



Digital Government Strategies: Good Practices

Colombia: Monitoring and Evaluation System for Digital Government

The OECD Council adopted on 15 July 2014 the Recommendation on Digital Government Strategies. The Recommendation provides a set of 12 principles structured around 3 pillars. The OECD Secretariat is developing a Digital Government Policy Toolkit to support OECD member countries and non-member adhering countries with the implementation of the Recommendation. This practice was submitted by the government of Austria to be considered as a good practice in the implementation of one or more of the principles contained in the Recommendation.

Description of the practice:

Organisation:	Ministry of Information and Communications Technologies
Name of the practice:	Monitoring and Evaluation System for Digital Government
Principles implemented:	<u>Principle 3</u> – Create a data-driven culture in the public sector

Description: It is the initiative of the e-Government office of the Ministry of Information and Communications Technologies, aimed at monitoring and evaluating the advancements and changes related to the implementation of the Digital Government strategy.

Monitoring and Evaluation System of Digital Government assesses the strategy from two dimensions.

The first is from a tactical dimension, which measures the compliance of national e-government policy, as well as the use of ICT's by citizens and businesses in their relations with public agencies. The second is from a strategic dimension, which measures the impact of the Digital Government strategy.

From the tactical dimension, every year the e-Government office of the Ministry of Information and Communications Technologies measures the both sides of digital government development: supply and demand.

From the supply side of e-government, it evaluates the compliance of the Digital Government guidelines (specifically the Online Government Manual and the Enterprise architecture framework for IT management), by public agencies of national, regional and local level. To do so, ministries, mayoralties and governorates among others are required to fill out through Internet a form with questions related with the components and achievements defined in the manual cited previously. Based on the answers given by the agencies, is calculated the Online Government Index. This index shows the progress and results obtained by the implementation of the Digital Government strategy.

From the demand side, the Monitoring and Evaluation System of Digital Government makes studies on topics of interest. One of them is the Study of digital culture in the State and relationships with citizens and



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enterprises. This study assesses knowledge, beliefs, habits and critical factors in the use of electronic means in the relations between public agencies with citizens and businesses. It involves quantitative and qualitative methods of analysis like surveys, focus groups, depth interviews, etc. In 2015, the Monitoring and Evaluation System carried out also a study of concepts and lifted the baseline of 4 strategic projects for Digital Government. This study was aimed at identifying the knowledge, disposition of use, benefits perceived, fears, needs, motivators and barriers to the use of the currently flagship projects to promote the advancement of the Digital Government in Colombia.

In the strategic dimension, the Monitoring and Evaluation System of Digital Government is working on the design of an impact assessment methodology of the strategy. The main objectives of this methodology is to assess the improvements in the quality of life of citizens, the competitiveness, and the transparency, citizen participation, administrative efficiency of public entities, as a result of the Digital Government strategy. This initiative is being developed with the support of the OECD.

The Ministry of Information and Communications Technologies is the agency who leads the Monitoring and Evaluation System of Digital Government. Within the system, some public agencies collaborate providing information requested directly by Ministry of Information and Communications Technologies or indirectly through other public agencies or private companies. Some public agencies like the Administrative Department of Public Service leads the information collection on the implementation of administrative development policies, traversed by the strategy of Digital Government. Accordingly, the Ministry participates in the preparation of the form with which these policies are evaluated, in the resolution of questions, in developing indicators and generating reports with the results obtained. Private sector organizations contracted by the Ministry of Information and Communications Technologies collect and analyse information for specific studies. Finally, other organizations (like University of the Andes in 2007, or the OECD currently) contribute with the development of monitoring and evaluation methodologies.

For the measurement of the Online Government Index, the Ministry of Information and Communications Technologies is the agency responsible for the formulation of indicators, the schedule of the reporting periods of the evaluations at local level, the creation of its forms. It also is responsible for answering the questions related to issues of the forms, promoting the information reporting, making and publishing the reports with the results, and administrating the platform through which public agencies of local level report the information.

Other public agencies of the executive branch of public power are responsible for reporting their progress in the implementation of the Digital government strategy.

For the impact assessment of Online government, the Ministry of Information and Communications Technologies delivered inputs for the design of the methodology. The OECD took these inputs to identify the state of art of Digital Government in Colombia and to elaborate an indicators framework.

The results of the Online Government Index 2014 at the national level are available at: <http://estrategia.gobiernoenlinea.gov.co/623/w3-propertyvalue-14714.html>

The results of the Online Government Index 2014 at the regional and local level are available at:

<http://estrategia.gobiernoenlinea.gov.co/623/w3-propertyvalue-14713.html>



The results of the studies realized until 2015 are available at:

<http://estrategia.gobiernoenlinea.gov.co/623/w3-propertyvalue-7654.html>

Results

The monitoring and evaluation system of Digital government has generated periodically inputs for continuous improvement of the strategy.

The monitoring and evaluation system of Digital government has contributed to the generation of a culture of supply and demand of information related to Online Government in public agencies at national and local levels.

Development

Design: 2008

In February 2008, the United Nations Program for Development (UNDP) contracted the *Universidad de los Andes* for the conceptualization, design and development of a methodology of monitoring and evaluation of Online government in Colombia. The Ministry of Communications, as the responsible of the Online Government Program and the recipient of the methodology, participated in the initiative delivering inputs and orienting the designing of the methodology, according to the Online government guidelines.

For months, these actors conducted several meetings that resulted in the model of monitoring and evaluation of Online Government. This model was based on the assessment of 4 components (inputs, processes, results and impacts) in 3 stakeholders (citizens, businesses and public agencies).

For each component, the model established aspects to measure, attributes, indicators and variables related to each indicator. The aspects to measure grouped the elements to observe for each component, depending the type of stakeholder. The attributes grouped the elements with relevant features to achieve for each aspect to measure. The indicators were the elements, which reflected the most important issues of the attributes. Indicators were constructed by applying a formula from one or more variables and the result comprised a number in a range from 0 to 100. Finally, the variables were de basic units to conform the indicators.

The implementation cycle of monitoring and evaluation model consisted of four consecutive stages:

- Step 1: Planning, observing and measuring
- Step 2: Analyzing, evaluating, discussing and concluding
- Step 3: Providing feedback, learning and engaging
- Stage 4: Disclosing of results

Testing: 2008



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The model of monitoring and evaluation of Online government was tested through the application of surveys and the methodology for the diagnosis of Online Government.

The methodology for the diagnosis of Online Government consisted IN the application of forms with questions related with the compliance of the Online Government Manual. The result of this methodology was the Online Government Index.

For the test in 2008, indicators of citizens and businesses had no weights, as the definition of these should be done with objective criteria to be determined by analysing the first results. In the case of entities weights previously established by the Government Program in the joint work developed with entities were used.

Implementation: 2009 - 2016

To implement the model of the monitoring and evaluation of Online government Microsoft Excel and Stata were the programs applied for the consolidation and presentation of the s results.

Microsoft Excel used to asses and consolidate data in the implementation of the methodology for the diagnosis of Online Government. In 2013, the Ministry of Information and Communications Technologies contracted the development of a Monitoring and Evaluation Tool in order to capture data to measure the Online Government Index.

Resources: 1 or 2 members of the Online Government teamwork have led the implementation of the monitoring and evaluation system.

The contract for developing the Monitoring and Evaluation Tool was around 500.000 US dollars.

The contract to implement the model of monitoring and evaluation of Digital government, the Ministry has required to he companies specialized in market research a base teamwork integrated by 3 people (1 director, 1 researcher and 1 statistic). The Ministry has allocated around 500.000 US dollars each year for the implementation of this model.

Diffusion and scaling: 2009 - 2016

The Ministry of Information and Communications Technologies has communicated the results through the teamwork of the e-Government Office responsible to provide support and advice to public agencies of national and subnational level.

In addition, it has transferred the information related with the model publishing documents (of the methodology and results) through the Digital Government strategy website.

Finally, the e-Government Office has released the model and the system of monitoring and evaluation of Digital Government to other stakeholders (other areas of the Ministry, public agencies, and academy and research organizations).

Partnerships:

Administrative Department of Public Service



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National Planning Department

General Archive of the Nation

Transparency Secretary of the Presidency of the Republic

National Public Procurement Agency

OECD

The partnership is related with the assessment of the Online Government Index, at National level. This partnership has a legal nature, established by the Decree 2482 of 2012, which stated in the article 4 that the integrated model of planning and management should be implemented through the coordination of the Administrative Department of Public Service, the National Planning Department, the General Archive of the Nation, the Transparency Secretary of the Presidency of the Republic, the National Public Procurement Agency and the Ministry of Information and Communications Technologies.

The role of these public agencies is to formulate and measure the administrative development policies. To do so, these agencies participate in the definition, review and approval of the questions and indicators of the Integrated Planning and Management Form.

The outcome has been affected in the way and time the Online Government Index for national level agencies is assessed. Since the issuance of Decree 2482 of 2012, the Integrated Planning and Management Form captures the information to measure Online Government index at National level. Thus, the decisions on the period in which the Online Government Index is measured, the number and type of questions through which is collected the data, the type and content of result reports are result of the negotiation and agreement of several and different agencies, not only the Ministry of ICT's.

On the other hand, the partnership with the OECD has a formal structure, established by a Contribution Agreement 632 of 2015. The OECD plays a role as a provider of technical assistance in developing tools and create capabilities for impact evaluation of Colombia's electronic government strategy.

Since the methodology has not yet been implemented, the monitoring and evaluation system of Digital Government has not yet been affected.

Lessons learned

The establishment of the mandate for monitoring and evaluation of the strategy in a standard is a facilitator for entities to contribute to the provision of information.

The report on local entities is not easy to achieve, especially before the change of local governments due to election calendars. To promote the provision of information is necessary to make a strategy involving: calls to entities, enabling a channel to answer questions, include in the aid form examples to facilitate understanding of questions, establish partnerships with control organisms to invite the entities to report information, among others.

The presence, training and support in the implementation of the policy is necessary in order to the entities have willingness to deliver reliable information.



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Conditions required:

- Constant discussions in order to maintain the model updated, and getting valuable information from the instruments
- The support of the high direction in performing assessments.
- The availability of human and financial resources.

Additional information: No