DIGITAL GOVERNMENT
TRANSFORMATION

Malta Survey Data Analysis
Public Sector Research Group

October 2015
“We understand that Government services should be citizen-centric, be more user-friendly and have less red tape. We want to increase the take-up of eGovernment services and we aim to do this by simplifying existing public digital services and make future services accessible on multiple platforms and devices.”

— Tony Sultana, Executive Chairman, The Malta Information Technology Agency

### Top driver
Customer/citizen demands

### Top 3 barriers
1. Insufficient funding
2. Too many competing priorities
3. Insufficient technical skills

**Insights**

- Respondents in Malta are confident in their organization’s readiness to respond to digital trends
- Agencies are also confident about their leadership understanding digital trends

### Maturity

#### Digital Maturity Rating

<table>
<thead>
<tr>
<th></th>
<th>Global (n=1202)</th>
<th>Malta (n=48)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early</td>
<td>26%</td>
<td>8%</td>
</tr>
<tr>
<td>Developing</td>
<td>60%</td>
<td>75%</td>
</tr>
<tr>
<td>Maturing</td>
<td>13%</td>
<td>17%</td>
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READINESS AND RESPONSE

<table>
<thead>
<tr>
<th>Have a clear and coherent digital strategy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
</tr>
<tr>
<td>Malta</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Objectives of digital strategy</th>
<th>% agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase efficiency</td>
<td>92%</td>
</tr>
<tr>
<td>2. Improve customer/citizen experience and transparency</td>
<td>91%</td>
</tr>
<tr>
<td>3. Create or access valuable information or insights to improve decision making</td>
<td>79%</td>
</tr>
<tr>
<td>4. Fundamentally transform our organization processes and/or organization model</td>
<td>74%</td>
</tr>
<tr>
<td>5. Create or access valuable information or insights for innovation</td>
<td>64%</td>
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</table>

75 percent say that digital trends are improving their organization’s ability to respond to threats and opportunities.

41 percent say their digital capabilities are behind the private sector.

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41% say their digital capabilities are behind the private sector.

36% confident globally

37% satisfied globally
88% find workforce and skills to be a challenging area to manage in their organization’s transition to digital. 83% say that leadership understands digital trends and technologies. 61% say that their leaders have sufficient skills to lead the organization’s digital strategy.

Does a single person or group have the responsibility to oversee/manage your organization’s digital strategy?

**Malta**

- Yes: 77%

**Global**

- Yes: 51%

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Digital skills vs investment in workforce:

- **Global**
  - Employees have sufficient skills to execute organization’s digital strategy: 34%
  - Organization provides opportunities and resources to obtain the right skills: 33%

- **Malta**
  - Employees have sufficient skills to execute organization’s digital strategy: 39%
  - Organization provides opportunities and resources to obtain the right skills: 46%

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Workforce-skills lacking:

- **Malta**
  - Agility: 59%
  - Entrepreneurial spirit: 56%
  - Technological savviness: 46%
  - User experience design: 46%
  - Collaborative processes: 40%
  - Business acumen: 38%

- **Global**
  - Agility: 67%
  - Entrepreneurial spirit: 53%
  - Technological savviness: 54%
  - User experience design: 46%
  - Collaborative processes: 40%
  - Business acumen: 42%
94% say that digital technologies and capabilities enable employees at their organization to work better with customers/citizens.

91% say improving customer/citizen experience and transparency is an objective of their organization’s digital strategy.

How are digital trends impacting your organization’s customer/citizen service quality?

- **Global**: 78% Improving
- **Malta**: 93% Improving

What is the biggest driver of digital transformation?

- **Global**:
  - Customer/citizen demands: 37%
  - Cost and budget pressures: 14%
  - Federal/central government directives: 12%
  - Others: 5%

- **Malta**:
  - Customer/citizen demands: 46%
  - Cost and budget pressures: 17%
  - Federal/central government directives: 25%
  - Others: 12%

What is the level of customer/citizen involvement in co-creating digital services for your organization?

- **Malta**:
  - Don’t know: 6%
  - Low: 44%
  - Neither high nor low: 39%
  - High: 11%

- **Global**:
  - Don’t know: 11%
  - Low: 53%
  - Neither high nor low: 23%
  - High: 13%
79% find culture to be a challenging area to manage in their organization’s transition to digital.

71% say that digital technologies and capabilities enable employees at their organization to work better with other employees.

67% globally say digital trends improve collaborative culture.

65% globally say digital trends improve innovative culture.
75% find procurement to be a challenging area to manage in their organization’s transition to digital.

78% say that government procurement needs to change significantly or very significantly to accommodate digital transformation.

39% say that they are satisfied with the community of vendors that currently serves the digital government marketplace.

**Top 3 obstacles to better procurement practices in the digital age**

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Malta</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Rules/regulations</td>
<td></td>
<td>1. Rules/regulations</td>
</tr>
<tr>
<td>2. Lack of flexibility</td>
<td></td>
<td>2. Lack of flexibility</td>
</tr>
<tr>
<td>3. Vendor behavior</td>
<td></td>
<td>3. Procurement skill sets</td>
</tr>
</tbody>
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**Mixed (in-house and contracted model)**

- Outsourced: 26%
- Mixed: 74%

**In what ways does procurement need to change to enable digital transformation?**

- **Agile development process**: 48% (Malta), 45% (Global)
- **Less restrictive terms and conditions**: 31% (Malta), 48% (Global)
- **Less control from the center**: 21% (Malta), 38% (Global)
- **More open to small and medium-sized companies**: 19% (Malta), 27% (Global)
- **Modular development**: 19% (Malta), 19% (Global)
- **Shorter contract periods**: 13% (Malta), 20% (Global)