

2023

OECD-IDB Digital Government Index

Latin America
and the Caribbean



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OECD Public Governance Policy Papers

2023 OECD/IDB Digital Government Index of Latin America and the Caribbean

Results and key findings



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This work was financed with resources from and technical support by the Inter-American Development Bank.

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Abstract

This paper presents the main findings of the 2023 edition of the OECD/IDB Digital Government Index (DGI) for Latin America and the Caribbean (LAC), which benchmarks the efforts made by 23 governments in the region to establish the foundations necessary for a coherent and human-centred digital transformation of the public sector. Results show that LAC countries are advancing in the right direction. Yet, progress is uneven and significant efforts are still required to fully harness the benefits of the digital transformation and mitigate its potential risks.

Acknowledgements

This paper was prepared by the OECD Directorate for Public Governance (GOV), under the leadership of Elsa Pilichowski, Director; and by the Inter-American Development Bank (IDB) Institutions for Development Sector (IFD), led by Emilio Pineda, Manager.

The paper was produced by the OECD Innovative, Digital and Open Government Division (INDIGO), under the direction of Carlos Santiso, Head of Division, and supervision of Barbara-Chiara Ubaldi, Head of the Digital Government Unit; and by the IDB Innovation for Citizen Services Division (ICS), under the direction of Paula Acosta Márquez, Division Chief, and supervision of Miguel Porrúa, Coordinator of the Data and Digital Government Cluster.

This paper was written by Felipe González-Zapata and Ricardo Zapata, OECD Policy Analysts; and Florencia Aguirre and Benjamin Roseth, IDB Digital Government Specialists. Florencia Baudino and Paula Bordese of the IDB provided co-ordination support. Marco Beltrán Navarro, external consultant to the OECD, contributed with data analysis, collection and validation. Felipe González-Zapata served as the co-ordinator of this project. Andrea Uhrhammer and Claire Karle from the OECD provided editorial assistance.

The paper benefitted from comments and inputs from delegates of the OECD Public Governance Committee (PGC) and its Working Party of Senior Digital Government Officials (E-Leaders), as well as from José Antonio Ardavín and Daniela Sena, from the OECD Global Relations and Communications Directorate (GRC).

The OECD and IDB are grateful for the contribution and support of the 23 LAC countries that participated in this project: Argentina, Bahamas, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay and Venezuela.

The Digital Government Index project is based on the long-standing work of the OECD on digital government and government data. It has benefitted from the expertise of the OECD Working Party of Senior Digital Government Officials (E-Leaders) and its Task Force on Digital Government Indicators.

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Executive summary

Digital government is crucial for transforming government processes and services to enhance the responsiveness and reliability of the public sector. Achieving sustainable digital transformation over the long term requires solid foundations, including robust governance frameworks, reliable and resilient digital public infrastructure, and a forward-looking approach to governing emerging technologies such as artificial intelligence.

The OECD/IDB 2023 Digital Government Index for Latin America and the Caribbean (DGI LAC) evaluates the region's transition from e-government to digital government at national or federal level. It measures the foundational elements needed for a comprehensive and human-centred digital transformation of the public sector, grounded in the six dimensions of the OECD Digital Government Policy Framework: *Digital by design*, *Data-driven public sector*, *Government as a platform*, *Open by default*, *User-driven* and *Proactiveness*.

Jointly implemented by the OECD and the Inter-American Development Bank (IDB), the 2023 DGI LAC builds on the methodology and experience of the OECD Digital Government Index (DGI). The results aim to support governments in the region by benchmarking their progress toward digital transformation.

Overall DGI LAC results

- **On average, Colombia, Uruguay, Peru, Brazil, and Mexico perform slightly better than the OECD average**, with balanced and consistent results across the six dimensions, reflecting robust implementation of digital government policies.
- **While LAC countries are embracing the digital transition, overall progress remains below the OECD average.** This underscores diverse approaches and development levels in digital government policies across the region. A shift from e-government to digital government requires scaling up efforts to achieve a human-centred transformation enabled by digital technologies and data.
- **The region has prioritised establishing robust governance frameworks** including institutional, legal and regulatory frameworks to embed digital-by-design approaches, enhance data infrastructure, and address the digital divide. This focus is reflected in the relatively stronger performance in the *Digital by Design*, *User-driven*, and *Data-driven public sector* dimensions compared to other dimensions. However, the OECD average shows a more consistent performance across all six dimensions.
- **Significant gaps remain in building digital public infrastructure and adopting strategic management models to sustainably deliver proactive public services.** The region scores lower in the *Government as a platform*, *Open by default* and *Proactiveness* dimensions, with limited progress in the release of high-value open data and adopting of cutting-edge topics such as AI in the public sector and GovTech.
- **Further efforts are needed in the region to monitor and evaluate digital government policies.** When benchmarking the robustness of the digital government policy cycle, *Monitoring* is the lowest

facet compared to *Strategic approach, Policy levers and Implementation*. The existing limited approach to monitor and evaluate digital government policies may restrict the capacity of government authorities and policymakers to take timely actions to redirect strategies, optimise resource allocation and achieve expected outputs and outcomes.

DGI LAC results by dimensions

- **LAC countries have strengthened digital governance** expanding the roles of digital government institutions, adopting digital government strategies, and appointing dedicated agencies. The results on the *Digital by design* dimension show important progress in setting the foundational elements for stronger governance of digital government. However, challenges remain in the alignment of the national digital government strategy (NDGS) with other national policies, in the establishment of collaborative governance mechanisms, and in the development and management of digital talent.
- **The region shows some progress in enabling data sharing across public institutions, although results remain below OECD maturity levels.** Evidence from the *Data-driven Public Sector* dimension shows that the coverage across government and the scope of shared data could be enhanced.
- **LAC countries have yet to consistently develop common building blocks such as guidelines, tools, data, infrastructure, and software to deliver and secure coherent processes and services.** The results from the *Government as a Platform* dimension indicate that the development of digital public infrastructure in LAC countries is progressing. However, considerable work is still needed to realise the full potential of these initiatives, such as better integrating cloud technologies. Additionally, most countries still need to adopt a more strategic management of digital investments in the public sector to secure coherence, value for money and sustainability.
- **Despite the advancement of the open data agenda in the region over the last decade, the progress towards the release and (re)use of high-value datasets could be harnessed further.** The *Open by Default* dimension also shows limited mechanisms for assessing the impact of open data initiatives, limiting the full realisation of their effectiveness and value. Additionally, the weak progress in algorithmic transparency mechanisms might hamper accountability and trust in digitally enabled government services and policies.
- **While LAC countries have prioritised bridging digital divides, they could strengthen efforts towards a more human-centred approach in the design and delivery of public services.** According to the results in the *User-driven* dimension, most of the countries count on action plans to close the digital divide, and most of them prioritise digital literacy and internet affordability. However, significant gaps persist in integrating user feedback and participatory approaches in public service design, and in adopting mechanisms to assess barriers to co-designing digital services.
- **A more proactive approach in public services and policies remains a significant challenge for achieving transformative digital government in the region.** The region scored lowest in the *Proactiveness* dimension, primarily due to the lack of strategic goals and initiatives for proactive service delivery, the failure to use data to strengthen policy monitoring, and the low strategic integration of trustworthy AI in the public sector.

1 Introduction

Towards inclusive, human-centred and sustainable digital government in the LAC region

Governments worldwide recognise that the strategic potential of digital technologies and data to enhance responsiveness to evolving needs; promote open, transparent, and collaborative policy approaches; and support a more inclusive design and delivery of public services and policies. Policymakers also acknowledge that digital technologies strengthen public sector resilience, ensuring continuity of essential services even under extreme circumstances.

However, the post-pandemic era has shown that the acceleration of public sector digitalisation does not automatically lead to better outcomes or transformative and sustainable change (OECD, 2024^[1]). The 2023 edition of the OECD Digital Government Index (OECD, 2024^[1]), underscores the need for a flexible and future-oriented approach to capture the benefits of the digital transformation while mitigating its potential risks in the current global context.

Digital government in Latin America and the Caribbean (LAC) follows a similar path. Results from the DGI in LAC, implemented jointly by the OECD and the Inter-American Development Bank (IDB), show that while governments in the region are embracing the digital transition, progress remains uneven and lags behind the OECD average. LAC countries have prioritised establishing the basis for robust governance of digital government, advancing the digitalisation of procedures and services, enhancing digital infrastructure and addressing the digital divide. While these efforts have been centred on the initial phases of digital transformation, there is potential to embrace a more human-centred transformation of services and policies enabled by digital technologies, as well as to explore cutting-edge topics such as AI in the public sector and GovTech¹, once foundations are well established.

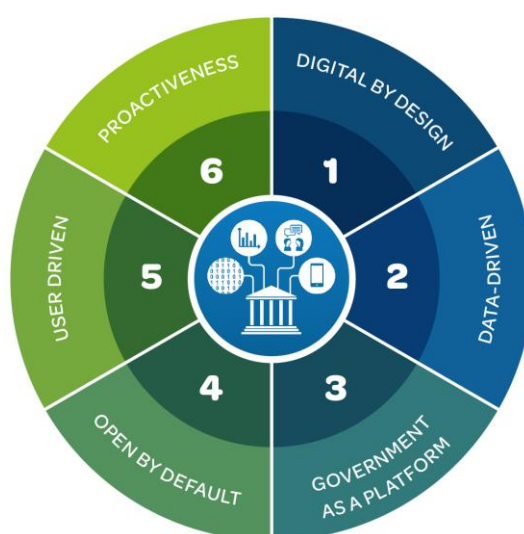
The region's focus on establishing stronger foundations through core digitalisation efforts has led to significant progress in digitalising essential public services and infrastructure. Still, work is needed to enact a full shift from e-government to digital government (OECD, 2014^[2]) and to embrace a more human-centred and sustainable approach to digital transformation of governments and policy sectors. To advance in this direction, LAC countries should focus on strengthening their digital government foundations. Key actions include establishing a long-term vision that integrates governance mechanisms (such as the management of digital government investments) and talent development to support the region's digital transformation; improving the development and uptake of digital public infrastructure; and increasing the commitment and concrete actions to involve users in the design and delivery of proactive public services.

The OECD Digital Government Index (DGI)

The DGI evaluates the maturity of digital government policies at the national or federal level. It assesses the extent to which countries have the necessary foundations to use data and technology for a comprehensive and human-centred digital transformation of the public sector (OECD, 2024^[1]). These foundations are outlined in the OECD Recommendation of the Council on Digital Government Strategies (OECD, 2014^[2]) and encompass the six dimensions of the OECD Digital Government Policy Framework (see Figure 1).

It is important to note that the DGI does not measure the level of digitalisation of specific government processes and services, nor the uptake of these services by the users, which is measured by other international benchmarks.

Figure 1. The six dimensions of the OECD Digital Government Index



Source: OECD (2020^[3]), *The OECD Digital Government Policy Framework*, <https://doi.org/10.1787/f64fed2a-en>.

The DGI assesses digital government maturity along these six dimensions (OECD, 2024^[1]), specifically:

- **Dimension 1 - Digital by Design** measures efforts to institutionalise digital government in the machinery of government in ways that enable public sector institutions to use digital tools and data in a coherent and strategic manner to transform processes and services.
- **Dimension 2 - Data-driven public sector** measures government's advancements in developing the foundations needed to facilitate data access and sharing across the public sector.
- **Dimension 3 – Government as a platform** measures the availability of common building blocks such as guidelines, tools, data, infrastructure, and software to equip public sector teams to deliver and secure coherent processes and services across the public sector.
- **Dimension 4 - Open by default** measures openness, beyond the release of open data, including efforts to foster the use of technologies and data to communicate and engage with different actors.
- **Dimension 5 - User-driven** assesses governments' capacity to centre the design and delivery of policies and services around user needs. It specifically examines a coherent approach to involving users in policy making and service design, as well as strategic measures taken to address the digital divide.

- **Dimension 6 - Proactiveness** assesses governments' capacity to anticipate the needs of users and service providers so as to deliver government services proactively.

The DGI assessment examines both strategic and operational levels. Within each dimension, the Index evaluates four transversal facets that represent stages of the policy cycle (OECD, 2024^[1]). Consequently, for each dimension, the DGI benchmarks:

- **Strategic approach:** refers to the overarching strategies, policy frameworks, and objectives for digital government.
- **Policy levers:** resources and tools that facilitate the implementation of the strategic approach.
- **Implementation:** encompasses the practices used to translate the strategic approach into concrete actions.
- **Monitoring:** involves the resources and tools used to track progress and evaluate the effectiveness of implementation.

The 2023 edition of the Digital Government Index of Latin America and the Caribbean

The 2023 DGI LAC builds on the framework, methodology and experience derived from the 2023 edition of the OECD Digital Government Index (OECD, 2024^[1]) and its pilot version released in 2020 (OECD, 2020^[4]). The methodology for the 2023 edition of the DGI was validated by the OECD Working Party of Senior Digital Government Officials (E-Leaders). It incorporates feedback gathered through extensive interactions with the E-Leaders' Task Force on Digital Government Indicators in 2021, including the IDB, capturing the priorities and observations expressed by Member countries to the pilot edition (see the Methodological note). This process led to the development of the OECD Survey on Digital Government 2.0, which informs the DGI calculation and was also deployed to LAC countries as per presented in this paper.

Due to modifications in the survey, the 2023 DGI LAC results are not directly comparable to the previous pilot edition for countries that participated in it.²

Compared to the pilot Survey, the 2023 DGI Survey expanded its scope to help governments future-proof their digital government strategies by including questions on **emerging policy areas** affecting progress across the six dimensions (OECD, 2024^[1]). Key emerging areas covered include digital public infrastructure (e.g., digital identity), the use of artificial intelligence in the public sector, and strategic partnerships with the private sector, including GovTech. The rationale is that effectively addressing these emerging priorities strengthens governments' delivery capabilities in the current context. For example, advancements in the use of AI in the public sector can support more responsive and transparent government, helping improve a country's performance in both the *Proactiveness* and *Open by Default* dimensions.

The DGI LAC supports governments in the region by benchmarking their progress toward digital transformation. It assesses the transition from e-government to digital government policies, strategies, and initiatives. The scores are presented to facilitate comparisons within the region and between LAC and OECD countries. Results are also displayed to help identify key drivers that can inform and guide strategies in addressing policy gaps and challenges related to the comprehensive transition to digital government. Overall, the DGI LAC can serve as a knowledge base for the region, promoting peer learning and the analysis of best practices at both regional and global levels, including those from OECD Member countries.

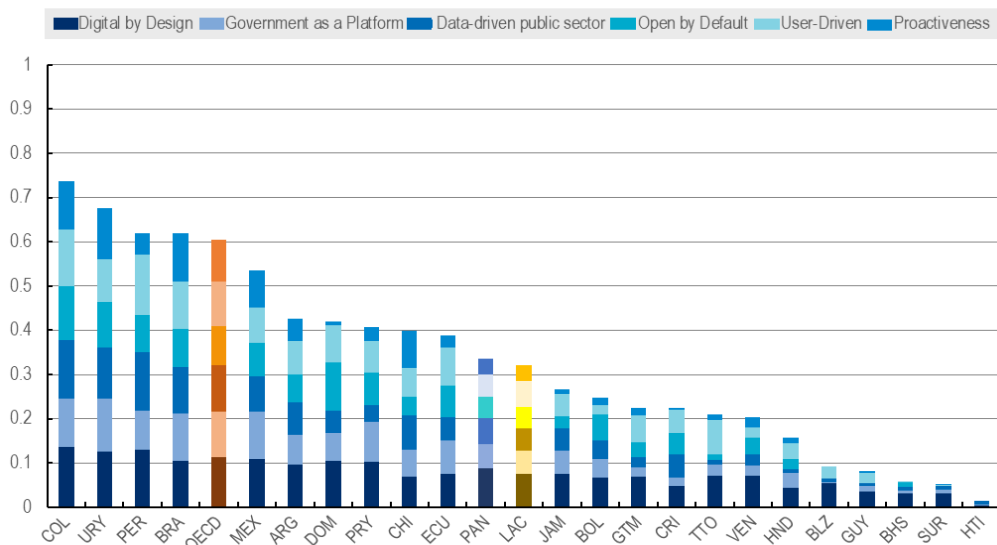
2 Overall results and key findings

Overall results and findings on the 2023 Digital Government Index for Latin America and the Caribbean

The 2023 edition of the Digital Government Index in LAC assesses the state of digital government at the central or federal levels. It measures the foundations that enable a whole-of-government and human-centred digital transformation of the public sector (OECD, 2024^[1]), based on evidence pertaining to the period between 1 January 2020 to 31 October 2022 for 23 LAC countries: Argentina, Bahamas, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay and Venezuela. The OECD and the IDB acknowledge that, while preparing this report, participant LAC countries have progressed in the development of digital government policies and initiatives, and which are not reflected in these results.

The overall results of the DGI LAC reflect a mixed and unequal progress made by governments to advance digital government policies during the assessment period, with a LAC average of 0.315 compared to the OECD average of 0.605 (see Figure 2). Only the top five countries scored in the upper half of the Index (with an average score of 0.5), while the remaining 18 countries fell into the lower half. This means that, on a scale from 0 to 1—where 1 represents the highest level of effort in establishing the enabling foundations for a coherent and human-centred digital transformation of the public sector—only about one-fifth of countries are closer to achieving this level, while the majority are still in an early stage of development of such foundations.

Figure 2. 2023 OECD/IDB Digital Government Index LAC, composite results by country



Note: The data collection period for the 2023 edition of the DGI LAC is from 1 January 2020 to 31 October 2022. Refer to Methodological note. Source: OECD Survey on Digital Government 2.0.

The top five performers in the 2023 Digital Government Index LAC are Colombia, Uruguay, Peru, Brazil, and Mexico. On average, these countries perform slightly better than the OECD average and present similar and balanced results across the six dimensions, reflecting their comprehensive efforts in the implementation of digital government policies.

Regional performance remains consistently lower than the OECD average across the six dimensions, as presented in Table 1 and Figure 3. LAC countries perform better in *Digital by Design*, *User-driven*, and *Data-driven public sector* dimensions, reflecting the regional progress in core digitalisation and bridging digital divides. These efforts have included, among others, strengthening the governance of digital government, investments in data sharing and cybersecurity, and the development of comprehensive action plans for digital inclusion. However, similarly to OECD countries, the higher pace of digitalisation of government services to respond to the extended lockdown³ has not been coupled by an increased capacity to understand user needs, and anticipate and solve their end problems (OECD, 2024^[1]; Roseth, Reyes and Yee Amézaga, 2021^[5]).

LAC countries show a lower performance in the dimensions *Government as a platform*, *Open by default* and *Proactiveness*. These results suggest that the region still has a significant journey ahead in building common building blocks, such as digital public infrastructure and strategic management investments models, to deliver coherent processes and proactive services across the public sector. Additionally, while the openness agenda has gained traction in the previous decade, its implementation—particularly through the publication of high-quality data—remains limited. Such trend is consistent with what was observed in the results of the OURdata Index (OECD, 2023^[6]). Finally, regional efforts have primarily focused on essential aspects of digital transformation rather than on frontier topics like AI or GovTech.

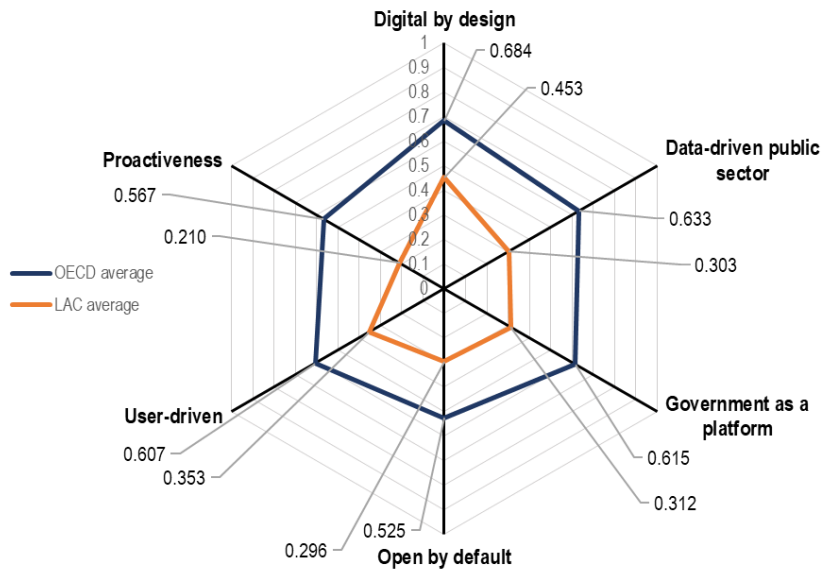
Full composite and dimension results by country are presented in Table A.1.

Table 1. Summary statistics for the DGI LAC results

Dimension	Dimension 1 – Digital by Design	Dimension 2 – Data-driven public sector	Dimension 3 – Government as a platform	Dimension 4 – Open by default	Dimension 5 – User-driven	Dimension 6 – Proactiveness
OECD average	0.684	0.633	0.615	0.525	0.607	0.567
LAC average	0.453	0.303	0.312	0.296	0.353	0.210
Maximum value	0.814	0.794	0.717	0.731	0.814	0.693
Minimum value	0.02	0.045	0.017	0	0	0
Standard deviation	0.208	0.229	0.246	0.224	0.232	0.230

Source: OECD Survey on Digital Government 2.0.

Figure 3. The six dimensions of the DGI, OECD and LAC averages



Source: OECD Survey on Digital Government 2.0.

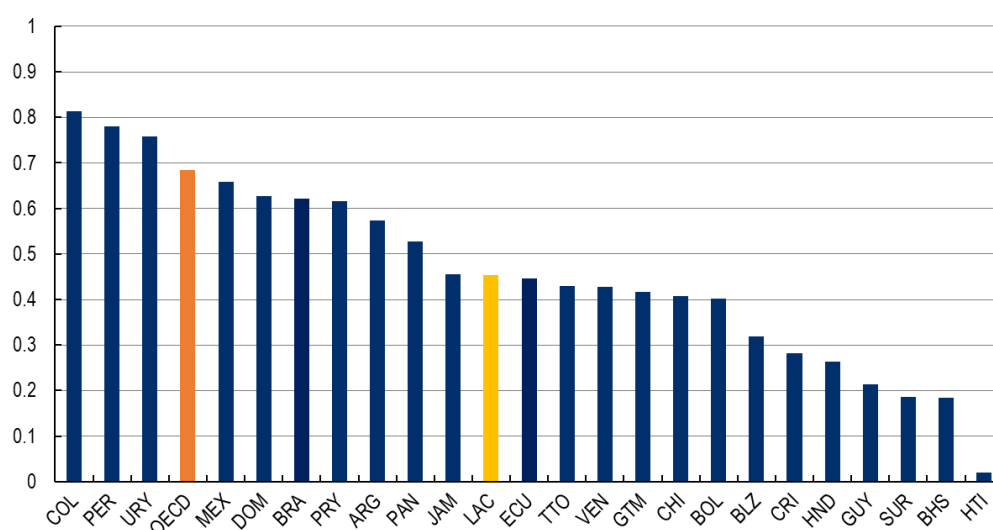
Dimension 1 – Digital by Design

“A government that is digital by design establishes clear organisational leadership, paired with effective co-ordination and enforcement mechanisms where “digital” is considered not only as a technical topic, but as a mandatory transformative element to be embedded throughout policy processes” (OECD, 2020^[3]).

This dimension covers the governance of digital government (strategy, institutional arrangements, co-ordination bodies, mandate and responsibilities of the institution in charge of digital government) and its interplay with digital public infrastructure, digital government investments, digital talent in the public sector, and service design and delivery.

Figure 4 presents the aggregated results for the dimension *Digital by Design*, which attained the highest performance among the six dimensions with a LAC average of 0.453. This result can be attributed to concentrated efforts from governments to adopt strategies and strengthen the leading digital government institution, its mandate and role.

Figure 4. Digital by Design, results by country



Source: OECD Survey on Digital Government 2.0.

The top five performing countries in the dimension are Colombia, Peru, Uruguay, Mexico, and the Dominican Republic. These countries stand out by having established institutions and co-ordination bodies to steer digital government policies and by implementing cybersecurity initiatives to protect their digital assets. Additionally, they have taken significant actions to develop and maintain digital government skills within their workforce.

The LAC region shows notable gaps in the foundational aspects covered by the *Digital by Design* dimension when compared to OECD countries (Table 2). The most significant gap is in the *Monitoring* facet, where LAC countries score only 24% compared to 53% for OECD countries. This indicates significant challenges in tracking and evaluating the impact and performance of digital government policies and initiatives. Similarly, LAC countries lag behind in most measured transversal facets under *Digital by Design*, i.e., *Strategic approach*, *Policy levers*, and *Implementation*, with scores of 48%, 52%, and 48%, respectively, compared to OECD averages of 73%, 71%, and 69%. These results highlight that, despite

the progress made, LAC countries can further strengthen governance structures, align strategies to more effectively advance their digital government agendas, and increase concrete efforts in developing digital talent and skills.

Table 2. Digital by Design, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	Digital by Design
OECD	73%	71%	69%	53%	68%
LAC	48%	52%	48%	24%	45%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note. Source: OECD Survey on Digital Government 2.0.

LAC countries have made notable progress in strengthening their digital government institutions, expanding their roles both to enhance public services and improve governance through digital government strategies. Almost all countries (96%) have appointed an organisation-in-charge for digital government policies. Further in 91% of countries, this organisation is at the Director level or above. However, 22% of the countries still face challenges in aligning their digital government strategies with other national strategies (e.g. Public Sector Reform, Sustainable Development Goals, Digital Economy, Public Procurement, Artificial Intelligence), which is necessary to guide co-ordinated efforts and ensure that digital government policies support broader national goals.

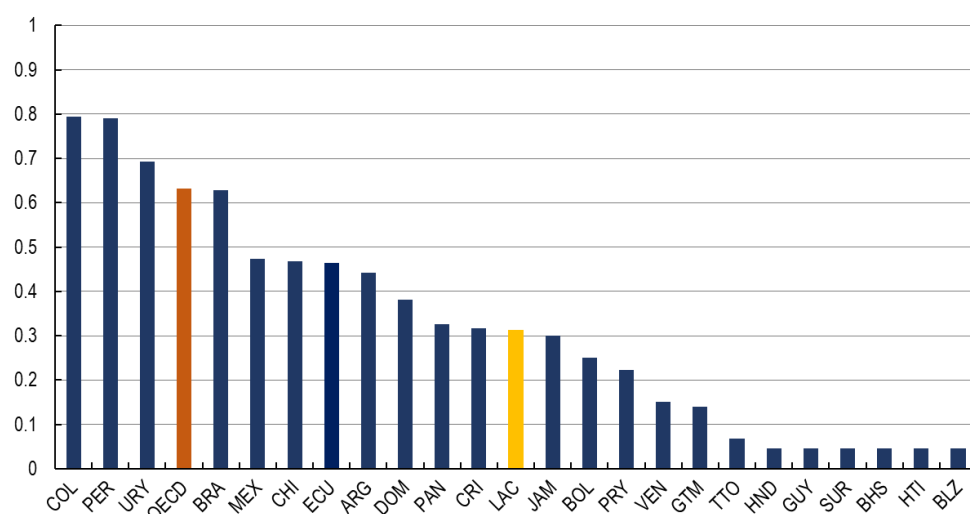
In addition, the development and management of digital talent still requires significant efforts and investments at regional level. For instance, only 32% of the countries have established initiatives to attract digital talent and 26% count with a strategy related to digital skills within public administration. This gap affects the capacity to sustain digital initiatives and fully utilise and mainstream available digital technologies. As digital transformation progresses, building a skilled civil service is essential for transformative and sustainable efforts. Without targeted actions to cultivate and retain digital talent, even countries with strong institutional frameworks may struggle to realise the full benefits of their digital transformation initiatives. A long-term vision that integrates talent development is crucial to support the region's continued advancement in digital government.

Dimension 2 – Data-driven public sector

“A data-driven public sector recognises and takes steps to govern data as a key strategic asset in generating public value through their application in the planning, delivering and monitoring of public policies, and adopts rules and ethical principles for their trustworthy and safe reuse” (OECD, 2020^[3]).

This dimension covers public sector data governance (OECD, 2019^[7]). This includes the existence of dedicated leadership roles, institutional arrangements and a strategy for data; of public sector data sharing mechanisms, including data standards, interoperability and inventories; as well as provisions for data protection, data rights and data ethics.

Data-driven public sector is the third-best performing dimension, with an average of 0.303 (see Figure 5). This relatively higher performance shows countries are progressing in the use data as a strategic asset to enhance public service delivery and foster evidence-based decision-making. However, compared to the OECD average of 0.633, LAC countries remain at an early stage and still have significant room for improvement.

Figure 5. Data-driven public sector dimension, results by country

Source: OECD Survey on Digital Government 2.0.

The top five performing countries in the dimension are Colombia, Peru, Uruguay, Brazil, and Mexico. In all these countries, the management and use of government data is effectively considered as a strategic priority, reflected in comprehensive efforts to strengthen data governance in the public sector and enhance data access and sharing across public sector institutions. In all these countries, governments have a public sector data strategy, data management standards or guidelines, and formal requirements establishing rights in relation to data management.

Despite these positive examples, LAC countries score, on average, significantly behind OECD countries (Table 3). The gap is particularly notable in the *Monitoring* facet, where LAC countries score just 9%, compared to 44% for OECD countries. This gap points out to the absence of data inventories and assessments to evaluate their quality, essential elements for the efficient management and effective use of public sector data (OECD, 2024^[1]). Relatively higher scores in the *Implementation* facet (38%) are driven by the development of whole-of-government data interoperability systems in the region, but still lag behind the OECD average of 65%. The results on the *Strategic approach* and *Policy levers* facets underscore the need for LAC governments to enhance their public sector data governance frameworks and strategies.

Table 3. Data-driven public sector, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	Data-driven public sector
OECD	71%	62%	65%	44%	63%
LAC	30%	31%	38%	9%	31%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note.
Source: OECD Survey on Digital Government 2.0.

Nearly 48% of the surveyed countries in LAC have implemented interoperability systems that enable data exchange across public institutions, representing a key step in building digital public infrastructure. This capability is essential for supporting a wide range of digital government services, facilitating more efficient

operations and collaboration. Furthermore, data interoperability systems provide the foundation for leveraging data to improve public services and inform decision-making, making it a pivotal effort in the modernisation of government processes and the delivery of better outcomes for citizens.

However, the reach and coverage of existing data interoperability systems remain limited. About 50% of public sector organisations at the national level have yet to benefit from or integrate with interoperability platforms, restricting the flow of data across sectors. Additionally, the scope of data shared remains narrow, with only 22% of LAC countries exchanging all evaluated data categories (identity, residence, civil registry, economic and tax, health). This limited integration curtails the potential for maximising the implementation and impact of digital government policies, initiatives and services. Similarly, it may reduce the effectiveness of public policy making as well as limit institutional collaboration.

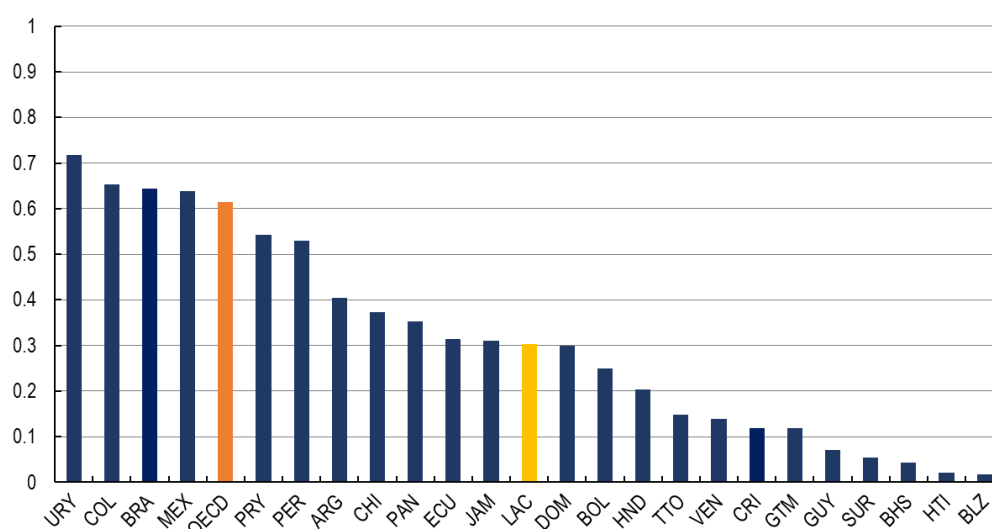
LAC countries have considerable room to enhance their public sector data governance frameworks. A significant majority of the surveyed LAC countries (70%) do not have yet a public organisation responsible for data leadership and only 26% of them have a comprehensive data strategy in place. These are critical elements for coordinating the effective management and governance of data across public sectors. Another challenge is the absence of data inventories in public institutions in around 83% of LAC countries, limiting their ability to track and fully use the data resources at their disposal. Finally, data protection and rights could be further strengthened, as only 39% of countries have established a central data protection authority, 32% have indicated the adoption of formal requirements on data rights, and 13% have declared having mechanisms to enable the practical exercise of these rights.

Dimension 3 – Government as a platform

“A government acts as a platform for meeting the needs of users when it provides clear and transparent sources of guidelines, tools, data and software that equip teams to deliver user-driven, consistent, seamless, integrated, proactive and cross-sectoral service delivery” (OECD, 2020^[3]).

This dimension covers digital public infrastructure, including digital identity, service platforms and apps, digital notifications, digital payments, and cloud infrastructure; common standards for service design and delivery, project management (including agile methodologies), and frameworks for managing digital investments, including value proposition, approval mechanisms, ICT procurement, and GovTech partnerships.

Government as a platform performs in fourth place in the DGI, with a LAC average score of 0.312 (see Figure 6). The top five performing countries in *Government as a Platform* are Uruguay, Colombia, Brazil, Mexico, and Paraguay. Some common developments under this dimension in these countries are the availability of dedicated funds for digital/ICT projects, guidelines for digital procurement in the public sector, and digital identity solutions for accessing public services. This dimension also presents the highest standard deviation among LAC countries, indicating greater variability in scores among countries and larger performance differences between the top and bottom performers, compared to other dimensions.

Figure 6. Government as a platform dimension, results by country

Source: OECD Survey on Digital Government 2.0.

Results indicate substantial differences between LAC and OECD countries in establishing common foundational tools and systems for digital government (see Table 4). The gap spans across the four transversal facets, with *strategic approach* exhibiting the most significant difference: 33% progress in LAC countries compared to 70% in OECD. This variance is explained by a limited integration of cloud technologies, digital investments and GovTech efforts within the National Digital Government Strategies (NDGS) in the region. Furthermore, *Implementation* presents the lowest score among the transversal facets, indicating the need for LAC countries to advance in the practical implementation of the *Government as a Platform* approach. This comprises an increased coverage of digital identity systems in the region, including cross-border digital identity services, as well as concrete actions and frameworks to manage investments in digital technologies e.g. through value proposition mechanisms when devising investments and more tailored procurement mechanisms for digital projects.

Table 4. Government as a platform, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	Government as a platform
OECD	70%	58%	60%	56%	62%
LAC	33%	34%	27%	33%	30%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note.
Source: OECD Survey on Digital Government 2.0.

When looking at the development of digital public infrastructure, LAC countries show promising results. For instance, 86% of the countries count with at least one digital identity authentication method, 61% have in place an interoperability framework, 57% shared networks, 48% common tools for digital payments and shared data centres, and 43% a common framework to support open-source software. However, gaps remain in the availability of common tools for digital notifications (30%), base registry frameworks (26%),

and common standards for API-management (17%), indicating that considerable work is still needed to realise the full potential of these initiatives.

Another essential aspect to advance the *Government as a Platform* approach is the strategic management of digital investments in the public sector. This comprises the end-to-end process to plan, prioritise, fund, implement, monitor and evaluate investments in digital technologies in government. Results indicate that most LAC countries have yet to adopt these methods as standardised practices at the central or federal level. For instance, 43% of the countries have a common model to develop and present the value proposition of digital projects, 37% count with a standardised approval system for digital projects, and 35% have a dedicated fund for digital projects. These findings highlight the need for more strategic approaches to manage investments, align them with key strategic goals and direct them toward areas with the highest impact. When looking at the *Implementation* and *Monitoring* facets, 39% of countries have guidelines to assist public sector institutions when conducting the procurement of digital technologies, nearly 30% have in place a standardised model for digital project management, and only 17% have conducted cost benefit analyses of digital projects.

GovTech is a key enabler of digital government, defined as the “the collaboration between the public sector and start-ups, innovators, government “intrapreneurs”, and academia on digital government solutions” (OECD, 2024, p. 10^[8]). This collaboration provides a framework to experiment with and adopt new technologies in an agile, innovative, and cost-effective way. While GovTech is emerging as a key component of digital government strategies across OECD countries (OECD, 2024^[1]), it has not yet been widely adopted in the region. For example, only 39% of LAC countries include the establishment of partnerships with the private sector in their NDGS, while 17% have set a dedicated strategy or programme on GovTech.

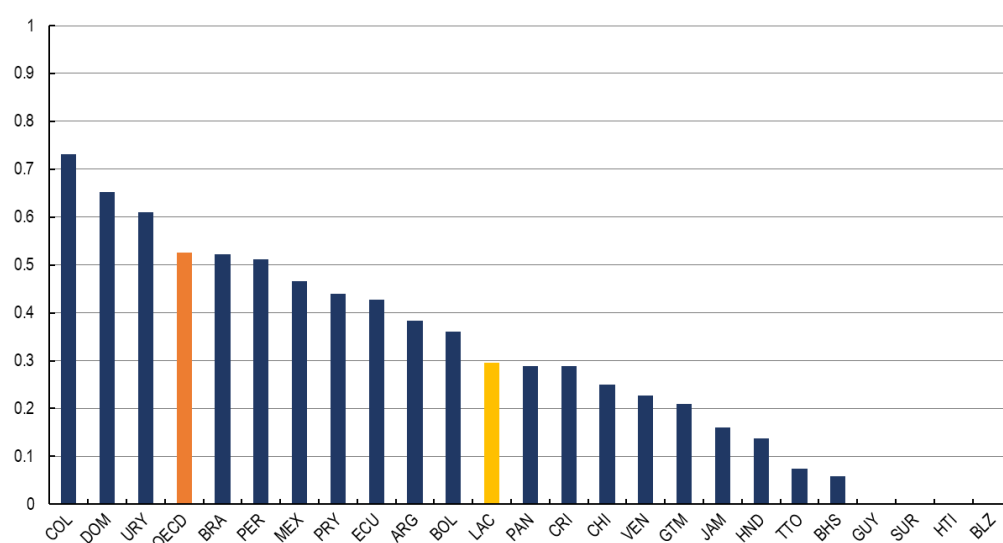
Dimension 4 – Open by default

“A government is open by default when it makes government data and policy-making processes (including algorithms) available for the public to engage with, within the limits of existing legislation and in balance with the national and public interest” (OECD, 2020^[3]).

This dimension covers enablers for the strategic use and management of open government data, the policies and initiatives that promote digital rights of citizens, openness and transparency across all policy areas, the development and use of open-source software and the availability of publicly central catalogue of government services.

Figure 7 shows the aggregated results for the *Open by default* dimension, the fifth performing dimension with an average of 0.296. This performance highlights the need for LAC countries to promote a culture of openness by leveraging technologies and data to communicate and engage with various stakeholders, while also ensuring access, availability, and the re-use of open government data. Attaining high maturity levels will require strengthening open-source policies and ensuring algorithmic transparency to progress on this dimension in order to continue supporting efforts on digital inclusion (OECD, 2024^[1]).

Figure 7. Open by default dimension, results by country



Source: OECD Survey on Digital Government 2.0.

The top five performing countries in the *Open by Default* dimension are Colombia, the Dominican Republic, Uruguay, Brazil, and Peru. These countries lead the region in implementing open government data policies, including the provision of high-quality datasets. Additionally, they stand out for promoting the use of open-source software in government and providing publicly accessible information on the progress of digital/ICT projects.

Results for *Open by Default* dimension show a consistent gap across all transversal facets when comparing LAC with OECD countries (Table 5). Although the *Strategic approach* has the highest score for LAC at 48%, it is impacted by the low availability of open government data strategies and of policies to promote open-source software. *Implementation* and *policy lever* facets tied at 30%, highlight the need to establish mechanisms for the exercise of data rights, publish information about the progress of digital projects and adopt algorithmic transparency instruments across the region. The *Monitoring* facet (16%) reflects the limited impact assessment of open data initiatives and the infrequent publication of KPIs for National Digital Government Strategies (NDGS).

Table 5. Open by default dimension, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	Open by default
OECD	71%	53%	53%	39%	53%
LAC	48%	30%	30%	16%	30%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note.
Source: OECD Survey on Digital Government 2.0.

While requirements for public sector institutions to make data available as open data are relatively strong—65% of countries have adopted these mandates—implementation remains limited. This is partially reflected in only 22% of countries having mechanisms in place to promote the publication of open government data. Furthermore, the availability⁴ of high-value datasets is limited, with LAC countries scoring an average of 17% compared to the OECD average of 44%. However, the *accessibility*⁵ of high-value datasets in the

LAC region is stronger than their *availability*: LAC countries score 47% on accessibility, though this still falls short of the OECD average of 68%. While there are relatively few datasets available in open data format, those that are public generally meet mid-range quality standards.

Impact assessments and evaluations are essential for measuring the effectiveness and value of open data initiatives (OECD, 2024^[1]). However, most countries in LAC (65%) still lack these mechanisms to ensure compliance with open data requirements, and only Peru has conducted evaluations to assess the impact of open data in the public sector. Further, although 70% of LAC countries have public service catalogues, the information provided is often limited: 20% of these catalogues do not include the available channels for service delivery (e.g. digital and in-person channels), limiting their usefulness for users.

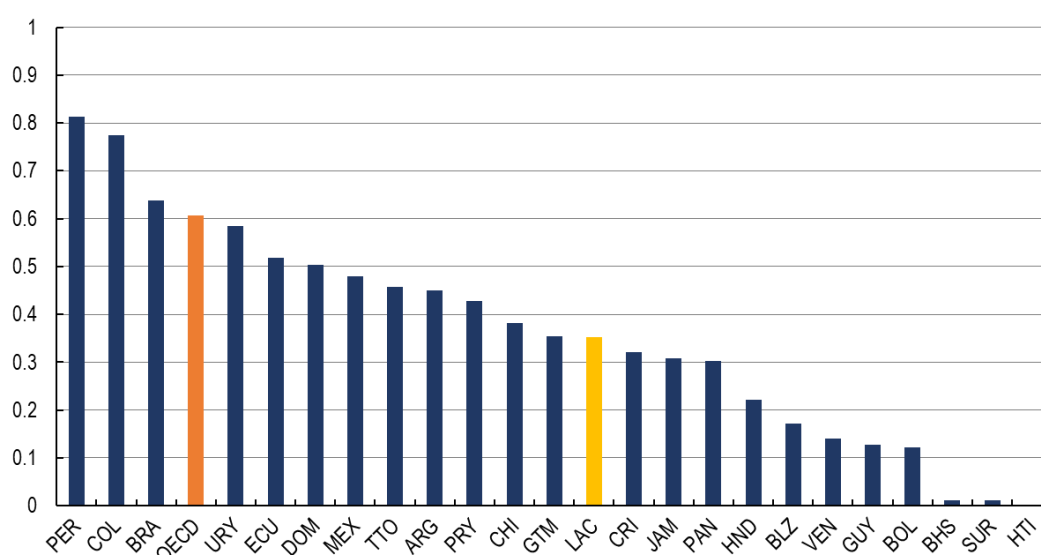
Dimension 5 – User-driven

“A government becomes more user-driven by awarding a central role to people’s needs and convenience in the shaping of processes, services and policies; and by adopting inclusive mechanisms for this to happen” (OECD, 2020^[3]).

This dimension covers the design and delivery of public services, including service standards, requirements and initiatives to involve users (e.g. testing methods), and service performance monitoring. It also assesses the strategic approach and measurement methods used to address digital divides and the inclusion of stakeholders in the governance of digital government and data policies.

User-driven is the second-best performing dimension, with an average 0.353 (see Figure 8). However, results are mainly driven by progress made to address the digital divide. In contrast, lower performance in the continuous involvement of users in the design and delivery of public services hinders the attainment of higher maturity levels.

Figure 8. User-driven dimension, results by country



Source: OECD Survey on Digital Government 2.0.

The top five performing countries in the *User-driven* dimension are Peru, Colombia, Brazil, Uruguay, and Ecuador. These countries have developed whole-of-government standards or guidelines for service design, with fundamental principles, such as *understanding user needs and expectations*, and *involving users in the design and delivery of services*. Additionally, they stand out for their sound strategic approaches towards digital inclusion.

Gaps for the *User-Driven* dimension are most evident in the *Implementation* and *Monitoring* transversal facets, with LAC scoring 26% and 30%, respectively, compared to OECD scores of 60% and 55% (Table 6). Although LAC countries perform relatively better in the *Strategic approach* facet (57%), primarily due to its policy efforts to reduce digital divides, it still falls behind the OECD average of 78%. Significant challenges persist in the *Implementation* facet, highlighting the shortfalls faced by most LAC countries to include different population groups on service design, testing digital services and using digital tools for users' engagement.

Table 6. User-driven dimension, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	User-driven
OECD	78%	53%	60%	55%	61%
LAC	57%	29%	26%	30%	35%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note. Source: OECD Survey on Digital Government 2.0.

LAC exhibits a strong commitment to reduce the digital divide, with most countries (83%) having an action plan to address the issue, and 90% of these countries implementing key enablers to support the implementation of the action plan (e.g., legal and regulatory framework, funding mechanisms, public communications). Additionally, LAC countries primarily assess the digital divide by measuring internet affordability (48%), digital literacy levels (43%), and the accessibility of government services for underserved populations (39%). National action plans to reduce the digital divide prioritise digital literacy (70%), internet affordability (65%), internet speed (52%), and the pertinence of information on public services for specific groups such as elderly and migrants (38%). This indicates a general emphasis in LAC on the social and economic dimensions of digital policies, while aspects specific to digital government policies and services receive comparatively less focus.

In contrast, user involvement in the design, delivery and improvement of public services is yet not present across the majority of LAC countries. For example, only 13% of the countries showed initiatives to include users when designing public services. Although there are some examples of human-centred initiatives, systematic practices that integrate user feedback and testing into the service design process are present only in 30% of the LAC countries. Furthermore, 96% of LAC countries are not conducting assessments to understand the main barriers for co-designing digital government services with their citizens, businesses and public officials. This may hamper governments' ability to develop services that effectively address user needs. Key areas for improvement include implementing inclusive service design standards, engaging users in co-designing government services, and establishing monitoring mechanisms to better understand and address barriers to user participation.

Dimension 6 – Proactiveness

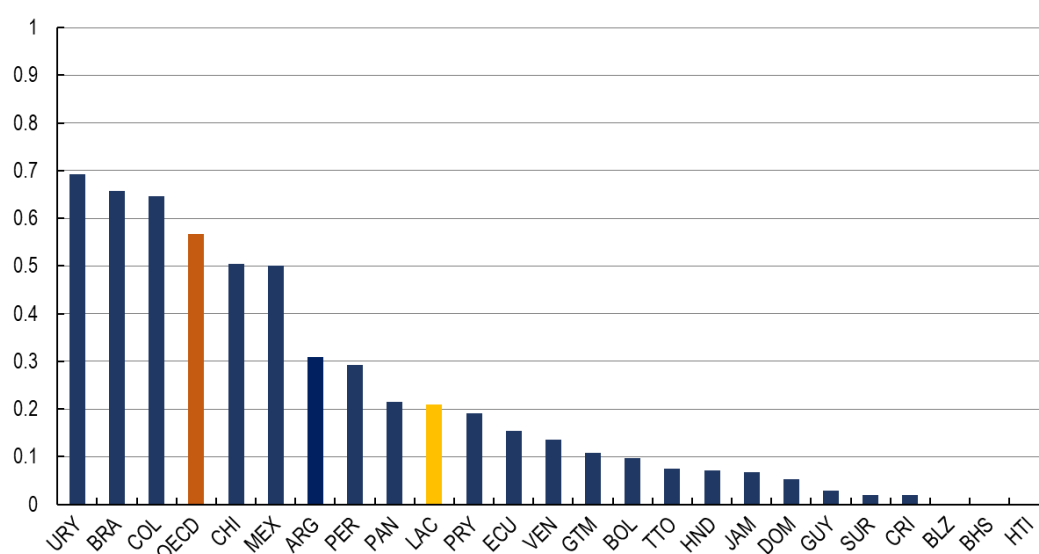
“Proactiveness represents the ability of governments and civil servants to anticipate people’s needs and respond to them rapidly, so that users do not have to engage with the cumbersome process of data and service delivery” (OECD, 2020^[3]).

This dimension covers the proactive design and delivery of public services, the responsible and strategic use of AI in the public sector, risk assessments, and the anticipation and evaluation of government interventions supported by data.

Proactiveness is the lowest dimension across LAC with an average score of 0.210 (Figure 9). With 65% of countries scoring below the regional average, this dimension remains a significant challenge for advancing toward more transformative digital government policies and services in the region.

The top five performing countries in the Proactiveness dimension are Uruguay, Brazil, Colombia, Chile and Mexico. These countries are proactively engaging diverse actors, including sub-national governments and citizens, throughout the development of digital government services. They also have conducted government-wide consultations on the impact of digital tools for improving government services. Top performers have also adopted instruments for the ethical management and use of algorithms, leveraged data to enhance services, and embedded digital rights into their policy frameworks. Their advancements in the use of AI in the public sector equips them to enhance government responsiveness.

Figure 9. Proactiveness dimension, results by country



Source: OECD Survey on Digital Government 2.0.

Proactiveness is the most uneven dimension when comparing LAC and OECD results (see Table 7). The *Strategic approach* facet exhibits the largest difference due to the absence in almost half LAC countries (52%) of clearly defined operational goals in NDGS for both the proactive delivery of digitally-enabled government services as well as proactive monitoring of user experience across these services. Additionally, only 22% of countries in the region have established a comprehensive AI strategy for the public sector (or embedded the development and use of AI in cross-sectoral policy instruments). Similarly, the low score in the *Policy levers* facet indicates that 78% of these countries have not established

frameworks for the trustworthy management and use of algorithms. Key areas for improvement include establishing national strategies for AI in the public sector, conducting open consultations on AI strategies, leveraging data to strengthen policy monitoring, and implementing ethical oversight mechanisms for AI use.

Table 7. Proactiveness dimension, OECD and LAC averages by transversal facet

	Strategic approach	Policy levers	Implementation	Monitoring	Proactiveness
OECD	70%	63%	53%	45%	57%
LAC	21%	22%	22%	18%	21%

Note: The four transversal facets reflect the different stages of the policy cycle for each dimension. The percentages denote normalised scores, indicating the proportion of points obtained from the total available points on each column. For further details refer to the Methodological note. Source: OECD Survey on Digital Government 2.0.

Finally, nearly 30% of the LAC countries recognize the significance of the "once only" principle, which indicates that citizens should provide their information only once to any public sector institution. However, the mechanisms necessary for effective implementation are currently underdeveloped, limiting the principle's potential benefits on simplification and responsiveness.

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Annex A. Country scores

Table A.1. 2023 OECD-IDB Digital Government Index LAC Results

Country	Digital by Design	Data-driven public sector	Government as a Platform	Open by Default	User-Driven	Proactiveness	Composite Score	Ranking
COL	0.814	0.794	0.654	0.731	0.775	0.647	0.736	1
URY	0.759	0.693	0.717	0.609	0.585	0.693	0.676	2
PER	0.780	0.790	0.530	0.512	0.814	0.292	0.620	3
BRA	0.622	0.628	0.645	0.522	0.639	0.658	0.619	4
OECD	0.684	0.633	0.615	0.525	0.607	0.567	0.605	
MEX	0.658	0.473	0.638	0.466	0.479	0.501	0.536	5
ARG	0.573	0.443	0.404	0.383	0.450	0.309	0.427	6
DOM	0.627	0.299	0.381	0.651	0.503	0.053	0.419	7
PRY	0.615	0.222	0.543	0.440	0.428	0.191	0.406	8
CHI	0.407	0.469	0.374	0.250	0.383	0.504	0.398	9
ECU	0.446	0.314	0.464	0.428	0.519	0.155	0.387	10
PAN	0.525	0.352	0.325	0.289	0.303	0.215	0.335	11
LAC	0.453	0.303	0.312	0.296	0.353	0.210	0.321	
JAM	0.456	0.300	0.310	0.161	0.308	0.067	0.267	12
BOL	0.401	0.250	0.250	0.361	0.123	0.097	0.247	13
GTM	0.417	0.140	0.118	0.210	0.354	0.109	0.225	14
CRI	0.283	0.317	0.118	0.288	0.321	0.019	0.224	15
TTO	0.429	0.068	0.149	0.075	0.457	0.075	0.209	16
VEN	0.428	0.151	0.139	0.227	0.140	0.136	0.204	17
HND	0.264	0.045	0.204	0.137	0.221	0.071	0.157	18
BLZ	0.319	0.045	0.017	0.000	0.172	0.000	0.092	19
GUY	0.214	0.045	0.071	0.000	0.128	0.030	0.081	20
BHS	0.184	0.045	0.044	0.059	0.011	0.000	0.057	21
SUR	0.186	0.045	0.055	0.000	0.011	0.020	0.053	22
HTI	0.020	0.045	0.021	0.000	0.000	0.000	0.014	23

Source: OECD Survey on Digital Government 2.0.

Annex B. Methodological note

OECD Survey on Digital Government 2.0

The *OECD Survey on Digital Government 2.0* serves as the data collection instrument of the 2023 DGI LAC. It is composed of 94 questions covering each of the six dimensions of the Digital Government Policy Framework (DGPF) (OECD, 2020^[3]) and four transversal facets that reflect the different stages of the policy cycle (*Strategic approach, Policy levers, Implementation, and Monitoring*).

The survey includes questions designed to capture the evolving landscape of digital government, aligning the instruments with the priorities of the OECD Working Party of Senior Digital Government Officials (E-Leaders) and the conceptual developments by the Secretariat. These developments encompass governance for digital government (OECD, 2021^[9]), digital talent and skills in the public sector (OECD, 2021^[10]), service design and delivery in the digital age (OECD, 2022^[11]), data-driven public sector (OECD, 2019^[7]) and open government data, based on the data collected through the *OECD Survey on Open Government Data 5.0* (OECD, 2023^[6]). The Survey additionally captures novel priorities, as informed by the E-Leaders, e.g., digital public infrastructure, impact measurement, GovTech, rights in the digital age, and AI in the public sector.

The Survey is structured to align the organic practice of digital government and the structure of the OECD Digital Government Reviews. It consists of five sections:

- governance of digital government (questions 1 to 19),
- public sector capacities for digital government (questions 20 to 52),
- data-driven public sector (questions 53 to 71),
- open government data (questions 72 to 79), and
- service design and delivery in the digital age (questions 80 to 94).

Data collection and calculation

The data collection process and calculation follow the same procedures used for the 2023 edition of the DGI delivered to OECD countries (OECD, 2024^[1]). Data was collected through the *OECD Survey on Digital Government 2.0* which gathered evidence from the central/federal level of government, covering all ministries and agencies, spanning the period from January 2020 to October 2022. Survey respondents comprised high-level digital government officials of 23 LAC countries, including four OECD Member and three Accession countries.

For Argentina, Brazil, Chile, Colombia, Costa Rica, Mexico, and Peru, data collection was conducted by the OECD. The Inter-American Development Bank (IDB) collected data for the Bahamas, Belize, Bolivia, the Dominican Republic, Ecuador, Guatemala, Guyana, Haiti, Honduras, Jamaica, Panama, Paraguay, Suriname, Trinidad and Tobago, Uruguay, and Venezuela. Additionally, a Spanish-translated version of the survey was used by Bolivia, the Dominican Republic, Ecuador, Guatemala, Honduras, Panama, Paraguay, Uruguay, and Venezuela. The data collection period spanned from November 2022 to March 2023. A glossary of terms was sent to respondents to ensure clarity in the interpretation of specific terminology.

Once the period of data collection was completed, country responses underwent a detailed data validation process designed to ensure the highest standards in data quality and accuracy. Country responses were reviewed to ensure internal consistency and to verify systematically that responses and supporting evidence corresponded to the respective question. A second round of data validation was conducted to ensure transversal consistency across survey sections and themes. For non-validated answers, countries were asked to provide clarification and further evidence, if applicable. The OECD Secretariat and the IDB assessed the updated responses and evidence, validating or amending the responses with the underlying rationale and explanation. After this final round, each country officially approved their final responses for calculation.

To calculate the DGI LAC, each data point from the Survey (i.e., questions' response options) grants points based on predefined maturity benchmarks set by the DGPF and related thematic conceptual frameworks. Points are then assigned to a corresponding DGPF dimension (see Tables B.1 to B.6), and the dimension scores are calculated by averaging all corresponding points within each dimension. The DGI LAC composite score, which represents the overall digital government performance, is determined by averaging the scores of all dimensions. This composite score provides a complete assessment of a country's digital government maturity.

Table B.1. Dimension 1. Digital by Design

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
Digital by Design (16.67%)	Strategic Approach (3.51%)	1	Availability of a National Digital Government Strategy (NDGS) at central/federal level	Yes / No	0.44%
		1a	Enablers included in the NDGS to support its implementation (e.g., targets, timeframes, funding)	Multiple choice	0.44%
		4	NDGS alignment with other national strategies	Multiple choice	0.44%
		25	Availability of a public sector digital talent/skills strategy at central/federal level	Single choice	0.44%
		25a	Available content of the public sector digital talent/skills strategy	Multiple choice	0.44%
		25b	Types of public officials targeted by public sector digital talent/skills strategy	Multiple choice	0.44%
		35	Availability of a public sector information security policy/strategy	Yes / No	0.44%
		90	Availability of an omni-channel strategy to deliver public services	Yes / No	0.44%
	Policy levers (5.70%)	5	Existence of Digital by Design or Digital by default principle	Single choice	0.44%
		6	Existence of an organisation-in-charge of digital government at the central/federal level	Yes / No	0.44%
		6a	Decision-making responsibilities of the organisation-in-charge of digital government	Multiple choice	0.37%
		6b	Functions of the organisation-in-charge of digital government to assist other public institutions in implementing digital government policies	Multiple choice	0.51%
		6c	Managerial level of the head of the organisation-in-charge of digital government	Single choice	0.44%
		7	Existence of a formal co-ordination body/mechanism for digital government policies and initiatives within the public sector	Yes / No	0.44%

		7a	Type of institutional representatives in the formal co-ordination body/mechanism	Multiple choice	0.44%
		7b	Advisory responsibilities of the formal co-ordination body/mechanism	Multiple choice	0.54%
		7c	Decision-making responsibilities of the formal co-ordination body/mechanism	Multiple choice	0.34%
		8	External advisory/consultation body for digital/ICT projects in the public sector	Single choice	0.44%
		8b	Roles of the external advisory/consultation body	Multiple choice	0.44%
		20	Laws covering key digital government topics	Multiple choice	0.44%
		34	Legislation/regulation pertaining to physical and cyber security of critical digital infrastructure	Yes / No	0.44%
	Implementation (4.82%)				
		7d	Frequency of formal co-ordination body meetings	Single choice	0.44%
		8c	Frequency of external co-ordination body meetings	Single choice	0.44%
		27	Actions taken by the organisation-in-charge of digital government on digital government skills	Multiple choice	0.44%
		28	Initiatives to attract digital talent in the public sector	Multiple choice	0.44%
		29	Actions by organisation-in-charge of digital government to develop and maintain digital government skills within the workforce	Multiple choice	0.44%
		30	Core skills covered by training programmes on digital government	Multiple choice	0.44%
		36	Existence of a public sector institution with mandate to investigate and prosecute cybercrime	Yes / No	0.44%
		37	Existence of a public sector institution in charge of coordinating cybersecurity at the national level	Yes / No	0.44%
		38	Availability of a National Computer Emergency Response Team (CERT)	Yes / No	0.44%
		39	Availability of a Security Operation Centre (SOC)	Single choice	0.44%
		90a	Characterisation of the service delivery channels	Multiple choice	0.44%
	Monitoring (2.63%)				
		2	Availability of Key Performance Indicators (KPIs) to monitor the NDGS	Single choice	0.44%
		18	Availability of a common methodology/tool to evaluate the impact of digital projects	Yes / No	0.44%
		18a	Areas in which the common methodology to evaluate the impact of digital projects is applied	Multiple choice	0.44%
		21	Performance assessment of digital government policies and services in accordance with existing laws.	Multiple choice	0.44%
		26	Conduction of a need assessment for digital skills in the public sector	Single choice	0.44%
		94	Measurement of transaction costs of service channels	Yes / No	0.44%

Source: Authors' elaboration

Table B.2. Dimension 2. Data-Driven Public Sector

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
Data-driven public sector (16.67%)	Strategic Approach (3.79%)	53	Availability of a public sector data strategy	Single choice	0.76%
		53a	Scope of the public sector data strategy	Multiple choice	0.76%
		53b	Goals covered by the public sector data strategy	Multiple choice	0.76%

		53d	Alignment between the public sector data strategy and other national strategies	Multiple choice	0.76%
		57	Availability of a national data protection authority	Yes / No	0.76%
	Policy levers (5.30%)	54	Requirements for assigning data leadership to a specific institution	Yes / No	0.76%
		56	Requirements for institutional roles/functions in data leadership	Yes / No	0.76%
		59	Availability of data quality framework at the central/federal government	Yes / No	0.76%
		60	Availability of data management standards or guidelines	Multiple choice	0.76%
		61	Formal requirements establishing rights in relation to data management	Multiple choice	0.76%
		63	Availability of formal requirement to share data between public institutions	Single choice	0.76%
		66	Requirements for maintenance of public sector data inventory	Single choice	0.76%
	Implementation (6.06%)	55	Public sector institution responsible for data leadership	Yes / No	0.76%
		58	Policy initiative(s) for ethical data management in the public sector	Yes / No	0.76%
		58a	Principles covered by the ethical management initiative(s)	Multiple choice	0.76%
		64	Availability of data interoperability system	Yes / No	0.76%
		64a	Coverage of the data interoperability system at national level	0 – 100 percentage	0.76%
		64b	Coverage of the data interoperability system at sub-national level	0 – 100 percentage	0.76%
		64c	Types of data exchanged through the data interoperability system	Multiple choice	0.76%
		65	Percentage of institutions charging fees for sharing data with other institutions	0 – 100 percentage	0.76%
	Monitoring (1.52%)	67	Existence of data inventory among institutions	0 – 100 percentage	0.76%
		68	Conduction of an assessment to evaluate the quality of data inventories	Yes / No	0.76%

Source: Authors' elaboration

Table B.3. Dimension 3. Government as a Platform

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
Government as a Platform (16.67%)	Strategic Approach (3.42%)	1c_2	Operational goals of the NDGS related to GaaP	Multiple choice	0.21%
		19	Inclusion of GovTech collaboration in NDGS	Yes / No	0.21%
		19b	Goals of the Govtech initiative	Multiple choice	0.43%
		32	Strategic approach to cloud infrastructure	Single choice	0.43%
		32a	Objectives set in the strategic approach to cloud infrastructure	Multiple choice	0.43%
		42	Availability of a digital identity strategy	Yes / No	0.43%
		42a	Types of service providers included in the strategy for digital identity	Multiple choice	0.43%

		43	Leading institution steering strategic direction and vision for digital identity	Yes / No	0.43%
		43a	Coverage of the mandate of the digital identity leading institution	Single choice	0.43%
	Policy levers (4.70%)	9	Availability of a standardised value proposition model for digital/ICT projects	Single choice	0.43%
		9a	Role of the value proposition method in the development of digital/ICT projects	Multiple choice	0.43%
		11	Availability of a standardised approval system for digital/ICT projects	Single choice	0.43%
		12	Availability of a standardised model for digital/ICT project management	Single choice	0.43%
		12a	Agile methodologies included in standardised digital/ICT project management model	Yes / No	0.43%
		14	Guidelines for digital/ICT procurement in the public sector.	Single choice	0.43%
		44	Inclusion of essential elements in regulatory frameworks for digital identity	Multiple choice	0.43%
		80	Availability of standards for public service design and delivery	Yes / No	0.43%
		80b	Formal requirement of standards for public service design and delivery	Single choice	0.43%
		80c	Mechanisms in place to support the application of public service standards	Multiple choice	0.43%
		94a	Availability of standardised mechanisms to measure transaction costs	Yes / No	0.43%
	Implementation (7.69%)	13	Availability of a dedicated fund for digital/ICT projects	Yes / No	0.43%
		15	Procurement mechanisms for digital/ICT goods and services at the central/federal government level.	Multiple choice	0.43%
		19a	Availability of a dedicated GovTech strategy, programme or initiative	Yes / No	0.43%
		19c	Availability of a dedicated team to manage and implement the GovTech initiative	Single choice	0.43%
		19d	Resources available to support the collaboration with GovTech ecosystems	Multiple choice	0.43%
		31	Available digital government infrastructures	Multiple choice	2.14%
		33	Availability of cloud infrastructure initiatives	Multiple choice	0.43%
		44a	Available digital identity authentication methods for accessing public services	Multiple choice	0.43%
		44b	Coverage of eligible population using digital identity solutions accessible via SMS, email, or authenticator app 2FA.	Single choice	0.64%
		44c	Percentage of public services accessible via digital identity with SMS, email, or authenticator app 2FA.	Single choice	0.64%
		45	Availability of digital identity solution to access public services for legal persons	Yes / No	0.43%
		46	Availability of cross-border digital identity solutions	Yes / No	0.43%
		47	Foreigners' capacity to access services by using a foreign digital identity solution	Yes / No	0.43%
	Monitoring (0.85%)	16	Availability of monitoring system to track progress of digital/ICT projects	Single choice	0.43%
		17	Implementation of ex-post cost-benefit analysis of digital/ICT projects	Yes / No	0.43%

Source: Authors' elaboration

Table B.4. Dimension 4. Open by Default

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
Open by Default (16.67%)	Strategic Approach (1.52%)	40	Policies promoting open-source software use in government	Yes / No	0.76%
		72	Existence of an open data strategy	Yes / No	0.76%
	Policy levers (3.03%)	41	Availability of guidelines to use open source to develop digital government initiatives	Yes / No	0.76%
		50	Availability of algorithmic transparency law, standard or guideline	Multiple choice	0.76%
		73	Requirements to publish open data for public sector organisations	Single choice	0.76%
		74	Mechanisms to incentivise open data publication	Yes / No	0.76%
	Implementation (9.85%)	16a	Available open information on the progress of digital/ICT projects	Single choice	0.76%
		40a	Available actions related to the use of open source	Multiple choice	0.76%
		50_c1	Available open algorithm register or equivalent	Multiple choice	0.76%
		62	Available mechanisms to enable the practical exercise of data rights	Multiple choice	0.76%
		75	Availability and accessibility of high value open datasets	Multiple choice	3.79%
		76a	Public availability of indicators monitoring compliance of public institutions with open data requirements	Yes / No	0.76%
		91	Availability of a catalogue of services accessible to users	Yes / No	0.76%
		91a	Availability of accessible channels in the catalogue of services	Yes / No	0.76%
		91c	Available information on the service catalogue	Multiple choice	0.76%
	Monitoring (2.27%)	2a	Publicly available NDGS KPIs	Single choice	0.76%
		76	Indicators to monitor compliance of public institutions with open data requirements	Yes / No	0.76%
		77	Assessments evaluating open government data impact on public sector	Yes / No	0.25%
		78	Economic impact assessment of open government data	Yes / No	0.25%
		79	Social impact assessment of open government data	Yes / No	0.25%

Source: Authors' elaboration

Table B.5. Dimension 5. User-Driven

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
User-Driven (16.67%)	Strategic Approach (3.79%)	1b	Actors collaborating on the development of the NDGS	Multiple choice	0.76%
		1c	Operational goals of the NDGS related to user-driven	Multiple choice	0.76%
		24	Availability of an action plan to reduce digital divides	Single choice	0.76%
		24a	Issues targeted by the digital divides action plan	Multiple choice	0.76%
		24b	Demographic groups targeted by the digital divides	Multiple choice	0.76%

			action plan		
	Policy levers (3.79%)	8a	Participants of the external consultation body on digital gov.	Multiple choice	0.76%
		24c	Enablers to support the implementation of the Digital divide action plan	Multiple choice	0.76%
		80a	Scope of the standards for public service design and delivery	Multiple choice	0.76%
		85	Actors involved in testing digital government services	Multiple choice	0.76%
		86	Formal requirements to use digital government tools involving users in policy design	Yes / No	0.76%
	Implementation (3.79%)	53c	Stakeholders consulted when developing the public sector data strategy	Multiple choice	0.76%
		83	Available initiatives to include population groups in public services design	Multiple choice	0.76%
		84	Tools used to engage users for co-designing government services	Multiple choice	0.76%
		85a	Available methods to test digital government services	Multiple choice	0.76%
		87	Initiatives using digital gov. tools to involve users in policy design	Multiple choice	0.76%
	Monitoring (5.30%)	3	Groups/areas included in digital government impact assessments	Multiple choice	0.76%
		23	Methods used by government to measure the digital divide	Multiple choice	0.76%
		23a	Demographic groups considered when measuring the digital divide	Multiple choice	0.76%
		24d	Mechanisms to monitor the progress of the digital divides action plan	Yes / No	0.76%
		88	Degree of measurement of user needs in digital government services throughout the design and delivery cycle	Multiple choice	0.76%
		89	Monitoring mechanism to understand the main barriers for co-designing digital gov. services	Multiple choice	0.76%
		93	Metrics to measure performance of digital government services	Multiple choice	0.76%

Source: Authors' elaboration

Table B.6. Dimension 6. Proactiveness

Weights of the dimension and its underlying transversal facets in the composite score (CS). Distribution of questions of the OECD Survey on Digital Government 2.0 and measured concepts.

Dimension	Transversal facet	Question number	Measured Concept	Type of Question	Weight in CS
Proactiveness (16.67%)	Strategic Approach (3.33%)	1c_1	Operational goals of the NDGS related to proactiveness	Multiple choice	0.83%
		48	Availability of a national strategy for AI in the public sector	Single choice	0.83%
		48a	Actors collaborating in developing the national strategy for AI in the public sector	Multiple choice	0.83%
		48b	Open public consultation conducted for the AI in the public sector strategy	Yes / No	0.83%
	Policy levers	22	Democratic rights acknowledged by laws, policies or guidelines	Multiple choice	0.83%

	(3.33%)	49	Instruments to ensure ethical management and use of algorithms by public sector institutions	Single choice	0.83%
		49a	Principles covered by instruments to ensure ethical management and use of algorithms	Multiple choice	0.83%
		82	Available mechanisms to leverage the implementation of the "Once-Only Principle"	Multiple choice	0.83%
	Implementation (6.67%)	10a	Risk categories considered during risk assessments of digital/ICT projects	Multiple choice	0.83%
		51	Use of AI in the central/federal government	Multiple choice	2.50%
		69	Implemented initiatives to use data to anticipate and plan government interventions	Multiple choice	0.83%
		70	Implemented initiatives to use data to design and deliver digitally-enabled government services	Multiple choice	0.83%
		71	Implemented initiatives to use data to strengthen policy monitoring	Multiple choice	0.83%
		81	Engaged groups on the development of digitally-enabled government services	Multiple choice	0.83%
	Monitoring (3.33%)	10	Conducted risk assessments for digital/ICT projects at the central/federal government	Single choice	0.83%
		52	Availability of public bodies in charge of providing oversight or ethical advice for AI in the public sector	Multiple choice	0.83%
		52a	Type of advice provided by the body in charge of oversight or ethical advice for AI in the public sector	Multiple choice	0.83%
		92	Consultations on the impact of digital tools for improving government services	Yes / No	0.83%

Source: Authors' elaboration

Statistical Validation

The OECD DGI methodology is calibrated based on a comprehensive statistical validation, encompassing correlation analysis, principal component analysis (PCA), Cronbach's Alpha coefficient, and sensitivity analysis (OECD, 2024^[1]). The results of this validation have demonstrated the robustness and validity of the Index.

Endnotes

¹ The OECD defines *GovTech* as the collaboration between the public sector and start-ups, innovators, government “intrapreneurs”, and academia on digital government solutions. It complements existing public sector capability to explore what is possible, experiment with new approaches, and develop scalable solutions (OECD, 2024^[8]).

² Namely, Argentina, Brazil, Chile, Colombia, Panama and Uruguay.

³ IDB research found that, “many government institutions [in analysed LAC countries] created new digital services in response to the pandemic—particularly the lead agencies for digital government. [...] These services were established with remarkable speed, with some even created in a matter of days. Many of these were for mass use” (Roseth, Reyes and Yee Amézaga, 2021, p. 54^[5]). Additionally, “the need to provide distance services encouraged the digitization of existing services. In some cases, efforts were substantial: in Argentina, Brazil, Chile, Panama, and Uruguay, more than 50 services were fully digitised” (Roseth, Reyes and Yee Amézaga, 2021, p. 56^[5]).

⁴ *Availability* is measured by the existence of open datasets along nine categories: companies and company ownership, earth observation and environment, geospatial, meteorological, mobility statistic, government finances and accountability, crime and justice, education, and health and social welfare. For further methodological details, see Pillar 1.3 of the OECD OURdata Index (OECD, 2023^[6]).

⁵ *Accessibility* is measured through the fulfilment of the following quality criteria in the available open datasets: they are listed on the central or federal open government data portal, include high-quality metadata, are provided in at least one open format, are kept up-to-date, and are accessible via a standard API. For further methodological details, see Pillar 2.3 of the OECD OURdata Index (OECD, 2023^[6]).