

Project Management in Spain: **Monthly report** End of August 2021



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Citizen Development in the Project Economy



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A **citizen-developer** is a user without programming training who creates business software for other users through Low Code (LCDP) development or No Code development platforms supervised by the TI department in the organization.

Each organization, small or big, consolidated or recently created, needs more and more software to carry out their internal and external processes, with clients, providers, employees, etc. IT departments need more and more programmers in their payroll or subcontracted, but more and more available programmers are scarce.

Fortunately, more and more platforms in the cloud allow us to create code without programming. Programming good quality web or mobile applications is now possible by reusing components that hide technical complexity and will enable us to focus on business value.

For example, any person without technical training can program a survey with [SurveyMonkey](#) or [Google Forms](#), a marketing campaign by email by using [Mailchimp](#), a visual report using [PowerBI](#), a portal or a blog using [WordPress](#), etc. Other **platforms No-Code** very popular are listed as follows:

- [Zapier](#), for connecting applications.
- [Shopify](#), for online programming shopping.
- [AppSheet](#), acquired by Google in January 2020.
- [Webflow](#), for programming web pages.
- [Airtable](#), for programming databases.
- [Glide](#), for mobile programming applications (not installed from Google Play o App Store, they are links to web applications with mobile appearance, also called [PWA](#)).

In the Project economy, people have the necessary knowledge and skills to transform ideas into reality. The organizations deliver value to project stakeholders by finishing their projects successfully, product delivery, and value flow alignment.

In this context, [PMI](#) is impelling the role of *citizen-developer*, initially through [foundation](#) training and [publishing a](#) book. It proposes a **methodological framework** based on functions, techniques, maturity model, etc., to help organizations to take benefit from *citizen development* by avoiding challenging problems like [Shadow IT](#).

[According Gartner](#)'s predictions, in 2024, more than 65% of business applications will be developed using LCNC platforms. That implies that most of the software projects will have in their teams some *citizen-developer*. The project manager must facilitate effective team collaboration among the IT support department and all business stakeholders in these projects.

It is essential to understand well that *citizen-development* does not mean that software projects will work outside IT. But precisely the opposite: project teams will use LCNC tools provided by the IT

department, which will always supervise that functional requirements are accomplished. IT department changes from "working for the business" to "working with the business."

Software projects in the Project economy use hyper-agile Project life cycles: building prototypes and [MVPs](#) to deliver value to business users as soon as possible, under IT technical supervision.

When the Project economy uses *citizen developers*, we as Project managers must ensure that **all stakeholders collaborate to deliver business value**. Efficient requirement management has always been a major challenge for software projects. As [Tom DeMarco](#) said in his [book "Peopleware"](#):

"For software projects, it is more important sociology than technology".



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