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 egovernment?
Yes
No

Q2. If you have a national strategy for digital government or egovernment, 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 egovernment, 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 egovernment, 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 egovernment?
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 for 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 egovernment 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
The capacity to manage ICT projects is critical for the successful contribution of ICT to public sector modernisations and reforms. How ICT projects are managed, what stakeholders are involved, and how risks are dealt with can help understand project performance.

Q25. Does a standardised model exist for ICT project management at the central government level?
Yes
No

Q26. If a standardised ICT project management model exist at the central government level, please provide detailed information or a link to further description

Q27. If a standardised ICT project management model exists, is it mandatory to use at the central government level?
Yes
No
It depends, please elaborate

Q28. Please explain if your government uses ICT project budget thresholds/ceilings to structure its governance processes.
For example, if certain procedures apply to projects with larger budgets only.

Q29. How many central government ICT projects are currently being implemented with total project costs above 10 million USD?
The OECD will tentatively use 10 million USD as a threshold for the purposes of this survey. Please estimate the total number of projects across the central government.

Q30. Please indicate the average planned project length in months for these larger projects (above 10 million USD)
From the decision to start up the project to its planned full implementation
0-6 months
6-12 months
12-18 months
18-24 months
24-30 months
30-36 months
More than 36 months
Not applicable

Q31. Who are the main actors (e.g. parties) involved in each of the following phases of your current large ICT projects at the central government level (for this purpose, with budgets above 10 million USD)?
Select a maximum of 3 actors per activity for each of the process steps listed in the column (ai).

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>Coresponsible Actor</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Definition of the need for an ICT project</td>
<td></td>
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<tr>
<td>b. Ex ante project value assessment (e.g. of business</td>
<td></td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Often</th>
<th>Rarely</th>
<th>Never</th>
<th>Please elaborate if needed</th>
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</thead>
<tbody>
<tr>
<td>Increase in service quality in concerned authorities</td>
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<td>Increase in output in concerned authorities</td>
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<td>Budget reductions in concerned authorities</td>
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<tr>
<td>Staff reductions in concerned authorities</td>
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<tr>
<td>Staff reallocation across the government</td>
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</table>
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.

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.*

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

Telephone interaction call centres

By emails

By traditional, printed letters or forms

<table>
<thead>
<tr>
<th>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.</th>
</tr>
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<tbody>
<tr>
<td>Online national public service portal</td>
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</tr>
<tr>
<td>Physical meetup in shared service</td>
</tr>
</tbody>
</table>
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?
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

<table>
<thead>
<tr>
<th></th>
<th>Values</th>
</tr>
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<tbody>
<tr>
<td>Unique page views 2013</td>
<td></td>
</tr>
<tr>
<td>Average time spent on portal (minutes)</td>
<td></td>
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</tbody>
</table>

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