



Digital government toolkit



Digital Government Strategies: Good Practices



Colombia:

Digital Government Monitoring and Evaluation System

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 Colombia 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 Technology and Communications
- Name of the practice:** Digital Government Monitoring and Evaluation System
- Principles implemented:** Principle 3 - Creation of a data driven culture in the public sector

Description: It is the initiative of the Digital Government Directorate 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.

The 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 digital 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 T the digital 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 digital government, the Monitoring and Evaluation System of Digital Government evaluates the performance of public agencies of national, regional and local level, according to the Digital Government guidelines, specifically the Digital Government Manual along with the guides that complement it in terms of accessibility, usability, open data, architecture and security and privacy of information, among others. To do so, ministries, mayoralties and governorates among others, are required to fill out through Internet a form (known in Spanish as



Digital government toolkit



FURAG -Single Form for Progress and Management Report), with questions related with the guidelines defined in the manual cited previously. Based on the answers given by the agencies, is calculated the Digital Government Index. This index shows the progress and results obtained by the implementation of the Digital Government strategy.

The measurement of this index has been carried out since 2007 in the agencies of the national level and since 2008 in those of the territorial level.

Since 2015, the index has been adjusted, in accordance with the changes of the Digital Government policy of Colombia. Currently, it has a structure composed of 2 types of indicators, compliance and results. The compliance indicators measure the degree of execution of the guidelines defined in the Digital Government Manual, while the result indicators show the achievement of the purposes of the Digital Government policy. Additionally, the current Digital Government Index incorporates new indicators, among which are some related with the Seal of Excellence of Digital Government. This is how measurement is articulated, a maturity model that provides a high quality certification of digital products and services of public entities of the Colombian State, which is detailed below.

The following are the results of the Digital Government Index of 2017:

- National agencies: 77,7
- Territorial agencies: 59,2

From the demand side, the Monitoring and Evaluation System of Digital Government assesses indicators related to the use of Information Technologies and ICT Communications by citizens and businesses to interact with the State. These measurements have been made since 2007, through surveys/studies of citizens and companies.

Until 2015, the hiring of these surveys/studies was led by the office of the Ministry of ICT responsible for the Digital Government policy. As of 2016, these surveys were integrated into the Large ICT Survey led by the Planning and Sectoral Affairs Advisory Office of the Ministry of ICT, in order to articulate statistical efforts historically dispersed in diverse investigations, thus allowing having a unified reference of information for the main sectorial indicators produced by the Ministry of ICT.

The following are the results of some of the ICT use indicators by citizens and businesses to relate to the State, corresponding to the year 2016:

- Citizens who obtain information online from public entities through electronic channels: 82%
- Citizens who interact with public entities through electronic means: 76%
- Citizens who carry out procedures or obtain services online with public entities: 72%
- Citizens who provide accompaniment and permanent review on the management of public entities through electronic channels: 71%
- Citizens who make requests, complaints or claims to public entities through electronic channels: 66%
- Citizens who participate by using electronic means: 64%



Digital government toolkit



- Businesses who obtain information online from public entities through electronic channels: 84%
- Businesses who provide accompaniment and permanent review on the management of public entities through electronic channels: 77%
- Businesses who make requests, complaints or claims to public entities through electronic channels: 72%
- Businesses who interact with public entities through electronic means: 61%
- Businesses who participate by using electronic means: 59%
- Businesses who carry out procedures or obtain services online with public entities: 40%

The results of the first Large ICT Survey, corresponding to the year 2016, are published in <http://colombiatic.mintic.gov.co/679/w3-search.html>

In the strategic dimension, the Monitoring and Evaluation System of Digital Government measures the impact of the Digital Government policy according to strategic objectives such as efficiency, transparency, integrity of the public sector, participation, among others.

This study estimated in 2016 the relationships between the different links in the value chain of the policy in order to identify its main effects in terms of results and impacts.

The final report of this study is published in <http://estrategia.gobiernoenlinea.gov.co/623/w3-propertyvalue-7654.html>

Results

Monitoring and Evaluation System of Digital Government shows the progress and results obtained by the implementation of the Digital Government Policy. In this sense, it has allowed to identify the strengths and weaknesses of the policy, and to direct the initiatives in the aspects where the minor advances are found.

Development

Design:

The Digital Government monitoring and evaluation system was designed under the leadership of the Ministry of Information and Communications Technologies, with the collaboration of different stakeholders such as: United Nations Development Program, Andean University, Organization for Economic Cooperation and Development, Administrative Department of Public Function, the National Planning Department, among others.

The Digital Government Index was designed 2008, when the United Nations Program for Development (UNDP) contracted the Andes University for the conceptualization, design and development of a methodology of monitoring and evaluation of Online government in Colombia.



Digital government toolkit



The Ministry of Communications (currently Ministry of ICT), as the responsible of the Online Government Program (currently Digital Government Directorate) 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 has been evolving according to the evolution of the policy. In this way, in 2016, the Ministry of Information and Communications Technologies, together with the Organization for Economic Cooperation and Development (OECD), methodology to evaluate the impact of the Digital Government policy on Colombia.

Testing:

In all measurements of the monitoring and evaluation system pilots have been carried out to test the clarity and relevance of the questions in the questionnaires with which the information is collected for the calculation of the indicators.

Implementation:

To implement the Digital Government monitoring and evaluation system used the following tools:

- R for the last measurement of the Digital Government Index
- SPSS for calculating the indicators of ICT use by citizens and companies to interact with the State
- STATA for the impact assessment of Digital Government in Colombia
- Microsoft Power BI for the visualization of the Digital Government Index

Resources

1 or 2 members of the Digital Government Directorate teamwork have led the implementation of the monitoring and evaluation system, during the last 5 years.

The Digital Government index measurement has been carried out directly by the Digital Government Directorate of the ICT Ministry, in coordination with the team of the Administrative Department of Public Administration.

For the implementation of model of monitoring and evaluation system of Digital Government, the Ministry has contracted companies specialized in market research a base teamwork integrated by 3 people (1 director, 1 researcher and 1 statistic). The Ministry of ICT has allocated around \$ 1.000.000.000 COP (approximately \$ 500.000 US dollars) per year for the implementation of this model.

The contribution agreements to design and apply the methodology to the impact of the Digital Government policy on Colombia was approximately \$ 874'899.456 COP (\$ 300.000 USD).



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Diffusion and scaling:

The disclosure of the measurements of the system of monitoring and evaluation of Digital Government is carried out through the following channels:

- **Digital Government Website:** The results of studies and measurements of digital government are published through the website of the digital government (<http://estrategia.gobiernoenlinea.gov.co/623/w3-propertyvalue-7651.html>) and the and the statistics site of the ICT sector: <http://colombiatic.mintic.gov.co/679/w3-channel.html>
- **Accompanying sessions:** In the training sessions and accompaniment conducted by the Digital Government Directorate with the agencies at the national and territorial levels, the methodology and results of the Digital Government index of the last evaluated period are presented, as well as the respective strengths and weaknesses of the according to said results.
- **Special events:** The Digital Government Directorate of the ICT Ministry also organizes special events to disseminate the methodology and the results of their studies. In this way, for the impact assessment of the Digital Government policy, face-to-face sessions were held with entities to present the methodology and then, in the Digital Government week of 2017, the results of that measurement were presented.

Social networks: After conducting a study, such as ICT use indicators, the Digital Government Directorate of the ICT Ministry, organizes campaigns on social networks to disseminate the respective results. For the dissemination of the results of the impact evaluation, the results of the ICT impact assessment were also disclosed. In the same way, for the dissemination of the results of the impact evaluation, a live Facebook was carried out, led by the OECD.

Expansion to other levels of government

Some areas of the Ministry of ICT, and other agencies, have made some measurements similar to those made by the Digital Government Directorate. Thus, for example, the planning office of the Ministry of ICT replicated the experience of the Digital Government Directorate of conducting surveys aimed at measuring aspects of intrés related to ICT policy. In the same way, the National Citizen Service Program of the National Planning Department has carried out surveys to measure this policy. In this regard, it should be noted that the citizen service policy is also evaluated within the management and institutional performance policies, through the Single Form of Management Advance Reports.

Partnerships: Public Sector Organisations, Other

Private: Em

Lessons learned

The report on local agencies is not easy to achieve, especially before the change of local governments due to election calendars.



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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

Additionally, the agencies may use a self-diagnostic tool to have more frequent reports to take actions before official finish result.

Conditions for successful implementation

The establishment of the legal mandate for monitoring and evaluation of the policy is a facilitator for agencies to contribute to the provision of information.

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