

Draft

Digital Government Policies and Procedures

Version 4.0

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Acronyms

CIO	- Chief Innovation Officer
GIC	- Government Information Centre
GoSL	- Government of Sri Lanka
GovSMS	- Government Short Messaging Service
GPR	- Government Process Re-engineering
HoO	- Head of Organization
ICT	- Information and Communication Technology
ICTA	- Information and Communication Technology Agency
IS	- Information System
LAN	- Local Area Network
LG	- Lankagate
LGC	- Lanka Government Cloud
LGII	- Lanka Government Information Infrastructure
LGN	- Lanka Government Network
LGPS	- Lanka Government Payment Service
LIFe	- Lanka Interoperability Framework
MoU	- Memorandum of Understanding
MoA	- Memorandum of Agreement
NOC	- Network Operations Centre
OS	- Operating System
PSC	- Project Steering Committee
RACI	- Responsibility, Accountability, Consulted, Informed
RoI	- Return on Investment
SLA	- Service Level Agreement
SLCERT CC	- Sri Lanka Computer Emergency Readiness Team Coordination Centre

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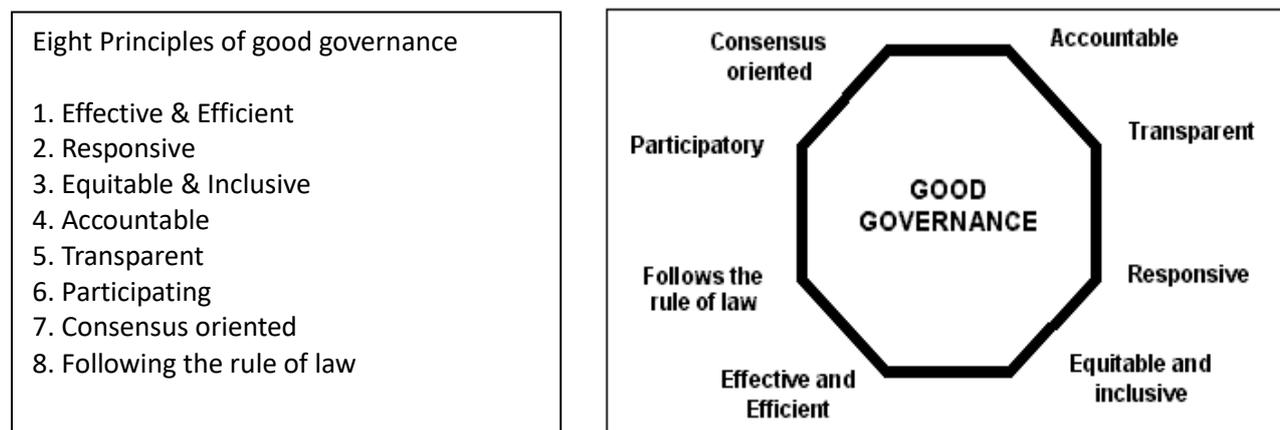
(A) Introduction

Digital Governance for Good Governance

Governments all around the world are working to achieve good governance as it enshrines and encapsulates the expectations of citizens and virtues of government services delivery.

Good Governance has been the long term vision of the governments since the State and Government were computerized by Greek Philosophers in early ages. Although Good Governance has varied objectives and sub objectives, eight key goals have been identified by many governments and civil societies as the pillars of Good Governance.

Therefore, as the primary objective of Good Governance, eight good governance principles which are termed as “Good Governance Octagon” have been identified;



Since the times when modern technology has been adopted by government for many reasons, the efficiency has been the focus of such interventions. Even early computers were used by governments for improving their efficiency, accuracy and handling bigger workloads. For example the first computer ENIAC (1946) was used to calculate artillery firing tables and UNIVAC I (1940) was used to speed up the analysis of national population survey carried out in USA in 1942. However the exponential growth of information and communication technology has expanded the scope of application of such technologies for achieving the key objectives of governments. Especially the Internet based advanced ICTs have broadened the focus of such interventions to add all good governance features, making Digital Governance as the main tool for Good Governance all around.

Since the illustration of real life examples and case studies is the best way to portray the capabilities of Digital Government in achieving the objectives of Good Governance, we have provided you with a list of Digital Government examples in the Annexure 1.

Based on the capabilities of Digital Government in achieving Good Governance, we have made “Digital Governance for Good Governance” as our theme for the latest revision of the Digital Government policy.

The journey so far,

The first Digital Government policy of Sri Lanka was approved by the Cabinet of Ministers in December 2009 to be adopted and implemented by all government organizations during the period of 2010-2012. ICTA which was given the mandate by the Cabinet of Ministers to monitor the implementation, review the policy and revise as necessary, conducted a series of conferences and workshops around the country involving government managers to create awareness on the content of the policy and approaches for implementation and review. The progress of the implementation of Digital Government policy has been described in the ICTA website.

ICTA has carried out annual reviews of implementation of Digital Government policy in 2010, 2011, 2012 and 2013. Regrettably the rate of successful implementation of Digital Government policy by government organizations has been extremely low, despite the efforts made by ICTA as well as participating organizations.

Having analyzed the reasons for low implementation, the following decisions were made by ICTA with the involvement of key stakeholders.

- The Digital Government policy contained very complex policy requirements
- The policy was too extensive. It had 29 policy statements and 177 policy guidelines which should be implemented by all government organizations regardless of different Digital Government maturity levels that they are at.
- There was no clear identification of responsibilities with regard to the implementation of the policy.
- Chief Innovation Officers (CIOs) who are generally responsible for implementation of the policy had no clear idea on how to do that. Moreover, CIOs had no authority to implement those.
- It was also not clear to government why they should implement the policy. (Policy objectives were not clear)

The Digital Government Policy Review Committee

In order to draft the revised version of the policy the Chairman of ICTA appointed an Digital Government Policy Review Committee of which members and their attendance are shown in Annexure 2.

The policy review committee embarked on a journey to address the above issues while revising and updating the policy as and when necessary. In order to compile the policy statements and guidelines the committees studied such requirements documented in other countries and the requirements included in the first version of the policy.

The committee agreed for a new theme for the policy and drafted 10 policy objectives under which the 32 policy statements were identified.

Further, the committee appointed a Working Committee in order to draft the policy guidelines. The Digital Government Policy Working Committee drafted policy guidelines, identifies the responsibilities of implementation of policy by using the RACI (Responsible, Accountable, Consulted, Informed) matrix.

The Working committee also identified a convenient approach for government organizations to implement the policy requirements and identify the Digital Government maturity stage of their organizations.

The consultative process

Once the policy was drafted it is presented to government CIOs, Senior Managers of the government, ICT based and non ICT based private sector managers, academia and civil society members for receiving a wider consultation. Moreover the public consultation was requested and received for improving the policy by using public media.

How the policy should be implemented by using the checklist

The working committee prepared a policy implementation checklist for facilitating the implementation and reporting its success to ICTA.

The working committee also identified and documented an easy approach for implementing the policy by using the Digital Government maturity levels.

Once the identified approach is followed, the government organizations will be able to look at the policy requirements based on their Digital Government maturity levels. For example every government organization should start implementation of Digital Government policy requirements which are related to the “Information” stage which is the lowest Digital Government maturity stage. Once they have implemented the policy requirements related to the “information” stage. They could start implementation of policy requirements related to next stage which is the “Interactive” stage. If any organization has not implemented at least 70% of the requirements related to one stage they should not proceed to next level. If any government organization is unable to proceed beyond the “interactive” stage, we identify them to be at the “Interactive” stage.

However, they are free to check whether they have implemented the requirements related to higher stages and mark the implementation check list accordingly.

Assessment of Policy implementation

The “Policy Implementation Check List” will be used in order to assess and verify the Digital Government Policy implementation by government organizations. The implementation check list has identified a set of documents which should be submitted by the government organizations as a proof of policy implementation. The policy team produced all such forms and templates required for verification process. It is expected to assess the Policy compliance rate of each organization based on the implementation check lists submitted by each organization. The results of the assessment of compliance rate will be published and given some publicity for the citizens to be aware of the compliance rate of each organization.

A1) Vision

“To be the most citizen friendly government through Digital Governance”

A2) Background

The Government of Sri Lanka first recognized the need for the development of ICT through the National Computer Policy (COMPOL) of 1983. This first attempt was taken by the Natural Resources, Energy and Science Authority of Sri Lanka (NARESA) on the instructions of the then President. A committee appointed by NARESA produced the National Computer Policy.

The acceptance of COMPOL by the government gave rise to the establishment of the *Computer and Information Technology Council of Sri Lanka (CINTEC)*, -later termed the *Council for Information Technology* - by a Parliamentary Act No. 10 of 1984, to function directly under the then President.

The Information and Communication Technology Agency of Sri Lanka (ICTA) was established in July 2003 and pursuant to Information and Communication Technology Act No. 27 of 2003, (ICT Act), ICTA was identified as the legal successor to CINTEC and became the apex ICT institution of the Government, presently functioning within the purview of the Presidential Secretariat.

Under the ICT Act No. 27 of 2003 ICTA was empowered to formulate and implement strategies and programmes in both the Government and the private sector and pursuant thereto ICTA prepared programs and strategies on Information and Communication Technology, which are presently embodied in the “*e-Sri Lanka Development Project*”.

The “*e-Sri Lanka Development Project*”, formulated during the period 2002-2005, is aimed at taking the dividends of ICT to all segments of Sri Lankan society and to further the socio economic development of the nation. Through the implementation of this multi-donor funded project an enabling environment is being created, where government works in partnership with stakeholders to create the necessary infrastructure, and establish Digital Government services.

In October 2004 the Cabinet of Ministers identified the “e-Sri Lanka Development Project” as the National Information Technology Action Plan of the Government, and further strengthened ICTA's legal mandate in the following manner:

- Specific authorization and mandate for ICTA to implement all the components of the e-Sri Lanka Development Project;
- Authorize ICTA to recommend to the Cabinet of Ministers the appropriate policy and regulatory framework required for the implementation of the e-Sri Lanka development project and to support ICT development in Sri Lanka;
- Authorize ICTA to periodically review the above programme components and make such modifications as may be required from time to time in keeping with the Policy as approved by the government.

Subsequently the Information and Communication Technology (Amendment) Act, No. 33 of 2008 Act has empowered ICTA to submit recommendations to the Inter-Ministerial Committee for formulating the National ICT Policy Framework for submission to the Cabinet of Ministers for their approval.

This document has been formulated consequent to the above mandates given to ICTA by the Cabinet in various forms as described above.

A3) Policy Objectives

- Objective 1 - Make government information available and accessible electronically to citizens through multiple channels
- Objective 2 - Make government services electronically available and accessible to all citizens via multiple channels in a citizen friendly manner
- Objective 3 - Re-engineer government processes to be citizen centric
- Objective 4 - Digital Government to eliminate duplication in ICT Infrastructure, information collection, government processes and ICT solutions within and across government organizations
- Objective 5 - Use of ICT to achieve, measure, monitor and publish defined service levels for all government services
- Objective 6 - Address the requirements/needs of marginalized communities through ICT
- Objective 7 - Implement processes and systems in government organizations to be highly responsive and interactive through the use of ICT
- Objective 8 - Enable citizen engagement through electronic means for consensus driven, public policy and decision making process wherever authorized
- Objective 9 - Strengthen rule of law through the use of ICT
- Objective 10 - Establish and implement of a proper enabling operational framework for successful Digital Governance

A4) Operational Framework

1. Scope

These policies and procedures should be followed by all government organizations; Ministries, government Departments, Provincial Councils, District Secretariats, and Divisional Secretariats and Local Authorities, government Corporations, Statutory Bodies, and Companies fully owned by government. These policies should be adopted by each government organization and customised if necessary.

2. Time-frame

The implementation time frame is three years, commencing in January 2014 and shall be extended from time to time, as determined by the government, with appropriate modifications and all government organizations should adopt the policy and procedures within the assigned time frame. The policies and procedures envisaged under this document will not be a static. It will be updated as frequently as required, taking into account changing trends in the environment, in technology, and changes in business processes.

3. Awareness on policy and guidelines

In order to create awareness on Digital Government Policy and provide necessary assistance for the implementation of the policy, ICTA will conduct seminars and workshops for the Heads of organizations and Chief Innovation Officers. Moreover, handout and hand books will be prepared and circulated among government organizations for creating awareness among a wider audience.

4. Assessment of implementation

ICTA will carry out annual survey for assessing the level of policy implementation at the end of every calendar year. ICTA will prepare necessary paper as well as on line forms for collecting data for this purpose and the results of each survey will be published in the website of ICTA.

ICTA will devise a simple tool for identifying the Digital Government maturity level of each government organization. This tool will be provided to each government organization for charring out their self assessment. This will not only provide a mechanism to identify the maturity level but also will indicate the actions that each government organization should take to achieve the next maturity level.

5. Responsibility and ownership

ICTA is responsible for the formulation, maintenance and updating of the policies and procedures. Individual government organizations are responsible for adopting and implementation of the policies and procedures. ICTA is responsible for monitoring the implementation of the policies and procedures.

(B) Policies and Guidelines

Section 1 - Policies for Objective 1

Good Governance Goals – Transparent Access to Information

Objective 1 - *Make government information available and accessible electronically*

Section Sub Topics

1.1 Classification of Data and Information

1.2 Availability of data and information through multiple channels

1.3 Data in electronic form

1.4 Information Security

1.1 Classification of Data and Information

Policy Statement *Organizational Data and Information should be classified for the purpose of identifying the basis for information sharing whilst ensuring the privacy of the citizen*

Implementation Guidelines

1.1.1 Organizational data and information should be classified as stipulated by the Information Security Policy. (http://www.icta.lk/images/secPolicy/Asset_Classification_and_Control.doc).

1.1.2 Identify sensitivity of data and all possible audiences and delivery channels for providing organizational data/information. The template given in Annexure 03 could be used for this purpose. (Refer Annexure 03 – Information/Data classification framework and guidelines)

1.1.3 Ensure citizen information protection by implementing the guidelines for the relevant section in the IS policy published by ICTA (HTTP://www.icta.lk/images/secPolicy/Privacy_&_Citizen_Information_Protection.doc).

1.1.4 Identify external (Government & Non Government) information/data sources which are required for providing shared information/services. Availability of such data should be ensured through service agreements, Memorandum of Understandings etc. All shared services with other organizations should be formalized through MOU's and/or agreements.

The template of a MoU is given in Annexure 04 (refer Annex 04 – draft MoU for data and information sharing) and the template of a Service Level Agreement (SLA) is given in Annexure 05.

1.2 Availability of data and information through multiple channels

Policy Statement - All government organizations should ensure the availability of data and information that can be offered through multiple channels as defined by the information classification of the respective organization to serve citizens in friendly manner on trilingual basis

1.2.1 The policies categorized under the “Business continuity management” of the Information Security policy should be implemented by all government organizations. (Refer http://www.icta.lk/images/secPolicy/Business_Continuity_Management.doc)

1.2.2 All government organizations must use Sinhala and Tamil Unicode for all computing work (such as creating documents, web sites, software systems, and in the electronic transmission of information). Sri Lanka Standard Institution has standardized Sinhala and Tamil Unicode key board layout and input methods under the standards respectively SLS 1134 : 2004, including Part 1 thereof and SLS 1326: 2008.

1.2.3 Voice based data and information services shall be provided through the 1919 GIC call center.

1.2.4 On line interactive information services shall be provided through organizational web sites as well as through country portal

1.2.5 Government organization should make all possible attempts to provide information through social networks, web syndication technologies such as RSS, Forums and other suitable social media.

1.2.6 Mobile data and information services should be provided through the Government Mobile Portal and Government Short Messaging Service (GovSMS - 1919).

1.3 Data in electronic form

Policy Statement - All government organizations should maintain data which is necessary for performing organizational key functions in electronic form while giving high level of attention for data preparation and formulation, storage, retention, migration and archiving

1.3.1 Government Information Systems should be able to capture, store, process and transmit data in any of the three languages, i.e. Sinhala, Tamil and English.

1.3.2 In order to achieve the completeness of the data set, all data originally captured in local languages, should be transliterated, translated and stored in English language.

1.3.3 Data available in paper based and in legacy systems in government organizations should be collected, inspected, cleaned, updated and converted to electronic form while ensuring integrity of data.

1.3.4 Information systems should meet with available standards for internal and government audit requirements and with the relevant provisions of the National Archives Act no. 48 of 1973, and any amendments thereto.

1.3.5 As per the section 5 and 6 of the Electronic Transactions Act No. 19 of 2006, government organizations should use electronic documents, electronic records or other communication in electronic form in adherence to the provisions given.

1.4 Information Security

Policy Statement - Every government organization should formulate and adopt an Information Security Policy

1.4.1 Each government organization should formulate an Information Security policy and guidelines which shall be consisted with Information Security Policy and guidelines document published by ICTA (<http://www.icta.lk/en/programmes/re-engineering-government/129-policy-documents/911-information-security-policy.html>).

1.4.2 Personal data and information should be retained in the manner and for as long as it is required as per laws, regulations and rules governing such data and information. Such data and information should be divulged only in accordance with rules and regulations governing such release. (Appropriate guidelines would be made available in Data Protection Code of Practice)

1.4.3 Electronic records should be maintained in such a manner to ensure confidentiality and prevent unauthorized access, modification, alteration, transmission or deletion / removal.

1.4.4 Auditor General's Department should ensure that ICT Audits are carried out if and only if the staff of government organizations and the Auditor General's Department who are to carry out ICT Audits are trained and capable of carrying out ICT Audits.

1.4.5 Document and implement acceptable use of information and assets associated with information systems. (Refer Guidelines given under the Information Security policy – **To be documented**)

1.4.6 Data storage devices Disposal/Repairs should be carried out by adhering to Information security policy

Section 2 - Policies for Objective 2

Good Governance Goals - Effectiveness, efficiency

Objective 2 - *Make government services electronically available in a citizen friendly manner*

Section Sub Topics

2.1 Classification of Services

2.2 Availability of Services through multiple channels

2.3 Efficiency, effectiveness and sustainability of Digital Government

2.4 Collaboration towards connected government

2.5 Interoperability of Data

2.6 Open Data

2.7 Provision of citizen centric services

2.1 Classification of Services

Policy statement - Services offered by each organization should be classified for the purpose of identifying the basis for service delivery

2.1.1 The government organizations should identify all possible audience and possible service delivery channels. The given template (Annexure 06- Services classification Framework and guidelines) could be used for this purpose.

2.2 Availability of Services through multiple channels

Policy Statement - All government organizations should ensure the availability and delivery of services through multiple electronic channels as defined by the service classification matrix

2.2.1 In order to provide citizen friendly services effectively, government organizations should implement Digital Government solutions to cover their key functional areas.

2.2.2 In order to provide citizen friendly services effectively, such information and services should be offered on line, and on the basis of 24/7 whenever possible.

2.2.3 All government organizations should ensure that government information and services are delivered using all possible channels such as unified front office (One-Stop-Shop), Multi purpose kiosks, email, web, voice, SMS, mobile etc. In order to identify the channels and devices through which the information and services could be provided, the Multi-Channel Service Delivery Framework given in the Annexure 7 should be used.

2.2.4 Government services which are provided through electronic platforms should be channeled through Lanka Gate, which is the gateway for all Digital Government services in Sri Lanka (refer Annexure 08 - Lanka Gate).

2.2.5 Government organizations should ensure that citizens and businesses should not have to rely on any specific technologies or products such as web browsers, devices to access government services. The Digital Government solutions should be product and technology agnostic.

2.2.6 In legal terms, electronic services could be delivered as per the provisions of eTransaction act. Moreover the electric payments could be accepted by government for the services provided by government as per the Financial Circular 447 issued by the Department of Public Finance. In case the legal requirements for offering eServices have not been addressed by the existing legislations, new regulations should be made under the provisions of eTransaction act.

2.2.7 Standard procedure handbook/process manual for all digitally enable services should be made available for the use of relevant stakeholders GoSL (Refer Annexure 09 – Template for Standard procedure handbook/process manual).

2.3 Efficiency, effectiveness and sustainability of Digital Government

Policy Statement - Digital Government solutions should be designed to be efficient to bring in sufficient financial and/or social returns on investments to ensure sustainability

2.3.1 Prior to implement any Digital Government project the owner should calculate the Return on Investment (RoI) by using the accepted methodology to ensure sustainability (The RoI Template for RoI calculation – Annexure 10) can be used for calculating RoI of Digital Government systems). ROI should be calculated at least for a period of 5 to 10 years.

2.3.2 Only the projects with positive ROIs or substantial social impact should be implemented

2.3.3 Incorporate annual maintenance/operational cost of ICT solutions in to the recurrent budget of the organization based on the project life cycle for ensuring the continuity.

2.4 Collaboration towards connected government

Policy Statement - All government organizations should provide joined-up services (connected government services) for ensuring seamless client centric service delivery. In order to do so, participating organizations should share data and work collaboratively based on an agreed governance framework and data sharing policy.

2.4.1 Formulate and adhere to a governance framework for information and data sharing involving all stake holders (Refer 2.9.1 for further details on governance framework).

2.4.2 Government organizations should provide their joined-up services in collaboration with relevant stake holders. In order to facilitate this requirement data owners should provide basic data to all government organizations for authentication as well as providing services on mutual understanding.

2.4.3 Based on the information/data classification, the government organizations whose data is required for providing joined up government services should provide their data on request of the service provider organization based on the government data sharing policy. Any organizations involved in data exchange process can request ICTA for facilitating and mediating the process. ICTA would initiate the coordinative process by setting up a “Data sharing committee with the participation of all stakeholders”.

2.4.4 When data is provided to other organizations for providing join-up services, special attention should be provided to ensure privacy and confidentiality of such data

2.4.5 Collaborate with stakeholder organizations by developing the necessary back-end and front-end applications for ensuring the availability of data and services which are required for providing seamless client centric services.

2.4.6 Government organizations should use LGN for ensuring secure and seamless electronic communications with other government organizations for providing connected government services.

2.4.7 The services provided by the collaborative organizations should be consumed by the recipient organizations through the mechanism facilitated by Lanka Gate in the capacity of messaging middle-ware for data and message exchange of the government. Such data should be provided to meet the interoperability standards specified by LIFe and the description of such standards are available at www.developer.icta.lk.

2.5 Interoperability of Data

Policy Statement - In order to ensure the joined up service delivery (citizen friendly and seamless) all government organizations should implement open standards and interoperability standards defined by Lanka Interoperability Framework (LIFe).

2.5.1 All government organizations should use open standards to ensure Interoperability, vendor neutrality and flexibility. This should be considered specially in development of Digital Government systems, purchasing IT products and preservation of records.

2.5.2 All government organizations should identify the information domains that they belong to and adopt and implement the interoperability standards identified for the particular domain by the Lanka Interoperability Framework (LIFe). Government organizations should conform to standards specified in the latest version of LIFe as published in www.life.gov.lk.

2.6 Open Data

Policy Statement - In order to facilitate the creation of value added open data services, all government organizations should provide data in accordance with the services classification

2.6.1 For providing value added services, government organizations should provide raw data and/or data services as open data. Such Open Data should adhere to the Open Data principles adopted by the government which would not breach national security, and organizational policies, violate privacy, data which are non identifiable (persons, specific locations etc) and any constitutional or legal requirements. Open Data principles adopted by government are given in the Annexure 11 – Open data principles.

2.7 Provision of citizen centric services

Policy Statement - All government organizations should work collaboratively in providing citizen centric services wherever possible

2.7.1 Government organizations should provide their joined-up services in collaboration with relevant stake holders. In order to facilitate this requirement data owners should provide basic data to all government organizations for authentication as well as providing services on mutual understanding.

2.7.2 Government organizations should use LGN for ensuring secure and seamless electronic communications with other government organizations for providing connected government services.

2.7.3 All Government organizations should attempt to provide as much as information and services through national mobile portal (<http://mobile.icta.lk/>) and via Gov SMS.

2.7.4 In order to improve the efficiency and effectiveness of electronic services government organizations should use Lanka Government cloud for hosting their ICT systems. Since all government organizations are connected to LGN, the inter connections required for providing connected government services can be effectively be provided through LGN.

2.7.5 In order to offer information services in seamless manner all government organizations should provide their service related information to Government Information Center – 1919 and updated such information at least twice a year.

2.7.6 All government organizations should identify the service domains that they belong to and adopt and implement the interoperability standards identified for the particular domain by through the Lanka Interoperability Framework (Life).

2.7.7 All key government organizations should ensure that their interoperability requirements should be met by using the above standards.

Section 3 - Policies for Objective 3

Good Governance Goals - Effective, efficient

Objective 3 - *Improve/Re-engineer government processes to be citizen centric*

Section Sub Topics

3.1 Intra organizational GPR

3.2 Inter-organizational GPR

3.1 Intra organizational GPR

Policy Statement - All government organizations should improve their processes by employing process re-engineering principles wherever necessary and implement Digital Government solutions to offer citizen centric services

3.1.1 All government organizations should evaluate their service delivery standards and identify problematic areas and processes which are contributing to the problem.

3.1.2 All government organizations should iteratively re-engineer the existing processes to improve the service delivery and develop Digital Government solutions. A guideline for GPR could be obtained from Annexure 12 – Guidelines for GPR.

3.1.3 Organizations' service manuals should be continuously reviewed and updated by incorporating changes/improvements which resulted due to the re-engineered processes.

3.2 Inter-organizational GPR

Policy Statement - In order to provide citizen centric services in a connected and seamless manner, all government organizations which are providing services in one particular service cluster should collaboratively;

- ***Complete the functions thesaurus***
- ***Complete process maps and process dictionary***
- ***Identify duplication of processes and rationalize the roles of government organizations***
- ***Re-engineer the inter-organizational processes***
- ***Define required LIFe standards for the service cluster***
- ***Implement a cluster level Digital Government solution***

3.2.1 In order to facilitate the collaborative actions the cluster organizations should sign a MoU among the member organizations with GCIO office. A template for this could be obtained from Annexure13 – Template for Memorandum of Understanding

3.2.2 In case the concerned citizen service area or process optimization area (As per 3.1.2) is identified to be involved with an inter organizational process in the same business domain, an inter-organizational GPR should be carried out in order to overcome such barriers. A guideline for GPR could be obtained from Annexure 12 – Guidelines for GPR.

3.2.3 All government organizations which are working in service clusters for providing connected services should carry out an eIntegration compliance audit on annual basis. The guidelines provided in the Annexure 14 – Guidelines for eIntegration Audit could be used for carrying out the compliance audit.

Section 4 - Policies for Objective 4

Good Governance Goals - Effective, efficient

Objective 4 - *Use Digital Government to eliminate duplication in ICT Infrastructure, information collection, government processes and ICT solutions within and across government organizations.*

Section Sub Topics

4.1 Catalog of available reusable Digital Government solutions

4.2 Suitability of available solutions

4.3 Common applications

4.4 Use of Common Infrastructure

4.5 Reuse of data

4.1 Catalog of available reusable Digital Government solutions

Policy Statement - In order to maintain a catalog of available reusable Digital Government solutions, all government organizations should provide details of its reusable ICT solutions for government.

4.1.1 All government organizations should provide information about available ICT solutions for maintaining a catalog of ICT solutions. A catalog of Digital Government solutions in Sri Lanka will be maintained by ICTA.

4.1.2 Whenever a new solution is developed, the owner government organization should ensure it comprises reusable components as much as possible, the catalog of reusable solutions can be found at <https://egovsolutions.lgcc.gov.lk>.

4.2 Suitability of available solutions

Policy Statement - Prior to developing new solutions, every government organization should verify the availability and suitability of ICT solutions already available with other government organizations to avoid duplication.

4.2.1 Prior to develop any Digital Government system, government organizations must verify the availability of reusable solutions and consider the possibility (RoI) of using such solutions.

4.2.2 In order to allow reuse of the government ICT solutions, government organizations should keep the IP rights and ownership of the systems and bespoke ICT solutions.

4.3 Common applications

Policy Statement – All government organization should use common shared applications for reducing the duplication of effort thus increasing the efficiency of the Government.

4.3.1 Integrated Human Resources Management System, Financial Management System, Inventory and Asset Management System should be developed by the respective owners such as Public Services Commission, Ministry of Finance etc.

4.3.2 All government organizations should use the centralized system for fulfilling the requirements of organizations.

4.3.3 Any organization which belongs to a service cluster should use the common cluster applications in all relevant occasions.

4.4 Use of Common Infrastructure

Policy Statement - All government organizations should use common ICT infrastructure. (A) LGN, (B) LG, (C) LGC (D) Country Portal (E) Mobile Portal (F) GovSMS (G) LGPS (H) GIC and other common infrastructure developed by government to fulfill their organizational ICT requirements and provide citizen services

4.4.1 All government organizations should use LGN to share data and information among government organizations. (Annexure 15 – List of government organizations connected to LGN)

4.4.2 All government organizations should use Lanka Gate middle ware infrastructure, Country Portal and Mobile Portal to provide citizen services.

4.4.3 All government organizations should use Lanka Government cloud (LGC) to meet their information infrastructural requirements and consume the cloud based software services for improving the efficiency and effectiveness of electronic services. Since LGC is located in the LGN hub, the inter connections required for providing connected government services can be effectively be provided through LGN as most of the government organizations connected to LGN. (Refer Annexure 16 – LGC services document)

4.4.4 All government organizations should use the Lanka Government Payment Service (LGPS) to process electronic payments when providing citizen services. (Refer Annexure 17 – LGPS service document)

4.4.5 All government organizations providing citizen services through mobile should use GovSMS. (Refer Annexure 18 – GovSMS service document)

4.4.6 All government organizations should use the GIC which is the government call center for citizen services for providing service related information to public. In order to do so service related information should be provided by using the information templates and update such information twice a year at minimum. Any changes to the service delivery process, organization, the contact information, organization structure should be immediately provided by updating the service information manuals. (Refer Annexure 19 – Template for GIC Manual)

4.4.7 Government organizations which provide electronic services should use GIC -1919 for providing help-desk support. In order to use GIC for such services the manual prepared for providing necessary information should be used. (Refer Annexure 19 – Template for GIC Manual)

4.5 Reuse of data

Policy Statement - Government organizations should reuse information already collected within the organization or in the particular service domain as much as possible. Special emphasis should be made to reuse the data available in main data hubs such as, ePopulation Register, Land Register, Company Register etc.

4.5.1 Organizational information/contents should be designed to make it possible to provide information for intra and inter-organizational processes.

4.5.2 All government organizations should refer the government common electronic information catalog for verifying the availability of information which is maintained by GIC

4.5.3 Basic data related to population, land and commercial establishments should be obtained from the respective owners of data hubs. The data owner of each hub should be as follows: the data owner for the land registry hub and the population registry hub should be the Registrar General; the data owner for the Company Registry should be the Registrar of Companies. The data owner of each hub should be responsible for the accuracy, confidentiality and integrity of data, access rules, regulations and data updates.

4.5.4 If the required information is available, a memorandum of understanding should be signed with the data owner of the hub for obtaining such information. The purposes for which such information could be used will be defined by the information classification of the owner organization of the hub.

4.5.5 In order to ensure the uniqueness of each data record of the hubs, the unique IDs such as Sri Lanka Identification Number (SLIN), Company Registration Number, and Land Identification Number etc. are used. The organizations which intent to obtain data from hubs should therefore, use the data standards of those unique IDs in their systems for ensuring the data interoperability.

Section 5 - Policies for Objective 5

Good Governance Goal - Accountable

Objective 5 - *Use of ICT to achieve, measure, monitor and publish defined service levels for all government services*

Section Sub Topics

5.1 Use of Digital Government to achieve organizational service levels

5.1 Use of Digital Government to achieve organizational service levels

Policy Statement - All government organizations should leverage ICT to achieve, measure, monitor and publish, defined service levels for all government services

5.1.1 All government organizations should specify their organizational service delivery standards by describing the internal organizational processes and timeliness necessary to achieve their target service delivery level (see service levels in Citizen charter). For organizations which are providing connected services, the template given in Annexure 20 - Template for Cluster-specific citizen charter could be used for identifying the service levels of Cluster-specific Citizen Service Charter.

5.1.2 Each government organization should publish service standards for each service and record the actual levels of each service.

5.1.3 Each government organization should assess the quality of the services and periodically publish such reports, thus enabling the public to assess whether the service standards are being maintained.

5.1.4 Government organization should ensure incorporation of Service Level Agreements (SLA) in Digital Government solutions contracts. (Refer Annexure 05 – Template for SLA)

5.1.5 Head of the organization should appoint a Project Steering Committee to periodically review the progress of timely responsiveness and interactivity of the intended eService levels.

5.1.6 Government organizations should use GIC-1919 as the first level support help desk for on line services offered to citizens.

Section 6 - Policies for Objective 6

Good Governance Goals - Inclusive

Objective 6 - Address the requirements/needs of marginalized communities through ICT

Section Sub Topics

6.1 Digital Government for inclusiveness

6.2 Digital Government for betterment of marginalized communities

6.1 Digital Government for inclusiveness

Policy Statement - Government organization should ensure that undeserved and marginalized persons/communities are included in the ICT based service delivery mechanism

6.1.1 The relevant government organizations should provide information through the electronic medium most convenient to the under-served and marginalized communities which they are responsible for providing services.

6.1.2 Such organizations should devise specific mechanisms to provide multi-channel services to undeserved and marginalized communities. (e.g. Mobile Service units)

6.2 Digital Government for betterment of marginalized communities

Policy Statement - ICT should be used as a tool by government organizations to address the needs of marginalized communities

6.2.1 Government organizations should use ICT based solutions for betterment of marginalized communities and use intermediary mechanisms to channel the benefits to such communities.

Section 7 - Policies for Objective 7

Good Governance Goals - Responsive

Objective 7 - Implement processes and systems in government organizations to be highly responsive and interactive through the use of ICT

Section Sub Topics

7.1 Enhance accessibility through electronic channels

7.2 Improved responsiveness through Digital Government

7.1 Enhance accessibility through electronic channels

Policy Statement - Each government organization should open electronic channels to enhance accessibility

7.1.1 The government web portal (www.gov.lk) and government mobile portal (www.mobile.srilanka.lk) are integrated Internet based systems to make available the latest and a wide range of information and citizen services and government information. All government organizations should ensure that their available electronic services can be accessed through the links on the government and country Portals.

7.1.2 Government organizations should develop and maintain an up to date web site for providing information to citizens in citizen friendly manner in trilingual basis. (Refer Annexure 21 – Government Web Domain Registration policy and Annexure 22 – Government Web standards and guidelines)

7.1.3 Government organizations should ensure that the content on their website is available in Sinhala, Tamil and English. The web pages in local languages should be Unicode compliant. These should have a content management tool for updates, adhere to web standards and guidelines and the government domain name policy (Refer Annexure 21 – Government Web Domain Registration policy).

7.2 Improved responsiveness through Digital Government

Policy Statement - Government organizations should use ICT to be timely responsive and interactive

7.2.1 Head of organization should decide on the level of users to whom the email facility should be given when communicating with external organizations.

7.2.2 On line services provided by each government organization should ensure the high availability depending on the nature of the services implemented.

7.2.3 All government organizations should adhere to Government eMail policy (Refer Annexure 23 – Government eMail Policy).

Section 8 - Policies for Objective 8

Good Governance Goals - Participatory, Consensus oriented

Objective 8 - *Enable citizen engagement through electronic means for consensus driven, public policy and decision making process wherever authorized*

Section Sub Topics

8.1 Citizen engagement through Digital Government

8.2 Visibility of outcomes of citizen engagement

8.1 Citizen engagement through Digital Government

Policy Statement - Every government organization should have electronic means to engage citizens for consensus driven, public policy and decision making process wherever authorized

8.1.1 All government organizations should have a dedicated section in the website for obtaining grievances, complaints, ideas, opinions, comments, observations etc. to ensure the citizen's active participation/contribution. Citizen interaction should be facilitated through multiple channels.

8.1.2 When policies, plans, budgets are formulated, electronic means such as on line discussion forums, eMail, Blogs, Social media should be provided for facilitating the inputs and discussion for obtaining wider public consultation on the relevant subject. (Refer Annexure 24 – Government social media guidelines)

8.1.3 Every government organization should provide means for obtaining grievances, complaints, ideas, opinions, and comments, observations before initiating any new project or major activities.

8.1.4 The “Government Official eParticipation Portal, which is the dedicated citizen engagement portal of government should be used by all government organizations for this purpose.

8.2 Visibility of outcomes of citizen engagement

Policy Statement - The corrective/follow up actions taken should also be visible to citizens through electronic means wherever authorized

8.2.1 Head of organization should appoint a key person or a unit to review and take appropriate actions with regards to grievances, complaints, ideas, opinions, comments, observations etc. obtained from citizens

8.2.2 The mechanisms used for engaging citizens should be used to inform citizens of the results of citizen engagement.

Section 9 - Policies for Objective 9

Good Governance Goals- Rule of Law

Objective 9 - Strengthen rule of law by the use of ICT

Section Sub Topics

9.1 Digital Government for monitoring breach of law

9.2 Mechanisms for reporting breach of law

9.1 Digital Government for monitoring breach of law

Policy Statement - Government organizations should leverage ICT to monitor, alert and capture the breach of law with in their mandate

9.1.1 When the ICT systems are developed to meet the functional requirements, special attention should be made to incorporate features for ensuring that any breach of law could be detected, alerted and monitored

9.2 Mechanisms for reporting breach of law

Policy Statement - Government organizations should leverage ICT tools to facilitate reporting of breach of law by citizens

9.2.1 Systems should facilitate capturing of information provided by citizens with regards to the breach of law

9.2.2 The citizen should encourage to use these systems for the public wellbeing rather than the individual requirements

Section 10 - Policies for Objective 10

Good Governance Goals- effectiveness, efficiency

Objective 10 – Establish and implement of a proper enabling operational framework for successful Digital Governance

Section Sub Topics

10.1 CIO/ICT UNIT

10.2 Digital Government Project Governance

10.3 Procurement

10.4 Internet/Intranet

10.5 Human Resources Capacity Building

10.6 Use of open source software for Digital Government solutions

10.7 Monitoring and Evaluation (M&E) of Digital Government projects

10.8 Outreach and Awareness

10.1 CIO/ICT UNIT

Policy Statement – Each government organization should appoint a CIO and set up an ICT unit for successful implementation of Digital Governance

10.1.1 Each government organization should appoint a Chief Innovation Officer (CIO). The CIO should be the organization's focal point for ICTA's Re-engineering Government programme. He/she should be an officer at the second level of the hierarchy in the organization and report to the Head of the organization, or to the Secretary, in respect of a Ministry. He/she should be the Head of the ICT Unit, with of the core business of the organization and with at least minimum level of ICT knowledge.

10.1.2 The CIO shall be responsible for the promotion and development of ICT within the organization, and shall be the interface in respect of ICT related programmes and projects on which the government organization is interconnected with other organizations. CIOs should liaise on the organization's implementation of Digital Government with the designated person at ICTA at least once every three (3) months or as and when necessary.

10.1.3 CIO should provide the technical direction to the organisation. In order do so he/she should use the Digital Government maturity assessment tool developed by ICTA for identifying the current level of Digital Government maturity and for improving the Digital Government maturity level.

10.1.4 Each government organization should set up an ICT Unit within the organization. The size and structure of the ICT Unit may vary, depending on the ICT requirements of the organization and the extent to which ICT activities/projects are outsourced.

10.1.5 The ICT Unit should be responsible for the information and communication technological operations of the organization, for outsourced ICT projects, and be responsible for managing the implementation life-cycle of such projects. The following teams should report to the ICT Unit Head: Technical operations, Project Management and Outsourcing, Planning and ICT Policies, Business Operations, and Outsourced vendors who provide services to implement and operate ICT systems. The CIO should be responsible for the implementation of this policy by the year 2016.

10.2 Digital Government Project Governance

Policy Statement – Implement a proper software governance framework for all Digital Government projects

10.2.1 Each government organization should draft and implement an annual ICT plan which enunciates the way in which ICT is to be used in realising the vision and mission of the organization. The CIO should be responsible for drafting and implementing the ICT Plan for the organization.

10.2.2 All government organizations should submit their annual ICT plans to ICTA and obtain the recommendations prior to proceed with finalizing the plans. Implementation of ICT plans will be monitored by Inter-Ministerial Committee for ICT.

10.2.3 All government organizations should submit their annual ICT plans to ICTA and obtain the recommendations prior to proceed with finalizing the plans. Implementation of ICT plans will be monitored by Inter-Ministerial Committee for ICT.

10.2.4 Every government organization should allocate adequate funds in its annual budget for ICT procurements and sufficient funds for the maintenance of existing equipment, systems and networks. The assistance for cost estimating and recommendation for such estimates can be obtained from ICTA.

10.2.5 Whenever an Digital Government project is implemented, a Project Steering Committee (PSC) should be formulated and established for ensuring stakeholders commitment, participation, assistance and collaboration; the secretary to the ministry or head of department should appoint the committee with a relevant ToR with specific targets. Annexure 25 - Template for Concept Paper, Annexure 26- Template for Terms of Reference of PSC.

10.2.6 In order to ensure successful implementation of Digital Government projects, government organizations should adopt and implement a proper software governance framework. It is recommended to use the software governance framework drafted by ICTA with necessary modifications/improvements (refer Annexure 27 – Software Governance Framework). It is essential that as a mandatory part of the software governance framework, for all organizations to carry out an independent software project audit.

10.2.7 Government organizations should take necessary steps to ensure continuity of projects when employees involved in ICT projects are transferred/retired either within or between organizations.

10.2.8 Officers in charge of key Digital Government projects should be assigned a “shadow” officer – an officer who would be aware of all aspects of the ICT system. If an employee with a skill critical to the successful implementation of a project is transferred out / leaves an organization, or is promoted, then he/she should be replaced by an officer with similar skills, if possible with the “shadow” officer.

10.2.9 When an officer involved in an ICT project is transferred, government organization should ensure that there is a period of handing over of duties.

10.2.10 Government organizations should develop and implement a plan to ensure continuity of ICT projects and to ensure the availability of information at the required level and the required time.

10.3 Procurement

Policy Statement – Government organizations should adhere to proper procurement policies, guidelines and practices

10.3.1 All the software development for government which would be carried out by the external vendor(s) should be carried out only after signing a contractual agreement. The special areas that are critically important have been mentioned in the Software Governance Framework. Refer sample consultancy contract included in the Software Governance Framework for further details (Annexure 27).

10.3.2 In a Memorandum submitted to the Cabinet of Ministers by the President on the “Re-engineering Government Program” and approved on 13th September 2006, all government agencies are required to consult ICTA before embarking on any major Software Project (over Rs 2 Million), in order to (a) ensure that they are in conformity with general standards applicable to all government agencies specially in relation to interoperability and localization requirements, and (b) to ensure that such projects can be fully integrated to the government wide ICT system. For the procuring generic hardware refer ICTA web site -link- for technical specifications.

10.3.3 Composition of Technical Evaluation Committees (TEC): In major (over LKR 10 million, enterprise level solutions) ICT projects, the Composition could include one person nominated by ICTA. The relevant government organization should request a nomination from ICTA, in this regard.

10.3.4 Procurement of information systems (IS), ICT equipment, software, software development, and consulting services, shall be carried out in accordance with the applicable “Procurement Manual and Guidelines” of the Procurement Division of the Department of Public Finance, Ministry of Finance and

Planning or any successor thereto, and in accordance with other related regulations. Guidance from ICTA could be obtained in relation to the operational aspects of procurement.

10.3.5 Principles of open source software offer more cost effective options for use and development of software applications for government. Therefore, the government procurement process should facilitate the submission of open source based proposals for Digital Government projects. When financial proposals are evaluated, RoI should be evaluated for a minimum of 5 years in order to assess the cost effectiveness of proposals (Refer Annexure 10 – Template for RoI calculation).

10.3.6 Government organizations should use only licensed software; such licenses can be for either proprietary software, or for open source software. Use of software without a valid license or making modifications and carrying out customizations to licensed software without adhering to the license conditions would be contrary to the Intellectual Property Act of 2003 and would result in legal penalties (both criminal and civil liability)

10.3.7 When developing software solutions for the Government, the maximum effort should be made to ensure the ownership of Intellectual Property Rights by the government. This is mostly applicable when the software developed from the scratch. It should be noted that when an open source software is using for developing an Digital Government solution from the scratch or by using an available open source product, the entire Intellectual property rights of the solution are rested with the government organization. For further details of Intellectual property rights of Digital Government solutions, refer the section under Intellectual property rights of the Software Governance Framework (refer Annexure 27– Software Governance framework).

10.3.8 Installation of software on desktops should not violate intellectual property rights. Only the systems administrator or an authorized person should have the authority to install software applications on desktops.

10.3.9 It is recommended that PCs, laptops and hand-held devices assigned to employees should only be used for relevant official work.

10.3.10 As a sound business model for Digital Government, Public Private Partnerships should be encouraged. A set of guidelines for implementing PPP based projects is available in Annexure 28 - Guidelines for implementing PPP based projects.

10.4 Internet/Intranet

Policy Statement – Government organizations should ensure the security of their Internet and intranet usage by adopting adequate security policies

10.4.1 Organizations should implement Internet/Intranet usage policies to guide users on Internet/Intranet usage. Internet usage should comply with the policies and codes of conduct of the organization.

10.4.2 Information access restrictions applicable to physical files should be applicable with better audit trails and security to information available in Intranet.

10.4.3 LAN accounts should be created only after clearance by the organization's management and disabled on the same day of employee's departure from the organization.

10.4.4 Government organizations should define a standard format for the LAN accounts and for the names of the PCs and servers in the network.

10.4.5 Adequate backup facilities should be provided to ensure that all essential information and software can be recovered following a disaster or a media failure.

10.4.6 Government owned company called Lanka Government Information Infrastructure (LGII) for managing Lanka Government Network (LGN), LGII maintains Network Operating Centre (NOC) and a help desk manned by staff who are proficient in ICT, to provide technical advice and support (e.g. hardware, software, networking and communications) to government organizations, as required. All government organizations which are connected to LGN should use the services provided by NOC and help-desk for addressing their LGN related issues.

10.4.7 Each government organization may, further to the Lanka Government Network (LGN) policies, have its own policies in assigning, controlling and monitoring Internet access, and should follow the guidelines specified in the government Information Security Policy (**Reference**).

10.5 Human Resources Capacity Building

Policy Statement – All government organization should implement necessary human resources development plans to ensure successful Digital Government implementation

10.5.1 Government organizations should carry out an assessment of the training and skills needed for all levels of staff to address organizational ICT requirements on an annual basis. The organization's ICT planning should include a component for ICT related training of employees.

10.5.2 All staff including senior management and middle management staff in Government organizations must be competent in the use of ICT in their daily work, and necessary awareness and training should be provided to achieve this competency.

10.5.3 Senior management should implement suitable incentive schemes for staff who are proficient in ICT and / or obtain relevant qualifications in ICT.

10.5.4 All staff in government organizations should be encouraged to obtain government approved computer qualifications.

10.5.5 Government organizations should ensure that Chief Innovation Officers (CIOs) would gain sufficient knowledge in Digital Government and ICT. CIOs at minimum should gain the Digital Government certificate qualification. Additional qualifications such as eGov PGDip, MBA in eGov are highly recommended. In addition to above, CIOs should attend the Digital Government related workshops and conferences for acquiring knowledge in new concepts, trends, technologies etc.

10.5.6 In order to implement proper Digital Government capacity building program for government organizations the capacity building framework and tool developed by ICTA could be used. It facilitates the training need assessment as well as the identification of capacity building programs for each officer of the organisation.

10.6 Use of open source software for Digital Government solutions

Policy Statement – Government organizations should always consider the use of Open source software as the first option for developing Digital Government solutions due to its proven benefits to the government. Benefits of using open source software is listed under Annexure 29.

10.6.1 Industry capability and experience should be considered prior to developing and/or purchasing an open source solution.

10.6.2 ROI should be calculated as per the guidelines stated under 3.1.

10.6.3. Whenever government needs to ensure that total IPR of the Digital Government solution is vested with the government, open source based solutions should be developed as the source code of the solution will be owned by the government in such situations. This should be ensured by the agreement for the software development.

10.6.4 Government organizations should research on the availability of open source products and feasibility of modifying such products meet their requirements. Highly recognised and widely used common open source software are available for eMail, Web browsing, document management, project management, content management, web development etc. The best resources available for carrying out researches for finding the required free and open source software are source forge (link), govforge (link), alternatives to (link) etc.

10.6.5 It is recommended for government organizations to use the eSri Lanka OS which is a free and open source operating system that has been packaged by LGII for the government LGN users. This software package includes office productivity tools and all necessary software for meeting the current needs of government users. Government users are advised to contact LGII help desk (2 telnoxxx) for obtaining the software as well as the getting assistance for using eSri Lanka OS.

10.7 Monitoring projects and Evaluation (M&E) of Digital Government

Policy Statements - All government organizations which are implementing Digital Government projects should monitor and evaluate such projects continuously

10.7.1 All government organisations should consult the department of project monitoring and M&E unit of ICTA for selecting a suitable M&E methodology

10.7.2 The manual produced by ICTA for Digital Government project Monitoring and Evaluation purposes could be used (Annexure 30 – M&E Guidelines for Digital Government projects)

10.8 Outreach and Awareness

Policy Statement – All government organisations should formulate a communication plan for;

- **Disseminating Digital Government information to all stakeholders**
- **Assisting users of Digital Government services**
- **Building the trust and confidence of users of Digital Government services**
- **Assessing the satisfaction levels of the users**

10.8.1 All government organizations should develop a Digital Government communication plan, secure the required funds for the required activities and implement the plan on an annual basis. A sample communication plan could be obtained from <<Link>>

C) Implementation guidelines with maturity levels, categorizations and RACI

D) Annexes

Annexe 01 – List of Digital Government examples

Annexe 02 – List of members of Digital Government Policy Review Committee

Annexe 03 – Information/Data classification framework

Annexe 04 – Draft MoU for data and information sharing

Annexe 05 – Template of a Service Level Agreement (SLA)

Annexe 06 – Services classification Framework and guidelines

Annexe 07 – Multi-Channel Service Delivery Format

Annexe 08 – Lanka Gate

Annexe 09 – Template for Standard procedure handbook/process manual

Annexe 10 – The RoI Template for RoI calculation

Annexe 11 – Open data principles

Annexe 12 – Guidelines for GPR

Annexe 13 – Template for Memorandum of Understanding

Annexe 14 – Guidelines for eIntegration Audit

Annexe 15 – List of government organizations connected to LGN

Annexe 16 – LGC services document

Annexe 17 – LGPS service document

Annexe 18 – GovSMS service document

Annexe 19 – Template for GIC Manual

Annexe 20 – Template for Cluster-specific citizen charter

Annexe 21 – Government Web Domain Registration policy

Annexe 22 – Government Web standards and guidelines

Annexe 23 – Government eMail Policy

Annexe 24 – Government social media guidelines

Annexe 25 – Template for Concept Paper

Annexe 26 – Template for Terms of Reference of PSC

Annexe 27 – Software Governance Framework

Annexe 28 – Guidelines for implementing PPP based projects

Annexe 29 – Benefits of using open source software

Annexe 30 – M&E Guidelines for Digital Government projects

Note – All the annexes provided will be improved on continuous basis. The users are advised to check the latest version of the annexes before using such documents