# Skills Assessment Focus Group Discussion: Open- Ended Questions

**SCRIPT FOR FOCUS GROUP DISCUSSION**

This script is intended to be used as a protocol for focus group discussion with the selected civil servants (ICT Practitioners) from Government Ministries and/Agencies to collect initial data alongside the country kick-off mission or preliminary engagement with country focal points in order develop a digital development training plan for the government ICT practitioners.

In relation to this focus group discussion:

* Narrative is in normal font
* Instructions for the consultant are highlighted in (bold italics and in brackets);
* Discussion main topics are in bold

**(Note):** *For the purposes of this tool, capacity building is defined as the process through which government/ civil servants obtain, strengthen, and maintain the capabilities they need to set and advance goals towards developing interoperable and cross-border digital services. Capacity building describes the ways to those means so that stakeholders can lead sustained improvements over time. Capacity building is ultimately focused on empowering civil servants so that they can generate positive change.*

**Introduction:**

Thank you for agreeing to be part of this focus group meeting. In summary, today’s meeting is to obtain your views on the on-going IDGC HoA project. You are a government employee; therefore, I am interested in your opinion and reasoning in skills and capacity development. Capacity building is required to make this project (GovStack-HoA) project sustainable, build a sense of ownership and generate confidence within government. The outcome of this discussion is that we will create a customized training program for civil servants leading the design and implementation of government digital services.

| **Section** | **Benchmark of Capacity: High Level in Place** | **Benchmark of Capacity: Moderate Level in Place** | **Benchmark of Capacity: Basic Level in Place** | **Key points supporting questions** | **Current Capacity Level and Notes** |
| --- | --- | --- | --- | --- | --- |
| 1. Using systems thinking and design thinking   *(Design and Systems thinking)* | The Ministry or Agency has the ability to see the whole digital ecosystem.  The Ministry or Agency has the ability to help groups of others see the larger digital ecosystem so they can build a shared understanding of complex problems. | The Ministry or Agency has a clear understanding of the whole system but is not yet moving groups of people to a shared understanding of complex problems. | The organization understands the concept of systems thinking but has not had the opportunity to practice in settings with a group of people. |  | **High, Moderate and Basic**  **Notes** |
| 1. Incorporating a distributed leadership perspective   *(Agile Methodology)* | The Ministry is able to shift the group focus from reactive problem solving to cocreating the future  The Ministry makes informed decisions in ambiguous, uncertain situations.  The Ministry develops strategic alternatives and identifies associated rewards, risks, and actions. | The Ministry quickly assimilates complex information and is able to distill it to core issues.  The Ministry welcomes ambiguity and is comfortable dealing with the unknown. | The Ministry is able to cope with some complexity and ambiguity. |  | **High, Moderate and Basic**  **Notes** |
| 1. Executing the projects   *(Project Management)* | The Ministry or Government has a functioning PMO with capable individuals who bring exceptional implementation skills.  The Ministry or Government PMO is reliable and highly committed to the project’s success and to making things happen | The Ministry has a capable set of individuals who bring complimentary project management skills to the Ministry | The Ministry or Government has a capable set of individuals, but they do not have all the skills or abilities necessary for the project’s success. |  | **High, Moderate and Basic**  **Notes** |
| 1. Setting   expectations to  accommodate  and sustain change  *(Change Management)* | There is a common team approach to change and change management, which may include practices that:  secure buy-in and align individual behavior and skills with the change;  are truly shared and adopted by all members of the Ministry and Agency leadership; and  are actively designed and used to clearly support overall purpose of the team and to drive performance. | There is a common team approach to change and change management exists within some part of the Ministry or Agency leadership, which may include practices that: | There is not a common approach to change or change management by the team. |  | **High, Moderate and Basic**  **Notes** |
| 1. Developing and using a sector specific digital strategic plan   *(Policy for Digital Governments)* | A digital strategic plan is used extensively to guide the Ministry’s and Agency decisions.  Digital strategic planning exercises and revisions are carried out regularly.  There is regular progress reporting on digital strategic plan execution and revisions as needed. | ICT practitioners have the ability and tendency to develop and refine concrete, specific, and realistic goals.  There is some internal expertise on digital strategic planning or access to relevant external assistance.  Digital strategic planning is an activity occurring on a near-regular basis. | The team intends to develop a high-level digital strategic plan but has not written or updated such a plan. |  | **High, Moderate and Basic**  **Notes** |
| 1. Ability to influence high-level decisionmakers and policymaking   *(Policy for Digital Governments)* | Your Ministry or Agency proactively and reactively influences other decisionmakers and policymaking relevant to the project in a highly effective manner, on national levels.  The Ministry or Agency is always ready for and often called on to participate in substantive discussions. | Your Ministry is fully aware of its potential to influence other key decisionmakers and policymaking and is active in relevant discussions at the national level. | There is some readiness and skill to participate in higher-level policy discussion. |  |  |
| 1. Using well defined processes and services to function effectively and efficiently in the delivery of digital services   *(Service Management and Business Analysis)* | Process documentation is consistent and it includes the policy, purpose, objectives, procedures, roles and metrics.  The focus is more on customer and service outcomes than technical considerations | There is a solid, well-designed set of processes in place in core areas to ensure the Ministry’s smooth, effective functioning.  The Ministry or Agency processes are known and accepted by many and are often used and contribute to increased impact.  There is occasional monitoring and assessment of processes, with some improvements made. | Activities have technical rather than a customer or service focused  Activities respond only reactively to appropriate triggers; there is no pro-activity  The process or function is partially present, there is no structure around it |  |  |
| 1. Using well defined architecture framework   *Enterprise Architecture)* | There is evidence of an interoperability framework or layer for digital payments and identity which supports the roll out of multiple digital services | There is interoperability framework but lacks the linkages to payments and ID systems | Digital services are deployed in an adhoc and uncoordinated manner without any sort of guiding standards or frameworks. |  |  |