eGovernment Maturity Model

DTA, 2024

Government of Grenada

S. No.	Data Elements	Values
1	Title	eGovernment Maturity Model
2	Title Alternative	GEA –MM
3	Document Identifier	GEA.MM.001
4	Document Version, Month, Year of Release	Version 0.1, December 2024
5	Present Status	Draft
6	Publisher	Department of ICT, Government of Grenada
7	Date of Publishing	To be updated
8	Type of Standard Document	Procedure
9	Enforcement Category	Mandatory
10	Creator	DTA, Government of Grenada
11	Contributor	Names of participating MDAs and industry body
12	Brief Description	This document provides an overview of GEA repository which will be used to store GEA and MDA specific architecture artifacts for ease of reference and standardisation across Grenada.
13	Target Audience	MDA, EA Focal Points, Tech Sector, Vendors, Consultants
14	Owner of Approved Standard	Office of Prime Minister
15	Subject	Enterprise Architecture
16	Subject Category	Institutional Mechanism
17	Coverage: Spatial	Grenada
18	Format	PDF (PDF/A at the time of release of the final standard)
19	Language	English
20	Copyrights	Government of Grenada

Proposed eGovernment Maturity Model for Grenada

Grenada eGovernment Maturity Model has been built to serve three purposes for three difference user groups (1) whole-of-government or WOG (2) MDAs (3) Project teams. The objective is to give a sense of gaps and improvement opportunities along the eGovernment Development Index, enterprise architecture capability and compliance of architectural designs for the architecture domains (performance, interfaces, services, registry, interoperability, infrastructure).

Tier 1 – eGovernment Maturity Model

This model is aimed to measure the overall growth of Grenada over the next three years horizon taking into consideration the strategic focus areas and digital initiatives proposed under the digital strategy. The model is aligned towards the overall digitalization, transformation agenda as well as some of the Gartner and UN eGovernment development index. We believe that this model will be closely leveraged by MOIT to monitor the digital growth of the nation and alignment to digital strategy.

Tier 2 – Enterprise Architecture Capability Maturity Model

This model is aligned to the TOGAF® enterprise architecture capability maturity model and is intended to be leveraged by MOF and DTA primarily. MOF will be using this model to derive an understanding of the capability of an organization to drive transformation agenda and align the risks (of allocating budget) for the proposed projects. This model helps to drive the organizational capability of driving transformation projects and identify potential improvement opportunities.

Tier 3 – Architecture Compliance Maturity Model

This model is aimed for individual digital transformation initiatives and supports the individual projects teams and MDAs to identify the coverage and design requirements expected from the project. This may also be considered for driving solution maturity during the implementation governance phase by the respective project teams.

Models / Parameters	eGovernment Maturity	Enterprise Architecture Capability	Architecture Compliance
Drivers	Digital Government	Capability	Compliance
Adoption	Whole-of-Government	MDA-level	Entity-level
Focus	Transformation	Architecture	Solutions and Platforms
Practitioner	DTA (EA services team)	DTA (EAGT)	DTA (TOT)
Owner	MOIT	MoF	DTA (EAGT)
Periodicity	Annual	Annual	Quarterly

Level 1 – eGovernment

eGovernment Maturity Model is primarily intended to be used by the senior leadership to gauge the effect of digital transformation in Grenada at a holistic level. This model caters to the specific government digital priorities, focus areas and strategic initiatives established in the digital strategy. Hence, changes in the government focus or in the digital strategy will require a review and update of this model. The model presents the eGovernment maturity in five tiers – basic, opportunistic, systematic, differentiating and transformational.

Definition of the eGovernment maturity model levels

1) **Basic**: Basic foundations of digital transformation (infrastructure and digital skills) are lacking, hindering process for further stages. Basic web sites and services are available online but lacking the right performance or transformational effect.
2) **Opportunistic**: Advancing in selected areas of digital transformation but without a coordinated strategy across all MDAs within government. There is no sharing / reusability of assets within government.
3) **Systematic**: Country is systematically advancing in key areas of digital transformation based on identified priority areas. There exists a digital blueprint and this is being followed in limited areas of development and transformation efforts within government.
4) **Differentiating**: Country has clear strengths in digital transformation and foundational elements in place. Standards are adopted across government and leveraging of reusable assets is practiced with a well-defined governance framework in place.
5) **Transformational**: Country is advancing in all areas of national digital transformation based on an integrated strategy. There exists capacity and capability to transform citizen service delivery with active participation across sectors. Innovation and service simplification plays a key role in the transformation activities.

It is proposed to be owned by MOIT and duly supported by DTA – services team to monitor the alignment to Digital Grenada vision.

Key components of eGovernment

a) Maturity levels

Basic, Opportunistic, Systematic, Differentiating, Transformation

b) Grenada's priority themes

Build our people, Simplify lives, Boost resilience and sustainability

c) Assessment dimensions:

Accessibility, service, transactions, citizen engagement, infrastructure, security, interoperability, innovation, policy and governance

Level 2 – Enterprise Architecture Capability

Enterprise Architecture Capability Maturity Model is primarily intended to be used by MoF and DTA governance team to gauge the capability and maturity of organizations to drive digital transformation in Grenada at programme level. This model is inspired from Architecture Maturity Model (ACMM) developed by US Department of Commerice to aid in conducting internal assessments as part of their IT investment management and audit requirements. The goal is to enhance the overall odds for success of enterprise architecture by identifying weak areas and providing a defined evolutionary path to improving the overall architecture process.

Definition of the eGovernment maturity model levels

1) Initial – Informal level of EA practices exist within enterprise
2) Under development – Enterprise architecture process is underway or there exists adequate coverage in limited areas
3) Defined – Enterprise architecture framework is defined and adopted by the enterprise. Capability of the enterprise requires further development.
4) Managed – Enterprise architecture process and assets are controlled and measured by an established Architecture Governance Team
5) Measured – Established enterprise architecture measurement metrics to enable continuous improvement

What does this model imply?

The funding for the IT procurement and acquisition is directly dependent on architecture maturity assessment.

- Level 0 – "None" architecture maturity level would imply No Funding
- Level 5 – "Measured" architecture maturity level would imply higher probability of Funding

In order to ensure approval of funds for the IT procurement and acquisition for any department, the Architecture Capability Maturity model is assessed by US Department of Commerce. In case of Grenada, it is proposed to be owned by MoF and duly supported by DTA – EAGT as a pre-requisite for funding requirements by MDAs and individual government entities.

Key components of architecture capability

a) Maturity levels

Initial, Under development, Defined, Managed, Measured

b) Architecture capabilities:

Architecture driven - Development, Architecture Governance, Architecture Process

Organization driven - Business Linkage, IT investment and acquisition strategy, Operating Unit Participation, Senior Management Involvement

Technology driven - Cyber security, Innovation, Interoperability, Reusablity and shared services

Level 3 – Architecture Compliance

Architecture compliance model is a preliminary set of guidelines and requirements that measure the compliance level of digital transformation initiatives and their alignment to best practices in the respective domains and target operating model. These are typically provided as a toolkit for the project teams to manage implementation projects and review the compliance of their architecture driven by vendor or partner ecosystem.

Alignment of architecture compliance model with GoG requirements:

GoG is engaged with multiple vendors and partner ecosystem which requires a holistic review of compliance to architecture standards and requirements specifications,

The current compliance model links the architecture domains to the IT operating model across different phases like strategy, design, deliver and manage. The level 2 has been inspired from COBIT and ITIL practices to support the project teams to manage the software development process.

A well architected initiative requires proactive management and involvement from organization (project team and senior leadership) to ensure the solution is linked to business requirements and covers the user stories as required.

This model will be further reviewed once the standards across each architecture domain has been defined and will require alignment with the standards information base (covered under enterprise content metamodel).

Applicability of Level 3 – architecture compliance model

It is proposed that by DTA (EAGT and TOC) will leverage level 3 model to support in the architecture compliance assessment and ensure the system design and implementation follows basic guidelines and requirements.

Key components of architecture compliance

a) Domains

Performance, interfaces, services, registry, interoperability, platform, infrastructure

b) IT Operating Model Levels:

- Level 1 – Plan Design Deliver Manage Assess Improve
- Level 2 – Accessibility and Inclusivity, Architecture Management, Auditability, Business Linkage, Citizen-Centric Approach, Collaboration, Compliance, Continuous Improvement, Cyber Security, Data Interoperability, Data Quality, Data Security and Privacy, Disaster Recovery, Finance and Budgeting, Governance, Innovation, Interoperability, Service simplification, security and compliance.

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