

Digital Maturity in Government: Lofty Ambitions Seldom Lead to Tangible Impacts

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Initiatives: [Government Digital Transformation and Innovation](#)

Data shows governments have low to moderate maturity for delivering public services in the digital age, with rigid service delivery models and ineffective metrics. Government CIOs can use this research to have a greater impact on the digital transformation of their organizations.

Overview

Key Findings

- Digital maturity in government remains low to moderate overall. On a five-level scale of digital maturity, 80% of government organizations fall between the initial and developing stages.
- Governments recognize the value of digital transformation and provide more political and executive support for digital transformation. But high ambitions too rarely result in tangible improvements to the citizen experience of government service delivery.
- Governments struggle to systematically measure and report the impact of their initiatives on organizational missions and the citizen experience.
- Enforcement agencies seem to stand out positively among public-sector cohorts, as does the administration and finance cohort. The service cohort scores lowest on most maturity dimensions, echoing the limited impacts of digitalization on the maturity of government service delivery.

Recommendations

Government CIOs leading digital transformation and innovation in their organizations:

- Determine your organization's current maturity and realistic short-term ambitions for digital transformation by using Gartner's digital government maturity assessment.
- Stimulate a candid debate about digital disruption with the executive leaders of your organization by linking the maturity dimensions and guidance outlined in this research to the strategic priorities of your organization.
- Engage external stakeholders in the debate about digital transformation by sharing draft visions, future scenarios, strategic directions and transformation roadmaps as early as possible. It will

create a more challenging, but likely, more meaningful debate.

- Sustain digital government initiatives by designing metrics that relate to your organization's mission objectives and by evolving the way you collect, measure and report evidence on success.

Objective

In times of crisis like the current COVID-19 outbreak, organizations significantly shift priorities – away from midterm and longer-term ambitions for maturity progress, toward more-urgent tactical responses (see [“COVID-19: A Fast Response for Government CIOs”](#) and [“How COVID-19 Will Impact Government Digital Transformation and Innovation”](#)).

Improving maturity is not a short-term priority, but many actions and decisions taken now are likely to boost digital government maturity as a corollary. If and when time allows to reflect on longer-term implications of tactical decisions or prioritization options – such as investments into platforms, data sharing and advanced analytics capabilities – this research can guide government CIOs in that decision making.

Gartner's Digital Government Maturity Model (DGMM) helps organizations conduct a “reality check” on where they stand in using digital transformation to further their mission goals (see Figure 1). The DGMM provides strategic guidance to increase digital maturity across seven maturity dimensions: value focus, service model, platform, ecosystem, leadership, technology focus and key metrics (see [“Introducing the Gartner Digital Government Maturity Model 2.0”](#)).

Figure 1: Digital Government Maturity Model

Digital Government Maturity Model

	 E-Government 1 Initial	 Open 2 Developing	 Data-Centric 3 Defined	 Fully Digital 4 Managed	 Smart 5 Optimizing
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	SOA	API Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPIs	Percentage of New and Retired Services	Number of New Service Delivery Models

Source: Gartner

Note: KPI = key performance indicator; SOA = service-oriented architecture

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To help CIOs operationalize the DGMM, Gartner’s [“Tool: Digital Government Maturity, Urgency and Readiness Assessment”](#) uses an online questionnaire to assess the digital maturity of government organizations. Respondents receive:

1. An indication of maturity across the seven dimensions
2. An indication of the organization’s urgency and readiness for transformation
3. A suggested sequencing of actions over the coming one to two years

This research provides an aggregate analysis of over 282 responses received as of February 2020 (for more details, see the Methodology section). The largest part of the dataset, therefore, reflects a situation before the COVID-19 outbreak started having the substantial impacts we are now seeing.

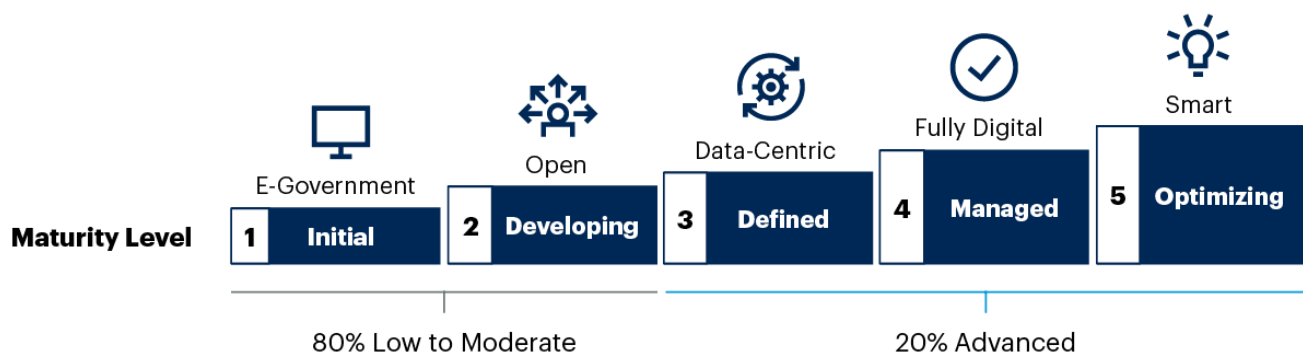
Data Insights

Overview of Digital Government Maturity

Digital maturity in government remains low to moderate overall. Aggregated data from digital government maturity assessments shows that around 80% of government organizations oscillate between the initial and developing stages of maturity (Levels 1 and 2, on a scale of 1 to 5 – see Figure 2). This means that antiquated “e-government” approaches are still dominant in government organizations. Digital initiatives too often have a narrow focus on using digital technologies to make efficiency gains and to create mere digital “copies” of existing analog services.

Figure 2: Digital Government Maturity Remains Low to Moderate

Digital Government Maturity Remains Low to Moderate



Source: Gartner
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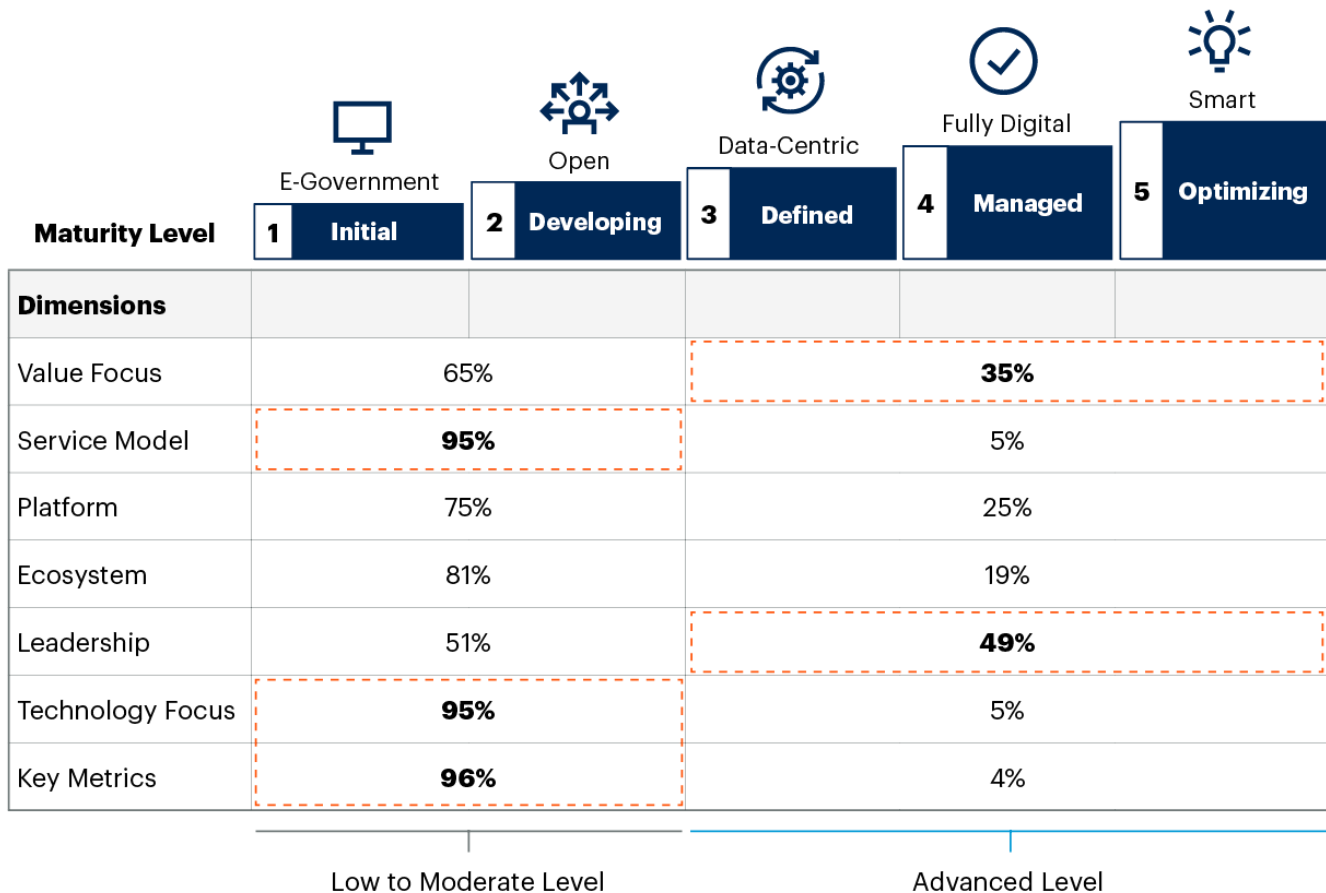
A positive sign is that a small, but growing, share of organizations are embracing digital transformation. More-mature organizations use digitalization to challenge the ways they fulfill their mission in order to internalize digital change and anticipate potential disruption, something the public sector is *not* immune to (see [“Predicts 2020: Governments Balancing Change and Continuity, Disruption and Evolution”](#)). CIOs and their peers in more-mature public-sector organizations are inducing far-reaching changes to leadership styles, organizational cultures and service delivery models – with tangible impacts on the citizen experience.

In government, maturity is not uniformly distributed across the DGMM’s seven dimensions of maturity (see Figure 3):

- The value focus and leadership dimensions have a relatively balanced distribution between more mature and less mature organizations.
- For the ecosystem and platform dimensions, around 19% to 25% of organizations display higher levels of maturity.
- A rather dire picture emerges with service model, technology focus and key metrics, where the bulk of government organizations have low levels of maturity.

Figure 3: Maturity Is Not Uniformly Distributed Across Individual Dimensions

Maturity Is Not Uniformly Distributed Across Individual Dimensions



Source: Gartner
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The levels of maturity reflect our observations in the many interactions Gartner has with governments. Most government organizations across the board are starting to acknowledge that digital change requires organizations to undergo profound changes. But large-scale impacts on public service delivery and citizen experience still remain scarce.

Looking at the dimensions in detail (see Figure 3 – and the Analysis and Guidance for Individual Maturity Dimensions section below), we see that:

- Governments increasingly recognize the need for solid value focus for digital government initiatives. Maturity data suggests that 35% of governments are making more-mature value propositions (Levels 3 to 5) by articulating how digital government is expected to create tangible public value and improve the citizen experience. But laudable ambitions still too rarely translate into effective execution, which is why, in aggregate terms, 80% of government organizations are still at the initial or developing maturity stages (see Figure 1).
- The value proposition of digitalization is usually articulated at the top, and we indeed see the most advanced maturity levels on the leadership dimension (49% on Levels 3 to 5). Government

executives and leaders are becoming more literate and conscious about digital change and the risks of complacency. We see increased executive sponsorship for digitalization initiatives, even increasing mentions in electorate speeches and broader government strategies.

- Unfortunately, tangible impacts of digital government transformation remain scarce. Public-sector culture and organizations change slowly, which is reflected in extremely low maturity levels in service model and technology focus (95% at the initial or developing stages). We can see individual instances of governments using technology for better service delivery, but wider scaling of those impacts is still rare. Therefore, the challenge remains high to turn high-level visions and strategic directions into tangible innovation, transformation and culture change in the public sector.
- Governments cannot successfully transform and innovate on their own. Maturity on the outreach dimensions of ecosystem and platform is higher than on some other dimensions. But still too few organizations give high enough importance to partnering with ecosystem actors and building platforms (19% and 25% of organizations, respectively). Governments must dedicate more efforts to partnering and building platforms to innovate and collaborate more effectively.
- A huge challenge remains the inability of governments to effectively measure and report relevant key metrics for digitalization — government maturity is lowest on this dimension (96% at the initial or developing stages). This echoes the frequent disconnect we see between digital government KPIs and their relevance for citizen experience and the mission priorities of an agency. Building better metrics and indicators will be essential for communicating the value of digitalization and sustaining further investments in the future.

Going forward, government CIOs need to think about the prioritization of individual dimensions of maturity. CIOs can begin with an initial top-down effort to develop a vision of desired outcomes (value focus) and to designate strong executive sponsors (leadership), which will kick-start digital transformation of an organization. Such an initial kick-start is instrumental in organizations with low levels of readiness (see [“Government CIOs Must Assess Urgency and Readiness to Lead Digital Transformation”](#)).

To sustain the dynamics of these first steps, governments must very quickly shift attention toward improving the maturity of the remaining dimensions. CIOs in citizen-facing organizations need to liberate resources to innovate the public services they deliver (service model and technology focus), notably in partnership with other actors (platform and ecosystem).

Doing any of this without designing metrics and reports that continuously measure and communicate about an initiative’s success (key metrics) means running a high risk of initiatives being dismantled when political priorities shift (for example, after a new election).

Digital Maturity Across Government Sectors and Geographies

This section gives a snapshot of digital maturity across sectors and geographies. Its purpose is mostly informative and gives a view on how the data can be analyzed, going forward.

Note: The sector and geographic cohorts presented here are not statistically representative. The sample has not been harmonized to account for different numbers of respondents. For example, within the administration and finance cohort, tax authorities are underrepresented – which can skew cross-sector comparisons. In terms of geographies, Europe is overrepresented – which can skew geographical comparisons. Nevertheless, these cuts “as is” give an initial view of the nuances present in digital maturity across sectors and global regions. Upcoming research will analyze these trends in more depth.

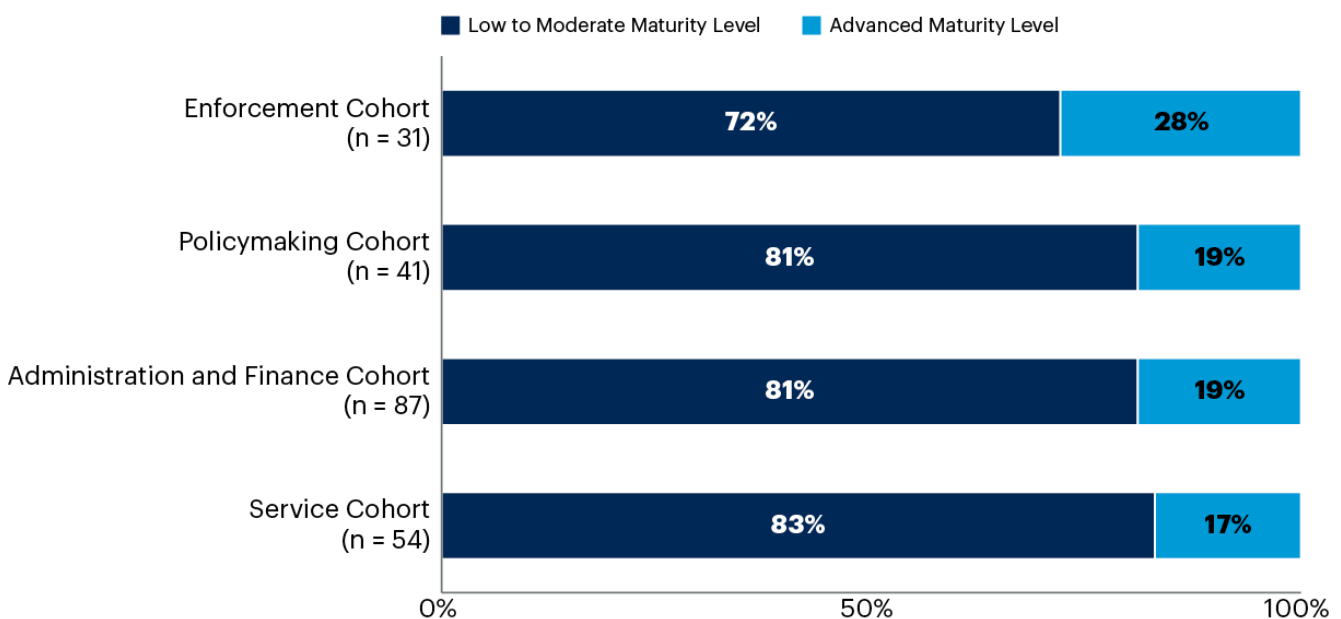
For details about the composition of the sector and geographic cohorts, see the Methodology section.

Government Sector Cohorts

Maturity data shows the *enforcement* cohort standing out positively (see Figure 4). About 28% of responding organizations from this cohort show advanced digital maturity (Levels 3 to 5), visibly more than any other cohort. The higher maturity is especially visible in the dimensions of value focus, leadership and platform (see Figure 5). The advanced standing of public safety and law enforcement organizations can be explained with their constant and intensive exposure to evolving technology impacts – positive and negative. Nevertheless, the challenge to raise maturity across all sectors also applies to public safety and law enforcement organizations, which often struggle to move beyond order takers to become strategic partners in achieving mission outcomes (see “[Top Trends in Public Safety and Law Enforcement](#)”).

Figure 4: Aggregate Maturity Levels per Government Sector

Aggregate Maturity Levels per Government Sector



Source: Gartner
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Worryingly, the *service* cohort scores lowest on digital maturity – only 17% of organizations show advanced digital maturity (see Figure 4). Maturity is particularly low on the important dimensions of service model, technology focus and key metrics. The challenge is an important one – the service model of human and social service organizations, of course, largely depends on direct, “offline” interactions. Yet, digital transformation yields major returns in this sector, too – for example, helping agencies to become more proactive in the delivery of social services (see “[Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments](#)”).

Figure 5: Maturity of Government Sectors by Individual Dimensions

Maturity in Government Sectors by Individual Dimensions

■ Percentage of Low to Moderate Maturity ■ Percentage of Advanced Maturity

Dimensions	Administration and Finance Cohort (n = 87)		Enforcement Cohort (n = 31)		Policymaking Cohort (n = 41)		Service Cohort (n = 54)	
	Low to Moderate Maturity	Advanced Maturity	Low to Moderate Maturity	Advanced Maturity	Low to Moderate Maturity	Advanced Maturity	Low to Moderate Maturity	Advanced Maturity
Value Focus	68%	32%	48%	58%	71%	29%	67%	33%
Service Model	94%	6%	94%	6%	95%	5%	96%	4%
Platform	77%	23%	58%	42%	71%	29%	78%	22%
Ecosystem	78%	22%	74%	26%	88%	12%	87%	13%
Leadership	59%	41%	42%	58%	56%	44%	59%	41%
Technology Focus	95%	5%	94%	6%	93%	7%	96%	4%
Key Metrics	98%	2%	94%	6%	93%	7%	98%	2%

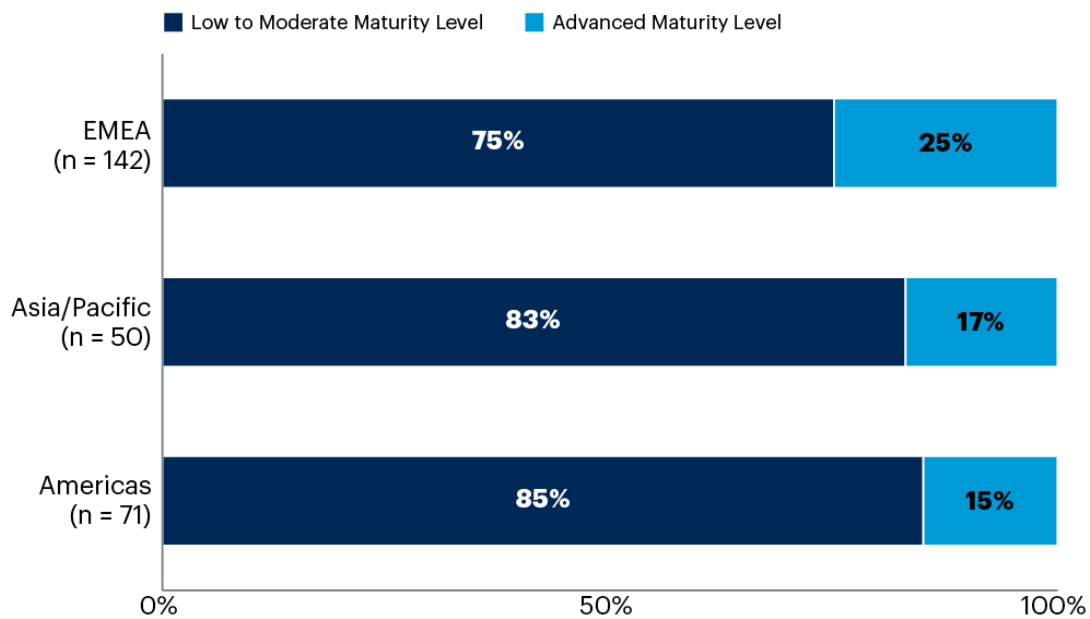
Source: Gartner
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Geographical Cohorts

At an aggregate level, the EMEA region has the highest share of organizations with advanced maturity levels, compared with the Americas and Asia/Pacific (see Figure 6).

Figure 6: Aggregate Maturity Levels per Geographic Region

Aggregate Maturity Levels per Geographic Region



Source: Gartner
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When we look at specific dimensions, some regional nuances are emerging (see Figure 7). For example, technology focus is the only dimension where the EMEA region is not ahead in comparison. The Asia/Pacific region is more advanced on that dimension. The Americas region has more organizations at low to modest maturity levels for the platform and ecosystem dimensions, compared with EMEA and Asia/Pacific.

It is too early (that is, there is too little data) to draw strong comparisons between the geographic regions. What is, however, noteworthy is that two areas of major concern for maturity – service model and key metrics – show no significant differences between geographic regions. The challenges are very similar across geographies to achieve tangible impacts through digitalization on the quality of public services and the citizen experience, as well as to measure and report those impacts.

Figure 7: Maturity of Geographic Regions by Individual Dimensions

Maturity of Geographic Regions by Individual Dimensions

■ Percentage of Low to Moderate Maturity
 ■ Percentage of Advanced Maturity

Dimensions	Americas (n = 71)		EMEA (n = 142)		Asia/Pacific (n = 50)	
Value Focus	70%	30%	58%	42%	74%	26%
Service Model	96%	4%	94%	6%	98%	2%
Platform	87%	13%	68%	32%	78%	22%
Ecosystem	90%	10%	73%	27%	86%	14%
Leadership	56%	44%	44%	56%	60%	40%
Technology Focus	99%	1%	94%	6%	90%	10%
Key Metrics	97%	3%	95%	5%	96%	4%

Source: Gartner
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Analysis and Guidance for Individual Maturity Dimensions

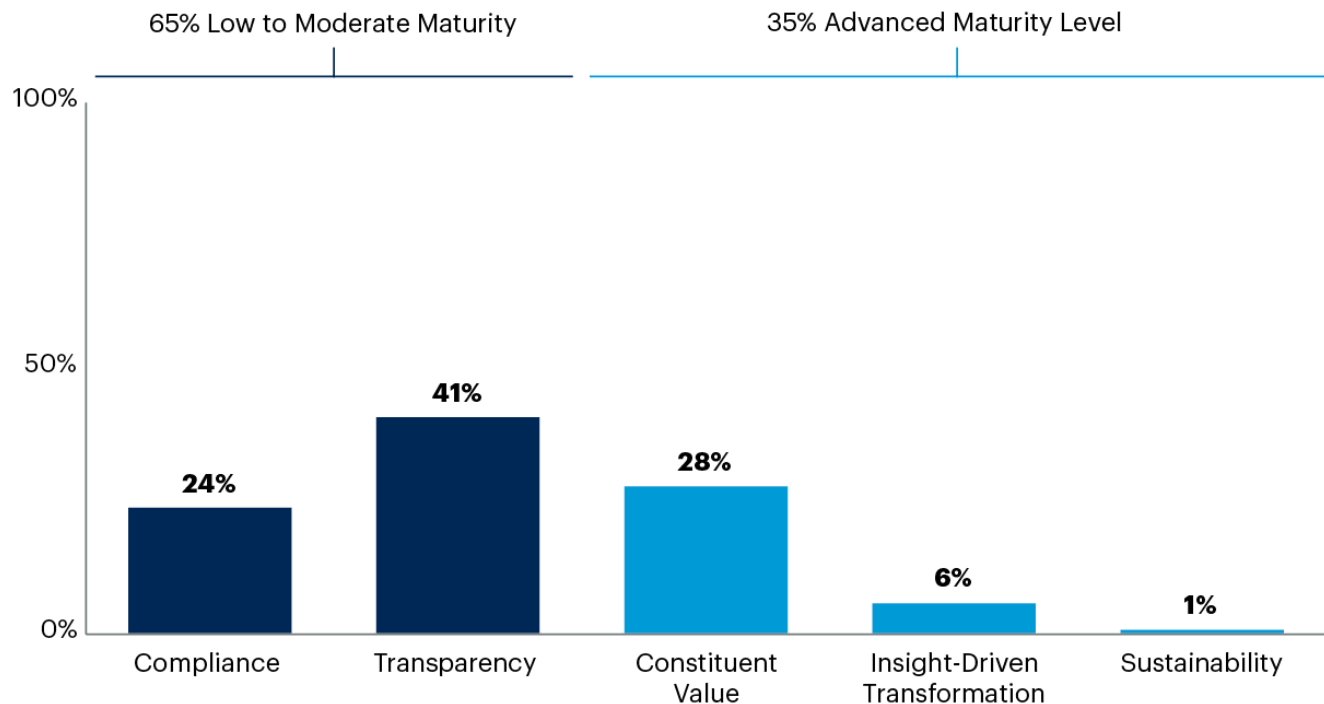
The following sections provide in-depth views of each single dimension. Good-practice examples and further research guide government CIOs toward maturity progress in individual dimensions.

Value Focus

Figure 8 shows that 65% of government organizations have low to moderate maturity in the value focus dimension.

Figure 8: Value Focus Dimension of Digital Government Maturity

Value Focus Dimension of Digital Government Maturity



n = 282

Source: Gartner

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- *What is this dimension?* Digital government strategies are expected to create tangible value for constituents – notably for citizens and businesses. The value proposition of digital government transformation is to make the public sector more constituent-driven and insight-driven, as opposed to being process-driven.
- *What do we see?* Gartner’s maturity assessment data indicates that governments have difficulty in achieving those objectives. Laudable ambitions are curtailed by execution approaches that too often depend on conventional and deterministic planning approaches, while their digital context is characterized by uncertainty and disruptions. Slow-paced culture change further explains why around two-thirds of government organizations remain on Level 1 (compliance) or Level 2 (transparency).
- *What does this imply?* Governments need to formulate value propositions that are to the point: What is the value for citizens? What new insights and services do we want to co-create? How can the public sector remain effective and relevant in the face of digital disruption? Greater value focus also implies acknowledging and addressing major transformation barriers in government – notably, a risk-averse culture, lack of incentives for innovation and a tendency to be complacent about future changes.
- *Good-practice examples:*

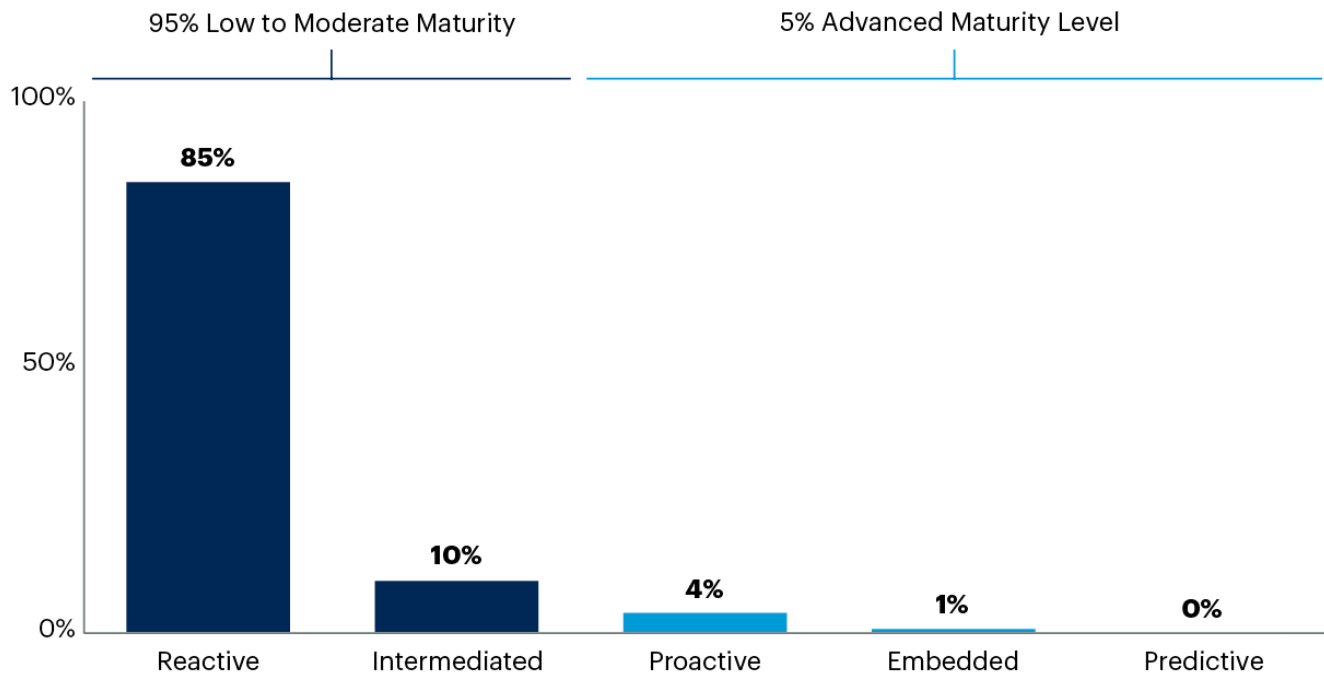
- **Australia's** Digital Transformation Strategy provides a clear and tangible future outlook on the service delivery improvements that citizens and businesses can expect ([“What's Going to Change for You?”](#) [Digital Transformation Agency]).
- **Denmark's** digital government strategy is explicit about what it would mean to have “world-class digital services” for citizens and businesses ([“New Direction for Reform to Create World-Class Digital Services”](#) [Agency for Digitisation]). In parallel, the government embraces the uncertainty of digital change by operating the [Disruption Taskforce](#) to challenge the status quo and complacency.
- *Further guidance:*
 - Using small steps of optimization as a way to transform in the longer term: [“Government CIOs Must Resist Transformation Hype and Focus on Digital Optimization.”](#)
 - Developing and executing an adaptive strategy in a rapidly changing digital context: [“CIOs Need to Lead the Way to Adaptive Strategy.”](#)
 - Practitioner account from the U.K. government: A. Greenway. B. Terrett. “Digital Transformation at Scale: Why the Strategy Is Delivery.” London Publishing Partnership. 2018.

Service Model

Figure 9 shows 95% of government organizations have low to moderate maturity in the service model dimension.

Figure 9: Service Model Dimension of Digital Government Maturity

Service Model Dimension of Digital Government Maturity



n = 282

Source: Gartner

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- *What is this dimension?* Citizens expect public services to be more responsive to their needs, more modern, more coherent across different interaction channels, and in some instances at least, more proactive. Examples include prefilling forms, automating benefits payouts or anticipating the impacts of emergency situations.
- *What do we see?* The bulk of digitalization efforts continues to just polish the surface of government-to-citizen interactions — for example, by creating new service and data portals, apps and chatbots. Some of these initiatives do improve individual aspects of service delivery. But they rarely change the overall citizen experience of digital government, which remains underwhelming and dominated by traditionally reactive service delivery models.
- *What does this imply?* Governments need to revise and redesign the current logic of public service delivery to citizens. This means reducing information requests to a minimum, and exchanging data to simplify or even automate procedures. But it also means changing perspectives, taking a close look at the citizen experience, exercising empathy, and exploring innovative and proactive service delivery models. This can include exploring predictive services, but with a lot of caution and consideration for public sentiment in this area.
- *Good-practice examples:*
 - Designing “no-stop shops” to minimize citizen efforts — for example, by automatically paying out parental benefits instead of citizens having to explicitly apply. This has been practiced, for

example, in Denmark, Ireland and Sweden (see “Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments”).

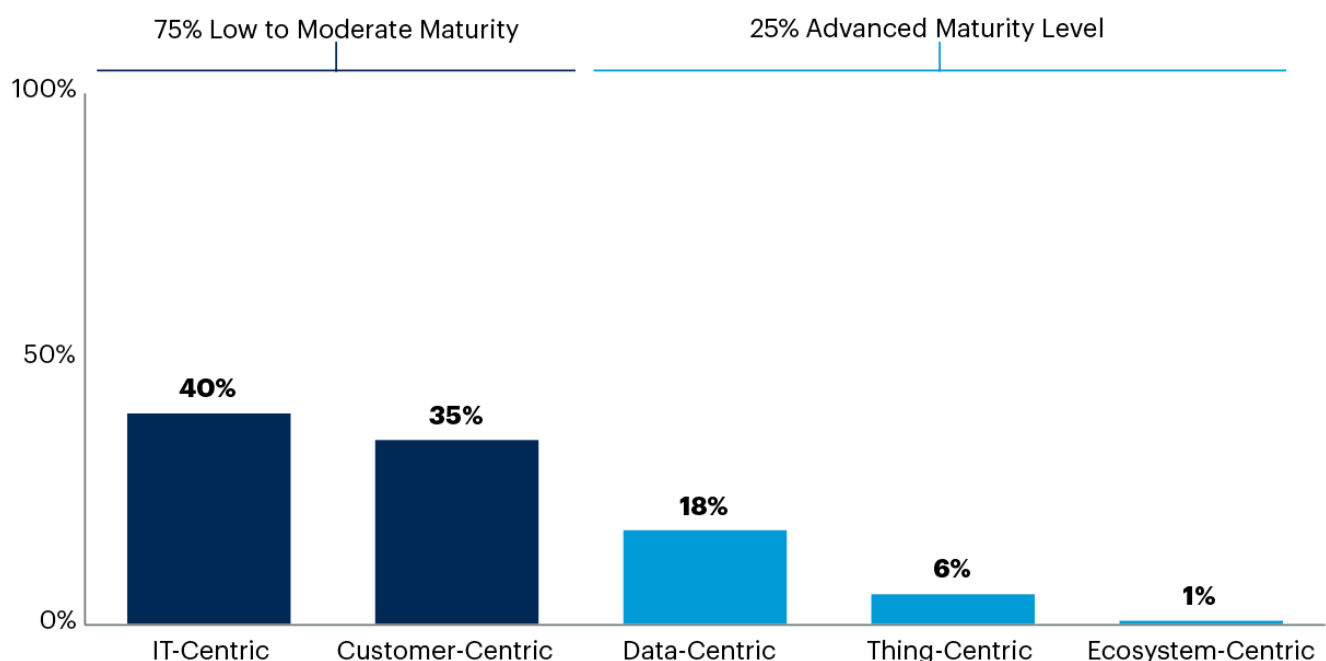
- Exploring predictive service delivery model. For example, the French government uses advanced analytics to detect companies at risk of bankruptcy and reaches out ahead of time to offer assistance (see “Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments”).
- *Further guidance:*
 - Human-centered design to focus on outcomes and citizen needs (see “Government CIO Essentials: Use Human-Centered Design to Build Better Services”).
 - Case studies of government innovation in public service delivery through the use of data, platforms and human-centered design (see “Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments”).
 - Advanced analytics and AI to venture into predictive service delivery (see “Technology Trends in Government, 2019-2020: Augmented Intelligence”).

Platform

Figure 10 shows that 75% of government organizations have low to moderate maturity in the platform dimension.

Figure 10: Platform Dimension of Digital Government Maturity

Platform Dimension of Digital Government Maturity



n = 282
Source: Gartner

- *What is this dimension?* Platforms are collections of technology capabilities and components whose purpose is to facilitate the creation of services and processes. Platforms help governments to deliver public services in more efficient and effective ways by making it easier to reuse data, services and capabilities across different organizations.
- *What do we see?* Government use of platforms is emerging, albeit too slowly. Most governments still focus on internal platform uses or, at best, use platforms for interactions with citizens via online portals. Fewer governments are using platforms to innovate their services and to explore new ways of collaborating with ecosystem actors like other public institutions, individual citizens, businesses, “civic tech” groups or nongovernmental organizations (NGOs).
- *What does this imply?* Governments need to put more effort into using platforms to stimulate service delivery innovation and creation of new partnerships. Not doing so creates risks. Gartner predicts that, by 2023, over 80% of digital government implementations that do not build on a technology platform will fail to meet objectives (see [“Select Applications That Further Your Digital Government Technology Platform Goals”](#)). Sharing and opening up data for reuse by internal and external actors will drive innovation and higher maturity in this area. But governments also need to craft a strategy to cover platforms in areas that are sometimes still considered outside their immediate scope. For example, governments may want to cover the growing amount of data and services related to the Internet of Things (IoT).
- *Good-practice examples:*
 - **Italy’s** IO platform and citizen app provide messaging, payment, identification and other components that government organizations integrate to provide more modern and seamless services ([“How to Be Part of the IO Project: A Guide for Public Bodies”](#)).
 - In the U.S., the [InnovateOhio](#) platform provides state agencies components to improve the citizen experience (such as identification) and uses data and analytics (such as for insight generation).
 - **Norway’s** [Altinn](#) platform provides services and functionalities like portals, collaboration tools, service development solutions, messaging, training and integration for the entire public sector.
- *Further guidance:*
 - Emerging platform business models in government (see [“Leverage Platform Business Models to Spark Your Transition to Digital Government”](#)).
 - Using open data platforms to stimulate public-sector innovation (see [“7 Ways to Maximize Impact From Open Government Data: Lessons From France”](#)).

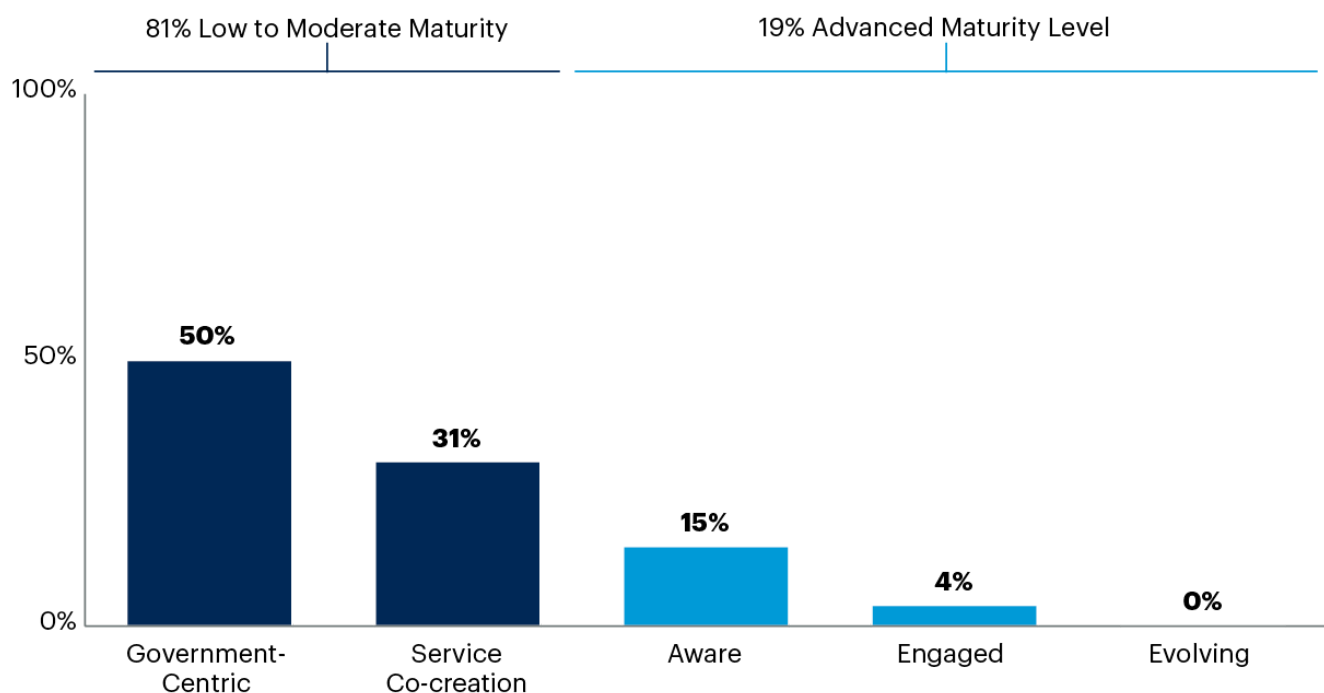
- Academic research on the Italian government’s platform efforts (“Government as a Platform, Orchestration, and Public Value Creation: The Italian Case” [ScienceDirect]).

Ecosystem

Figure 11 shows that 81% of government organizations have low to moderate maturity in the ecosystem dimension.

Figure 11: Ecosystem Dimension of Digital Government Maturity

Ecosystem Dimension of Digital Government Maturity



n = 282
 Source: Gartner
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- *What is this dimension?* Many parts of government have a tradition of working with ecosystem partners to fulfill their missions – for example, care providers in the human service sectors and notaries in the regulation of real estate markets. In other areas, the concept is still emerging. Digital transformation gives governments opportunities to continue existing partnerships, while trialing new, unconventional types of partnerships.
- *What do we see?* Government-centric views (Level 1) still dominate, meaning that the outreach to digital ecosystem partners is mostly limited to other government agencies. In some places, these views are starting to make way for more-collaborative approaches of service co-creation (Level 2). Higher levels of ecosystem awareness and engagement can be observed in more-advanced digital government contexts – for example, Nordic countries in Europe, and Singapore.

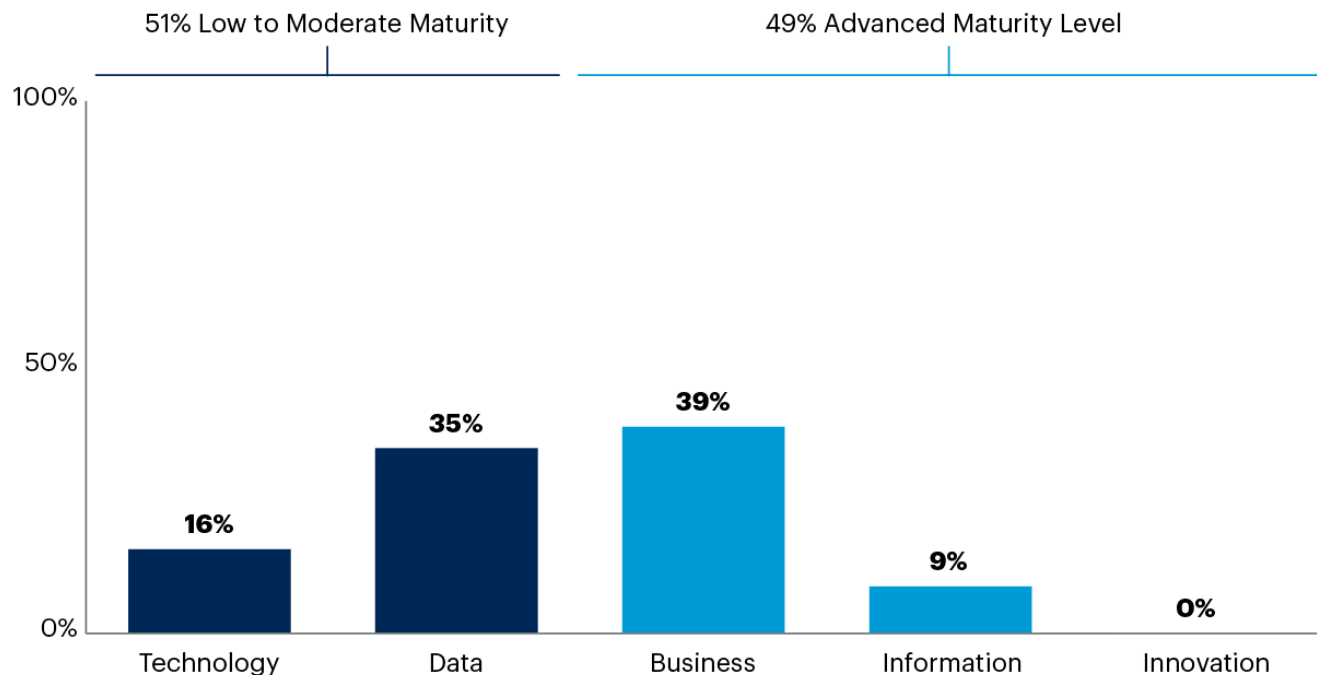
- *What does this imply?* Single organizations rarely have enough data and capabilities at their disposal to genuinely transform delivery models and improve the citizen experience. Government organizations, therefore, need to proactively engage with different actors across their sector's ecosystem to adapt to digital changes. The risk of not doing so is to be suddenly sidelined by unexpected disruption, to which the public sector *is not* immune (see [“Predicts 2020: Governments Balancing Change and Continuity, Disruption and Evolution”](#)). Engaging with the digital ecosystem means understanding the changing role of agencies and regulators. Is the role only that of a top-down issuer of rules and provider of services, or also that of a facilitator of other actors and their service models?
- *Good-practice examples:*
 - In the U.S. state of Washington, the Department of Licensing is modeling the regulatory ecosystem and relations between different actors to explore opportunities for more-effective mission fulfillment (see [“Model Your Ecosystem to Identify the Partners Needed for Digital Business”](#)).
 - Denmark's [GovTech Programme](#) formulates public-sector challenges and invites startups to “pitch” ideas for incubation. Facilitation of public tenders and contracting is part of the program.
 - In the United Arab Emirates, [Government Accelerators](#) allows federal and local government actors, as well as the private sector, NGOs and academia, to incubate and later on scale ideas for better public services during a “100-day challenge.”
- *Further guidance:*
 - [“Business Trends in Government, 2019-2020: Engaged Ecosystems”](#)
 - [“Turning Smart Cities Into Intelligent Urban Ecosystems”](#)
 - [“Business Trends in Government, 2019-2020: Collaborative Innovation”](#)

Leadership

Figure 12 shows that 51% of government organizations have low to moderate maturity in the leadership dimension.

Figure 12: Leadership Dimension of Digital Government Maturity

Leadership Dimension of Digital Government Maturity



n = 282

Source: Gartner

Note: The sum might differ due to rounding off numbers.

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- What is this dimension?** Leadership, and particularly the collaboration between technology and mission leaders, is an essential ingredient for successful transformation in government. Government IT leaders must guide their counterparts to proactively respond to new digital business models and trends that disrupt the government's mission with digital strategies and capabilities that will accommodate those disruptions.
- What do we see?** Maturity levels are more advanced in this area than in the other maturity dimensions. We indeed see increased executive sponsorship for digital transformation. The notions of innovation and digital disruption in government are increasingly part of electorate speeches and broader government strategies. This suggests that the digital literacy of political and executive leaders is increasing. Also increasing is the recognition that digital transformation is not about implanting technologies but about driving cultural changes to the public sector and service delivery culture.
- What does this imply?** Leaders articulate ambitious visions – for example, about radical improvements to public services that are possible through digitalization. But when we look at the other maturity dimensions, it is clear that top-down visions do not get sufficient traction or bottom-up action across organizations. The challenge for leaders is to kick-start and then sustain wide-reaching cultural and organizational changes to move away from stable and predictable public-sector practices toward those more experimental and innovative.

- *Good-practice examples:*
 - Strong political sponsorship (Francis Maude) and executive leadership (Mike Bracken) characterized the initial years of the U.K.'s Government Digital Service (GDS), around 2011 to 2015. During that time, "GDS has successfully reshaped government's approach to technology and transformation," as "digital leaders [were] perceived as breaking down traditional barriers between IT and other functions" (["Digital Transformation in Government"](#) [U.K. National Audit Office]).
 - Organizations like the [Australian Digital Transformation Authority](#). Though it has been through multiple changes since its original inception, it has maintained its focus on helping Australian federal government departments with digital transformation.

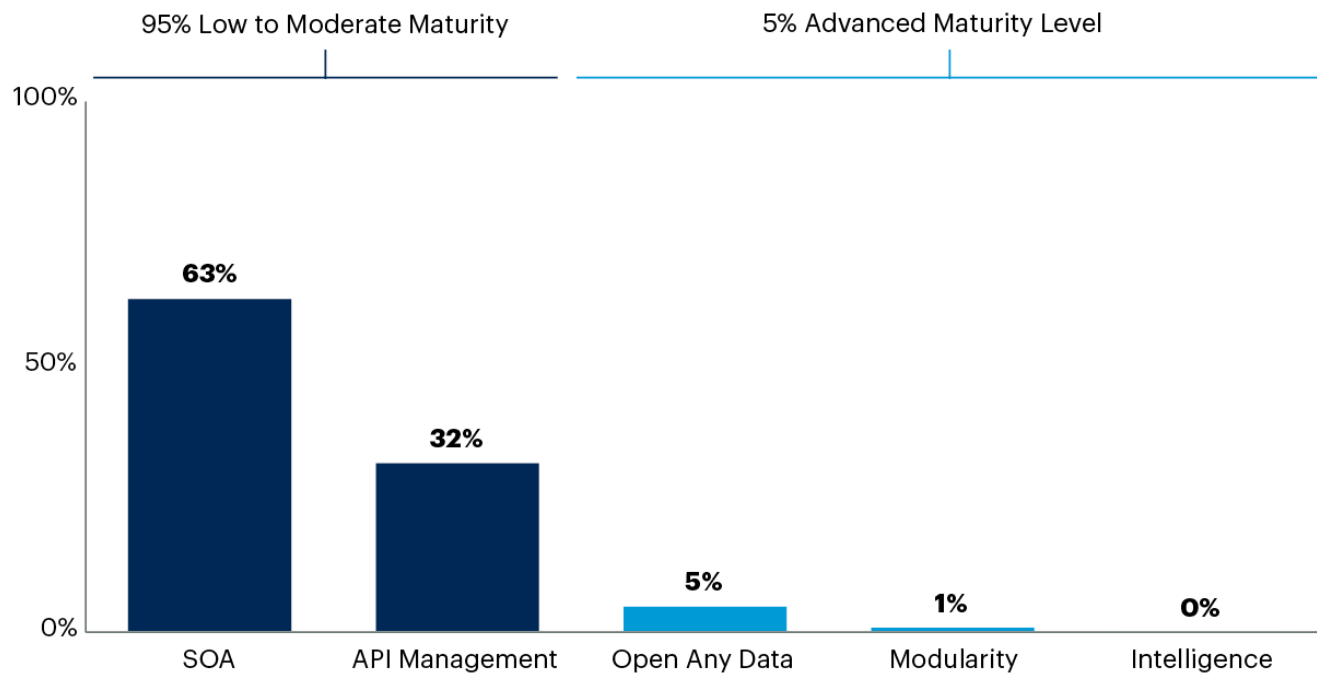
- *Further guidance:*
 - ["Business Trends in Government, 2019-2020: Digital Leadership"](#)
 - ["The Leadership Compass for CIOs"](#)
 - ["The Culture Hacking Roadmap"](#)

Technology Focus

Figure 13 shows that 95% of government organizations have low to moderate maturity in the technology focus dimension.

Figure 13: Technology Focus Dimension of Digital Government Maturity

Technology Focus Dimension of Digital Government Maturity



n = 282

Source: Gartner

Note: The sum might differ due to rounding off numbers.

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- *What is this dimension?* Governments adjust the technology focus according to their maturity. Governments start with pragmatic technology choices that support early efforts – for example, more-efficient processes. Then, they move toward platforms for data sharing, reuse and modular components that government agencies can integrate. At higher levels of maturity, governments use advanced analytics and augmented intelligence to improve mission outcomes.
- *What do we see?* The majority of government organizations still see technologies as “solutions” to fix existing problems (Levels 1 and 2). Instead, they should develop roadmaps that aim to use technologies as foundations and building blocks for innovation and co-creation of the next generation of public services.
- *What does this imply?* Governments need to put a greater focus on technologies that enable it to reuse data and capabilities to develop new service models. Technologies are a means to stimulate innovation and collaboration across sector boundaries – for example, through modularity and data-driven generation of insights.
- *Good-practice examples:*
 - Estonia’s [X-tee](#) platform (and its global version [X-Road](#)) is the API-powered backbone of its public administration. The platform connects approximately 3,000 services from over 400 government and private-sector institutions to provide more-seamless interactions.

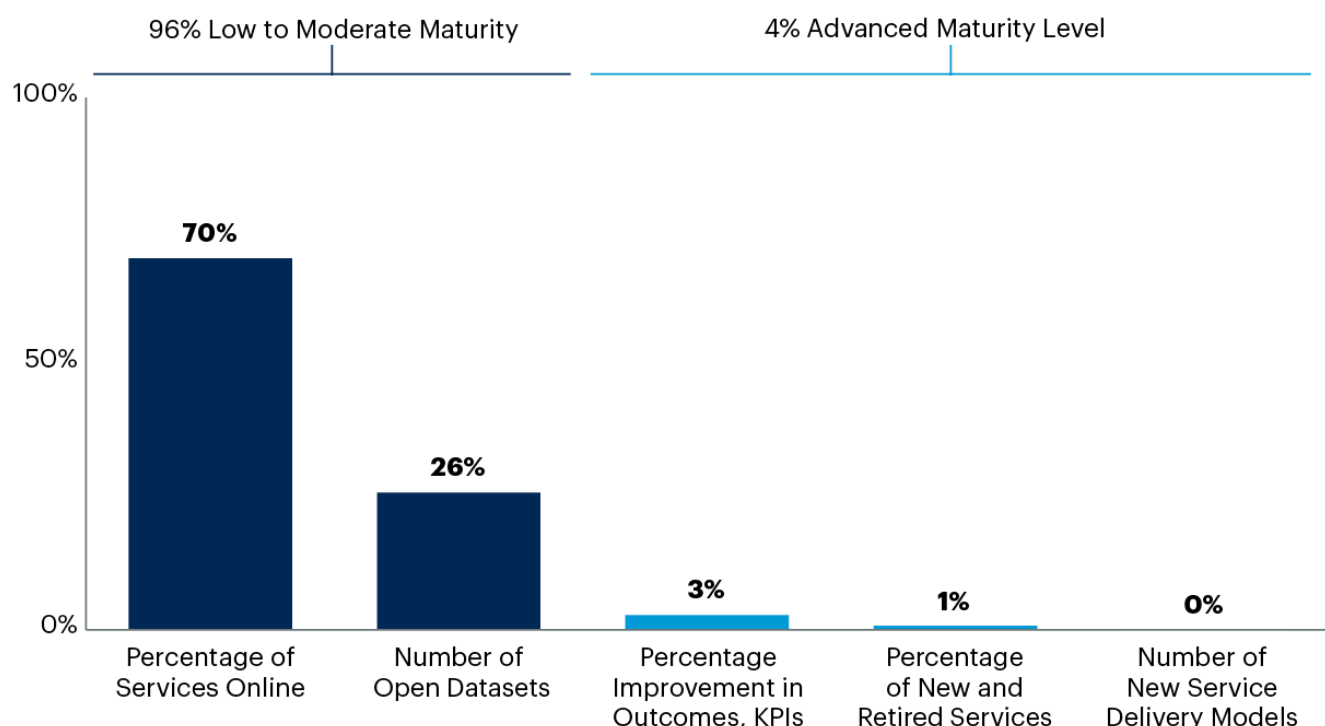
- Singapore’s [MyInfo](#) platform allows citizens to consent to sharing of their personal data with public- and private-sector organizations via APIs, which creates possibilities to develop new and value-adding services.
- *Further guidance:*
 - Use the “[Technology Trends in Government, 2019-2020](#)” to assess the impact of specific technologies in a public-sector context.
 - “[Technology Trends in Government, 2019-2020: Augmented Intelligence.](#)”
 - Use the Government Hype Cycle for more realistic prospecting of technologies and creation of technology roadmaps (see “[Hype Cycle for Digital Government Technology, 2019](#)”).

Key Metrics

Figure 14 shows that 96% of government organizations have low to moderate maturity in the key metrics dimension.

Figure 14: Key Metrics Dimension of Digital Government Maturity

Key Metrics Dimension of Digital Government Maturity



n = 282
 Source: Gartner
 716842_C

- *What is this dimension?* Metrics are critical for evaluation, reporting, confirming or altering the direction of transformation efforts. Like any other sector, government is seeking to measure and

communicate the impacts of digital transformation.

- *What do we see?* Measurement of impacts remains one of the biggest challenges for digital government transformation. The bulk of organizations are at low maturity levels, which means they are primarily reporting inputs like IT spending or outputs like number of services or numbers of open datasets. More-advanced governments are trying to measure impacts – for example, on the quality of public services by reporting on satisfaction, digital takeup rates and other KPIs. But across the board, governments struggle to establish more-meaningful metrics that establish a link between digital investments and citizen experience or mission priorities.
- *What does this imply?* Governments need to strengthen the value proposition of digital government. To do so, they need to develop metrics and indicators that demonstrate the contribution of digital investments to the organizations’ main missions. This is essential to articulate the value of digitalization and to sustain further investments. Some governments are starting to link digital government initiatives to tangible outcomes – for example, quality of life in smart city contexts or citizen experience improvements in life event contexts. These can be a steppingstone toward more-advanced measures of the public value contribution of digital government investments.
- *Good-practice examples:*
 - The German city of Bad Hersfeld’s [UrbanCockpit](#) is a real-time dashboard on the progress of smart city initiatives and their impact on urban quality of life – for example, pollution and transport.
 - In the U.S., Boston’s [CityScore](#) dashboard reports near-real-time metrics on the availability and responsiveness of public services – for example, the 311 call center and public infrastructure
 - The French government’s annual population survey reports public service quality perceptions across different areas of government-citizen interactions – for example, police, healthcare or taxation – and links those perceptions to digital public service initiatives ([Baromètre Delouvrier](#)).
 - Public service dashboards in [Australia](#), [France](#), [Spain](#) and the [U.K.](#) report KPIs like user satisfaction with individual services, transaction costs, accessibility and digital takeup.
- *Further guidance:*
 - Using citizen experience KPIs to indicate digital transformation directions (see “[Develop Impactful KPIs Leveraging Citizen Experience Metrics to Show the Business Value of Digital Government](#)”).
 - “[CIOs Must Demonstrate the Business Value of IT to Broaden IT’s Role in the Business.](#)”

- [“Measuring the Digital Transformation: A Roadmap for the Future”](#) (OECD iLibrary).

Methodology

Gartner’s [“Tool: Digital Government Maturity, Urgency and Readiness Assessment”](#) uses an online questionnaire to assess the digital maturity of government organizations. Respondents receive an indication of the organization’s combined urgency and readiness, a suggested roadmap for digital transformation over the coming one to two years, and an indication of digital government maturity across seven dimensions.

At the time of writing, 282 government responses have been analyzed.

The geographical distribution of responses is shown in Table 1.

Table 1: Geographical Distribution of Digital Government Maturity Assessments

Geographical Region	Share (Responses)
Americas	27% (71)
North America	19% (50)
Latin America and Caribbean	8% (21)
Asia/Pacific	19% (50)
Asia	4% (11)
Oceania	15% (39)
EMEA	54% (142)
Africa	3% (7)
Europe	43% (114)
Middle East	8% (21)
Note: The total number in this table is less than the total number of responses due to respondents who did not indicate their geography.	

Source: Gartner (April 2020)

The distribution of responses across different sectors is shown in Table 2.

Table 2: Sector Distribution of Digital Government Maturity Assessments

Sector Cohort	Share (Responses)
Administration and finance	31% (87)
Enforcement	11% (31)
Defense and intelligence	5% (15)
Justice and public safety	6% (16)
Service	19% (54)
Education and research	6% (16)
Health and social services	8% (23)
Transportation and public works	5% (15)
Policymaking	15% (41)
Natural resources	6% (17)
Business and industry	9% (24)
International affairs	1% (2)
Other	23% (64)

Note: The total number in this table is less than the total number of responses due to respondents who did not indicate their sector.

Source: Gartner (April 2020)

The authors wish to acknowledge feedback and support by the CIO Research Team during development of the [“Tool: Digital Government Maturity, Urgency and Readiness Assessment.”](#)

Recommended by the Authors

[Tool: Digital Government Maturity, Urgency and Readiness Assessment](#)

[How COVID-19 Will Impact Government Digital Transformation and Innovation](#)

[Introducing the Gartner Digital Government Maturity Model 2.0](#)

[Business Trends in Government, 2019-2020](#)

[Predicts 2020: Governments Balancing Change and Continuity, Disruption and Evolution](#)

Recommended For You

[Tool: Digital Government Maturity, Urgency and Readiness Assessment](#)

[Digital Government 2030: Predictive Government Anticipates Citizen Needs With Autonomous Services](#)

[Turning Smart Cities Into Intelligent Urban Ecosystems](#)

[Business Trends in Government in 2019-2020: Digital Equity](#)

[Digital Government in Action: 3 Practices to Transform Life Events Into Digital Civic Moments](#)

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