

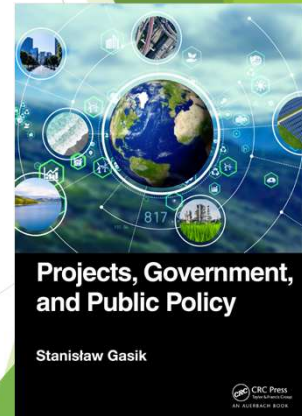
Governmental Project Management Maturity Model GPM3®

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Motto:

I do not ask what projects can do for their governments
I ask what governments can do for their projects!

Project Maturity Forum
Astana, 6-8 November 2025



What are any government's goals?

- ▶ Efficient implementation of public policies
 - Project-based policies
Implementing [projects](#)
 - Operation-based policies
Implementing continuous operations and their changes with [projects](#)
- ▶ I.e. Improving the success rate of their projects
- ▶ i.e. improving project management capabilities

Troubled / failed public projects, like:

- ▶ Montreal Mirabel Airport, Canada
- ▶ Projects of 2012 European Football Championships, Poland / Ukraine
- ▶ Via Baltica (Polish component), Warsaw - Vilnius - Riga - Tallinn
- ▶ Berlin Brandenburg Airport, Germany
- ▶ Central Communication Hub (Airport, Poland)
- ▶ NHS National Program for IT, United Kingdom
- ▶ The Euro Tunnel (business performance)
- ▶ F-35 Lightning II Joint Strike Fighter (145 bln USD over budget)
- ▶ Sydney Opera House (?)
- ▶ ... plenty of examples in real life and in literature

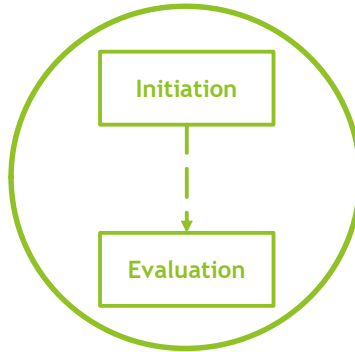
**The Iron Law (of megaprojects):
Over budget, over schedule, over and over again (B. Flyvbjerg)**

Governments implemented some solutions

- ▶ USA: Program Management Improvement and Accountability Act, Office of Management and Budget, Government Performance and Result Act, GAO's audits, CMMI®, PMI Standards, Federal Acquisition Regulations ...
- ▶ United Kingdom: Project Delivery Standard GovS002, OGC Gateway Process, Infrastructure and Project Authority (NISTA), Prince2, P3M3...
- ▶ India: Ministry of Statistics and Project Implementation, NITI Aayog, Processes of project initiation, monitoring and control, project support by Project Monitoring Group...
- ▶ Australia/NSW: OGC Gateway Process; Investor Assurance Framework, Major Projects Policy
- ▶ Botswana - Department of Project and Infrastructure Planning, Department of Infrastructure Development at Ministry of Infrastructure and Housing Development
- ▶ European Union: Project Management Methodology (PM²)
- ▶ Inter-American Development Bank/Argentina: Public Investment Act, Public Investment Project Bank, Public project initiation process...
- ▶

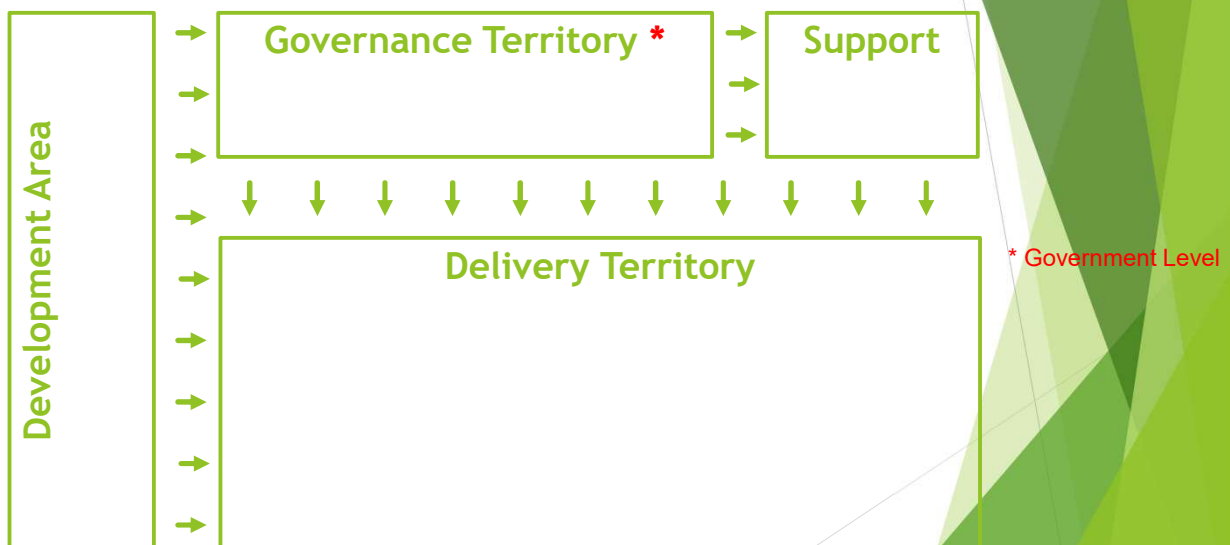
1st Generation Governmental Project Implementation System (GPIS)

- Iceland, infrastructure projects
- Alternative assessment
 - Planning
 - Construction and
 - Assessment of the completeness

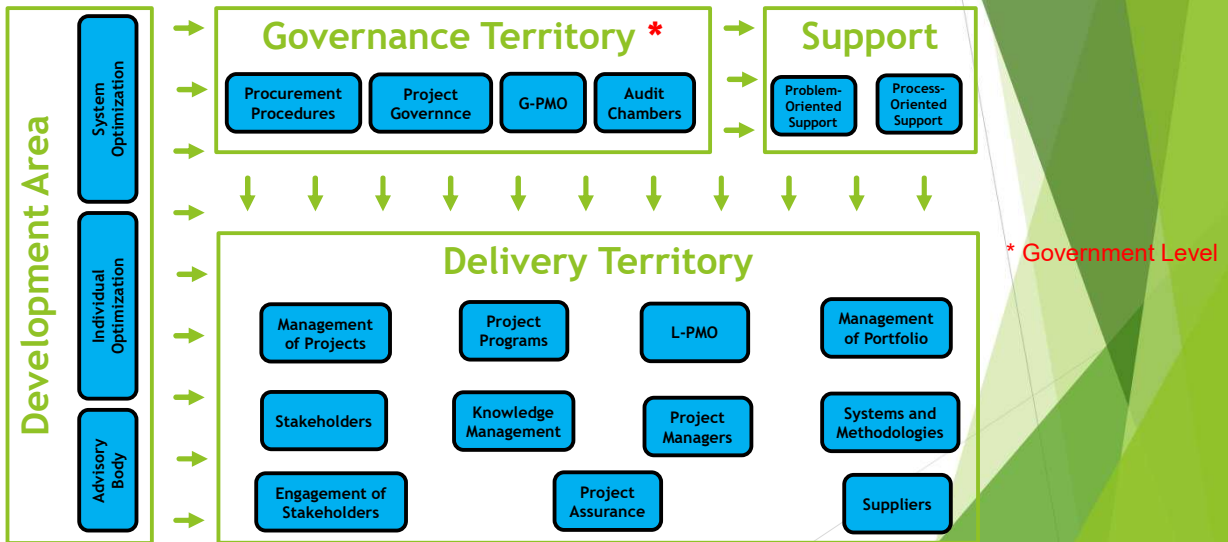


- Pakistan, development projects
- Identification,
 - Feasibility study,
 - Preparation,
 - Evaluation,
 - Approval,
 - Implementation and monitoring and
 - Evaluation

2nd Generation (extended) GPIS



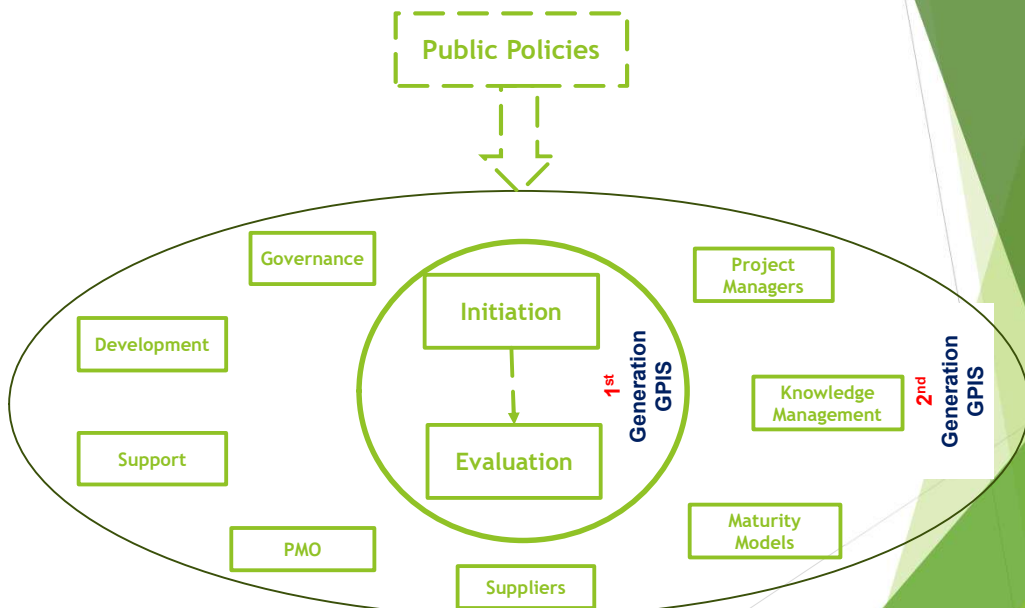
2nd Generation (extended) GPIS



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1st and 2nd Generation GPIS



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Other Interesting Practices

Interesting practice: Unsolicited Proposals

Enabling the implementation of innovative, important projects not provided for by government strategies and policies.

Interesting practice: Project Support

Activities performed by entities external to projects, performed when the implementation of the project by its team gives worse results than if some external entity support its implementation.

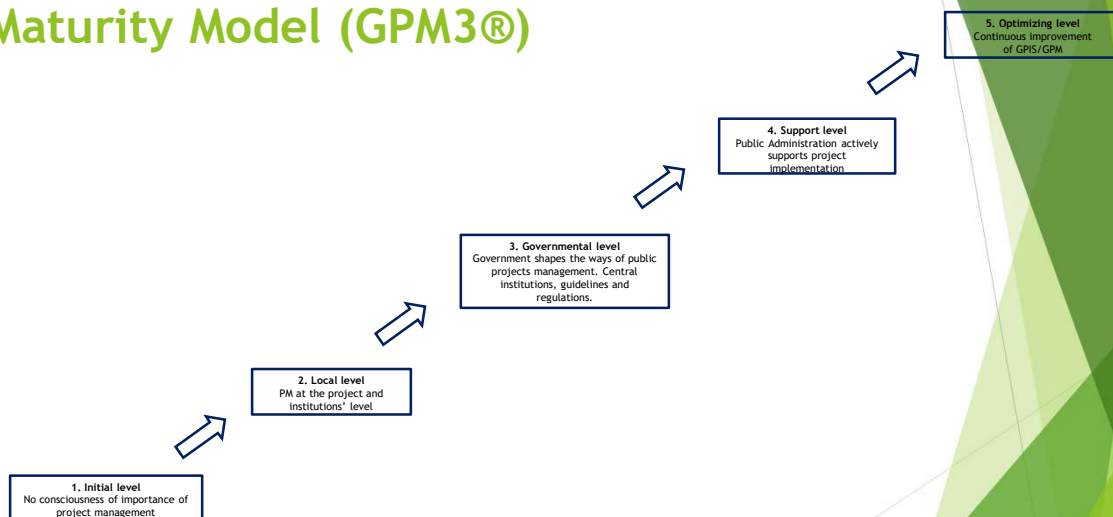
- ▶ Problem oriented support (ex post)
After encountering a problem which can not be solved by the project team.
- ▶ Process oriented support (ex ante)
An experienced officer is assigned to a project to support it in solving potential problems.

Interesting process: GPIS Development

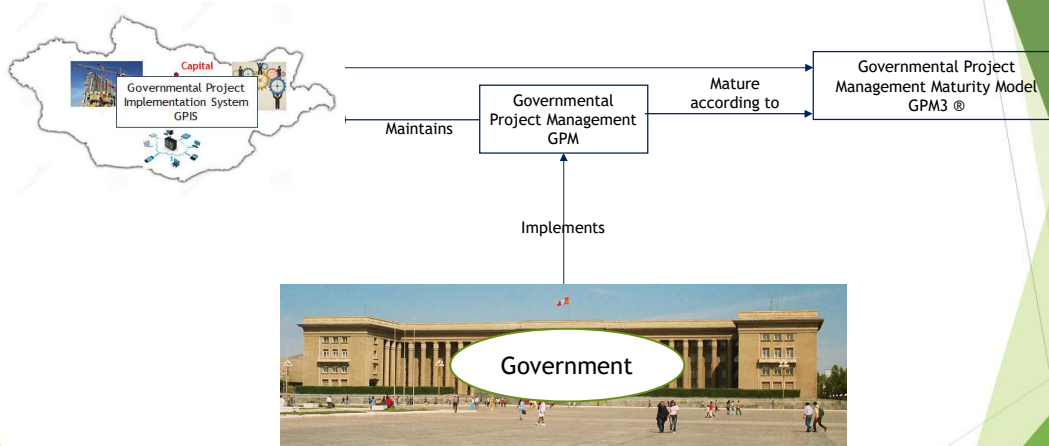
Improving GPIS effectiveness and efficiency.

- ▶ Individual mode
Each public institution separately improves its project management capabilities.
- ▶ System mode
The GPIS is improved as a whole.

Governmental Project Management Maturity Model (GPM3®)



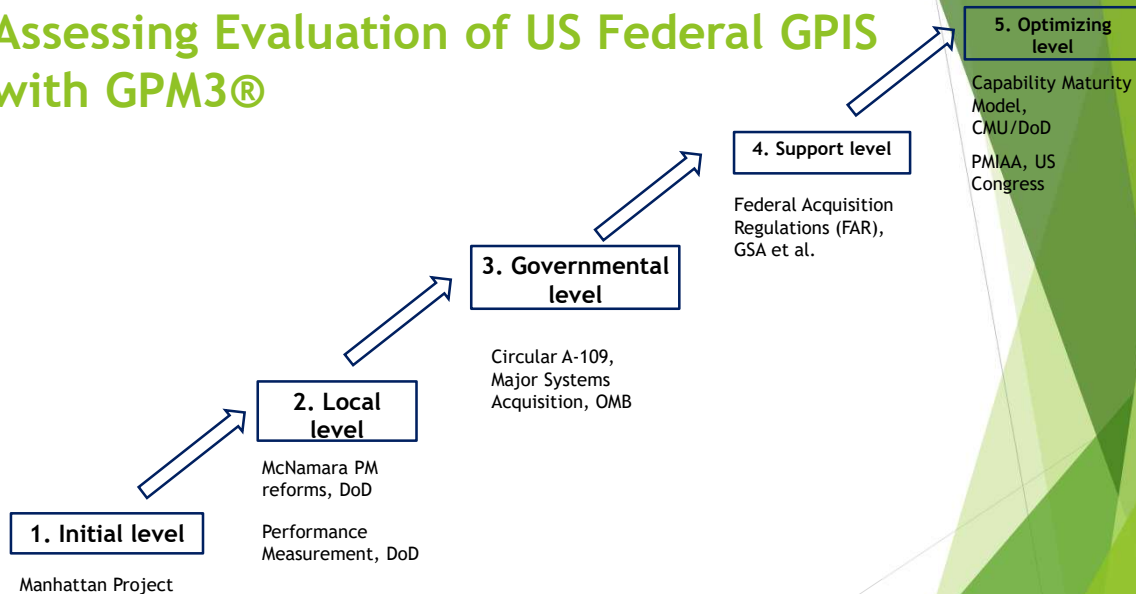
The Whole Platform



Milestones of Federal US GPIS Development

- | | |
|--|----------------|
| 1. Manhattan Project | 1941 - 1946 |
| 2. Project management reforms at Department of Defense by Minister Robert McNamara | 1961 - 1968 |
| 3. Performance Measurement for Selected Acquisitions, Department of Defense, I 7000.2 | December 1967 |
| 4. Circular A-109, Major Systems Acquisition, Office of Management and Budget | April 1976 |
| 5. Federal Acquisition Regulations (FAR), GSA et al. | September 1983 |
| 6. Capability Maturity Model for Software (CMM), Carnegie Mellon University/ Department of Defense | August 1991 |
| 7. Program Management Improvement and Accountability Act (PMIAA), US Congress | April 2015 |

Assessing Evaluation of US Federal GPIS with GPM3®



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What are any government's needs? (ctd.)

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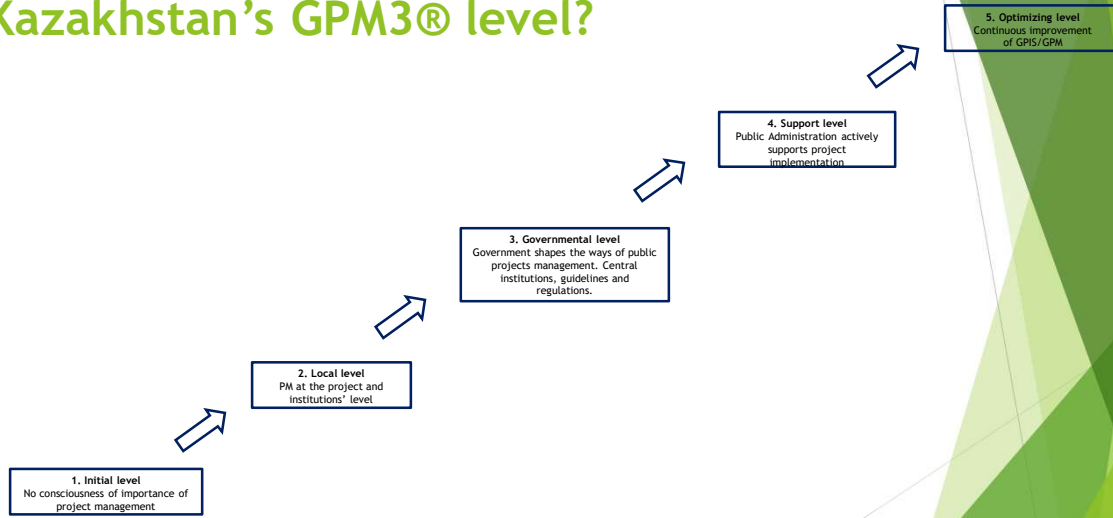
It may be achieved by:

- ▶ Building GPIS
- ▶ Its development according to GPM3®

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How would you evaluate Kazakhstan's GPM3® level?



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Thank you!

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Presentation based upon Gasik, S. (2023) Projects, Government, and Public Policy, CRC/Taylor & Francis: Boca Raton.

