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COUNCIL

Council

REPORT ON THE IMPLEMENTATION OF THE OECD RECOMMENDATION ON DIGITAL GOVERNMENT STRATEGIES

(Note by the Secretary-General)

JT03540174

1. This document presents, in its Annex, a Report by the Public Governance Committee (PGC) on the implementation of the OECD Recommendation on Digital Government Strategies [OECD/LEGAL/0406] (hereinafter the "Recommendation"), including on the implementation of its substantive provisions, its dissemination and its continued relevance. The Report concludes that the Recommendation remains relevant and proposes actions to further support its dissemination and implementation.

2. The PGC approved the Report and its transmission to Council to be noted and declassified by written procedure on 7 March 2024 [GOV/PGC/EGOV(2023)4/REV2]. Once declassified, it will be included on the online Compendium of OECD legal instruments.

Background

3. On 15 July 2014, the Council adopted the Recommendation to help Adherents take more strategic approaches to digital government, using digital technologies and data to achieve more open, participatory and innovative governments [C(2014)88 and C/M(2014)9, Item 124].

4. The Recommendation recommends that Adherents ensure the strategic use of technologies and data in the public sector through the development and implementation of digital government strategies, focusing on:

- **Openness and engagement to secure public trust**: the first set of recommendations offers guidance on how to incorporate the principles of transparency and collaboration in the use of digital technologies and data. It outlines how digital government can promote increased openness in government and facilitate collaboration among both internal and external stakeholders to create mutual value.
- **Governance and co-ordination:** the second set of recommendations emphasises the importance of governance and co-ordination, highlighting the need for effective frameworks to ensure the co-ordinated implementation of digital government strategies.
- **Capacities to support implementation**: the last set of recommendations underlines the need for developing skills, business processes, and legal and regulatory frameworks that can effectively support the implementation of digital government strategies, including the commissioning of information and communication technologies (ICT).

5. As of July 2023, in addition to the 38 OECD Members, eight non-Members, namely Argentina, Brazil, Egypt, Kazakhstan, Morocco, Panama, Peru and the Russian Federation[1] are Adherents to the Recommendation.

6. When adopting the Recommendation, the Council instructed the PGC *to monitor its implementation and report back to the Council no later than three years following its adoption and regularly thereafter*. The first Report on the implementation of the Recommendation (hereinafter the "2017 Report"), developed by the Working Party of Senior Digital Government Officials (E-Leaders) and covering the period 2014 to 2017, concluded that "*Adherents have generally taken important steps towards aligning broad strategic frameworks, raising awareness, and implementing innovative practices across the public sector based on the Recommendation. However, additional efforts are needed to establish robust policy frameworks, strengthen institutional capabilities, and enhance dissemination of the Recommendation at the subnational level*" [C(2017)139].

[1] On 8 March 2022, the Council decided an immediate suspension of the participation of the Russian Federation in OECD bodies [C/M(2022)4, Item 73].

7. When noting the 2017 Report, the Council "*encouraged Adherents to address the actions proposed in the "Conclusions and next Steps" section of the [2017] Report*" and instructed the PGC to report to the Council thereon in five years. In particular, the Council encouraged Adherents to "*strengthen the implementation of the Recommendation by fostering peer learning and sharing of experiences through further developing the Digital Government Toolkit*" and "*develop digital government indicators to support the monitoring of the implementation of the Recommendation*".

8. Following up on the 2017 Report, and in order to provide continuous support for the implementation of the Recommendation, the Secretariat, together with Adherents, developed the OECD Digital Government Policy Framework (DGPF) [2], which is strongly rooted in the Recommendation and has become the main OECD policy guidance for helping Adherents implement the provisions of the Recommendation and assess their efforts to increase their digital maturity. The Secretariat also developed the *OECD Digital Government Index* (DGI) [GOV/PGC/EGOV(2020)2/REV1], benefiting from inputs from E-Leaders, which is a measurement tool to monitor Adherents' efforts to implement the Recommendation. Launched in 2020, the DGI is grounded in the provisions of the Recommendation and in the six dimensions of the DGPF. In addition, to help Adherents address the policy gaps identified during the first reporting cycle, the Secretariat developed specific policy frameworks in the areas of governance of digital government, service design and delivery, digital talent and skills, and data-driven public sector.

9. As the digital transformation of the public sector remains a rapidly evolving field, two other OECD legal instruments have been adopted by Council and are complementary to the Recommendation[3]. The implementation of the Recommendation is also reinforced by other OECD standards such as the *Good Practice Principles for Data Ethics in the Public Sector* [GOV/PGC/EGOV(2020)6/REV3] and the *Good Practice Principles for Public Service Design and Delivery in the Digital Age* [GOV/PGC/EGOV(2022)1/REV1]. In addition, during the meeting of the PGC at Ministerial level, Ministers adopted the *OECD Declaration on Building Trust and Reinforcing Democracy* [OECD/LEGAL/0484], in which they invited the OECD, through the PGC, to support efforts in developing a new OECD Recommendation on the design of government services to improve people's experiences, which could also be complementary to the Recommendation.

10. Finally, since the 2017 Report, the COVID-19 pandemic raised unprecedented challenges for governments and societies; public service delivery and democratic life were particularly constrained by social distancing measures. Digital government became a lifeline, ensuring continuity and responsiveness in delivering essential services during lockdowns. Adherents faced both new and existing challenges in using digital tools and platforms to meet the unexpected surge of citizen demands and needs. The pandemic underscored the critical importance of digital government strategies in enabling Adherents to use digital technologies and data to be inclusive, transparent and proactive even in times of crisis. The Recommendation has thus continued to serve as a key instrument for Adherents in planning and executing strategic decisions and investments in digital government.

11. This Report provides an assessment of key activities undertaken to implement and disseminate the Recommendation since 2017, as well as of its continued relevance. It also identifies areas for further work to improve implementation and dissemination.

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[2] As an OECD policy guidance, the DGPF is meant to help Adherents effectively design and implement a strategic approach to improving the digital maturity of their public sectors. It identifies the six essential characteristics of a digital government that supports an inclusive, responsible and efficient digital transformation. It is based on the good practices of implementation of the Recommendation identified through several peer reviews conducted within Adherents, also drawing on the knowledge included in the Digital Government Toolkit. The DGPF was presented to the E-Leaders during the 2018 E-Leaders meeting in Korea and approved together with the OECD 2019 Digital Government Index: Results and Policy Trends [GOV/PGC/EGOV(2020)2/REV1].

[3] The *OECD Recommendation on Enhancing Access to and Sharing of Data* [OECD/LEGAL/0463] and the *OECD Recommendation on the Governance of Digital Identity* [OECD/LEGAL/0491].

Methodology

12. The main sources of information used for preparing this Report are the OECD digital government measurement tools are *the OECD Survey on Digital Government* 2.0; and the *OECD Survey on Open Government Data 5.0*. Statistics on implementation were based on the results of the *OECD Survey on Digital Government 2.0* (hereinafter the "Survey"), which serves as the main data collection instrument for the calculation of the OECD Digital Government Index. The Survey was answered by 39 countries, including 37 Adherents[4] to the Recommendation, therefore representing 80.4% of Adherents (hereinafter "Respondents"). A selection of relevant questions from the Survey was matched to each provision of the Recommendation.

13. This Report also draws on the OECD Digital Government Studies and the OECD Digital Government Reviews. The discussions in the E-Leaders Annual meetings and special sessions in 2019, 2020, 2021 and 2022 also contributed to this Report.

14. For the analysis, the collected evidence was organised into cases and statistics. The previously listed sources led to the collection of 124 cases that were systematised and classified to illustrate implementation efforts by Adherents across all the provisions of the Recommendation.

Process

15. The **first draft** Report was circulated to the E-Leaders for comments via written procedure by 3 November 2023 [GOV/PGC/EGOV(2023)4]. A **second draft**, integrating comments received from the E-Leaders [GOV/PGC/EGOV(2023)4/REV1], was discussed by the E-Leaders at its meeting on 21 November 2023 [GOV/PGC/EGOV/A(2023)2] and circulated to the PGC and the Digital Policy Committee (DPC). Finally, the **third draft**, reflecting comments received by E-Leaders, the PGC and DPC, as well as other OECD policy communities, was approved by the PGC via written procedure on 7 March 2024 [GOV/PGC/EGOV(2023)4/REV2]. The Report is submitted to the Council, via the Executive Committee, to be noted and declassified. Thereafter, it will be published on the online Compendium of OECD Legal Instruments.

Summary

Implementation

16. The findings of this Report indicate that Adherents have made significant progress in aligning their digital government strategies and other related strategic frameworks with the provisions of the Recommendation. However, further efforts and investments are needed in this area to better leverage the use of digital technologies in the public sector. Strengthening governance and co-ordination for digital government and enhancing related institutional capacities would be important to support further the implementation of the Recommendation.

17. The implementation of the first pillar of the Recommendation on openness and engagement to secure public trust has been positive and there is increased transparency across legal and policy frameworks related to digital government. Adherents have made the process of developing their national digital government strategy more inclusive and promoted collaborative approaches to public service design and delivery. However, progress on engaging further society to use and collaborate on digital government

[4] The OECD Survey on Digital Government 2.0 was shared with all OECD member countries and three accession countries (Argentina, Brazil and Peru). The Survey was shared with Panama through the Digital Government Index LAC edition and Egypt through the Country Programme. The Survey was not shared with Morocco, Kazakhstan and the Russian Federation.

would require better results in reducing digital divides. Engaging non-public stakeholders more actively would also bring added value to the process. Additionally, although many actions have been taken to prioritise data as a key strategic asset, Adherents need to continue investing in fortifying coherent data governance. This will secure efficient, responsible and trustworthy use and management of data in the public sector.

18. Since the 2017 Report, Adherents have made significant progress on the governance frameworks for digital government. With strong political commitment and leadership, efforts at building consensus with relevant stakeholders have effectively reinforced the alignment between digital government strategy and other national strategies such as those on AI. Nonetheless, Adherents need to strengthen co-ordination mechanisms, especially in areas such as the monitoring and evaluation of governments' decisions on digital government investments, in order to increase accountability and public trust. Furthermore, building upon ongoing international co-operation efforts, Adherents can further collaborate in sharing knowledge on emerging priorities such as designing and delivering proactive services, ultimately benefiting citizens and businesses across borders.

19. The assessment of the Report highlights the crucial need for Adherents to reinforce capacities and policy tools to support the efficient and effective implementation of digital government strategies. Many support tools, including standardised models for business cases and project management of digital/ICT projects, or ICT procurement guidelines, already exist in many Adherents. Nevertheless, it remains challenging for Adherents to ensure a consistent and coherent use of these tools across the public sector. Similarly, further efforts are needed to integrate and align these instruments under a coherent framework for digital government investments. This is particularly important as increasing interest in digital public infrastructure and digital public goods and the ongoing shift towards the "Government as a Platform" approach are reshaping the context for many of these tools. Adherents also need to continue assessing and monitoring the implementation of their digital government strategies, so that they can regularly update them in a fast-changing environment. Furthermore, building on the progress made during the COVID-19 pandemic, Adherents should continue their efforts to strengthen international co-operation on digital government. This would contribute to improving interoperability of policies and systems across borders, adding value for citizens and business in a global world.

20. Although the findings of this Report indicate that Adherents have made significant progress in implementing the Recommendation, further efforts are needed by Adherents to make better use of digital technologies in the public sector to fully align with the provisions of the Recommendation. In particular, to fully implement the Recommendation, Adherents need to prioritise the actions set out in para. 169 of the Report.

Dissemination

21. The Recommendation invites the Secretary-General to disseminate it. In addition, Adherents are also invited to disseminate the Recommendation at all levels of government. Further, when noting the 2017 Report, Council encouraged Adherents to address the actions proposed in the 2017 Report, notably to "*raise awareness of the Recommendation nationally and internationally*". Accordingly, over the last six years, the Secretariat and Adherents have made efforts to disseminate the Recommendation at all levels.

22. The dissemination activities of the Secretariat and Adherents at an international level reflect the high interest of Adherents in better aligning their digital government strategies with the Recommendation. Under the framework of the Global E-Leaders Initiative (GELI), Adherents and the Secretariat have streamlined efforts to foster knowledge-sharing and to support policymakers globally in promoting digital government strategies.

23. Adherents have also been active in promoting the Recommendation at the national level. Country peer reviews[5] have proven to be an effective tool for disseminating the Recommendation and related OECD standards. While significant strides have been made in disseminating the Recommendation at the international and national levels, further efforts can be made to disseminate it at the subnational level to increase its impact and ensure consistent progress across all levels of government, as set out in the Recommendation.

Continued relevance

24. As the digital transformation of the public sector remains a high priority for governments and further demonstrated its critical role during the COVID-19 pandemic, this Report concludes that the provisions of the Recommendation remain relevant for Adherents. With digital advances maintaining its fast pace, governments need pertinent guidance to accompany this transformation. The Recommendation continues to provide over-arching principles and guidance for Adherents. In this context, the Recommendation does not require a revision at this time. The PGC should nevertheless continue supporting its implementation, notably through the Digital Government Index and the OURdata Index, and report progress to the Council in five years.

Proposed action

25. In light of the preceding, the Secretary-General invites the Council to adopt the following draft conclusions:

THE COUNCIL

a) noted document C(2024)70, in particular the Report set out in its Annex, and agreed to its declassification;

b) encouraged Adherents to the Recommendation to:

   (i) continue disseminating and implementing the Recommendation, including through their participation in reviews and by raising awareness of the Recommendation nationally and internationally; and

   (ii) address the main challenges identified in the conclusions of the Report, in particular the proposed actions set out in paragraph 169 of the Report.

c) invited the Public Governance Committee, through E-Leaders, to:

   (i) support Adherents in addressing the main challenges set out in the conclusions of the Report;

   (ii) continue its work on the update of the OECD Digital Government Index and OURdata Index to assess the implementation of the Recommendation;

   (iii) continue to support the implementation and dissemination of the Recommendation as well as related tools; and

   (iv) report back to Council on the implementation, dissemination and continued relevance of the Recommendation in five years.

[5] Since the last reporting exercise, country reviews were conducted in 13 Adherents.

Annex. Report on the implementation of the OECD Recommendation on Digital Government Strategies [OECD/LEGAL/0406]

1. Background

1. The rapid progress of digital technologies, including artificial intelligence, cloud computing, and machine learning, has transformed economies and societies. These advancements have significant implications for governments and public sectors, particularly as service providers. The evolution of new business models that utilise network effects and data has enabled more user-centred and user-driven services that citizens can influence, resulting in unique user experiences.

2. Many governments have capitalised on these technological advancements to undertake comprehensive reforms in policymaking and in the design and delivery of public services. Central to these efforts are digital government strategies, through which countries have transformed public sector operation and decision-making processes, overcoming outdated structures and silos. The strategies can foster horizontality, interoperability and integration, which are crucial to achieve the digital transformation.

3. Digital government strategies allow countries to improve their capacity to design and deliver services to respond to changing needs and meet users' expectations. They can also enhance performance in public spending on digital government and reduce the risk of security breaches. The key to this is a digital government strategy that reflects public expectations in terms of economic and social value, innovation, personalised service delivery, engagement and dialogue with citizens and businesses. The shift towards digital government has two main implications. First, it calls for a departure from the use of digital technologies to simply transfer existing analogue processes and provide traditional services on online platforms. Instead, governments are expected to adopt a "digital by design" approach, transforming internal processes and the design and delivery of public services. This means tapping into the full potential of digital technologies and data to streamline and simplify processes; make public interactions with the public sector more user-friendly, transparent and convenient; and improve overall efficiency. Second, a transition to digital government requires empowering citizens and businesses to voice and determine their own needs and collaborate in the design of public services that meet their needs, thus moving away from a top-down approach.

4. Considering these paradigm shifts, in 2012, the then OECD Network on E-Government of the Public Governance Committee (PGC) (now Working Party of Senior Digital Government Officials (hereinafter "E-Leaders")) established a task force of 13 OECD Members[6] to develop a legal instrument on digital government. The first draft was discussed in Bern, Switzerland on 29-30 October 2013 [GOV/PGC/EGOV(2013)1] and subsequently informed by both internal and public consultations, including feedback from the Committee on Digital Economy Policy (hereinafter "CDEP").

5. As a result of this work, on 15 July 2014, the Council adopted the OECD Recommendation on Digital Government Strategies [OECD/LEGAL/0406] ([C(2014)88] and [C/M(2014)9], Item 124), on the

The statistical data for Israel are supplied by and under the responsibility of the relevant Israeli authorities. The use of such data by the OECD is without prejudice to the status of the Golan Heights, East Jerusalem and Israeli settlements in the West Bank under the terms of international law.

[6] Austria, Canada, Chile, Denmark, Estonia, Japan, Korea, Mexico, New Zealand, Portugal, Spain, Switzerland and the United Kingdom.

proposal of the PGC, (hereinafter the "Recommendation"). The Recommendation was the first international instrument on digital government and aims to guide Members and non-Members having adhered to it (hereinafter the "Adherents") in adopting a strategic approach to the use of digital technologies and data to achieve open, participatory and innovative governments, shifting from e-government to digital government.

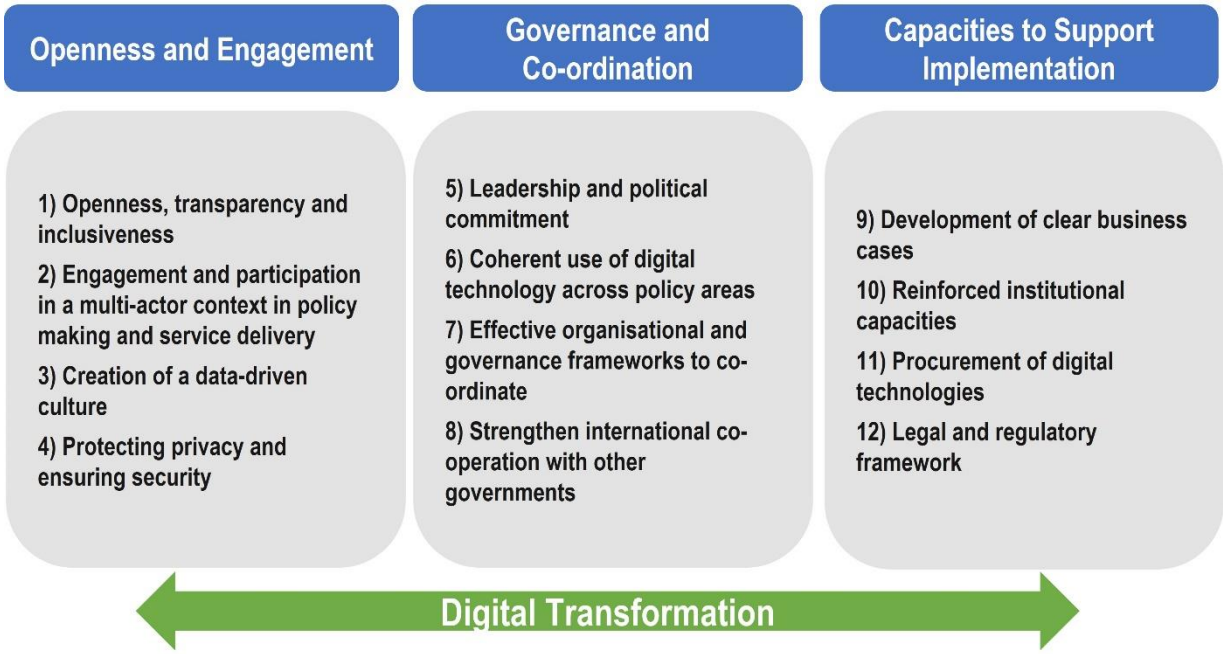
6. Currently, all OECD Members and several non-Members, namely Argentina, Brazil, Egypt, Kazakhstan, Morocco, Panama, Peru and the Russian Federation[7], have adhered to the Recommendation (hereinafter, "Adherents"). Since its adoption, the Recommendation has supported the development and implementation of digital government strategies of Adherents.

7. The Recommendation includes a set of provisions to ensure the strategic use of technologies and data in the public sector and produce the transformative effects described above. These provisions can be grouped into three pillars (Figure 1).

- **Openness and engagement to secure public trust**: the Recommendation offers guidance to decision makers on how to incorporate the principles of transparency and collaboration in the use of digital technologies and data to improve the design and delivery of public policies and services. This initial set of key policy recommendations outlines how digital government can promote increased openness in government and facilitate collaboration among both internal and external stakeholders to create mutual value.
- **Governance and co-ordination**: the second set of policy recommendations emphasises the importance of governance and co-ordination, highlighting the need for effective frameworks to ensure the co-ordinated implementation of digital government strategies and support international digital co-operation.
- **Capacities to support implementation**: the last set of policy recommendations underlines the need for developing skills, business processes, approaches to public procurement, and legal and regulatory frameworks that can effectively support the implementation of digital government strategies, including the commissioning of information and communication technologies (ICT).

[7] On 8 March 2022, the Council decided an immediate suspension of the participation of the Russian Federation in OECD bodies [C/M(2022)4, Item 73].

Figure 1. Three pillars of the Recommendation



Source: (OECD, 2017[1]), Report on the implementation of the Recommendation on Digital Government Strategies.

8. When adopting the Recommendation, the Council instructed the PGC "to monitor the implementation of this Recommendation and report thereon to the Council no later than three years following its adoption and regularly thereafter, notably in consultation with Committee on Digital Economy Policy".

9. The first Report on the implementation of the Recommendation assessed the progress of Adherents in implementing the provisions of the Recommendation between its adoption in 2014 and 2017 [C(2017)139] (hereinafter the "2017 Report"). The 2017 Report concluded that "*Adherents have generally taken important steps towards aligning broad strategic frameworks, raising awareness, and implementing innovative practices across the public sector based on the Recommendation. However, additional efforts are needed to establish robust policy frameworks, strengthen institutional capabilities, and enhance dissemination of the Recommendation at the subnational level*".

10. When noting the 2017 Report, the Council encouraged Adherents to continue efforts to "…(i) *strengthen the implementation of the Recommendation by fostering peer learning and sharing of experiences through further developing the Digital Government Toolkit; (ii) develop digital government indicators to support the monitoring of the implementation of the Recommendation, and (iii) raise awareness of the Recommendation nationally and internationally (…)*". It also instructed the PGC to "continue promoting and monitoring the implementation of the Recommendation, including supporting dissemination efforts at all levels of government, and to report to the Council thereon in five years".

11. Since its adoption, the Recommendation has been the policy framework applied in all digital government reviews conducted by the Secretariat to formulate actionable policy recommendations to support governments shift from e-government to digital government and advance in their digital transformation. Through the good practices identified in a number of peer-reviews conducted within Adherents implementing the Recommendation, and informed by the knowledge lifted through the Digital

Government Toolkit[8], the Secretariat developed together with Adherents the OECD Digital Government Policy Framework (DGPF).

12. As an OECD policy guidance, the DGPF is meant to assist governments in identifying the key determinants for an effective design and implementation of strategic approaches to transition towards higher levels of digital maturity of their public sector. The DGPF highlights the six essential characteristics[9] of a digital government that supports an inclusive, responsible and efficient digital transformation (OECD, 2020[2]). It was presented to the E-Leaders during the 2018 E-Leaders meeting in Korea and approved together with the OECD 2019 Digital Government Index: Results and Policy Trends [GOV/PGC/EGOV(2020)2/REV1]. Strongly rooted in the Recommendation, the DGPF has been since its adoption the main OECD policy guidance for helping Adherents to implement the provisions of the Recommendation and assess their efforts to increase their digital maturity (Figure 2).

Figure 2. Development of the OECD Digital Government Policy Framework

Source: based on (OECD, 2020[2])

13. Additionally, the Secretariat developed the *OECD Digital Government Index* (DGI), a measurement tool to monitor the efforts made by Adherents to advance in the implementation of the Recommendation in accordance with the follow-up actions from the 2017 Report.

14. To help Adherents address the policy gaps identified during the first reporting cycle, the Secretariat developed dedicated policy frameworks in the areas of governance of digital government, service design and delivery, digital talent and skills, and data-driven public sector. This was done in collaboration with the Adherents, particularly through the knowledge sharing facilitated by the informal Thematic Groups of the E-leaders. These frameworks have supported the in-depth analysis of specific policy areas, dedicated chapters of Digital Government Reviews and provided a guidance for governments to translate the provisions of the Recommendation into practical actions.

15. Additionally, two other OECD legal instruments have been adopted in the field covered by the Recommendation since its adoption. The Council adopted the OECD Recommendation on Enhancing

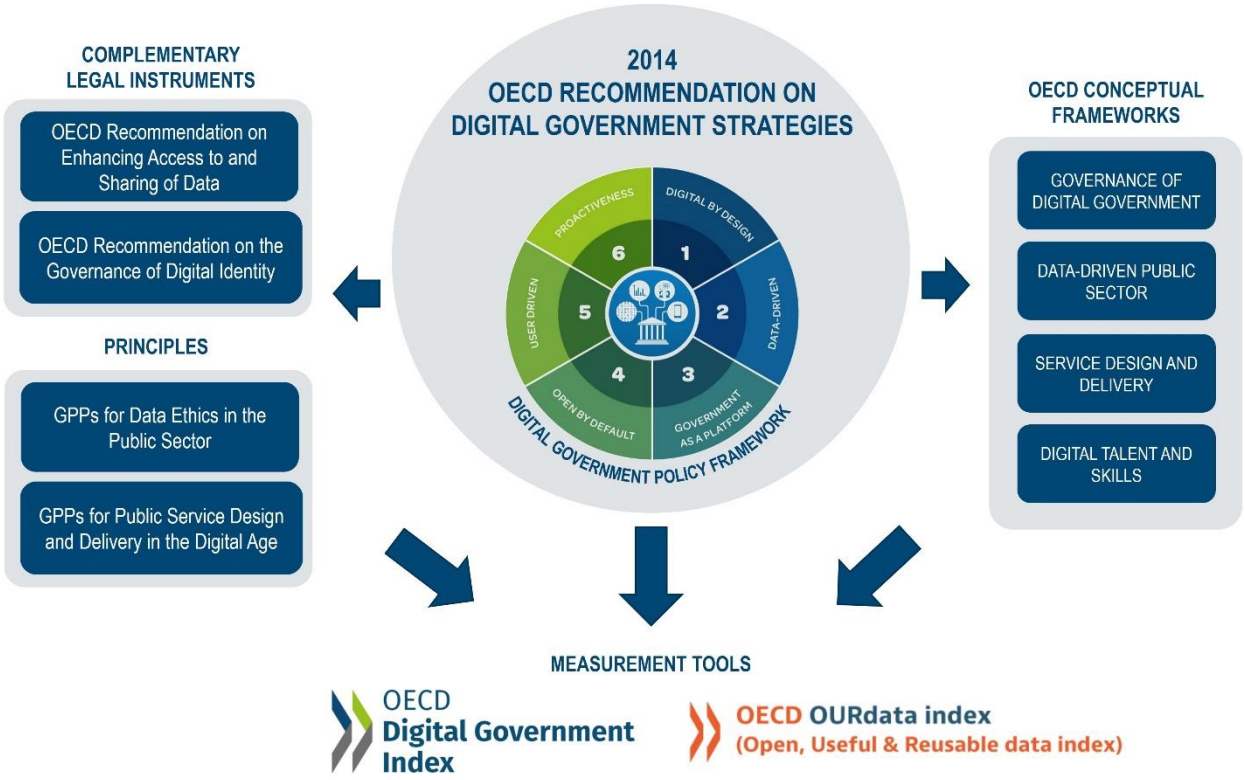
[8] The Digital Government Toolkit is designed to help Adherents implement the OECD Recommendation on Digital Government Strategies, by comparing good practices across Adherents. https://www.oecd.org/governance/digital-government/toolkit/.

[9] The DGPF has six dimensions: Digital by Design, Data-Driven, Government as a Platform, Open by Default, User Driven, and Proactiveness.

Access to and Sharing of Data [OECD/LEGAL/0463] in October 2021. This Recommendation provides guidance on maximising the benefits of using data as strategic asset and embedding a data-driven approach in their digital government strategies. Furthermore, the OECD Recommendation on the Governance of Digital Identity [OECD/LEGAL/0491], adopted by the Council in June 2023, guides Members and non-Members having adhered to it in establishing robust governance for digital identity, an essential part of digital public infrastructure.

16. The implementation of the Recommendation is further reinforced by other OECD standards , namely the *Good Practice Principles for Data Ethics in the Public Sector* [GOV/PGC/EGOV(2020)6/REV3] (OECD, 2020[3]) and the *Good Practice Principles for Public Service Design and Delivery in the Digital Age* [GOV/PGC/EGOV(2022)1/REV1] (OECD, 2022[4]), on which the PGC was invited to comment and approved by E-Leaders.

Figure 3. Complementing the OECD Recommendation on Digital Government Strategies [OECD/LEGAL/0406]



Note: GPP's refers to Good Practice Principles.
Source: Author's own design

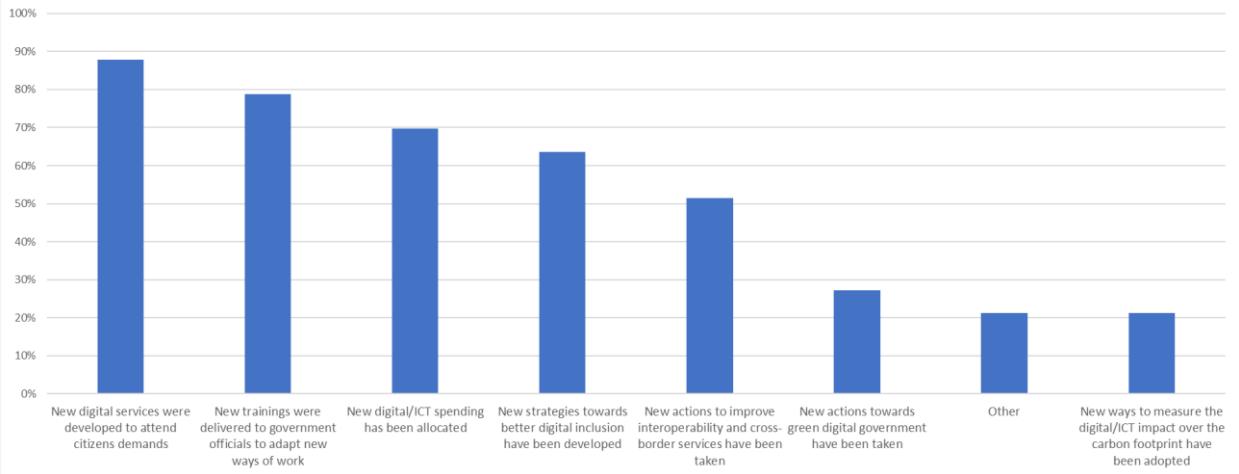
17. Since the 2017 Report, the COVID-19 pandemic has brought unprecedented challenges to governments and societies; public service delivery and democratic life were particularly constrained by social distancing measures. Digital government became a lifeline to ensure continuity and responsiveness in delivering essential government services.

18. The pandemic created therefore the need to accelerate the digital transformation of the public sector and underscored the critical importance of digital government strategies to enable governments to take timely, but also transparent, decisions.

19. The *OECD Survey on Digital Government 2.0* identified two primary challenges arising from the pandemic: an unexpected surge in citizen demands and limited capabilities to address all citizens' needs. The accelerated digital transformation of the public sector has also revealed existing constraints and underlying challenges, including limitations in data-sharing capabilities, digital skills in the government workforce, and availability/access to digital infrastructure. Consequently, Adherents responding needed to adjust their digital government priorities to be more proactive, inclusive and transparent (Figure 4).

Figure 4. New Digital Government Priorities After the COVID-19 Pandemic within Respondents

How have your digital government priorities changed as a consequence of COVID19 pandemic?



Source: OECD Survey on Digital Government 2.0 (2022)

20. In addition, the rapid pace of technological advancements has put pressure on governments to be more agile and proactive in adapting their strategies to harness benefits and address potential risks, especially with an increasing uptake of emerging technologies such as artificial intelligence (AI). While these technologies offer immense potential to enhance efficiency and service delivery, as witnessed during the pandemic, their successful use requires careful consideration of ethical, legal, and privacy implications.

21. The pandemic demonstrated the importance of having in place robust digital government strategies that can support prioritisation of decisions and investments thus enabling governments to withstand unforeseen disruptions and effectively serve citizens in times of crisis. These strategies should foster an enabling environment across the public sector that promotes the effective and trustworthy use of digital technologies and data to ensure inclusion and accessibility. Under such challenging circumstances, the Recommendation has remained as a key legal instrument for Adherents.

22. This Report assesses the implementation and dissemination efforts of Adherents from the first reporting exercise in 2017 to the first half of 2023, and considers its continued relevance based on the methodology introduced in the next section.

3. Methodology

23. The Secretariat used three main tools to collect evidence on the implementation of the Recommendation since the 2017 Report, primarily, through the measurement tools developed to systematically monitor digital government maturity. These are:

- The OECD Digital Government Index (DGI): as a flagship project of the OECD's work on digital government and public sector data, it assesses the maturity of OECD Members and relevant non-Members to deliver a whole-of-government and human-centric digital transformation of the public sector. The latest data collection exercise was launched in November 2022 through the OECD Survey on Digital Government 2.0 (hereinafter the "Survey"). 37 or 80.4% of Adherents[10] responded to the Survey (hereinafter "Respondents"). The results served as the source of information for identifying general trends in implementation of the Recommendation. The DGI 2019 results (OECD, 2020[5]) provided cases, good practices, and data for a time series of the 27 Adherents that participated in both surveys in 2019 and 2022.
- The *OECD Open, Useful and Re-usable data (*OURdata*) Index*: as the OECD's benchmark tool for open government data policies and their implementation, it evaluates the open government data performance of OECD Members and relevant non-Members. The latest data collection was launched in May 2022 and counted with the participation of 39 countries, including 37 Adherents[11]. It provided use cases and examples for this Report.

24. Second, the Report also benefited from policy research and analysis conducted through the Digital Government Studies on thematic issues and the OECD Digital Government Reviews:

  - Digital government conceptual frameworks and thematic studies, such as the OECD Digital Government Policy Framework (OECD, 2020[2])), the E-Leaders Handbook on the Governance of Digital Government (OECD, 2021[6])), the Path to Becoming a Data-Driven Public Sector (OECD, 2019[7])), the OECD Good Practice Principles for Data Ethics in the Public Sector (OECD, 2020[3]))[12], the OECD Framework for digital talent and skills in the public sector (OECD, 2021[8])), the upcoming OECD Framework on digital government investments (OECD, forthcoming) and the work towards the development of a framework for Designing and delivering public services in the digital age (Welby and Hui Yan Tan, 2022[9])), also including the OECD Good Practice Principles for Public Service Design and Delivery in the Digital Age (OECD, 2022[4])). The frameworks developed in all these publications have also served to frame the data collection efforts for the DGI and OURdata Index.
  - National peer reviews which, based on the provisions of the Recommendation and the above mentioned specific policy frameworks, have led to the formulation of targeted policy recommendations and were supported by dedicated data collection, e.g. the Digital

[10] Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, Colombia, Costa Rica, Czech Republic (Czechia), Denmark, Egypt, Estonia, Finland, France, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Peru, Poland, Portugal, Slovenia, Spain, Sweden, Türkiye, and the United Kingdom. The Survey was not shared with Morocco, Kazakhstan, and the Russian Federation.

[11] Australia, Austria, Belgium, Brazil, Canada, Chile, Colombia, Costa Rica, Czechia, Denmark, Estonia, Finland, France, Germany, Greece, Iceland, Ireland, Israel, Italy, Japan, Korea, Latvia, Lithuania, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Peru, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Türkiye, and the United Kingdom.

[12] Including the Implementation strategy for the OECD Good Practice Principles for Data Ethics in the Public Sector [GOV/PGC/EGOV(2021)3/REV2].

Government Reviews of Brazil (OECD, 2018[10])), Colombia (OECD, 2018[11])), Morocco (OECD, 2018[12])), Argentina (OECD, 2019[13])), Chile (OECD, 2020[14]; OECD, 2019[15]; OECD, 2019[16])), Panama (OECD, 2019[17])), Peru (OECD, 2019[18])), Sweden (OECD, 2019[19])), Mexico (OECD, 2020[20])), Slovenia (OECD, 2021[21])), Luxembourg (OECD, 2022[22])), and Greece (OECD, 2022[23]), and Türkiye ((OECD, 2023[24])).

- Thematic publications, such as the State of the art in the use of emerging technologies in the public sector (Ubaldi et al., 2019[25])), the G20 Collection of Digital Identity Practices (OECD, 2021[26]), and the G20 Compendium on the Use of Digital Tools for Public Service Continuity (OECD, 2021[27]).

25. In addition, the discussions from the E-Leaders annual meetings and special sessions in 2019, 2020, 2021 and 2022 provided insights into the policy trends and practices across Adherents.

26. From these sources, 124 government practices of Adherents covering different moments of the policy cycle were selected to exemplify implementation efforts by Adherents across all the provisions of the Recommendation (Table 1).

Table 1. Types of government practices

Type	Sub-type	Number of Cases
Policy lever[13]		36
	Bilateral co-operation agreements	2
	Guidelines, manuals	12
	Impact assessment methodology	1
	Law	6
	Standards	10
	Studies, reports, assessments	5
Strategy[14]		19
	AI	2
	Cloud	1
	Cybersecurity	1
	Data	4
	Digital strategy	4
	National Digital Government Strategy (NDGS)	6
	Youth	1
Use case[15]		63
	Data-Driven Public Sector (DDPS)	13
	Governance: bodies, institutions, special programmes	11
	Impact	1
	Infrastructure	1
	Service Design and Delivery	11
	Service Design and Delivery_Digital Identity	4
	Service Design and Delivery_Engagement	9
	Service Design and Delivery_Infrastructure	2

[13] "Hard or soft instruments that policy makers can leverage to enable system-wide change in the public sector" (OECD, 2021, p. 75[6]))

[14] Documents (e.g., policy document, white paper) that define, for example, the vision, targeted objectives and goals, main actors, main actions and system of monitoring (indicators) for digital government and other specific topics, such as data, cybersecurity, AI, and cloud technologies.

[15] Practical implementations, initiatives or digital government projects within the public sector.

	Digital talent and skills	7
	Cross-border	1
	Inclusion	3
Policy recommendation[16]		6
	N/A	6
	Total number of cases	**124**

Source: Developed by the authors.

27. Finally, the *OECD Survey on Digital Government 2.0* provided aggregated data of the implementation efforts of Respondents across various digital government policy areas. By the time this Report was prepared, the Survey had been answered by 39 countries, including 37 Adherents or 80.4% of Adherents. A selection of relevant questions from the Survey was matched to each provision of the Recommendation.

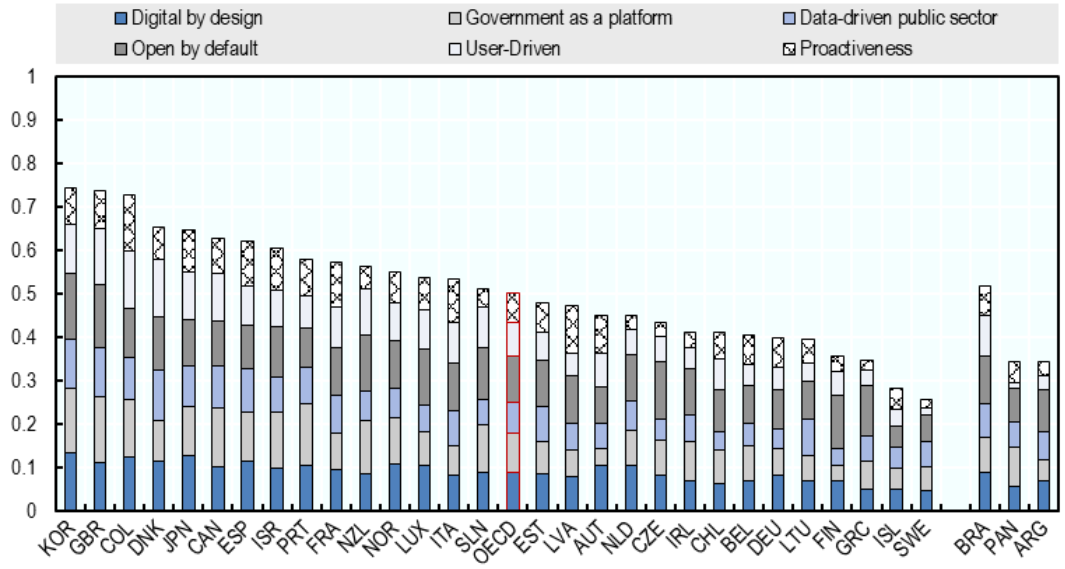
4. Implementation

28. The Recommendation has been a cornerstone for the development and implementation of digital government strategies and policies across Adherents. Since the 2017 Report, significant progress has been made within Adherents in implementing the provisions of the Recommendation across the three Pillars covered.

29. The first edition of the DGI found promising yet modest progress towards robust digital governments (Figure 5). It concluded that "the maturity of digital government strategies and initiatives is a key factor in the capacity of governments to respond to crises with resilience and agility, and to adapt and manage disruption and uncertainty efficiently, while responding to the emerging needs of economies and societies" (OECD, 2020, p. 12[5]). In fact, the COVID-19 pandemic demonstrated the relevance of the key provisions of the Recommendation to secure rapid responses and adaptation of government services to ensure their continuous and stable delivery. Although a pre-pandemic measurement, the DGI found that top-performing Adherents have consistently and coherently implemented digital government policies with clear and easily identifiable strategies. It also underlined a significant gap between the development of digital government strategies and the implementation of concrete actions to transform the public sector (OECD, 2020, p. 9[5]).

[16] Includes a collection of country-specific recommendations formulated as part of OECD Digital Government Reviews.

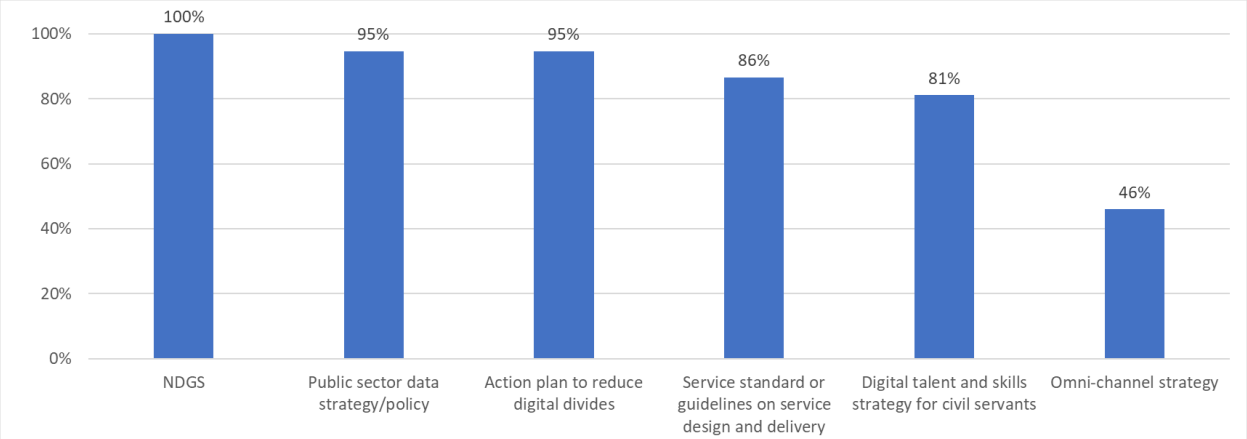
Figure 5. OECD Digital Government Index: 2019 results



Note: Data are not available for, Australia, Hungary, Mexico, Poland, Slovakia, Switzerland, Türkiye and the United States. Data are also not available for the following non-Member Adherents: Egypt, Kazakhstan, Morocco, Peru, the Russian Federation.
Source: (OECD, 2020[5]).

30. More recently, as shown in Figure 6, all Respondents to the *Survey on Digital Government 2.0* conducted in 2022 indicated having a national digital government strategy (NDGS). Adopting strategic approaches across areas covered by the Recommendation is also common among Respondents, with 95% having a public sector data strategy, 95% of them having action plans to reduce digital divides, 86% having a service standard or guideline on service design and delivery, 81% having a digital talent and skills strategy for civil servants, and 46% having an omnichannel[17] strategy. In general, these results show significant progress in implementing the Recommendation at the higher, strategic level, and particularly on the second pillar on governance and co-ordination.

Figure 6. Strategies across Respondents



[17] *An omnichannel approach implies the integration of all the available channels to deliver public services. Allowing the citizens to move fluidly across public contact points and the public service to offer a comfortable experience enabling an inclusive digital transformation. Source: Glossary of terms, OECD Survey on Digital Government 2.0.*

Note: Percentage of Respondents that have a strategy for specific policy topics.
Source: Results of the OECD Survey on Digital Government 2.0 (2022).

31. The following sections describe the progress made by Adherents on the implementation of the Recommendation with specific examples of practices from Adherents. The Report is structured around the three pillars of the Recommendation, and assesses within them each provision of the Recommendation.

Pillar 1: Openness and Engagement

32. The first pillar of the Recommendation focuses on the inclusion of digital technologies in the public sector with key values such as openness, transparency, accountability, inclusiveness, participation, and privacy. The following four provisions under this pillar promote the use digital technologies in the public sector to reinforce trust.

> ***II. RECOMMENDS*** *that governments develop and implement digital government strategies which:*
>
> *1. Ensure greater transparency, openness and inclusiveness of government processes and operations*

33. The first provision of the Recommendation focuses on ensuring greater transparency, openness and inclusiveness of government processes and operations through three approaches:

i) adopting open and inclusive processes, accessibility, transparency and accountability among the main goals of national digital government strategies;

ii) updating accountability and transparency regulations recognising different contexts and expectations brought about by digital technologies and technology-driven approaches;

iii) taking steps to address existing "digital divides" (i.e. the fact that societies can be divided into people who do and people who do not have access to – and the capability to use – digital technologies) and avoid the emergence of new forms of "digital exclusion" (i.e. not being able to take advantage of digital services and opportunities).

34. Adherents have made considerable progress in implementing this provision. Looking specifically at the NDGS, 92% of the Respondents said that their strategies contain "Inclusive processes for the design and delivery of digitally-enabled policies and services" and all of them included "Accessibility for all users of digitally-enabled government services" as goals. To a lesser degree, when asked if their strategies included a goal to support omnichannel approaches for service design and delivery, 51% of Respondents answered positively. Such results show a solid implementation of the first provision of the Recommendation, but specific actions by Adherents also demonstrate that further progress can be made in improving accessibility and inclusion in service design and delivery through the adoption of omnichannel approaches. The omnichannel approach promotes inclusiveness by ensuring that public service users receive the same quality of service regardless of the channel they prefer, and can be instrumental to address existing or potential new forms of "digital divides", together with specific actions which are described later in the Report (see paragraph 40).

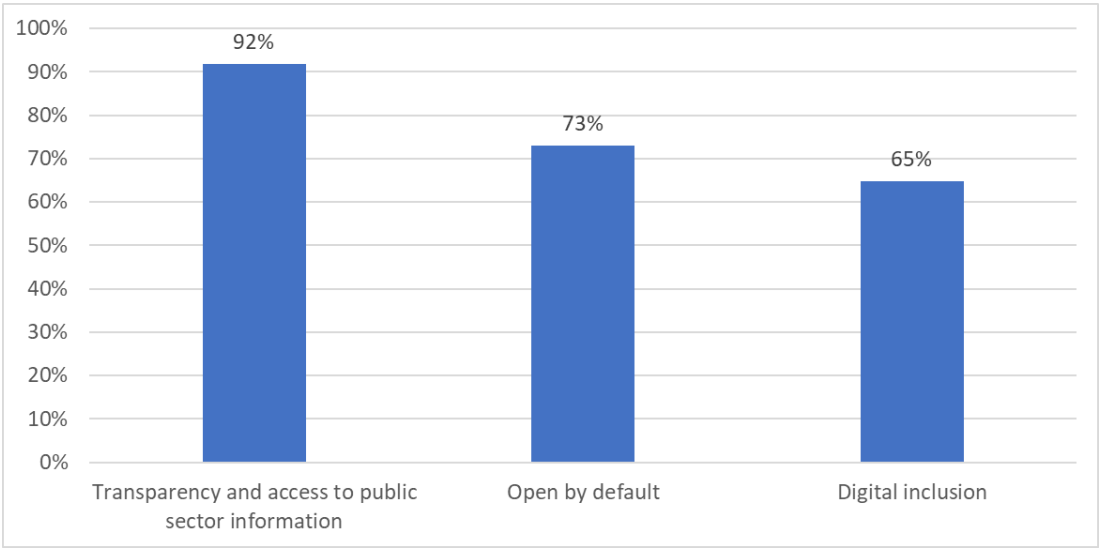
35. From the regulatory framework standpoint, Figure 7 shows the existence of laws covering a commitment to transparency[18], open by default[19], and digital inclusion in many Respondents. Transparency and access to public sector information laws are present in 92% of Respondents. Additionally, the

[18] Transparency refers to stakeholder access to, and use of, public information and data concerning the entire public decision-making process, including policies, initiatives, salaries, meeting agendas and minutes, budget allocations and spending.

[19] Open by default is the principle under which government data should proactively be made accessible to the public by default, unless there are legitimate justifications which explains the need to restrict disclosure.

principles of open by default and digital inclusion are embedded in legislations in 73% and 65% of respondents respectively.

Figure 7. Existence of normative frameworks covering transparency, openness, and inclusion



Note: Includes Acts, Decrees, Rules, Regulations, Orders, and Laws.
Source: Results of the OECD Survey on Digital Government 2.0 (2022)

36. This shows significant progress in establishing normative frameworks that cover transparency, open by default, and digital inclusion since pre-Covid-19 pandemic. When comparing responses from 27 Adherents that participated in the survey both in 2019 and 2022, the 2019 survey found that only 52% of Adherents had a law on open by default and 48% on digital inclusion.

37. Country cases provide practical guidance on how Adherents are implementing principles embedded in the first provision. Open data portals and initiatives are a good example. In **Slovenia**, the Ministry of Public Administration established the national open data portal, *OPSI*, that serves as the single national online point for the publication of open data for the entire public sector. It was built re-using open-source software from DATA.GOV.UK[20]. In **Mexico**, the official Open Data Platform of the Government of Mexico[21] is available in open source in a public repository, similarly to the one from the United Kingdom's, and covers public sector organisations that have decided to join.

38. There are other ways Adherents are trying to increase openness and transparency. In **Belgium**, the Digital Dashboard[22] provides an overview of the degree of digitisation and use of federal administration services. In **Denmark**, the Hearing Portal[23] provides citizens with a single-entry point to legislative proposals, draft executive orders, and consultation responses. It shows upcoming legislation proposals, consulted organisations and submitted consultation responses. **Brazil**'s *Inteli.gente*[24] platform informs the public on municipalities' maturity level in digital transformation and sustainable development. This

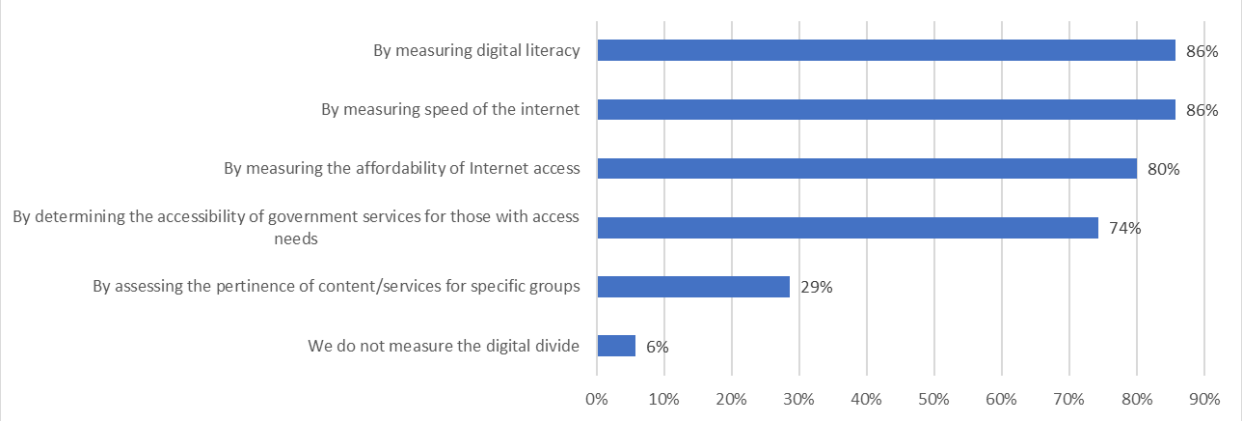
[20] https://podatki.gov.si/o-portalu
[21] https://datos.gob.mx/
[22] https://digitaldashboard.belgium.be/en
[23] https://hoeringsportalen.dk/About
[24] https://inteligente.mcti.gov.br/

platform also provides data-driven recommendations to local governments, enabling them to formulate informed digital government plans and strategies.

39. During the COVID-19 pandemic, Adherents continued taking actions to ensure openness and transparency of government policies and measures. Open government data (OGD) was used to react and respond to the COVID-19 pandemic during initial stage of the crisis (March-July 2020), as documented by the OECD and the GovLab (2021[28]). **Peru**, for instance, informed citizens of procurement, budgets and resources related to the pandemic through open government data, *Datos Abiertos de COVID-19*. In the case of **Colombia**, the open government data programme was leveraged to ensure open access to quality data on infection rates and vaccine application[25], becoming a key instrument for data sharing with and re-use for journalists, CSO's, and other stakeholders. In **Japan**, the COVID-19 Vaccine Dashboard provides openly accurate vaccine statistics for each local government.

40. When looking at specific actions adopted by Respondents to address digital divides, results show there is still room for progress, although conditions within each country need to be accounted for. Regarding the measurement of digital divides, Respondents are particularly focused on socio-economic indicators such as digital literacy and internet speed and affordability. Slightly less priority is given to digital government specific indicators, such as 'determining the accessibility of government services to those with access needs' and 'assessing the pertinence of content and services for specific groups' (Figure 8). When asked about the social groups being considered for this measurement, elders, people living in geographically remote or rural areas, and low-income population groups are the top three prioritised groups; while ethnic groups, migrants, and illiterate people are the least considered groups[26], indicating that there is further work to be done to address digital divides more comprehensively.

Figure 8. How are Respondents measuring the digital divide in their countries?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

41. Survey results also show that Adherents are progressing in adopting an explicit strategic approach to reduce digital divides, with 95% of Respondents answering positively to having an action plan. The objectives of these plans are in line with the most measured indicators on the digital divide listed in the previous paragraph. About 81% of Respondents prioritise digital literacy and 68% internet speed and internet affordability as targeted objectives in their action plans. However, this number drops to 62% on increasing the pertinence of content and services for specific groups. Although more than half of

[25] https://www.minsalud.gov.co/Paginas/datos-abiertos.aspx

[26] Results of the OECD Survey on Digital Government 2.0 (2022)

Respondents are already explicitly tackling digital divides through digital government policies, these results show there is still room for more countries to strengthen this link.

42. Adherents are also refitting their normative frameworks to better serve citizens in a digitalised context. Results from the Survey show that 68% of Respondents acknowledge through a law, policy, or guideline the right to *communicate* digitally with the public sector, while 65% do it for the right to *interact* digitally with the public sector[27]. Both rights build a strong base for a digital by design approach, which embeds digital technologies from scratch into governments' efforts to enable omnichannel service delivery. One practical implementation of such new digital rights is **digital identity** infrastructure, which enables citizens to access government services more comfortably and generates time and costs savings. When asked if they had a strategic approach towards digital identity, 84% of Respondents answered positively. For instance, **Chile**'s digital identity system allows citizens to sign documents from different public and private institutions on their smartphone with the same legal validity and security as an in-person document (OECD, 2020[14]). In the **European Union**, the Electronic Identification, Authentication and Trust Services (eIDAS) regulation is under revision to enhance cross-border usability, safety, and trustworthiness.

43. In addition to these strategic and normative approaches, Adherents have also advanced in the implementation of practical initiatives to tackle digital divides. **Korea** ensures web accessibility for diverse users, including persons with disabilities and the elderly. The Korean Web Content Accessibility 2.1, Guidelines for Compliance with e-Government Services and Mobile Application Accessibility Guideline 2.0 enable a web accessibility quality certification system, and the annual evaluation of the compatibility with digital services in the public sector and mobile services accessibility.

44. **Portugal**'s Solidarity Citizen Spot[28] brings public services to people with mobility difficulties. Employees of the Citizen Spot travel with a laptop with an Internet connection and a printer to service users. The project is carried out in partnership among the Agency for Administrative Modernization, Santa Casa da Misericórdia, and the Lisbon parish councils of Benfica, Misericórdia and Santo António.

45. In **Norway**, the Authority for Universal Design of ICT developed a guideline for public sector communicators on creating accessible content on social media. The guideline encourages the public sector to ensure diverse communication channels, including alternatives to traditional social media[29]. In **Canada**, a similar initiative was developed by Accessibility Standards Canada[30], setting requirements for effective communication that does not create barriers to persons with a disability on social media (Cazenave and Bellantoni, 2022[29]).

46. The level of implementation of the first provision is positive, particularly in relation to the inclusion of openness and transparency in legal frameworks also as part of digital government strategies and initiatives. Nevertheless, progress can still be made to address digital divides. While most Respondents have adopted strategic approaches to address these divides (e.g. increasing digital literacy and internet speed and affordability), further efforts could be made in developing digital government objectives to tackle digital divides.

> ***II. RECOMMENDS*** *that governments develop and implement digital government strategies which:*
>
> *(…)*

[27] Results of the OECD Survey on Digital Government 2.0 (2022).

[28] Lançado Espaço Cidadão Solidário. (n.d.). Masterlink – IT Empowerment – www.masterlink.pt. https://www.portugal.gov.pt/pt/gc21/comunicacao/noticia?i=lancado-espaco-do-cidadao-solidario

[29] https://www.uutilsynet.no/regelverk/sosiale-medium-og-universellutforming/

[30] https://accessible.canada.ca/resources/emergency-communication-guidelines-federal-organizations

2. Encourage engagement and participation of public, private and civil society stakeholders in policy making and public service design and delivery

47. The second provision of the Recommendation encourages two approaches to involve stakeholders in policy making and public service design and delivery through:

i) addressing issues of citizens' rights, organisation and resource allocation, adoption of new rules and standards, use of communication tools and development of institutional capacities to help facilitate engagement of all age groups and population segments, in particular through the clarification of the formal responsibilities and procedures (e.g. adoption of guidelines clarifying roles and procedures for establishing and managing official government accounts on social media, norms of data sharing);

ii) identifying and engaging non-governmental organisations, businesses or citizens to form a digital government ecosystem for the provision and use of digital services. This includes the use of business models to motivate the relevant actors' involvement to adjust supply and demand; and the establishment of a framework of collaboration, both within the public sector and with external actors.

48. Adherents are taking a wide set of actions to improve engagement and participation for policymaking and service design and delivery. The Survey showed that a majority of Respondents are collaborating with a wide variety of actors on the process of developing their NDGS. Specifically, 97% of the Respondents answered they collaborated with other public sector organisations and/or ministries; 78% with sub-national governments, 65% with the private sector, 59%with academia and with civil society; and 46% with citizens in general[31]. For instance, in **Slovenia**, the development of both strategies, Digital Slovenia 2020 and the Public Administration Development Strategy 2015–2020, was open and collaborative with engagement of central and local public sector organisations and civil society, followed by a public consultation (OECD, 2021[21]). The relatively lower involvement of citizens, as compared to other actors, highlights the need for intensified efforts in engaging them in the development of the NDGS.

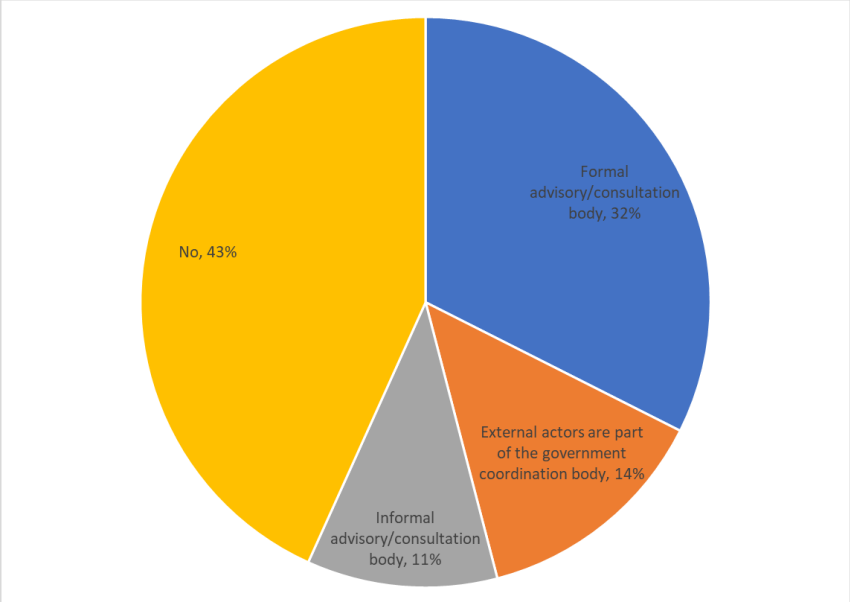
49. Adherents are also engaging non-governmental actors in the management and implementation of digital transformation strategies in the public sector, although results show this area could be strengthened. 32% of Respondents have formal non-governmental advisory or consultation bodies for digital/ICT projects in the public sector, 11% have an informal one, and 14% include external actors in the main government co-ordination body for digital/ICT projects, while 43% of Respondents do not have such a body (Figure 9). Adherents have also adopted standards and guidance to support to ease participation efforts. In **Japan**, the Digital Society Planning Council, consists of experts from the private sector and academia, supports the government in prioritising digital/ICT projects. **Australia**'s Charter for Public Participation [32] provides guidelines for embedding public participation in agency decision-making frameworks and policy development, as well as practical information and tools for planning effective citizen participation processes. Similarly, **New Zealand** issued 10 Principles of online engagement[33] to guide public sector institutions in engaging with their external stakeholders online (OECD, 2022[30]).

[31] Results of the OECD Survey on Digital Government 2.0 (2022)

[32] Charter for Public Participation. (n.d.). IPC. https://www.ipc.nsw.gov.au/information-access/open-government-open-data/charter-public-participation

[33] Engagement. (n.d.). New Zealand Digital Government. https://www.digital.govt.nz/standards-and-guidance/engagement/

Figure 9. Existence of external (non-governmental) advisory/consultation body for digital/ICT projects in the public sector within Respondents



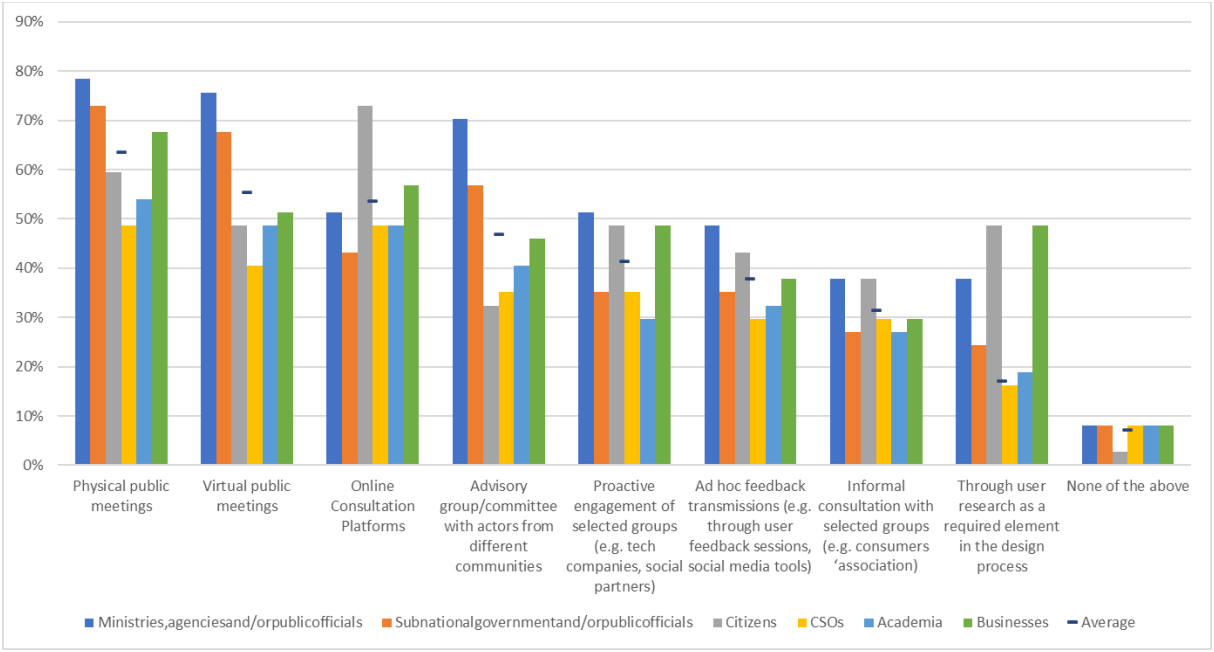
Source: Results of the OECD Survey on Digital Government 2.0 (2022)

50. Since the 2017 Report, Adherents have increasingly paid attention to exploring collaborative approaches to deliver digital government policies and initiatives, for example through govtech [34] ecosystems. By engaging with ecosystems of start-ups, innovators and entrepreneurs to procure digital solutions that complement existing public sector digital capacities, governments can deliver more agile, innovative and cost-effective public processes and services. Some Adherents have a dedicated organisation such as govtech labs in **Lithuania**, **Luxembourg**, **Poland** and **Colombia**. **Brazil** included govtech as a pillar in the implementation of its digital government strategy. Govtech initiatives provide a concrete mechanism to test and experiment with digital technologies to solve public problems, also acting as a mechanism to foster a culture of agility, collaboration and innovation in the public sector.

51. The second provision also calls for the participation of non-governmental actors in service design and delivery. The Survey shows how Respondents are involving different types of actors through different types of channels (Figure 10). Although participation through digital channels is widely common, Respondents could improve how they proactively engage selected groups and pursue more systematic participation through user research (OECD, 2022[4]).

Figure 10. Tools used at the central/federal level of government to proactively engage selected actors in co-designing government services within Respondents

[34] Govtech refers to public sector collaboration with an ecosystem of start-ups, innovators and intrapreneurs to develop and/or implement digital government solutions that complement existing public sector abilities for agile, user-centric, responsive, and cost-effective public processes and services.



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

52. Country cases across Adherents show a wide variety of practices and channels for participation. **Iceland**'s consultation portal allows different actors to participate in policymaking, regulation and public sector decision-making. Users can review and comment on all public policy issues up for consultation. It also facilitates special consultation processes for selected actors, such as key stakeholders in committee work[35]. In **Slovenia**, *I Propose* (predlagam.vladi.si) offers a single point through which to communicate and send opinions and ideas (OECD, 2021[21]). Similarly, in **Japan**, the citizens can share their ideas and opinions on digital government policies to improve government services on *Idea Box*[36]. In **Finland**, citizens can use Demokratia.fi[37] to track and take part in the discussions and consultation processes of legislative projects at the local, national and EU level. **The UK**'s *Find local consultations* enables citizens to voice their concerns on the way local councils plan, manage and deliver services.

53. **Portugal**'s Participatory Budget (PPB)[38] is an example of an inclusive participatory exercise using different channels to involve diverse population groups. It allows citizens to propose and vote on public investment ideas, bringing people closer to politics and decision-making. The PPB combines face-to-face and digital interactions through a central participation online platform[39], making it accessible to everyone. By embedding an omnichannel approach, the project has proven successful in engaging population groups from all backgrounds.

54. Engaging different actors to co-design and co-deliver public services is also common practice among Adherents. To create its first-ever youth policy, in 2018, **Canada** launched a national dialogue with a diverse cross-section of young Canadians who discussed priorities, leadership, youth engagement and the role of government. The dialogue focused on three main issues: school, jobs and housing; engagement

[35] Samráðsgátt - Um Samráðsgátt. (n.d.). https://samradsgatt.island.is/um-samradsgatt/
[36] https://www.digital.go.jp/get-involved/ideabox
[37] https://www.demokratia.fi/en/home/
[38] OECD. (n.d.-d). Portugal: Portugal Participatory Budget. In Digital Government Toolkit. https://www.oecd.org/governance/digital-government/toolkit/goodpractices/
[39] https://participa.gov.pt/base/home

and empowerment; and youths' health, community, and world[40]. The project collected more than 10,000 individual responses through digital and in-person channels.

55. To improve a culture of participation and collaboration, **Brazil** developed the Government Toolkit[41], a platform for developers and end-users of public services based on the design thinking methodology. Similarly, in **Chile**, the Public Innovators Network led by the government laboratory gathers public officials, civil society organisations, academia, and citizens to improve the quality of government and public services. **Korea** has a Civic Participatory Service Design Team to ensure projects include public participation. This has proven to improve user satisfaction and efficiency. Since 2014, more than 950 projects have been developed by over 10,000 citizens, civil servants and service designers. In 2017, the Administrative Procedure Act was revised to formally stipulate the development and management of public participation policies. In **Slovenia**, the Business Development Agency uses internal design sessions to develop new services and focus groups with external users to better understand their needs (OECD, 2021[21]). In the case of **Estonia,** the government organised Hack-the-Crisis[42], a public-private online hackathon in the context of the COVID-19 pandemic to develop tech-based solutions for crisis response and deal with the post-crisis era.

56. Practices and trends from Adherents show an optimal level of implementation of the second provision of the Recommendation. Adherents are engaging different actors in creating their NDGS, as well as in the policymaking process and in collaborative service design and delivery. Adherents could still increase their efforts in creating advisory or consultation bodies to engage non-public sector actors for the development of the NDGS, sharing private sector advancements in digital/ICT and data, and promoting dialogue on policies and/or digital/ICT projects.

II. RECOMMENDS *that governments develop and implement digital government strategies which:*

(...)

3. *Create a data-driven culture in the public sector*

57. The third provision of the Recommendation promotes the creation of a data-driven culture in the public sector that fosters public value creation and addresses the risks of data misuse to reinforce trust. The provision includes the following elements:

i) developing frameworks to enable, guide, and foster access to, use and re-use of, the increasing amount of evidence, statistics and data concerning operations, processes and results to (a) increase openness and transparency, and (b) incentivise public engagement in policy making, public value creation, service design and delivery;

ii) balancing the need to provide timely official data with the need to deliver trustworthy data, managing risks of data misuse related to the increased availability of data in open formats (i.e. allowing use and re-use, and the possibility for non-governmental actors to re-use and supplement data with a view to maximise public economic and social value).

58. The first element contained in the third provision is developing data governance frameworks in ways that support data access, sharing and use as a means to achieve different outcomes, including to incentivise public engagement and improve service design and delivery (OECD, 2021[31]). When assessing how governments are adopting dedicated frameworks to govern public sector data, the Survey explores, among other issues, how Adherents have put in place specific policy instruments to promote coherent and

[40] Heritage, C. (n.d.). Building a Youth Policy for Canada - What We Heard report - Youth - Canada.ca. https://www.canada.ca/en/youth/corporate/transparency/what-we-heard.html

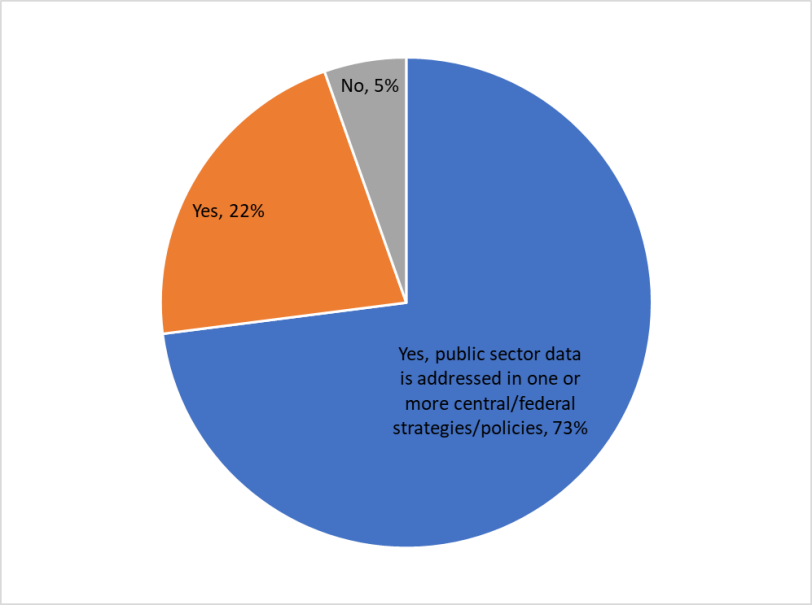
[41] Design Thinking Toolkit para Governo. (2017). Toolkit TCU. https://portal.tcu.gov.br/inovaTCU/toolkitTellus/index.html

[42] Reila, B. (2020, April 23). Estonia organized a public-private e-hackatlon to hack the crisis - Estonia. estonia.ee. https://estonia.ee/estonia-organized-a-public-private-e-hackatlon-to-hack-the-crisis/

scalable data governance practices. The Survey shows that almost all Respondents have such instruments in place, yet less than a third have dedicated strategies or policies (e.g., National Data Strategies), while a great majority include data-related policy goals as part of broader policy instruments (Figure 11).

Figure 11. Public sector data strategy or policy within Respondents

Does the central/federal government currently have a public sector data strategy/policy?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

59. For example, the **United States**' Federal Data Strategy presents a ten-year vision centred on three core principles (ethical governance, conscious design, and a learning culture) and covers a variety of topics such data ethics frameworks and data science training for public servants. The strategy serves as a guideline for public sector institutions in linking user needs with correct management of data. It also requires them to present annual action plans (OECD, 2019[7])). Other Adherents having developed National Data Strategies include **Australia**, **Germany**, **Japan**, **Ireland**, the **Netherlands**, and **Sweden**[43].

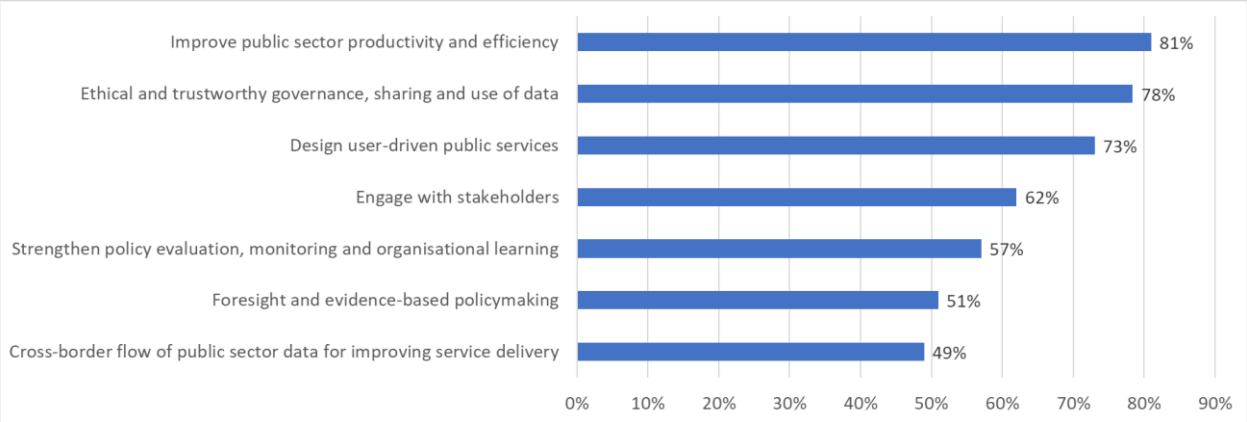
60. When exploring the goals pursued by national data strategies or policies, a great majority of Respondents concentrate on increasing productivity and efficiency in the public sector, as well as ethical and trustworthy governance. Many Respondents also target user-driven service design and stakeholders' engagement. At the lower end, around 5 out of 10 strategies aim to strengthen policy evaluation, evidence-based policymaking, and cross-border data flow (Figure 12). For instance, **Colombia** developed a national big data policy[44] to improve public value generation through enhanced data use, within and outside the public sector. It included actions on open data, data sharing within the public sector and between the private

[43] For more information about the National Data Strategies, refer to Australia (https://ausdatastrategy.pmc.gov.au/), Germany (https://www.bundesregierung.de/breg-en/service/information-material-issued-by-the-federal-government/data-strategy-of-the-federal-german-government-1950612), Japan (https://www.digital.go.jp/assets/contents/node/basic_page/field_ref_resources/0f321c23-517f-439e-9076-5804f0a24b59/20210901_en_05.pdf), Ireland (https://www.gov.ie/en/publication/1d6bc7-public-service-data-strategy-2019-2023/), the Netherlands (https://www.nldigitalgovernment.nl/overview/new-technologies-data-and-ethics/data-agenda-government/), and Sweden (https://www.regeringen.se/regeringens-politik/en-nationell-datastrategi/).

[44] https://www.and.gov.co/sites/default/files/2022-05/Conpes_3920_politica_nacional_de_explotacion_de_datos_BIG_Data.pdf

and public sectors, advanced data analysis for decision making, and capacity development for data analysis within the public sector (OECD, 2019[19])).

Figure 12. Goals or targets covered in the public sector data strategies or policies within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

61. Evidence shows that Adherents are making strides in implementing the third provision at the strategic framework level. However, when looking at formal policy mechanisms to promote data access and sharing among public sector institutions in practice, results show a mildly lower degree of implementation. Around half of the Respondents have formal requirements in place for all government data, one-quarter define such requirements for selected data sets, one-fifth have ad-hoc agreements for data sharing, and only the remining 8% does not have such requirements (Table 2). For example, in **Ireland**, the Data Sharing and Governance Act 2019[45] regulates the sharing of information, including personal data, between public bodies. It also requests the establishment of base registries and the establishment of the data governance board, among other measures.

Table 2. Requirements for data sharing among public sector institutions within Respondents

Does your country have any formal requirement for public sector institutions to share with other public sector institutions (either via open data or interoperability) the data they produce?

Type of requirement	Percentage of Respondents
There is a formal requirement to make available all government data to all public sector institutions in a proactive way, unless a legitimate justification is provided (e.g. central/federal data interoperability platform)	49%
There is a formal requirement to make available selected datasets to all public sector institutions in a proactive way, unless a legitimate justification is provided (e.g. through basic data registries, central/federal data interoperability platform)	24%
There are specific ad hoc agreements between public sector institutions	19%
No	8%

Source: Results of the OECD Survey on Digital Government 2.0 (2022)

[45] Data Sharing and Governance Act 2019. (n.d.). (C) Houses of the Oireachtas Service. https://www.irishstatutebook.ie/eli/2019/act/5/enacted/en/html

62. At a more technical level, the development and implementation of mechanisms for data access and sharing among institutions is well exemplified by the adoption of interoperability platforms and tools. **Estonia**'s X-Road data exchange system provides unified data exchange between public and private organisations and is a core pillar of the country's digital government policy. Its open-source nature has allowed its adoption by over 20 countries and the development of related applications and derived solutions[46]. In **Hungary**, the Hungarian Central Governmental Service Bus (Központi Kormányzati Szolgáltatás Busz – KKSzB)[47] connects the national base registries and specific public administration information systems, even when they might be at different technological, operational and integrational levels. It also helps reducing redundant data storage and data-integrity errors. In **Brazil**, the *conectagov* platform is a catalogue of APIs which can be used for the integration of public services and the exchange of information and data among the federal government institutions (OECD, 2019[7])). These systems can be used not only to improve efficiency of government operations, but also to improve citizens' experience. For instance, **Portugal**'s *IRS automático* automatically fills and assesses a person's income tax return using the data gathered (income and expenses) from third parties (employers, businesses, banks, etc.) and from the individual elements declared by the taxpayer in the previous year[48].

63. Adherents are also leveraging the once-only principle to make better use of citizens' data when delivering services. The once-only principle "refers to the right of citizens and business to provide data to public sector organisations only once, calling to the public sector to establish the governance, standards and infrastructure to share and re-use data respecting data protection and other relevant regulation"[49]. The **Danish** basic data program[50] or **Korea**'s national core data project provide good examples. When exploring the mechanisms that countries have set in place for its implementation, 68% of Respondents say they have such types of mechanisms, either through requirements in the value proposition model, through the approval or funding process of new projects, or through requirements in the standardised project management model (Figure 13).

[46] https://e-estonia.com/solutions/interoperability-services/x-road/

[47] The Hungarian KKSzB interoperability platform. (2018, January 12). Joinup. https://joinup.ec.europa.eu/collection/nifo-national-interoperability-framework-observatory/document/hungarian-kkszb-interoperability-platform

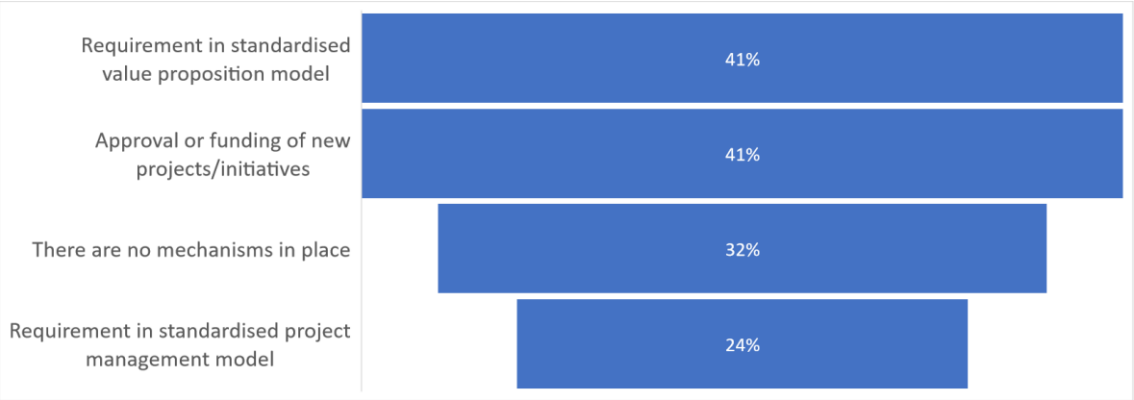
[48] OECD. (n.d.-d). Portugal: IRS automático. In Digital Government Toolkit. https://www.oecd.org/governance/digital-government/toolkit/goodpractices/portugal-p3-irs-automatico.pdf

[49] OECD Survey on Digital Government 2.0 (2022), Glossary of Terms

[50] Danish Basic Data Program - CEF Digital - Digital. (2019, July 25). https://ec.europa.eu/cefdigital/wiki/display/CEFDIGITAL/2019/07/25/Danish+Basic+Data+Program

Figure 13. Mechanisms to leverage the implementation of the once-only principle within Respondents

What mechanisms are in place to leverage the implementation of the "Once-Only Principle" in service delivery?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

64. **Belgium**'s *Sources Authentiques*[51] illustrates the once-only principle in practice, using an authentic source (a reference database for specific data on persons and legal facts) to avoid data re-collection by federal agencies. This simplifies processes as data is no longer split across several institutions, ensures data accuracy and eliminates the need for citizens or businesses to provide the same data to multiple institutions. From the citizen standpoint, having a digital identification can also allow citizens to verify their identity once only. For instance, **Ireland**'s MyGovID allows citizens to use services from many public institutions with a single account.

65. The third provision of the Recommendation also considers the adoption of measures to increase trust in the use of data by the public sector. 76% of Respondents have policy initiatives like guidelines or standards to promote the ethical management of data[52]. Country cases within Adherents support this result. For instance, **UK**'s data ethics framework[53] guides public sector organisations in using data for planning, implementing, and evaluating a new policy or service. It helps public servants understand ethical considerations, address these within their projects and encourages responsible innovation. In **New Zealand**, the data governance framework adopts a "whole-of-data life cycle approach", which implies a more strategic thinking about the governance, management, quality and accountability of public sector data, across the entire data life cycle (i.e. from the design and source of the data to its storing, publication and disposal) (OECD, 2019[7]).

66. Adherents are also working to develop a data-driven culture across their workforce and other stakeholders. For example, **Korea**'s Open Square-D programme targets start-ups and citizens interested in creating social and economic value, using open government data. With six physical centres around the country, Open Square-D provides a platform exchanging experiences and knowledge, as well as business

[51] Sources authentiques. (n.d.). BOSA. https://bosa.belgium.be/fr/themes/administration-numerique/composants-et-plateformes-numeriques/sources-authentiques .

[52] Results of the OECD Survey on Digital Government 2.0 (2022).

[53] Central Digital and Data Office. (2020, September 16). Data Ethics Framework. GOV.UK. https://www.gov.uk/government/publications/data-ethics-framework

and technical consultations and training for start-ups and interested individuals[54]. In the case of **Ireland**, the government created the Open Data Engagement Fund to support open data projects that reuse data from the open government data portal, *data.gov.ie*. In **Sweden**, the Hack for Sweden programme promotes open data release by government institutions and fosters its re-use by external stakeholders in public value innovations (OECD, 2019[19]). Adherents have adopted a data-driven approach to specific sectors such as health, justice. In **Italy**, citizens can trace, consult, and share with healthcare professionals their medical history using the Electronic Health Record (EHR)[55].

67. Evidence shows a high level of implementation of the third provision of the Recommendation and demonstrates Adherents' increasing recognition of the value of data as a key strategic asset. Many prioritised actions to improve data management and use. Yet, they also point to a need for governments to broaden the scope and variety of actions and practices to strengthen data governance in ways that would enable them to fully capture its value. The OECD's work on data access, reflected in the OECD Recommendation on Enhancing Access to and Sharing of Data [OECD/LEGAL/0463] which builds on the Recommendation, has revealed "*the need for more coherent data governance frameworks as data access and sharing is increasingly occurring across sectors and jurisdictions*"[56].

II. RECOMMENDS *that governments develop and implement digital government strategies which:*

(…)

4. *Reflect a risk management approach to addressing digital security and privacy issues, and include the adoption of effective and appropriate security measures, so as to increase confidence on government services.*

68. The fourth provision of the Recommendation encourages reflecting a risk management approach to addressing digital security and privacy issues, as well as including the adoption of effective and appropriate security measures to increase confidence on government services.

69. Adherents are implementing this provision using different instruments and approaches. On the legal front, all Respondents have set in place privacy and data protection legislation (covering personal data), as well as laws covering cybersecurity. This shows a solid general establishment of legal frameworks to protect privacy and ensure security.

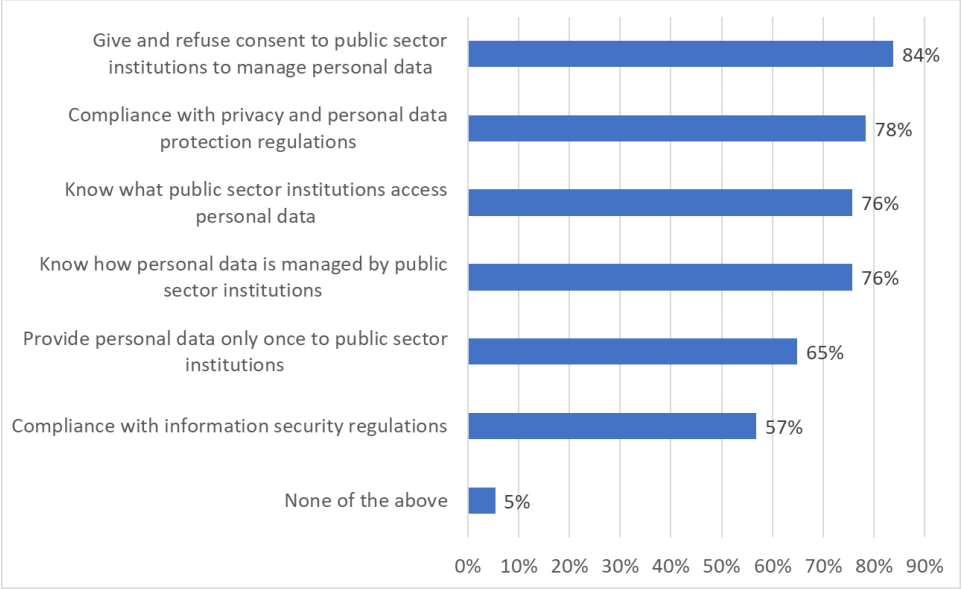
70. Respondents show a wide adoption of instruments to explore data management standards to provide the necessary safeguards for the protection of citizens' privacy. In line with the use of legal frameworks, 84% of Respondents have created relevant instruments for citizens to grant and/or refuse consent to manage personal data. Similarly, 78% of Respondents have developed guidelines or standards to leverage the compliance with privacy and personal data protection regulations. On a lower level, 65% of Respondents have issued guidelines or standards to provide personal data only once and 57% to comply with information security regulations (Figure 14).

[54] https://www.data.go.kr/en/osd/opensquare.do

[55] https://www.fascicolosanitario.gov.it/en

[56] OECD Recommendation on Enhancing Access to and Sharing of Data [OECD/LEGAL/0463].

Figure 14. What data management standards or guidelines exist at the central/federal government level?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

71. Most Adherents are also adopting different institutional and strategic measures to increase their digital security capacities. For instance, all Respondents said they have a government strategy or policy for information security in the public sector and a public sector institution with a mandate to investigate and prosecute cybercrime. For instance, the **Slovenian** State Cloud strategy includes securely storing and sharing government and citizen data as part of its objectives (OECD, 2021[21]).

72. Similarly, more than 90% of Respondents said they have legislation or regulation pertaining to physical and cyber security of critical digital infrastructure, a public sector institution in charge of co-ordinating cybersecurity matters at the national level, and a National Computer Emergency Response Team (CERT)[57] or equivalent in government. With lower coverage, 70% of Respondents said they have a Security Operation Centre (SOC)[58] or equivalent in charge of monitoring and ensuring information security across public sector institutions. For 18% of Respondents, the SOC function is covered by the information security monitoring units of public sector institutions.

73. The way in which digital identity systems and their associated trust frameworks empower users to manage their personal data can help countries increase their data privacy and digital security capabilities. For instance, the political agreement on the new **European Union** Digital Identity Framework aims to give citizens full control over personal data, forbids traceability of users' activities by relying parties and establishes the principle of unobservability[59] of wallet users. Also, **Panama**'s digital identity system[60] provides a single-sign-on for users of the country's digital platform and other affiliated applications. Citizens have the right to grant access rights to their information, giving the power to connect to their data, authorising who, how and until when they want them to be accessible, ultimately complying with the

[57] Refers to an institution in charge of implementing and managing cybersecurity measures to potential threats and providing assessment on potential risks and vulnerabilities on the state's digital assets (source: OECD Survey on Digital Government 2.0).
[58] Is an organisation in charge of monitoring cyber security threats and ensuring information security in an organisation or company (source: OECD Survey on Digital Government 2.0).
[59] Providers should not be able to see the details of the transactions made by the user.

[60] https://micedulad.com/

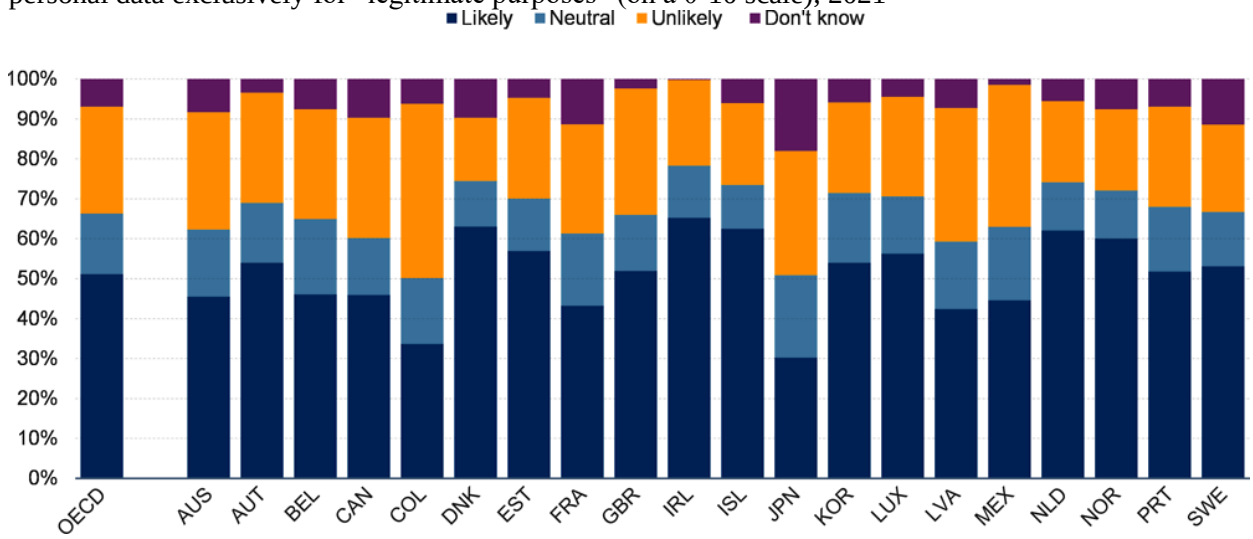
Personal Data Protection Law. In **Denmark**, MitID[61] was developed in a joint partnership between the government and Danish banks, meeting the latest requirements for security, also mitigating cyber-fraud and phishing. It also offers users with additional security measures, such as letting them choose alternative authenticators, so they do not remain locked to a smartphone.

74. Some COVID-19 tracing apps proved to be another important solution balancing privacy and public policy objectives, like public health, although their adoption by the general population remained low. For instance, **Switzerland**'s smartphone app for contact tracing, SwissCovid, worked through a decentralised data storage to prevent any improper use of personal data. Among the other 35 contact tracing apps developed by Adherents, only 30% of them operated using decentralised systems[62].

75. The provision sets increased confidence on government services as the consequence of better privacy and security measures. Although no study has yet measured specifically confidence in government services across Adherents, the OECD Survey on the Drivers of Trust in Public Institutions (OECD Trust Survey) allows to partially grasp this phenomenon by measuring a strictly related aspect that is citizens' trust in government data use. Results of the OECD Trust Survey suggest that governments' misuse of personal data is generally not a concern: on average across 22 OECD Members, 51.1% of respondents trust their government to use their data only for legitimate purposes. Even in OECD Members with the lowest levels of trust in the government's use of data, typically fewer than one-third of people think their governments is not likely to use personal data responsibly (Figure 15) (OECD, 2022[32]).

Figure 15. Citizens' trust in government to use their data for legitimate purposes within OECD Members

Share of respondents reporting different levels of perceived likelihood that their government would use personal data exclusively for "legitimate purposes" (on a 0-10 scale), 2021



Note: Figure presents the within-country distributions of responses to the question "If you share your personal data with a [public agency/office], how likely or unlikely do you think it is that it would be exclusively used for legitimate purposes?". The "likely" proportion is the aggregation of responses from 6-10 on the scale; "neutral" is equal to a response of 5; "unlikely" is the aggregation of responses from 1-4; and "Don't know" was a separate answer choice. Finland and New Zealand are excluded from this figure as data were not available. "OECD" presents the unweighted average across OECD Members. For more detailed information please find the survey method document at http://oe.cd/trust.

[61] Agency for Digital Government. (2022). MitID – a unique public-private partnership. Agency for Digital Government. Retrieved December 19, 2022, from https://en.digst.dk/systems/mitid/mitid-a-unique-public-private-partnership/

[62] https://www.coe.int/en/web/data-protection/contact-tracing-apps#

Source: OECD Trust Survey (OECD, 2022[32])

76. Evidence shows that Adherents have made important progress in adopting legal, institutional, and technical initiatives to address digital security and privacy. Additionally, OECD Trust Survey data revealed a modest but positive level of trust in government to use personal data of citizens. Nevertheless, additional research and policy frameworks are required to better measure, understand, and strengthen citizens' confidence in government services, particularly as newer digital technologies can also pose threats to civil and democratic rights. The OECD has been taking steps towards this objective, particularly through the *Recommendation on Artificial Intelligence [OECD/LEGAL/0449]* and the growing work on AI in the public sector (OECD/CAF, 2022[33]; Berryhill et al., 2019[34]).

Pillar 1 – conclusion

77. The implementation of the first pillar has been positive in terms of embedding openness and transparency across legal and policy frameworks in Adherents. However, further progress can be made in bridging digital divides. Adherents have made the process of developing the national digital government strategy more inclusive and promoted collaborative approaches to public service design and delivery. Engaging non-public stakeholders more actively would bring added value to the process. Additionally, although many actions have been taken to prioritise data as a key strategic asset, Adherents need to continue investing in fortifying coherent data governance. This will secure efficient, responsible and trustworthy use and management of data in the public sector.

Pillar 2: Governance and co-ordination

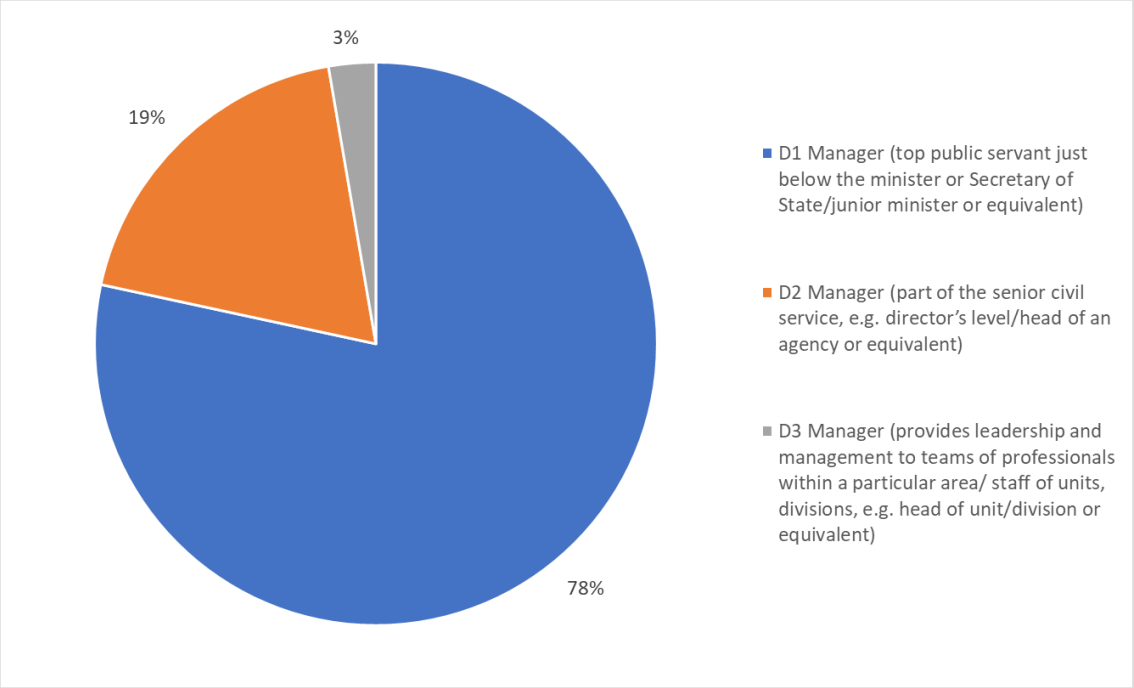
78. The Recommendation's second pillar highlights the importance of creating the appropriate governance to ensure an efficient and co-ordinated implementation of digital government strategies. The following four provisions belonging to this pillar provide the tools and objectives for Adherents to reach this goal.

> **III. RECOMMENDS** that, in developing their digital government strategies, governments should:
>
> 5. Secure leadership and political commitment to the strategy, through a combination of efforts aimed to promote inter-ministerial co-ordination and collaboration, set priorities and facilitate engagement and co-ordination of relevant agencies across levels of government in pursuing the digital government agenda.

79. Political commitment and leadership are essential to effectively implement digital government strategies, navigating risks, managing changes and championing the transformation across the public sector. Consistency and coherence across government levels and policy areas can be achieved through clear signalling of the shared vision and direction from leadership and broad stakeholder support.

80. Adherents have continued to make effort into aligning with this provision of the Recommendation according to the national contexts. All Respondents to the Survey have a dedicated public sector institution that leads decisions on digital government at the central/federal level of government and co-ordinates their implementation. In more than two-thirds of Respondents, the dedicated public sector institution is led by top public servant just below the minister or Secretary of State/junior minister or equivalent (Figure 16).

Figure 16. The level of the head of the dedicated public sector institution for digital government within Respondents

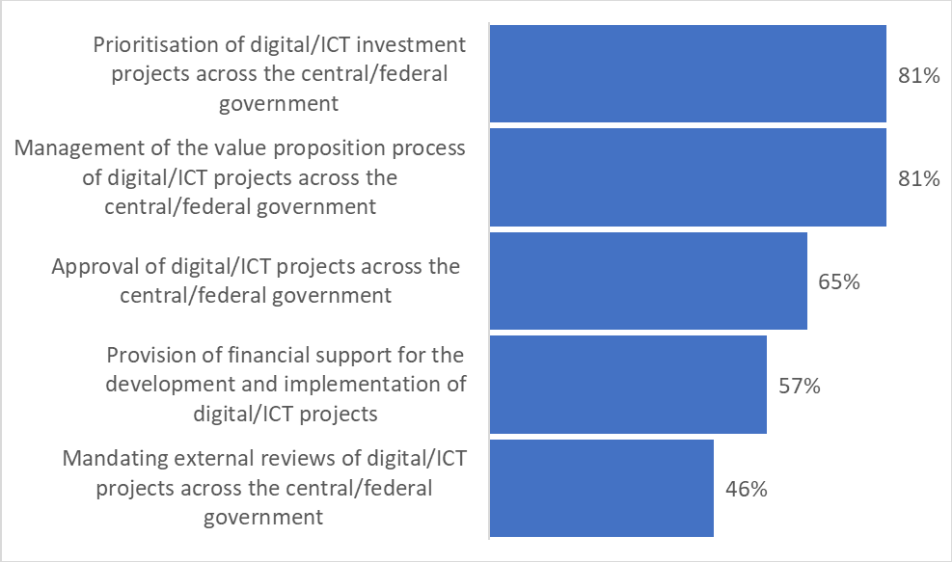


Source: Results of the OECD Survey on Digital Government 2.0 (2022)

81. **Czechia**, for example, created a new high-level position and appointed the first deputy prime minister for digitisation to steer the national digital government agenda in 2021. In the case of **Ireland**, the national digital agenda is led at the highest level by a Cabinet Committee on Economic Recovery and Investment, chaired by the deputy prime minister and composed of several government ministers. The Office of the Government Chief Information Officer at the Department of Public Expenditure and Reform oversees implementation of the country's digital and ICT strategy for public services.

82. More than 80% of Respondents indicated that the dedicated public sector institution has a responsibility of prioritising digital/ICT investment projects across the central/federal government (Figure 17). In **Japan**, for instance, the Digital Agency is mandated by law to oversee the development and management of all information systems conducted by the government, including budgeting. The agency also developed a mechanism to evaluate all information systems in accordance with the central maintenance policy. In the case of **New Zealand**, the government strengthened the Government Chief Digital Officer (GCDO)'s mandate, adding the responsibility to foster a more co-ordinated, priorities based, and strategic approach to digital investment, including early visibility of digital initiatives and engagement of other governmental stakeholders. In addition, the GCDO was given a task to develop a multi-year all-of-government roadmap to identify priorities for government ICT investment.

Figure 17. What are the main decision-making responsibilities of this public sector institution?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

83. Adherents have also taken actions to promote inter-ministerial co-ordination and collaboration, and facilitate engagement of relevant stakeholders across the government. The Survey shows that in 86% of Respondents, the dedicated public sector institution plays a role of ensuring horizontal co-ordination of public sector institutions at central/federal level involved in the implementation of the national digital government strategy.

84. **Australia**, for instance, entrusted the Digital Transformation Agency with ensuring horizontal co-ordination of public sector institutions at the federal level, and common technical standards and enablers through the Australian Government Architecture. The agency also advises public sector institutions at the federal level on the implementation of ICT projects through the whole-of-government digital and ICT investment oversight framework. In **Estonia**, the Digital State Development Department (also known as the Government CIO Office) of the Ministry of Economic Affairs and Communication is in charge of the digital transformation across the public sector and co-ordinating with public institutions in designing and delivering government services. It also monitors the implementation of relevant policies and strategies.

85. This Report finds that most Adherents have made significant efforts to secure leadership and political commitment to implement digital government strategies with the aim of transforming the public sector at the whole-of-government level. Effective strategies are often the result of consensus building efforts that consider the views of all relevant stakeholders to ensure ownership and governance of the strategy. The provision remains highly relevant as Adherents need constant and sustained efforts to secure political support and leadership needed to navigate through these turbulent times, and to ensure the co-ordinated efforts demanded by a successful digital transformation that requires horizontality, interoperability and coherence of decisions and actions across governments.

> ***III. RECOMMENDS*** *that, in developing their digital government strategies, governments should:*
>
> *(...)*
>
> 6. *Ensure coherent use of digital technologies across policy areas and levels of government*

86. A coherent and efficient use of digital technologies is essential to governments' digital transformation, yielding benefits such as increased productivity, reduced duplication of efforts, synergies and improved management of key assets, including data. This provision recommends that Adherents ensure coherent use of digital technologies across policy areas and levels of government, by:

i) engaging relevant stakeholders and other levels of government to provide input to the development of the digital government strategy;

ii) integrating the digital government strategy in overall public administration reforms;

iii) identifying the complementarity, alignment and mutual reinforcement between the digital government strategy and other relevant sector strategies;

iv) providing the institution formally responsible for digital government co-ordination with the mechanisms to align overall strategic choices on investments in digital technologies with technological deployment in various policy areas.

87. Digital government strategies provide a general framework for government to bring coherence to their efforts, embodying a Government as a Platform[63] approach; however, effective governance and co-ordination mechanisms are crucial for their successful implementation. Adherents have prioritised enhancing coherence in digital public infrastructure development and interoperability of government digital services and data, not only through institutional mechanisms as exemplified in relation to the previous provision, but also through mutual reinforcement between the digital government strategy and other relevant sectoral strategies.

88. According to the Survey, 97% of the Respondents have engaged relevant stakeholders and other levels of government in the process of developing the national digital government strategy. More than two-thirds of Respondents involved stakeholders from sub-national governments, public sector organisations and/or ministries, private sector, academia, civil society and citizens.

89. **Austria** has created a task force of chief digital officers from all ministries, led by the federal chief digital officer, to oversee and co-ordinate digital/ICT projects in respective ministries and facilitates joint projects. This practice has ensured a successful digital transformation of the federal administration with engagement from stakeholders across the society, including local authorities and private sector entities. The development of **Iceland**'s national digital government strategy in 2021 was led by the Ministry of Finance with the engagement of all ministries and the Icelandic Association of Local Authorities. Then, the draft strategy was published on the national consultation portal for public consultation.

90. All Respondents also aligned their digital government strategies with other national strategies and vice versa or have shared cross-cutting goals and projects with other strategies. For instance, the digital government strategy of **France** includes cross-cutting goals and projects that are shared with the national public transformation strategy, "Action Publique 2022" and the AI strategy, "AI for humanity". The government of **Canada** continued to embed its 2022 Digital Ambition into existing government-wide policies, strategies and frameworks. It is linked most notably to the "Government Policy on Service and Digital", the "Government of Canada Digital Standards", the "Guiding Principles for the Responsible use of AI" and the "National Action Plan on Open Government". **Canada** enabled this co-ordination by centralising the responsibility for digital government alongside the responsibility centre for public sector management. In the case of **Latvia**, the digital government strategy is aligned with the public sector reform agenda and the country's sustainable development strategy to ensure coherency across the government. **Australia** implemented a whole-of-government "Digital and ICT Investment Oversight Framework" to foster coherence and alignment in digital and ICT spending and secure the achievement of expected

[63] A Government as a Platform approach refers to a government providing clear and transparent guidelines, data, tools, and software that equip teams to deliver services that are user-driven and integrated, consistent, reliable and fair, as well as seamless and proactive.

outcomes and benefits. In the same line, **Ireland**'s "Digital Oversight" enables the monitoring and assurance of new ICT and digital projects to ensure alignment with the Government policy priorities and strategies.

91. Furthermore, many Adherents have started to take concrete actions to align overall strategic choices on investments in digital technologies with technological deployment in various policy areas. More than half of Adherents indicated that they use the standardised model to develop and present the value proposition of digital/ICT projects within the central/federal level of government for either all projects or when projects meet specific criteria. 65% of Respondents indicated that they assess adherence to national government standards and alignment with priorities and objectives of the national digital government strategy through the value proposition model.

92. In **Korea**, for instance, in accordance with the Electronic Government Act, standardised forms are used to conduct a preliminary review and prior consultation for new digital government projects and continuing projects over specific budget thresholds[64]. The Ministry of the Interior and Safety reviews the alignment with the national strategies, expected impacts, possible overlaps with other projects, and the need of collaboration with other stakeholders. The project planning checklist covers a technology evaluation including interoperability with other services and compliance with national policies. Similarly, the **UK,** all new services are assessed against the government Service Standard by practitioners from across government before their service can progress through the alpha and beta stages of the agile service lifecycle, and eventually go live on GOU.UK.

93. Adherents understand the importance of engaging relevant stakeholders in the development of the national digital government strategy and reinforcing alignment between the digital government strategy and other national strategies. Further efforts on the area of digital government investment would help bring Adherents closer to fully implementing this provision.

III. RECOMMENDS *that, in developing their digital government strategies, government should:*

(...)

7. Establish effective organisation and governance frameworks to co-ordinate the implementation of the digital strategy within and across levels of government

94. Efficient use of digital technologies in the public sector requires suitable governance frameworks that ensure adequate checks and balances and facilitate the attainment of strategic objectives across levels of government, through:

i) identifying clear responsibilities to ensure overall co-ordination of the implementation of the digital government strategy;

ii) establishing a system for "check and balances" of governments' decisions on spending on technology to increase the level of accountability and public trust, and to improve decision-making and management to minimise risks of project failures and delays.

95. As governments further integrate digital technologies into their daily processes and service design and delivery, they require greater collaboration both within and across the public sector, as well as with external stakeholders. Consequently, effective co-ordination mechanisms are vital.

96. Adherents have made great progress in implementing this provision to co-ordinate the implementation of the digital strategy within and across levels of governments. 92% of Respondents have

[64] A continuing project conducted by the central government with a budget of KRW 1 billion or more, one by metropolitan local governments with a budget of KRW 100 million or more, and one by local governments with a budget of KRW 50 million or more.

a formal co-ordination mechanism responsible for steering digital government policies and initiatives at the central/federal level. These co-ordination mechanisms complement the roles and responsibilities of the dedicated public sector institutions mentioned in the Report under the fifth provision of the Recommendation.

97. The Survey responses indicate that the formal co-ordination mechanism largely plays advisory responsibilities. In the majority, Respondents have a co-ordination mechanism that ensures horizontal co-ordination of public sector institutions at central/federal level involved in the implementation of the national digital government strategy and monitors its implementation. Nevertheless, only less than half of Respondents have the mechanism that shoulders decision-making responsibilities such as managing the value proposition process and mandating external reviews of digital government projects.

98. In **Italy**, the Inter-ministerial Committee for the Digital Transition (CiTD) co-ordinates the implementation of the Italian and European digital agenda. The committee monitors and provides strategic advice on digital government projects, ensuring their smooth implementation and alignment among initiatives.

99. In **Spain**, the ICT Strategy Commission is the highest governance body where all the ministries are represented. Among various advisory and decision-making responsibilities, the commission approves the ICT strategy proposal for submission to the Council of Ministers and mandates external reviews of digital/ICT projects across the central government, increasing the level of accountability. The General Secretariat for Digital Administration serves as the secretary of the commission, ensuring the implementation of its decisions.

100. **Luxembourg** recently launched a High-Committee on Digital Transformation, bringing together public and private stakeholders to discuss the priorities and actions needed for the digital transformation of the public sector (OECD, 2022[22]). In **Denmark**, with over 46 recommendations from the Danish Government Digitisation Partnership, the Danish Digitisation Council was set up in September 2022, involving civil servants from regional and local governments, trade and labour unions and private sector. The Digitisation Council advises the Danish Government on digital transformation of the society.

101. Adherents are on the right track to fully align with this provision of the Recommendation. Nevertheless, further efforts are needed to strengthen the capacities and responsibilities of co-ordination bodies to secure coherence and benefit realisation in digital government investment, as well as monitoring and assessing digital government decisions. Co-ordination bodies with improved decision-making and management capacities would help Adherents increase the level of accountability and public trust, while minimising risks of project failures and delays.

III. RECOMMENDS that, in developing their digital government strategies, governments should:

(…)

8. Strengthen international co-operation with other governments to better serve citizens and businesses across borders, and maximise the benefits that can emerge from early knowledge sharing and co-ordination of digital strategies internationally.

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102. The COVID-19 pandemic proved the importance of international co-operation. Governments leveraged on each other's practices to respond quickly and effectively to the crisis. International co-operation and co-ordination can enable effective public service delivery, peer learning and innovation, avoiding repetition of errors and optimising digital government strategies, better understand the challenges and opportunities that come with the use of digital technologies and data in the public sector.

103. Following the 2017 Report, Adherents have strengthened the implementation of the Recommendation by fostering peer learning and sharing of experiences at an international level. Since 2017, 15 national peer reviews have been conducted for 13 Adherents. The reviews have been based on the provisions of the Recommendation and related policy frameworks, leading to the formulation of

targeted policy recommendations and were supported by dedicated data collection[65]. Additionally, and in response to the Council's conclusion in the 2017 Report, the E-Leaders encouraged the Secretariat to develop a measurement tool to assess digital government maturity and to support the monitoring of the implementation of the Recommendation. With substantive inputs from the Digital Government Indicators Taskforce[66], the Secretariat designed and launched the pilot version of the OECD Digital Government Index 1.0 in 2019, with the participation of 32 Adherents (OECD, 2020[5]).

104. The 2017 Report also called for greater understanding of the importance of more structured and sustained approaches in building data capacity within public sector institutions. In response, the PGC through E-Leaders, supported by the Secretariat, developed the *OECD Recommendation on Enhancing Access to and Sharing of Data* [OECD/LEGAL/0463] together with the Committee for Scientific and Technological Policy (CSTP) and the CDEP through its the Working Party on Data Governance and Privacy in the Digital Economy (DGP). More recently, building upon previous OECD work, the *OECD Recommendation on the Governance of Digital Identity* [OECD/LEGAL/0491] was adopted on the proposal of the PGC, in active consultation with stakeholders including the private sector.

105. Building upon the work of the Secretariat and Adherents, at the 2019 E-Leaders annual meeting hosted by **Belgium**, the Global E-Leaders Initiative (GELI) was launched to foster knowledge sharing and peer-to-peer learning to support policy makers around the world in advancing digital government policy design and implementation.

106. Outside of the OECD context, the degree to which Adherents have implemented this provision varies widely. Within the European Union, Adherents which are EU Member States have continuously made significant efforts to promote cross-border interoperability and service delivery as part of the European Commission's the EU4Digital Initiative[67]. For instance, **Finland** and **Sweden** promote cross-border collaboration to stimulate growth and innovation in the Kvarken region through the Kvarken Council[68], a Nordic cross-border co-operation body composed of representatives from sub-national governments in both countries. In the case of **Slovenia**, its Pension and Disability Insurance Institute (ZPIZ) provides a multilateral cross-border service for exchanging personal data with similar institutions of the neighbouring countries, including **Croatia**, **Germany** and **Serbia**[69].

107. Adherents also have strengthened knowledge sharing and cross-border capacity building. For example, **Japan** and the **United Kingdom** signed a Memorandum of Co-operation to deepen the ties on digital government transformation. Japan's Digital Agency and the UK's Government Digital Service have worked together to exchange knowledge and strategies to promote the adoption, design and delivery of digital tools and services across public sectors. **Korea** continues to foster international co-operation through its e-Government Co-operation Centre (e-GCC), dispatching Korean experts to partner countries to develop and implement joint initiatives. **Estonia** established the position of "Tech Ambassador" to tackle global challenges and seize opportunities of digital technologies. It envisions overcoming common challenges through multilateral co-operation on digital.

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[65] The 15 national peer reviews include: the Digital Government Reviews of Brazil (OECD, 2018[10])), Colombia (OECD, 2018[11])), Morocco (OECD, 2018[12])), Argentina (OECD, 2019[13])), Chile (OECD, 2020[14]; OECD, 2019[15]; OECD, 2019[16])), Panama (OECD, 2019[17])), Peru (OECD, 2019[18])), Sweden (OECD, 2019[19])), Mexico (OECD, 2020[20])), Slovenia (OECD, 2021[21])), Luxembourg (OECD, 2022[22])), and Greece (OECD, 2022[23]), and Türkiye ((OECD, 2023[24])).

[66] The Digital Government Indicators Taskforce was formed in 2018 with ten Adherents (Belgium, Canada, Colombia, Italy, Denmark, Mexico, the Netherlands, Portugal, Spain, and the United Kingdom) and one non-Member country (Uruguay).

[67] https://eufordigital.eu/discover-eu/the-eu4digital-initiative/

[68] https://cross-border.oecd-opsi.org/

[69] (OECD, 2021[21]), Digital Government Review of Slovenia - Leading the Digital Transformation of the Public Sector.

108. Since the 2017 Report, Adherents have implemented this provision with great efforts. Nevertheless, there remains untapped potential for even better outcomes with international co-operation. For example, there is growing interest and actions towards the development of scalable and open-source digital tools and solutions (e.g. digital public goods) that would benefit from international collaboration and dialogue on governance, funding and implementation. Digital talent and skills in the public sector remain unevenly distributed across the world and have become an imminent challenge for many governments around the world. Exchanges of staff and secondment with other governments could concretely add additional value to knowledge and good practice sharing among Adherents. Furthermore, given the importance of service design and delivery for the digital age highlighted by Adherents, there is also a strong need for international co-operation to discuss and set shared standards on how governments design and deliver services to citizens and businesses, not only domestically but across borders.

Pillar 2 – conclusion

109. Adherents' implementation of Pillar 2 shows significant progress in establishing governance frameworks for digital government. With strong political commitment and leadership, efforts at building consensus with relevant stakeholders have effectively reinforced the alignment between the digital government strategy and other national strategies (e.g. AI strategy). Nonetheless, Adherents need to strengthen co-ordination mechanisms, especially their responsibilities to monitor and assess governments' decisions on digital government investments, to increase the level of accountability and public trust. Furthermore, building upon ongoing international co-operation efforts, Adherents can further collaborate in sharing knowledge and setting new international standards on emerging priorities, such as designing and delivering proactive services, ultimately benefiting citizens and businesses across borders.

Pillar 3: Institutional capacities to support the implementation of the digital government strategies

110. The third pillar of the Recommendation recommends governments to equip the public sector with the required institutional capacities to transform the public sector, particularly strengthening governments' abilities to effectively implement digital government strategies. This includes not only fostering skills and talent but also the policy levers or processes that enable governments to deliver to their citizens' expectations.

IV. RECOMMENDS *that, in implementing digital government strategies, governments should:*

9. Develop clear business cases to sustain the funding and focused implementation of digital technologies projects

111. The ninth provision of the Recommendation calls for the development of clear business cases to sustain funding and focused implementation of digital technologies projects through the following approaches:

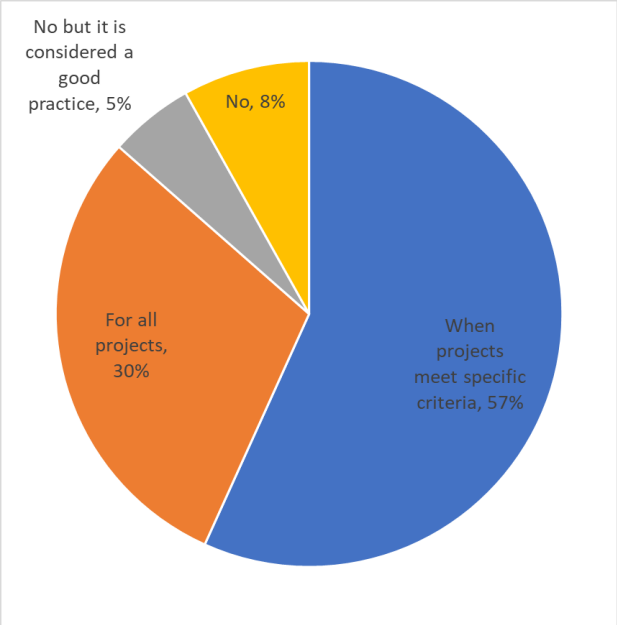
i) articulating the value proposition for all projects above a certain budget threshold to identify expected economic, social and political benefits to justify public investments and to improve project management;

ii) involving key stakeholders in the definition of the business case (including owners and users of final services, different levels of governments involved in or affected by the project, and private sector or non-for-profit service providers) to ensure buy in and distribution of realised benefits.

112. Adherents have advanced in the definition of value propositions or business case models for digital/ICT projects. This type of model "refers to a tool to assess and present the value proposition of an ICT project", implying "an ex-ante holistic assessment of investment projects' viability and the value for money (comparing project costs and benefits), [to ensure] that each initiative drives public value creation

and aligns with the government's strategic objectives"[70]. Results of the Survey show that about half of Respondents have such a standardised model in place. Nevertheless, many apply the standardised model only when projects meet specific criteria, like a budget threshold. Around 30% of Respondents have this mechanism in place for all projects, and just a minority don't have it in place (13%) or consider it a good practice applied discretionally by each public sector institution (5%) (Figure 18).

Figure 18. Existence of a standardised model to develop and present the value proposition of digital/ICT projects (e.g. business cases) within the central/federal level of government within Respondents

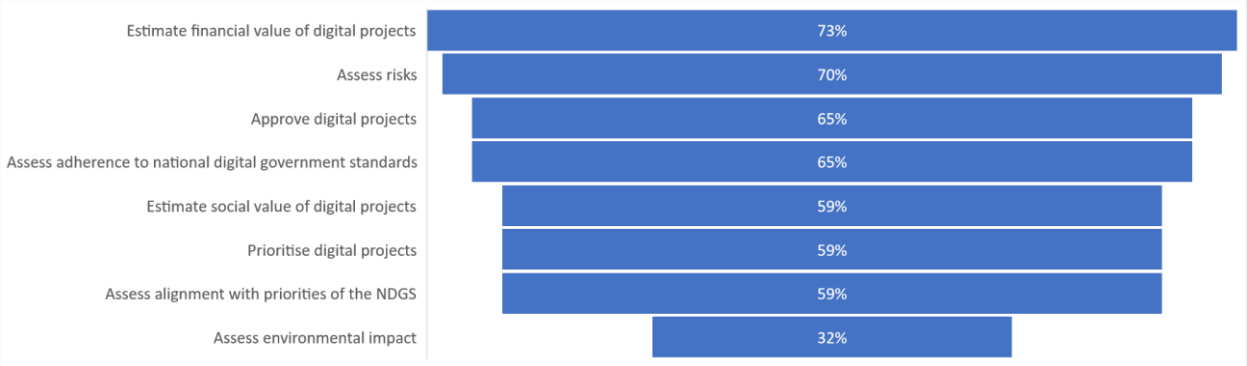


Source: Results of the OECD Survey on Digital Government 2.0 (2022)

113. The value proposition model is playing different roles for Respondents. For most of them, the model is being used to estimate the financial value of digital projects, assess risks and approve digital projects. To a minor degree, Respondents are using the model to estimate the social value of digital projects, assess alignment with priorities/objectives of the NDGS, prioritise digital projects, and assess adherence to national digital government standards. Finally, only a handful of Respondents are using it to assess environmental impact (Figure 19).

[70] OECD Survey on Digital Government 2.0, Glossary of Terms.

Figure 19. Role of the value proposition model in the development of digital projects within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

114. The Survey also showed that, for 81% of Respondents, the value proposition process of digital/ICT projects across the central/federal government is managed by the public sector institution responsible for leading decisions on digital government. When asked if this same function was part of the mandate of the country's formal co-ordination body responsible for steering digital government policies and initiatives across central/federal institutions, only 32% of Respondents manifested having bodies with such responsibilities. These results show a greater concentration of the definition of the value proposition model in hands of one single institution, while the inter-governmental bodies gathering actors from different levels of government are holding less such responsibility. This echoes the points highlighted earlier concerning the space for those bodies – when in place – to have more decision-making responsibilities.

115. **New Zealand**'s Better Business Cases[71] is an example of how governments are using these models. Its main purpose is providing decision-makers with a consistent format to do objective analysis of projects, allowing greater comparability and transparency. The country's model includes a business case scoping document, documentation for the implementation of business cases, and indicative business case guidance and templates. In **Denmark**, digital projects above 15 million DKK (around 2 million EUR) are required to follow the ICT project model, which requires the analysis of projects using the Government ICT-Project Model, developed and maintained by the Agency for Public Finance and Management, previous to the acquisition stage [72].

116. The adoption of the business case methodology is high among Adherents. Nevertheless, the provision calls for the involvement of various stakeholders in the value proposition definition to build stronger legitimacy for digital/ICT projects that reflect the values, needs, and objectives of various actors across society, sectors, and policy areas. Evidence shows indeed that the progress towards this engagement is weak, mainly because its definition generally remains in the hands of the leading public sector institution for digital government policies, and not on bodies with greater stakeholder representation. More diverse participation in the value proposition definition is also aligned with the expansion of their scope of public value. For instance, 59% of Respondents cover the estimation of the social value of digital projects in their models, while 32% do it for the assessment of environmental impact[73]. These numbers show there is still

[71] https://www.treasury.govt.nz/information-and-services/state-sector-leadership/investment-management/better-business-cases-bbc/better-business-cases-2019-2020-refresh

[72] https://oes.dk/it-og-oekonomistyring/it-projektstyring/statens-it-projektmodel

[73] Results of the OECD Survey on Digital Government 2.0 (2022)

progress to be made in connecting the value proposition models with the achievement of goals in other policy areas or sectors.

> ***IV. RECOMMENDS*** *that, in implementing the digital government strategies, government should:*
>
> *(…)*
>
> *10. Reinforce institutional capacities to manage and monitor projects' implementation*

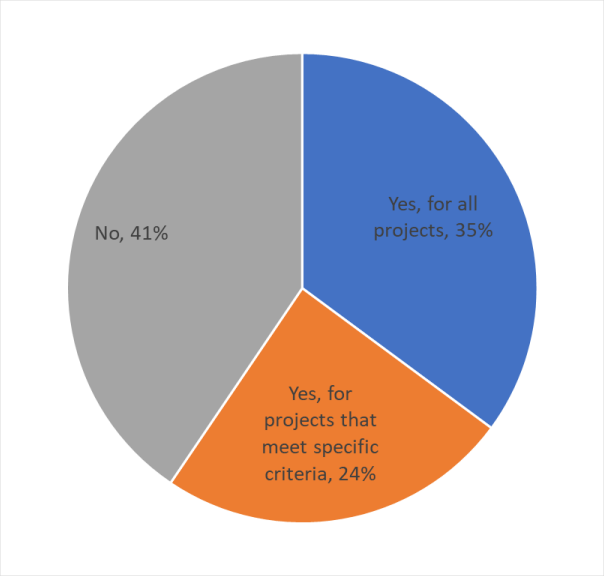
117. The tenth provision of the Recommendation promotes reinforcing institutional capacities to manage and monitor projects' implementation by:

> *i) adopting structured, also for the management of risks, that include increase in the amount of evidence and data captured in the course of project implementation and provision of incentives to augment data use to monitor projects performance;*
>
> *ii) ensuring the availability at any time of a comprehensive picture of on-going digital initiatives to avoid duplication of systems and datasets;*
>
> *iii) establishing evaluation and measurement frameworks for projects' performance at all levels of government, and adopting and uniformly applying standards, guidelines, codes for procurement and compliance with interoperability frameworks, for regular reporting and conditional release of funding;*
>
> *iv) reinforcing their public sector's digital and project management skills, mobilising collaborations and/or partnerships with private and non-governmental sector actors as necessary;*
>
> *v) conducting early sharing, testing and evaluation of prototypes with involvement of expected end-users to allow adjustment and successful scaling of projects.*

118. Adherents are showing progress in the implementation of this provision on various fronts regarding the necessary institutional capacities for implementing digital/ICT projects. When evaluating project management capacities, only 59% of Respondents have a standardised project management model. A closer look shows that 35% of Respondents use it for all projects, while 24% for projects that meet specific criteria (e.g. budget threshold) (Figure 20). This result remains modest, considering project management capabilities are a key element for successful and coherent implementation of digital projects across the public sector.

Figure 20. Standardised model for digital project management within Respondents

Is there a standardised model for digital project management?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

119. Besides standardised project management models, Adherents are implementing different tools to improve management capacities of digital/ICT projects. In the **United Kingdom**, the agile delivery in the Service Manual[74] compiles principles, tools, techniques, planning and governance measures for an agile approach to project management of government digital services. In the **United States**, the Ad Hoc Government Digital Services Playbook[75] was developed by a govtech start-up, building on the Digital Services Playbook by the United States Digital Service[76] and the managerial experience developed rescuing HealthCare.gov. In **Canada**, the Open, Accessible Digital Workspace (OADW)[77] is an ecosystem of digital services and applications designed to improve civil servants' delivery capabilities.

120. Building implementation capacities can also take the form of training and building skills among public servants. In **Colombia**, *Conectate con Gobierno Digital* (Connect with digital government)[78] is a training programme on the digital government policy targeted at the IT teams of public institutions across the central and sub-national governments. Similarly, **Slovenia** launched a series of training programmes for public servants through the Administration Academy of the Ministry of Public Administration, covering digital skills, the use of technology in creative, safe and critical ways, and the use of data and emerging technologies to improve decision-making (OECD, 2021[21]).

121. Almost all Respondents have training programmes in place for the development of core skills to support digital government maturity. When asked about the content of training programmes, Respondents demonstrated developing a wide variety of skills, most of them concentrated on service design skills and awareness of the benefits and risks of the digital transformation (Figure 21). Other popular skills included

[74] Agile delivery - Service Manual - GOV.UK. (n.d.). https://www.gov.uk/service-manual/agile-delivery

[75] Government Digital Services Playbook. (n.d.). Ad Hoc. https://adhoc.team/playbook/

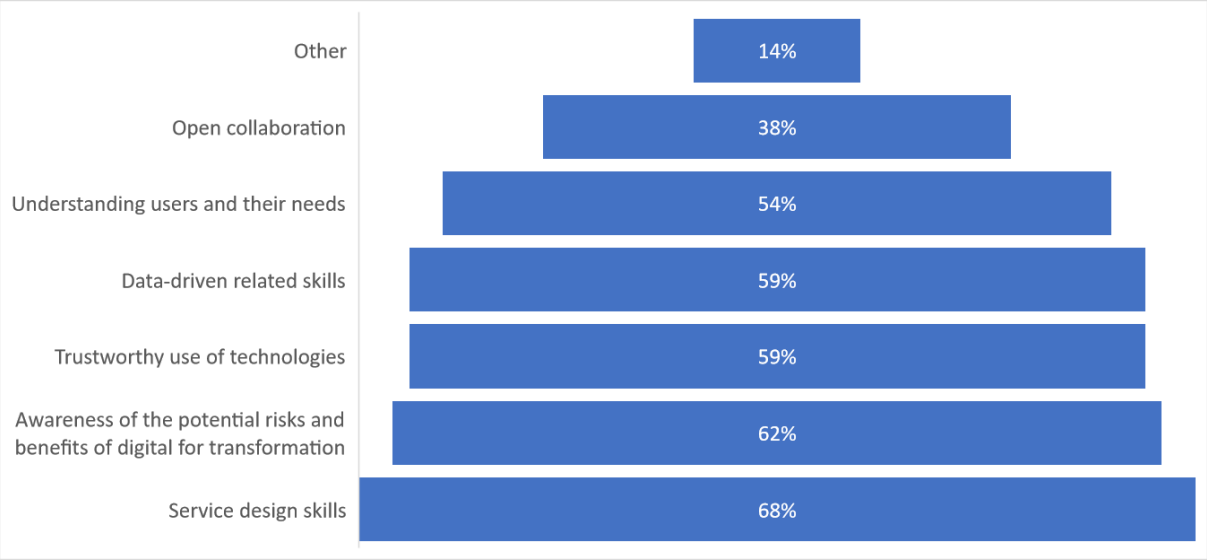
[76] https://playbook.cio.gov/

[77] Open Accessible Digital Workspace - wiki. (n.d.). https://wiki.gccollab.ca/index.php?title=Open_Accessible_Digital_Workspace

[78] Conéctate con Gobierno Digital. (n.d.). https://gobiernodigital.mintic.gov.co/portal/Iniciativas/Conectate-con-Gobierno-Digital/

data-related skills, trustworthy use of technologies, and understanding user needs. Only 38% of Respondents devoted training programmes to open collaboration. This last element is particularly important, as countries seem to be more focused on key digital skills for the design and delivery of services, but giving less attention to the collaboration skills that make them happen in an agile, iterative manner.

Figure 21. Core skills covered by training programmes within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

122. Denmark's Government Digital Academy employs the Digital Competences Model as a holistic framework to identify digital competences required in the public sector[79]. Public institutions can use the framework to develop the digital skills for their own workforce. In **Australia**, the Australian Public Service Commission (APSC) is in charge of attracting, retaining, developing and deploying a workforce with the required digital skills to deliver high quality digital government services. It offers formal training programmes through scholarships and a work-and-study arrangement for civil servants to pursue a degree in the digital field while working part-time. In the case of **Italy**, the Syllabus framework mapped the necessary digital skills for all public sector employees working in a digital environment (Department for Public Administration of Italy, 2020[35]). Built on the EU's DigComp Framework[80], it assesses digital skills across the public sector, both at the individual and organisational level. The individuals can conduct self-assessments and use training materials, while each organisation receives the assessment of their internal skills gaps.

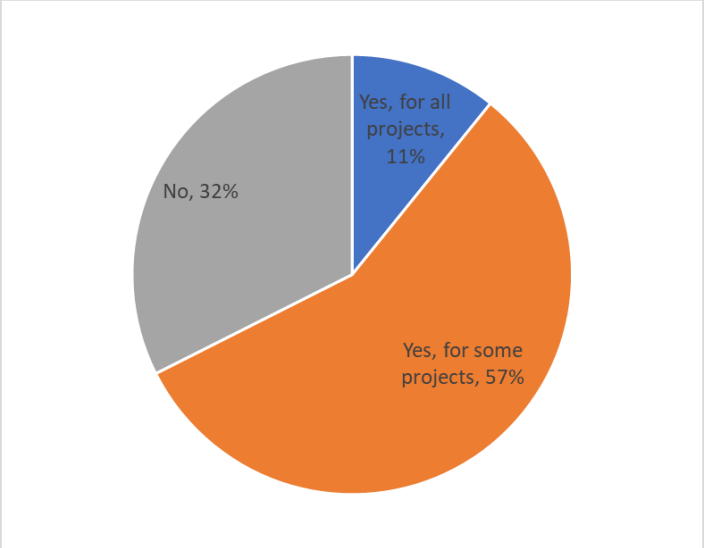
123. The tenth provision also deals with monitoring, measurement, and evaluation. The Survey provides various data points to assess their implementation. For instance, 68% of Respondents conduct risk assessments of digital/ICT projects, although only 11% of Respondents do it for all projects (Figure 22). Risk assessments tools are a proactive measure to evaluate potential hazards and evaluate if digital projects are fit for purpose.

[79] Danish Agency for Digital Government (2022), Government Digital Academy, https://en.digst.dk/policy/government-digital-academy/.

[80] https://joint-research-centre.ec.europa.eu/digcomp_en

Figure 22. Dedicated risk assessments for digital/ICT projects within Respondents

Has the leading digital government unit conducted dedicated risk assessments for digital/ICT projects at the central/federal government?



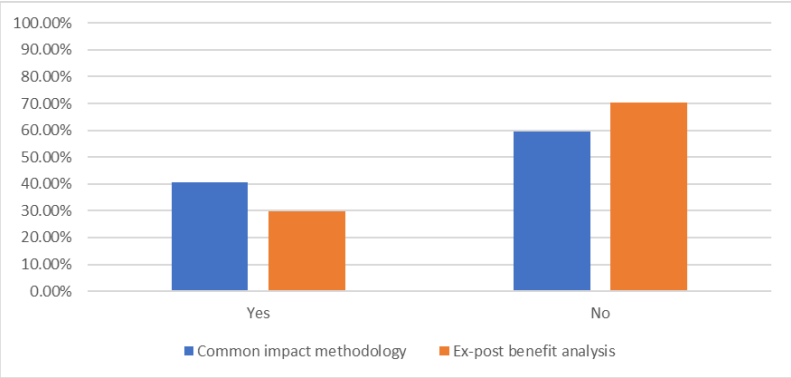
Source: Results of the OECD Survey on Digital Government 2.0 (2022)

124. Another way to assess how Adherents are implementing evaluation and measurement frameworks is exploring their impact measurement practices. When asked about the existence of a common methodology to evaluate the impact of digital/ICT projects, only 41% of Respondents have such a methodology in place. However, having a methodology to evaluate impact does not necessarily mean it is being applied. The Survey partially evaluates it asking if countries are measuring the benefits brought by digital projects, with results showing that 30% of Respondents have conducted ex-post benefit analysis of digital/ICT projects (Figure 23).

Figure 23. Existence of a common impact measurement methodology vs/ actual implementation of ex-post benefit analysis within Respondents

Common impact methodology: Does the leading digital government institution provide a common methodology to evaluate the impact of digital projects to be used by the whole administration?

Ex-post benefit analysis: Has the leading digital government institution conducted any ex-post cost-benefit analysis of digital projects?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

125. **Chile**'s Citizen Satisfaction Survey is a good example of such type of impact measurement tools. It measures citizen satisfaction with public service delivery to increase the efficiency and efficacy of public institutions. The survey established key performance indicators (KPIs) for measuring citizen satisfaction and determining the impact and success of digital projects. It captures both net and gross satisfaction rates and the institutional and/or service delivery attributes that have a significant impact on citizens' experiences (OECD, 2020[14]).

126. Another element of this provision deals with governments' capacities to monitor implementation of projects. 84% of Respondents report having a monitoring system in place to track progress of digital projects. In the case of 38% of Respondents, the system only applies to projects meeting specific financial criteria, such as budged thresholds. In about a fourth of Respondents, such systems apply to all projects and about one-fifth of Respondents for projects meeting specific implementation criteria, like multi-institutional projects.

127. Slightly fewer Respondents have information on digital projects available online. About one third of Respondents have dashboards with restricted use to specific users, whereas fewer countries have dashboards with data available in open data format. One quarter of Respondents have dashboards, although their data is not available in open data formats, and another fifth of Respondents do not provide this information online (Figure 24).

Figure 24. Monitoring system to track progress of digital projects and online availability of information within Respondents

Inner ring: Does the government have a monitoring system to track progress of digital projects?
Outer ring: Is the information on the progress of digital projects available online?

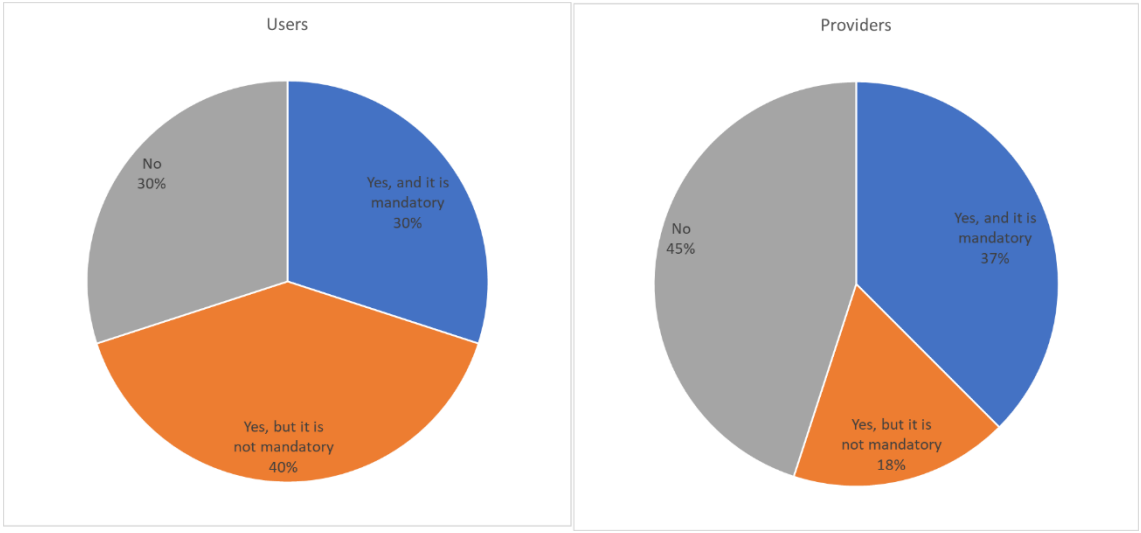
Source: Results of the OECD Survey on Digital Government 2.0 (2022)

128. Tools such as **France**'s Panorama of the State's major digital projects[81] and **Estonia**'s dashboard of EU funded projects[82] are helping Adherents to monitor the progress of digital projects and investments, at the same time they provide online open access to all citizens. Another example of monitoring instrument is **Colombia**'s Seal of Excellence of Digital Government[83], which helps ensuring coherence of the application of digital government standards and creates incentives for public sector institutions to increase the quality of digital projects and services.

129. Finally, the Survey found that most Respondents have requirements in place for public sector institutions to test a service with users prior to its launch, although only 30% of them make it mandatory and 30% do not have such a requirement. The Recommendation recognises these capabilities as essential elements for the successful adjustment and scaling up of projects. A higher number of Respondents require public sector institutions to test services with providers, being mandatory for 37% of them (Figure 25).

Figure 25. Requirements to test digital government services with users and providers within Respondents

Does your government require public sector institutions to test digital government services with the involvement of users and providers?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

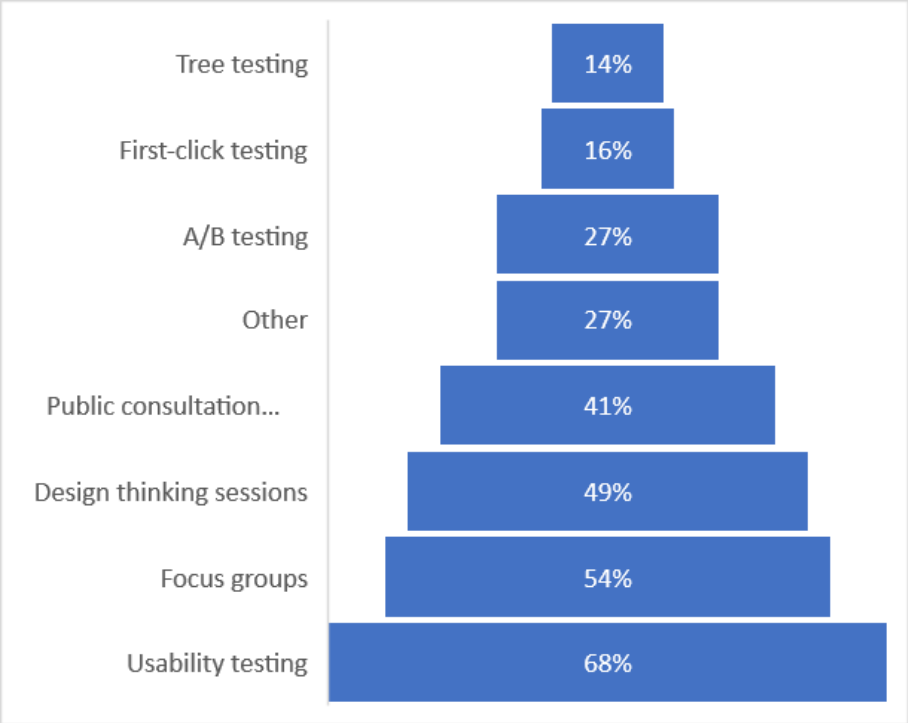
130. When assessing which types of methods were used to test digital government services, most Respondents indicated that they rely on usability testing, focus groups, and design thinking sessions. More specialised methods like tree testing, first-click testing or A/B testing are used with less frequency (Figure 26).

[81] https://www.numerique.gouv.fr/publications/panorama-grands-projets-si/

[82] https://www.rtk.ee/toetusfondid-ja-programmid/euroopa-liidu-valisvahendid/toetatud-projektid

[83] OECD. (n.d.). Digital Government Strategies: Good Practices Colombia: Open Data Initiative. In Digital Government Toolkit. https://www.oecd.org/governance/digital-government/toolkit/goodpractices/colombia-p1-p3-open-data-initiative.pdf

Figure 26. Methods used to test digital government services within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

131. Adherents generally show positive implementation of the provision. Implementation levels among Respondents are generally above 50% on the criteria evaluated throughout this section. However, further progress can still be made if Adherents advance towards an end-to-end and integral approach to manage digital government investments. This requires integrating project management into an ecosystem of policy levers that promotes an adequate planning, funding, implementation, procurement and monitoring/evaluation of digital government investments. One way to do this is reinforcing Adherents' project management capabilities through the development of standardised project management models. Additionally, Adherents could also consider developing additional training for open, collaborative, and agile management. Many Adherents could also benefit from adopting a more consistent and open system to evaluate and monitor digital projects and services. Finally, although the level of adoption of service testing requirements and methods is generally high, there is still room for improvement in actively involving users and providers.

> ***IV. RECOMMENDS*** *that, in implementing the digital government strategies, governments should:*
>
> *(...)*
>
> 11. *Procure digital technologies based on assessment of existing assets including digital skills, job profiles, technologies, contracts, inter-agency agreements to increase efficiency, support innovation, and best sustain objectives stated in the overall public sector modernisation agenda. Procurement and contracting rules should be updated, as appropriate, to make them compatible with modern ways of developing and deploying digital technology.*

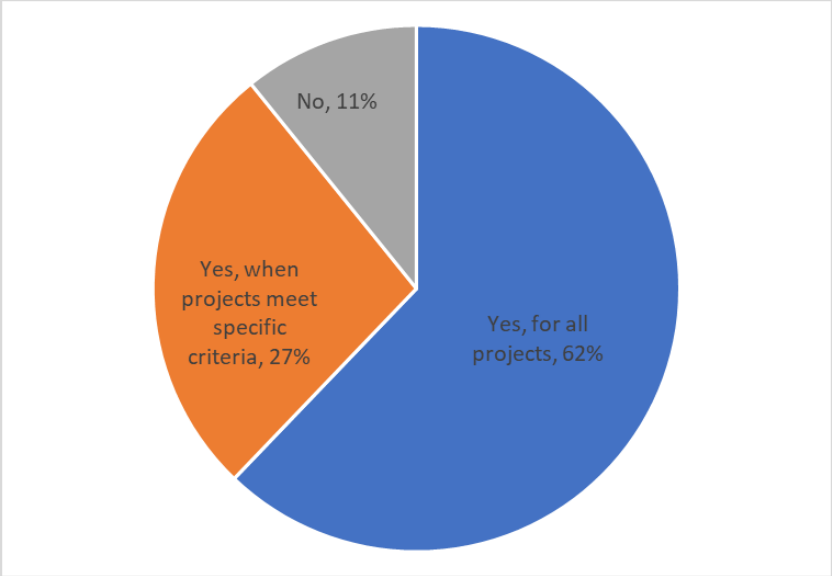
132. The eleventh provision of the Recommendation promotes procuring digital technologies based on the assessment of existing assets (including digital skills, job profiles, technologies, contracts, and inter-agency agreements) to increase efficiency, support innovation, and best sustain objectives stated in the

overall public sector modernisation agenda. It also recommends updating procurement and contracting rules to make them compatible with modern ways of developing and deploying digital technology.

133. Adherents show a high level of adoption of guidelines for digital procurement, understood as the public procurement of digital technology and solutions. As shown in Figure 27, 62% of Respondents have such types of guidelines for all projects and 27% for projects that meet specific criteria. An example of such guidelines is the **Australia**'s Digital Sourcing Lifecycle[84] developed by the Digital Transformation Agency to simplify the digital procurement process for public sector institutions. The guideline provides the recommended tasks step by step from the plan phase to the management phase. A similar effort with a wider scope was developed by **Poland** in the Public Procurement of Innovation handbook[85] published by the Public Procurement Office, which provides practical and conceptual ground for public procurement for innovation and precommercial procurement, also collecting good practices from different public institutions. In **Germany**, the Competence Centre for Innovative Procurement (KOINNO) has created a toolbox which offers assistance in designing procurement processes and procurement governance in an innovative manner. The toolbox offers over 100 innovation-promoting instruments and methods to support procurers in their everyday work[86].

Figure 27. Guidelines for digital procurement within Respondents

Are there any guidelines that assist public sector institutions when conducting digital procurement?



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

134. Adherents are using different mechanisms to purchase digital goods and services. The Survey shows over 10 different mechanisms used by Respondents (Figure 28). Framework agreements and centralized purchasing are the most used mechanisms, while e-auctions, design contests, and contracts with options are the least used ones. For example, to simplify procurement and security assurance, **New**

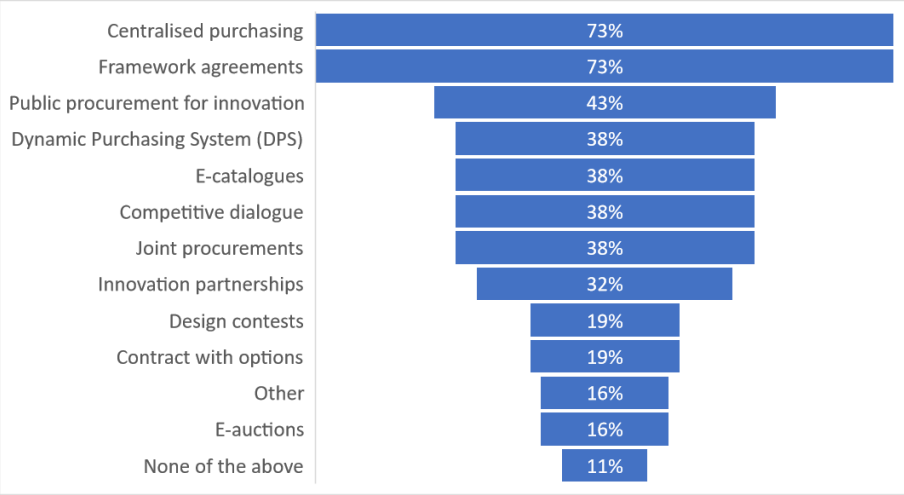
[84] https://www.buyict.gov.au/sp?id=lifecycle&tab=planandresearch#navtabplanandresearch

[85] Public Procurement Office of Poland (2020), Public Procurement of Innovation, https://www.uzp.gov.pl/__data/assets/pdf_file/0017/45503/Zamowienia_publiczne_na_innowacje_EN_WCAG-2021-01-12.pdf.

[86] https://www.koinno-bmwk.de/en/information/publications/detail/koinno-toolbox-tools-and-support-for-innovative-public-procurement/

Zealand's Government established a digital marketplace. The Government can operate as a "single customer" and can better link public sector institutions' needs with the innovative offer from the industry. It also reduces the transaction costs for working with government, especially for small and emerging suppliers, as it allows businesses to directly offer their products and services to public sector institutions[87].

Figure 28. Procurement mechanisms used for acquiring digital goods and services within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

135. An important finding along the data collection process for this Report is the strategic role played by cloud infrastructure in improving procurement of digital services. For instance, in **Panama**, the Government Cloud Project[88] serves as the basis of all software developments for government services and offers infrastructure for service providers. In **Belgium**, the G-Cloud[89] is a hybrid cloud managed by the government that uses services offered by private companies in public cloud environments and services hosted in government data centres. The project allows to build stronger digital synergies within the government by providing a common ICT infrastructure on which public institutions can install their own data sources and applications.

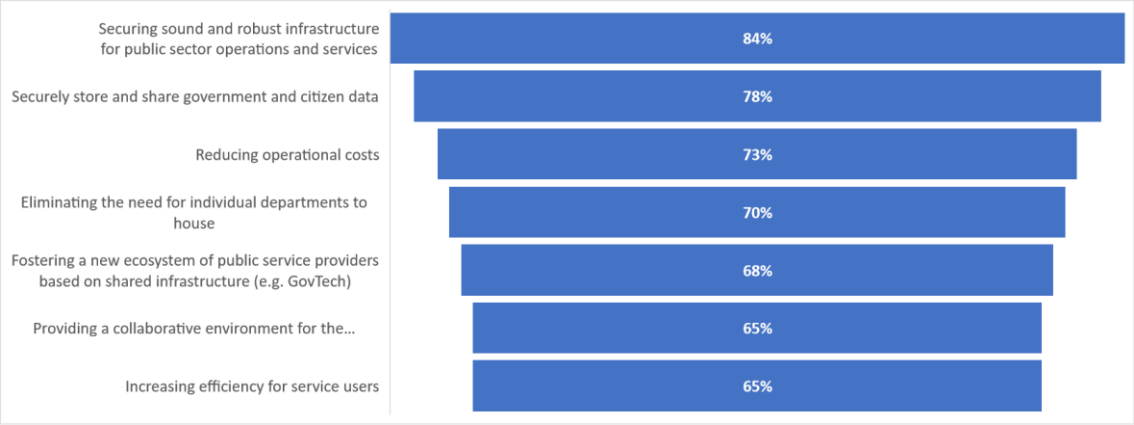
136. Findings across Respondents show that, among their objectives on the adoption of cloud infrastructure, 68% of Respondents seek to foster a new ecosystem of public services providers, like govtech start-ups. Additionally, according to countries' objectives, the existence of shared cloud services is expected to have an impact on their digital/ICT procurement practices as they are expected to eliminate the need for individual departments to house and manage their own systems (70%), reduce operational costs (73%), and provide a collaboration environment for the government (65%) (Figure 29).

[87] OECD. (n.d.-b). Digital Government Strategies: Good Practices New Zealand: Marketplace/Digital Procurement Channel. In Digital Government Toolkit. https://www.oecd.org/governance/digital-government/toolkit/goodpractices/new%20zealand-marketplace-case-study-principle-1.pdf

[88] https://aig.gob.pa/nube/

[89] G-Cloud - Home. (n.d.). https://www.gcloud.belgium.be/nl/home

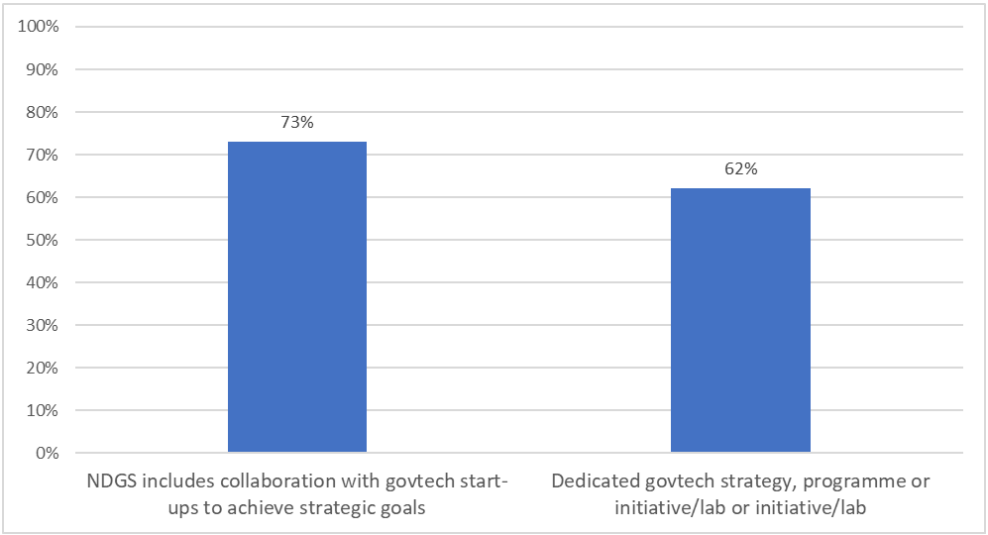
Figure 29. Objectives on the adoption of cloud infrastructure within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

137. Finally, to support innovation and better leverage emerging technologies, Adherents are developing new policies and initiatives to collaborate with govtech ecosystems, including start-ups, innovators and entrepreneurs. Many governments aim to procure digital solutions that complement existing public sector digital capacities for agile, innovative and cost-effective public processes and services. Such new approach, better referred as govtech, is a growing trend across Adherents. As shown in Figure 30, a great majority of Respondents have included collaboration with govtech ecosystems in their NDGS and/or created dedicated govtech strategies or initiatives.

Figure 30. Collaboration with govtech ecosystems within Respondents



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

138. To support and facilitate the collaboration with govtech ecosystems, Adherents are also making available different resources for public sector institutions. For instance, 41% of Respondents dedicate funds, 30% offer training programmes, and 27% provide common frameworks to support interoperability. Around a third of Respondents are creating dedicated procurement mechanisms, common standards/infrastructure for API-management, digital service standards, and shared cloud infrastructure.

139. The evidence presented for the assessment of this provision shows a satisfactory level of implementation across all fronts. There is room for improvement, particularly in adopting a strategic approach to leveraging transformational digital infrastructure, like cloud technologies, and for improving procurement and collaboration with technological providers. Additionally, Adherents can still deepen their strategic and practical efforts to collaborate with govtech ecosystems for innovative procurement practices.

IV. RECOMMENDS *that, in implementing the digital government strategies, governments should:*

(...)

12. *Ensure that general and sector-specific legal and regulatory frameworks allow digital opportunities to be seized*

140. The final provision of the Recommendation calls for ensuring that general and sector-specific legal and regulatory frameworks are well adjusted to correctly seize digital transformation opportunities in the public sector by:

i) reviewing them as appropriate;

ii) including assessment of the implications of new legislations on governments' digital needs as part of the regulatory impact assessment process.

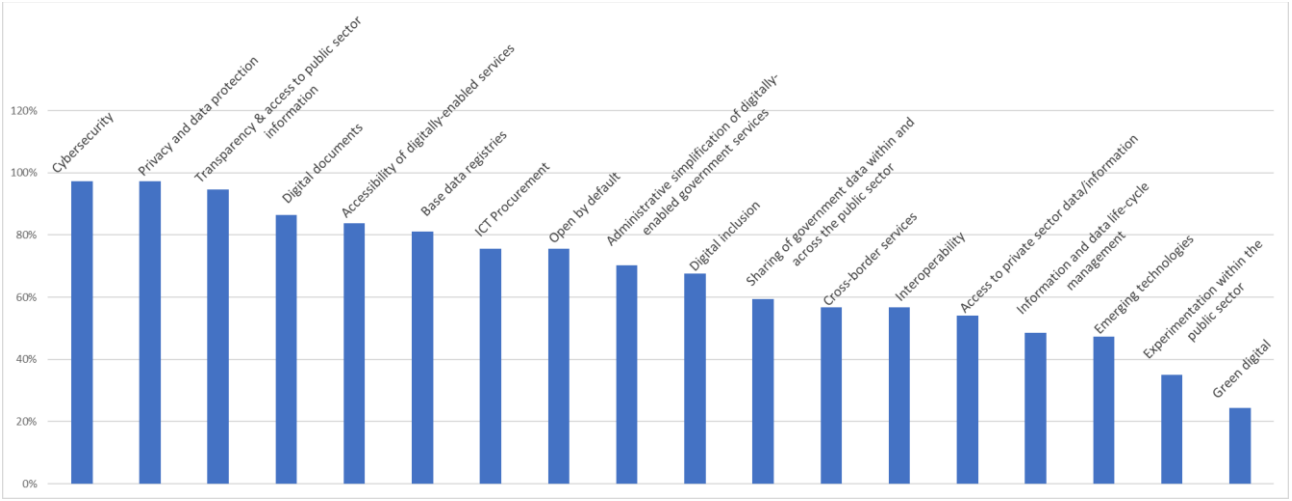
141. Regulatory frameworks across Adherents have increasingly been adjusted to leverage digital technologies and data for public value creation. The Survey evaluated the existence of laws and similar normative instruments covering a wide range of relevant areas for the coherent and mature development of digital government. Most Respondents have in place regulatory frameworks covering the majority of the relevant areas. Nevertheless, there is room for improvement for Adherents to take proactive actions.

142. As shown in Figure 31, Respondents show a solid coverage of most of the areas contained in the Recommendation. Cybersecurity, privacy and data protection, and transparency and access to public sector information stand out for being covered by almost all Respondents. More than 7 out of every 10 Respondents are covering digital documents (86%), accessibility of digitally-enabled services (83%), base data registries (81%), ICT Procurement (75%) and open by default (75%). To a lesser degree, yet still covered by a wide majority of Respondents, administrative simplification of digital services (70%), digital inclusion (67%), sharing of government data within and across the public sector (59%), interoperability (56%), cross-border services (56%), and access to private sector data/information (54%). This already shows a high level of implementation of this provision, as well as a reflection of other provisions in the normative framework of most Respondents.

143. The areas with less coverage among Respondents' normative frameworks (below 50%) relate to proactive and transformational approaches of digital government implementation to serve societal needs. These include information and data life-cycle management (48%), emerging technologies (47%), experimentation within the public sector (35%), and green digital (24%).

Figure 31. Digital completeness of the regulatory framework within Respondents

Are there any laws covering the following topics at the central/federal government? (e.g. Acts, Decrees, Rules, Regulations, Orders etc.)



Source: Results of the OECD Survey on Digital Government 2.0 (2022)

144. **Peru**'s Digital Government Law is an interesting example covering a wide variety of topics with a coherent and whole-of-the-government approach. It not only covers the governance framework for digital government, but also topics like digital identity, digital services, IT architecture, data, digital public documents, interoperability and digital security. It also embeds transformational principles such as digital and privacy by design, digital co-operation, open data by default, usability and equal responsibility and rights through digital means (OECD, 2019[18]). In **Germany**, to meet the growing demand for cross-sectoral and secure electronic digital identities (eIDs), the German eID Act came into force in 2021. It provides the legal foundation for digital identification on mobiles, using secure authentication technology.

145. This Report found few practices from Adherents assessing the implications of new legislations on governments' digital needs through RIA. OECD Members like **Canada**[90], **Netherlands**[91], **Norway**[92] **Portugal**[93], **Sweden**[94] and **UK**[95] have defined general standards to assess the impact of new legislation, applicable to legislative projects with impacts on the digital realm. A few Adherents have initiatives with a specific focus on assessing the impact of a new legislation on the country's digital government objectives. **Denmark**'s "digital-ready legislation" initiative[96] is the only practice with a specific focus on assessing the impacts of a new legislation on the country's digital government objectives. It was developed by the Danish parliament and makes it mandatory to assess whether new laws are clear, simple and easy to administer in a digital fashion. The initiative seeks to maintain a coherent development of the digital government policy while issuing new legislation. New laws released by the parliament should then clearly describe how they should be implemented in order to prevent the emergence of unnecessary red tape[97]. To do it, legislators mostly follow seven principles: simple and clear rules, enabling digital communication with citizens, possibility of automated case processing, consistency across authorities (uniform concepts

90 https://www.canada.ca/en/government/system/laws/developing-improving-federal-regulations/requirements-developing-managing-reviewing-regulations.html

91 https://www.kcbr.nl/beleid-en-regelgeving-ontwikkelen/integraal-afwegingskader-voor-beleid-en-regelgeving

92 https://www.kcbr.nl/beleid-en-regelgeving-ontwikkelen/integraal-afwegingskader-voor-beleid-en-regelgeving

93 Avaliação prévia de impacto legislativo – «Custa Quanto?» - XXI Governo - República Portuguesa (portugal.gov.pt)

94 https://www.digg.se/kunskap-och-stod/digg-play/filmer/2023-02-20-vagledningar-for-digitaliserings--och-automationsvanlig-lagstiftning

95 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1099024/2022-08_Guide_to_Making_Legislation_-_master_version__4_.pdf

96 https://en.digst.dk/digital-governance/digital-ready-legislation/

97 https://en.digst.dk/news/news-archive/2020/march/report-improved-focus-on-the-digital-impacts-of-new-legislation/

and reuse of data), safe and secure data handling, use of public infrastructure, and prevention of fraud and errors[98]. In **Germany**, "Digitalcheck[99]" serves as a key component in achieving better legislation as a fundamental goal of the government's digital strategy. It aims to ensure digital readiness of a legislation at the very beginning through interdisciplinary collaboration, user-centred development and iterative approach.

146. Evidence of the implementation of provision 12 shows that Adherents have made considerable progress in reviewing and updating their legal frameworks to better capture the opportunities of digital technologies. Additional work can be made on ensuring that proactive and transformational approaches to the implementation of digital government have greater presence in legislations. There is also lack of evidence and data sources to monitor the regulatory impact assessment process of new legislation in governments digital needs across countries.

Pillar 3 – conclusion

147. The implementation of pillar 3 shows both progress and opportunities for improvement across Adherents on improving institutional capacities to drive coherent digital transformation across the public sector. Many Adherents have made available and adopted necessary policy levers, such as ICT procurement guidelines and standardised models for business cases (value proposition) and for project management of digital/ICT projects. Nevertheless, it remains challenging for Adherents to ensure a consistent use across the public sector. Similarly, further strides can be made in adopting an end-to-end approach to digital government investment and fostering strategic collaboration with govtech ecosystems, given the ongoing shift towards the *Government as a Platform* approach and increasing interest in digital public infrastructure and digital public goods. Adherents also need to continue assessing, monitoring, and updating the legal and regulatory frameworks regularly to enable proactive and transformative approaches to digital government strategies.

5. Dissemination

148. The Recommendation invites the Secretary-General to disseminate it. In addition, it invites the Adherents to disseminate the Recommendation at all levels of government. When Council noted and declassified the 2017 Report, it further encouraged Adherents "to raise awareness of the Recommendation nationally and internationally". Accordingly, the Secretariat and Adherents have continued to take steps towards raising awareness and securing political support for the Recommendation, at all levels.

Disseminating the Recommendation internationally

149. The Global E-Leaders initiative (GELI) has provided a concrete framework to streamline efforts of the Secretariat and Adherents in bringing non-Members closer to OECD standards and good practices, including the Recommendation. Under the framework of GELI, OECD's regional networks on open and innovative government that cover the Latin America and the Caribbean (LAC), the Middle East and North Africa (MENA) and the Southeast Asia (SEA) regions remain crucial in disseminating the Recommendation in these regions. Adherents have led policy dialogues through these regional networks. The engagement of Adherents such as **Chile**, **Estonia**, **Italy**, **Korea**, **Mexico**, **Portugal** and **Sweden** has contributed to the successful dissemination of the E-Leaders' work, especially the Recommendation, to a

[98] https://en.digst.dk/digital-governance/digital-ready-legislation/guidances-and-tools/seven-principles-for-digital-ready-legislation/

[99] https://digitalservice.bund.de/en/blog/project-launch-digitalcheck

wider audience around the world. For instance, the Recommendation and the DGPF derived from it were used as a framework to support capacity building workshops in different regions.

150. Furthermore, the Recommendation continues to be used as a framework to support capacity building of non-Adherents in different regions. In close collaboration with the OECD Korea Policy Centre, the Secretariat has organised country-specific capacity building programmes with Uzbekistan (2019), Viet Nam (2021) and the Philippines (2022). In November 2022, the Secretariat was invited to **Korea** to conduct a one and half day workshop with Cambodia, Lao PDR, the Philippines, Thailand and Viet Nam on the Recommendation and two OECD measurement tools, the Digital Government Index and the OURdata Index which stemmed from the Recommendation.

151. In addition to the OECD networks, other external formal and informal regional networks have played an important role in the dissemination of the Recommendation. The eGovernment Network for Latin America and the Caribbean (RedGeALC) has invited the OECD Secretariat to participate in the ministerial meetings and disseminate the Recommendation in the region in 2018, 2019, 2020 and 2022. Adherents in the region like, **Argentina**, **Brazil**, **Chile**, **Colombia**, **Costa Rica**, **Mexico**, **Panama**, and **Peru** have contributed to sustaining the active discussion between the OECD and the region.

152. As the first of its kind international legal instrument in the area of digital government, the Recommendation has gained extensive international recognition through the collaborative efforts of Adherents and the Secretariat, contributing to and creating synergies with the work of other international organisations and fora on digital policies. In 2021, under the Presidency of **Italy**, G20 digital ministers welcomed the *G20 Compendium on the use of digital tools for public service continuity*, developed with the support of the OECD, which aligns with the OECD legal instruments adopted in the field including the Recommendation.

153. Moreover, together with the Development Bank of Latin America (CAF), the Secretariat has conducted a review of the state of digital government in Latin America. Furthermore, in October 2022, the United Nations Development Programme invited the OECD Secretariat to design an interactive workshop to support the countries from Central Asia (**Kazakhstan**, Kyrgyzstan, Tajikistan, and Uzbekistan), and the Caucasus (Armenia, Azerbaijan, and Georgia) to innovate the governance for digital government and delivering public services as part of ongoing collaboration between the two organisations. During this workshop, **Korea** presented concrete country practices around the six dimensions of the OECD DGPF.

154. Understanding the importance of awareness raising and capacity-building materials, in October 2022, the Secretariat in collaboration with the OECD Korea Policy Centre produced a series of three videos[100] on the OECD's work on digital government and data. The series aimed to ensure continuity in knowledge sharing and the development in these crucial areas during the COVID-19 pandemic.

Disseminating the Recommendation nationally

155. Country reviews are a powerful means of assessing the state of digital government policies and practices in line with the Recommendation. They provide an opportunity to disseminate the OECD standards and good practices, policy frameworks and the peer review methodology across the national public administrations and beyond. Non-Adherents also have engaged with the Secretariat for reviews to analyse the policy implications of the Recommendation and to promote its dissemination at the national and subnational levels, as well as focused assessments and capacity-building programmes designed based on the OECD frameworks.

156. Since the 2017 Report, the Secretariat with peers from Adherents conducted ten full-fledged digital government reviews of **Argentina**, **Brazil**, **Colombia**, **Luxembourg**, **Morocco**, **Panama**, **Peru, Slovenia**, **Sweden** and **Türkiye**, covering all provisions of the Recommendation. The review process included both

[100] Three videos feature the OECD Digital Government Policy Framework, data-driven public sector, and public services.

the national and subnational public institutions through the forms of surveys, interviews and workshops. All the reviews produced a set of country-specific recommendations to assist them in aligning with the provisions of the Recommendation.

157. In **Slovenia**, for instance, following the review and recommended actions, the government has begun investing more efforts in strengthening leadership that can provide strategic oversight and govern the delivery of the data agenda. In the case of **Panama** explicitly stated in the Panama Digital Agenda 2022 that the OECD's analysis presented in the report, "Shaping the Digital Transformation in Latin America"[101], was used as a reference point in identifying policy areas for further improvement for its digital strategy. **Norway** also used the digital government review of Norway as one reference point to identify priorities areas for its digital government strategy in 2018. **Türkiye** is also devising its new digital government strategy taking into consideration the policy recommendations dedicated to its national context through the digital government review of Türkiye.

158. **Latvia** also made a clear reference of aligning its Digital transformation Guidelines 2021-2027 with the assessment of digital government, "Going Digital in Latvia" and the six dimensions of the OECD's Digital Government Policy Framework.

159. Thematic workshops during the review process have been another great means to raise awareness on the provisions of the Recommendation to stakeholders across different levels of governments. In the cases of **Sweden, Slovenia, Luxembourg,** and **Türkiye**, as part of the digital government review, several workshops were organised focusing on priority areas such as data-driven public sector and service design and delivery. This allowed to increase the familiarity with the Recommendation also across the broader public sector as key stakeholders from different institutions were engaged in prioritising challenges and co-creating solutions based on the OECD's thematic frameworks.

160. Following the digital government review of **Morocco** in 2018, Morocco engaged with the Secretariat to bring the policy recommendations to practice through a set of co-designing workshops on service design and delivery, and digital government investment. Together with peers from Adherents, the Moroccan service standard and guidelines for digital government investment were produced based on the provisions of the Recommendation. **Greece** also worked with the Secretariat to implement and disseminate key provisions of the Recommendation, with the objective of advancing its citizen service centres network (KEPs) to design and deliver better government services in a coherent manner.

161. These results suggest that significant steps have been taken to disseminate the Recommendation at the international and national levels following the first reporting cycle in 2017. Nevertheless, there is room for improvement in disseminating the Recommendation at the sub-national level, which although challenging, can have profound impact. For example, in the Digital Government Reviews of **Luxembourg** (OECD, 2022[22]) and **Türkiye** (OECD, 2023[24]), sub-national governments engaged in the assessment and recommendation processes, fostering improved policy and service coherence across all government levels. Given the widespread impact of digital technologies and data on all levels of public administration, enhancing dissemination efforts at the sub-national level would be particularly valuable.

6. Summary and conclusions

Implementation

162. The assessment of the implementation of the Recommendation indicates that Adherents have made significant progress towards aligning their strategic frameworks, including digital government strategies, with the provisions of the Recommendation. Nevertheless, Adherents can invest more efforts to better

[101] https://doi.org/10.1787/4817d61b-es

leverage the use of digital technologies in the public sector. This would help them strengthen robust governance and co-ordination for digital government, and enhance institutional capacities to support the full implementation of the Recommendation.

163. The implementation of the first pillar has been positive in terms of embedding openness and transparency across legal and policy frameworks. However, progress is still needed in reducing digital divides. Adherents have made the process of developing the national digital government strategy more inclusive and promoted collaborative approaches to public service design and delivery. Engaging non-public stakeholders more actively would bring added value to the process. Additionally, although many actions have been taken to prioritise data as a key strategic asset, Adherents need to continue investing in fortifying coherent data governance. This will secure efficient, responsible and trustworthy use and management of data in the public sector.

164. Since the 2017 Report, Adherents have made significant progress on the governance frameworks for digital government. With strong political commitment and leadership, efforts at building consensus with relevant stakeholders have effectively reinforced the alignment between digital government strategy and other national strategies such as an AI strategy. Nonetheless, Adherents need to strengthen co-ordination mechanisms, especially their responsibilities to monitor and assess governments' decisions on digital government investments, to increase the level of accountability and public trust. Furthermore, building upon ongoing international co-operation efforts, Adherents can further collaborate in sharing knowledge and setting new international standards on emerging priorities such as designing and delivering proactive services, ultimately benefiting citizens and businesses across borders.

165. The assessment of this Report highlights the crucial need for Adherents to reinforce the availability of institutional capacities and policy tools to support the efficient and effective implementation of digital government strategies. Many policy levers, including the standardised models for business cases (value proposition) and project management of digital/ICT projects, and ICT procurement guidelines, already exist in many Adherents. Nevertheless, it remains challenging for Adherents to ensure a consistent and coherent use across the public sector. Similarly, further efforts are needed to integrate and align these policy levers under a coherent framework for digital government investments, in particular given the ongoing shift towards the Government as a Platform approach and increasing interest in digital public infrastructure and digital public goods (e.g. cloud infrastructure and services, digital identity and digital payments). Adherents also need to continue assessing, monitoring and updating the legal and regulatory frameworks regularly to enable proactive and transformative approaches to digital government strategies. The COVID-19 pandemic has shown more than ever the importance of sharing knowledge and building on each other's experience to deal with common challenges. Therefore, in the spirit of strengthening international co-operation on digital government, Adherents should continue their efforts to align with the Recommendation. This would contribute to improving interoperability of policies and systems across borders, adding value for citizens and business in a global world.

Dissemination

166. The Secretariat and Adherents have been actively promoting the Recommendation at the international and national levels. Under the framework of the Global E-Leaders Initiative (GELI), Adherents and the Secretariat have been streamlining efforts to foster knowledge sharing and support policy makers around the world in advancing digital government strategies. Technical and financial contributions of Adherents continue to add value in bringing non-Members closer to the OECD standards and best practices, including the Recommendation. Both the OECD's regional networks and external formal and informal networks have played an important role in disseminating the Recommendation in different regions of the world. Furthermore, the Recommendation has gained extensive international recognition. Adherents and the Secretariat collaborated with various international fora and organisations including the G20, IDB, CAF and the United Nations to disseminate the Recommendation.

167. At the national level, country reviews have proven to be an effective tool for disseminating the Recommendation and other OECD legal instruments. Since the 2017 Report, the Secretariat and Adherents have conducted 15 digital government reviews and thematic studies. Each review produced country-specific recommendations to assist governments in aligning their policies and practices with the provisions of the Recommendation. Furthermore, thematic workshops have also proven to be useful in sharing knowledge, raising awareness and engaging stakeholders in co-creating solutions based on the Recommendation and the OECD frameworks.

168. Significant strides have been taken to disseminate the Recommendation at the international and national levels. Nevertheless, the Secretariat and Adherents can make further efforts in disseminating it at the sub-national level, considering the interplay between central and local governments in the digitalisation of public services and operations. This can bring a profound impact on citizens' lives and address existing forms of digital exclusion within Adherents.

Continued relevance and next steps

169. As shown by the findings of this Report, the provisions of the Recommendation are considered highly relevant by Adherents, and other international stakeholders. While this Report highlights several important implementation efforts by Adherents to align their digital government strategies with the provisions of the Recommendation, further efforts are needed. In particular, Adherents should prioritise the following actions to continue advancing towards a full implementation of the 12 provisions of the Recommendation:

- Ensure that digital government strategies include objectives linked to bridging digital divides and take additional steps to reduce these divides across society and public service users.
- Improve the implementation and monitoring of digital government strategies by setting time-bound, achievable targets and regularly reporting progress to the public to increase accountability and transparency.
- Encourage the greater engagement and participation of private sector and civil society stakeholders in the development of digital government strategies and policies, and in the design and delivery of digital public services.
- Continue building coherent and robust data governance frameworks for the whole public sector.
- Establish more robust digital security frameworks to ensure citizen's trust in digitally enabled public services.
- Better communicate the value of digital government to the political and senior management (including those working in operations and finance) leadership and secure high-level support for the digital transformation of governments.
- Improve capacities across the public sector to plan and manage digital government investments, in line with the priorities set out in the digital government strategies.
- Strengthen inter-ministerial co-ordination mechanisms for digital government investments with the aim to increase accountability and public trust and to minimise risks of failures and delays in the implementation of digital/ICT projects.
- Improve the strategic use of public procurement for digital technologies by fostering multi-stakeholder collaboration, including govtech ecosystems.
- Further foster international digital co-operation to set shared standards that can help bridge the digital government maturity gap among countries, support the design and delivery of interoperable digital public services across borders, and facilitate mobility of digital talents and skills.

- Engage external stakeholders in defining the value proposition of digital/ICT projects. This will ensure greater credibility and legitimacy of projects, and better highlight the potential value of the projects in achieving policy objectives.
- Continue reinforcing agile, open, collaborative, and innovative ways of working in teams responsible for designing, implementing and delivering public services adapted to the digital age.
- Continue to update the institutional setup, laws and regulations to ensure that digital government strategies can fully play their transformational role and remain at the forefront of the digital transition.
- Make better use of regulatory impact assessments for new laws and regulations against the objectives of digital government strategies, to avoid impediments that could affect governments' digital transformation.

170. For these reasons, while there is no need for a revision of the Recommendation at this time, the PGC should continue assessing the implementation of the Recommendation, notably through the Digital Government Index and the OURdata Index and report progress to the Council in five years.

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