

IT Governance and Management Guidelines for Government Information Systems

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Organisation: Administrative Management Bureau, Japan Ministry of Internal Affairs and Communications (MIC)

Country: Japan

Level of government: Central government

Sector: General public services

Type: Digital, Organisational Design, Public Service

Launched in: 2015

Overall development time: 2 year(s)

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Description

“IT Governance and Management Guideline for Central Government Information Systems” was created by the CIOs council in December 2014 and came into effect in April 2015. The then-existing 4 guidelines released for specific areas of IT management were consolidated. This new guideline applies in principle to all the information systems of the central Government.

Now that both government officials and contract vendors need to refer to one unified rule book, the operations of information systems is more efficient, minimising at the same time risks in failing to refer to the rules.

This guideline also tries to strengthen the IT governance of each ministry and the whole central government so that the Government CIO and Ministry CIOs can take the initiative of IT management, by indicating structurally the mission and tasks of each organization.

Introducing this common set of rules makes it possible for core coordinating bodies of IT management, included AMB of MIC, to push forward such actions across ministries as necessary for efficient operation, upgrading services, and coping with various operational risks of information systems.

Further improvement is expected, through those efforts and reviews, in convenience to users of administrative services and in efficiency and transparency of administrative operations.

Why the innovation was developed

- With the development of information technology, information systems have become indispensable infrastructure for the central government to provide citizens with various key services. A review of business processes of services and the management of information systems showed that new, updated guidelines that reflected a unified approach to improve optimization, efficiency, effectiveness, and overall IT governance were needed.

Objectives

Develop staff capacity, Enhance transparency, Improve effectiveness, Improve efficiency, Improve service quality

- Strengthen IT governance of the government, with respect to ministries and the whole government.
- Improve IT skills of officials in charge of government information systems.
- Make operations more rational.
- Improve the convenience and efficiency of administrative services provided through information systems, and to secure transparency in the process and operations.
- Share the unified guideline for IT governance with contract vendors to achieve the standards set out in the guidelines.

Main beneficiaries

Businesses, General population, Government bodies, Government staff

- Citizens using public services provided and processed through government information systems.
- Contract vendors working on the development and operation of government information systems (thousands).

Results

Efficiency

- Many government officials and IT vendors are able to evaluate the usability of their programs due to the consolidation of the guidelines.
- Public servants' operations became more efficient due to the consolidation of the guidelines.
- Improvement in maintenance and management of government systems by vendors has also improved.

Development

Design

The guidelines were created by the team over a period of two years. The team was led by the members of AMB in the Ministry of Information Communicatinos and composed of members belonging to National Strategy office of Information and Communications Technology (Cabinet Secretariat), the National Center of Incident Readiness and Strategy for Cybersecurity, and the Government CIO aides. It was ratified by the CIOs council.

Testing

- Primary users of the new guideline are respective ministries and the officials in charge of respective information systems there. Therefore, although most contents of the new guideline come from the then existing four respective guidelines, intensive consultation with other ministries were made to test out the feasibility of the contents, in particular newly drafted parts relating to IT governance.
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Implementation

Tools used:

- Management approaches: it was concluded that a rule should be discussed and decided by the CIOs council to strengthen this rule's authority and power of enforcement on each ministry.
- Holding a workshop to explain and outline the new guidelines took about three months from decision to implementation for ministry officials (seven presentations) and IT vendors (four presentations) with the total number of participants about 1700): for each ministry's officials (7times), for IT vendors(4 times).
- More workshops are intended to help staffers understand and follow the new guidelines.

Resources used:

- The number of staffers involved was about 15.
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Challenges and solutions

- In order to catch up with the progress of IT in society, the guidelines should be reviewed and updated frequently and adequately with attention to security.
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Partnerships

Government CIO

Other Public Sector

The Government of Japan CIO and staff.

Lessons Learned

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- Clear and consistent guidelines improve business practices with vendors where programs are spread across a large number of government departments and ministries.
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Conditions for success

- Informing and educating officials in charge of government information systems of the importance of IT governance to improve services.
- Maintain, manage, and coordinate government information systems based on a consistent set of guidelines with cooperation from all government ministries.
- Include IT vendors in the guidelines to ensure good cooperation with government officials, better business practices and services, reduced costs, and optimal operations.

