

## Self-Assessment of Stages of Development in Digital Government

### Principle 10: Reinforced ICT project management capacities

This overview provides a basis to identify key characteristics of countries that have achieved early, intermediate and advanced stages of development for this principle, and the practices and policies that should be considered to progress in its implementation.

#### CHARACTERISTICS OF EARLY STAGE DEVELOPMENT

- *Does not have standardised project management models or requirements*
- *Does not have mechanisms to ensure visibility of digital government initiatives at the central government, including evaluation and measurement frameworks for ICT project performance*
- *Has low levels of ICT-skills and limited ICT-training opportunities in the public sector*

#### Policies and practices to be considered

- Develop standardised ICT project management models and requirements.
- Establish oversight mechanisms for digital government initiatives at the central government level.
- Identify skills gaps across the public sector and develop a strategy to attract and progressively develop relevant ICT-skills across levels of government

#### CHARACTERISTICS OF INTERMEDIATE STAGE DEVELOPMENT

- *Has standardised ICT project management models regularly within the central government*
- *Has mechanisms in place that ensure visibility of implementation status of digital government initiatives at the central level of government*
- *Has identified key ICT management skills missing in the public sector and has developed training programs*
- *Has a strategy to attract ICT-skilled professionals to the public sector*

#### Policies and practices to be considered

- Develop flexible ICT project management models that enable agile delivery models for ICT projects
- Engage with key stakeholders across levels of government and outside of the public sector to develop comprehensive mechanisms to ensure that all digital government initiatives – and implementation information - are available for, and visible to, the Centre of Government at any time
- Develop an effective monitoring mechanism to identify gaps in terms of digital literacy and ICT project management skills across public sector and develop a strategy to develop these skills.

## CHARACTERISTICS OF ADVANCED STAGE DEVELOPMENT

- *Has standardised ICT project management models that support agile delivery methods and are commonly used across all levels of government*
- *Has a clear and established mechanism ensuring the visibility of all digital government initiatives across government levels clearly determining existing assets in the public sector and facilitating co-ordination and resource allocation*
- *Has an established monitoring mechanism to assess skill needs across the public sector and a dedicated strategy to develop new required skills and attract highly qualified technical and managerial professionals to the public sector*

### **Policies and practices to be considered**

- Develop historical data on ICT project performance for the public sector as a baseline for analysis of ongoing and upcoming projects (e.g. performance dashboards) and to strengthen public sector accountability (e.g. making these data available as open data).
- Ensure strong co-ordination among all digital government initiatives across levels of government based on existing assets and projects, thus maximising return on investment for ICT projects.
- Attract, develop and retain ICT-skilled civil servants using, among other, more flexible approaches, life-long learning, political leadership and support for digital teams through targeted incentives.