

Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC) - Assessment of ICT projects and expenditure

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Organisation: Agency for Administrative Modernization (AMA), Government of Spain

Country: Portugal

Level of government: Central government

Sector: General public services

Type: Data, Digital, Organisational Design

Launched in: 2012

Overall development time: 10 month(s)

Link to the innovation's website

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Description

In the 14th November of 2011, the Portuguese Government deliberated through the Council of Ministers Resolution n.46/2011 the setting up of the “Project Group for Information and Communication Technologies” (PGICT) to create a global rationalization and cost reduction Plan in Public Administration (PA) regarding the management and use of ICT.

The “Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC)” is a strategic plan was organized around five main action axis: improvement of governance mechanism; cost reduction; using ICT to enhance administrative change and modernization; implementing common ICT solutions and stimulating economic growth.

25 measures were identified for ICT. Estimations, after the PGICT’s Plan full implementation, point to savings in the Central Administration up to 500 million Euros until the end of 2016 with ICT management and other operational costs.

25 measures available at: <https://tic.gov.pt/pgetic>

Priorities:

- Measure 2 – ICT Function: Consolidate at the Ministry level the main ICT Functions;
- Measure 6 – Assessment of ICT projects and expenditure;
- Measures 7 and 9 – Communications and Unified Communications;
- Measures 8 and 18 – Datacenters and Cloud computing;
- Measure 21 – Open Source Software.

Why the innovation was developed

- Until 2011 the public bodies where free to acquire and manage their ICT infrastructures, build their own confined information systems, contracting all the needs autonomously, deploy all the necessary departments in order to maintain and manage ICT.
- This level of autonomy led to a lack of integration between systems and data between the different information systems; duplication/triplication of available resources, means and systems, no scale effect on contracting, implementing or managing; human resources were stagnated in small and inefficient IT departments; a study made in 2011 to 7 Ministries (totaled 11 in 2011) revealed 6.000 technical rooms/small data centers in the Public Sector; and between 2006 and 2011 ITC spending increased 75%.
- In the 14th November of 2011, in order to address the technological component of this issue, the Portuguese Government deliberated through the Council of Ministers Resolution n.46/2011 the setting up of the “Project Group for Information and Communication Technologies” (PGICT) to create a global rationalization and cost reduction Plan in Public Administration (PA) regarding the management and use of ICT.

Objectives

Enhance public trust, Improve effectiveness, Improve efficiency, Improve service quality, Improve user satisfaction, Support economic growth

- The PGICT drew the “Global Strategic Plan for Rationalization of ICT Costs in Public Administration (PGETIC)” and this strategic plan was organized around five main action axis:
- Improvement of governance mechanism;
- Cost reduction;
- Using ICT to enhance administrative change and modernization;
- Implementing common ICT solutions;
- Stimulating economic growth.

Main beneficiaries

Businesses, General population, Government bodies, Government staff

- Public Administration services
- Citizens
- Businesses

Results

Effectiveness

- PGETIC global savings: EUR 147.5 million
 - Measure “Assessment of ICT projects and expenditure” specific savings: EUR 3.7 million
 - Until the end of 2014 the reported savings were of EUR 130 million, above the estimated EUR 119 million in the Ministries Action Plans for the same period
 - In April 2015 the Ministries reported savings above EUR 147 million in line with the EUR 157 million expected in the end of 2015
 - Since September 2012 all ICT projects and investments are subjected to evaluation and alignment with the PGETIC, Ministries Action Plans, the existing norms and guidelines and best practices.
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Service quality

Accessibility:

- Through the Interoperability platform the public bodies can share information to provide more efficient public services;
- With national eID citizen card any citizen can authenticate in public services and electronically sign documents;
- There's a pilot to test the use of professional attributes using the national eID citizen card;
- Using the Digital Mobile Key solution any citizen can use his mobile phone for authenticate in electronic public services;
- New Citizen Portal available in www.portaldocidadao.pt where the citizens can find any content through a simple search;
- With the Citizen Map APP and website www.mapadocidadao.pt, the citizens will be able to find any public service and body by proximity, get directions, access relevant information regarding the services;
- In www.tic.gov.pt/pgetic any citizen can find updated and transparent information regarding the Public Sector main projects ICT.

Reliability:

- The use of open standards and norms are mandatory in the Public Sector since 2012 when the RNID was approved –review is ongoing;
- Since 2013 is mandatory to compare the TCO of all software solutions against equivalent Open Source alternatives;

Other:

- Currently there are proposals in open discussion for the definition of strategies for:
- Voice and data Communications;
- Datacenters and cloud computing;
- ICT Governance in the Public sector;
- ICT Function organization.
- The common Financial ERP for public sector implemented in more than 350 public bodies.

Development

Design

With the official approval of the PGETIC, AMA became responsible for the implementation of the Portuguese ICT strategy, closely to the Prime-Minister cabinet, and is now at the core of the entire restructuring process inside PA by transforming into practical and measurable projects the 25 measures established by the Project Group.

Nonetheless, the stakeholders involved on PGETIC are the Central Government, including all ministries and related public institutions and the local government represented by all municipal councils.

It was also necessary the involvement of local authorities in those measures applicable to Local Government, through the Portuguese National Association of Municipalities. It is noteworthy, given the specificities of Local Government, that obtaining the estimated savings for this was achieved through the strengthening of mechanisms and collaborative inter-government movements.

In sum, the Project Groups and its Plan involved the public administration as a whole.

Design time: 9 month(s)

Testing

- To implement the measure “Assessment of ICT projects and expenditure” it was necessary to define the ICT project and expenditure evaluation form and the respective evaluation / scoring model.
- After the definition of these components, it was executed a pilot to test the fulfillment of the ICT project and expenditure evaluation form, and to assess the results obtained evaluation / scoring model.
- With the results obtained where made some improvements on the form, and evaluation / scoring model was calibrated before the implementation of a specific tool to support the assessment.

Testing time: 3 month(s)

Implementation

Tools used:

- Definition of internal procedures of the evaluation team of ICT projects and expenditures, ensuring the standardization of practices and definition of hinge mechanisms with other teams involved in the process of evaluating ICT projects and expenditures;
- Implementation of procedures / training of the various players concerned, particularly in the standardization of the technical analysis and operational coordination of the team in terms of procedures, task assignment, execution timings and response mechanisms;
- Definition and monitoring of key performance indicators;
- Elaboration of templates and supporting documentation to the evaluation process and respective procedures;
- Structuration and consolidation of the requests for support from agencies.
- Adequacy of the support platform to the process of evaluation of ICT projects and expenditures with the following goals:
- Identification and characterization of new requirements resulting from applicable rules/ regulations changes;
- Platform adaptation according to the new requirements identified;
- Adjustment/ recalibration of the evaluation model;
- Creation of a relational repository for the platform support, in the components of process of evaluation of ICT projects and expenditures and users support, and training of users and administrators.

Resources used:

- The resources involved in the creation of the Project Group for ICT and its Global Strategic Plan for Rationalization of ICT Costs in Public Administration were associated with human resources.
- The representatives of the Project Group worked with each other while civil servants of their actual institutions, and the meetings and debate involved did not demand for additional costs.
- There was a great commitment of key members of the Government in order to explain the stakeholders involved, and all the Public Administration players, the importance and benefits of the initiative to Portugal.
- AMA was appointed responsible for the measure 6, and appointed two internal managers to coordinate all initiatives related with the implementation of this measure.

Implementation time: 7 month(s)

Diffusion

- In terms of diffusion and scaling, it was developed a specific website (<https://m6.ama.pt/>), and was produced contents to publish in other government and PGETIC websites (e.g., <http://tic.gov.pt>).
 - During the execution of several initiatives related with this measure, the ministries and principal institutions of PA were involved (e.g., pilots, training sessions).
 - Additionally, AMA attended the main ICT forums in Portugal to publish the objectives, the progress, the main results with the purpose of creation public awareness and the mobilization of PA.
 - Each two months there's a Global Meeting involving all the governance bodies and ministries that's preceded by bilateral meetings between the PMO and each Ministry.
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Partnerships

Ministries and the Inspeção-Geral de Finanças

Other Public Sector

We communicated, discussed and coordinated the works and processes in order to better define, implement, evaluate, monitor and audit the ICT strategies and processes – each 2 months there are 12 preparation meetings, one with each Ministry individually and a general meeting.

Universities

Academics and Research Bodies

We allowed them to study the public administration, develop and pilot solutions and finally make recommendations.

Civil Society groups

Civil Society

We communicated, discussed and obtained feedback for improvement through the realization of workshops and public discussions including more than 10 workshops regarding OSS and more than 3 public events.

Companies

Private sector

We promoted innovative projects through PoCs and public recognisance.

Lessons Learned

Lessons Learned

- The major lessons learned were that, to implement a plan (and specific measures) with this comprehensiveness and complexity it is fundamental to mobilize all stakeholders involved and give them active voice to propose solutions. It is necessary to commit all organizations affected with the implementation of the measures.
 - Last, but most important, it is fundamental to obtain a highest level of commitment and responsibility of the Govern decision-making.
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Conditions for success

- Strong political sponsorship to motivate the Institutions to adopt new processes regarding the assessment and process approval of ICT projects and expenditure;
- Well defined objectives (functional and technical) and a strong will to pursue then facing natural resistances of the Institutions;
- IT resources (human and technical) availability to define, implement and operate in a short time frame;
- Existence of a comprehensive communication and change management plan to mobilize Institutions throughout the measure implementation until its full adoption.