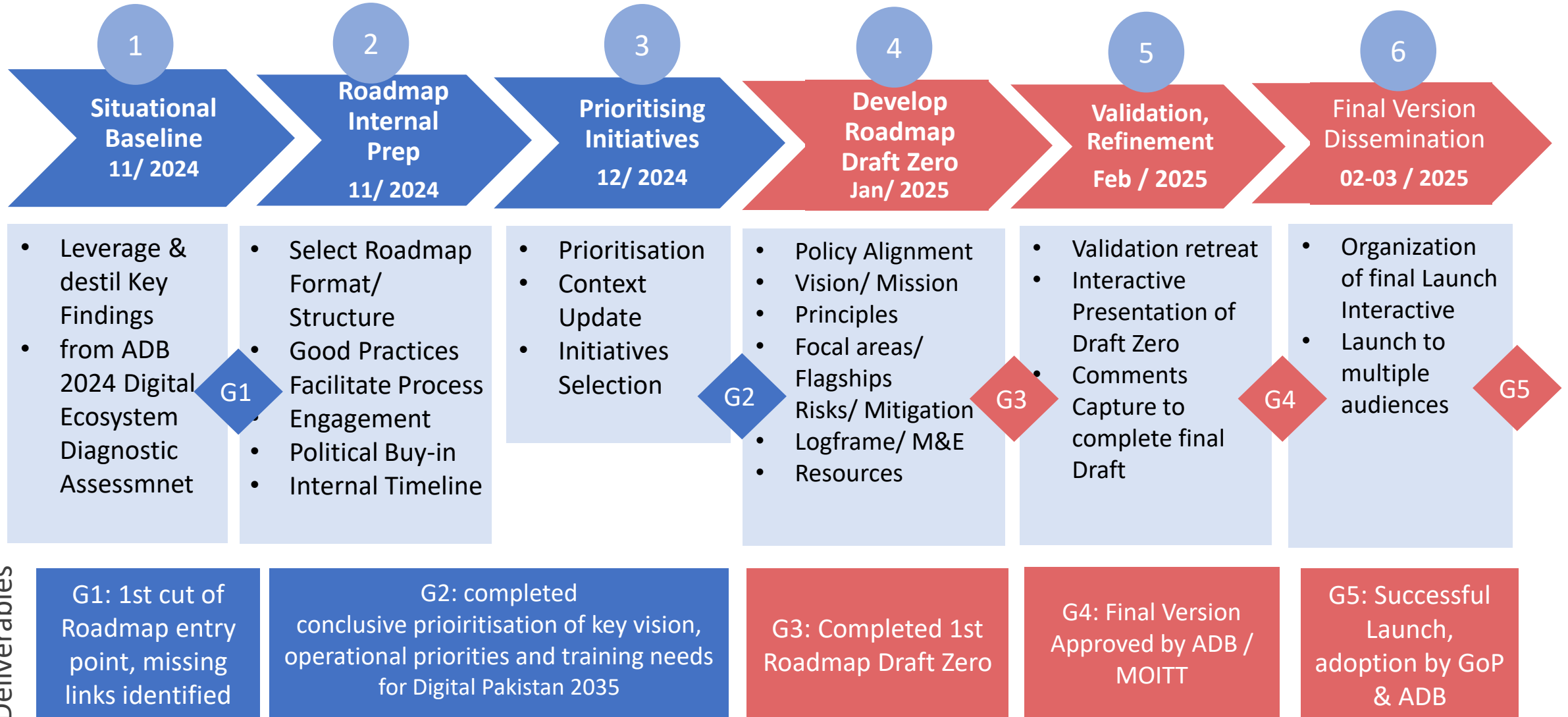
## Reflections and Closing

# Chief **DISRUPTION** Officer





# DSM ROADMAP PROCESS



# DSM ROADMAP LOGIC: DRAFT ZERO

## Overarching Vision & Desired Meta Outcome(s)

WHAT?

### 1. DIGITAL INFRASTRUCTURE

### 2. DIGITAL GOVERNMENT

### 3. DIGITAL ECONOMY

### 4. DIGITAL CITIZEN

2035  
NORTH  
STAR

Seamless digital connectivity for all – 1 GBPS for Fixed line and 100 MBPS for Mobile

Citizen friendly 1 click, zero paper and 10 secs government service experience

Thriving ecosystem that leverages digital platforms, data, and connectivity to stimulate exponential economic growth, job creation & FDI.

All Pakistan's citizens enjoy equal opportunities to access, safely use and socio-economically benefit from digital transformation.

HOW?

- 1.1 Lowering Barriers to Connectivity
- 1.2 High Quality Connectivity with Fibre To The Premises
- 1.3. Future Proofing supply for Digi Econ and Digi Gov
- 1.4. Rural Inclusivity
- 1.5 Integrating Climate Resilience

- 2.1 Digital Gov. Transformation Structural Capabilities Enhancement Program
- 2.2 Digital Native Public Servants and Leaders Enhancement Program
- 2.3 Digital Gov. core DPI, Infrastructure & Connectivity Enhancement Program
- 2.4 Government Organizations Digital Enhancement Program
- 2.5 Government Digital Shared Products Enchantment Program

- 3.1 Tech policies for econ. growth
- 3.2. Digitizing Business transactions
- 3.2 Digitizing Investment & Capital
- 3.3 Agriculture Automation
- 3.4 Growing Future Industries
- 3.5. Tech Economy Diplomacy

- 4.1 Whole of Society Digi Competency
- 4.2 Stratified Digital Inclusion Approach
- 4.3 Expanding Digital Rights, Integrity & Participation
- 4.4. Targeted Social Innovation

WHO?

PTA, TELCOs, MOITT, USF

MOITT, PDSP, Line Ministries, Provincial TBs,

Responsible entity(ies)

MOITT, PTA, HEC, MinEDU

TO  
WHAT  
EFFECT?

- KPI#1 In top 50 of Network Readiness Index
- KPI#2 70% Fibre To The Tower
- KPI#3 1 GBPS FTTP download speed
- KPI#4 90% Smartphone ownership

- KPI all services are digital (end-to-end)
- KPI only three digital channels (citizens, visitors, businesses)
- KPI all government organizations at level 5 digital maturity with zero paper used by entire government
- KPI EGDI OSI raking in top 25

- KPI # 3.1
- KPI # 3.2
- KPI # 3.3

- 2035 Pakistan among top 50 on EGDI, E-participation
- 90 % pop'n with basic digital competence
- 90 % adlt. pop'n using digital gov services
- Scaled local social innovation solutions services used by (25% popn - 60 mil.)



# Main Findings of the Digital Sector Diagnostic Study

## Digital Government Pillar: Top 5 Challenges

1. Digital policies lack coherence & Implementation records: Action Plans, M&E, clear budgets.
2. Weak vertical & horizontal coordination : Provinces, districts, sub-districts lack digital strategies.
3. Suboptimal & non-integrated national, sub-national PFM systems limit revenue collection.
4. Weak Data Management, Analytics & Reuse: data sharing standards, guidelines, SOPs.
5. E-services growing but most public services are paper-based, no service catalogues, low BPR, status audits.

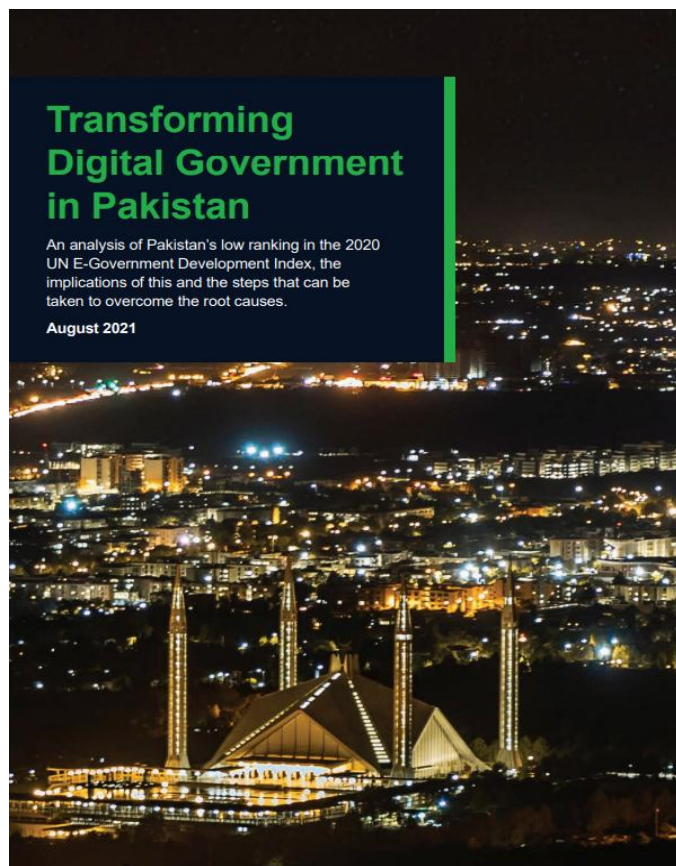
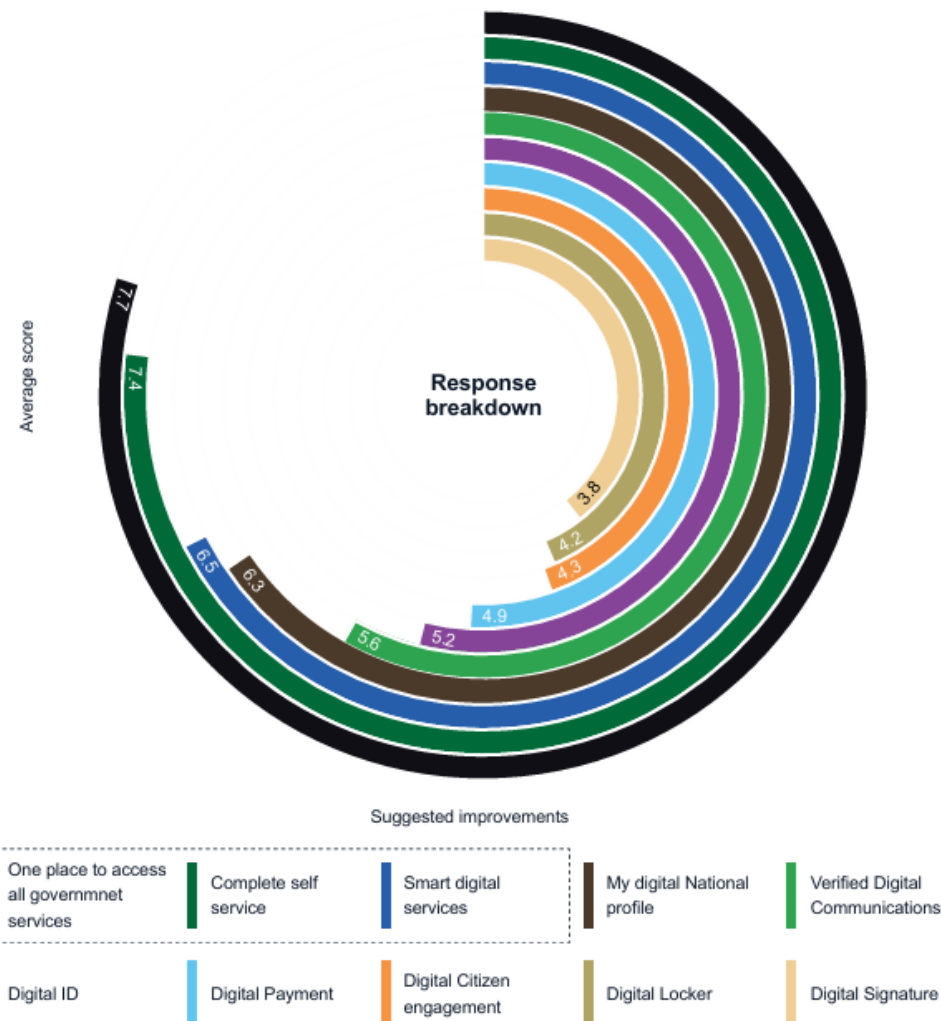


Figure 3: Top improvements suggested in digital services by people in Pakistan's urban areas

One place to access all government service: a single branded front-end of the government that has a website, application and physical centers through which you can access all government services" is the preferred improvement in digital services by urban residents of Pakistan.

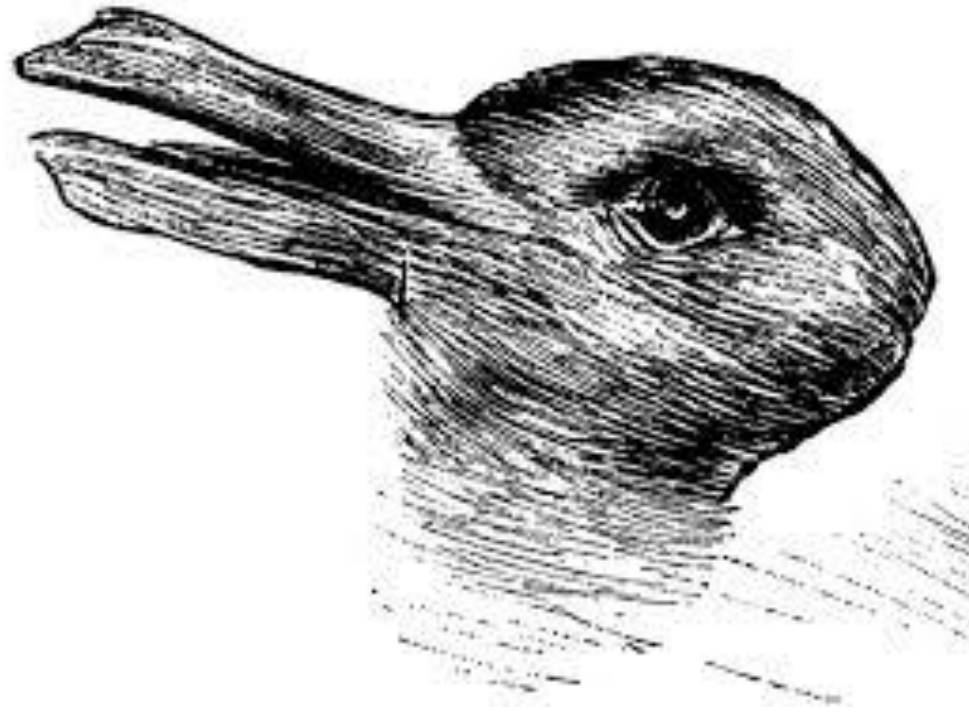




# PERSPECTIVES











**IT**

VS

**DIGITAL**



**IT Strategy** is a TECHNICAL answer to a **business** question:

“How will IT help the **ORGANIZATION** operate?”

**Digital Strategy** is a BUSINESS answer to a digital question:

“How should our **ORGANIZATION** evolve to survive and thrive in the Digital Era?”

# THINKING Differently



**DIGITAL**

**ORGANIZATION STRATEGY**

# ~~Digital~~ Countries in the Digital Era

# REIMAGINING GOVERNANCE for the DIGITAL ERA







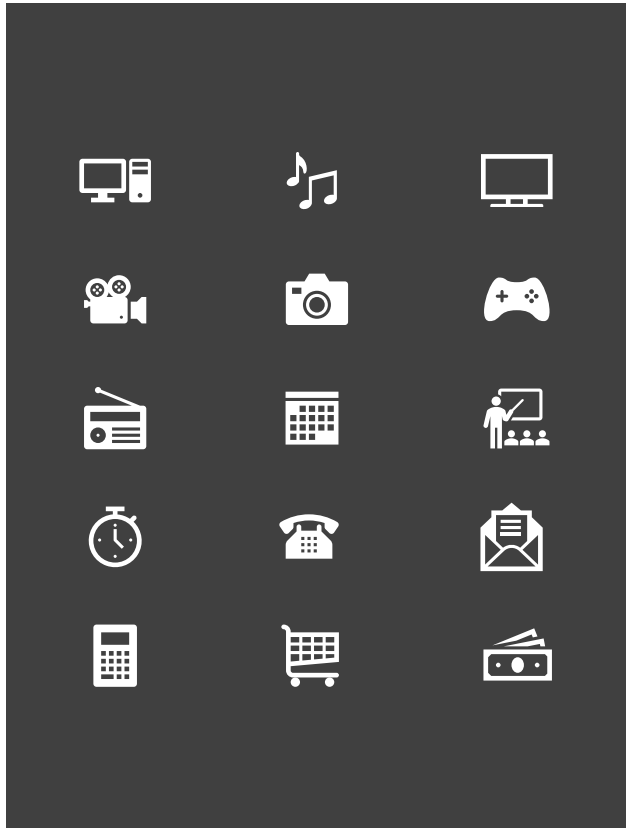


FUTRURE GAZING



# OUR WORLD HAS CHANGED SIGNIFICANTLY, AS THE WEB HAS BECOME THE PLAYGROUND FOR EVERYTHING

Not so long ago



Today



World in your pocket  
Web: the playground for everything  
Always online, always available

Today



5.45

billion **internet users** around the world in **2023**

6.5

hours a day on **average** are spent by each internet user **online**

>58%

**digital advertising** eclipses traditional media advertising for the first time in 2020

5.17

billion active **social media users** in **2023**

87%

of internet users **searched** online to **buy** a product or service





**5.5**  
billion 5G  
connections by  
**2030**



125  
billion  
connected  
devices by **2030**



# 393.9

Zettabytes of new data will be created by **2028** compared with 1.2 zettabytes in 2010



7.4%

is the **annual growth** in the  
number of **internet users**

8%

is the **annual growth** of **social  
media users**



**\$77.23**

billion **digital education** market by  
2028, at a compounded annual  
growth rate (CAGR) of **30.5%**

**\$946**

billion **digital healthcare** market  
by 2030, up from \$101.4 billion in  
2019 at a CAGR of **21.6%**

**\$27.85**

trillion **mobile payments** by 2030,  
at a compounded annual growth  
rate (CAGR) of **28.15%**

**\$328.8**

billion **video on demand** market  
by 2030, growing at a CAGR of  
**13.1%** during 2020-2030





**TRENDS**

**MEGA**



## **Globalization & Interconnectivity**

The world is becoming increasingly interconnected, with global trade, communication, and travel facilitating the exchange of ideas, goods, and people. However, this trend is also facing challenges such as rising nationalism and protectionism.

## **Climate Change & Sustainability**

The increasing urgency of climate change is driving a global shift towards sustainable practices. This includes the transition to renewable energy sources, the development of sustainable agriculture, and efforts to reduce carbon emissions and protect biodiversity.

# **Technological Advancements**

This encompasses a wide range of developments, including artificial intelligence (AI), machine learning, the Internet of Things (IoT), biotechnology, and nanotechnology. These technologies are revolutionizing industries, transforming how we live, work, and interact with the world.

## **Demographic Shifts**

Global population growth, aging populations in developed countries, and urbanization are creating significant social and economic challenges. These shifts require adapting healthcare systems, social security programs, and urban planning.

## **Geopolitical Uncertainty**

The rise of populism, the resurgence of nationalism, and the increasing competition between major powers are creating a more complex and uncertain geopolitical landscape. This uncertainty can impact global trade, security, and cooperation.

Technological  
Advancement



TECNOLOGIES	Artificial Intelligence (AI)	Quantum Computing	Biotechnology and Gene Editing	Internet of Things (IoT)	Extended Reality (XR)	Blockchain Technology
ADVANCEMENTS	AI is rapidly evolving, with breakthroughs in areas like deep learning, natural language processing, and computer vision.	Quantum computers, leveraging quantum mechanics principles, offer the potential to solve complex problems that are currently intractable for classical computers.	Technologies like CRISPR-Cas9 allow for precise gene editing, opening doors to personalized medicine, gene therapies, and improved agricultural practices.	The number of connected devices is exploding, leading to a hyper-connected world where everyday objects are interconnected.	XR technologies, including virtual reality (VR), augmented reality (AR), and mixed reality (MR), are creating immersive and interactive experiences.	Blockchain technology offers secure and transparent solutions for various applications, such as supply chain management, digital identity, and secure data sharing.
IMPACT	AI will revolutionize various sectors, including healthcare (personalized medicine, drug discovery), transportation (autonomous vehicles), finance (fraud detection, algorithmic trading), and customer service (chatbots, virtual assistants).	This could lead to breakthroughs in drug discovery, materials science, financial modelling, and cryptography.	These advancements have the potential to revolutionize healthcare, increase agricultural yields, and address global challenges like food security and disease.	IoT will transform industries like smart homes, smart cities, and industrial automation, enabling greater efficiency, improved decision-making, and enhanced user experiences.	XR has applications in gaming, entertainment, education, training, healthcare, and retail, offering new ways to learn, work, and interact with the world.	Blockchain can enhance trust, efficiency, and transparency across various sectors, revolutionizing how we conduct business and interact with each other.

# Artificial Intelligence (AI)



# Saudi Arabia launches \$100 Billion AI initiative to lead in global tech

## UK government unveils multibillion-pound AI investment plan to boost national capacity

Widespread AI adoption could boost UK productivity by up to 1.5% annually, the IMF estimates

President Trump Starts First Week with AI Executive Orders and Investments — *AI: The Washington Report*

Future Technology

## Abu Dhabi aims to become world's first fully AI-native government

Emirate aims to integrate artificial intelligence across all digital services by 2027



Guests entertained by a robot at the Mohamed bin Zayed University of Artificial Intelligence in Abu Dhabi. Khushnum Bhandari / The National

# Design your own beautiful brand

Use Looka's AI-powered platform to design a logo and brand you love.

[Get started](#)



# SUNO

## V4

TAKE v4 FOR A TEST DRIVE.

Crisper audio, better lyrics, more creative song structures. Try it free on web.



- Home
- Create
- Library
- Explore
- Search

## Make a song about anything

(You'll need to sign up for a free account)

A heartfelt classical song about not being able to wait to see you again

Create a Song

## Fresh from v4

Show more

Invite Friends

Subscribe

What's New? 20



We Hot (Feat. Stezious)  
Cinematic opener, 00's r...



Gallus



Easy Come Hard Go  
texas country, jazz, synth...



Hotdog\_Dad...



How Could A Movie...  
uk garage, bossa nova, j...



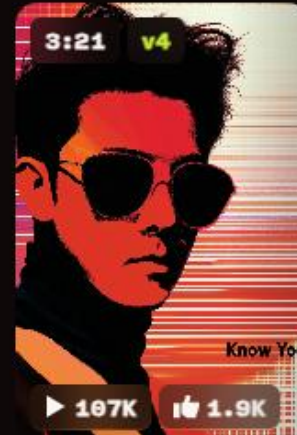
sonoa



Just Imagine  
tropical house, lo fi, transc...



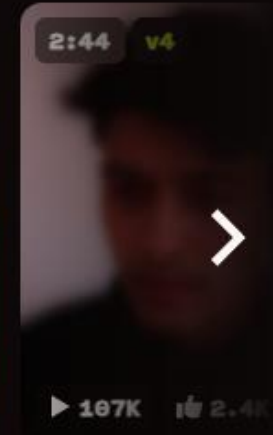
Brody



'Know You' by...  
Hypnagogic+(gumbe)+...



KakerMix



Feeling of Love  
Nu Art Electro Indie Pop



Lucid Drea...





# Generate Anything

From complex physics-based simulations to hyper-realistic renders, our tools allow you to generate production-ready assets with speed, control and fidelity.

[Product Shot Animation](#)[Expressive Characters](#)[Repurpose Footage](#)[B-Roll](#)[Green Screen](#)[Landscape Flythroughs](#)[Fire, Smoke and Fluid Simulation](#)[Sp →](#)

## Product Shot Animation



Prompt

Image + Cinematic handheld shot.



Prompt

Image + A hand is gently shaking a tropical soda ca...



Prompt

Image + A silver can lays on a pink surface surround...

# Think **Smarter**, Not Harder

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most to you, built with Gemini 2.0

Try NotebookLM

Your Personalized AI Research Assistant





# AldeaFlow Notes and Podcast

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# Veo 2 – Leading AI Video Generator Platform

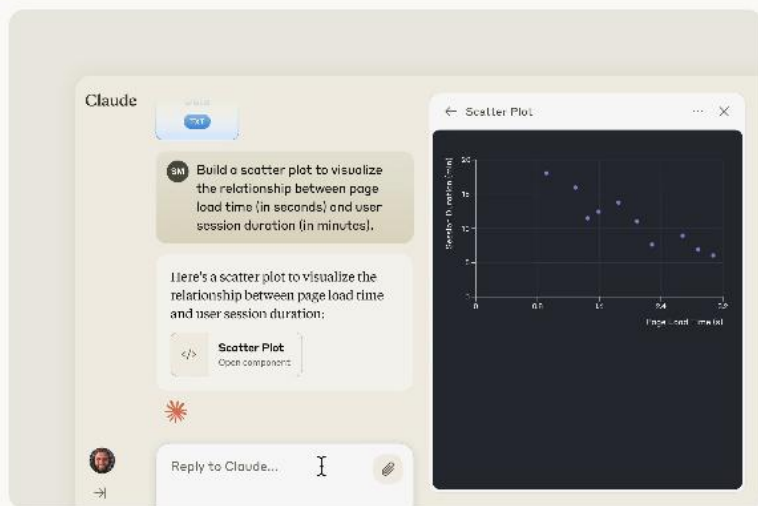
Veo 2: Turn your ideas into high-quality videos effortlessly. AI-powered, fast, and intuitive – no experience needed. Create professional videos in just a few clicks!

[Go To PlayGround →](#)



# Meet Claude

Claude is a next generation AI assistant built by Anthropic and trained to be safe, accurate, and secure to help you do your best work.



## Create with Claude

Draft and iterate on websites, graphics, documents, and code alongside your chat with Artifacts.

## Bring your knowledge

## Share and collaborate with your team

## What should I use Claude for?

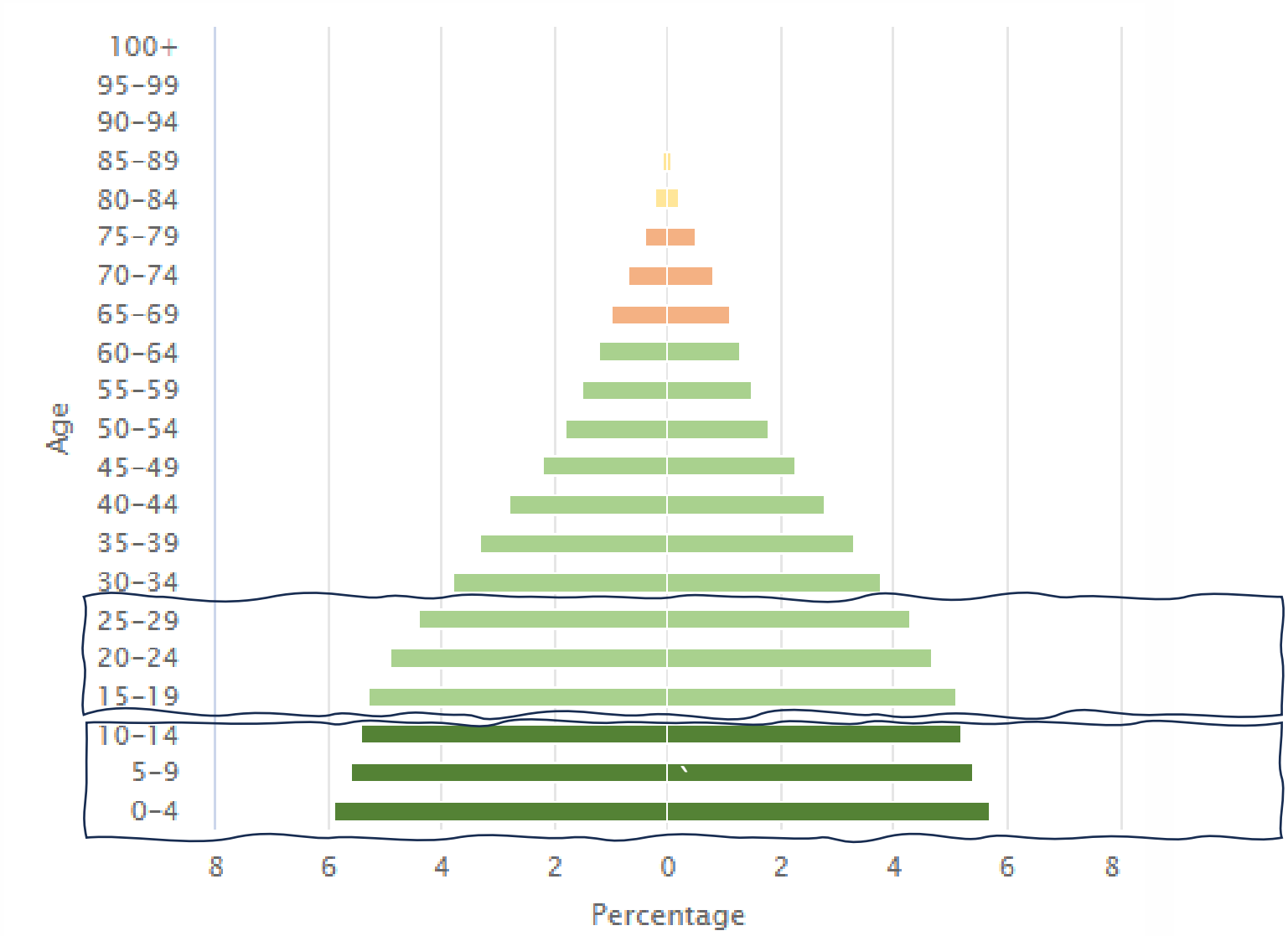


If you can dream it, Claude can help you do it. Claude can process large amounts of information, brainstorm ideas, generate text and code, help you understand subjects, coach you through difficult situations, simplify your busywork so you can focus on what matters most, and so much more.

# Population Mix Shift



2030



Gen Z

Gen Alpha

Gen Beta - ????





**Builders**

Born: 1925-1945

79 to 99

20



**Baby Boomers**

Born: 1946-1964

60 to 78

18



**Generation X**

Born: 1965-1979

45 to 59

14



**Generation Y**

Born: 1980-1994

30 to 44

14



**Generation Z**

Born: 1995-2009

15 to 29

14


























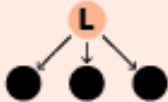

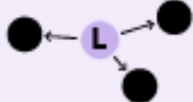
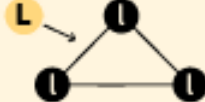



**Gen Alpha**

Born: 2010-2024

0 to 14

14

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	 <p>We prefer proper English if you please</p>	 <p>Be cool Peace Groovy Way out</p>	 <p>Dude Ace Rad As if Wicked</p>	 <p>Bling Funky Doh Foshizz Whassup?</p>	 <p>Fam GOAT Slay Yass queen</p>	 <p>lit yeet hundo oof rn idrc</p>
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 <p>Model T Ford Final, 1927</p>	 <p>Ford Mustang 1964</p>	 <p>Holden Commodore 1978</p>	 <p>Toyota Prius 1997</p>	 <p>Tesla Model S 2012</p>	 <p>Autonomous vehicles 2020s</p>
Iconic toys	 <p>Roller skates</p>	 <p>Frisbee</p>	 <p>Rubix cube</p>	 <p>BMX bike</p>	 <p>Folding scooter</p>	 <p>Fidget spinner</p>
Music devices	 <p>Record player LP, 1948</p>	 <p>Audio cassette 1962</p>	 <p>Walkman 1979</p>	 <p>iPod 2001</p>	 <p>Spotify 2008</p>	 <p>Smart speakers Now</p>
Leadership style	 <p>Controlling</p>	 <p>Directing</p>	 <p>Coordinating</p>	 <p>Guiding</p>	 <p>Empowering</p>	 <p>Inspiring</p>
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator

# Digital Native Citizens



# Digital Native Public Servants



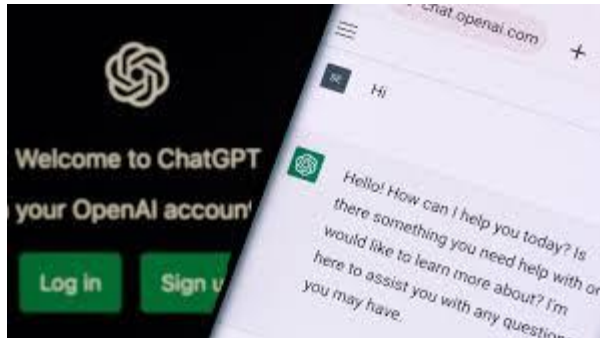


# Use Cases

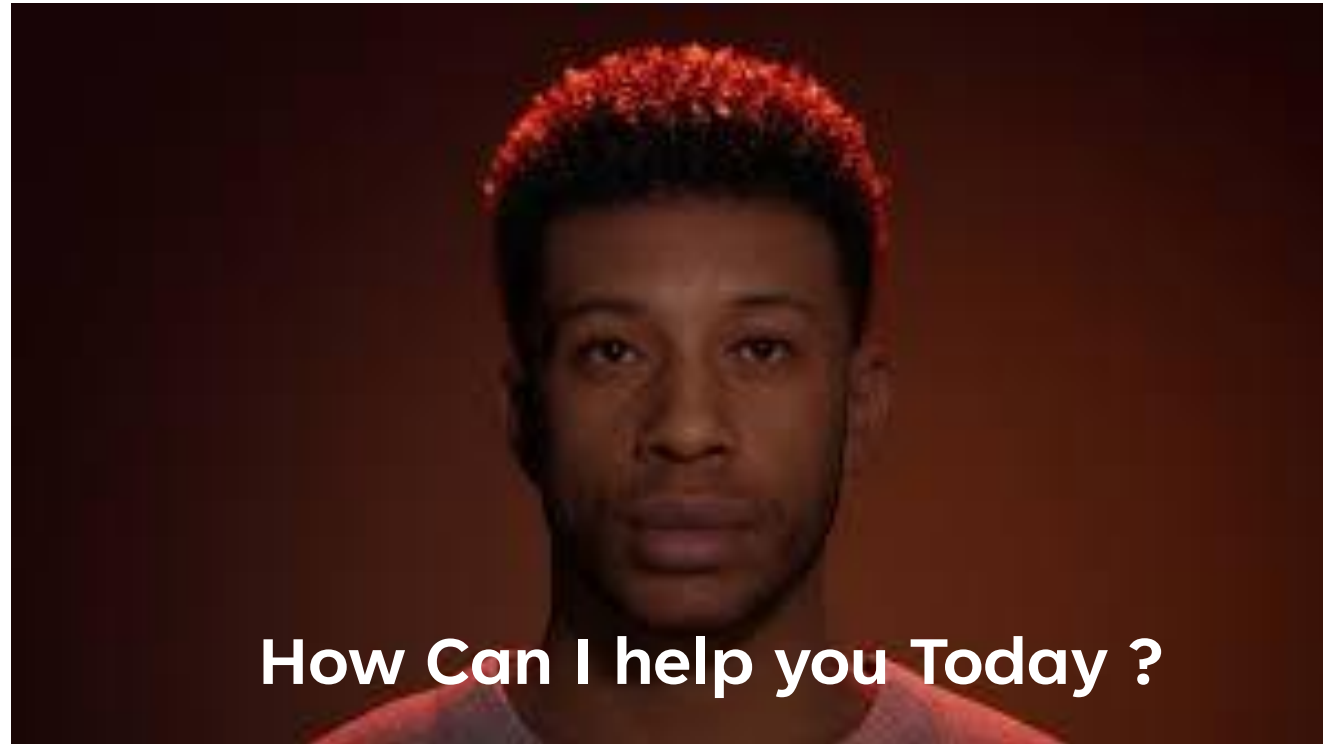


Use Case

# Obtaining Information



# Government of Pakistan @YourService



Use Case —————

# Creating a Policy

Can you please draft for me a sustainability policy for government organizations in order to become net zero



Here's my plan to tackle that topic. Let me know if you need to make changes.

### Net Zero Sustainability Policy

#### 📄 Research Websites

Can you please draft for me a sustainability policy for government organizations in order to become net zero by:

- (1) Find existing sustainability policies of government organizations that have committed to net zero.
- (2) Find research papers and reports on best...

[More](#)

#### ☰ Analyze Results

+ Ask Gemini



Gemini can make mistakes, so double-check it

### ☰ Net Zero Sustainability Policy

Open in Docs



## Sustainability Policy for Government Organizations to Achieve Net-Zero Emissions

### 1. Introduction

This sustainability policy outlines a comprehensive framework for government organizations in Pakistan to achieve net-zero emissions by 2050. Pakistan is highly vulnerable to climate change despite contributing less than 1% of global greenhouse gas emissions, making the transition to net-zero crucial. This framework aligns with international agreements such as the Paris Agreement and national regulations like the updated Nationally Determined Contributions (NDC) 2021. It also draws upon insights from the International Energy Agency's (IEA) "Net Zero by 2050" report, a key resource for understanding global pathways to net-zero emissions. This policy incorporates best practices and strategies identified through extensive research, including an analysis of existing sustainability policies, research papers, and reports. It emphasizes a collaborative approach, involving stakeholders from various sectors to ensure a just and equitable transition towards a sustainable future.

### 2. Policy Objectives

This policy aims to:

- Provide a clear framework for government organizations to achieve net-zero emissions by 2050.
- Outline specific goals, targets, and implementation plans for emissions reduction.
- Promote sustainable practices across all government operations.
- Ensure alignment with relevant international agreements and national regulations.
- Establish a monitoring and evaluation system to track progress and ensure accountability.



Use Case \_\_\_\_\_

# Setting Priorities for Members of Parliament

Use Case \_\_\_\_\_

# Setting Priorities for Members of Parliament



Use Case

\_\_\_\_\_

# Smart Irrigation Systems in Barcelona's Parks



# Smart Irrigation Systems in Barcelona's Parks

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- Barcelona uses IoT technologies to remotely sense and control park irrigation and public fountain water levels.
- Sensors monitor rain and humidity to help park workers determine irrigation needs for different areas.
- A system of electro-valves is remotely controlled to deliver the required water across the city.
- The program is implemented in 68% of public parks.
- The initiative has resulted in a 25% increase in water conservation.
- The city saves around \$555,000 annually due to these efforts.

Use Case

# Barcelona's Smart City Initiatives for Efficient Resource Management and Reduced Congestion



# Barcelona's Smart City Initiatives for Efficient Resource Management and Reduced Congestion

---

- Barcelona has implemented a sensor system to guide drivers to available parking spaces.
- Sensors embedded in the asphalt detect whether a parking space is occupied or free.
- The system helps reduce congestion and emissions by directing drivers to open spaces.
- The "ApparkB" application helps drivers locate parking and pay for it online.
- Within the first year, the city issued 4,000 parking permits per day through the ApparkB application.



Use Case \_\_\_\_\_

# Seoul's Intelligent Waste System

# Seoul's Intelligent Waste System

---

- Seoul has adopted an intelligent waste system using sensor technology, big data analytics, and citizen engagement.
- RFID tags are attached to waste bins to track and monitor waste collection in real-time.
- The city implemented a smart waste disposal fee system where residents pay based on the amount of waste they generate.
- This system encourages recycling and waste reduction.
- Through citizen education and awareness programs, Seoul has achieved a recycling rate of over 60%.
- As a result, the city has significantly reduced the amount of waste sent to landfills.



Use Case

# AI Agents in Public Sector

# Axon AI

Axon's AI-powered tools aim to reduce burdens on law enforcement.

1. Generates initial police reports from body camera audio.
  2. Live language translation through body cameras.
  3. Automatic License Plate Recognition.
  4. Rapid transcription of audio and video evidence into court-ready documents.
- AI tools free up officers' time for more critical, community-focused tasks.

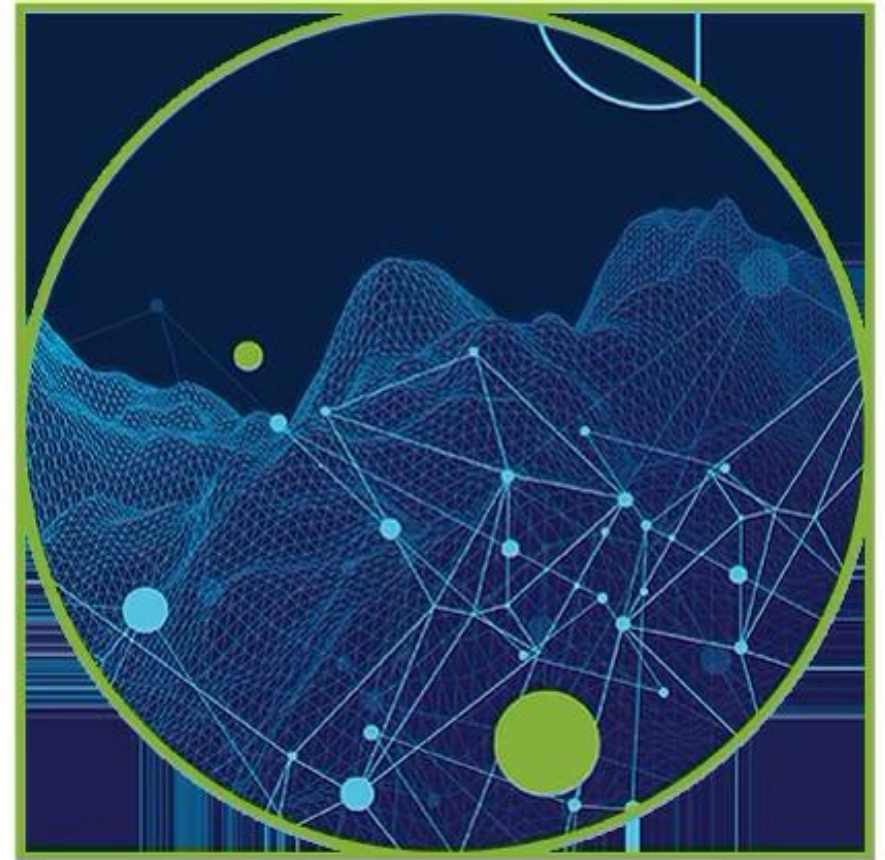


AI-driven report generation with **Draft One**. Officers spend up to 40% of their time writing reports — Draft One cuts that time in half or more.

**Axon Fleet 3 with ALPR** can scan license plates across three lanes of traffic at up to 140 mph, with automatic checks against hotlists.

# CortexAI

- CortexAI for Government unites Artificial Intelligence with Business Intelligence (AI + BI) to help public sector agencies streamline business processes and tackle complex decision challenges with ease.
- Surface and analyze trends in data
- Deliver actionable, trustworthy insights
- Automate workflows

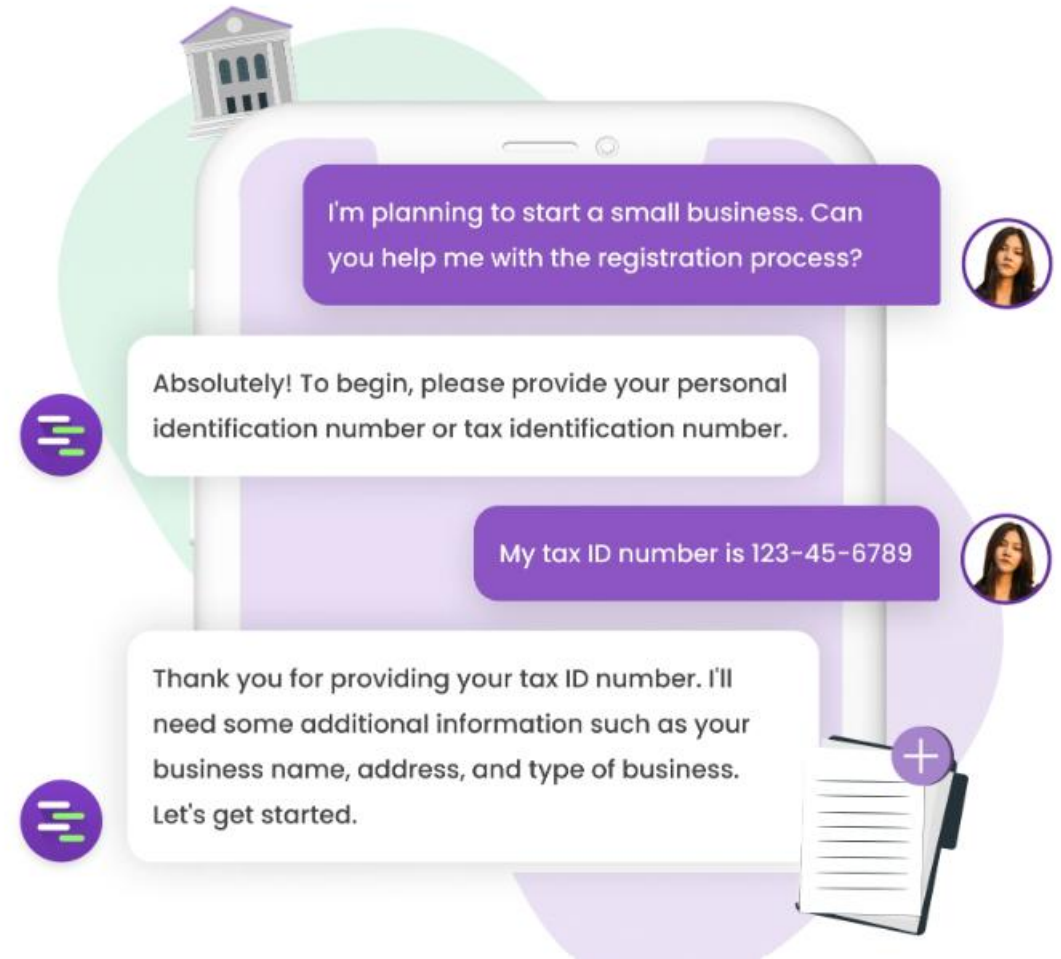




# Tars' Citizen Assist AI:

It's an AI-driven platform designed to streamline government operations and improve citizen services

- Faster Service Delivery
- Reduced Bureaucratic Delays
- Increased Citizen Engagement and Trust
- Cost Savings for Government Agencies
- Minimizes errors and accelerates application processing.

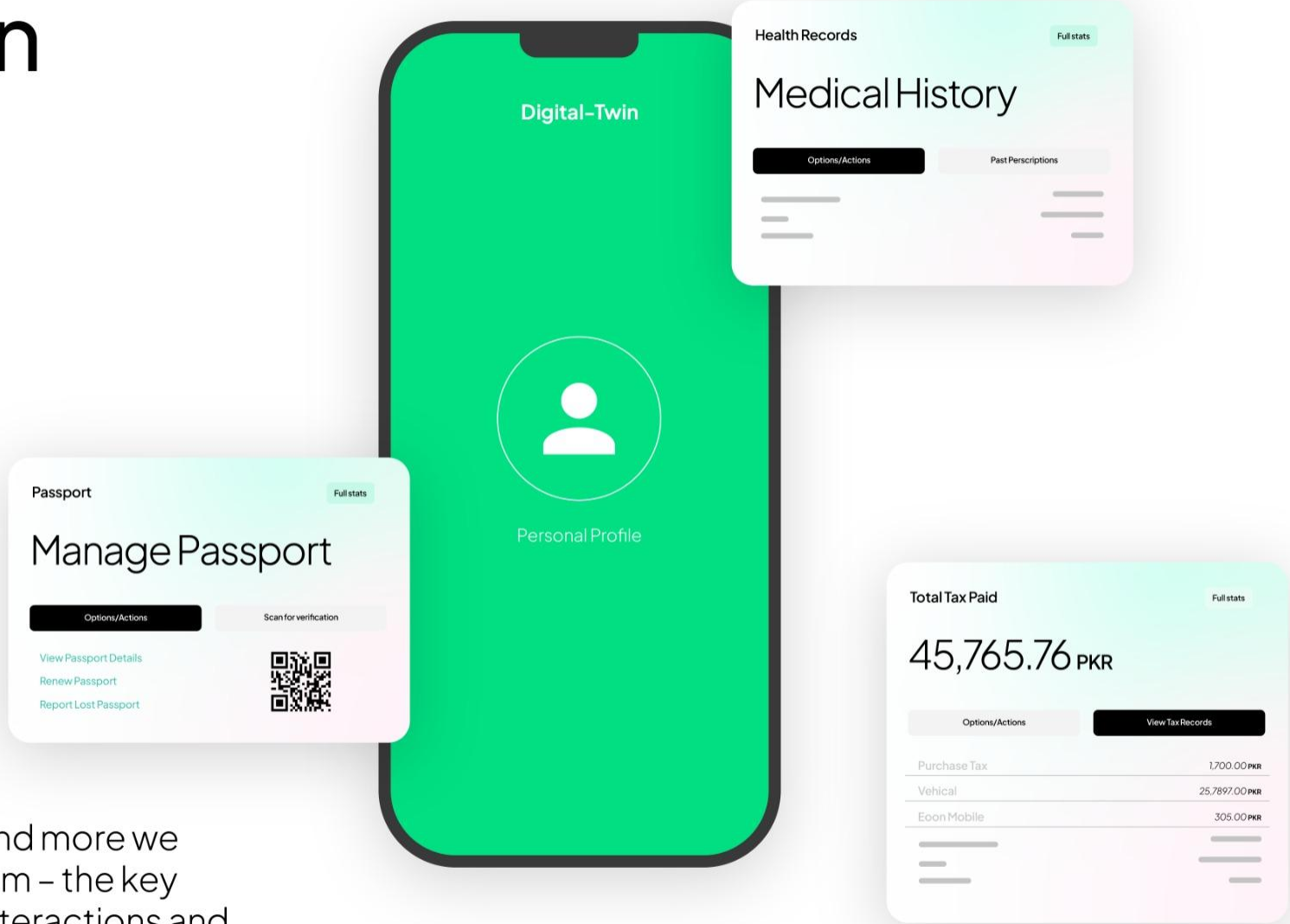




A futuristic digital interface with a central glowing human figure. The figure is surrounded by a circular, glowing ring with various data points and labels. The background is a dark blue grid with glowing lines. The text "Citizen 3.0" is in yellow, and "My DIGITAL TWIN" is in white. The overall theme is digital transformation and smart cities.

**Citizen 3.0**  
**My DIGITAL TWIN**

# Personal Profile Digital-Twin



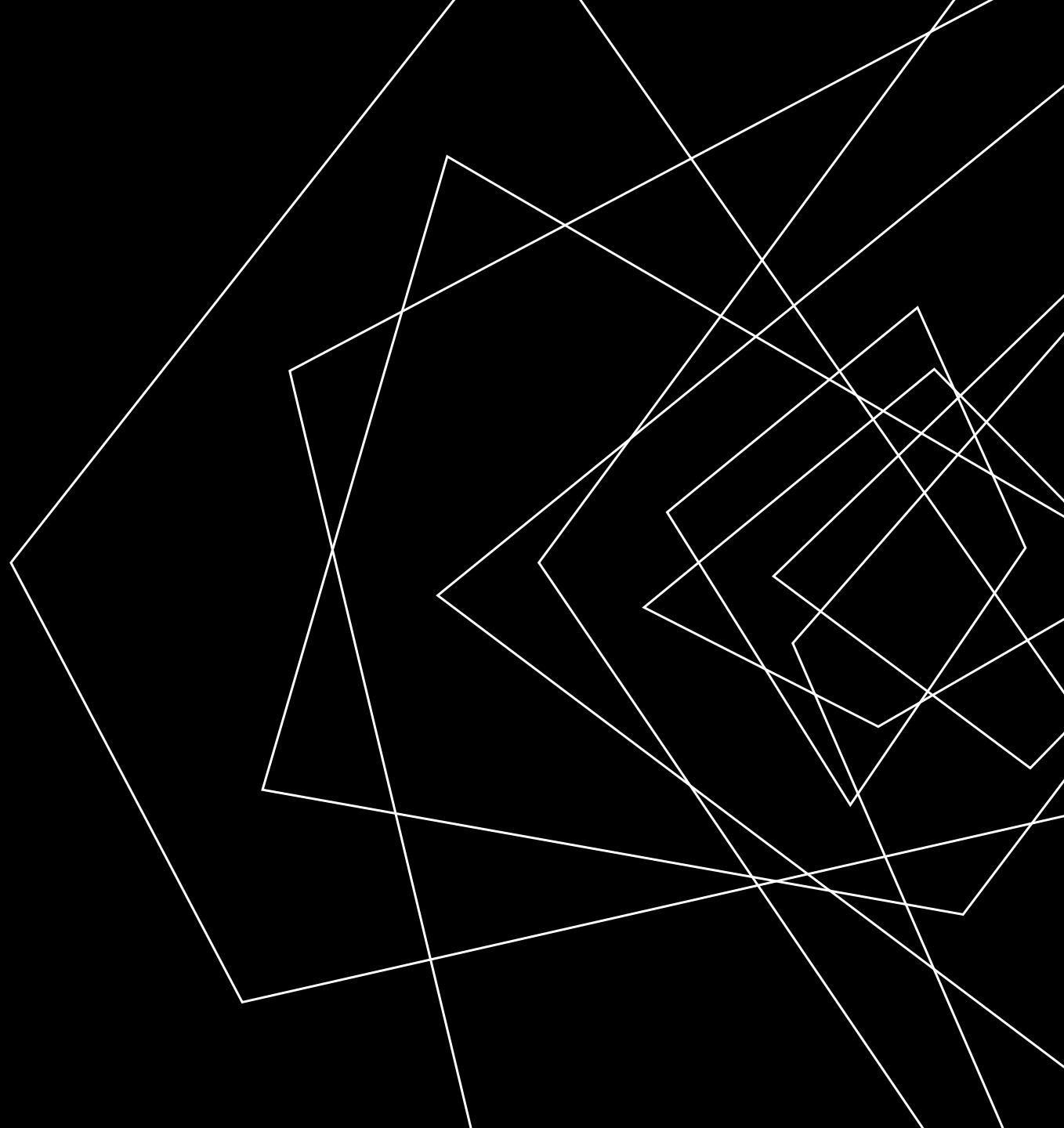
We can keep imaging more and more we can do through this mechanism – the key thing is that it will simplify all interactions and communications we have with organisations.

Cross Border





# INTERNATIONAL LEARNINGS





# DIGITAL GOVERNMENT TRANSFORMATION IN THE MENA REGION

## *Key drivers of Digital Government Transformation*

### **Technological Advancements**

Governments that have adopted AI and automation have seen up to a 30% increase in efficiency in service delivery. Implementation of blockchain in public services can reduce fraud by up to 75%.

### **Citizen Expectations**

80% of citizens expect government services to be available online and accessible 24/7 and 70% of citizens believe that digital government services increase transparency and trust in government.

### **Public Sector Innovation**

60% of public sector org. have launched innovation labs to drive digital transformation while 75% of governments have implemented digital skills training programs for their employees.

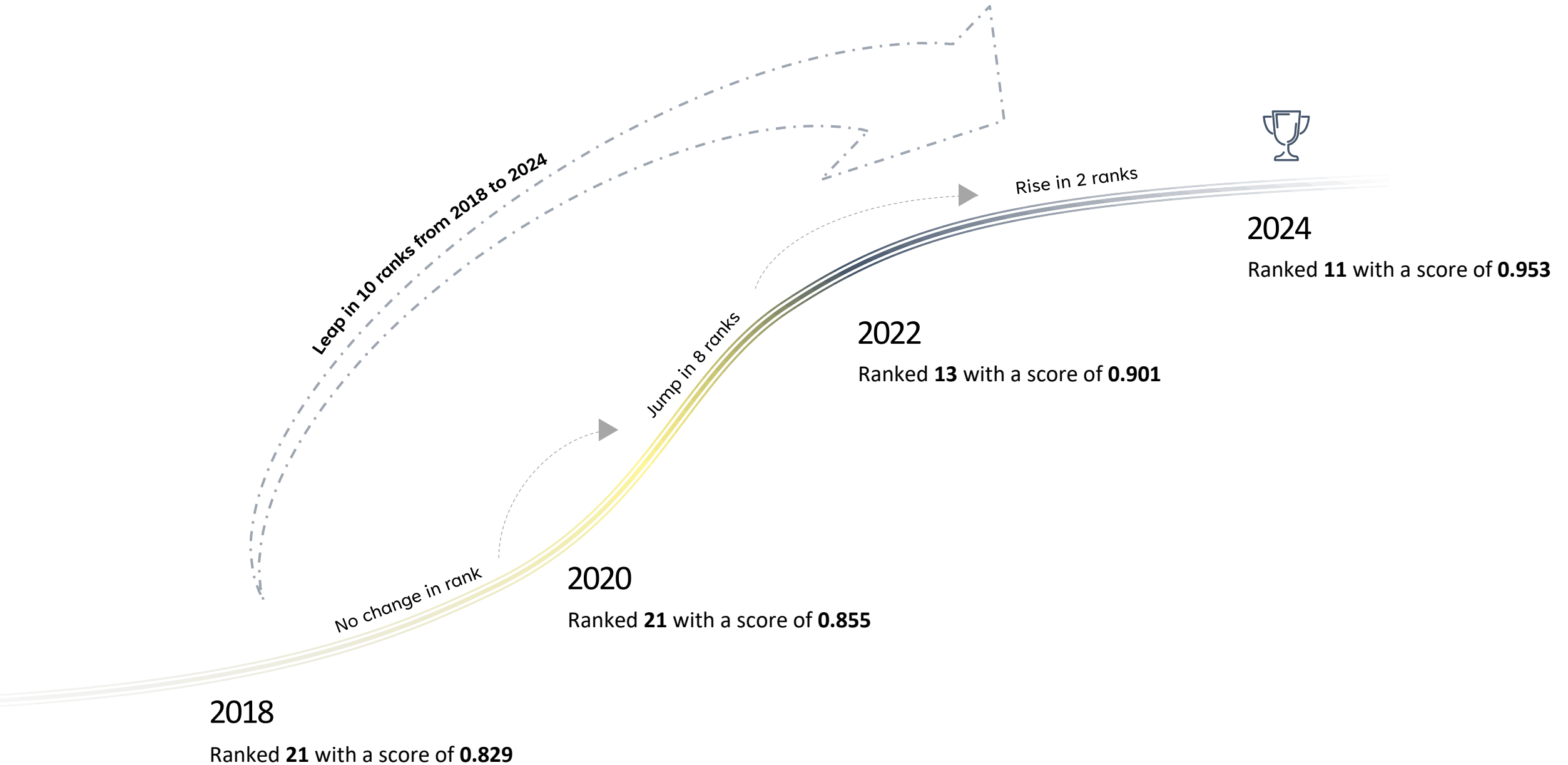
### **Urbanization**

Approximately 85% of GCC residents live in urban areas, which facilitates the adoption of digital government services due to better network coverage, higher education levels, and greater access to technology.

### **Economic Pressures**

Digital transformation can lead to cost savings of up to 20% in public sector operations. Governments can achieve efficiency gains of up to 25% through digital initiatives.

# UAE'S EGDJ JOURNEY IN RANKING FROM 2018 TO 2024



# KEY TAKEAWAYS/ OBSERVATIONS FROM UAE'S JOURNEY



## **Investment in Emerging Technologies**

Continued focus on AI, blockchain, and other frontier technologies to enhance service delivery and operational efficiency.



## **Digital Inclusion and User Engagement**

Promoting digital literacy and inclusion through initiatives like gamification and 24/7 customer support.



## **Infrastructure Development**

Ongoing investment in telecommunications and ICT infrastructure to support advanced digital services.



## **Regulatory and Legal Frameworks**

Adapting and updating legal frameworks to support digital transformation and ensure data security and privacy.



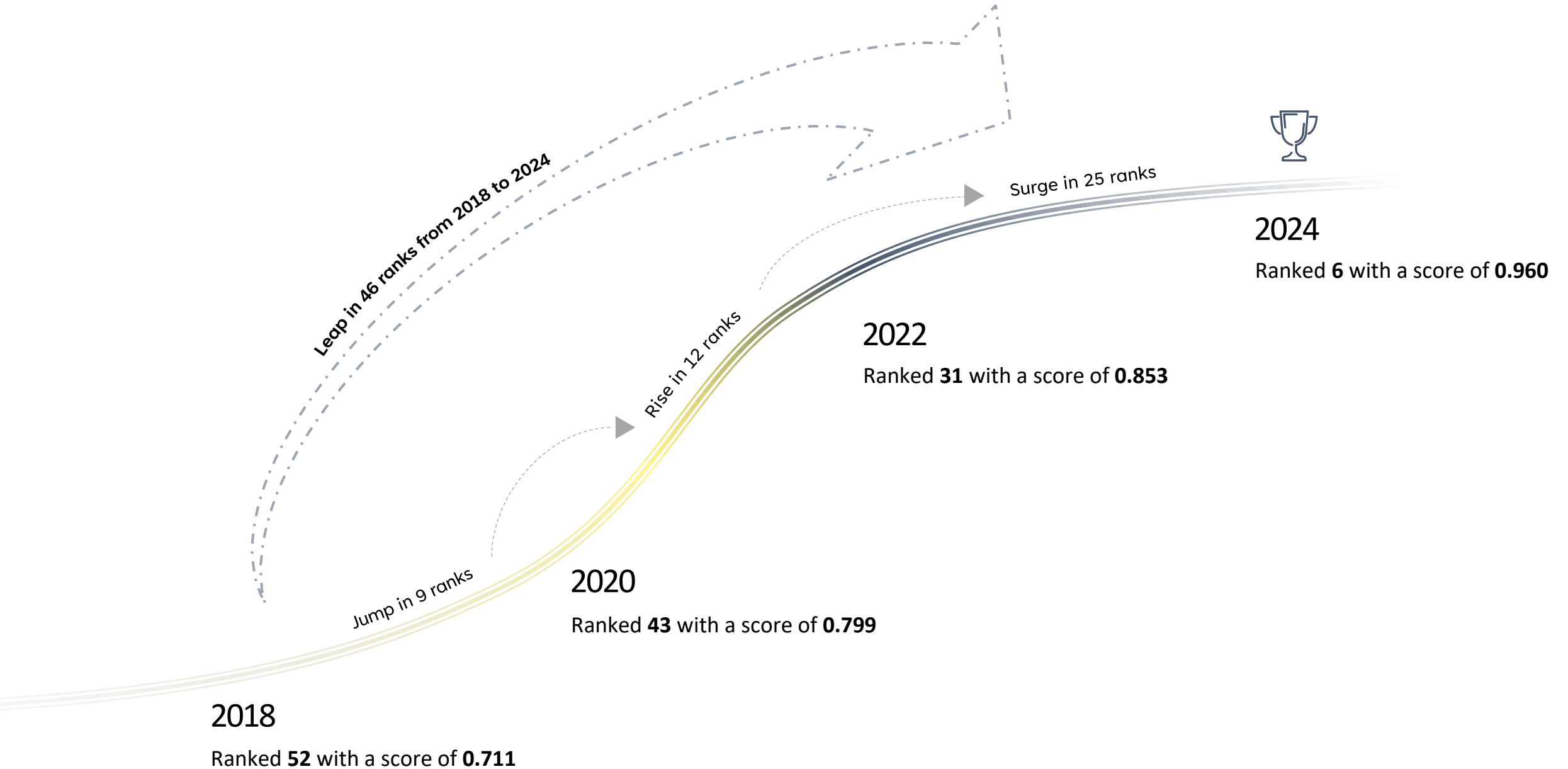
## **International Collaboration**

Hosting global events like the World Government Summit to share best practices and foster international cooperation in e-government.



These strategies propelled the UAE from the 21<sup>st</sup> position in the 2018 E-Government Development Index (EGDI) to the 11<sup>th</sup> position in 2024.

# KSA'S EGDI JOURNEY IN RANKING FROM 2018 TO 2024



# KEY TAKEAWAYS/ OBSERVATIONS FROM KSA'S JOURNEY



## **Rapid Progress in Digital Governance**

Saudi Arabia has advanced to the very high EGD Index group, reflecting its commitment to improving digital government services. This progress aligns with the country's Vision 2030 goals.



## **Strong Integration of Technology in Public Services**

The Kingdom has integrated AI, blockchain, and big data into public services, enhancing accessibility and efficiency through platforms like Absher and Tawakkalna.



## **Focus on Citizen Engagement and Inclusivity**

Saudi Arabia encourages citizen feedback through platforms like Istitlaa, fostering transparency and trust in government decision-making.



## **Data Protection and Cybersecurity Enhancements**

The Kingdom has strengthened data protection and cybersecurity with initiatives like the Personal Data Protection Law (PDPL) and the National Cybersecurity Authority.







## **Sustainability and Smart City Integration**

Saudi Arabia integrates sustainability with digital governance, focusing on smart cities and green initiatives like the Saudi Green Initiative.



These approaches have advanced Saudi Arabia from the 52<sup>nd</sup> position in the 2018 E-Government Development Index (EGDI) to the 6<sup>th</sup> position in 2024.

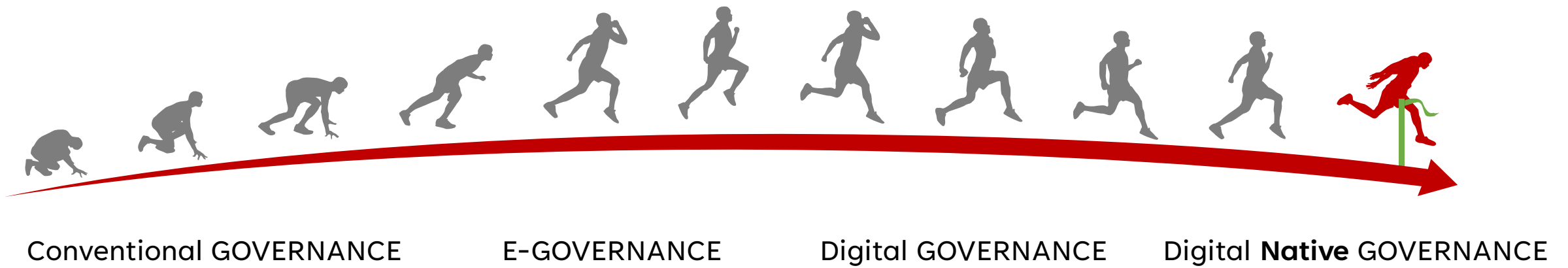
# CORE THEMES IDENTIFIED FROM THE ANALYSIS

#	Themes in focus		Description
1	Investment in Emerging Technologies		Countries like the UAE, Qatar, and Saudi Arabia have focused on integrating advanced technologies such as AI, blockchain, and big data into their public services. This strategic use of emerging technologies enhances service delivery, operational efficiency, and crisis response capabilities. These investments demonstrate a proactive approach to innovation and digital transformation.
2	Infrastructure Development		Significant investments in telecommunications and ICT infrastructure have been a common theme across the UAE, Qatar, and Oman. These enhancements ensure high-speed connectivity and support the delivery of advanced digital services. Robust infrastructure is crucial for maintaining efficient and reliable e-government services.
3	Digital Inclusion and User Engagement		Promoting digital literacy and ensuring access to technology for all segments of society are key priorities. Initiatives in the UAE, Oman, and Qatar focus on closing the digital gap, supporting digital literacy, and enhancing user engagement through inclusive and user-centric services. These efforts increase transparency, trust, and public participation in government processes.
4	Regulatory and International Collaboration		Adapting and updating legal frameworks to support digital transformation and ensure data security and privacy is essential. Countries like Saudi Arabia and Oman have also emphasized international collaboration, participating in global assessments and hosting events to share best practices. These efforts help align national strategies with global standards and foster regional digital leadership.

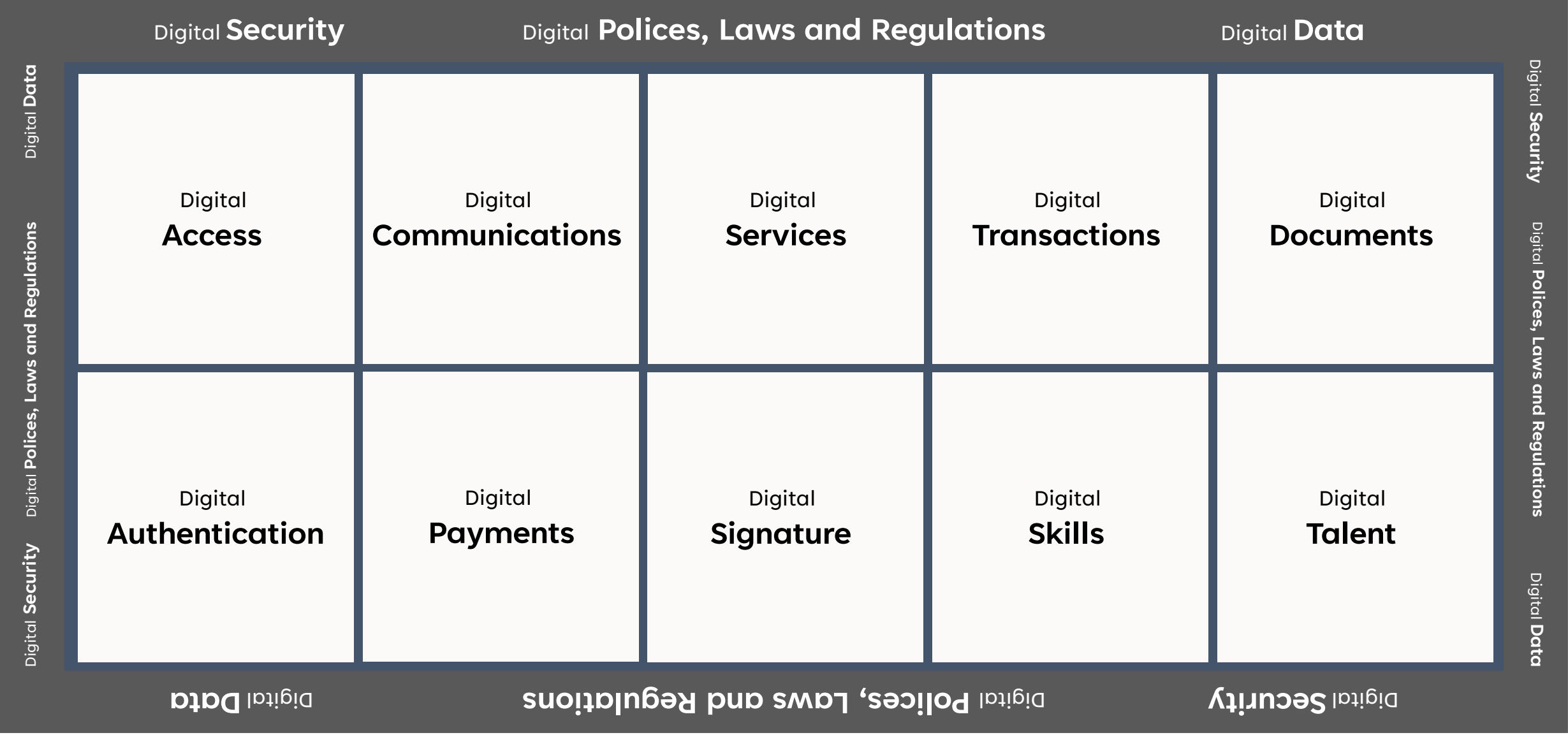


# IMPLICATIONS FOR GOVERNANCE





The **Core Enablers** of a Digital Native Governance are ...



The **Foundational Pillar** of a Digital Native Governance is ...



# The digital native governance will be more of an “enabler” than a “doer” and better connected to its core purpose of serving citizens

## Five Guiding Principles for a Digital Native Governance

### Focus



Citizen Life  
Experiences

### Model



Ecosystem  
Centered

### Core



Data  
&  
Analytics

### Emphasis



Digital by  
Default but  
not only

### Obsession



Outcome  
based Results  
not Outputs

# Life Experience Management





**LIFE EXPERIENCE**

A set of connected events that contribute to a particular experience in our lives.

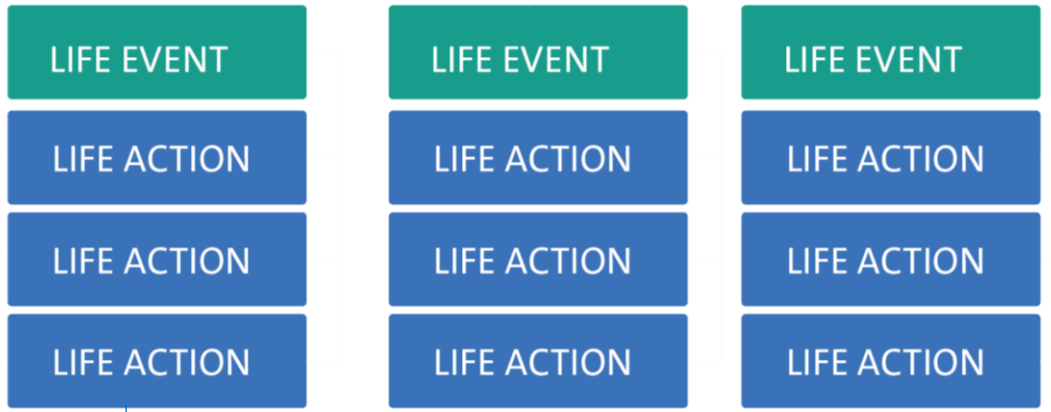
**LIFE EVENT**

Something that occurs during and contributes to a particular life experience.

**LIFE ACTIONS**

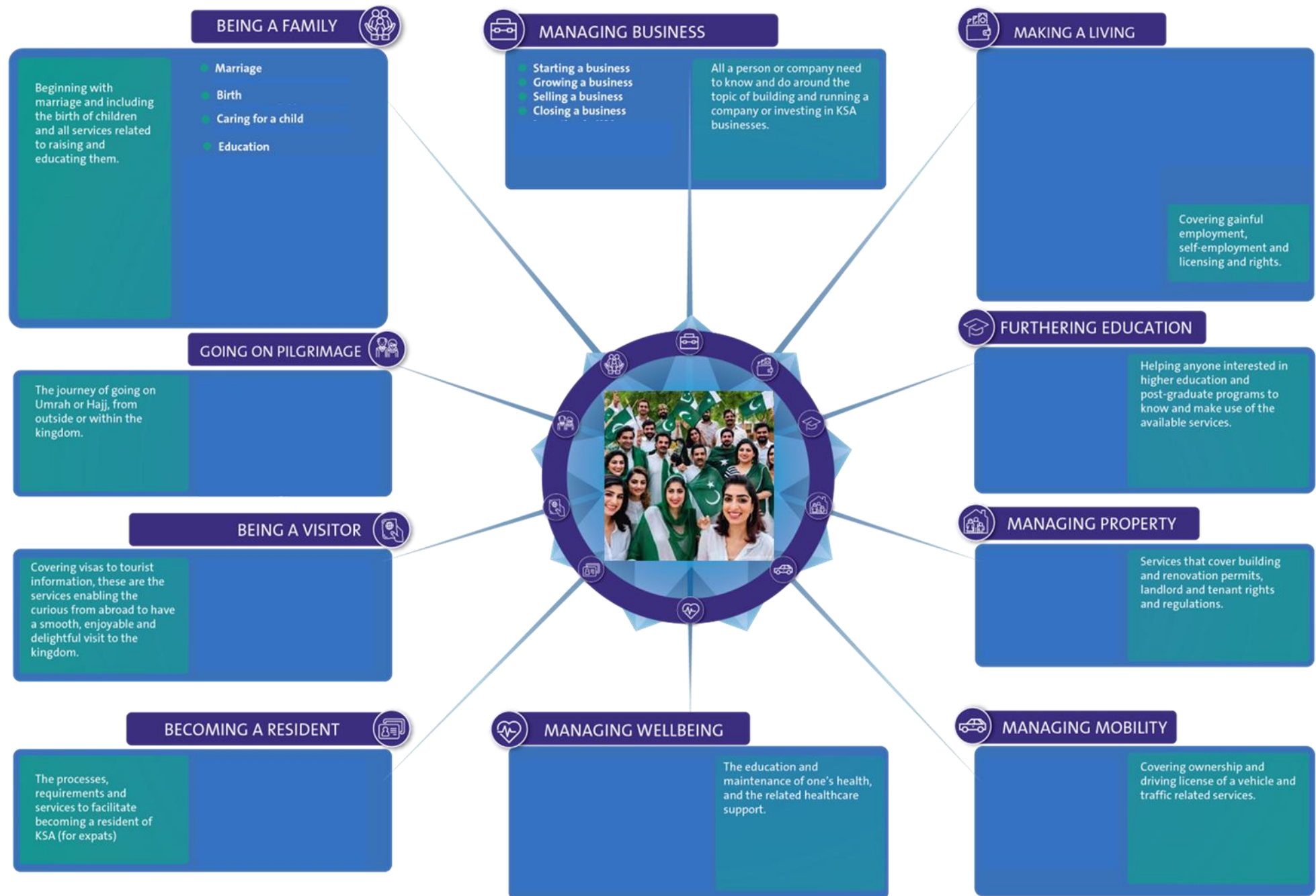
A service or set of services that are required to fulfil the need of a particular life event.

**LIFE EXPERIENCE**



Journeys .....







Coffee Break

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# Brainstorming

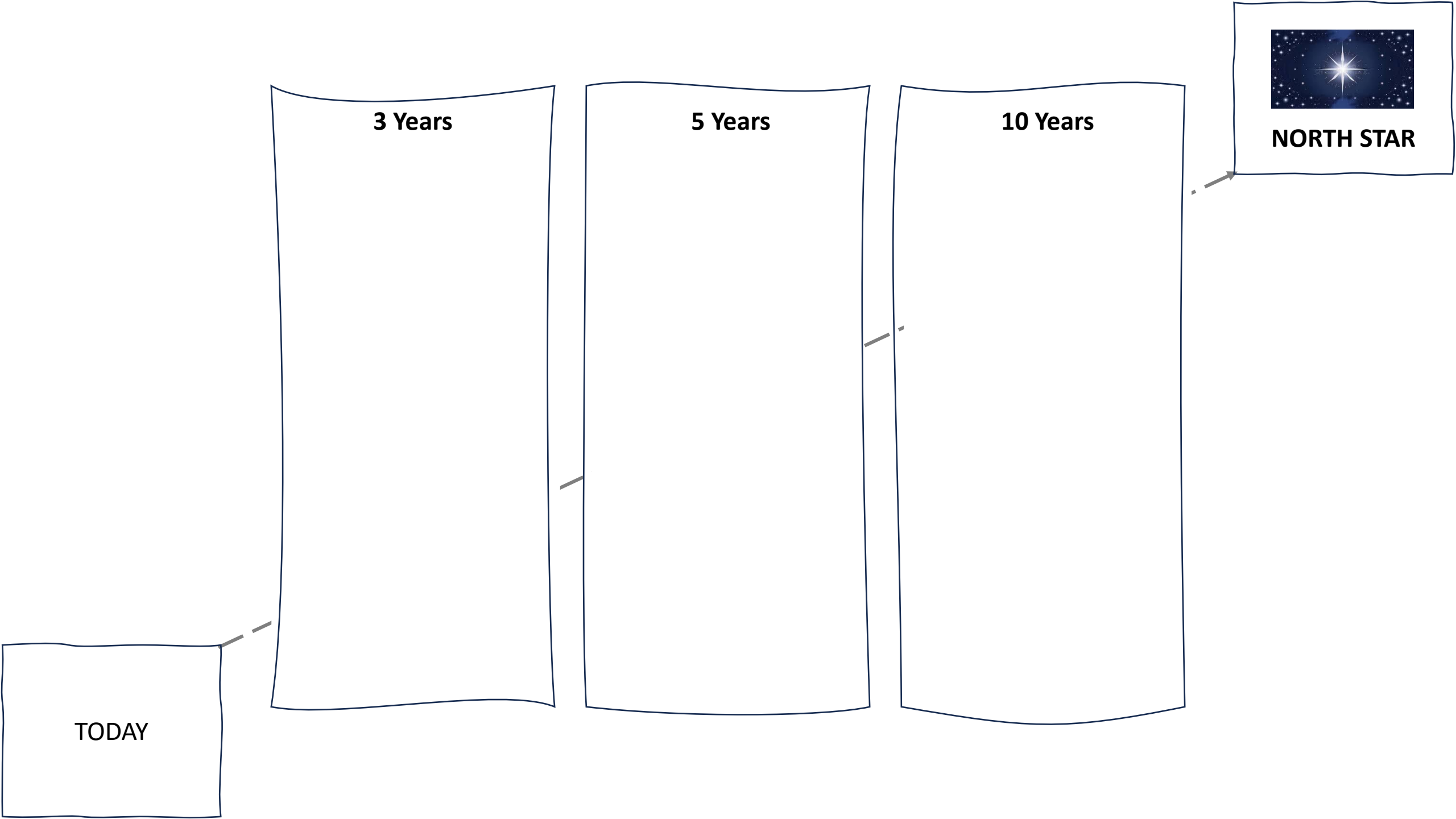
Pakistan Digital  
GOVERNANCE North Star



# So, what is a NORTH STAR

- The North Star (*Polaris*) is a bright star with a stable position in the Northern Sky above the North Pole.
- This stability and visibility means it's a simple but powerful navigational tool—a reliable guide to help you get where you want to go.
- A North Star Target is a Country's, Government's or Organization's version of Polaris.

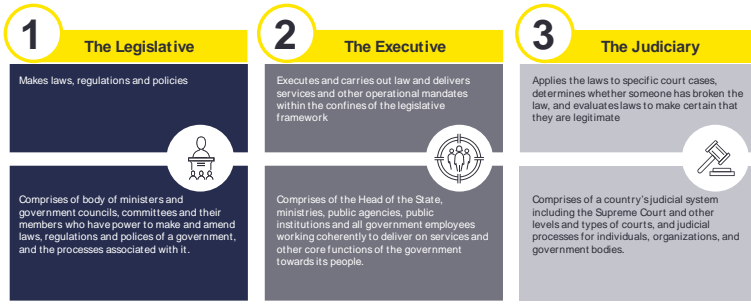








## Lens 1: Thinking digital in different pillars of a government



1 The Legislative Branch

2 The Executive Branch

3 The Judicial Branch



## Lens 2: Thinking digital in all the interactions of a government



1 G2G interactions

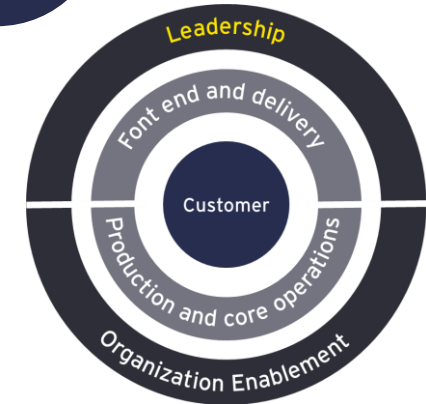
2 G2B interactions

3 G2C interactions

4 G2E interactions



## Lens 3: Thinking digital across the entire organizational of a government



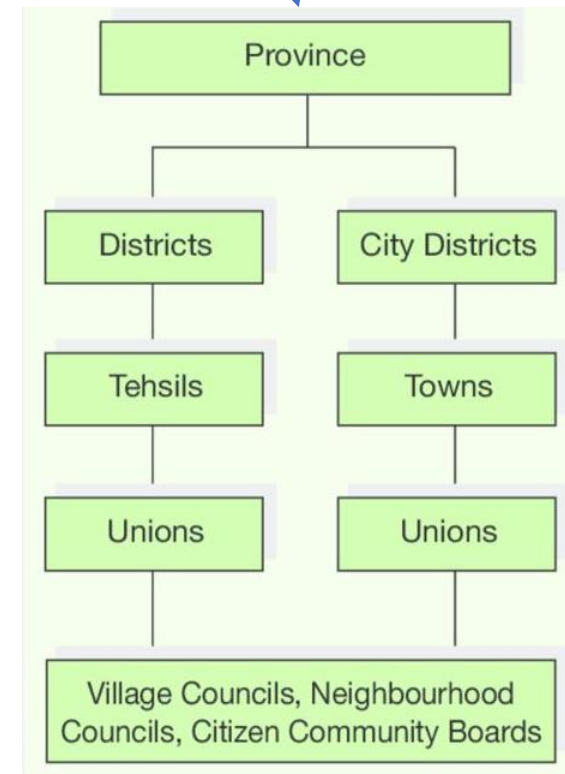
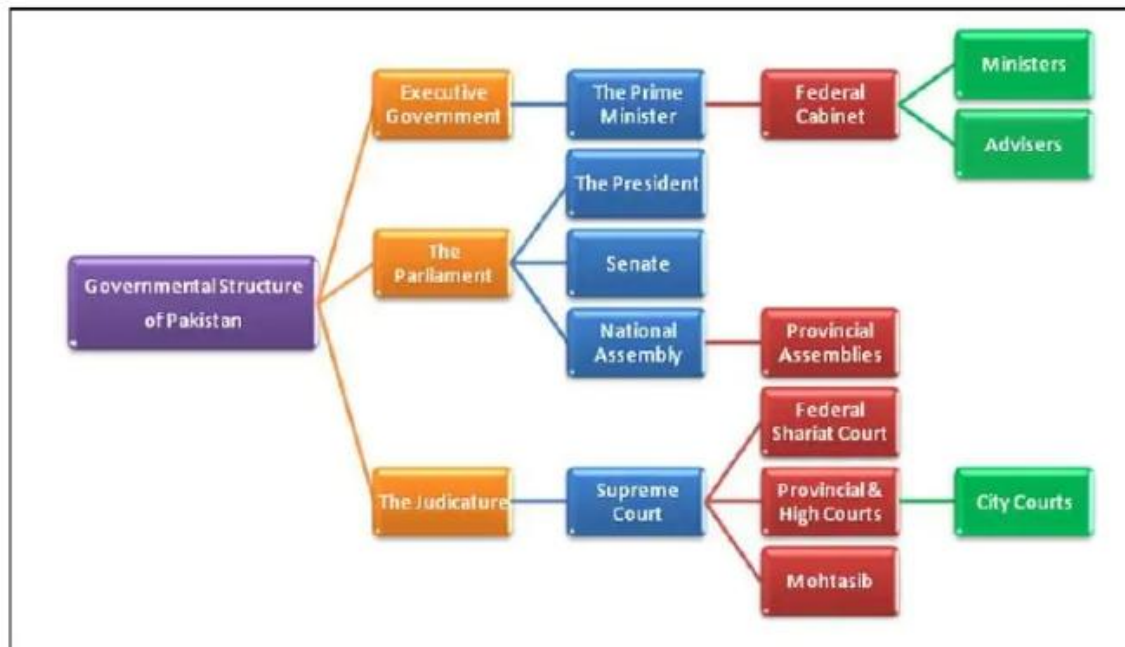
1 Leadership (direction, governance, performance management)

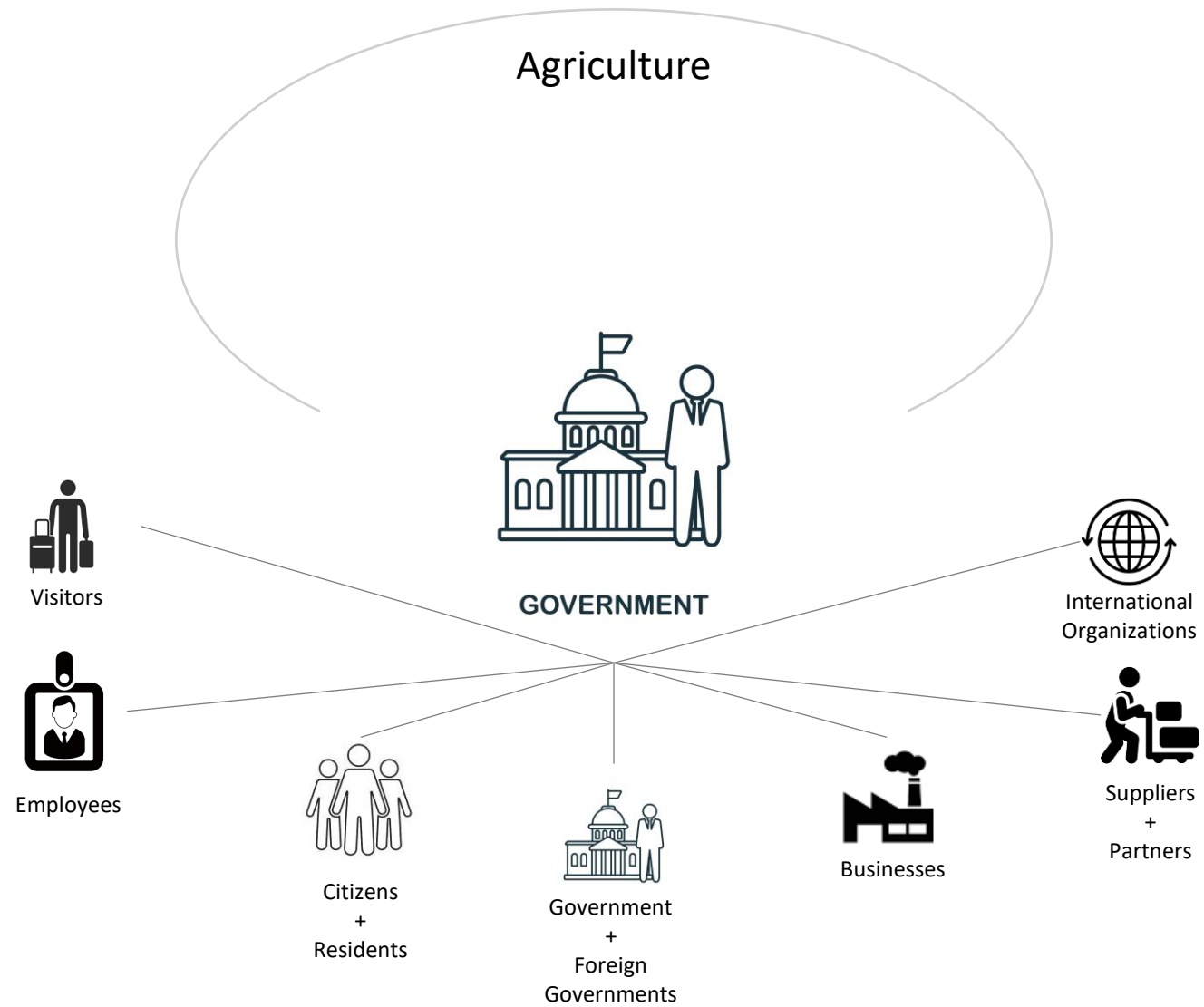
2 Front-end (channels, communications and services etc.)

3 Production (Service production and core business operations)

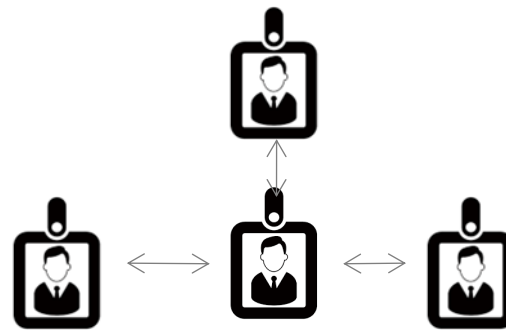
4 Organization Engagement (supporting processes such as HR, IT, Procurement)

# Pakistan Governance Structure



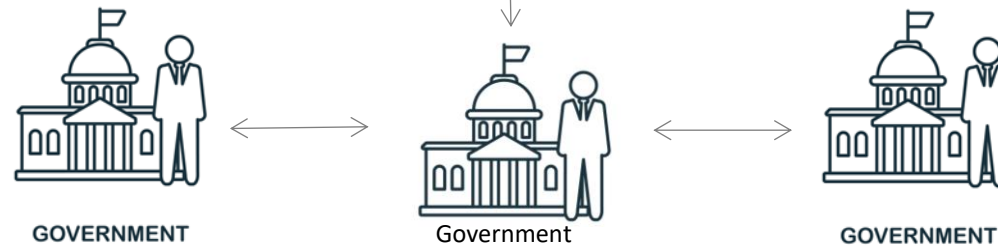


Gov of Pakistan  
Employees



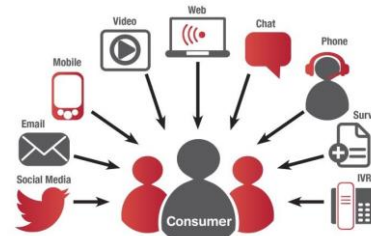
Request – Process - Deliver

Gov of Pakistan  
Organizations

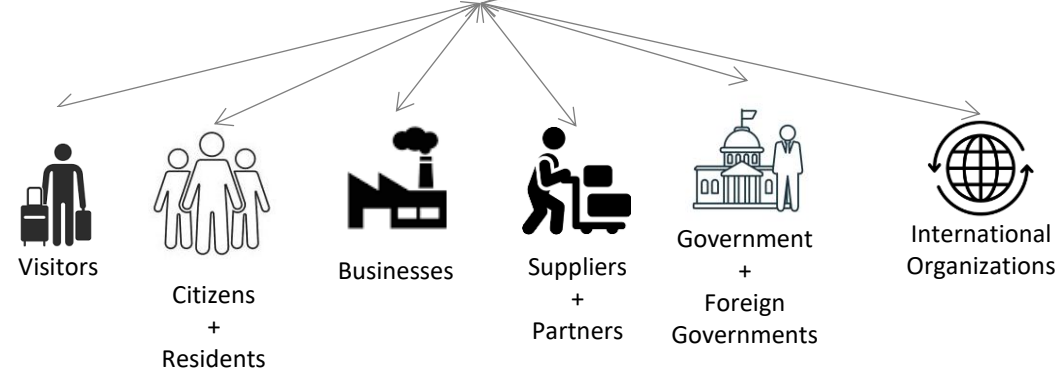


- Services, Regulations, Licenses etc.
- Policies
- Processes

Gov of Pakistan  
Access Channels



Gov of Pakistan  
Customers



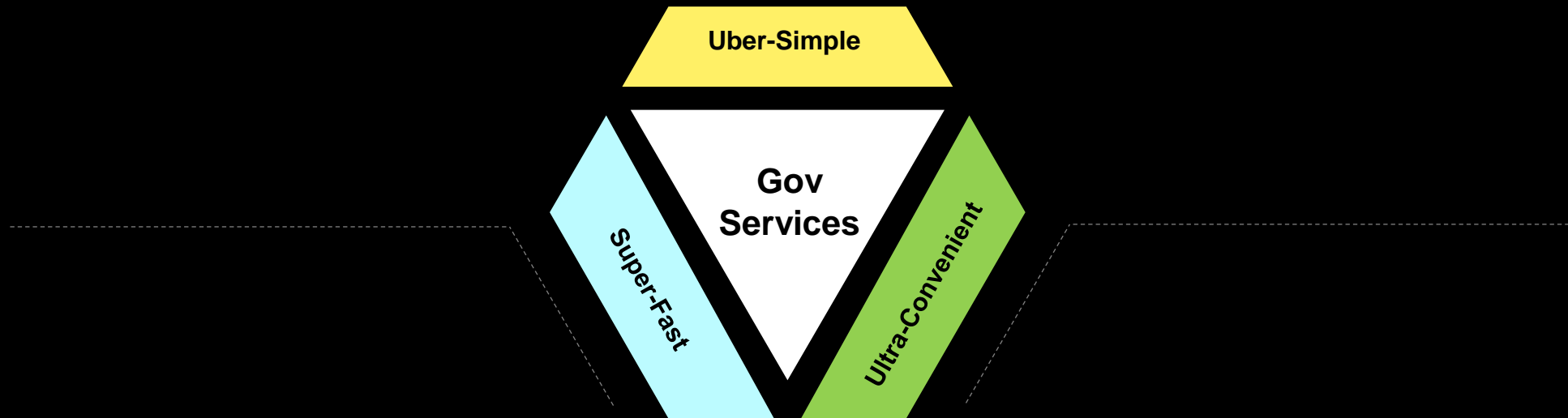
# AUTONOMOUS GOVERNANCE <sup>TM</sup>

TM

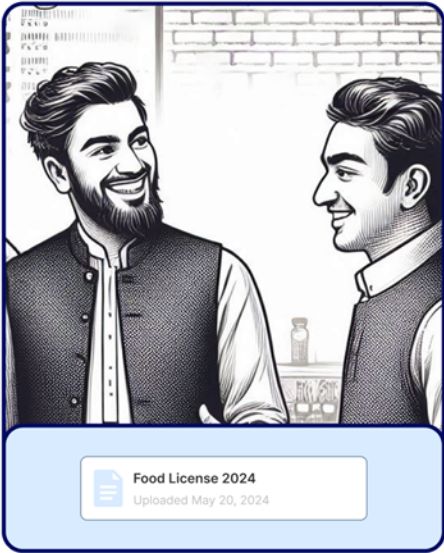
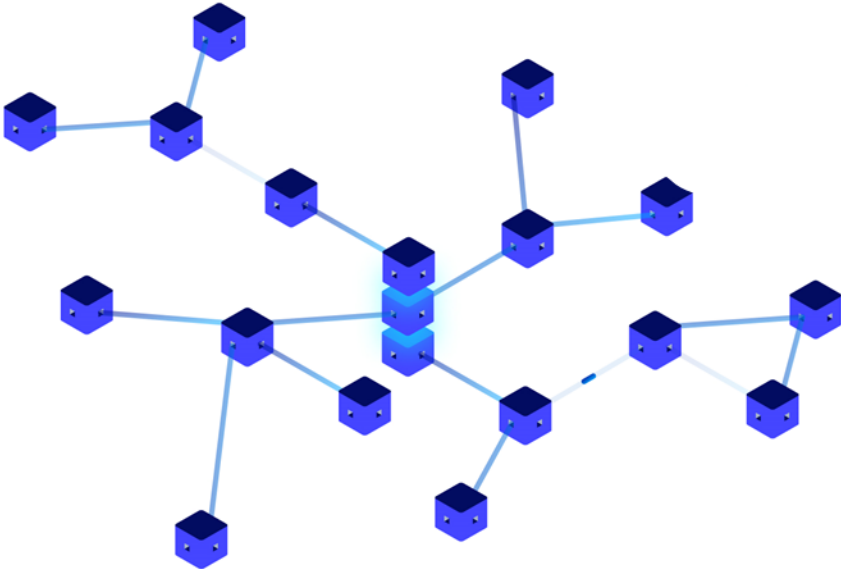
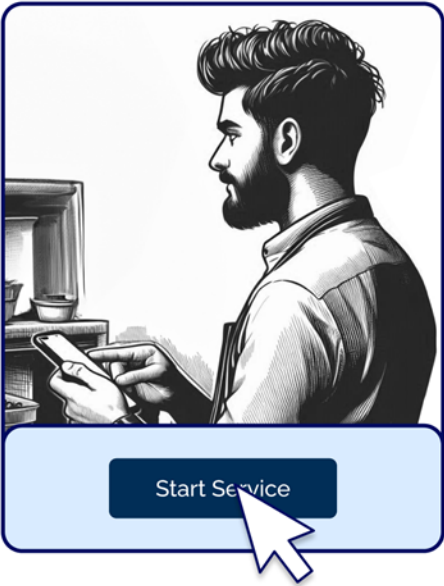
USERS @ the center



# Enable an Experience that is USER Centric at the CORE



## FUTURISTIC



**Requested**  
12 Mar 2024, 08:24



**In Review**  
13 Mar 2024, 10:30

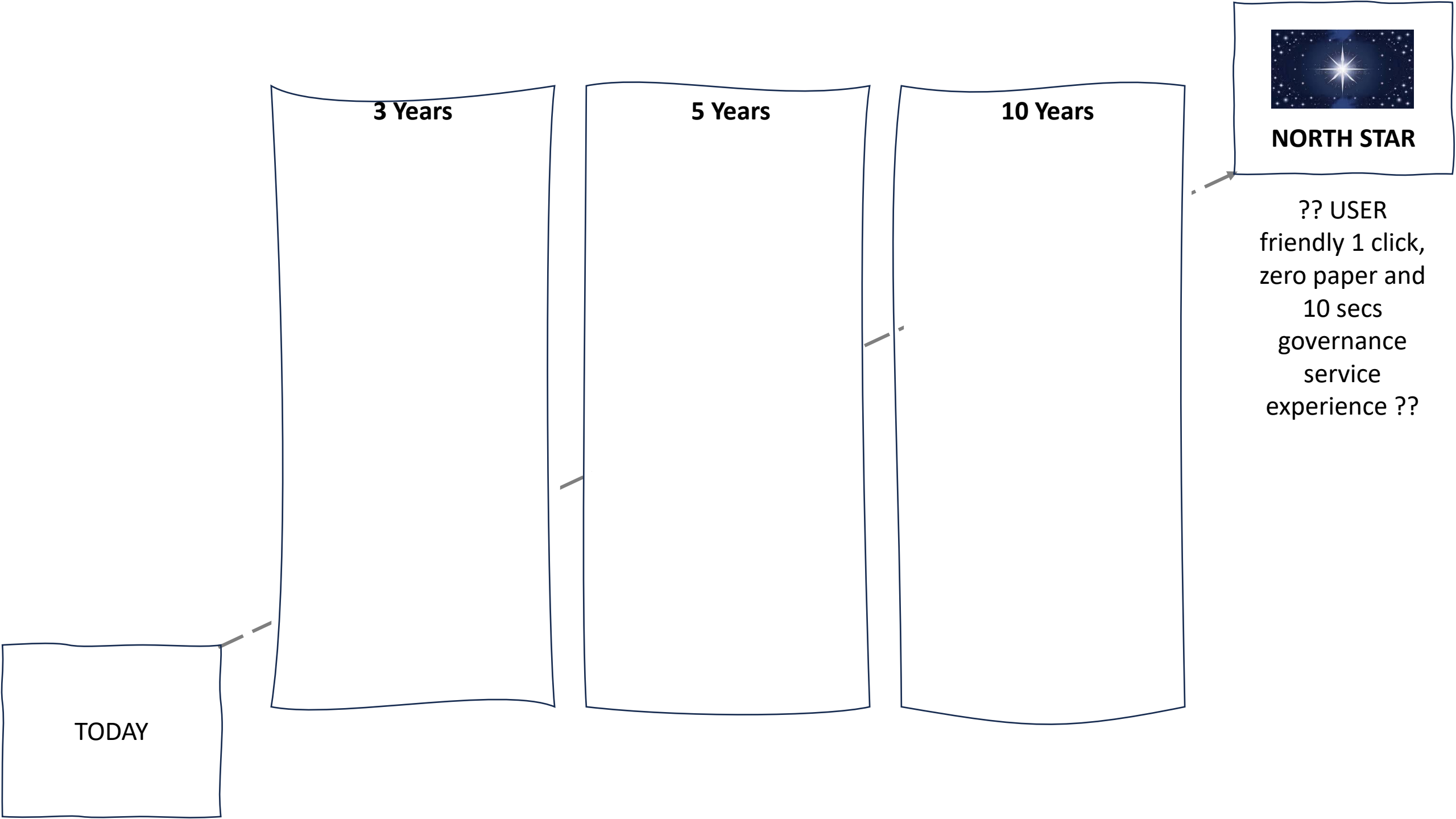


**Approved**  
13 Mar 2024, 11:25



**Delivered**  
15 Mar 2024, 10:32

10 Seconds



# Lunch Break

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# Pakistan Digital Government Execution Game Plan



1

**Digital Gov.  
Transformation  
Structural  
Capabilities  
Enhancement  
Program**

All about establishment of the centralised capabilities needed to transition Pakistan Government into the Digital Era

2

**Digital Native Public  
Servants and  
Leaders  
Enhancement  
Program**

All about transforming those People's digital capabilities that directly or indirectly work with Pakistan Government so that they become fitter for the Digital Era

3

**Digital Gov. core  
DPI, Infrastructure &  
Connectivity  
Enhancement  
Program**

All about transitioning Pakistan Government's ICT capabilities into the Digital Era

4

**Government  
Organizations Digital  
Enhancement  
Program**

Government Organizations Digital Enhancement Program - all about digitally transforming each government organization so they become fit for the Digital Era

5

**Government Digital  
Shared Products  
Enchantment  
Program**

All about establishment or uplifting of shared digital products, platforms etc. to drive efficiencies and effectiveness as expected in the Digital Era



1

Digital Gov.  
Transformation  
**Structural  
Capabilities**  
Enhancement  
Program

Modernization/Establishment of Federal and Provincial Central Digital Transformation Entities (NITB, PITB etc.)

Establishment of Digital Champions

Establishment of National Government Enterprise Architecture Framework and Office

Establishment of Digital Government Standards (services, cloud, EA, etc.) Initiative

Establishment of Digital Government Experience Hub Initiative

Establishment of Federal/Provincial Government Open Source Software Strategy, and Design and Implementation of Initiatives

1

Digital Gov.  
Transformation  
**Structural  
Capabilities**  
Enhancement  
Program

Establishment of Government Emerging Technologies Innovation Center (AI, Blockchain, IoT etc.)

Establishment of Digital Government Academy

Establishment of GovTech Incubator & Accelerator

Funding assistance for the establishment of Pakistan Digital Authority

Establishment of Digital Government Experience Hub Initiative

Civil Service Academy Digital Enhancement and Capacity Building

1

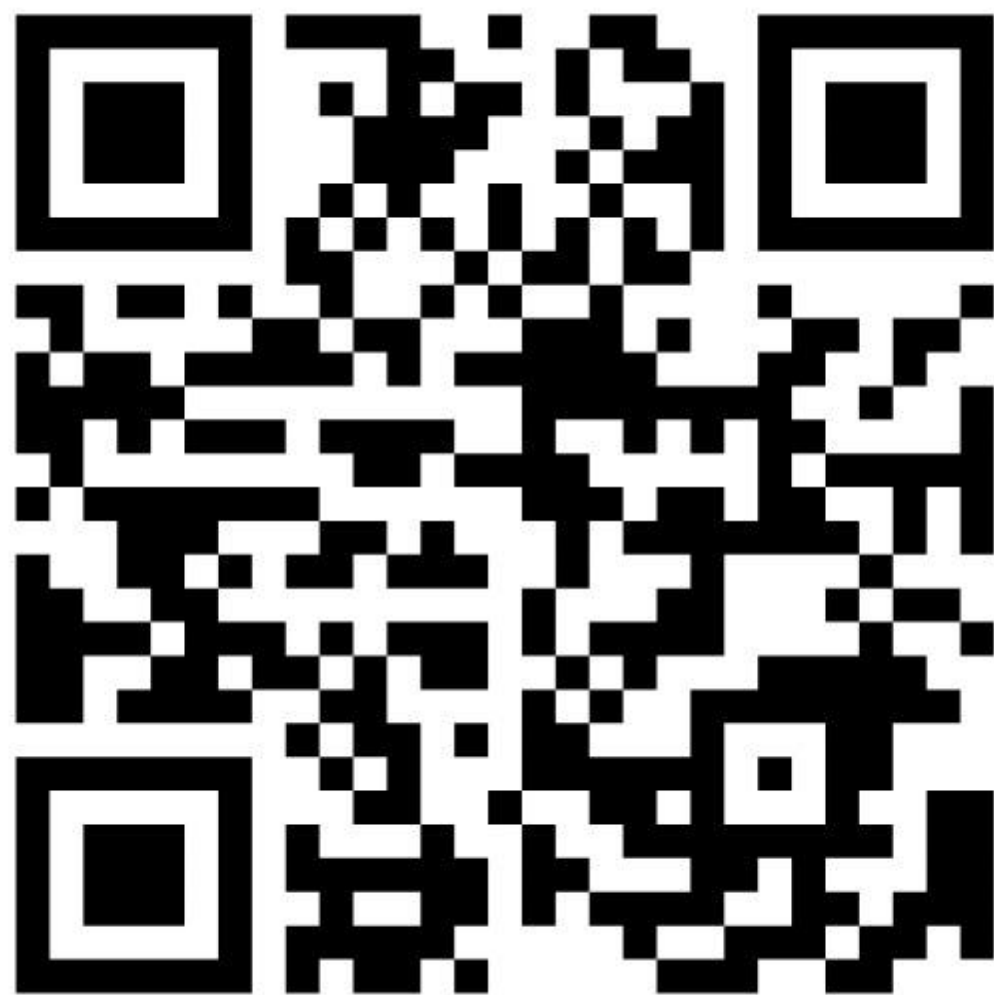
**Digital Gov.  
Transformation  
Structural  
Capabilities  
Enhancement  
Program**

Establishment of Behavioural Insights COE Unit, and  
Development of this Capabilities Across Government

Establishment of Government Sustainability COE Unit,  
Development of this Capabilities Across Government

Establishment of National Digital Address Unit

Establishment of Digital User Experience Monitoring and  
Measurement Unit Initiative



2

**Digital Native Public  
Servants and  
Leaders  
Enhancement  
Program**

Digital Native Public Servants Definition, Assessment and Analysis Initiative

Public Servants Digital Capabilities Enhancement Initiative

Parliamentarians Digital Capabilities Enhancement Initiative

Politicians and other senior stakeholders Digital Capabilities Enhancement Initiative

3

**Digital Gov. core  
DPI, Infrastructure &  
Connectivity  
Enhancement  
Program**

Modernization of Federal and Provincial Level Government  
Connectivity Network Initiative

Modernization of Federal and Provincial Level Government Data  
Centers / Cloud Initiative

Modernization of Federal and Provincial Level Government  
Hardware and Software Initiative



4

**Government  
Organizations Digital  
Enhancement  
Program**

Federal and Provincial Government Digital Strategies  
Development Initiative

Design and Implementation of National Sector Digital Blueprints  
for Agriculture, Healthcare and Education

Establishment of Digital Cabinet Initiative

Establishment of Digital Parliament and Senate Initiative

Establishment of Digital Judiciary Initiative

Establishment of Digital Office for President, PM, CMs,  
Governors and Mayors

4

**Government  
Organizations Digital  
Enhancement  
Program**

Digitalization of the End-to-End Government Planning and Performance Management Initiative

Establishment of Data Driven/Evidence Based Government Decision Making Initiative (data maturity framework, data & analytics capabilities in Government organizations + Chief Data Officers etc.)

Government Emerging Tech Adoption Acceleration Initiative (AI, Blockchain etc. usage to drive efficiencies and effectiveness)

Establishment of a Digital Government Maturity Framework and Awards Initiative

5

**Government Digital  
Shared Products  
Enchantment  
Program**

Establishment of Government Open Data Model and Platform

Establishment of Government Digital Products and Platforms Marketplace

Maturity/Quality/Experience Assessment and Enhancement  
Recommendations for Existing Digital Products at Federal and Provincial Levels (e.g. e-procurement, e-office etc.)

Citizens, businesses and other stakeholders Participation, Engagement and Experience Enhancement

Establishment of Single National Email for all citizens/businesses

Data analytics of past 10 years projects of PSDP, and development of BI portal

5

**Government Digital  
Shared Products  
Enchantment  
Program**

Digitization of the Public Sector Development Programs' projects induction process and progress monitoring

Tokenization of PSDP projects funds disbursement and re-direction

Projects proposal and execution tracking software for PSEs and Ministries - with connectivity to MoDP for PSDP projects status tracking

Tokenization of funds allocations by Ministry of Finance to Federal Ministries and subsequent Public Sector Enterprises

# Brainstorming

## Program Governance





Coffee Break

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## Reflections and Closing

