

## **Proposal**

### **Design and Conduct a 10-day International Immersion Training Programme on “Digital Governance and Management”**

**for**

**Indian Institute of Management  
Vishakhapatnam**

Our Ref: C-IIMV-PGPDGM-10062020  
Dated: 10 June 2020

© 2020 National University of Singapore. All Rights Reserved.

The information contained in this document is the property of the Singapore e-Government Leadership Centre. The contents must not be copied in whole or in part for purposes other than which it has been supplied without the consent of eGL, or, if it has been furnished under contract to another party, as expressly authorized under that contract, then eGL shall not be liable for any errors or omissions.

Singapore e-Government Leadership Centre, National University of Singapore  
29 Heng Mui Keng Terrace, Block D & E, Singapore 119620

# Proposal to Design and Conduct a 10-day International Immersion Training Programme on “Digital Governance and Management”

## 1. Introduction

The National University of Singapore (“NUS”) acting through its Institute of Systems Science, Singapore e-Government Leadership Centre (“eGL”) is pleased to submit a proposal to the Indian Institute of Management, Vishakhapatnam (IIMV), India, for the provision of a 10-day International Immersion programme on “Digital Governance and Management” in Singapore. Target audience is mid-to-senior level government officials and private sector leaders from India, responsible for formulating and implementing digital transformation programmes.

## 2. Learning Outcomes

We understand the learning outcomes for the participants to accomplish are as follows:

- a. Gain a good understanding of the framework and best practices for successful digital governance
- b. Digital Leadership in Digital Economy: future of work, opportunities and challenges
- c. Managing and leveraging technology to deliver impact and goals of an organisation
- d. Apply lessons learnt to develop and implement digital governance and management strategies for your organisation

We have developed a curriculum and mapped the course objectives, to the proposed training topics in Section 6. The detailed agenda will be created closer to the delivery dates.

## 3. Course Synopsis

Singapore has had a focussed, well planned, developed and implemented policies, strategies and solutions that has propelled Singapore to global leadership in the domain of Digital Government. The initiatives have focussed on citizen services, with emphasis on collaboration, catalysing and co-creation. In the process we have adopted and developed some of the best practices and standards. Singapore is well poised to be world’s first Smart Nation, as Smart Nation programme was launched in 2014, with the aim of harnessing technology, networks and data to support better quality of life, sustainable environment, and vibrant economy.

This course will discuss the concept and evolution of digital governance in Singapore, tracing Singapore’s journey from 1980s of automation, efficiency, transparency through to collaboration, co-creation and citizen engagement to its present stage. The course will also focus on Singapore’s vision of a smart, connected society, and will enunciate the driving forces, challenges and opportunities related to the concept. It will build participant skills and knowledge in the areas of digital readiness, governance, collaboration, co-creation, transformational change, planning, leadership and leveraging of technology in order to design, innovate and implement successful integrated programmes that deliver end-to-end citizen services, promotes a vibrant digital economy and enhances quality of citizen’s lives. The course will also explore and discuss how the lessons learnt from Singapore can be applied to Indian context.



## 4. Methodology

### *Pre-course Preparation*

Participants are encouraged to be familiar with the basic concepts and use of technology in governments. They will be required to share their respective areas of work, current challenges and priorities that drive the need for transformation and use of technologies to provide public service. Importantly this will form the basis of discussions and applying lessons learnt to solve the real life issues and challenges. Time permitting, 3 weeks prior to the program, we propose to conduct a pre-course survey, which is administered on-line. As such, the pre-requisite for this to be executed is a confirmed participant list, with their email address to be provided 4 weeks before commencement of class. Basic information about the participants, their familiarity with use of technology, expectations out of this training course are collected. To the extent feasible, the lecturer will address the queries and expectations.

### *Design*

The fundamental design philosophy is **“experiential learning”**. As such the curriculum is carefully designed with **lectures, experience sharing, discussions, workshops, and site visits** to ensure maximum participation and experiential learning for the target audience such that the key learning points are entrenched well.

The lectures enunciate digital governance and ICT best practices, public service design & delivery principles, critical success factors, lessons learnt and case studies based on Singapore experience. Experience sharing exposes the participants to various real-life situations, while the discussions solicit multiple perspectives generate ideas and solutions.

### *Interactive Sessions*

Workshops allow the participants to interact and apply the key lessons to the real-life scenarios based on their local perspective, context and priorities. Typically the class is divided into 4 to 5 groups and they work on a group assignment. The group work also underscores the necessity of collaboration and team work. Further, it provides an opportunity for participants to contextualize and apply the knowledge learnt to address local challenges.

### *Feedback*

We will also reach out to participants during the programme to solicit feedback, so as to make any adjustments at runtime to the extent feasible. A formal feedback is collected and consolidated at the end of the programme.

### *Post-Course Report*

A post-course report will be provided that summarizes the feedback and provides a report of the proceedings of the programme, with recommendations, if any.



## 5. Participant Profile

Participants are expected to be middle to senior level government officials and private sector leaders. They are expected to be familiar with basics of use of technology in government, a good understanding of their respective work areas, policies, issues, priorities and challenges that needs to be addressed. On a broader level, they must also have a reasonable level of understanding of roles and responsibilities of other government departments, challenges and opportunities and impact of policies and services on citizen. Proficiency in English is mandatory, as the programme and discussions will be conducted in *English*.

## 6. Course Content Overview

The following section outlines the design approach of the curriculum content and its delivery to meet the stated objectives.



The following table outlines the key topics a synopsis for each topic. The detailed agande will be finalized closer to the date. Throughout the programme, the emphasis will be on discussions and participant engagement.

## List of Key Topics and Areas of Coverage

Topic	Key areas of coverage
Singapore: Readiness for Digital Economy	<ul style="list-style-type: none"> <li>Digital Readiness, Digital Government and Citizen engagement</li> <li>Policies, roadmaps and support systems for Industry Transformation</li> <li>Eco-systems and public-private partnerships in digital economy</li> <li>Field visit to experience Singapore's digital economy eco-system*</li> </ul>
Digital Disruption and Innovation	<ul style="list-style-type: none"> <li>Digital disruption, opportunities and threats</li> <li>Innovation as a an economic driver</li> <li>Case Studies: Smart Healthcare, Urban Living, Sustainability</li> <li>Field visit to experience public service innovation*</li> </ul>
Developing an Innovation Culture	<ul style="list-style-type: none"> <li>Organizational and social innovation</li> <li>Disruptive vs sustainable innovation</li> <li>Innovation leadership and decision-making</li> </ul>
Business Agility	<ul style="list-style-type: none"> <li>Emerging business Models</li> <li>Collaboration and Co-creation</li> <li>Foresight &amp; Scenario Planning</li> </ul>
Platform Thinking	<ul style="list-style-type: none"> <li>Understand the role and challenges using a platform model</li> <li>Defining key enablers for the platform</li> <li>Executing the platform strategy</li> </ul>
Design Thinking	<ul style="list-style-type: none"> <li>Design Thinking as a human-centered approach to problem solving</li> <li>The Design Thinking Framework</li> <li>Persona and Customer Journey Maps</li> </ul>
Emerging Technology Trends and Implications	<ul style="list-style-type: none"> <li>Roundup of Emerging technologies</li> <li>Overview of Artificial Intelligence, Quantum Computing</li> <li>Use cases from the public service</li> <li>Site visit to experience emerging technology implementation*</li> </ul>
Data-driven Decision Making	<ul style="list-style-type: none"> <li>Data as a national asset</li> <li>Data Storytelling and Visualization</li> <li>Data Analytics Processes and Best Practices</li> <li>Data Analytics and Decision Making</li> <li>Site visit to experience implementation of data-driven projects*</li> </ul>
Beyond Budgeting	<ul style="list-style-type: none"> <li>Limitations and challenges of traditional budgeting process</li> <li>Budgeting as a confluence of strategy, finance, resources allocation and performance management</li> <li>How budgeting should support Business Agility</li> </ul>
Data Governance and Compliance	<ul style="list-style-type: none"> <li>Data management principles and organizational objectives</li> <li>Roles and responsibilities of the data governance team</li> <li>Review and develop data governance processes</li> <li>Checking compliance against data governance guidelines</li> </ul>
Business Continuity Planning	<ul style="list-style-type: none"> <li>Understanding the impacts of disruptions</li> <li>Building resilience into business processes</li> <li>Designing effective responses to disruptions</li> </ul>
Implementing Public Policies: Best Practices and Lessons Learnt	<ul style="list-style-type: none"> <li>Public policy frameworks and best practices for the digital economy</li> <li>Managing stakeholders in public policy networks</li> <li>Lessons learnt from local and global public policy implementation case studies</li> </ul>

Topic	Key areas of coverage
Cyber-security and Critical Info-Infrastructure (CII) Management	<ul style="list-style-type: none"> <li>• Threats of the interconnected digital world</li> <li>• Singapore’s approach to cybersecurity and managing CII</li> <li>• Cyber Threat Analysis and Risk Assessment</li> <li>• Role of a Cybersecurity Agency and Regulations</li> </ul>
Leading and Managing Change	<ul style="list-style-type: none"> <li>• Understanding the critical aspects to change management</li> <li>• Change in mindset and human response</li> <li>• Identifying, analyzing and communicating with stakeholders</li> </ul>
Human Capital & Skills	<ul style="list-style-type: none"> <li>• Singapore’s approach to human capital</li> <li>• Industry Transformation Maps</li> <li>• Skills Future Singapore</li> </ul>
Reflection, Discussion and Sharing	<ul style="list-style-type: none"> <li>• To consolidate and reflect on observations and lessons learnt during the program</li> <li>• Discuss its relevance and applicability to country context</li> <li>• Sharing of country experience in Digital Transformation</li> </ul>

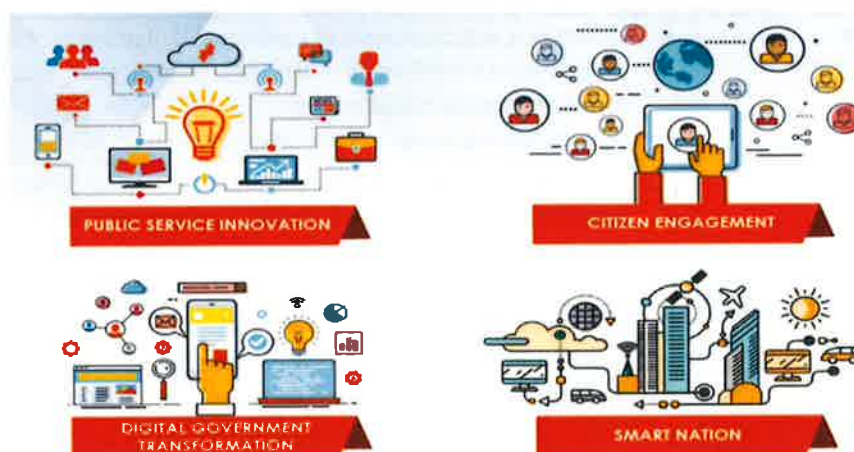
\* As these engagements need firm commitment and advance payments in many cases, we can only confirm once the proposal is signed off. Site visits are representative only and can only be confirmed once the dates are finalized.

## 7. Our Credentials



**Singapore e-Government Leadership Centre (eGL)** was established in 2006, as a Centre of Excellence at the Institute of Systems Science (ISS), National University of Singapore, with the objective of providing world-class capacity building, research and consulting in the domain of Digital Government.

*eGL has successfully combined the leadership and domain expertise of its parent institutions to create a unique value proposition of practice-based, content-rich learning journeys, embedded with policy, planning, innovation and implementation experiences to yield a comprehensive curriculum (see Annex A for a selected list of eGL programmes delivered in the past). Our key domains include:*



Capacity Building

Advisory

Applied Research



Over 6,500  
Officers  
from 134 countries

Over 140 topics in  
the domain of  
Digital Innovation  
and Transformation



**Institute of Systems Science (NUS-ISS)**, a specialist training institute of NUS, has been in the Information and Communication Technology (ICT) education business since 1981, building ICT capability, developing and nurturing digital business leaders in Singapore. As at 31 March 2020, 143,523 digital leaders and professionals, 7,440 corporate client organizations, and 6,558

Graduate Alumni members have benefitted from NUS-ISS' suite of services. ISS has been endorsed by 8 leading international and local accreditation and certification bodies. It is the first and only Continuing Education and Training Centre (CET) for Singapore's National Infocomm Competency Framework (NICF), which is the national skills framework for the ICT sector. NUS-ISS takes pride in having a team of faculty members that have been industry practitioners with rich hand-on experience that enables us to impart knowledge and develop competency that is practice-oriented and relevant to the industry. NUS-ISS leads digital transformation training in the region, backed by the academic rigour of a University and practical perspectives of an implementer. The topics range from leadership, management, innovation, design, entrepreneurship to deep technical knowledge in the domain of digital leadership that includes emerging technologies and its implementation to accomplish business objectives.



**National University of Singapore (NUS)** is a premier institute renowned for its high quality standards and pedagogy. It is consistently ranked the Top University in Asia and amongst the top universities in the world. NUS has 46 schools and institutions, including Lee Kuan School of Public Policy, that provides a

comprehensive expertise within the university, backed by its research and development activities to support Singapore's Smart Nation initiatives. At NUS Enterprise, the thought leader for innovation and enterprise, we stoke the fires of those born with the entrepreneurial spirit and spark the flames of entrepreneurial passion in others.

## 7.1 Faculty

Faculty members delivering eGL training programme are individuals with extensive hands-on experience in planning, process re-engineering, change management, project management and implementation for the ICT industry – public and private, directly or as service providers and overall professional experience spanning several decades. Their roles include Change Catalysts and Champions, Transformation Leaders, Chief Information Officers, Enterprise Architects, Programme Managers. The profiles of the faculty members who will be involved in the programme are detailed in [Annex B](#).

## 8. Fees and Charges

We are pleased to extend a very special rate for this course. Please refer to the below table on the fee breakdown for a class of 26 participants.

S/N	Description	Unit	Cost per Unit (S\$)	No. of Units	Total Cost (S\$)
<b>Quote for 26 pax for the 10-day Training in Singapore in March 2021</b>					
1	Programme development and delivery	pax	\$ 7,000	26	\$ 182,000
<b>Total Cost for the Training (Singapore Dollars):</b>					<b>\$ 182,000</b>

Additional participants (upto a maximum class size of 30 pax) will be charged at the same unit cost as per the above table.

The above stated fees include:

- Professional fees to design and deliver the program
- Training facilities, materials and handouts
- Any fees for site visits
- Ground Transport from the hotel to program venue, field visits and back to hotel, provided there is single pickup and drop off point
- Lunch and tea breaks for the 10 days wherever the participants are in the campus

The fees quoted exclude any fees or expenses relating to:

- Formal assessment and grading (this will be done by IIMV).
- Air travel, hotel accommodation, airport transfer, visa fees and insurance
- Any allowances or per diem
- Any incidental charges incurred by the participants at the hotel
- Remittance of fees, bank service charges or financial service charges; and any applicable taxes or duties (e.g. withholding tax in any of the foreign country, etc.).

Payment terms

- 50% of the total fees to be paid 8 weeks prior to the commencement of the program and remaining 50% upon completion of the program.

### 8.1 Force Majeure

- (i) In the event that this Proposal cannot be performed or fulfilled in whole or in respect of some significant or major part due to an event of force majeure or any other event not within the reasonable control of the relevant parties, then the failure to carry out such work or deliver such material shall be deemed not to be a breach of this agreement between both parties. An event of force majeure shall mean an act, omission or circumstance over which the performing party could not have reasonably exercised control, including without limitation acts of God, war (declared or undeclared), rebellion, insurrection, acts of terrorists, epidemics, fire, flood, tsunami, hurricane, explosion, acts of governments or governmental bodies, strikes, boycotts, lockouts or other labour disturbances.



- (ii) The party affected in its performance of the agreement by an event mentioned in sub-clause (i) above shall promptly give notice of such event to the other party, stating the circumstances for such event and the estimated time required to remedy such event, if such remedy is possible. The performing party shall diligently use all reasonable efforts to remove the cause of such event and resume performance of any suspended obligations as soon as possible.

## **9. Intellectual Property Rights**

eGL and its partners shall retain all intellectual property rights, title and interest in the programme including copyrights, and all data, information and materials developed, produced or created in relation to the programme conducted by eGL ("Programme Materials"). The client shall ensure all participants of the programme not use, reproduce or distribute all or part of the Programme Materials without the express prior written consent of eGL. The provision of this clause shall survive the conclusion of the programme.



Type text here

## 10. Acceptance

We are committed and assure you of quality delivery of the training programme leveraging on our experienced faculty and track record of delivering programmes. We have provided you with a special pricing in view of the potential opportunities to collaborate and grow this engagement.

We hope that this Proposal meets your requirements and look forward to your acceptance.

Yours sincerely,



Mr Khoong Chan Meng  
CEO

For and on behalf of National University of Singapore,  
Acting through its Singapore e-Government Leadership Centre

Date: 10 June 2020

## ACCEPTANCE

We agree to the above proposal (C-IIMV-PGPDGM-10062020) dated 10 June 2020 and hereby accept the terms and conditions stated herein for the services.

### Billing Information

Organisation Name:	INDIAN INSTITUTE OF MANAGEMENT VISAKHAPATNAM
Address:	A U CAMPUS, VISAKHAPATNAM 530 003
Contact Person:	PROF NEENA PANDEY
Telephone No.:	+91 96866 90055
Email:	pgpdgm - chair @ iimv.ac.in

FOR & ON BEHALF OF



Name: PROF. M. CHANDRASEKHAR Designation: DIRECTOR

Date: 18 JUNE 2020

Organization Registration No.:

Organization Stamp:



Professor M. Chandrasekhar  
Director  
Indian Institute of Management Vishakhapatnam  
Andhra Bank School of Business Building  
A.U. Campus, Visakhapatnam-530 003