Digital government toolkit

Digital Government Strategies: Good Practices
Colombia: IT Leadership – Implementation of the CIO Role in the Public Administration

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Austria to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation: Ministry of Information and Communications Technologies

Name of the practice: IT Leadership: Implementation of the CIO Role in the Public Administration

Principles implemented: Principle 7 – Establish effective organizational and governance frameworks to co-ordinate the implementation of the digital strategy within and across levels of government

Description: This initiative began in 2013 and aims to transform the role of IT leaders in public entities making them key players in building a more efficient and transparent State thanks to the strategic management of Information and Communications Technologies (ICT).

In order to achieve this, the initiative incorporates the definition of the policy through Decree 415 of 2016 which establishes and defines the strategic functions of technology leaders, it raises this leadership role to a managerial level within public entities. It establishes the duties of the IT units taking into account the importance of the role of head of the sector entities, as guiding entities in their sector and at the organizational level calls for the Director of technologies to participate in the entity's directors committee, so that he/she is involved in the strategic decisions of the organization aligning ICT with business objectives.

The Governance (monitoring and support) of this initiative is made by the Directorate of Standards and IT Architecture (hereinafter DEATI) of the Ministry of Information and Communications Technology; however the implementation of Decree 415 of 2016 requires working in conjunction with the Administrative Department of Public Service -DAFP-, as the agency in charge of the modernization and continuous improvement of public institutions in the Colombian government.

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More details available here: http://www.mintic.gov.co/gestionti/615/w3-propertyvalue-6205.html

http://www.mintic.gov.co/gestionti/615/w3-propertyvalue-6794.html

Results

The design of the GCIO role and the enactment of Decree 415 of 2016.

The norms of labor skills for the IT area were designed, the final product is the map of the functions by hierarchical levels.

The program has not yet been formally evaluated.

Development

Design: Between May 2013 and February 2016.

In 2013, the project for the design of the role of Director of Technology and Information Systems (GCIO) in the public sector in Colombia began, this work was carried out in partnership with the National University of Colombia in Bogotá with the support of the United Nations University. The project was developed in 3 phases, Diagnosis, Design and Development

For the diagnostic phase, first a comparative analysis on the implementation of the figure of CIO in other countries was done, then different actors involved in the performance of the GCIO role in the Colombian State were identified, the main actors who influence the implementation and management of the function in the country were identified, surveys directed to ICT leaders and other decision makers in the organizations were made.

- A skill and perception survey filled out by 96 offices responsible for ICT in nearly 100 entities and areas of the country.
- An alignment survey filled out by the directors of 21 Colombian public entities.

For the design of this initiative the National University conducted a series of consensus and co-creation workshops with IT leaders from government agencies on different levels and sectors nationwide.

Workshops were also conducted in different areas of the country with the participation of about 120 IT leaders on the territorial level, taking into account that their conditions and characteristics are different to those on the national level.

The objective of these workshops was to "validate elements of a strategic platform proposal and the design of the GCIO role in Colombia" through an exercise of socialization, discussion and collective construction.

From the results of the diagnosis and the consensus workshops where IT leaders from government

agencies at different levels and sectors participated, the design phase was implemented, establishing the architecture of the function through five elements:

1. Strategic Platform (vision, strategic objectives and guiding principles of the function)
2. Organizational framework
3. Joint mechanisms
4. Regulatory Framework

Capacity building strategy.

Testing: N/A

Once the design of the function was finalized for the Colombian State, no pilots were developed, from the beginning the project was conceived to begin as soon as the legal instrument was developed.

Implementation: Currently the implementation strategy of the role is in place

Currently the implementation strategy of the role is in place, it began by conducting awareness workshops with national entities about the importance of the implementation of the function, decree 415 of 2016.

On the other hand, in partnership with the Administrative Department of Public Function the analysis of the entities which require organizational restructuring to comply with the Decree is being conducted.

This initiative has some collaborative work scenarios such as the GCIO network which aims to manage knowledge and experiences related to technology leaders of public entities and the CIO Summit, an event held annually to generate capacity in the GCIOs. This scenario brings together technology leaders of the national and territorial order to see first hand experiences and national and international best practices of ICT strategic management, so that they serve as input for the continuous management improvement within the entities.

The implementation strategy of the initiative prioritized head of the sector national entities, through personalized support with the Administrative Department of Public Service.

At a territorial level the CIO figure has been created under the name ICT secretary, ICT advisors and ICT senior adviser. 286 CIOs have been created in territories so far.

Resources: The total budget for the project was **$4.510.909.699 Colombian pesos** and it lasted 2 years.

The work was developed by experts from the National University and the United Nations University, with the help of IT leaders in State entities.

Diffusion and scaling: Currently the diffusion and scaling of the role is in place

From the beginning, the project has been published in 59 bulletins sent every two weeks to IT leaders in order to inform them of the progress of the strengthening of IT management.

The CIO Magazine has also been developed, it is published every six months, and so far 6 issues have been published.

Workshops for the socialization of Decree 415 of 2016 have also been conducted and the execution stage is starting with prioritized entities that will receive customized support.

160 IT Leaders have been trained about the transformation of their role when implementing the guidelines established in the legal instrument.

Partnerships:

National University of Colombia in Bogotá and United Nations University

These entities made the diagnosis and design of the GCIO function under a contract with the ICT Ministry. In the case of the National University of Colombia, as a result of this project a master's degree is being designed to strengthen the capabilities of the GCIO of public entities, in response to identified issues in the diagnosis related to IT leaders training.

Territorial Order Entities:

They will be implementing the initiatives, they are key players in the implementation process.

UNDP (United Nations Development Programme)

Under the program for excellence developed in partnership with the ICT Ministry and the UNDP, the relevance of the academic offer for GCIO is being evaluated, considering that the transformation of this role requires improving the skills of these actors. For this co-creation process of postgraduate programs in the universities, through international CIO training models adapted to the Colombian context, improving the relevance and quality of academic programs.

Administrative Department of Public Service

The design of Decree 415 of 2016 was done taking into accoun this entity's guidelines, from the organizational structure point of view, since its mission is to approve the restructuring of state entities.

During the implementation process this entity supports and accompanies restructuring processes required for the trasnformation of the role of ICT inside organizations.

Lessons learned

The design of the GCIO role requires the awareness of high level officials and their IT leaders about the importance and strategic value that this role gives the entity. Without the political and administrative will, the implementation of the role is not possible.

The implementation of the project has implications on the change of the organizational culture and the understanding of ICT since its implementation has required an innovative communication and appropriation strategy.

Conditions required:

- High level commitment and leadership from the directors in the entities is required for the adoption of Decree 415 of 2016, since this exercise requires changes in organizational structure.
- Alignment is required with the Administrative Department of Public Service, given that this entity performs the technical study of the restructuring and authorizes it.
- The empowerment and leadership of the IT leader is required within the entity since he/she will strategically manage ICTs to reach objectives.

The working team for the IT area should be sufficient and competent since the transformation of the role implies a transformation of the team, delegating operational responsibilities and taking charge of the strategic side.

Additional information: No