

Digital Situation Assessment of the Central Tibetan Administrati on (CTA)

Key Recommendations

- Nominate a **strong and visible spokesperson for e-government** (Chief Information Officer (CIO)). A clear politically defined position of leadership in the governmental system allows for clear communication and more streamlined coordination with other institutions.
- Develop and adopt a fundamental political-level e-governance strategy for a longer period. The strategy should entail a **detailed funding and implementation framework** as well as a vision for guaranteeing the basic infrastructure for all counterparts.
- Use **electronic means** for the budgeting process and for voluntary payments (using a payment gateway), which would allow for better oversight and monitoring of implementation.

Key Recommendations (II)

- Data has to be collected, processed, and stored in **digital form**. Digitization of existing paper documents and data should be prioritized as high-quality digital data constitutes the basic requirement for data-driven development and data reuse within the public sector. Special attention should be turned to **information security**.
- An **inventory of information assets** should be arranged. The CTA should have a clear overview of what type and content of data is collected across all institutions.
- An **interoperability framework** should be developed, together with basic electronic data collection and management principles and technical architecture descriptions.

Key Recommendations (III)

- To introduce digital identity, it is important to develop **the e-ID Concept**.
- Elaborate and reach a common understanding of what the **core pedagogical aspects** are where digital tools and methodologies add the most value to the Tibetan education approach – e.g. supporting different learning types for better learning outcomes, empowering creativity, inclusive education, data-driven personalised education, etc.
- Work on building and maintaining trust. The key in **building trust** is the transparency and accountability of the plans, actions, impact and feedback of the public sector and the use of the input from the citizens and the organisations.
- There is a need to **upskill the CTA staff** and the wider public for the digital era. To succeed on this path, there need to be parallel developments put in practice – understanding the “why and what” of digital services, building new digital services (“how”) for people to use, and simultaneously supporting people in improving their digital skills. Equal emphasis must be put on **upskilling people** for being able to use digital services as well as building user-friendly and intuitive digital services.

Detailed recommendations



Political Will and Support

- **Develop and adopt a fundamental political-level e-governance strategy for a longer period.** The strategy should entail a detailed funding and implementation framework as well as a vision for guaranteeing the basic infrastructure for all counterparts.
- **Development of an annual Action Plan.** Based on the strategy it is important to create an annual e-governance Action Plan where the digital transformation activities are outlined with clear objectives, timeframe, division of responsibilities, budget, indicators, and expected outcomes.
- **Establish a cross-sectoral cooperation format.** Best results would derive from a cross-sectoral approach by also promoting cooperation with relevant stakeholders inside (between Departments) and outside CTA (relevant NGOs or donor organisations).
- **Introduce an information system for Cabinet sessions** (e-Cabinet) for Kashag (CTA's Cabinet) meetings. This would be a tool to streamline the government's decision-making process and conduct government meetings in electronic form – entirely without paper. The main value of the implementation of the e-Cabinet solution is saving time on the Cabinet sessions.

Coordination and organizational setup of e-governance

- **Organizational setup and legal provisions for e-governance coordination should be adopted.** The coordination framework should among other components entail regulation for establishing a sustainable (preferably non-political) institution for e-government coordination as well as applicable measures and instruments for effective intra-governmental communication.
- **ICT development should be devised based on long-term planning.** Budget composition should not be the main coordination instrument. Shifting from *ad hoc* funding-based development to long-term strategical planning allows for cooperation and integration between the institutions and more cost-effective and innovative solutions. Planning should be arranged based on two tiers - strategical vision and annual action plans for implementation (including budget planning).
- **Political decision regarding the level of centralization**
- Clear coordination mechanisms with the support of relevant budget will form the basis for stability and transparency of e-government development, provide sustainability of staff, continuity of the development plans and develop trust among the donor community.
- **Nominate a strong and visible spokesperson (Chief Information Officer, CIO).** A clear politically defined position of leadership in the governmental system allows for clear communication and more streamlined coordination among other institutions.

Financing model and cooperation with donors

- **Funding decisions should be based on long-term planning**, implementation strategies and annual action plans. According to best practice, the digital transformation budget of an institution should amount to at least 1 per cent of the overall budget to offer minimal funds for sustainable development. Donor financing can complement the CTA budget.
- **The budgeting process (including ICT budgeting) of CTA institutions needs to be transparent.** Electronic means are recommended to be used for the budgeting process and voluntary payments (using a payment gateway), which would allow for better oversight and implementation monitoring. Budget transparency includes procedural standardization, cooperation and participation of relevant stakeholders, as well as basing the process on existing instrumental political and technical development plans.
- For sustainability and efficiency of coordination and development it is important to find ways to secure a **separate budget line of expenses for ICT** in the CTA budget, which would include budgets for hardware, software, IT development work and running costs.
- The transparent and coordinated approach of e-government development will **give additional motivation for donors** to support the digital transformation efforts.

Legal framework

- A legal analysis on basic e-governance legal building blocks should be conducted. This analysis should be organized before undertaking the long-term strategy composition process. The analysis would offer an understanding of basic legal acts and identify the needed amendments in existing regulations that are necessary for moving forward with any e-governance plans.
- The legal framework should include for personal data protection and right to access to information. Also, mechanisms need to be foreseen to guarantee the implementation of the laws.
- In addition to laws, different strategies and plans need to be developed and drafted, clearly indicating the connection between the legal component and the governance one.

Data, digital databases

- Data has to be collected, processed, and stored in digital form
- A universal data management regulation must be established.
- An inventory of information assets should be arranged
- Hosting of data (data center, possible use of cloud, etc.) should be assessed, and actions planned based on the evaluation.
- Migration to cloud-based data storage.

Interoperability, secure data exchange

- An interoperability framework should be developed, together with basic electronic data collection and management principles and technical architecture descriptions.
- After the above-mentioned activities are finalized, the work can start on the Secure Data Exchange Pilot Project.
- With the development of the e-services, the citizens portal should be developed (or Tibet.net upgraded), so that Tibetans have one-stop-shop to access CTA information and its electronic services.

Secure digital identity, digital signatures

- A unique identifier should ideally be assigned from birth and later linked to the Green Book, allowing for life cycle usage.
- To introduce the e-ID, it is important to develop the e-ID Concept. During the process the possibility to introduce ID cards or re-shape the Green Book can be assessed.
- When the e-ID is introduced, it is important to also organise an awareness-raising campaign for Green Book holders on the reasons why the e-ID is introduced, what the benefits are and how to use it.

e-Education and digital skills: Strategic planning

- Develop the Tibetan e-education strategy.
- To understand the need to upskill for the digital era it is necessary to reach a common understanding of the substance of the expected competencies, design and deliver training programmes as well as reflect/assess the efficiency and impact of the steps taken.
- On the way towards better digital skills and more meaningful use of digital tools, it is recommended to set clear indicators.

e-Education and digital skills: Framework for digital skills of policy designers and decision-makers

- There is a need to upskill the CTA staff and the wider public for the digital era.
- To better support the CTA in planning future activities, the report proposes more systematic policy changes as well as initiatives that are relevant in the short term or support the longer perspective.

e-Education and digital skills: Basic digital competencies of the CTA staff

- Information and data literacy: the ability to articulate information needs, to locate and retrieve digital data, information, and content. Being able to assess the relevance and reliability of the source and its content. In addition, skills to responsibly store, manage and organise digital data, information, and content. This sub-competence field is extremely relevant to being able to make decisions on trustworthy information being able to critically assess this information.
- Communication and collaboration: competence to interact, communicate and collaborate through digital technologies while being aware of cultural and generational diversity. This is also to increase the readiness and awareness of each citizen's responsibility to contribute to the development of society. The latter is important for developing, sharing, and maintaining the Tibetan culture. In this set of skills also netiquette is prioritised as it is evident that the behaviour of people in the digital and physical environment might differ to a large extent. Managing the digital identity and reputation of civil servants is also important for CTA's reputation as an employer.
- Digital content creation: skills and knowledge to create and edit digital content starting from a very simple text elaboration until the meaningful creation of different media.
- Safety: This is one of the core sub-competence fields – the ability to protect one's devices, content, personal data, and privacy in digital environments. Ability to protect physical and psychological health, and to be aware of digital technologies for social well-being and social inclusion. Being aware of the environmental impact of digital technologies and their use.
- Problem-solving: identifying needs and problems and resolving conceptual problems and problem situations in digital environments. Use of digital tools to innovate processes and products. Keeping up to date with the digital evolution

e-Education and digital skills: Job-specific digital skills at the CTA

- Management skillset
- CTA expert level digital skills.
- Skillset for IT staff.

e-Education and digital skills: Digital capacity of Tibetan education and schools

- Assuring and improving access to education (the need was vividly experienced during COVID-19 lock-downs) – efficiency and equality of and in education (where and when to learn).
- Ensuring that society and future generations have the digital competencies essential to the 21st century and the digital era. The concept: educate for wellbeing and to create (what to learn).
- Empowering teaching and learning with the new methodologies and tools enabled by digital technology (how to learn and teach).

e-Education and digital skills: Digital infrastructure in education and Digital pedagogy

- Connectivity and equipment- Ensure the availability of IT technical support to teachers., Elaborating standards and recommendations for digital infrastructure
- Connectivity, Presentation equipment, Teachers' tools, Students' devices
- Core digital services for continuous and resilient education delivery - Single Sign-On is the school/student management information system learning management information system digital learning content assessment tool that would enable carrying out high-level tests/exams

e-Education and digital skills: digital competences

- **Teachers** - teachers' autonomy , the initial teacher education, digital pedagogy should be integrated already into the standards of the teacher curricula training programmes for upskilling towards digital pedagogy
- **Students** - introduce relevant amendments into the curriculum, elaborating guidelines for teachers to address the digital competencies of students. integrate regular online learning days or online courses into daily learning setups technological literacy, Job-specific digital skills

Digital engagement

- Revise the engagement processes, both analogue as well as digital. If needed, prepare guidelines for citizen engagement that the people, organisations and public sector would understand, share and implement.
- Build digital awareness, knowledge and skills to be able to use the benefits of digital solutions
- Revise, improve and promote the opportunities and access to digital engagement.
- Work on building and maintaining trust.

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