



United Nations

Department of
Economic and
Social Affairs

Digital Government Capability Assessment

**A Handbook for Capacity Development of
Local and National Governments**



United Nations Department of Economic and Social Affairs
Division for Public Institutions and Digital Government

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United Nations Department of Economic and Social Affairs

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Websites: publicadministration.un.org and unpan.un.org

Table of Contents

Acknowledgements	1
What is a Capability Assessment and why do One?	2
The Digital Government Capability Assessment (DGCA)	2
The Context: Principles and Strategies for Effective Governance	3
11 Principles – 62 Strategies of Effective Governance for Sustainable Development	4
Six Dimensions of the Digital Government Capability Assessment.....	5
Dimensions, Sub-dimensions, and Number of Items in the Digital Government Capability Assessment Framework.....	6
Digital Government Capability Assessment Framework Items	8
Dimension 1. Leadership	8
Dimension 1. Leadership – Vision	8
Dimension 1. Leadership – Policy	10
Dimension 1. Leadership – Data	12
Dimension 2. Strategy	14
Dimension 2. Strategy - General	14
Dimension 2. Strategy - Integration and Interoperability	18
Dimension 2. Strategy - Data	20
Dimension 3. Governance	22
Dimension 3. Governance - General	22
Dimension 3. Governance - Citizens & Business	25
Dimension 3. Governance - Partnership	27
Dimension 3. Governance - Data	28
Dimension 3. Governance - Organization	30
Dimension 4. Legal	32
Dimension 4. Legal - Laws and Regulations	32
Dimension 4. Legal - Policies and Procedures	35
Dimension 4. Legal - Data	42
Dimension 4. Legal - Procurement	43
Dimension 5. Technology	46
Dimension 5. Technology - General	46
Dimension 5. Technology - Citizens & Business	48
Dimension 5. Technology - Public Servants	51
Dimension 5. Technology - Cybersecurity	52
Dimension 6. Professional and Workforce Development	57
Dimension 6. Professional and Workforce Development	57
Related Information	61

Acknowledgements

The Digital Government Capability Assessment (DGCA) is a six-dimension framework of enablers to engage governments in discussions towards digital government transformation. Considering that digital government requires a multifaceted response from governments, the dimensions of the DGCA contain various statements which could guide governments in understanding gaps and policy entry points.

The Handbook on Digital Government Capability Assessment was prepared under the overall responsibility of Juwang Zhu, Director of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). The Handbook is part of the Curriculum on Governance for the Sustainable Development Goals, coordinated by Adriana Alberti, who coordinated a team of UN staff and experts in the preparation of various toolkits. These are available on the UN Public Administration Network (UNPAN) at unpan.un.org. The Handbook, which contains the Digital Government Capability Assessment (DGCA), is part of the Training Toolkit on Innovation and Digital Government for Public Service Delivery, which was coordinated by Jonas Rabinovitch with extensive substantive contributions from Theresa A. Pardo and Donna Canestraro of the Center for Technology in Government (CTG), University at Albany. Due credit is given to the CTG, to Microsoft and to the Digital Government Branch (DGB) of UN DESA, led by Vincenzo Aquaro, in the preparation of METER which formed the basis for the current Digital Government Capability Assessment (DGCA). Vincenzo Aquaro and his DGB team also provided useful comments in the finalization of the current version of the DGCA. We are also grateful for the support provided by Huiwen Tan, DPIDG consultant.

This Digital Government Capability Assessment (DGCA) was originally developed to help workshop participants identify institutional gaps in innovation and public service delivery vis-à-vis commitments made towards achieving the targets of the 2030 Agenda. It was later developed as part of virtual workshops that can be adapted to regional and national contexts as a framework for discussion and identification of policy entry points.

In preparing this tool, existing relevant frameworks within the UN DESA Division for Public Institutions and Digital Government, such as METER (Measurement and Evaluation Tool for e-Government Readiness)¹, as a reference for the assessment and definition of potential policy options to be considered as part of a Workshop environment², among others, were reviewed.

¹ <https://publicadministration.un.org/en/Capacity-Building/Tools/METER>

² <https://publicadministration.un.org/en/Capacity-Building/Tools/METER>

What is a Capability Assessment and why do One?

Completing a DGCA will help civil servants build new understanding of the level of digital government capability that exists in a country as a foundation for continued efforts to innovate and lead in the area of digital government and public service delivery. A DGCA is not meant to be used to benchmark capability, but rather to develop an understanding of current capability and to inform decision making about where investments are needed to increase innovation and digital government capability leading to improvements in public service delivery.

Completing a DGCA as part of a workshop serves multiple purposes. The first is to provide workshop participants with exposure to the general process of conducting assessments as a way to systematically identify gaps between existing capability and desired capability. The second is to use that understanding as a new lens through which to learn about the content presented in the workshop, and third, to use that new understanding of a country's digital government capabilities when working with fellow workshop participants to create an action plan for building new capability.

This tool can be used at the inter-institutional level as part of a national exercise or as an international comparative exchange between different countries at the regional or global level. One example is the Caribbean Training Workshop engaging 13 countries held in February/March 2021 with five online facilitated virtual training sessions for two different groups of countries.

The focus of interest, or unit of analysis, in completing a workshop with the DGCA is not a particular digital initiative, such as a portal, but rather it is the whole of government capability for creating and sustaining digital government transformation. The DGCA process can be carried out in a workshop setting through two complementary steps:

- 1) a self-assessment to be filled out individually by workshop participants and
- 2) a collaborative assessment to be conducted through small or larger groups as a workshop activity.

The Digital Government Capability Assessment (DGCA)

The DGCA is a set of six dimensions that are key factors in assessing the level of digital government capability (See Table 2). The DGCA uses an "enabler" focus with each of the dimensions of the DGCA representing a theory of change related to the key enabling factors in terms of capabilities that contribute to digital government development. Enablers, as theories of change, in the DGCA, represent what is needed to improve institutional and organizational capabilities for digital government. A theory of change is a model that explains how an intervention will lead to improved performance in a specific domain. It specifies a direction (a desired performance or outcome), and implies the inputs and activities needed to attain the desired direction. A theory of change answers the question "How might A lead to B?" Each of the theories of change underlying the enablers of the DGCA is based on recent relevant literature and a review of current and best practices in innovation and digital government for public service delivery.

The DGCA was based on an extensive field review of a selected set of relevant digital development models, particularly: 1) Gartner's Digital Government Maturity Model, 2) McKinsey's Digital by Default, 3) UN METER 2,

4) CTG's Capability Framework, 5) a set of literature reviews synthesizing 26 "maturity models" developed in the last 20 years, and 6) a review of current and best practices. These studies were developed by the CTG, University of Albany.

The Context: Principles and Strategies of Effective Governance for Sustainable Development

A DGCA should not be seen in isolation from the overall context related to effective governance, as digital government does not exist in a vacuum and should be seen as a means to enhance people-orientation and public service delivery within a given government.

The UN Committee of Experts on Public Administration (CEPA) has developed a set of principles of effective governance for sustainable development. The essential purpose of these voluntary principles is to provide practical, expert guidance to interested countries in a broad range of governance challenges associated with the implementation of the 2030 Agenda. The principles, endorsed by the United Nations Economic and Social Council on 2 July 2018, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs. To this end, the principles are linked to a variety of commonly used strategies for operationalizing responsive and effective governance, many of which have been recognized and endorsed over the years in various United Nations forums, resolutions and treaties.

There are 3 pillars, 11 principles and 62 strategies for effective governance identified by CEPA. The pillars are: effectiveness, accountability and inclusiveness.

Under the pillar "effectiveness" and the principle "competence", the strategy "investment in e-government" has been endorsed by the ECOSOC as relevant to promote effective governance. Other complementary strategies have also been identified.

Under the pillar "effectiveness" and the principle "sound policy-making", the strategy "monitoring and evaluation systems" has also been identified.

Under the pillar "accountability" and the principle "transparency" the strategy "open government data" has been identified.

Under the pillar "inclusiveness" and the principle "leaving no one behind" the strategy "data disaggregation" has been identified.

In summary, although a DGCA has been designed to provide a context for digital government development, it is not in itself a contextless exercise, as it should be ideally seen as an exercise within the overall effort to improve governance effectiveness within any given local, provincial or national government. Table 1 here below provides an overview of the 3 pillars, 11 principles and 62 strategies of effective governance for sustainable development, as endorsed by the UN Economic and Social Council. Table 2 highlights the key dimensions of the DGCA.







Table 1.

11 Principles – 62 Strategies of Effective Governance for Sustainable Development

EFFECTIVENESS				
COMPETENCE		SOUND POLICY-MAKING		COLLABORATION
<ul style="list-style-type: none"> Promotion of a professional public sector workforce Strategic human resources management Leadership development, training of civil servants Performance management Results-based management Financial management and control Efficient and fair revenue administration Investment in e-government 		<ul style="list-style-type: none"> Strategic planning and foresight Regulatory impact analysis Promotion of coherent policymaking Strengthening national statistical systems Monitoring & evaluation systems Science-policy interface Risk management frameworks Data sharing 		<ul style="list-style-type: none"> Centre of government coordination under Head of State / Government Collaboration, coordination, integration, dialogue across levels of government, functional areas Raising awareness on SDGs Network-based governance Multi-stakeholder partnerships
ACCOUNTABILITY				
ACCOUNTABILITY		TRANSPARENCY		INDEPENDENT OVERSIGHT
<ul style="list-style-type: none"> Promotion of anti-corruption policies, practices and bodies Codes of conduct for public officials Competitive public procurement Elimination of bribery, including trading Conflict of interest policies Whistle-blower protection Provision of adequate remuneration and equitable pay scales for public servants 		<ul style="list-style-type: none"> Proactive disclosure of information Budget transparency Open government data Registries of beneficial ownership Lobby registries 		<ul style="list-style-type: none"> Promotion of the independence of regulatory agencies Arrangements for review of administrative decisions by courts or other bodies Independent audit Respect for legality
INCLUSIVENESS				
LEAVING NO ONE BEHIND	NON-DISCRIMINATION	PARTICIPATION	SUBSIDIARY	INTERGENERATIONAL EQUITY
<ul style="list-style-type: none"> Promotion of equitable fiscal and monetary policy Promotion of social equity Data disaggregation Systematic follow-up and review 	<ul style="list-style-type: none"> Promotion of public sector workforce diversity Prohibition of discrimination in public service delivery Multilingual service delivery Accessibility standards Cultural audit of institutions Universal birth registration Gender-responsive budgeting 	<ul style="list-style-type: none"> Free and fair elections Regulatory process of public consultations Multi-stakeholder forums Participatory budgeting Community-driven development 	<ul style="list-style-type: none"> Fiscal federalism Strengthening urban governance Strengthening municipal finance and local finance systems Enhancement of local capacity for prevention, adaptation and mitigation of external shocks 	<ul style="list-style-type: none"> Multilevel governance Sustainable development impact assessment Long-term territorial planning and spatial development Ecosystem management

Source: United Nations Department of Economic and Social Affairs, E/2018/44-E/C.16/2018/8







TABLE 2.
Six Dimensions of the Digital Government Capability Assessment

Icon	Dimension	Definition
	Leadership	Leaders are the stewards of digital government efforts. They must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy. Leaders must also craft the plans to achieve the organizational goals, as well as its communication to stakeholders and monitoring the progress.
	Strategy	Strategic plans help to support the government agenda. This contains the actions to be taken to pursue the digital government goals.
	Governance	The organizational capacity and managerial actions developed to overcome potential cultural barriers in implementing the digital strategy across agencies and departments. The development of good governance must be aligned with the strategic goals, as well as legal framework.
	Legal	The set of legislation, guidelines, and standards that a department or agency must comply with in deploying digital services.
	Technology	The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.
	Professional and Workforce Development	The policy and programmatic affordances in place to support ongoing capacity development.

Each enabler, or dimension of the DGCA, has sub-dimensions that focus attention on specific actions that could be taken in order to increase capability in each of the dimensions. Each sub-dimension has a set of statements

or items that are used in the DGCA process. Table 3 shows the list of dimensions, sub-dimensions, and the number of items per sub-dimension.

TABLE 3.
Dimensions, Sub-dimensions, and Number of Items in the Digital Government Capability Assessment Framework

Dimension	Sub-dimension	Number of Questions	Sub-total
 Leadership	Vision	4	11
	Policy	4	
	Data	3	
 Strategy	General	8	15
	Integration and Interoperability	3	
	Data	4	
 Governance	General	6	20
	Citizen and Business	5	
	Partnership	2	
	Data	3	
	Organization	4	
 Legal	Laws and Regulations	5	26
	Policies and Procedures	14	
	Data	3	
	Procurement	4	
 Technology	General	4	21
	Citizen and Business	5	
	Public Servants	3	
	Cybersecurity	9	
 Professional and Workforce Development		7	7
Total			100

Each of the 100 items of the DGCA appears as shown in Figure 1. On the left-hand side, there is an identifying code for every item. For instance, LEA01 stands for the first item in the Leadership Dimension. The column in the middle presents the item statement. The process of conducting a DGCA is two basic steps. The first is considering the statements and the second is deciding the extent to which the respondent agrees or disagrees that the statement represents the situation in their government. The right-hand column presents the scoring scale (5-point scale) corresponding with values 5 - 1.

Reference statements are provided for the high, low, and medium ratings for each item.

LEA 01	<p>Leadership from the organizational units in our Ministries/Agencies are constantly informed and updated about how digital technologies may bring opportunities in transforming the working environment and improving citizen satisfaction</p>	<p><input type="checkbox"/> 5 - Strongly Agree Management personnel from all departments are regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Management personnel from all departments are not regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree There is no plan in place for management personnel from all departments to be regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction.</p>
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Figure 1. Example of a DGCA Item

Table 3.1.
Digital Government Capability Assessment Framework Items

Dimension 1. Leadership



Leaders are the stewards of Digital Government efforts. They must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy. Leaders must also craft the plans to achieve the organizational goals, as well as its communication to stakeholders and monitoring the progress.

Dimension 1. Leadership – Vision

LEA 01	<p>Leadership from the organizational units in our Ministries/Agencies are constantly informed and updated about how digital technologies may bring opportunities in transforming the working environment and improving citizen satisfaction.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Management personnel from all departments are regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Management personnel from all departments are not regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree There is no plan in place for management personnel from all departments to be regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction.</p>
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<p>LEA 02</p>	<p>Leadership in our Ministries/Agencies has a clear vision of the role of digital government in our functions and services and how they can support the implementation of the sustainable development goals.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Senior management in our Ministry/Agency have a clear vision for the role of digital government in carrying out our functions and providing services and that vision is being implemented by the ministry.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Government leaders in our Ministry/Agency are in the process of creating the environment necessary to enable interoperable systems.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Senior management in our Ministry/Agency do not have clear vision for the role of digital government in carrying out our functions and providing services.</p>
<p>LEA 03</p>	<p>Leadership in our Ministries/Agencies have adopted a long-term view of digital government transformation that is linked to the national sustainable development plan.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Senior management in our Ministry/Agency has a long-term view of digital transformation.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Senior management in our Ministry/Agency is in the process of defining a long-term view of digital transformation.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Senior management in our Ministry/Agency does not have a long-term view of digital transformation.</p>

<p>LEA 04</p>	<p>Our Ministries/Agencies have an official who is formally assigned the role of Chief Information Officer or equivalent.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has formally assigned the position of CIO.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does not have the position of CIO, but someone is performing some of the functions.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have the position of CIO.</p>
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Dimension 1. Leadership – Policy

<p>LEA 05</p>	<p>Political commitment to digital government activities is continuous and long-term in our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Government leadership in the Ministry/Agency fully commits to digital government activities that are likely to be continuous and long term.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Government leadership in the Ministry/Agency does not commit to digital government activities that are likely to be continuous and long term.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Government leadership in the Ministry/Agency are not developing a commitment to digital government activities that are likely to be continuous and long term.</p>
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<p>LEA 06</p>	<p>Our political leaders are supportive of investments in digital government priorities for our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Political leaders in the Ministry/Agency are supportive of investments in digital government priorities.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Political leaders in the Ministry/Agency are not supportive of investments in digital government priorities.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Political leaders in the Ministry/Agency are not supportive of investments and have no plan to be in digital government priorities.</p>
<p>LEA 07</p>	<p>In our Ministries/Agencies, we are capable of establishing an environment enabling innovation and modernization.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Political leaders in the Ministry/Agency are capable of establishing an environment enabling innovation and modernization.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Political leaders in the Ministry/Agency are not capable of establishing an environment enabling innovation and modernization.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Political leaders in the Ministry/Agency are not capable of establishing an environment enabling innovation and modernization.</p>

<p>LEA 08</p>	<p>Digital government champions are recognized and supported by the leadership of our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Digital government champions in the Ministry/Agency are strongly recognized and supported by our leadership.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Digital government champions in the Ministry/Agency are partially recognized and supported by our leadership</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Digital government champions in the Ministry/Agency are not recognized and supported by our leadership.</p>
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Dimension 1. Leadership – Data

<p>LEA 09</p>	<p>Our Ministries/Agencies have committed resources for executive and management positions in data management including a Chief Data Officer or equivalent.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has fully committed resources for executive and management positions in data management including a Chief Data Officer.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has not committed resources for executive and management positions in data management including a Chief Data Officer.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plan to commit resources for executive and management positions in data management including a Chief Data Officer.</p>
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<p>LEA 10</p>	<p>Our Ministries/Agencies regularly commit resources to building data management capabilities through formal training programs.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency regularly commits resources to building data management capabilities through formal training programs.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does not commit resources to building data management capabilities through formal training programs.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a plan to commit resources to building data management capabilities through formal training programs.</p>
<p>LEA 11</p>	<p>Our Ministries/Agencies have effectively implemented a range of standards to support data management.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has effectively implemented a range of standards to support data management.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has implemented a range of standards to support data management, but it is not effective.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to implement a range of standards to support data Management.</p>

Table 3.2.
Digital Government Capability Assessment Framework Items

Dimension 2. Strategy



Strategic plans help to support the Government agenda.
 This contains the actions to be taken to pursue the digital Government goals.

Dimension 2. Strategy - General		
STR 01	<p>Our Ministry's/Agency's strategy prioritizes the digitization of the services with the highest volume of constituents' requests.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's strategy prioritizes the digitization of services with the highest volume of constituent request or the most labor intensive.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's strategy does not prioritize the digitization of services with the highest volume of constituent request or the most labor intensive.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency's is not developing a strategy that prioritizes the digitization of services with the highest volume of constituent request or the most labor intensive.</p>
STR 02	<p>Policy makers are aware of the benefits of digital government when used by our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Policy makers are fully aware of the benefits of digital government.</p>

		<p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Policy makers are generally aware of the benefits of digital government.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Policy makers in our Emirate are not aware of the benefits of digital government.</p>
<p>STR 03</p>	<p>Civil servants in our Ministries/Agencies are aware of the benefits of digital government.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Most civil servants have participated in digital government workshops and training sessions; strong evidence of their awareness can be seen in their programs, projects, and workplans.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some civil servants have not participated in digital government workshops and training sessions; minimal evidence of their awareness can be seen in their programs, projects, and work plans.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree No civil servants have participated in digital government workshops and training sessions. Civil servants do not acknowledge the role and benefits of digital government in their efforts.</p>

STR 04	Our Ministries/Agencies have an e-participation strategy in place.	<input type="checkbox"/> 5 - Strongly Agree An e-participation strategy has been developed and is implemented for the Ministry/Agency. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree An e-participation strategy has been developed but is not being implemented for the Ministry/Agency. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency have no current plan to develop an e-participation strategy for the Ministry/Agency.
STR 05	Our Ministry's/ Agency's digital government strategy is aligned with the overall public sector reform programme and the sustainable development goals.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's Digital Government Strategy is fully integrated with the Ministry/Agency's Public-Sector Reform Programme and in line with the SDGs. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Our Digital Government Strategy and the Ministry/Agency's Public-Sector Reform Programme are clearly linked in specific areas. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency have no plans to integrate our Digital Government Strategy with the Ministry/Agency's Public-Sector Reform Programme and the SDGs.

<p>STR 06</p>	<p>Our Ministries/Agencies regularly review and refine our digital government strategy to ensure we are delivering the expected benefits.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency are actively engaged in the use of a governance process which requires regular review and refinement of the Ministry/Agency's Digital Government Strategy to ensure the Ministry/Agency are delivering expected benefits.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency review and refine The Ministry/Agency's Digital Government Strategy to ensure the Ministry/Agency are delivering expected benefit on an ad hoc basis.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency have no plans to create a regular review and refinement process to ensure the Ministry/Agency's Digital Government Strategy is delivering expected benefits.</p>
<p>STR 07</p>	<p>Our Ministries/Agencies have an action plan that builds capacity to effectively implement a digital government strategy.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a robust action plan that builds capacity to effectively implement a digital government strategy.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has developed an action plan that addresses some capacity building to effectively implement a digital government strategy.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Our Ministry/Agency has not developed an action plan that address capacity building to effectively implement a digital government strategy.</p>

<p>STR 08</p>	<p>Our Ministry's/Agency's communication strategy to promote citizen awareness, interest and trust in digital government is effective.</p>	<p><input type="checkbox"/> 5 - Strongly Agree A digital government communication strategy has been developed and has been implemented for the Ministry/Agency.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree A digital government communication strategy has been developed but has not been implemented for the Ministry/Agency.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree There is no plan to develop a digital government communication strategy for the Ministry/Agency.</p>
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Dimension 2. Strategy - Integration and Interoperability

<p>STR 09</p>	<p>Systems in use in our Ministry's/Agency's organizational units support the integration and sharing of data across the boundaries of government agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree All of the Ministry/Agency's departments are investing in the integration of information systems across the boundaries of departments and agencies.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree All of the Ministry/Agency's departments are planning for investment in the integration of information systems across the boundaries of departments and agencies.</p> <p><input type="checkbox"/> 2 – Disagree</p>
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		<p><input type="checkbox"/> 1 - Strongly Disagree None of the Ministry/Agency's departments are investing in the integration of information systems across the boundaries of departments and agencies.</p>
<p>STR 10</p>	<p>The portal architecture facilitates the integration of the services across government units in our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Internet access is available in all local government offices in the Ministry/Agency.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Internet access is available in some local government offices in the Ministry/Agency.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Internet access is not available in local government offices in the Ministry/Agency.</p>
<p>STR 11</p>	<p>Our Ministry's/Agency's digital strategy encourages its departments and units to launch communication campaigns to increase citizen's awareness and use of e-services and e-participation platforms.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has fully launched a communication campaign to enhance citizen's awareness and use of e-participation.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has launched some communication materials to enhance citizen's awareness and use of e-participation.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no intention of launching a communication campaign to enhance citizen's awareness and use of e-participation.</p>

Dimension 2. Strategy - Data

STR 12	Our Ministries/Agencies have a strategy and policy environment that supports the opening of data by publishing it on government websites.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a fully implemented policy for publishing open government data through our government portal. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does not have a policy for publishing open government data through our government portal, but a process for creating one is being put in place. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to produce a policy for publishing open government data through our government portal.
STR 13	Government data in our Ministries/Agencies is being used to enhance current e-services or to build new e-services.	<input type="checkbox"/> 5 - Strongly Agree Government data in The Ministry/Agency is regularly and systematically used to enhance current e-services or to build new e-services. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Government data in The Ministry/Agency used in an ad hoc way to enhance current e-services or to build new e-services. <input type="checkbox"/> 2 – Disagree

		<input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to use government to enhance current e-services or to build new e-services.
STR 14	Our Ministry/ Agency has committed resources to build information systems to improve the availability and quality of information.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has committed resources to building information systems that improve the availability and quality of information. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has not committed resources to build information systems that improve the availability and quality of information. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to commit resources to build information systems that improve the availability and quality of information.
STR 15	Our Ministries/Agencies have committed ongoing resources to identifying data quality issues in the data it produces, uses, and makes open.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a data quality strategy and action plan and has committed ongoing resources, in the form of staffing and budget, to identify data quality issues in data. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has a data quality strategy and action plan, but resources for identifying data quality issues in data are only available on an ad hoc basis. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to create a data quality strategy or action plan.

Table 3.3.
Digital Government Capability Assessment Framework Items

Dimension 3. Governance



The organizational capacity and managerial actions developed to overcome potential cultural barriers in implementing the digital strategy across agencies and departments. The development of good governance must be aligned with the strategic goals, as well as legal framework.

Dimension 3. Governance - General		
GOV 01	A single department or unit is in charge of ensuring that the digital government strategy is being implemented by all departments and units of our Ministries/Agencies, and that they have the resources necessary to implement it.	<input type="checkbox"/> 5 - Strongly Agree A single department is in charge of implementing digital strategy and is fully funded. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree There are department overlaps in who is in charge of implementing digital strategy. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree No department is in charge of implementing digital strategy.
GOV 02	Our Ministries/Agencies have formally established and use an integrated IT governance structure.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a formally established enterprise-wide IT governance structure and uses this structure to make enterprise-wide IT decisions. <input type="checkbox"/> 4 – Agree



		<p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has a formally established enterprise-wide IT governance structure and sometimes uses this structure to make enterprise wide IT decisions.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to establish enterprise-wide IT governance structure to guide enterprise wide IT decisions.</p>
<p>GOV 03</p>	<p>Our Ministries/Agencies regularly have the budget necessary to fully implement our digital government strategy.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has fully approved the budget necessary to implement our digital government strategy.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has not approved any part of the budget necessary to implement our digital government strategy.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to request funds to support our digital government strategy.</p>
<p>GOV 04</p>	<p>Our Ministry/Agency has effectively implemented a range of standards to support technology decision making.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has effectively implemented a range of standards to support technology decision making.</p> <p><input type="checkbox"/> 4 – Agree</p>

		<input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does not have a range of standards to support technology decision making. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to implement a range of standards to support technology decision making.
GOV 05	Our Ministries/Agencies have committed ongoing resources to ensuring its government websites are user-friendly and meet international accessibility standards.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a strategy and action plan for ensuring our government websites are user-friendly and has committed ongoing resources in the form of staffing and budget resources. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has a strategy and action plan for ensuring our government websites are user-friendly, but only ad hoc resources in the form of staffing and budget are committed. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a strategy and action plan for ensuring our government websites are user-friendly.
GOV 06	Our Ministries/Agencies follow standard policies for data acquisition, management, and access.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency fully complies with standard policies for data acquisition, management and access. <input type="checkbox"/> 4 – Agree



		<p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency partially complies with standard policies for data acquisition, management, and access.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not follow standard policies for data acquisition, management, and access.</p>
<p>Dimension 3. Governance - Citizens & Business</p>		
<p>GOV 07</p>	<p>Our Ministry's/Agency's digital strategy includes initiatives to develop and deliver more e-services based on constituents' requests and feedback.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency digital strategy develops e-services based on the feedback of users.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency digital strategy develops some e-services based on the feedback of users.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency digital strategy dose not develop e-services based on the feedback of users.</p>
<p>GOV 08</p>	<p>Our Ministry/ Agency have committed ongoing resources to provide online interaction tools to support interactions</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a strategy and action plan for providing online interaction tools to support interaction between government, businesses and citizens and has committed ongoing resources in the form of staffing and budget.</p>

	between government, businesses, and citizens.	<input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has a strategy and action plan for providing online interaction tools to support interaction between government, businesses and citizens, but only ad hoc commitment of resources in the form of staffing and budget. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a have a strategy and action plan for providing online interaction tools.
GOV 09	Citizens were consulted in the development of our Ministries/Agencies digital government strategy.	<input type="checkbox"/> 5 - Strongly Agree Citizens in The Ministry/Agency are actively and formally involved in the development of the digital government strategy. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Citizens in The Ministry/Agency are involved in the development of the digital government strategy in an ad hoc way. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree Citizens in The Ministry/Agency are not involved in the development of the digital government strategy.
GOV 10	Our Ministries/Agencies regularly seeks and acts on the feedback from non-governmental users.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency regularly and formally uses feedback on services from non-governmental users. <input type="checkbox"/> 4 – Agree



		<p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency sometimes uses feedback on services from non-governmental users.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not use feedback on services from non-governmental users.</p>
<p>GOV 11</p>	<p>Our Ministries/Agencies effectively uses social media as an outreach tool to the non-governmental users.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency regularly social media as an outreach tool.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency sometimes social media as an outreach tool.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency never uses social media as an outreach tool.</p>
<p>Dimension 3. Governance - Partnership</p>		
<p>GOV 12</p>	<p>Our Ministries/Agencies are collaborating with the civil society in developing and implementing our digital government strategy</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is collaborating with our civil society in our digital government development effort.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is partially collaborating with civil society in our digital government development effort.</p>

		<input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not collaborating with civil society in our digital government effort.
GOV 13	Our Ministries/Agencies are effectively collaborating with the private sector in developing and implementing our digital government efforts.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is collaborating with the private sector in our digital government development efforts. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is collaborating with the private sector in our digital government development efforts, but it has only been partially effective. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not collaborating with the private sector in our digital government development efforts
Dimension 3. Governance - Data		
GOV 14	The information available on the websites of our Ministries/Agencies is accurate and timely.	<input type="checkbox"/> 5 - Strongly Agree The information available on websites for The Ministry/Agency is accurate. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree There is no information available on websites for The Ministry/Agency.



		<p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree There are no statistics available on government websites in The Ministry/Agency.</p>
<p>GOV 15</p>	<p>Our Ministries/Agencies can count on the availability of an open data portal and/or open datasets.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency can count on the availability of an open data portal and/or open datasets.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency can partially count on the availability of an open data portal and/or open datasets.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency cannot count on the availability of an open data portal and/or open datasets.</p>
<p>GOV 16</p>	<p>Our Ministries/Agencies regularly assess whether the information available on our websites is useful to non-governmental users.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency regularly assesses whether the information available on our websites is useful to non-governmental users.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does not assess whether the information available on our websites is useful to non-governmental users.</p> <p><input type="checkbox"/> 2 – Disagree</p>

		<input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have any plans to assess whether the information available on our website is useful to non-governmental users.
Dimension 3. Governance - Organization		
GOV 17	Our Ministries/Agencies have committed resources to hire or develop the skilled professionals necessary to plan and execute a user-centered digital e-services strategy.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has committed resources to bring and develop skilled professionals necessary to plan and execute user-centered digital e-services. <input type="checkbox"/> 4 - Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has partially committed resources to bring and develop skilled professionals necessary to plan and execute user-centered digital e-services. <input type="checkbox"/> 2 - Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has not committed resources to bring and develop skilled professionals necessary to plan and execute user-centered digital e-services.
GOV 18	Our Ministry's/Agency's ICT personnel have the skills necessary to effectively evaluate vendor proposals.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency ICT personnel have the skills necessary to effectively evaluate vendor proposals. <input type="checkbox"/> 4 - Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency ICT personnel have some of the skills necessary to effectively evaluate vendor proposals. <input type="checkbox"/> 2 - Disagree



		<p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency ICT personnel do not have the skills necessary to effectively evaluate vendor proposals.</p>
<p>GOV 19</p>	<p>Our Ministry's/Agency's personnel have the skills necessary to effectively monitor and evaluate our e-services.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency personnel have the skills necessary to effectively monitor and evaluate our e-services.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some of The Ministry/Agency personnel have the skills necessary to effectively monitor and evaluate our e-services.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree None of The Ministry/Agency personnel have the skills necessary to effectively monitor and evaluate our e-services.</p>
<p>GOV 20</p>	<p>Our Ministries/Agencies have ICT support personnel to adequately meet the needs of users of our e-services.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's ICT support personnel fully meet the needs of users.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some of The Ministry/Agency's ICT support personnel meet the some of the needs of users</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree None of The Ministry/Agency's ICT support personnel fully meet the needs of users.</p>

Table 3.4.
Digital Government Capability Assessment Framework Items

Dimension 4. Legal



The set of legislation, guidelines, and standards that a department or agency must comply with in deploying digital services.

Dimension 4. Legal - Laws and Regulations

LEG
01

The laws and regulations in place for the provision and use of ICT and digital government services for our Ministries/Agencies are effective.

- 5 - Strongly Agree
The laws and regulations for the provision and use of ICT or e- government services in the Ministry/Agency are effective.
- 4 – Agree
- 3 - Neither Agree nor Disagree
The laws and regulations for the provision and use of ICT or e- government services in the Ministry/Agency are partially effective.
- 2 – Disagree
- 1 - Strongly Disagree
The laws and regulations for the provision and use of ICT or e-government services in the Ministry/Agency are not effective.



<p>LEG 02</p>	<p>Our Ministry's/Agency's ICT and digital government regulations are aligned with international trends.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's ICT and digital government regulations are aligned with regional or international trends.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's ICT and digital government regulations are partially aligned with regional or international trends.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency's ICT and digital government regulations are not aligned with regional or international trends.</p>
<p>LEG 03</p>	<p>There are laws and regulations allowing electronic filing in government units within our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has laws and regulations allowing electronic filing within government agencies.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some laws and regulations allowing electronic filing within government agencies.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have laws and regulations allowing electronic filing within government agencies.</p>

<p>LEG 04</p>	<p>The laws and regulations in place for the recognition and use of digital signature in our Ministries/Agencies are effective.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's laws and regulations for the recognition and use of digital signature are effective.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's laws and regulations for the recognition and use of digital signature are partially effective.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency's laws and regulations for the recognition and use of digital signature are not effective.</p>
<p>LEG 05</p>	<p>The legislation for cyber-crime monitoring and prevention, privacy protection and for the safeguard of personal information in our Ministries/Agencies is effective.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The legislation for cyber-crime monitoring and prevention, privacy protection and for the safeguard of personal information in the Ministry/Agency is effective.</p> <p><input type="checkbox"/> 4 - Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The legislation for cyber-crime monitoring and prevention, privacy protection and for the safeguard of personal information in the Ministry/Agency is partially effective.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The legislation for cyber-crime monitoring and prevention, privacy protection and for the safeguard of personal information in the Ministry/Agency is not effective.</p>



Dimension 4. Legal - Policies and Procedures

<p>LEG 06</p>	<p>Our Ministries/Agencies have developed policies on integrating the SDGs to the national digital government strategy.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministries /Agencies have developed policies on integrating the SDGs into the National Digital Government strategies.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministries/Agencies have some policies that address integrating the SDGs into the National Digital Government strategies.</p> <p><input type="checkbox"/> 2 - Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree At this time, the Ministries/Agencies have not developed any policies that address integrating the SDGs into the National Digital Government strategies.</p>
<p>LEG 07</p>	<p>Our Ministry’s/Agency’s open data policy established that open government data repositories and/or datasets should be implemented and made available to all public institutions.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Open government data repositories are available to all public institutions.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Open government data repositories are partially available to all public institutions.</p> <p><input type="checkbox"/> 2 – Disagree</p>

		<input type="checkbox"/> 1 - Strongly Disagree Open government data repositories are not available to public institutions.
LEG 08	Our Ministry's/Agency's open data policy established that government data is open for external consumption. Companies, universities, or citizens can use and analyze those data for their own benefit.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's open data policy that government data is open for external consumption. Companies, universities, or citizens can use and analyze those data for their own benefit. <input type="checkbox"/> 4 - Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's open data policy that government data is open to some for external consumption. <input type="checkbox"/> 2 - Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency's open data policy that government data is not open for external consumption.
LEG 09	Our Ministries/Agencies have policies regulating the sharing and dissemination of public information that are adequate to ensure the protection of citizen's identity and to enable effective government services.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has public information sharing and dissemination policies and procedures in place that ensure the protection of citizen identity and to enable effective government services; those policies and procedures are regularly reviewed and updated. <input type="checkbox"/> 4 - Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some public information sharing and dissemination policies and procedures in place that ensure the protection of citizen identity and to enable effective government services; those policies and procedures are not regularly reviewed and updated.



		<p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has does not have public information sharing and dissemination policies and procedures in place that ensure the protection of citizen identity and to enable effective government services.</p>
<p>LEG 10</p>	<p>Our Ministries/Agencies have implemented security policies to ensure against unauthorized access to systems.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has implemented security policies to protect against unauthorized access to systems.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Neither Agree nor Disagree. The Ministry/Agency has implemented some security policies to protect against unauthorized access to systems.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has not implemented security policies to protect against unauthorized access to systems.</p>
<p>LEG 11</p>	<p>Our Ministry's/Agency's management framework for security and control is effective in securing information and technology resources.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's management framework for security and control is effective in securing information and technology resources.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's management framework for security and control is partially effective in securing information and technology resources.</p>

		<input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency’s management framework for security and control is not effective in securing information and technology resources.
LEG 12	Our Ministries/Agencies have policies and procedures in place to ensure the long-term preservation of information of cultural and historic value held by its government units.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has policies and procedures in place to ensure the long-term preservation of information of cultural and historic value held by government agencies. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some policies and procedures in place to ensure the long-term preservation of information of cultural and historic value held by government agencies. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not currently have policies in place to ensure the long-term preservation of information of cultural and historic value held by government agencies.
LEG 13	Our Ministries/Agencies have electronic records management policies in place.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has electronic records management policies and procedures in place and regularly reviews and updates those policies and procedures. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some electronic records management policies and procedures in place and regularly reviews and updates those policies and procedures.



		<p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has some electronic records management policies and procedures in place and regularly reviews and updates those policies and procedures.</p>
<p>LEG 14</p>	<p>Our Ministries/Agencies have policies and procedures in place to ensure regular updates to information made available to non-governmental users on its government websites.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has policies and procedures in place to ensure regular updates to information made available to non-governmental users on government the Ministry/Agency-based sites.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some policies and procedures in place to ensure regular updates to information made available to non-governmental users on government the Ministry/Agency-based sites.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have policies and procedures in place to ensure regular updates to information made available to non-governmental users on government the Ministry/Agency-based sites.</p>
<p>LEG 15</p>	<p>Our Ministries/Agencies have policies and procedures in place to ensure regular updates to information made available to civil servants on its government websites.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has policies and procedures in place to ensure regular updates to information made available to civil servants on government the Ministry/Agency-based sites.</p> <p><input type="checkbox"/> 4 – Agree</p>

		<input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some policies and procedures in place to ensure regular updates to information made available to civil servants on government the Ministry/Agency-based sites. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have policies and procedures in place to ensure regular updates to information made available to civil servants on government the Ministry/Agency-based sites.
LEG 16	Our Ministries/Agencies have accessibility standards to guide Website design and development in line with the W3C requirements and recommendations.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has accessibility standards to guide Website design and development in line with the W3C. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some accessibility standards to guide Website design and development in line with the W3C. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no accessibility standards to guide Website design and development.
LEG 17	Our Ministries/Agencies have developed policies or guidelines on digital identity and signature.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has developed policies on digital signatures. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is planning on implementing digital signatures.



		<p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans on implementing digital signature.</p>
<p>LEG 18</p>	<p>Our Ministries/Agencies have developed policies or guidelines on the use of social media.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has developed policies on social media.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is planning on social media.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans on social media.</p>
<p>LEG 19</p>	<p>Our Ministry's /Agency's digital government policies do not create barriers to effective online services.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency does not create barriers to implementing online services.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency does create some barriers to implementing online services.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does create barriers to implementing online services.</p>

Dimension 4. Legal - Data

LEG 20	Our Ministries/Agencies have developed and implemented standards on data (data classification, data exchange, and data quality).	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully committed including ongoing commitment of staff and budget to developed and implemented standards on data (data classification, data exchange, and data quality). <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some plans to commit to developed and implemented standards on data (data classification, data exchange, and data quality). <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to commit to developed and implemented standards on data (data classification, data exchange, and data quality).
LEG 21	Our Ministries/Agencies are fully committed to the creation and maintenance of national statistical databases (national economic, labor, health, public safety, or educational data).	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully committed including ongoing commitment of staff and budget to national statistical databases. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some plans to commit to national statistical databases. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no plans to commit to national statistical databases.



LEG 22	<p>Our Ministries/Agencies have effectively implemented a range of software solutions for data management.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has fully implemented a range of software solutions for data management.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has somewhat implemented a range of software solutions for data management.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has not implemented a range of software solutions for data management.</p>
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Dimension 4. Legal - Procurement

LEG 23	<p>The process for procurement of ICT tools, equipment and services in our Ministries/Agencies is transparent and effective.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The process for procurement of ICT tools and equipment in our government is effective.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The process for procurement of ICT tools and equipment in our government is partially effective.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The process for procurement of ICT tools and equipment in our government is not effective.</p>
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<p>LEG 24</p>	<p>Our Ministries/Agencies developed standards, including, an enterprise architecture to guide procurement decisions for ICT tools and equipment.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has developed standards to guide procurement decisions for ICT tools and equipment.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has partially developed standards to guide procurement decisions for ICT tools and equipment</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has not developed standards to guide procurement decisions for ICT tools and equipment.</p>
<p>LEG 25</p>	<p>Our Ministry's/Agency's e-procurement policies, processes, and systems are transparent and effective.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's e-procurement is extremely transparent and effective.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's e-procurement is somewhat transparent and effective.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency's e-procurement is not transparent and effective.</p>
<p>LEG 26</p>	<p>Vendors find our Ministry's/Agency's e-procurement system easy to use.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's e-procurement is extremely easy to use.</p>



4 – Agree

3 - Neither Agree nor Disagree

The Ministry/Agency's e-procurement is somewhat easy to use.

2 – Disagree

1 - Strongly Disagree

The Ministry/Agency's e-procurement is not easy to use.

Table 3.5.
Digital Government Capability Assessment Framework Items

Dimension 5. Technology



The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.

Dimension 5. Technology - General

<p>TEC 01</p>	<p>Government personnel have access to the hardware, software, and network tools they need to design and implement online public services.</p>	<p><input type="checkbox"/> 5 - Strongly Agree All government personnel in the Ministry/Agency have access to the hardware, software, and network tools they need to design and implement online public services.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some of our personnel has access to the hardware, software, and network tools they need to design and implement online public services.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree There are no government personnel that have access to the hardware, software, and network tools they need to design and implement online public services.</p>
<p>TEC 02</p>	<p>Our Ministries/Agencies have a strategy that include multiple channels to deliver services to citizens and</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has developed a multi-channel strategy to deliver services.</p>



	<p>businesses.</p>	<p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some of the Ministry/Agency has plans to develop a multi-channel strategy to deliver services.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree None of the Ministry/Agency has no plans to develop a multi-channel strategy to deliver services.</p>
<p>TEC 03</p>	<p>Government personnel can count on a public institution to manage and supervise the digital solutions designed and adopted by the Government (including managing access to cloud solutions, outsourcing to third parties, others).</p>	<p><input type="checkbox"/> 5 - Strongly Agree Government personnel can count on a public institution to manage and supervise the digital solutions designed and adopted by the Government (including managing access to cloud solutions, outsourcing to third parties, others).</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Government personnel can partially count on a public institution to manage and supervise the digital solutions designed and adopted by the Government (including managing access to cloud solutions, outsourcing to third parties, others).</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Government personnel cannot count on a public institution to manage and supervise the digital solutions designed and adopted by the Government (including managing access to cloud solutions, outsourcing to third parties, others).</p>

<p>TEC 04</p>	<p>Our Ministry/Agency can count on a government institution who owns the software sources for the digital solutions adopted by our Government (even if implemented by third parties).</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency can count on a government institution who owns the software sources for the digital solutions adopted by our Government (even if implemented by third parties).</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency can partially count on a government institution who owns the software sources for the digital solutions adopted by our Government (even if implemented by third parties).</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency cannot count on a government institution who owns the software sources for the digital solutions adopted by our Government (even if implemented by third parties).</p>
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Dimension 5. Technology - **Citizens & Business**

<p>TEC 05</p>	<p>All of our Ministry's/Agency's e-services represent an integrated online experience, in a way that users do not need to visit a government office or place a phone call to fully complete the government service.</p>	<p><input type="checkbox"/> 5 - Strongly Agree All of the Ministry's/Agency's e-services represent an integrated online experience.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some of the Ministry's/Agency's e-services represent an integrated online experience.</p> <p><input type="checkbox"/> 2 – Disagree</p>
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		<input type="checkbox"/> 1 - Strongly Disagree None of the Ministry's/Agency's e-services represent an integrated online experience.
TEC 06	Most of our Ministries/Agencies e-services have been adapted onto mobile access (e.g. mobile apps or mobile platforms).	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency e-services have been adapted onto mobile access (e.g. mobile apps or mobile platforms). <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Some of the Ministry/Agency e-services have been adapted onto mobile access (e.g. mobile apps or mobile platforms). <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree None of the Ministry/Agency e-services have been adapted onto mobile access (e.g. mobile apps or mobile platforms).
TEC 07	Our Ministry's/Agency's on-going programmes to deal with digital divide issues for our users are transparent and effective.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's on-going programmes to bridge the digital divide effectively. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Some of The Ministry/Agency's on-going programmes to bridge the digital divide effectively. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree None of The Ministry/Agency's on-going programmes to bridge the digital divide effectively.

TEC 08	Our Ministry's/Agency's government contents or services can be accessed through third-party intermediaries (e.g. citizen-developed dashboards or third-party mobile apps).	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's government contents or services can be accessed through third-party intermediaries. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree Some of The Ministry/Agency's government contents or services can be accessed through third-party intermediaries. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree None of The Ministry/Agency's government contents or services can be accessed through third-party intermediaries.
TEC 09	Our Ministry's/Agency's tools to measure client satisfaction of e-services are effective.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has tools to measure client satisfaction of e-services. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has some tools to measure client satisfaction of e-services. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency has no tools to measure client satisfaction of e-services.



Dimension 5. Technology - Public Servants

<p>TEC 10</p>	<p>Our government officials have easy access to contact information for other government officials including email addresses.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has an internal contact information of all government officials and is easily accessible and used by government officials in the Ministry/Agency.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency has an internal contact information some of government officials and is easily accessible and used by government officials in the Ministry/Agency.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have an internal contact information of all government officials and is easily accessible and used by government officials in the Ministry/Agency.</p>
<p>TEC 11</p>	<p>Civil servants in our Ministries/Agencies effectively use ICT tools including applications for word processing and data analysis.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Public servants in the Ministry/Agency are regular users of ICT applications for data analysis.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some policy makers in the Ministry/Agency are regular users of ICT applications for data analysis.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree No public servants in the Ministry/Agency are regular users of ICT applications for data analysis.</p>

<p>TEC 12</p>	<p>Policy makers in our Ministries/Agencies effectively use ICT tools.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Policy makers in the Ministry/Agency are regular users of ICT tools.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Some policy makers in the Ministry/Agency are regular users of ICT tools.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree No policy makers in the Ministry/Agency are regular users of ICT tools.</p>
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Dimension 5. Technology - **Cybersecurity**

<p>TEC 13</p>	<p>Our Ministries/Agencies regularly use an independent third-party to validate the effectiveness of our adoption and use of international standards for cybersecurity (i.e., Information Security Management System (ISMS) and International Organization for Standardization (ISO) 27001).</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully aligned with international standards by using independent third-party entities to validate the effectiveness of our cybersecurity strategy.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is partially aligned with international standards by sometimes using independent third-party entities to validate the effectiveness of our cybersecurity strategy.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not aligned with international standards by not using independent third-party entities to validate the effectiveness of our cybersecurity strategy.</p>
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<p>TEC 14</p>	<p>Our Ministries/Agencies each have a Chief Information Security Officer (CISO).</p>	<p><input type="checkbox"/> 5 - Strongly Agree Ministry/Agency has a full time Information Security Officer (CISO).</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Ministry/Agency has someone performing ad hoc tasks of an Information Security Officer (CISO) sometimes.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Ministry/Agency does not have an Information Security Officer (CISO).</p>
<p>TEC 15</p>	<p>Our Ministries/Agencies each have created a Risk Management Committee to assess the potential threats, assess the risks and development response and mitigation strategies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Ministry/Agency has a Risk Management Committee to assess the potential threats, assess the risks and development response and mitigation strategies.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Ministry/Agency has plans for a Risk Management Committee to assess the potential threats, assess the risks and development response and mitigation strategies.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Ministry/Agency does not have Risk Management Committee in place.</p>

TEC 16	Our Ministries/Agencies each have a cybersecurity strategy.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's cybersecurity strategy is fully aligned international standards. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency's cybersecurity strategy is partially aligned with international standards. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a cybersecurity strategy.
TEC 17	Our Ministry/Agency has allocated adequate financial and human resources to identifying and managing risks to our assets from cybersecurity threats.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully aligned with international standards on the allocation of financial and human resources. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is partially aligned with international standards on the allocation of financial and human resources. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not aligned with international standards on the allocation of financial and human resources



<p>TEC 18</p>	<p>Our Ministries/Agencies have provided cybersecurity training for the staff.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully aligned with international standards on cybersecurity training policy.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is partially aligned with international standards on cybersecurity training policy.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not aligned with international standards on cybersecurity training policy.</p>
<p>TEC 19</p>	<p>Our Ministries/Agencies have a transparent and effective password policy.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency is fully aligned with international standards on the use of passwords.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency is partially aligned with international standards on the use of passwords.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency is not aligned with international standards on the use of passwords.</p>

<p>TEC 20</p>	<p>Our Ministries/Agencies can count on advanced cybersecurity options such as biometric systems, cryptography, others.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministries/Agencies can count on advanced cybersecurity options such as biometric systems, cryptography, others.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministries/Agencies can partially count on advanced cybersecurity options such as biometric systems, cryptography, others.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministries/Agencies cannot count on advanced cybersecurity options such as biometric systems, cryptography, others.</p>
<p>TEC 21</p>	<p>Our Ministries/Agencies can count on an internal set of cybersecurity rules and procedures which all civil servants are expected to follow.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministries/Agencies can count on an internal set of cybersecurity rules and procedures which all civil servants are expected to follow.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministries/Agencies can partially count on an internal set of cybersecurity rules and procedures which all civil servants are expected to follow.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministries/Agencies cannot count on an internal set of cybersecurity rules and procedures which all civil servants are expected to follow.</p>



Table 3.6.
Digital Government Capacity Assessment Framework Items

Dimension 6. Professional and Workforce Development



The policy and programmatic affordances in place to support ongoing capacity development

Dimension 6. Professional and Workforce Development		
PWD 01	<p>Our Ministries/Agencies invest in digital learning and in promoting a digital mindset among our staff.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency provides a digital learning platform in the online education and workforce development program.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency relies on an external partner for a digital learning platform in the online education and workforce development program.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a digital learning platform in the online education and workforce development program.</p>
PWD 02	<p>Government provides adequate financial support for ICT training for civil servants who work in our Ministries/Agencies.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Ministry/Agency civil servants can receive full financial support for external training.</p>

		<p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Ministry/Agency civil servants can receive partial financial support for external training.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Ministry/Agency civil servants receive no financial support for external training.</p>
<p>PWD 03</p>	<p>Our Ministry's/Agency's civil servants have received ICT training deployed by the government or third-party providers.</p>	<p><input type="checkbox"/> 5 - Strongly Agree Ministry/Agency civil servants can receive full ICT training.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree Ministry/Agency civil servants can receive partial ICT training.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree Ministry/Agency civil servants receive no ICT Training.</p>
<p>PWD 04</p>	<p>Our Ministry's/Agency's digital learning platform supports upskilling (improving a personal skill set).</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's digital learning platform in the online education and workforce development program provides for upskilling (improving your personal skill set).</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency relies on an external partner for a digital learning platform in the online education and workforce development program. This platform supports upskilling (improving your personal skill set).</p>



		<p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a digital learning platform in the online education and workforce development program.</p>
<p>PWD 05</p>	<p>Our Ministry's/Agency's digital learning platform supports the development of soft skills, such as critical thinking, problem-solving/innovation and creativity.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency's digital learning platform in the online education and workforce development program supports soft skills, such as critical thinking, problem-solving and creativity.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency relies on an external partner for a digital learning platform in the online education and workforce development program. This platform supports soft skills, such as critical thinking, problem-solving and creativity.</p> <p><input type="checkbox"/> 2 – Disagree</p> <p><input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have a digital learning platform in the online education and workforce development program.</p>
<p>PWD 06</p>	<p>In our Ministry/Agency there is a committee making decisions about online education and workforce development.</p>	<p><input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency has a committee that decides policies, strategies and practices for online education and workforce development.</p> <p><input type="checkbox"/> 4 – Agree</p> <p><input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency makes ad hoc decision on policies, strategies and practices for online education and workforce development.</p>

		<input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency does not have committee that decides policies, strategies and practices for online education and workforce development.
PWD 07	Our Ministries/Agencies ensure that the policies and procedures for online learning and workforce development programs are transparent and consistent throughout the Ministry/Agency.	<input type="checkbox"/> 5 - Strongly Agree The Ministry/Agency policies and procedures for online learning and workforce development programs are fully transparent. <input type="checkbox"/> 4 – Agree <input type="checkbox"/> 3 - Neither Agree nor Disagree The Ministry/Agency policies and procedures for online learning and workforce development programs are somewhat transparent. <input type="checkbox"/> 2 – Disagree <input type="checkbox"/> 1 - Strongly Disagree The Ministry/Agency policies and procedures for online learning and workforce development programs are not transparent.

Related Information

Toolkit on Innovation and Digital Government for Public Service Delivery

The Digital Government Capability Assessment (DGCA) is a part of the Toolkit on Innovation and Digital Government for Public Service Delivery, which was developed by the United Nations Department of Economic and Social Affairs through its Division for Public Institutions and Digital Government (DPIDG). The Training Toolkit contains a set of comprehensive training materials aimed at strengthening the capacities of government officials to promote innovation for SDG implementation. The Toolkit is one of the topics of the Curriculum on Governance for the Sustainable Development Goals.



Toolkit on Innovation and Digital Government for Public Service Delivery

UN DESA | DPIDG
Training of Trainers | English

[Access the Toolkit](#)

The Curriculum on Governance for the SDGs

The [Curriculum on Governance](#) is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs developed by UN DESA/DPIDG. The Curriculum provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal levels, to drive the transformational change needed to implement the 2030 Agenda.



The Training of Trainers Capacity Development Toolkits are structured around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, through case studies, action planning, and other activities that can assist countries in advancing governance Government for sustainable development.

The whole Curriculum toolkits and Toolkit on Innovation and Digital Government for Public Service Delivery are available at no cost on the UN Public Administration Network's website at unpan.un.org. For any inquiries, please contact unpan@un.org.