

Digital government performance survey

Section 1. ICT strategy

The existence of and the scope of national strategies provides important indication on the level of formalisation of policies as well as their coherence across sectors and levels of government. The funding of the strategies provides an overall indication of the policy framework within which the country leads its strategies.

Q1. Does your government have a national strategy for digital government or e-government?

Yes

No

Q2. If you have a national strategy for digital government or e-government, please select all levels of government that it applies to?

Central government

Regional government

Local government

Q3. If you have a national strategy for digital government or e-government, which public policy areas does it cover?

General public services

Defence

Public order and safety

Economic affairs

Environmental protection

Housing and community amenities

Health

Recreation, culture and religion

Education

Social protection

Q4. If you have a national strategy for digital government or e-government, what are the three main sources of funding?

Please select the three largest sources

The ministry (or ministries) charged with coordinating the strategy

The ministries and authorities covered by the strategy (responsible for the sector areas covered)

Separate earmarked central government fund

Regional levels of government

Local levels of government

Private funding

Varying sources depending on the specific ICT projects in the strategy

No separate source of funding (main projects in the strategy relies on existing budgets)

Other: please provide description

Q5. Please provide any additional information as needed, including for example a link to the strategy.

Q6. Do you use performance indicators to monitor any progress on digital government or e-government?

For example key performance indicators monitoring progress on strategies.

Yes

No

Section 2. Digital rights and obligations

Countries have taken different approaches to the digitisation of the public sector. A number of countries are beginning to adapt legal approaches, granting legal rights and introducing obligations to drive forward the digitisation of government. Rights and obligations related to digital communication and interaction with and inside the public sector are important indicators for the policy choices countries have made and are making to improve their digital government performance.

Q7. Is it a formally recognised right for citizens not having to provide the same data or information (e.g. address data) to the public sector more than once?

Yes

No

Sometimes, please specify

Q8. Please provide reference to the relevant norm(s)

Q9. Is it a formally recognised business' right not to provide the same information to the public sector more than once?

Yes

No

Sometimes, please specify

Q10. Please provide reference to the relevant norm(s)

Q11. Is it a citizen's right to require digital communication with the public sector?

Yes

No

Sometimes, please specify

Q12. Please provide reference to the relevant norm(s)

Q13. Is it a business right to require digital communication with the public sector?

Yes

No

Sometimes, please specify

Q14. Please provide reference to the relevant norm(s)

Q15. Is it a public authority right to require digital communication from other parts of the public sector?

Yes

No

Sometimes, please specify

Q16. Please provide reference to the relevant norm(s)

Q17. Please elaborate on the above questions and provide additional information if relevant

Section 3. Governance

Governance matters to performance. The digital government mandate and governance frameworks are important to understand the approach to coordination, the drive and the incentives for the development and implementation of digital government policies.

Q18. Does your centre of government have a function or unit responsible for leading and coordinating the decisions on the use of IT in central government?

Yes

No

Q19. If your centre of government has a function or unit responsible for leading and coordinating the decisions on the use of IT in the central government, since when?

Please provide the year it was introduced.

Q20. If you have such a function or body, please provide information on its name, the title of the person heading it, together with any other relevant information.

Q21. If you have such leading and coordinating function or unit, where in the central government is it placed?

In case of overlapping responsibilities, please check all that apply

The office of head of state

The office of head of government

The national budgeting authority (e.g. Ministry of Finance)

The ministry responsible for public administration

The ministry responsible of economic affairs

The ministry responsible for ICT policy

The ministry responsible for ICT infrastructure

The ministry responsible for science and innovation

Others, please specify

Q22. If you have such leading and coordinating function or unit, to whom does its head report directly?

The responsible minister

High level civil servant

Other, who?

Q23. If you have a function or unit leading and coordinating digital government or government in the central government, what are its main responsibilities?

Please check all responsibilities that apply.

Advising strategy development

Monitoring strategy implementation

Prioritisation of ICT projects across the government

Reviewing ICT projects across the government as needed

Mandating external reviews of ICT projects across the government

Approve or stop ICT projects across the government as needed

Other, please specify

Q24. Is a mutual coordination process or mechanism formally in place between units responsible for public sector IT projects:

Please select the areas where such process or mechanism is in place.

Across the central government (e.g. sector CIO coordination)?

Across all levels of government (e.g. central-local coordination)?

Across the local levels of government (e.g. coordination between municipalities)?

Other, please specify

Section 4. ICT Project management

case)																		
c.Prioritisation of ICT project																		
d.Consultation about project																		
e.Project design and scoping																		
f.Project start up and execution																		
g.Project monitoring																		
h.Handling of risks and deviations																		
i.Ex post value assessment/ evaluation																		

Q32. Does a general review or auditing board or body exist charged with the responsibility to review central government ICT projects?

Yes

No

Q33. If a general review or auditing board exists, what is the precise mandate of the review board please provide link to additional information

Q34. If a general review or auditing board exists, when are ICT projects reviewed by it?

Please check all that apply

Prior to the decision of approving the project

Prior to the implementation of the project

Prior to all major decisions (e.g. transition from one project phase to the next) in the project

During the implementation of the project

After the implementation of the project

Other, please specify

Q35. Do you require project management skills of leaders of ICT projects at the level of central government?

Yes

No

Q36. If you require project management skills, which of the following skills are required for leaders of ICT projects?

Please check all that apply

Formal ICT project leader or ICT management certifications

Formal leader or management certifications

Documented ICT project experience

Documented public sector experience

Documented ICT sector experience

Documented references

Informal project management skills

Other, please specify

Q37. Please provide a link to the description of your specific ICT project management requirements, if any

Q38. Please elaborate on the above questions on ICT project management if needed and provide additional information as relevant

Section 5. ICT business cases –methods for measuring the value proposition

Investments in digitisation should be held up against the results that they can help achieving. The use of business cases is one method of doing this. As countries are maturing in their approaches to digital government, they also improve their capacity to specify and deliver on the specific value propositions of using ICT. These questions help assess this particular aspect of governments capacity to deliver value for money.

Q39. Are business cases or similar value proposition assessments mandatory for ICT projects in the central government?

- No, and they are rarely used
- No, but it is considered a good practice
- Yes, always
- Yes, when specific criteria are met. Please specify

Q40. Are business cases or similar value proposition assessments mandatory for ICT projects at the regional and local levels of government?

- No, and they are rarely used
- No, but it is considered a good practice
- Yes, always
- Yes, when specific criteria are met. Please specify.

Q41. Does your government have a standardised model for how to structure and present the business case or similar value proposition assessment of an ICT project?

- Yes
- No

Q42. If you do have a standardised business case model, please provide the link to describe it

Q43. If relevant, please provide below any other information on your use of business case models or value added propositions that you deem necessary

Section 6. Financial benefits for the central government

The realisation of financial benefits is a very important indicator of the extent to which ICT support public sector productivity and increased efficiency. The approach to the appraisal of realised financial benefits of ICT projects indicates policy orientations and perceived challenges of getting value for money. The use of financial project management and prioritisation tools provides information on how systematically financial benefits are realised.

Q44. Do you measure the direct financial benefits of ICT projects in the central government?

- Yes
- No
- Sometimes, please specify when

Q45. If direct financial benefits are measured, when are the estimated benefits reflected in the government budget for the first time?

Please specify what best describe, when you include the financial benefits in the budget

During the approval process, in relation to resource allocations (costs and benefits are part of the project budgeting)

During the implementation, once the scope and the overall outcome of the project is settled (costs and benefits are confirmed during the implementation and not until then expected benefits are included in the budget)

During the auditing or evaluation phase of the project (benefits are included in the budget after confirmed project implementation)

Other, please specify

Q46. Is there a central follow-up mechanism to the realisation of direct financial benefits of your ICT projects?

Yes

No

Q47. If any central mechanisms to follow up on the direct financial benefits of ICT projects are in place, please elaborate and explain

Q48. In general, what share of the full potential direct financial benefits (monetary value) of your current ICT projects do you estimate is actually being measured and followed up upon centrally?

Please provide your best estimate for example based on general experience with benefits of previous ICT projects.

0-25%

25-50%

50-75%

75-100%

Q49. How do you estimate that direct financial benefits of ICT projects are realised by the relevant authorities?

Please estimate the effect of the freed resources according to the following options

	Always	Often	Rarely	Never	Please elaborate if needed
Increase in service quality in concerned authorities					
Increase in output in concerned authorities					
Budget reductions in concerned authorities					
Staff reductions in concerned authorities					
Staff reallocation across the government					

Realised financial benefits can be used at the discretion of the concerned authorities					
Other, please specify					

Q50. If relevant, please elaborate further on how you ensure the realisation of the direct financial benefits of using ICT in the government.

Section 7. Financial benefits outside the public sector

Quality improvements and time savings outside the public sector can typically not be directly reflected in national budget improvements; however, there are often considerable indirect financial effects in both the short and mid-long term. The time savings by national businesses and citizens on specific transactions (e.g. administrative burden reductions), can be attributed a monetary value, providing an indicator of added social/financial value of using ICT in the public sector.

Q51. Do you measure the financial benefits for businesses of public ICT projects?

Yes
No

Q52. If you measure the financial benefits for businesses of public ICT projects, please provide or link to an example that demonstrates and explains the methodology used

Q53. Do you measure the financial benefits for citizens of public ICT projects?

Yes
No

Q54. If you measure the financial benefits for citizens of public ICT projects, please provide or link to an example that demonstrates and explains the methodology

Used

Section 8. HR Strategy to Develop ICT-skills in Government

Q55. Do you have a dedicated strategy to attract, develop or retain ICT-skilled civil servants in government?

Yes
No

Q56. Please provide more information and reference documents regarding strategies or initiatives to attract, develop or retain ICT skilled servants.

Section 9. ICT procurement

ICT procurement is an important part of the public sector value chain, supplying goods and services integrated in many parts of the public service delivery. A particular attention to ICT procurement enables meeting the special requirements, for example when ICT is provided as a service, developed for particular needs, etc.

Q57. Do you have a strategy in place covering ICT procurement specifically?

Please check all answers that apply

Within selected line ministries

Across the central government

Across different levels of government

No specific ICT procurement strategy exists

Q58. If you have a specific ICT procurement strategy, please elaborate on the mechanisms to ensure compliance

Q59. What does your government's approach to ICT procurement prioritise the most: Economies of scale or competition?

Please choose below: 1 = Clearly economies of scale; 2 = mostly economies of scale; 3 = mostly competition; 4 = clearly competition.

Q60. Please elaborate your answer if relevant

Q61. What does your government's approach to ICT procurement prioritise the most: Standardised solutions versus tailored business needs?

Please choose below: 1 = Clearly standardised solutions; 2 = mostly standardised solutions; 3 = mostly tailored business needs; 4 = clearly tailored business needs.

Q62. Please elaborate your answer if relevant

Q63. What does your government's approach to ICT procurement prioritise the most: Buying (e.g. existing solutions) versus building (e.g. build new or tailor solutions)?

Please choose below: 1 = Clearly buying; 2 = mostly buying; 3 = mostly building; 4 = clearly building.

Q64. Please elaborate your answer if relevant

Q65. What does your government's approach to ICT procurement prioritise the most: Innovation (exploring new approaches) versus operations (keeping the lights on)?

Please choose below: 1 = Clearly innovation; 2 = mostly innovation; 3 = mostly operations; 4 = clearly operations.

Q66. Please elaborate your answer if relevant

Q67. What does your government's approach to ICT procurement prioritise the most: Getting the best value for the public sector versus stimulating domestic ICT sector development

Please choose below: 1 = Clearly getting the best value; 2 = mostly getting the best value; 3 = mostly stimulating domestic development; 4 = clearly stimulating domestic development.

Q68. Please elaborate your answer if relevant

Q69. Does a central, searchable repository exist to store ICT contracts in the government?

Yes

No

Q70. Does a central database exist to make previous ICT supplier performance evaluations in the government available as a reference for future ICT procurement decisions?

Yes

No

Q71. Does ICT procurement at your central government formally include provisions for the entire life cycle of products (such as environmental impact)?

Please select the most appropriate answer

- Yes, requirements to consider the entire life cycle of procured ICTs (i.e. all impacts from sourcing through production to use, disposal and reuse)
- Yes, requirements to consider selected parts of the life cycle of produced ICTs (e.g. only energy consumption during use phase)
- No, no such provisions exist.

Section 10. Online service delivery and transaction costs

The increasing online service delivery leads to a focus on the potentials of using ICT to reduce transaction costs. Looking into service transactions and service transaction costs across different public service delivery channels can provide important indicators for the added value of using ICT, grounding the priorities of the national multichannel strategies. Adding information on the time spent for the users in the different service delivery channels is an important indicator for the social value added in specific transactions across channels.

Q72. Do you have centrally available list (e.g. a database, repository or a framework) defining all services provided in the public sector?

Yes

No

Q73. If yes, please provide the link

Q74. Are any public services or procedures mandatory to use online?

Yes

No

Q75. If any public services or procedures aimed at citizens are mandatory to use online, please indicate the number of services together with other relevant information (such as the kind of services, user groups, etc.)

Q76. If any public services or procedures aimed at businesses are mandatory to use online, please indicate the number of services together with other relevant information (such as the kind of services, user groups, etc.)

Q77. Is it a government priority to increase the number of mandatory online services aimed at citizens?

Yes

No

Q78. Is it a government priority to increase the number of mandatory online services aimed at businesses?

Yes

No

Q79. Please explain your approach to the use of mandatory online services above, including any differences in the approach to citizens and businesses.

Q80. What are the main barrier(s) for increasing the number of mandatory online services?

Please select all that apply and at least one option.

Channel choice is a right

Channel choice is a political priority
 Some citizens prefer personal contact
 Encouragement (pull) is preferred to force (push)
 Internet access and usage is not yet high enough
 Not all users have yet adequate ICT skills
 Online service delivery is not yet mature/of sufficient quality
 Other, please specify:

Q81. Please rank the following public service delivery channels according to how cost-effective you estimate they are today in 2014 (that is, given your current national information society context).

Please assess each of the different channels, number 1 reflecting the most cost-effective service delivery channels, and 6 the least cost-effective channels. Base your answer on the priorities reflected in your national strategies.

	1	2	3	4	5	6
Online national public service portal						
Authority or topic specific portal or webpage						
Mobile platforms (e.g. applications, SMS, MMS or online service designed for mobile devices)						
Physical meetup in shared service centre						
Physical meetup in case handling office						
Telephone interaction with the						

office responsible for the specific service						
Telephone interaction call centres						
By emails						
By traditional, printed letters or forms						

Q82. Please rank the following public service delivery channels according to how cost-effective you estimate they would be in 2018.

Please assess each of the different channels, number 1 reflecting the most cost-effective service delivery channels, and 6 the least cost-effective channels. Base your answer on the priorities reflected in your national strategies.

	1	2	3	4	5	6
Online national public service portal						
Authority or topic specific portal or webpage						
Mobile platforms (e.g. applications, SMS, MMS or online service designed for mobile devices)						
Physical meetup in shared service						

centre						
Physical meetup in case handling office						
Telephone interaction with the office responsible for the specific service						
Telephone interaction call centres						
By emails						
By traditional, printed letters or forms						

Q83. If relevant, please elaborate on your channel strategy as outlined above.

Q84. Are there government wide guidelines for measuring the following parameters in your public service provision online and offline?

Select all that apply

Take up per delivery channel

Transaction cost per delivery channel

User satisfaction per delivery channel

Spent time on a transaction per delivery channel

Number of non-completed transactions per delivery channel

No guidelines for measurements exist

Other:

Q85. Please provide links to any mentioned guidelines as relevant

Q86. Do you measure the transactions costs of public services according to the different costs of the different service delivery channels?

Yes, always

Yes, sometimes, but it is at the discretion of the responsible authorities

No, estimating transactions costs is not relevant

No, it is difficult to obtain valid numbers

No, for another reason. Please indicate:

Q87. Do you measure the time users spend on completing a transaction via different service delivery channels?

Yes, always

Yes, sometimes, but it is at the discretion of the responsible authorities

No, estimating completion times is not relevant

No, it is difficult to obtain valid numbers

Section 11. Using national online portals

National portals have been implemented as ways of providing user oriented online services in most OECD countries. While the more precise strategies vary, national portals have become important parts of channel strategies and hence for the performance in the online public service delivery. The following section aims to clarify what role the national portals are playing.

Q88. Do you have a main national citizen portal for government services?

Yes

No

Q89. If yes, please select the option(s) that best characterises your national citizens portal

Please check all that apply.

- The portal provides access to the services provided uniquely by the authority in charge of the portal
- The portal provides unique services on behalf of responsible authorities (the portal provides a service delivery "shell")
- The portal provides services also provided through specific websites of the responsible authorities (central duplication of entry points also existing elsewhere)
- The portal links to online services provided elsewhere, at specific websites of responsible authorities (centralisation of information without duplication of services)
- Other, please specify the role of the portal:

Q90. Do you have a main national business portal for government services?

Yes

No

Q91. If yes, please select the option(s) that best characterises your national business portal

Please check all that apply.

- The portal provides access to the services provided uniquely by the authority in charge of the portal
- The portal provides unique services on behalf of responsible authorities (the portal provides a service delivery "shell")
- The portal provides services also provided through specific websites of the responsible authorities (central duplication of entry points also existing elsewhere)
- The portal links to online services provided elsewhere, at specific websites of responsible authorities (centralisation of information without duplication of services)
- Other, please specify the role of the portal

Q92. If yes, please provide the links to the main national portals for governments services.

In case of several portals or entry points, or where parts of the same national portal are dedicated to businesses and/or associations and/or individuals, please specify.

Q93. Do you enforce the use of common accessibility guidelines on the national portal?

Yes
No

Q94. Do you regularly monitor the compliance with these guidelines?

Yes
No

Q95. If yes, please provide a link to the guidelines and explain the compliance mechanism.

Q96. Please provide the following for your national portal

	Values
Unique page views 2013	
Average time spent on portal (minutes)	

Q97. Please provide any other relevant additional information below, such as statistics on entrance users, i.e which page they came from, and statistics on exit of users i.e which page they left for

Q98. Do you have a legally recognised digital identification mechanism in your country (e.g. digital signature)?

Yes
No

Q99. If yes, please provide more information as relevant, e.g. whether there are several different mechanisms in place, their scope and functioning.

Q100. If yes, please indicate what services the digital identification mechanism(s) can be used for

Please check all that apply.

Public services provided at the central/national government level

Public services provided by subnational levels of government

Private sector services

Other, please specify:

Q101. If yes, how is the legally recognised digital identification integrated with the national online portal for public services?

By services available via the portal in the answers below, we include all services provided on the portal, through the portal or by direct links from the portal.

All services available via the portal use it

Most services available via the portal use it

Some services available via the portal use it

None of the services available via the portal use it

Q102. If yes, what is the estimated share of unique visitors to the portal in 2013 that used the recognised digital identification mechanism?

Value in percentages.

Q103. Please provide any additional relevant information regarding the use of digital identification mechanisms for public and private services