Demonstration Projects Lessons Learned

1. **A data-first approach to demonstration projects**
   Invest time upfront to assess and validate the quality of data to permit the use of advanced analytical techniques. Determine how to address gaps and prepare to pivot or not proceed if they cannot be addressed.

2. **Set clear goals and stretch objectives**
   As a developmental project, it is important to have a broad, ambitious vision and stretch objectives, with clear goals outlined to reach that vision with the expectation they will be adjusted as new information or insights are uncovered. Project managers need to anticipate that change will happen and proactively prepare their teams.

3. **Apply agile methodologies in demonstration projects**
   Effective developmental work requires an agile approach. The iterative nature of the project requires the ability to rapidly and flexibly adjust objectives and deliverables based on short, distinct and sequential phases of work with regular opportunities for prototype testing with users. Progress on objectives must regularly be assessed – including regular technical feasibility assessments – to determine the path forward at each phase.

4. **Be deliberate in governance design**
   As governance is set up, understand their objectives and be deliberate in who you invite and what role they play. Ensure clarity between advisory and decision-making groups. For example, large groups are valuable to identify use-cases but technical questions may be better deliberated in smaller groups.

5. **Bridge understanding across disciplines**
   Demonstration projects are multidisciplinary which means that partners in the projects need to think about how to find common purpose and have people who can translate between experts in a number of domains.

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