



**DIGITAL  
EXCELLENCE  
AWARDS**  
EMBRACING THE AI REVOLUTION

# DIGITAL EXCELLENCE AWARDS AND CONCLAVE 2026

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“EMBRACING THE AI REVOLUTION”

## APPLICANT GUIDE

Prepared by

FEDERATION OF INFORMATION TECHNOLOGY  
INDUSTRY SRI LANKA (FITIS)

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## ABOUT THIS GUIDE

This Applicant Guide sets out everything an organization needs to know to enter the **FITIS Digital Excellence Awards and Conclave 2026** — from choosing the right award category and confirming eligibility, to registering, paying, preparing a submission with supporting evidence, and presenting to the judging panel. Please read it in full before you begin your registration.

It is written for executives, digital transformation leaders and project teams in private-sector and public-sector organizations that plan to submit entries.

### How this guide is organized

| Part      | Title                                                                            | What you will find                                                                                                                |
|-----------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Section 1 | Digital Excellence Award Categories                                              | The eight Head Categories, the Digital Innovation Awards sub-categories and every award category, including the 2026 updates.     |
| Section 2 | Guidance to Nomination of Entries                                                | Eligibility rules, non-eligible entries, choosing the right category, nomination rules, entry fee and payment.                    |
| Section 3 | The Registration Process                                                         | Key dates, the ten-step entry journey, sign-up information, submission content, supporting evidence and presentation preparation. |
| Section 4 | Judging Criteria and Attributes                                                  | How entries are scored, the assessment dimensions for every category, and how awards are decided.                                 |
| Section 5 | Contact Details                                                                  | Who to contact for help.                                                                                                          |
| Annexes   | A: Draft Client Consent Letter; B: Presentation Guidelines for Categories 6 to 8 | A draft client consent letter, a checklist for your team, and the topics to present against in Categories 6 to 8.                 |

### Document information

|             |                                                                                                                                             |
|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Document    | Digital Excellence Awards and Conclave 2026 — Applicant Guide                                                                               |
| Prepared by | Federation of Information Technology Industry Sri Lanka (FITIS)                                                                             |
| Website     | <a href="http://www.digitalexcellenceawards.lk/">www.digitalexcellenceawards.lk/</a> <a href="http://www.dexawards.lk">www.dexawards.lk</a> |
| Enquiries   | <a href="mailto:digital@fitis.lk">digital@fitis.lk</a>                                                                                      |



## SECTION 1: DIGITAL EXCELLENCE AWARD CATEGORIES

### 1.1 Introduction

Amidst a fast-paced technological revolution, digital technologies and artificial intelligence are transforming industries, businesses, and societies. Digital Transformation (DT) has become essential for organizations seeking to innovate, adapt to disruption, enhance customer experiences, improve operational capabilities, and create new business models.

The FITIS Digital Excellence Awards 2026, under the theme “Embracing the AI Revolution,” recognizes and celebrates organizations that are successfully leveraging digital technologies and AI to transform their businesses, drive innovation, achieve exponential growth, and create meaningful impact for their customers, communities, industries, and the country.

The Awards provide a platform to recognize organizations that demonstrate excellence in digital transformation, business model innovation, customer experience, autonomous operations, intelligent workforce and partner ecosystems, industrial transformation, and digital innovation, while contributing to the advancement of Sri Lanka’s digital economy.

The FITIS Digital Excellence Awards are intended to recognize and applaud business enterprises that are successfully transforming themselves digitally to become Exponential Organizations (ExOs) and to drive exponential growth to become regional and global players, contributing towards economic prosperity for industry and country.

Digital Excellence Awards are grouped into **eight (8) Head Categories**, several of which include sub-categories. Entries are evaluated by an eminent panel of jury members who have been pioneers in their respective fields and have contributed to the development of the industry and economy. The stage of digital transformation maturity recognized in each category ranges across **Merit, Bronze, Silver and Gold**.

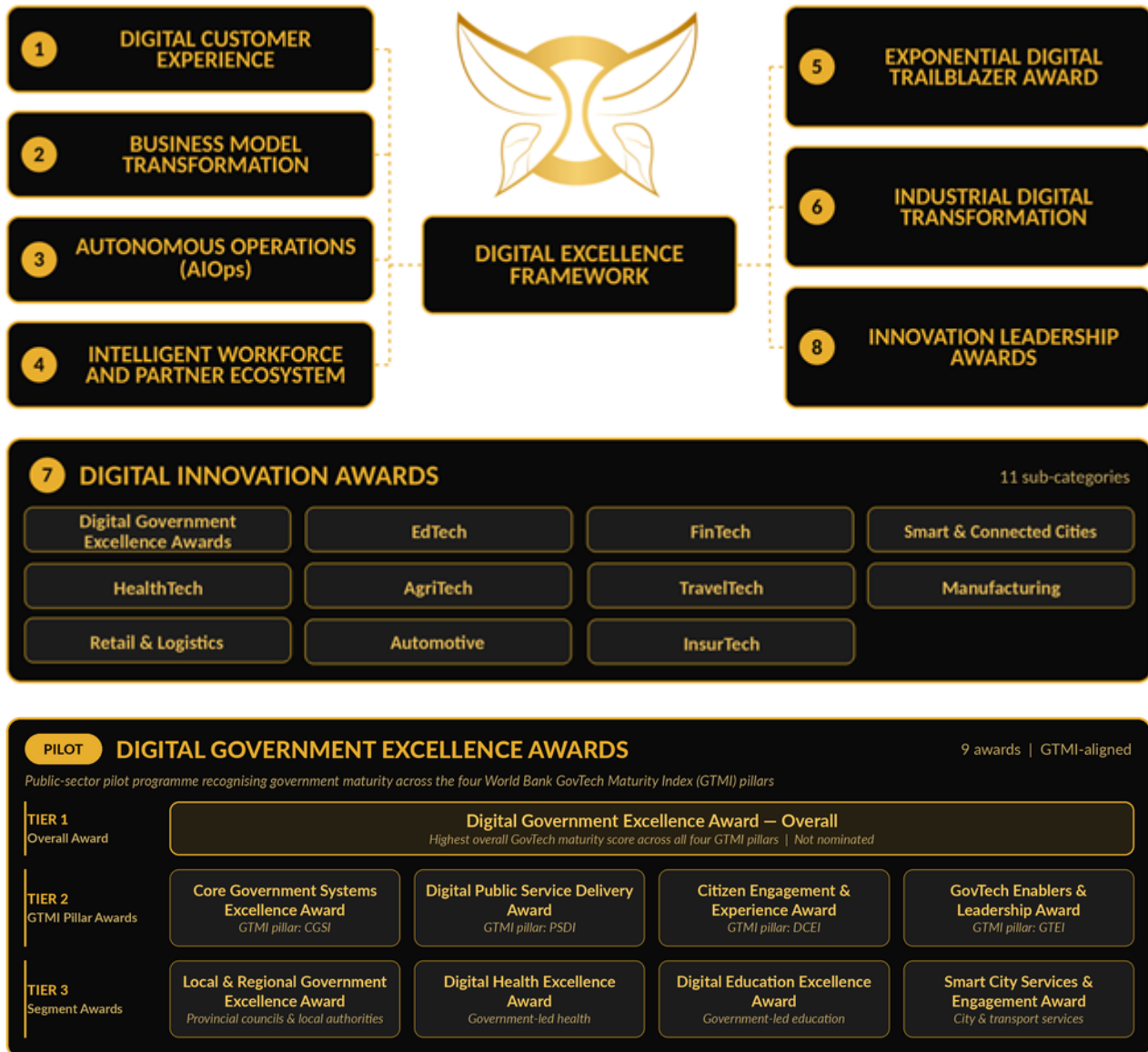
Digital Excellence Awards entries must be submitted under one of the eight Head Categories listed below:

- 1. Digital Customer Experience**
- 2. Business Model Transformation**
- 3. Autonomous Operations (AIOps)**
- 4. Intelligent Workforce and Partner Ecosystem**
- 5. Exponential Digital Trailblazer Award**
- 6. Industrial Digital Transformation**
- 7. Digital Innovation Awards**
  - A. Digital Government Excellence Awards**
  - B. EdTech**
  - C. FinTech**
  - D. Smart & Connected Cities**
  - E. HealthTech**
  - F. AgriTech**
  - G. TravelTech**
  - H. Manufacturing**
  - I. Retail & Logistics**
  - J. Automotive**
  - K. InsurTech**
- 8. Innovation Leadership Awards**



## 1.2 The Digital Excellence Awards Category Framework

The framework below shows the eight Head Categories and the eleven sub-categories of the Digital Innovation Awards. Each Head Category has its own assessment dimensions, described in Section 4.



## 1.3 Head Categories

| No. | Head Category                 | Descriptor                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Digital Customer Experience   | In a world where customers expect to engage with organizations 24/7 across multiple channels, delivering a seamless omnichannel experience is a key component of an organization's digital transformation strategy.                                                                                                                                                                                                                |
| 2   | Business Model Transformation | Customers buy experience, not just the product or service, so organizations should focus on selling a journey or experience rather than a product or service. By enabling the product or service to interact digitally with the consumer, the organization can gain valuable insights about consumers and the product or service in use, giving it the ability to augment both the product or service and the consumer experience. |



| No. | Head Category                                      | Descriptor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3   | <b>Autonomous Operations (AIOps)</b>               | Automating operational processes enables organizations to become more cost-efficient and agile. Agility is an essential characteristic for an organization, particularly in the face of increasing uncertainty, a changing competitive landscape, and an evolving business environment that requires organizations to respond faster.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4   | <b>Intelligent Workforce and Partner Ecosystem</b> | Organizations need to achieve a new organizational model which involves humans and machines together and encourages human resources to move into processes that are about designing, auditing, and innovating rather than operating processes.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 5   | <b>Exponential Digital Trailblazer Award</b>       | <p>Organizations and leaders who have harnessed the power of digital technologies to drive transformative, scalable, and sustainable growth. This prestigious award recognizes pioneers who made the transformation leveraging disruptive innovation, agile strategies, and cutting-edge technologies to redefine industry standards.</p> <p>Winners of this award demonstrate exceptional ability to integrate key exponential attributes — such as leveraging algorithms, engaging communities, utilizing leveraged assets, and fostering autonomous teams — to achieve unprecedented impact. Assessed through the Exponential Caution Matrix, this award highlights organizations that not only pursue bold, transformative initiatives but also manage strategic risks intelligently, ensuring long-term success.</p>                                                                                                                                                                                                               |
| 6   | <b>Industrial Digital Transformation</b>           | <p>Recognizes organizations that have successfully leveraged digital technologies to transform and optimize industrial operations. The award evaluates the clarity of the organization's Industrial Internet of Things (IIoT) vision, the strength and security of its digital infrastructure, and the integration of digital platforms across operations.</p> <p>It also recognizes organizations that effectively leverage advanced data collection, real-time analytics, AI/ML, and data visualization to generate actionable insights and improve decision-making. Particular emphasis is placed on the use of digital technologies to optimize processes, enable predictive maintenance, enhance asset performance, and improve supply-chain integration.</p> <p>The award further considers the organization's ability to develop digital skills and talent, foster a data-driven culture, and translate digital transformation initiatives into measurable business outcomes, operational improvements, and sustainable ROI.</p> |
| 7   | <b>Digital Innovation Awards</b>                   | Recognizes businesses and organizations that are driving digital transformation through innovative solutions. This Head Category has eleven sub-categories, each focusing on a key area of digital advancement — see Section 1.4.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| 8   | <b>Innovation Leadership Awards</b>                | <p>The Innovation Leadership Award honors individuals and organizations that demonstrate exceptional vision, creativity, and leadership in driving innovative solutions. This award recognizes those who challenge conventional thinking, embrace emerging technologies, and inspire transformative changes within their industries.</p> <p>Recipients of this award showcase a commitment to fostering a culture of innovation, leading initiatives that deliver measurable impact, and setting new benchmarks for excellence. Winning the Innovation Leadership Award signifies a distinguished position as a forward-thinking leader, dedicated to shaping the future of business and technology.</p> <p>Organizations may also nominate their transformation leader for this award alongside their entry — see Section 2.5.</p>                                                                                                                                                                                                     |



## 1.4 Digital Innovation Awards — Sub-Categories

The Digital Innovation Awards recognize sector-specific digital innovation. An entry must be nominated to **one** of the eleven sub-categories below.

| Ref. | Sub-Category                                                                                           | Descriptor                                                                                                                                                                                                                                                                                                                                             |
|------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A    | <b>Digital Government Excellence Awards</b><br><i>Formerly Digital Gov &amp; Public Services Award</i> | Recognizing public-sector organizations that use digital technology to improve public services and governance, benchmarked against the GovTech Maturity Index (GTMI). Twelve awards are presented in four tiers — see Section 1.5. Government-led smart-city and transport services are recognized here as the Smart City Services & Engagement Award. |
| B    | <b>EdTech</b>                                                                                          | Honoring innovations in education technology that enhance learning and accessibility.                                                                                                                                                                                                                                                                  |
| C    | <b>FinTech</b>                                                                                         | Celebrating advancements in financial technology that improve banking, payments, and financial services. Two sub-category awards are presented — see Section 1.6.                                                                                                                                                                                      |
| D    | <b>Smart &amp; Connected Cities</b><br><i>Formerly Smart Cities</i>                                    | Acknowledging private-sector digital solutions that make urban areas more efficient, sustainable, and connected, covering infrastructure, mobility, energy, public safety, and citizen engagement. Government-led entries go under A (Smart City Services & Engagement Award).                                                                         |
| E    | <b>HealthTech</b>                                                                                      | Highlighting technology-driven improvements in healthcare and medical services.                                                                                                                                                                                                                                                                        |
| F    | <b>AgriTech</b>                                                                                        | Rewarding innovations that enhance agriculture through digital tools and smart farming techniques.                                                                                                                                                                                                                                                     |
| G    | <b>TravelTech</b>                                                                                      | Recognizing digital innovations that transform travel and tourism through smarter services, seamless experiences, and technology-driven solutions.                                                                                                                                                                                                     |
| H    | <b>Manufacturing</b>                                                                                   | Recognizing digital innovations that transform manufacturing through smart technologies, automation, and data-driven operations.                                                                                                                                                                                                                       |
| I    | <b>Retail &amp; Logistics</b>                                                                          | Recognizing digital innovations that transform retail and Logistics through omnichannel and online commerce, personalized customer journeys, and seamless order-to-delivery experiences.                                                                                                                                                               |
| J    | <b>Automotive</b>                                                                                      | Recognizing digital innovations that advance transportation, mobility and logistics — including connected mobility, automotive services, intelligent supply chains and seamless fulfilment. A special category, Smart Mobility & Transit Payments, is recognized within this sub-category — see Section 1.7.                                           |
| K    | <b>InsurTech</b>                                                                                       | Recognizing digital innovations that transform insurance through smarter products, seamless customer journeys, and data-driven solutions.                                                                                                                                                                                                              |



## 1.5 Digital Government Excellence Awards — Award Categories

The **Digital Government Excellence Awards** (Formerly Digital Gov & Public Services Award)) recognize public-sector organizations that use digital technology to improve governance, transparency and citizen-centric service delivery. The awards are benchmarked against the DMM × GTMI National Digital Government Maturity Benchmark, which reads ICTA's Digital Maturity Model (DMM) for the Government of Sri Lanka together with the World Bank's GovTech Maturity Index (GTMI).

**Twelve awards** are presented in four tiers. Each entry is nominated to the **one** award category in Tiers 2 to 4 that best fits the initiative. The Tier 1 Overall award is not nominated: it is presented to the entry with the highest overall GovTech maturity score (Section 4.4).

The four GTMI pillars are **CGSI** (Core Government Systems), **PSDI** (Public Service Delivery), **DCEI** (Digital Citizen Engagement) and **GTEI** (GovTech Enablers).

| No.                                | Award Category                                                                                              | Focus                                                                                                                                                                                                              |
|------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>TIER 1 — OVERALL AWARD</b>      |                                                                                                             |                                                                                                                                                                                                                    |
| 1                                  | <b>Digital Government Excellence Award — Overall</b><br><i>Not nominated: highest overall score</i>         | Presented to the public-sector organization with the highest overall GovTech maturity score across all four GTMI pillars (Section 4.4).                                                                            |
| <b>TIER 2 — GTMI PILLAR AWARDS</b> |                                                                                                             |                                                                                                                                                                                                                    |
| 2                                  | <b>Core Government Systems Excellence Award</b><br><i>GTMI pillar: CGSI</i>                                 | Whole-of-government platforms and core systems: shared infrastructure and cloud, interoperability and secure data exchange between agencies, and the cybersecurity, privacy and trust that protect them.           |
| 3                                  | <b>Digital Public Service Delivery Award</b><br><i>GTMI pillar: PSDI</i>                                    | Accessible and inclusive online, mobile and assisted public services; digital payments for fees, taxes and benefits; and the operational excellence behind faster, more reliable service delivery.                 |
| 4                                  | <b>Citizen Engagement &amp; Experience Award</b><br><i>GTMI pillar: DCEI</i>                                | Initiatives that listen to citizens and act on their feedback: feedback and grievance channels, participation platforms, open data and open, transparent communication.                                            |
| 5                                  | <b>GovTech Enablers &amp; Leadership Award</b><br><i>GTMI pillar: GTEI</i>                                  | Institutional readiness for digital government: strategy and governance, policy and regulation, digital skills and innovation programs that enable transformation across government.                               |
| <b>TIER 3 — SEGMENT AWARDS</b>     |                                                                                                             |                                                                                                                                                                                                                    |
| 6                                  | <b>Local &amp; Regional Government Excellence Award</b><br><i>Provincial councils and local authorities</i> | Provincial and local authorities that use digital tools to improve community-level services, governance and accountability.                                                                                        |
| 7                                  | <b>Digital Health Excellence Award</b><br><i>Government-led health initiatives</i>                          | Government-led digital health initiatives that widen access to, and improve the quality and continuity of, public healthcare services.                                                                             |
| 8                                  | <b>Digital Education Excellence Award</b><br><i>Government-led education initiatives</i>                    | Government-led digital education initiatives that improve access to learning, education administration and learning outcomes.                                                                                      |
| 9                                  | <b>Smart City Services &amp; Engagement Award</b><br><i>Government-led esmart-city initiatives</i>          | City and transport services that connect citizens across physical and digital touchpoints (service centres, kiosks, transport hubs, apps and portals) to deliver joined-up city services, mobility and engagement. |



| No.                            | Award Category                                                                | Focus                                                                                                                                                                                                      |
|--------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>TIER 4 — SPECIAL AWARDS</b> |                                                                               |                                                                                                                                                                                                            |
| 10                             | <b>GovTech Innovation Award</b><br><i>Cross-pillar</i>                        | Public-sector initiatives that apply emerging technologies and GovTech solutions, or partner with the GovTech ecosystem, to reimagine how government works and serves.                                     |
| 11                             | <b>AI &amp; Intelligent Government Award</b><br><i>Cross-pillar</i>           | Responsible use of AI, analytics and automation to improve policy, decision-making, service delivery and public-sector productivity.                                                                       |
| 12                             | <b>Digital Government Leader of the Year Award</b><br><i>Individual award</i> | Outstanding public-sector leadership that champions digital transformation and inspires change within government. Assessed on the Innovation Leadership dimensions and not included in the maturity index. |

#### HOW DIGITAL GOVERNMENT EXCELLENCE ENTRIES ARE ENTERED AND ASSESSED

- Public-sector organizations enter under the **Digital Government Excellence Awards** and nominate the **one** award category in Tiers 2 to 4 that best fits their initiative (11 award categories). The Tier 1 Overall award is not nominated.
- Government-led health, education and smart-city initiatives are entered under the **Digital Health Excellence**, **Digital Education Excellence** and **Smart City Services & Engagement Award** categories, rather than under the sector sub-categories in Section 1.4. Solution providers that deliver these services apply with, or on behalf of, their government client (Section 2.3).
- Entries present against the Digital Government Presentation Guidelines (Annex B.3). Smart City Services & Engagement Award entries present against Annex B.4, and the Digital Government Leader of the Year Award is assessed on the Innovation Leadership dimensions (Annex B.6).
- Every presentation topic is tagged to a GTMI pillar, so each entry receives four pillar scores and an overall GovTech maturity score. These scores decide the Tier 1 and Tier 2 awards and, in aggregated form, feed the national digital government maturity report (Section 4.4).

| No. | Award categories under Digital Government Excellence Awards |
|-----|-------------------------------------------------------------|
| 1   | GovTech Innovation Award (Tier 4)                           |
| 2   | Digital Public Service Delivery Award (Tier 2, PSDI)        |
| 3   | Local & Regional Government Excellence Award (Tier 3)       |
| 4   | Digital Health Excellence Award (Tier 3)                    |
| 5   | Digital Education Excellence Award (Tier 3)                 |
| 6   | Smart City Services & Engagement Award (Tier 3)             |
| 7   | Digital Public Service Delivery Award (Tier 2, PSDI)        |
| 8   | Citizen Engagement & Experience Award (Tier 2, DCEI)        |
| 9   | Digital Public Service Delivery Award (Tier 2, PSDI)        |
| 10  | AI & Intelligent Government Award (Tier 4)                  |
| 11  | Core Government Systems Excellence Award (Tier 2, CGSI)     |
| 12  | Core Government Systems Excellence Award (Tier 2, CGSI)     |
| 13  | Digital Government Leader of the Year Award (Tier 4)        |



## 1.6 FinTech — Sub-Category Awards

Two sub-category awards are presented under FinTech. When registering, select the award that best describes your initiative.

| No. | Award                                           | Focus                                                                                                                                                       |
|-----|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Core Banking & Real-Time Transaction Excellence | Recognizes banks and financial institutions that modernize core banking platforms and deliver secure, always-on, real-time transaction processing at scale. |
| 2   | Digital Payments & Connected Commerce           | Recognizes digital payment innovations that connect consumers, merchants and services across channels, enabling seamless, secure and inclusive commerce.    |

### TRANSIT AND MOBILITY PAYMENTS

Fare-collection, ticketing and mobility-payment solutions are recognized under **Automotive** as the special category Smart Mobility & Transit Payments — see Section 1.7.

## 1.7 Automotive — Special Category

**Automotive** recognizes digital innovations that advance transportation, mobility and logistics — including connected mobility, automotive services, intelligent supply chains and seamless fulfilment.

| Special Category                  | Focus                                                                                                                                                                                                 |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Smart Mobility & Transit Payments | Recognizes digital fare-collection, ticketing and mobility-payment solutions that make public transport and shared mobility seamless, cashless and connected. Entries are nominated under Automotive. |



## SECTION 2: GUIDANCE TO NOMINATION OF ENTRIES

### 2.1 Company Eligibility to Be Nominated

The company eligibility guideline describes the criteria an organization must meet to submit an entry nomination to the Digital Excellence Awards competition. The organization must meet the following criteria:

1. The participating organization must have its registered or operational office in Sri Lanka, or the product or service must be built by a Sri Lankan organization, even where the applicant carries out business outside Sri Lanka.
2. Employees and immediate family members of the Awards Management are not allowed to participate.
3. The award categories may be changed, modified, split, merged, increased or cancelled by the Awards Management or by the Jury, based on the number of entries received in any category and the quality of the entries. The decision in this regard is final, non-contestable and binding on all participants. The Awards Management will not entertain any queries in this regard.

### 2.2 Entry Eligibility to Be Nominated

The product or application nominated must meet the following criteria:

1. The intellectual property rights (IPR) for the product or application must be: (a) owned by the eligible applicant organization; or (b) owned by the offshore parent of the local company, where the local company holds the majority shareholding; or (c) covered by a manufacturer authorization letter, obtained by the applicant organization from the product vendor.
2. At least 51% of the development effort — including research and development and design — must have been undertaken within the applicant organization from which the application is submitted.

### 2.3 Technology Vendors, System Integrators and Solution Providers

Technology vendors, system integrators and solution providers (together, “solution providers”) **cannot apply their products** to the Digital Excellence Awards. The Awards recognize the digital transformation achieved by an organization. A solution provider may therefore apply its **client’s achievement** in one of two ways:

1. **As a client application.** The client organization submits the application in its own name. The solution provider is recorded as the solution partner in the entry (see Section 3.4).
2. **Directly from the solution provider’s company name.** The solution provider submits the application on the client’s behalf, together with an **authorization letter from the client** consenting to the submission. The signed letter is uploaded with the Round 2 submission. A draft letter is provided in Annex A.

#### Joint applications

When a client and its solution provider submit a **joint application**, the solution provider is authorized to **present on behalf of the customer**.

In every case, evaluation is based on **adoption and evidence** — what the client has adopted and the measurable results it has achieved — **not on the capabilities of the product**. Product descriptions, brochures and feature lists are not evidence of achievement.

| Route                 | Applicant named on the entry | Client consent letter | Presented by |
|-----------------------|------------------------------|-----------------------|--------------|
| 1. Client application | The client organization      | Not required          | The client   |



| Route                                                                | Applicant named on the entry                  | Client consent letter                                  | Presented by                                       |
|----------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------|----------------------------------------------------|
| <b>2. Submission by the solution provider on the client's behalf</b> | The solution provider's company name          | Required — signed by the client (Annex A)              | The solution provider, as authorized in the letter |
| <b>3. Joint application</b>                                          | The client and the solution provider together | Recommended, to confirm presenting authority (Annex A) | The solution provider, on behalf of the customer   |

## 2.4 Choosing the Right Category for Your Entry

It is the absolute responsibility of the applicant organization to ensure that each entry is submitted to the appropriate category. We strongly recommend that someone in your organization who is familiar with the Digital Excellence Awards category definitions screens each nomination before submission. In case of doubt, the Advisory Panel should be consulted before you register.

Take particular care: judges score every entry against the criteria of the category in which it was submitted and cannot move an entry to a different category, although the Awards Management may reclassify an entry at its discretion. Nominating an entry to the wrong category may result in low judging scores and a lost opportunity to compete in the category where it would have scored best.

Use the table below as a quick guide.

| If your entry is...                                                                                                                                                      | Nominate it under                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| An enterprise-wide transformation of how you engage customers across digital and omnichannel touchpoints                                                                 | 1. Digital Customer Experience                                                                                                                                                                |
| A digitally enabled business model, connected product or service, or new revenue model                                                                                   | 2. Business Model Transformation                                                                                                                                                              |
| AI-driven and automated operations, full-stack observability, proactive issue resolution                                                                                 | 3. Autonomous Operations (AIOps)                                                                                                                                                              |
| A new human-machine workforce model or a digitally connected partner ecosystem                                                                                           | 4. Intelligent Workforce and Partner Ecosystem                                                                                                                                                |
| Bold, scalable, exponential growth built on disruptive technologies                                                                                                      | 5. Exponential Digital Trailblazer Award                                                                                                                                                      |
| IIoT, smart plant or asset performance, predictive maintenance, supply-chain integration                                                                                 | 6. Industrial Digital Transformation                                                                                                                                                          |
| A public-sector service, platform or governance initiative                                                                                                               | 7A1. Digital Innovation Awards — Digital Government Excellence Awards (Formerly Digital Gov & Public Services Award) choose one of the 11 nominated award categories (Section 1.5)            |
| A public-sector service, platform or governance initiative, including a government-led digital health or education initiative                                            | 7A2. Digital Innovation Awards — Digital Government Excellence Awards (Formerly Digital Gov & Public Services Award)- — Digital Health Excellence Award or Digital Education Excellence Award |
| City services, urban mobility or citizen engagement that connect physical and digital touchpoints, including services a private partner delivers for a government client | 7A3. Digital Government Excellence Awards — Smart City Services & Engagement Award                                                                                                            |



| If your entry is...                                                                                                                                                                                                                                        | Nominate it under                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| A private-sector, city-scale smart city initiative: connected infrastructure, smart mobility, energy efficiency, public safety, environmental monitoring, or citizen-engagement platforms that make urban areas more efficient, sustainable, and connected | 7B. Digital Innovation Awards — Smart & Connected Cities (Formerly Smart Cities)                         |
| Core banking modernization or real-time transaction processing                                                                                                                                                                                             | 7C1. FinTech — Core Banking & Real-Time Transaction Excellence                                           |
| Digital payments, wallets, or merchant and e-commerce payment ecosystems                                                                                                                                                                                   | 7C2. FinTech — Digital Payments & Connected Commerce                                                     |
| Online stores, marketplaces, omnichannel retail and digital shopping experiences; logistics and supply-chain platforms                                                                                                                                     | 7D. Digital Innovation Awards — Retail & Logistics                                                       |
| Fleet platforms, connected mobility or automotive services                                                                                                                                                                                                 | 7E. Digital Innovation Awards — Automotive                                                               |
| Travel and tourism experiences                                                                                                                                                                                                                             | 7F. Digital Innovation Awards — TravelTech                                                               |
| Education, healthcare, agriculture, manufacturing or insurance innovation by a private-sector organization                                                                                                                                                 | 7G-7K. Digital Innovation Awards — EdTech, HealthTech, AgriTech, Manufacturing or InsurTech respectively |
| Exceptional leadership of innovation by an individual or organization, Recognition of the leader of your transformation, in addition to your entry                                                                                                         | 8. Innovation Leadership Awards                                                                          |
| A public-sector leader (an individual) whose leadership has championed digital transformation, driven measurable change and inspired others across government, in addition to your entry                                                                   | 9. Digital Government Leader                                                                             |

## 2.5 Nomination Rules and Limits

- An applicant organization may submit up to a **maximum of 10 entries**. These may be in different categories or sub-categories. For example, an organization may submit one entry under FinTech and another under Automotive, as well as entries under other categories.
- Entries to the Digital Innovation Awards must be nominated to **one specific sub-category**. (and, where offered, one specific award category within it, such as the 11 nominated Digital Government Excellence Awards categories or the two FinTech awards). An organization may enter as many sub-categories as it wishes, up to the 10-entry limit, by submitting a separate entry for each.
- Each entry is registered for one award category and incurs an **entry nomination registration fee of LKR 45,000**.
- **Solution providers:** technology vendors, system integrators and solution providers apply their clients' achievements, not their products (Section 2.3). Solution partner details and, where applicable, the client's consent letter are captured in Round 2 (Section 3.4).
- **Transformation leader (optional):** when submitting an entry, an organization may also nominate its transformation leader for the **Innovation Leadership Awards** by selecting the leader nomination option. The nomination is assessed on the Innovation Leadership dimensions (Section 4.2). A leader nomination is a separate entry: it incurs its own registration fee of LKR 45,000 and counts towards the 10-entry limit.
- Where an organization nominates entries in more than one category, a presentation to each category's judging panel is required. Because the judging criteria differ for each category, prepare a separate presentation for each, focused on that category's criteria (see Section 4.2).



## 2.6 Payment Instructions

The entry fee of **LKR 45,000 per entry** can be paid in either of two ways:

- **Online (credit or debit card):** FITIS will share a payment-gateway link to initiate the payment.
- **Manual payment (bank transfer):** transfer the fee to the account below and upload your payment confirmation.

Once FITIS has verified your payment, you will receive an email inviting you to log in and complete Round 2.

- Entry fees are not refunded under any circumstances.
- A participant who wishes to withdraw must inform FITIS in writing up to two weeks before the final ceremony.

| Bank details   |                                                     |
|----------------|-----------------------------------------------------|
| Account Name   | Federation of Information Technology Guarantee Ltd. |
| Account Number | 1000072370                                          |
| Bank Name      | Commercial Bank                                     |
| Branch Name    | Colombo 07 Branch                                   |



## SECTION 3: THE REGISTRATION PROCESS FOR ENTRY NOMINATION

This section describes how to nominate and register entries for the Digital Excellence Awards competition, and how to prepare a strong submission.

### 3.1 Registration Rules and Key Dates

- FITIS provides registration for entries through the Digital Excellence Awards website ([www.digitalexcellenceawards.lk/](http://www.digitalexcellenceawards.lk/) [www.dexawards.lk/](http://www.dexawards.lk/)).
- Registration opened with the official launch on **4 August 2026** and closes with the submission deadline on **9 October 2026**.
- The registration form for each nominated entry must be completed and submitted electronically through the website to the Awards Organizing Committee, using the prevailing competition registration form.
- In consultation with the Advisory Panel of Judges, FITIS finalizes the schedule for the judging sessions of each category (the "Presentation Schedule") and releases it to applicants on **22 October 2026**, before the presentation sessions begin.

### Key dates for the 2026 competition:

| Milestone                                                              | Date                                  |
|------------------------------------------------------------------------|---------------------------------------|
| Official launch and registration opens                                 | 4 August 2026                         |
| Submissions close                                                      | 9 October 2026                        |
| Round 2- Deadline for entry summary and supporting evidence submission | 14 October 2026                       |
| Round 2: Deadline for survey questionnaire submission                  | 19 October 2026                       |
| Presentations                                                          | 26 October to 06 November 2026        |
| Judging: document verification and site visits                         | 19 October to 06 November 2026        |
| Digital Excellence Conclave and Awards Ceremony                        | 19 November 2026 — Shangri-La Colombo |

### 3.2 The Entry Journey — Ten Steps

Every entry follows the same journey, from sign-up to the Awards Ceremony.

| Step | Stage                                        | What happens and what you need to do                                                                                                                                                                                                    |
|------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Sign up                                      | Create your organization account on the Digital Excellence Awards website and provide your organization and contact details (see Section 3.3).                                                                                          |
| 2    | Select category/s                            | Choose categories that best fits your initiative, using the quick guide in Section 2.4.                                                                                                                                                 |
| 3    | Round 1: Self-assessment (Categories 1 to 5) | Categories 1 to 5 complete the self-assessment questionnaire for their category, rating the organization's maturity on each assessment dimension using the five-level scale in Section 4.1. Categories 6 to 8 do not complete a survey. |
| 4    | Pay the entry fee                            | Pay LKR 45,000 per entry, online by card or by bank transfer with an uploaded payment confirmation (see Section 2.6). FITIS verifies your payment and emails you an invitation to log in and complete Round 2.                          |



| Step | Stage                        | What happens and what you need to do                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5    | Round 2: Detailed submission | Complete the entry summary and attach supporting evidence (see Sections 3.4 to 3.6). <b>Categories 1 to 5</b> also answer the survey questions for their category on the Judgify platform. <b>Categories 6 to 8</b> do not complete a survey; they prepare to present against the Presentation Guidelines in Annex B. Include your solution partner details and, where a solution provider submits on the client's behalf, the signed client consent letter (Annex A). |
| 6    | First-round judging          | <b>Categories 1 to 5:</b> FITIS administrative staff review your documentation; judges are allocated; a preliminary review is carried out by the judges; marks are reconciled; and entries are shortlisted for the final round. <b>Categories 6 to 8:</b> FITIS administrative staff review your documentation for completeness and eligibility. Make sure every section and evidence item is complete before you submit.                                              |
| 7    | Presentation scheduling      | FITIS appoints a coordinator, confirms judge availability, schedules the judging calendar and conducts a dry run. Applicants receive their Presentation Schedule before judging begins.                                                                                                                                                                                                                                                                                |
| 8    | Final-round judging          | Documents are verified, and you present your entry face-to-face to the judging panel (see Section 3.7).                                                                                                                                                                                                                                                                                                                                                                |
| 9    | Site visit                   | Site visits may be arranged so that judges can see the initiative in operation. Be ready to make the relevant people, systems and evidence available.                                                                                                                                                                                                                                                                                                                  |
| 10   | Awards Ceremony              | Winners are announced at the Digital Excellence Conclave and Awards Ceremony.                                                                                                                                                                                                                                                                                                                                                                                          |

### 3.3 Information Required at Sign-Up

| Field                   | What to provide                                                                                                                                                                                                                                                                               |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organization name       | The registered name of the applicant organization.                                                                                                                                                                                                                                            |
| Organization address    | The registered or operational address in Sri Lanka.                                                                                                                                                                                                                                           |
| Organization sector     | The industry sector of the organization.                                                                                                                                                                                                                                                      |
| Company website link    | The organization's website address.                                                                                                                                                                                                                                                           |
| Primary contact         | Full name, designation, email address and mobile number of the person responsible for the entry.                                                                                                                                                                                              |
| Alternate contact       | A second contact who can respond if the primary contact is unavailable.                                                                                                                                                                                                                       |
| Government entries only | Organization type (ministry, department, statutory body, state-owned enterprise, provincial council or local authority), level of government and district, and consent for the entry's scores to be used in aggregated form in the national digital government maturity report (Section 4.4). |

### 3.4 Round 2: Preparing Your Detailed Submission

The detailed submission has two parts. The **entry summary** describes your initiative and must be completed by **all categories**. The **survey questions** are completed by **Categories 1 to 5 only**: Digital Customer Experience, Business Model Transformation, Autonomous Operations (AIOps), Intelligent Workforce and Partner Ecosystem, and Exponential Digital Trailblazer. The survey questions follow the assessment dimensions in Section 4.2; each



dimension is broken down into sub-questions, and each sub-question is answered with a narrative response and supporting evidence.

| Entry summary field                  | What to provide                                                                  | Limit            |
|--------------------------------------|----------------------------------------------------------------------------------|------------------|
| General background                   | The background to your selected category or transformative project (initiative). | 500 characters   |
| Summary of the business case         | The overall business case for the initiative.                                    | 750 characters   |
| Elaboration of the initiative        | What the initiative is and how it works.                                         | 1,250 characters |
| Purpose of the initiative            | Why the initiative was undertaken.                                               | 1,250 characters |
| Objective of the initiative          | The objectives the initiative set out to achieve.                                | —                |
| Project team expertise               | Select one: in-house, external, or both internal and external.                   | Selection        |
| Major achievements                   | The most significant results delivered.                                          | —                |
| Recognitions (local / international) | Awards and recognitions received for the initiative.                             | 250 characters   |
| Success stories                      | Examples of success from customers, citizens or users.                           | 500 characters   |
| Economic and social positive impact  | The economic and social benefits created.                                        | 500 characters   |
| Overall benefit to the organization  | The overall benefit to your organization.                                        | 500 characters   |

#### CATEGORIES 6 TO 8: NO SURVEY

Applicants in Industrial Digital Transformation, the Digital Innovation Awards and the Innovation Leadership Awards do not complete survey questions. Prepare your presentation using the **Presentation Guidelines** in Annex B, which list the topics the judges will assess, and upload your supporting evidence with your entry.

### Applicant type, solution partner and client consent

If a technology vendor, system integrator or solution provider is involved in the initiative, provide the details below (see Section 2.3 for the routes available).

| Field                                             | What to provide                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Applying as                                       | Select one: (a) client organization; (b) joint application by the client and its solution provider; (c) solution provider submitting on the client's behalf.                                                                                                                                                                                                       |
| Solution partner details (if any)                 | <ul style="list-style-type: none"> <li>Name of the technology vendor, system integrator or solution provider</li> <li>Registered address and website</li> <li>Contact person, designation, email and mobile number</li> <li>Role in the initiative (for example, platform supplier, implementer, managed service provider) and the solution implemented</li> </ul> |
| Client details (when a solution provider applies) | Client organization name, contact person, designation, email and mobile number.                                                                                                                                                                                                                                                                                    |
| Authorized presenter                              | Name and designation of the person who will present. In a joint application, the solution provider may present on behalf of the customer.                                                                                                                                                                                                                          |
| Client consent letter                             | Required when the client authorizes the solution provider to submit the application on its behalf. Upload the signed letter on the client's letterhead. A draft is provided in Annex A.                                                                                                                                                                            |

**SOLUTION PROVIDERS: HOW YOUR APPLICATION IS EVALUATED**

- Evaluation is based on **adoption and evidence** — what the client has adopted and the measurable results it has achieved — not on the capabilities of the product.
- Describe the client's outcomes and attach the client's evidence, rather than product brochures or feature lists.
- Where the client has authorized you to submit, keep the signed letter with your records and upload it with the submission.

**Optional: nominate your transformation leader**

To nominate the leader of your transformation for the Innovation Leadership Awards, provide the details below. FITIS will share a Microsoft Form for this nomination.

| Field                        | What to provide                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leader's full name           | The person nominated.                                                                                                                                                                                                                                                                                                                                                                                                  |
| Designation and organization | The nominee's role in the organization that led the transformation (the client organization, where a solution provider applies).                                                                                                                                                                                                                                                                                       |
| Email and mobile number      | Contact details for the nominee.                                                                                                                                                                                                                                                                                                                                                                                       |
| Leadership summary           | The transformation the leader has led and its measurable impact, addressing the Innovation Leadership dimensions in Section 4.2: vision and strategic innovation leadership; culture of innovation and change management; technology adoption and digital transformation; impact-driven innovation and business value; collaboration and ecosystem influence; and sustainability and ethical leadership in innovation. |

**TIPS FOR STRONG RESPONSES**

- Explain acronyms and give context.
- Lead with outcomes. Quantify results — for example, time saved, cost reduced, users reached, revenue generated — and show before-and-after comparisons.
- Answer every sub-question, and describe both **what** you did and **how** you measure success (the KPIs you track and how they drive continuous improvement).
- Keep to the character limits and focus on the initiative you are nominating, not your organization in general.
- Complete the self-assessment honestly. Your self-assessment score is visible only to the Head Judge of your panel, not to the other judges.

**3.5 Supportive Evidence**

Supportive evidence shows judges that your responses are real, current and measurable. Categories 1 to 5 attach evidence to each survey sub-question; Categories 6 to 8 upload evidence for the topics in Annex B. Examples of the evidence judges look for are shown below.

**SUBMIT AS MUCH EVIDENCE AS YOU CAN**

- Supporting evidence is verified by certified auditors, and their findings are shared with the judges (see Section 3.6). The more evidence you provide, the more of your claims can be verified.
- Include certificates, audit reports, policies, procedures and records — not only summaries and screenshots.
- Evidence that is complete, current and specific to the nominated initiative is easier to validate.



| Track                                                                                              | Examples of supportive evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>All categories</b>                                                                              | <ul style="list-style-type: none"> <li>• Extracts of strategy, roadmap and investment documents (for example, a digital transformation strategy or CX roadmap)</li> <li>• KPI dashboards, performance and uptime reports, and before-and-after comparisons</li> <li>• Case studies with measurable outcomes and return on investment</li> <li>• Third-party certifications and audit reports (for example, ISO/IEC 27001, SOC 2)</li> <li>• Governance frameworks, policies and committee records</li> </ul>                                                                                                                                                                                                          |
| <b>Digital Government Excellence Awards — Smart City Services &amp; Engagement Award</b>           | <ul style="list-style-type: none"> <li>• Smart city strategy document, governance framework and multi-stakeholder agreements or MoUs</li> <li>• Public dashboards and open data portal usage reports</li> <li>• System architecture, API and interoperability documentation</li> <li>• Cybersecurity policies, incident response and disaster recovery plans</li> <li>• IoT-based energy, water and waste management reports and sustainability dashboards</li> <li>• Service-centre, kiosk and assisted-channel records showing how physical and digital touchpoints work together</li> <li>• Transport and mobility service data, such as journey information, ticketing and service performance reports</li> </ul> |
| <b>Digital Innovation Awards sub-categories- Digital Government Excellence Awards</b>              | <ul style="list-style-type: none"> <li>• Online service portal and mobile public-service applications; online service delivery performance report</li> <li>• Citizen feedback and grievance redress (GRM) portal; service standards; feedback response publication</li> <li>• Open data portal and open government portal content</li> <li>• Government interoperability framework and government service bus (GSB) operational reports; e-payment services</li> <li>• Data governance arrangements, data protection and privacy compliance evidence</li> <li>• Digital skills and public sector innovation strategies and program reports</li> </ul>                                                                 |
| <b>Digital Innovation Awards sub-categories (EdTech, HealthTech, FinTech, AgriTech and others)</b> | <ul style="list-style-type: none"> <li>• Technology architecture and scalability strategy; cybersecurity and business continuity framework</li> <li>• Regulatory compliance and data governance reports</li> <li>• Customer journey maps, NPS/CSAT reports and accessibility compliance evidence</li> <li>• Business model, pricing and financial KPI documentation</li> <li>• Partnership agreements, regulatory sandbox participation and sector impact case studies</li> </ul>                                                                                                                                                                                                                                     |

Follow these principles when preparing evidence:

- Map every document to the sub-question it supports and name the file accordingly (for example, “A2 – customer insights report”).
- Prefer short extracts of corporate documents to full-length documents, and point the judges to the relevant page or section.
- Redact personal data and commercially sensitive information.
- Submit evidence you can substantiate — documents may be verified during document verification and site visits, and certified auditors validate the relevant controls.
- If FITIS asks for documentary proof, provide it within 5 working days. Otherwise your entry may be disqualified.



### 3.6 International Standards and Compliance Certification

Along with the supporting evidence, FITIS also considers alignment with relevant international standards and compliance certifications. These certifications and alignments are not mandatory requirements for participation or evaluation. However, providing relevant certification or control evidence can provide an added advantage by demonstrating that the initiative is built and operated in accordance with recognized international standards.

CPG Global's certified auditors validate the relevant controls against the evidence submitted. While certification is not a prerequisite, such independent validation and supporting evidence can strengthen the submission, provide additional assurance to the judges, and enhance the overall credibility of the initiative when competing for the highest levels of recognition.

#### How auditor findings are used

- CPG Global's auditors verify your evidence against the standards and controls mapped to your category. Their **findings are shared with the judges**.
- Certification is not mandatory. An entry is not marked down solely because it holds no certificate.
- Judges consider any **major lapse** identified in the findings before an award is confirmed. A major lapse is a finding that materially undermines a claim or a control the entry relies on.
- Evidence for **Gold and Silver** awards is scrutinized more closely. Entries in those bands may be asked, through the Secretariat, for clarification or further evidence, to be provided within 5 working days.

#### What to submit

- **Certificates:** a copy of each relevant certificate showing its scope, the issuing certification body and its validity dates, together with your most recent audit report where available.
- **Control evidence:** policies, procedures, risk assessments, logs, test results and management records that show the controls operating in practice — including where you are not yet certified.
- **As much as possible:** the more evidence you provide, the more of the relevant controls the auditors can validate. Keep evidence current and specific to the initiative you are nominating.

#### Standards checked

| Standard                                         | Area                                        | Examples of evidence                                                                                                                    |
|--------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| ISO/IEC 27001                                    | Information security management             | ISMS scope and certificate, risk assessment, Statement of Applicability, security policies, access control and incident records         |
| ISO/IEC 27701                                    | Privacy information management              | Privacy policy and objectives, records of processing, privacy impact assessments, data subject request handling                         |
| ISO 9001                                         | Quality management                          | Quality policy and objectives, KPI monitoring, customer satisfaction results, corrective actions, management review, competence records |
| ISO/IEC 20000-1                                  | IT service management                       | Service catalogue, service level agreements and performance reports, incident and change records, continual improvement                 |
| ISO 22301                                        | Business continuity management              | Business impact analysis, continuity plans, exercise and test results, recovery objectives                                              |
| ISO/IEC 42001                                    | AI management system                        | AI policy, AI risk and impact assessments, AI system lifecycle controls, oversight and ethical use                                      |
| Environmental management (for example ISO 14001) | Environmental and sustainability management | Environmental policy and objectives, environmental performance and compliance records                                                   |



## Standards checked by category

| Category                                                                                            | Standards checked (not mandatory, but having met will be an advantage)                                      |
|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| 1. Digital Customer Experience                                                                      | ISO 9001; ISO/IEC 20000-1; ISO/IEC 27001; ISO/IEC 27701                                                     |
| 2. Business Model Transformation                                                                    | ISO 9001; ISO/IEC 20000-1; ISO/IEC 27001; ISO/IEC 27701; ISO 22301                                          |
| 3. Autonomous Operations (AIOps)                                                                    | ISO 9001; ISO/IEC 20000-1; ISO/IEC 27001; ISO 22301; ISO/IEC 42001                                          |
| 4. Intelligent Workforce and Partner Ecosystem                                                      | ISO 9001; ISO/IEC 20000-1; ISO/IEC 27001; ISO/IEC 42001                                                     |
| 5. Exponential Digital Trailblazer Award                                                            | ISO 9001; ISO/IEC 20000-1; ISO/IEC 27001; ISO/IEC 27701; ISO 22301; ISO/IEC 42001; environmental management |
| 6. Industrial Digital Transformation; 7. Digital Innovation Awards; 8. Innovation Leadership Awards | ISO/IEC 27001:2022; ISO/IEC 20000-1:2018; ISO/IEC 27701:2025; ISO/IEC 29100:2024; ISO/IEC 42001:2023        |

## 3.7 Preparing for the Face-to-Face Presentation

Entries that reach the final round present to the judging panel for their category. The same format applies to all categories:

| Session element                       | Time allowed      |
|---------------------------------------|-------------------|
| Presentation equipment set-up         | 3 minutes         |
| Presentation and demonstration        | 10 minutes        |
| Questions and answers                 | 15 minutes        |
| Disassembly of presentation equipment | 2 minutes         |
| <b>Total</b>                          | <b>30 minutes</b> |

- Report to the judging secretariat **at least 15 minutes** before your scheduled presentation time.
- Your presentation is made to a judging panel of at least three judges, led by a Head Judge, and is delivered in English.
- A maximum of **5 presenters** per entry is allowed.
- Photography, video and audio recording by entry representatives are not permitted. Observers are not admitted, except Advisory Panel members or with the Chief Judge's approval.
- Categories 6 to 8: your presentation is assessed against the Presentation Guidelines in Annex B.
- Use your 10 minutes to show impact: a concise overview, a demonstration where possible, and your key results.
- In a joint application, the solution provider presents on behalf of the customer. Focus on adoption and evidence of the client's results, not on product capabilities.



## SECTION 4: JUDGING CRITERIA AND ATTRIBUTES

This section explains how entries are evaluated: the scoring approach, the assessment dimensions for each category, and how awards are decided. Judging criteria and attributes are weighted for each category.

### 4.1 How Entries Are Evaluated

Entries pass through the following evaluation stages:

- Categories 1 to 5 — Round 1: self-assessment.** You rate your organization's maturity on each assessment dimension using the five-level scale below.
- Categories 1 to 5 — Round 2: detailed submission.** You answer the survey questions and provide supporting evidence. Administrative staff review your documentation and judges carry out a preliminary review; marks are reconciled and entries with a first-round score of at least 60 out of 100 are shortlisted for the final round.
- Categories 6 to 8 — entry and evidence.** You submit your entry summary and supporting evidence. Administrative staff review your documentation for completeness and eligibility. There is no survey.
- All categories — evidence verification.** CPG Global's certified auditors verify supporting evidence against the mapped standards and controls, and their findings are shared with the judges (see Section 3.6).
- All categories — final round: presentation.** Entries present face-to-face to the judging panel, after document verification. Categories 6 to 8 present against the Presentation Guidelines (Annex B). Site visits may follow.

#### EVALUATION PRINCIPLE

Entries are evaluated on **adoption and evidence** — the results actually achieved — and **not on the capabilities of a product or solution**. This applies to every entry, and in particular to applications made with, or by, a solution provider.

#### Round 1 maturity scale (Categories 1 to 5)

| Level                   | Stage of maturity                                                 | Score |
|-------------------------|-------------------------------------------------------------------|-------|
| Level 1 — Considering   | The need has been recognized and options are being explored.      | 1     |
| Level 2 — Planning      | Plans, resources and responsibilities are being defined.          | 2.5   |
| Level 3 — Evaluating    | Pilots or early implementations are being tested and assessed.    | 5     |
| Level 4 — Executing     | The capability is implemented and operating.                      | 7.5   |
| Level 5 — Fully Evolved | The capability is embedded, optimized and continuously improving. | 10    |

#### How judges score

Judges score each attribute from 1 to 10 against the stated attributes. A score of zero is not permitted.

| Score  | Meaning                                   |
|--------|-------------------------------------------|
| 1 – 2  | Makes no attempt to meet the attributes.  |
| 3 – 4  | Attempts to meet 25% of the attributes.   |
| 5 – 6  | Achieves 50% of the attributes.           |
| 7 – 8  | Achieves more than 75% of the attributes. |
| 9 – 10 | Exceeds all attributes.                   |



## 4.2 Assessment Dimensions by Category

Each category is assessed on the dimensions below. For Categories 1 to 5, every dimension is broken down into survey sub-questions, each answered with a narrative response and supporting evidence. For Categories 6 to 8, every dimension is broken down into presentation topics (Annex B). A transformation leader nominated alongside an entry (Section 2.5) is assessed on the Innovation Leadership Awards dimensions.

| Category                                                                                                                                                                                   | Assessment dimensions                                                                                                                                                                                                                                                                            | Assessed through                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| <b>1. Digital Customer Experience</b>                                                                                                                                                      | Customer; Strategy; Technology; Operations; Culture; Data                                                                                                                                                                                                                                        | Round 1, survey, evidence, presentation |
| <b>2. Business Model Transformation</b>                                                                                                                                                    | Value Creation & Digital Enablement; Value Proposition & Market Adaptation; Revenue & Monetization Models; Process & Operational Agility                                                                                                                                                         | Round 1, survey, evidence, presentation |
| <b>3. Autonomous Operations (AIOps)</b>                                                                                                                                                    | Vision & Strategy; Customer Feedback & Continuous Improvement; Operational Efficiency & Process Optimization; Agile & Adaptive Organizational Structure; Risk Management & Compliance in Automation; Technology & Tools for Seamless Integration                                                 | Round 1, survey, evidence, presentation |
| <b>4. Intelligent Workforce and Partner Ecosystem</b>                                                                                                                                      | Vision & Strategy; Technology & Tools for Productivity and Collaboration; Skills, Competency & Culture; Process Standardization & Governance; Value Creation & Performance Measurement                                                                                                           | Round 1, survey, evidence, presentation |
| <b>5. Exponential Digital Trailblazer Award</b>                                                                                                                                            | Digital Transformation & Innovation Strategy; Scalability & Sustainable Growth; Technology & Data-Driven Decision Making; Ecosystem & Community Engagement; Organizational Agility & Workforce Enablement; Risk Management & Governance                                                          | Round 1, survey, evidence, presentation |
| <b>6. Industrial Digital Transformation</b>                                                                                                                                                | Strategy & Leadership; Operations & Process Optimization; Technology & Infrastructure; Data & Analytical Maturity; Resource and Process; People, Ecosystem & Business Impact; Labour; Time to Market                                                                                             | Evidence, presentation                  |
| <b>7A. Digital Innovation Awards — Digital Government Excellence Awards (Formerly Digital Gov &amp; Public Services Award)</b>                                                             | Customer; Strategy; Technology & Data; Operation; Organization & Culture. Each topic is tagged to a GTMI pillar (Section 4.4)                                                                                                                                                                    | Evidence, presentation                  |
| <b>7A. Digital Government Excellence Awards — Smart City Services &amp; Engagement Award</b>                                                                                               | Strategic Intent & Governance; Digital Infrastructure & Technology Integration; Data-Driven Decision Making & Transparency; Citizen & Business Engagement; Sustainability & Smart Resource Management; Resilient & Adaptive City Operations. Each topic is tagged to a GTMI pillar (Section 4.4) | Evidence, presentation                  |
| <b>7B to 7K. Digital Innovation Awards — EdTech, FinTech, HealthTech, AgriTech, Smart &amp; Connected Cities, TravelTech, Manufacturing, Retail &amp; Logistics, Automotive, InsurTech</b> | Innovation & Digital Strategy; Technology & Digital Infrastructure; Data Governance, Security & Compliance; Customer & User Experience; Business Model Scalability & Financial Sustainability; Ecosystem Collaboration & Impact                                                                  | Evidence, presentation                  |
| <b>8. Innovation Leadership Awards</b>                                                                                                                                                     | Vision & Strategic Innovation Leadership; Culture of Innovation & Change Management; Technology Adoption & Digital Transformation; Impact-Driven Innovation & Business Value; Collaboration & Ecosystem Influence; Sustainability & Ethical Leadership in Innovation                             | Evidence, presentation                  |



### 4.3 How Awards Are Decided

The award level reflects the digital transformation maturity demonstrated by the entry. Each category judging panel determines winners from the compiled final scores. Entries with a total score of at least **70 out of 100** are eligible for Gold, Silver or Bronze. Awards are given on this scheme:

| Total score | Award         | Number available per category judging panel                                              |
|-------------|---------------|------------------------------------------------------------------------------------------|
| 90 or above | Gold Winner   | 1                                                                                        |
| 80 to 89    | Silver Winner | 1                                                                                        |
| 70 to 79    | Bronze Award  | Up to 3                                                                                  |
| 60 to 69    | Merit Award   | Up to 2, at the discretion of the Chief Judge in consultation with the judging committee |

- Where entries tie, the Head Judge leads the panel in further deliberation. There can be only one Gold Winner per category judging panel, and the number available in a band is never exceeded.
- A **Merit Award** may be presented, at the discretion of the Chief Judge in consultation with the judging committee, to encourage applicants whose entries do not receive a winner award.
- Before any award is confirmed, judges consider any **major lapse** identified in the auditor findings. Evidence for **Gold and Silver** awards is scrutinized more closely (Section 3.6).
- Judges are bound by a Code of Ethics: they must be impartial, declare and avoid conflicts of interest, and keep all entry information, scores and results confidential.

### 4.4 Digital Government Maturity Scoring and Indexing

Digital Government Excellence entries are scored on the same 1-to-10 scale as every other category. In addition, every presentation topic is tagged to one of the four focus areas of the World Bank's GovTech Maturity Index (GTMI). Each entry therefore receives **four pillar scores** and an **overall GovTech maturity score**, read together with ICTA's Digital Maturity Model (DMM) for the Government of Sri Lanka.

| GTMI pillar                              | What it measures                                                                                                                                                                                                   | Topics scored                                          |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <b>CGSI — Core Government Systems</b>    | Whole-of-government platforms: cloud and shared infrastructure, interoperability, enterprise architecture and data exchange, core systems such as finance, HR, tax and customs, and the security of those systems. | B.3: C1, C2, C3<br>B.4: B1, B2, B3, C3, F3             |
| <b>PSDI — Public Service Delivery</b>    | Maturity of online and assisted public services: citizen-centric design, universal accessibility, digital transactions and operational performance.                                                                | B.3: A1, D1, D2, D3<br>B.4: C1, D3, E1, E2, E3, F1, F2 |
| <b>DCEI — Digital Citizen Engagement</b> | Participation platforms, feedback and grievance mechanisms, transparency, open data and open government.                                                                                                           | B.3: A2, A3<br>B.4: A3, C2, D1                         |
| <b>GTEI — GovTech Enablers</b>           | Strategy, governance and institutions, policy and regulation, digital skills, leadership and innovation capacity.                                                                                                  | B.3: B1, B2, B3, E1, E2, E3<br>B.4: A1, A2, D2         |

How the scores are calculated and used:

- **Pillar score:** the average of the judges' scores for the topics tagged to that pillar, expressed out of 100.
- **Overall GovTech maturity score** = (CGSI + PSDI + DCEI + GTEI) ÷ 4, the same equal weighting the World Bank uses for the GTMI.



- The overall score decides the Tier 1 Overall award, and the pillar scores decide the Tier 2 pillar awards. Segment and special awards (Tiers 3 and 4) are decided on the total score, as for every other category.
- Each entry is also placed in a maturity group, mirroring the GTMI groups: **A** — Very high (75 or above); **B** — High (50 to 74); **C** — Medium (25 to 49); **D** — Low (below 25).
- Scores of individual organizations remain confidential under the judges' Code of Ethics. They are published only in aggregated form (by pillar, organization type, level of government and sector) in a national digital government maturity report, unless an organization agrees to be named.
- The Digital Government Leader of the Year Award is an individual award and is not included in the maturity index.

## 4.5 Further Information

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Further information about the categories and judging criteria is available on the Digital Excellence Awards website, [www.digitalexcellenceawards.lk](http://www.digitalexcellenceawards.lk). If you have questions about which category suits your entry, contact the Awards Secretariat before you register (see Section 5).



## SECTION 5: CONTACT DETAILS

For questions about categories, eligibility, registration or payment, please contact the Digital Excellence Awards Secretariat at FITIS.

|                  |                                                                                                       |
|------------------|-------------------------------------------------------------------------------------------------------|
| <b>Contact</b>   | <b>Tithira Kannangara</b> , Chief Executive Officer                                                   |
| <b>Email</b>     | digital@fitis.lk                                                                                      |
| <b>Telephone</b> | +94 77 068 6502/ +94 11 257 7103/ +94 71 711 9433                                                     |
| <b>Website</b>   | <a href="http://www.digitalexcellenceawards.lk/">www.digitalexcellenceawards.lk/</a> www.dexawards.lk |
| <b>Organizer</b> | Federation of Information Technology Industry Sri Lanka (FITIS)                                       |



## ANNEX A: DRAFT CLIENT CONSENT AND AUTHORIZATION LETTER

### HOW TO USE THIS LETTER

- Use this letter when a client authorizes a technology vendor, system integrator or solution provider to submit (and present) an application on the client's behalf (Section 2.3).
- Print it on the **client's letterhead**, replace the highlighted text, have it signed by an authorized signatory of the client, and upload it with the Round 2 submission.

[Client letterhead]

Date: [DD Month 2026]

The Awards Secretariat  
FITIS Digital Excellence Awards and Conclave 2026  
Federation of Information Technology Industry Sri Lanka (FITIS)  
Email: digital@fitis.lk

**Subject: Authorization to submit and present an application to the FITIS Digital Excellence Awards 2026 on behalf of**  
[Client Organization Name]

Dear Sir / Madam,

- 1. Authorization.** [Client Organization Name], of [registered address] ("the Client"), authorizes [Solution Provider Name], of [registered address] ("the Solution Provider"), to submit the application titled "[Initiative Title]" to the FITIS Digital Excellence Awards 2026, under the category [Award Category], on the Client's behalf.
- 2. Presentation and correspondence.** The Client authorizes the Solution Provider to present the application to the judging panel and to correspond with FITIS about the application on the Client's behalf.
- 3. The Client's achievement.** The Client confirms that the initiative described in the application was implemented in its organization, and that the results and evidence submitted are the Client's own and are accurate and complete to the best of its knowledge.
- 4. Verification.** The Client consents to the verification of the application — including document verification, site visits, and validation of its evidence, certifications and controls by the certified auditors of CPG Global — and will make the relevant people, systems and records available.
- 5. Use of information.** The Client understands that its information and evidence will be shared with the judges and auditors for the sole purpose of evaluating the application.
- 6. Recognition (optional).** The Client agrees that FITIS may publish the name of the Client and the title of the application in awards communications if the application is shortlisted or receives an award.
- 7. Validity.** This authorization applies to the Digital Excellence Awards 2026 competition, up to and including the Awards Ceremony, unless withdrawn by the Client in writing.

Yours faithfully,

|                                                        |                                                 |
|--------------------------------------------------------|-------------------------------------------------|
| <b>For and on behalf of</b> [Client Organization Name] | <b>Acknowledged by</b> [Solution Provider Name] |
| Signature: _____                                       | Signature: _____                                |
| Name: _____                                            | Name: _____                                     |
| Designation (authorized signatory): _____              | Designation: _____                              |
| Date: _____                                            | Date: _____                                     |
| Company seal: _____                                    | Company seal: _____                             |



## ANNEX B: PRESENTATION GUIDELINES FOR CATEGORIES 6 TO 8

Applicants in Categories 6 to 8 do **not** complete survey questions. Instead, you present against the topics below. Judges score each topic from 1 to 10 after your presentation, the questions, and any site visit, using the same scale and award levels as every other category (Section 4). The same guidelines are given to the judges.

### B.1 How to structure your session

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- The session lasts 30 minutes: 3 minutes set-up, **10 minutes presentation and demonstration**, 15 minutes questions and answers, 2 minutes disassembly.
- Cover every dimension briefly, spending more time where your entry is strongest. Lead with results.
- Show evidence for each topic: real data, real users, real records. Bring the evidence you uploaded with your entry.
- A demonstration should show the solution in real use. You may be asked to show the evidence behind any number.
- In a joint application, the solution provider presents on behalf of the customer, and the presentation must focus on the client's adoption and results.



## B.2 Category 6: Industrial Digital Transformation

Present against the eight dimensions below.

| Code                                                                                                                       | Cover in your presentation                                                                                                          | Evidence you can show                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A. Strategy &amp; Leadership</b>                                                                                        |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <i>How does your organization define, lead, and sustain its digital transformation strategy for industrial operations?</i> |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <b>A1</b>                                                                                                                  | Does your organization have a clear digital vision and roadmap guiding its industrial transformation, and how is it structured?     | 1. Digital Transformation Strategy & Roadmap Document — board/leadership-approved vision, milestones, and timeline<br>2. Steering Committee Meeting Minutes — evidence the roadmap is reviewed and revised<br>3. Roadmap Progress Report/Dashboard — status against milestones to date |
| <b>A2</b>                                                                                                                  | How does senior leadership demonstrate and sustain commitment to the organization's digital and Industry 4.0 agenda?                | 1. Digital Governance Charter/Steering Committee ToR — defines leadership roles and mandate<br>2. Executive/Board Meeting Minutes referencing digital initiatives — evidence of active oversight<br>3. Organization Chart showing CDO/Transformation Office reporting line             |
| <b>A3</b>                                                                                                                  | What level of investment does your organization direct toward digital and Industry 4.0-related innovation, and how is it allocated? | 1. Digital/Industry 4.0 Investment Budget or Capex-Opex Allocation Report<br>2. R&D Expenditure Report showing digital/Industry 4.0 share<br>3. Business Case/ROI Approval Records for funded initiatives                                                                              |
| <b>A4</b>                                                                                                                  | How does your organization prepare its workforce and culture for the changes brought by digital transformation?                     | 1. Change Management & Communication Plan<br>2. Training Attendance Records & Digital Literacy Programme Reports<br>3. Employee Readiness/Adoption Survey Results                                                                                                                      |
| <b>B. Operations &amp; Process Optimization</b>                                                                            |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <i>How does your organization apply Industry 4.0 technologies to optimize its operational processes?</i>                   |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <b>B1</b>                                                                                                                  | How integrated are your automation and control systems across production processes?                                                 | 1. Automation/SCADA-PLC System Architecture Documentation<br>2. Process Integration Audit Report or System Inventory<br>3. Before/After Efficiency Metrics for Automated Processes                                                                                                     |
| <b>B2</b>                                                                                                                  | How does your organization use predictive maintenance and asset performance data to manage equipment?                               | 1. Predictive Maintenance Programme Documentation & Sensor Deployment List<br>2. Maintenance/Downtime Performance Report (MTBF, MTTR trends)<br>3. CMMS/EAM System Extract or Screenshot                                                                                               |
| <b>B3</b>                                                                                                                  | Does your organization use digital twins to model, simulate, or monitor physical assets or processes?                               | 1. Digital Twin Architecture & Data-Synchronization Documentation<br>2. Decision Log showing a digital-twin-informed operational decision<br>3. System Screenshot or Demonstration Recording of the live model                                                                         |
| <b>B4</b>                                                                                                                  | How does your organization capture and visualize operational KPIs across its production processes?                                  | 1. KPI Dashboard Screenshot/Production Visibility System Extract<br>2. KPI Definition & Reporting Standard Document<br>3. Escalation/Issue-Resolution Log tied to dashboard alerts                                                                                                     |
| <b>C. Technology &amp; Infrastructure</b>                                                                                  |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <i>How mature is your organization's technology and infrastructure foundation for supporting Industry 4.0 initiatives?</i> |                                                                                                                                     |                                                                                                                                                                                                                                                                                        |
| <b>C1</b>                                                                                                                  | How ready is your organization's IoT architecture to support connected sensors, devices, and machines at scale?                     | 1. IoT Architecture & Network Topology Documentation<br>2. Device/Sensor Inventory and Connectivity Standard<br>3. IoT Platform Scalability/Capacity Report                                                                                                                            |
| <b>C2</b>                                                                                                                  | How does your organization secure its connected industrial systems and ensure compliance with relevant standards?                   | 1. Cybersecurity Policy & OT Security Framework<br>2. Third-Party Security Audit Report or Certification (e.g., ISO/IEC 27001)<br>3. Cyber Incident Response Plan & Test/Drill Records                                                                                                 |



| Code                                                                                                                                                | Cover in your presentation                                                                                                             | Evidence you can show                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>C3</b>                                                                                                                                           | What connectivity and edge computing capabilities does your organization use to support real-time industrial operations?               | <ol style="list-style-type: none"> <li>1. Network &amp; Connectivity Infrastructure Diagram</li> <li>2. Edge Computing Deployment Documentation</li> <li>3. Latency/Performance Test Report for time-sensitive use cases</li> </ol>                               |
| <b>C4</b>                                                                                                                                           | How does your organization manage and integrate data across disparate systems and sources?                                             | <ol style="list-style-type: none"> <li>1. Data Integration Architecture Document (middleware/API/data lake)</li> <li>2. System Interface Inventory (ERP-MES-SCADA connections)</li> <li>3. Data Quality/Consistency Audit Report</li> </ol>                       |
| <b>D. Data &amp; Analytical Maturity</b>                                                                                                            |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <i>How mature is your organization's ability to acquire, analyze, and act on operational data?</i>                                                  |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <b>D1</b>                                                                                                                                           | How does your organization capture and visualize operational data from across its processes?                                           | <ol style="list-style-type: none"> <li>1. Data Capture Architecture Documentation (automated sensors vs. manual entry)</li> <li>2. Visualization Dashboard Screenshot</li> <li>3. Data Coverage Report — proportion of process under automated capture</li> </ol> |
| <b>D2</b>                                                                                                                                           | To what extent has your organization adopted advanced analytics (e.g., predictive or prescriptive models) in its operations?           | <ol style="list-style-type: none"> <li>1. Analytics Use-Case Documentation/Model Inventory</li> <li>2. Case Study with Quantified Operational Improvement</li> <li>3. Analytics Platform/Tool Licence or Deployment Record</li> </ol>                             |
| <b>D3</b>                                                                                                                                           | What decision support systems does your organization use to translate data insights into operational actions?                          | <ol style="list-style-type: none"> <li>1. Decision Support System Documentation/Workflow Diagram</li> <li>2. Decision Log showing system-informed or system-triggered actions</li> <li>3. System Screenshot of Recommendation/Alert Output</li> </ol>             |
| <b>D4</b>                                                                                                                                           | How does your organization govern data quality, ownership, and access across the organization?                                         | <ol style="list-style-type: none"> <li>1. Data Governance Policy &amp; Ownership Framework</li> <li>2. Data Access Control Matrix/RACI</li> <li>3. Data Quality Audit or Governance Committee Minutes</li> </ol>                                                  |
| <b>E. Resource and Process</b>                                                                                                                      |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <i>How does your organization use digital technologies to optimize resource and process efficiency?</i>                                             |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <b>E1</b>                                                                                                                                           | How does your organization monitor and optimize energy consumption across its industrial operations?                                   | <ol style="list-style-type: none"> <li>1. Energy Monitoring System Documentation/Meter Data Extract</li> <li>2. Energy Optimization Initiative Report with Cost/Consumption Savings</li> <li>3. Utility Billing Comparison (before/after)</li> </ol>              |
| <b>E2</b>                                                                                                                                           | How does your organization deploy IoT sensors and devices to improve process intelligence?                                             | <ol style="list-style-type: none"> <li>1. IoT Deployment Inventory (sensor types, coverage, purpose)</li> <li>2. Use-Case Documentation linking sensor data to a decision or action</li> <li>3. IoT Data Dashboard Screenshot</li> </ol>                          |
| <b>E3</b>                                                                                                                                           | How does your organization use real-time data to optimize process yield?                                                               | <ol style="list-style-type: none"> <li>1. Process Control System Documentation (APC/SPC configuration)</li> <li>2. Yield/Throughput Performance Report (before/after)</li> <li>3. Process Optimization Case Study</li> </ol>                                      |
| <b>F. People, Ecosystem &amp; Business Impact</b>                                                                                                   |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <i>How does your organization ensure digital transformation delivers measurable business value while enabling its people and partner ecosystem?</i> |                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| <b>F1</b>                                                                                                                                           | How does your organization equip its workforce with the skills and tools needed for digital operations?                                | <ol style="list-style-type: none"> <li>1. Digital Skills Training Programme &amp; Attendance Records</li> <li>2. Digital Tools Rollout/Adoption Report for Frontline Workers</li> <li>3. Workforce Digital Readiness Assessment</li> </ol>                        |
| <b>F2</b>                                                                                                                                           | How does your organization collaborate with technology partners, suppliers, and industry bodies to advance its digital transformation? | <ol style="list-style-type: none"> <li>1. Partnership Agreements/MoUs with Technology or Industry Partners</li> <li>2. Standards Body/Consortium Membership Evidence</li> <li>3. Joint Pilot or Collaboration Case Study</li> </ol>                               |
| <b>F3</b>                                                                                                                                           | How does your organization use remote monitoring and control to manage operations across sites?                                        | <ol style="list-style-type: none"> <li>1. Remote Monitoring/Control System Documentation</li> <li>2. Incident Log showing remotely resolved issues</li> <li>3. Response-Time Performance Report (on-site vs. remote)</li> </ol>                                   |
| <b>F4</b>                                                                                                                                           | How does your organization ensure its digital systems and processes scale reliably as operations grow?                                 | <ol style="list-style-type: none"> <li>1. System Scaling Roadmap/Multi-Site Rollout Plan</li> <li>2. Reliability/Uptime Performance Report Across Sites</li> <li>3. Post-Scale Incident or Performance Review</li> </ol>                                          |



| Code                                                                                                                                                     | Cover in your presentation                                                                                                                       | Evidence you can show                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| F5                                                                                                                                                       | How does your organization measure and demonstrate the return on investment from its digital initiatives?                                        | <ol style="list-style-type: none"> <li>1. ROI/Business Case Model for Digital Initiatives</li> <li>2. Financial or Operational Performance Report Tied to Initiative</li> <li>3. Investment Review/Post-Implementation Review Minutes</li> </ol>                                 |
| <b>G. Labour</b><br><i>How does your organization use digital technologies to enhance labour productivity and manage knowledge across its workforce?</i> |                                                                                                                                                  |                                                                                                                                                                                                                                                                                  |
| G1                                                                                                                                                       | How does your organization deploy collaborative robots or human-machine collaboration in its operations?                                         | <ol style="list-style-type: none"> <li>1. Collaborative Robot Deployment Documentation &amp; Safety Certification</li> <li>2. Productivity/Throughput Report Before and After Deployment</li> <li>3. Risk Assessment for Human-Robot Shared Workspace</li> </ol>                 |
| G2                                                                                                                                                       | How does your organization apply remote monitoring specifically to labour-related tasks, such as remote diagnostics or virtually guided service? | <ol style="list-style-type: none"> <li>1. Remote Diagnostics/Virtually Guided Support Programme Documentation</li> <li>2. Service Call/Site-Visit Reduction Report</li> <li>3. Remote Support Case Log</li> </ol>                                                                |
| G3                                                                                                                                                       | How does your organization use digital tools to manage and improve individual or team performance on the shop floor?                             | <ol style="list-style-type: none"> <li>1. Digital Performance Management System Documentation</li> <li>2. Shift/Team Performance Dashboard Screenshot</li> <li>3. Performance Review Record showing data-driven action</li> </ol>                                                |
| G4                                                                                                                                                       | How does your organization automate knowledge-based tasks beyond the shop floor?                                                                 | <ol style="list-style-type: none"> <li>1. Automated Workflow/RPA Documentation</li> <li>2. Task Automation Inventory with Before/After Time Study</li> <li>3. Redeployment Record of Freed-Up Staff Capacity</li> </ol>                                                          |
| G5                                                                                                                                                       | How does your organization capture, retain, and share operational knowledge across its workforce?                                                | <ol style="list-style-type: none"> <li>1. Knowledge Management System/Repository Documentation</li> <li>2. Knowledge Capture Procedure (SOP for documenting expertise)</li> <li>3. Usage/Reuse Report showing knowledge accessed across teams</li> </ol>                         |
| <b>H. Time to Market</b><br><i>How does your organization use digital technologies to accelerate time to market for new products and processes?</i>      |                                                                                                                                                  |                                                                                                                                                                                                                                                                                  |
| H1                                                                                                                                                       | How does your organization use simulation and rapid experimentation to accelerate product or process development?                                | <ol style="list-style-type: none"> <li>1. Simulation/Rapid Prototyping Tool Documentation (incl. 3D printing capability)</li> <li>2. Development-Cycle Time Report (before/after)</li> <li>3. Prototype/Experiment Log</li> </ol>                                                |
| H2                                                                                                                                                       | How does your organization apply concurrent engineering practices to shorten development timelines?                                              | <ol style="list-style-type: none"> <li>1. Concurrent Engineering Process Documentation/Cross-Functional Workflow</li> <li>2. Shared Digital Model/PLM System Evidence</li> <li>3. Development Timeline Comparison Report</li> </ol>                                              |
| H3                                                                                                                                                       | How does your organization involve customers or external partners in the product development process?                                            | <ol style="list-style-type: none"> <li>1. Customer Co-Creation Programme Documentation (configurator, crowdsourcing platform)</li> <li>2. Product Decision Log linking customer input to a feature/design change</li> <li>3. Customer Engagement Participation Report</li> </ol> |



## B.3 Category 7A: Digital Government Excellence Awards

Applies to every Digital Government Excellence Awards category except the Smart City Services & Engagement Award (Annex B.4) and the Digital Government Leader of the Year Award (Annex B.6). Present against the five dimensions below. The GTMI pillar shown under each topic code is the pillar score that topic contributes to (Section 4.4).

| Code                                                                                                                                                                                                                                        | Cover in your presentation                                                                                                                              | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A. Customer</b> · GTMI: PSDI · DCEI<br><i>To what extent does your organization deliver inclusive, citizen-centric digital services that build trust, encourage engagement, and optimize service experience?</i>                         |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>A1</b><br>PSDI                                                                                                                                                                                                                           | How does your organization ensure a seamless and inclusive digital experience for citizens across multiple service touchpoints?                         | 1. A comprehensive report or visual representation of the citizen journey, showcasing key touchpoints, pain points, and optimizations made to enhance user experience.<br>2. Screenshots, video demonstrations, or test case results showing the functionality of AI-powered self-service tools, chatbots, and automation in citizen interactions.<br>3. Reports from usability testing sessions, detailing user feedback, issue resolution, and enhancements. |
| <b>A2</b><br>DCEI                                                                                                                                                                                                                           | How does your organization actively engage with citizens to gather insights and improve digital government services?                                    | 1. Reports or dashboards showcasing AI-based sentiment analysis and survey insights.<br>2. Screenshots or case studies demonstrating real-time feedback-driven service improvements.<br>3. User feedback analysis reports detailing issue resolution and policy enhancements.                                                                                                                                                                                  |
| <b>A3</b><br>DCEI                                                                                                                                                                                                                           | How does your organization build trust and transparency with citizens in its digital service delivery?                                                  | 1. Compliance reports or certifications demonstrating adherence to digital trust frameworks.<br>2. Screenshots or policy documents outlining data security measures and privacy policies.<br>3. Case studies or reports showcasing public engagement strategies and open government initiatives.                                                                                                                                                               |
| <b>B. Strategy</b> · GTMI: GTEI<br><i>To what extent does your organization define and execute a dynamic digital government strategy aligned with national goals, citizen needs, and long-term transformation objectives?</i>               |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>B1</b><br>GTEI                                                                                                                                                                                                                           | How does your organization define and implement a clear digital government strategy aligned with national objectives and citizen needs?                 | 1. Digital transformation strategy document outlining key initiatives and milestones.<br>2. Policy alignment report demonstrating compliance with national digital policies.<br>3. Impact assessment reports showcasing measurable outcomes of transformation efforts.                                                                                                                                                                                         |
| <b>B2</b><br>GTEI                                                                                                                                                                                                                           | How does your organization ensure agility and adaptability in its digital strategy to respond to evolving citizen needs and technological advancements? | 1. Strategy review reports detailing updates based on agile methodologies.<br>2. Collaboration records showing cross-government meetings, initiatives, and decisions.<br>3. Citizen feedback analysis demonstrating integration into digital strategy improvements.                                                                                                                                                                                            |
| <b>B3</b><br>GTEI                                                                                                                                                                                                                           | How does your organization ensure strong governance, leadership commitment, and cross-sector collaboration to drive digital transformation?             | 1. Strategy review reports detailing updates based on agile methodologies.<br>2. Collaboration records showing cross-government meetings, initiatives, and decisions.<br>3. Citizen feedback analysis demonstrating integration into digital strategy improvements.                                                                                                                                                                                            |
| <b>C. Technology &amp; Data</b> · GTMI: CGSI<br><i>To what extent does your organization leverage emerging technologies, data governance, and system integration to enhance secure, efficient, and data-driven public service delivery?</i> |                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>C1</b><br>CGSI                                                                                                                                                                                                                           | How does your organization ensure the effective adoption and integration of emerging technologies to enhance digital government services?               | 1. Technology adoption roadmap detailing AI, automation, and cloud strategies.<br>2. System architecture documents showcasing interoperability solutions and integrations.<br>3. Performance reports measuring efficiency gains from implemented technologies.                                                                                                                                                                                                 |



| Code                                                                                                                                                                                                                                                  | Cover in your presentation                                                                                                                | Evidence you can show                                                                                                                                                                                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>C2</b><br><i>CGSI</i>                                                                                                                                                                                                                              | How does your organization ensure secure, ethical, and transparent management of citizen data while enabling data-driven decision-making? | <ol style="list-style-type: none"> <li>1. Data protection policy documents outlining security measures and compliance frameworks.</li> <li>2. Regulatory compliance reports demonstrating adherence to GDPR-equivalent laws.</li> <li>3. AI ethics and data governance frameworks ensuring responsible data use.</li> </ol>                                                      |
| <b>C3</b><br><i>CGSI</i>                                                                                                                                                                                                                              | How does your organization ensure interoperability and seamless integration of digital services across government platforms?              | <ol style="list-style-type: none"> <li>1. System integration reports showcasing API-driven interoperability across government platforms.</li> <li>2. Identity management framework detailing centralized authentication and access control.</li> <li>3. Service unification strategy documents outlining cross-agency digital platform implementations.</li> </ol>               |
| <b>D. Operation</b> · GTMI: PSDI<br><i>How mature is your organization's approach to optimizing digital government operations through automation, agile adaptability, and continuous performance improvement to enhance citizen service delivery?</i> |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>D1</b><br><i>PSDI</i>                                                                                                                                                                                                                              | How does your organization use automation and digital workflows to improve operational efficiency and enhance citizen service delivery?   | <ol style="list-style-type: none"> <li>1. Automation implementation reports detailing RPA, AI chatbots, and digital workflow adoption.</li> <li>2. Process reengineering documentation showcasing optimization strategies and efficiency gains.</li> <li>3. Performance analytics reports measuring time savings, cost reductions, and service improvements.</li> </ol>          |
| <b>D2</b><br><i>PSDI</i>                                                                                                                                                                                                                              | How does your organization ensure agility in operations to quickly adapt to new policies, citizen needs, and technological advancements?  | <ol style="list-style-type: none"> <li>1. Agile framework documentation outlining sprint cycles, iterative improvements, and adaptability.</li> <li>2. Real-time monitoring reports showcasing dashboards, analytics, and rapid response mechanisms.</li> <li>3. Cross-functional collaboration records detailing teamwork, decision-making, and process adjustments.</li> </ol> |
| <b>D3</b><br><i>PSDI</i>                                                                                                                                                                                                                              | How does your organization measure and continuously improve the operational performance of digital government services?                   | <ol style="list-style-type: none"> <li>1. KPI reports and performance metrics tracking operational efficiency and service effectiveness.</li> <li>2. Real-time dashboard screenshots displaying live monitoring of key operational indicators.</li> <li>3. Continuous improvement documentation outlining feedback loops and optimization initiatives.</li> </ol>                |
| <b>E. Organization &amp; Culture</b> · GTMI: GTEI<br><i>How advanced is your organization in fostering a digital-first culture, collaborative agile teams, and leadership commitment to drive digital government transformation?</i>                  |                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>E1</b><br><i>GTEI</i>                                                                                                                                                                                                                              | How does your organization foster a digital-first culture and ensure employees are equipped to drive digital government transformation?   | <ol style="list-style-type: none"> <li>1. Training program reports detailing employee digital literacy and upskilling initiatives.</li> <li>2. Leadership strategy documents showcasing commitment to digital transformation.</li> <li>3. Innovation policy frameworks outlining initiatives fostering a digital-first work culture.</li> </ol>                                  |
| <b>E2</b><br><i>GTEI</i>                                                                                                                                                                                                                              | How does your organization encourage cross-functional collaboration and agile team structures to accelerate digital innovation?           | <ol style="list-style-type: none"> <li>1. Agile workflow documentation detailing Scrum, Kanban, and cross-functional collaboration.</li> <li>2. Team collaboration reports showcasing initiatives to break silos and improve efficiency.</li> <li>3. Best practice guidelines outlining standardized processes for agile teamwork integration.</li> </ol>                        |
| <b>E3</b><br><i>GTEI</i>                                                                                                                                                                                                                              | How does your organization ensure leadership drives digital innovation and fosters an adaptive and forward-thinking work environment?     | <ol style="list-style-type: none"> <li>1. Leadership strategy reports outlining initiatives for driving digital innovation.</li> <li>2. Digital transformation committee records documenting roles, decisions, and actions.</li> <li>3. Policy change documents showcasing leadership-driven reforms for agility and adaptability.</li> </ol>                                    |



## B.4 Category 7A: Smart City Services & Engagement Award

Applies to the Smart City Services & Engagement Award. Present against the six dimensions below, showing how physical touchpoints (service centres, kiosks, transport hubs, QR and NFC access, and assisted channels) and digital channels work together to deliver city and transport services and to engage citizens and businesses. The GTMI pillar shown under each topic code is the pillar score that topic contributes to (Section 4.4).

| Code                                                                                                                                                                                                                                           | Cover in your presentation                                                                                                        | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A. Strategic Intent &amp; Governance</b> · GTMI: GTEI · DCEI<br><i>To what extent has your city developed a strategic, transparent, and collaborative governance framework to support smart city goals and urban transformation?</i>        |                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>A1</b><br>GTEI                                                                                                                                                                                                                              | How does your city define and implement a clear smart city strategy aligned with national objectives and urban development goals? | 1. Smart City Strategy Document – A formal strategy document outlining the city's vision, strategic priorities, and alignment with national digital transformation and urban development policies.<br>2. Implementation Roadmap & Action Plan – Detailed plans showcasing key initiatives, milestones, funding sources, and responsible departments for executing smart city projects.<br>3. Performance & Impact Measurement Reports – Data-driven reports or dashboards demonstrating how the city tracks progress, evaluates impact, and adjusts strategies based on long-term urban development goals.                                                                                                                  |
| <b>A2</b><br>GTEI                                                                                                                                                                                                                              | How does your city ensure agile governance and cross-sector collaboration for smart city development?                             | 1. Governance Framework & Decision-Making Policies – Official documents outlining governance structures, stakeholder roles, and agile decision-making processes for smart city projects.<br>2. Multi-Stakeholder Collaboration Records – Meeting minutes, Memorandums of Understanding (MoUs), or partnership agreements with technology providers, startups, academia, and government agencies.<br>3. Regulatory Sandbox Participation Reports – Documentation on pilot programs, innovation testing environments, and case studies demonstrating how the city adapts regulations to support emerging smart city technologies.                                                                                             |
| <b>A3</b><br>DCEI                                                                                                                                                                                                                              | How does your city ensure accountability, transparency, and citizen participation in smart city governance?                       | 1. Public Dashboard Screenshots & Open Data Portals – Live or archived screenshots of real-time dashboards displaying city performance metrics, budgets, or project progress, along with links to open data platforms accessible to citizens.<br>2. Citizen Engagement & Feedback Reports – Documentation of public consultations, surveys, or digital engagement platform analytics, showcasing how citizen feedback is collected, analyzed, and used for decision-making.<br>3. Case Studies on Policy Changes Based on Citizen Input – Reports or documented examples of specific policies or projects that were revised or implemented based on citizen feedback, including meeting records and implementation results. |
| <b>B. Digital Infrastructure &amp; Technology Integration</b> · GTMI: CGSI<br><i>To what extent has your city developed a secure, scalable, and interoperable digital infrastructure to support smart city services and future innovation?</i> |                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>B1</b><br>CGSI                                                                                                                                                                                                                              | How does your city ensure a scalable and future-ready digital infrastructure to support smart city services?                      | 1. Digital Infrastructure Roadmap & Investment Plans – Official documents or presentations outlining the city's investment strategy for cloud computing, fiber optic networks, 5G expansion, IoT deployment, and future scalability initiatives.<br>2. Deployment Reports & System Architecture Documentation – Technical reports, network blueprints, or infrastructure maps showcasing current implementation of smart city technologies.<br>3. Performance & Scalability Assessment Reports – Data-driven reports or dashboards measuring infrastructure performance, uptime statistics, cybersecurity resilience, and future expansion plans for accommodating emerging technologies.                                   |



| Code                                                                                                                                                                                                                                                            | Cover in your presentation                                                                                                   | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>B2</b><br>CGSI                                                                                                                                                                                                                                               | How does your city integrate and ensure interoperability between various smart city technologies and platforms?              | <ol style="list-style-type: none"> <li>1. API Documentation &amp; System Integration Reports – Technical documents outlining API strategies, cross-platform compatibility, and data exchange protocols used for integrating various smart city services.</li> <li>2. Interoperability Case Studies &amp; Implementation Reports – Real-world examples of successful integration between government databases, smart applications, and third-party service providers, showcasing challenges, solutions, and outcomes.</li> <li>3. Platform Standardization &amp; Compliance Reports – Official guidelines or policies demonstrating adherence to interoperability standards (e.g., Open Data Standards, IoT protocols, cloud integration frameworks) to ensure seamless communication between systems.</li> </ol> |
| <b>B3</b><br>CGSI                                                                                                                                                                                                                                               | How does your city ensure cybersecurity, data privacy, and resilience within its smart city digital infrastructure?          | <ol style="list-style-type: none"> <li>1. Cybersecurity Policies &amp; Compliance Reports – Official documents outlining data protection strategies, encryption protocols, threat monitoring systems, and adherence to security standards (e.g., ISO 27001, NIST, GDPR-equivalent regulations).</li> <li>2. Incident Response &amp; Disaster Recovery Plans – Reports or frameworks detailing how the city prepares for and responds to cyber threats, including case studies of past incidents and mitigation strategies.</li> <li>3. Penetration Testing &amp; Security Audit Reports – Third-party or internal security assessment reports showcasing vulnerability testing, system resilience evaluations, and improvements made to smart city digital infrastructure.</li> </ol>                            |
| <b>C. Data-Driven Decision Making &amp; Transparency</b> · GTMI: PSDI · DCEI · CGSI<br><i>To what extent does your city leverage data, AI, and open data platforms to drive decisions, enhance transparency, and ensure ethical and secure data governance?</i> |                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>C1</b><br>PSDI                                                                                                                                                                                                                                               | How does your city utilize data analytics and AI to make informed decisions and optimize smart city services?                | <ol style="list-style-type: none"> <li>1. Real-Time Data Dashboard Screenshots &amp; Analytics Reports – Screenshots or links to dashboards displaying live city performance metrics, predictive analytics models, and AI-driven decision-making insights.</li> <li>2. Case Studies on AI &amp; Data-Driven Service Improvements – Documentation showing real-world examples of AI-based traffic optimization, predictive maintenance for public infrastructure, or smart resource allocation based on data insights.</li> <li>3. Big Data Governance &amp; Implementation Frameworks – Reports detailing how the city collects, processes, and uses big data analytics, including machine learning models, open data policies, and integration with government decision-making processes.</li> </ol>            |
| <b>C2</b><br>DCEI                                                                                                                                                                                                                                               | How does your city ensure data transparency and open access to information for citizens and stakeholders?                    | <ol style="list-style-type: none"> <li>1. Open Data Portal Links &amp; Usage Reports – URLs and analytics reports showing public access to city data, including categories of available datasets, download rates, and user engagement metrics.</li> <li>2. Real-Time Dashboard Screenshots &amp; Transparency Reports – Screenshots or reports demonstrating live tracking of government performance metrics, budget allocations, and service delivery effectiveness.</li> <li>3. Citizen Engagement &amp; Public Consultation Records – Documentation of public meetings, surveys, and feedback reports showing how citizens interact with and contribute to open data initiatives.</li> </ol>                                                                                                                  |
| <b>C3</b><br>CGSI                                                                                                                                                                                                                                               | How does your city ensure data privacy, ethical AI use, and compliance with regulatory frameworks in data-driven governance? | <ol style="list-style-type: none"> <li>1. Data Protection &amp; Privacy Policy Documents – Official policies outlining data security measures, encryption standards, citizen data protection strategies, and compliance with regulations (e.g., GDPR, ISO 27701).</li> <li>2. Ethical AI Governance &amp; Risk Assessment Reports – Documentation showcasing how AI models are audited for fairness, transparency, and bias prevention, including risk assessments and ethical AI frameworks.</li> <li>3. Regulatory Compliance &amp; Audit Reports – Reports demonstrating adherence to local and international data governance laws, cybersecurity frameworks, and compliance certifications from relevant authorities.</li> </ol>                                                                             |



| Code                                                                                                                                                                                                                                                         | Cover in your presentation                                                                                                                       | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <b>D. Citizen &amp; Business Engagement</b> · GTMI: DCEI · GTEI · PSDI<br><i>To what extent does your city promote inclusive citizen engagement, business innovation, and equitable digital access to build a thriving smart city ecosystem?</i>             |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>D1</b><br>DCEI                                                                                                                                                                                                                                            | How does your city ensure active citizen participation and engagement in smart city planning and decision-making?                                | 1. Citizen Engagement Platform Data & Reports – Screenshots or analytics reports from digital platforms showcasing participation rates, feedback trends, and engagement levels in smart city planning.<br>2. Public Consultation & Participatory Budgeting Records – Meeting minutes, surveys, or documentation of interactive town halls, citizen advisory panels, or crowdsourced policy initiatives.<br>3. Case Studies on Citizen-Led Urban Improvements – Reports demonstrating specific instances where citizen feedback directly influenced city policies, infrastructure projects, or service enhancements.                                                                                                     |
| <b>D2</b><br>GTEI                                                                                                                                                                                                                                            | How does your city foster a thriving business ecosystem by enabling innovation, public-private partnerships (PPP), and entrepreneurship?         | 1. Public-Private Partnership (PPP) Agreements & MoUs – Official documents showcasing collaborations between the city and private sector, including agreements with technology providers, investors, and industry stakeholders.<br>2. Innovation Hub & Startup Accelerator Reports – Documentation of government-supported incubators, funding initiatives, and mentorship programs that foster entrepreneurship and digital transformation.<br>3. Investment & Business Incentive Policy Documents – Reports detailing tax incentives, grants, or funding schemes designed to attract startups and businesses to participate in smart city projects.                                                                   |
| <b>D3</b><br>PSDI                                                                                                                                                                                                                                            | How does your city ensure digital inclusion, accessibility, and equitable service delivery for all citizens, including marginalized communities? | 1. Digital Inclusion & Accessibility Program Reports – Documentation of initiatives such as free Wi-Fi zones, smart kiosks, assistive technology adoption, and community digital literacy programs.<br>2. User Accessibility Compliance & Design Standards – Reports or audits demonstrating adherence to accessibility standards (e.g., WCAG, smart service usability for people with disabilities, multilingual support).<br>3. Community Outreach & Impact Assessment Reports – Case studies or surveys showing the impact of digital inclusion initiatives on marginalized communities, including participation rates and service accessibility improvements.                                                       |
| <b>E. Sustainability &amp; Smart Resource Management</b> · GTMI: PSDI<br><i>To what extent does your city leverage smart technologies and data to drive sustainability, optimize resource management, and engage citizens in climate resilience efforts?</i> |                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>E1</b><br>PSDI                                                                                                                                                                                                                                            | How does your city integrate smart technologies to optimize energy efficiency and reduce environmental impact?                                   | 1. Smart Energy Management System Reports & IoT Data – Documentation of smart grids, IoT-based energy monitoring, and AI-driven optimization, including real-time energy consumption analytics and efficiency improvements.<br>2. Renewable Energy Integration & Carbon Reduction Reports – Case studies or performance reports showcasing the city's adoption of solar, wind, or other renewable energy sources, including measurable reductions in carbon footprint.<br>3. Green Building & Smart Infrastructure Compliance Reports – Certifications, audits, or project documents demonstrating adherence to energy efficiency standards (e.g., LEED, BREEAM) and implementation of energy-efficient infrastructure. |



| Code                                                                                                                                                                                                                                                          | Cover in your presentation                                                                                                                 | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>E2</b><br>PSDI                                                                                                                                                                                                                                             | How does your city use data-driven approaches and IoT solutions to optimize water, waste, and resource management?                         | <ol style="list-style-type: none"> <li>1. IoT-Based Water &amp; Waste Management System Reports – Documentation of smart water meters, leak detection systems, and AI-driven waste collection solutions, including real-time monitoring data and efficiency metrics.</li> <li>2. Sustainability Performance Dashboards &amp; Analytics – Screenshots or reports from data platforms showcasing improvements in water conservation, waste reduction, and resource optimization through AI and predictive analytics.</li> <li>3. Case Studies on Circular Economy &amp; Resource Efficiency Initiatives – Reports detailing successful implementation of recycling programs, smart waste management strategies, and measurable reductions in environmental impact.</li> </ol> |
| <b>E3</b><br>PSDI                                                                                                                                                                                                                                             | How does your city track, measure, and continuously improve its sustainability goals through data analytics and citizen engagement?        | <ol style="list-style-type: none"> <li>1. Real-Time Sustainability Dashboards &amp; KPI Reports – Screenshots or reports from platforms tracking energy consumption, carbon emissions, water usage, and waste reduction metrics.</li> <li>2. Citizen Engagement &amp; Climate Action Participation Data – Records of public initiatives, mobile app usage statistics, or survey results demonstrating citizen involvement in sustainability programs.</li> <li>3. Environmental Performance &amp; Open Data Reports – Published reports showcasing transparency in sustainability efforts, including carbon footprint analysis, renewable energy adoption rates, and green infrastructure projects.</li> </ol>                                                              |
| <b>F. Resilient &amp; Adaptive City Operations</b> · GTMI: PSDI · CGSI<br><i>To what extent does your city use smart technologies, data analytics, and agile practices to ensure operational resilience, adaptability, and continuity during disruptions?</i> |                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>F1</b><br>PSDI                                                                                                                                                                                                                                             | How does your city leverage technology and data to enhance resilience and ensure continuity of critical urban services during disruptions? | <ol style="list-style-type: none"> <li>1. Disaster Recovery &amp; Resilience Strategy Reports – Documentation outlining emergency response plans, backup systems, and business continuity strategies for critical urban services.</li> <li>2. Predictive Analytics &amp; AI-Based Risk Assessment Reports – Case studies or reports showcasing how AI and predictive analytics are used to anticipate and mitigate infrastructure failures, natural disasters, or cyber threats.</li> <li>3. Real-Time Monitoring &amp; Incident Response Dashboards – Screenshots or system logs demonstrating the use of smart sensors, digital twins, or automated response systems for managing urban disruptions.</li> </ol>                                                           |
| <b>F2</b><br>PSDI                                                                                                                                                                                                                                             | How does your city ensure operational agility and adaptability in response to evolving urban challenges and citizen needs?                 | <ol style="list-style-type: none"> <li>1. Agile Governance &amp; Decision-Making Frameworks – Documents outlining adaptive policies, cross-departmental collaboration strategies, and real-time decision-making protocols.</li> <li>2. AI-Driven Process Optimization &amp; Automation Reports – Case studies or system reports showcasing automation in service delivery, dynamic resource allocation, and AI-driven workflow improvements.</li> <li>3. Real-Time Data Insights &amp; Performance Monitoring Dashboards – Screenshots or analytics reports demonstrating how data-driven insights enable quick adjustments to urban services and operations.</li> </ol>                                                                                                    |
| <b>F3</b><br>CGSI                                                                                                                                                                                                                                             | How does your city integrate real-time monitoring and predictive analytics to prevent infrastructure failures and improve crisis response? | <ol style="list-style-type: none"> <li>1. Real-Time Infrastructure Monitoring System Reports – Documentation, screenshots, or logs from IoT-based monitoring platforms tracking the condition of critical infrastructure like roads, bridges, and utilities.</li> <li>2. Predictive Analytics &amp; AI-Based Risk Assessment Reports – Case studies or system-generated reports showing how AI models detect early warning signs of failures and recommend preventive actions.</li> <li>3. Automated Incident Response &amp; Crisis Management Frameworks – Reports detailing automated response mechanisms, emergency protocols, and real-world examples of how predictive analytics improved crisis response times.</li> </ol>                                            |



## B.5 Categories 7B to 7K: Sector sub-categories

Applies to EdTech, FinTech (both awards), Smart & Connected Cities (Smart Cities), HealthTech, AgriTech, TravelTech, Manufacturing, Retail & Logistics, Automotive (including the special category Smart Mobility & Transit Payments) and InsurTech. Present against the six dimensions below.

| Code                                                                                                                                                                                                                                   | Cover in your presentation                                                                                                             | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A. Innovation &amp; Digital Strategy</b><br><i>To what extent has your organization developed and executed a digital-first innovation strategy that is agile, industry-relevant, and impact-driven?</i>                             |                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| A1                                                                                                                                                                                                                                     | How does your organization define and implement digital-first approaches to drive innovation and transformation?                       | 1. Digital Transformation Strategy Document – formal vision, sector-specific priorities, and technology roadmap for digital-first transformation.<br>2. Innovation Roadmap & Implementation Plan – key initiatives, milestones, and resource allocation for executing the digital strategy.<br>3. Case Studies on Sector-Specific Digital Initiatives – documented examples of technology-driven transformation addressing industry-specific challenges. |
| A2                                                                                                                                                                                                                                     | How does your organization ensure agility in digital strategy execution to react to market changes and emerging technologies?          | 1. Agile Workflow Documentation (Scrum/Kanban Boards, Sprint Reports) – evidence of iterative development and rapid-response practices.<br>2. Cross-Functional Collaboration Records – meeting minutes or reports showing coordinated, fast decision-making across teams.<br>3. Rapid Prototyping & Pilot Program Reports – case studies showing quick iteration and testing in response to market or technology changes.                                |
| A3                                                                                                                                                                                                                                     | How does your organization measure the success and impact of its digital innovation strategy?                                          | 1. Innovation KPI Dashboard / Scorecard – key metrics tracked for adoption, revenue impact, and efficiency gains from digital initiatives.<br>2. Innovation Impact Measurement Framework – documented methodology linking digital initiatives to measurable business outcomes.<br>3. ROI / Business Impact Case Studies – reports quantifying financial or operational value generated by digital innovation.                                            |
| <b>B. Technology &amp; Digital Infrastructure</b><br><i>To what extent has your organization built a scalable, secure, and intelligent digital infrastructure that supports innovation, automation, and resilience in your sector?</i> |                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| B1                                                                                                                                                                                                                                     | How does your organization ensure its technology infrastructure is scalable, secure, and resilient to industry-specific challenges?    | 1. Technology Architecture & Scalability Strategy Document – blueprint of infrastructure design, cloud strategy, and scaling plans.<br>2. Cybersecurity & Business Continuity Framework – policies covering security controls, resilience, and disaster recovery planning.<br>3. System Performance & Uptime Reports – data demonstrating infrastructure reliability and scalability under load.                                                         |
| B2                                                                                                                                                                                                                                     | How do you incorporate automation, AI, and digital tools to improve workflows, reduce inefficiencies, and optimize business processes? | 1. Automation & AI Implementation Report – case studies detailing automated workflows, AI adoption, and measurable efficiency gains.<br>2. API / System Integration Documentation – evidence of interoperability between internal systems, partners, and regulatory bodies.<br>3. Process Optimization Metrics – before-and-after performance data showing efficiency improvements from digital tools and automation.                                    |
| B3                                                                                                                                                                                                                                     | How does your organization manage technology risks, cybersecurity, and data privacy across its digital infrastructure?                 | 1. Cybersecurity Risk Assessment & Mitigation Plan – documented risk register, controls, and remediation roadmap.<br>2. Compliance Certification (e.g., ISO 27001, SOC 2, or sector-equivalent standard) – third-party validated security and resilience compliance.<br>3. Incident Response & Disaster Recovery Plan – documented procedures and test results demonstrating operational resilience.                                                     |



| Code                                                                                                                                                                                                                                          | Cover in your presentation                                                                                                          | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>C. Data Governance, Security &amp; Compliance</b><br><i>To what extent does your organization implement structured data governance, cybersecurity, and regulatory compliance practices to ensure responsible data use and build trust?</i> |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>C1</b>                                                                                                                                                                                                                                     | How does your organization manage data governance to ensure accuracy, integrity, and responsible data use?                          | 1. Data Governance Policy & Framework Document – approved standards for data ownership, quality management, and ethical use.<br>2. Regulatory Compliance Report – evidence of adherence to sector-specific regulations (e.g., GDPR, HIPAA, PSD2, or agricultural data ownership policies).<br>3. Data Quality Management Reports – audits or metrics demonstrating data accuracy, integrity, and lifecycle controls.                       |
| <b>C2</b>                                                                                                                                                                                                                                     | What cybersecurity measures does your organization implement to protect data from cyber threats, unauthorized access, and breaches? | 1. Cybersecurity Policy & Threat Detection Framework – documentation of encryption, authentication, and AI-based anomaly monitoring systems.<br>2. Security Audit / Penetration Testing Report – third-party or internal assessment results with remediation actions.<br>3. Security Standard Compliance Certification (e.g., ISO 27001, NIST, SOC 2) – evidence of adherence to recognized cybersecurity standards.                       |
| <b>C3</b>                                                                                                                                                                                                                                     | How does your organization ensure compliance with industry regulations and maintain transparency in data handling?                  | 1. Regulatory Compliance Audit Report – evidence of adherence to applicable sector-specific laws (e.g., GDPR, HIPAA, PSD2, agri-data ownership policies).<br>2. Data Privacy & Transparency Policy Documents – customer-facing policies describing data handling practices and user rights.<br>3. Risk Management & Compliance Governance Framework – structures and processes ensuring ongoing regulatory monitoring and reporting.       |
| <b>D. Customer &amp; User Experience</b><br><i>To what extent does your organization design inclusive, seamless, and user-centric digital experiences that enhance customer engagement and satisfaction?</i>                                  |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>D1</b>                                                                                                                                                                                                                                     | How does your organization design and implement a user-centric experience to ensure seamless engagement across digital platforms?   | 1. UX Strategy & Design Framework Document – methodology covering usability testing, research, and customer journey mapping.<br>2. Customer Journey Mapping Report – documented touchpoints, pain points, and improvements across the digital experience.<br>3. Accessibility & Personalization Implementation Report – evidence of AI-driven personalization and inclusive design features in production.                                 |
| <b>D2</b>                                                                                                                                                                                                                                     | How does your organization measure customer satisfaction and continuously improve user engagement?                                  | 1. Customer Feedback & Sentiment Analysis Report – survey results, NPS/CSAT scores, or AI-based sentiment analysis outputs.<br>2. Engagement Analytics Dashboard – heatmaps, clickstream, or usage data used to inform UX refinement.<br>3. Case Studies on UX Improvements Driven by Feedback – before-and-after examples showing measurable engagement or satisfaction gains.                                                            |
| <b>D3</b>                                                                                                                                                                                                                                     | How does your organization ensure inclusivity and accessibility in digital experiences for diverse customer groups?                 | 1. Accessibility Compliance Report (e.g., WCAG or equivalent standard) – audit results demonstrating inclusive design compliance.<br>2. Digital Literacy / Inclusion Program Documentation – initiatives supporting underserved communities or users with lower digital literacy.<br>3. Assistive Technology Implementation Evidence – screenshots or reports on voice interfaces, multilingual support, or mobile accessibility features. |
| <b>E. Business Model Scalability &amp; Financial Sustainability</b><br><i>To what extent is your organization's business model scalable, financially sustainable, and designed for long-term impact in your sector?</i>                       |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>E1</b>                                                                                                                                                                                                                                     | How does your organization ensure its business model is scalable while maintaining financial sustainability?                        | 1. Business Model / Scalability Strategy Document – expansion plans, partnership strategy, and technology-enabled scaling approach.<br>2. Revenue Model & Pricing Strategy Documentation – subscription, freemium, or pay-per-use models with supporting financial rationale.<br>3. Financial Sustainability Plan – cost optimization and growth-financing strategy supporting long-term viability.                                        |



| Code                                                                                                                                                                                                               | Cover in your presentation                                                                                                                                                 | Evidence you can show                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| E2                                                                                                                                                                                                                 | How does your organization measure and optimize financial performance to ensure long-term profitability and sustainability?                                                | <ol style="list-style-type: none"> <li>1. Financial KPI Dashboard / Report – metrics such as customer acquisition cost, lifetime value, and break-even analysis.</li> <li>2. Revenue Diversification &amp; Cost Efficiency Report – strategies and measured outcomes for improving profitability.</li> <li>3. Financial Forecasting &amp; Risk Mitigation Framework – AI- or analytics-based forecasting and risk management documentation.</li> </ol>                                                                                |
| E3                                                                                                                                                                                                                 | How does your organization ensure financial accessibility and affordability while maintaining profitability?                                                               | <ol style="list-style-type: none"> <li>1. Inclusive Pricing Model Documentation – tiered pricing, microtransactions, or subsidy programs designed for affordability.</li> <li>2. Financial Inclusion / Accessibility Initiative Report – evidence of programs extending services to underserved populations.</li> <li>3. Impact-Driven Funding or Credit Accessibility Case Studies – examples balancing affordability with long-term business sustainability.</li> </ol>                                                             |
| <b>F. Ecosystem Collaboration &amp; Impact</b><br><i>To what extent does your organization engage with ecosystem partners and contribute to long-term innovation, knowledge-sharing, and industry-wide impact?</i> |                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| F1                                                                                                                                                                                                                 | How does your organization collaborate with key stakeholders (government, industry partners, startups, and research institutions) to drive innovation and scale solutions? | <ol style="list-style-type: none"> <li>1. Partnership Agreements &amp; MoUs – documented collaborations with government, industry peers, startups, or academic institutions.</li> <li>2. Regulatory Sandbox / Pilot Program Participation Report – evidence of innovation testing in collaboration with regulators.</li> <li>3. Case Studies on Co-Created Innovation – outcomes from collaborative projects such as new products or market expansion.</li> </ol>                                                                     |
| F2                                                                                                                                                                                                                 | How does your organization contribute to social, economic, or environmental impact within your industry through digital innovation?                                        | <ol style="list-style-type: none"> <li>1. Impact Measurement Framework / ESG Report – methodology and metrics used to track social, economic, or environmental contribution.</li> <li>2. Sector-Specific Impact Case Studies – examples such as financial inclusion (FinTech), access to education (EdTech), climate-smart farming (AgriTech), or improved health outcomes (HealthTech).</li> <li>3. Sustainability / Social Impact Certification – third-party validated assessments of societal or environmental impact.</li> </ol> |
| F3                                                                                                                                                                                                                 | How does your organization ensure knowledge-sharing and capacity-building within the industry to foster a stronger digital innovation ecosystem?                           | <ol style="list-style-type: none"> <li>1. Mentorship / Startup Support Program Documentation – records of programs supporting industry startups or workforce development.</li> <li>2. Training &amp; Capacity-Building Reports – participation metrics and outcomes from skills or knowledge-sharing programs.</li> <li>3. Open-Source / Industry Knowledge-Sharing Contributions – evidence of published standards, frameworks, or research contributed to the wider sector.</li> </ol>                                              |



## B.6 Category 8: Innovation Leadership Awards

Applies to entries in the Innovation Leadership Awards, to transformation leader nominations, and to the Digital Government Leader of the Year Award (Section 1.5). Present against the six dimensions below.

| Code                                                       | Cover in your presentation                                                                                                           | Evidence you can show                                                                                                                                                                                                                                                            |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>A. Vision &amp; Strategic Innovation Leadership</b>     |                                                                                                                                      |                                                                                                                                                                                                                                                                                  |
| <b>A1</b>                                                  | How does your organization define its innovation vision and align it with long-term business objectives?                             | <ol style="list-style-type: none"> <li>1. Innovation Strategy Document</li> <li>2. Leadership Communication &amp; Vision Statements</li> <li>3. Innovation Roadmap &amp; KPIs</li> </ol>                                                                                         |
| <b>A2</b>                                                  | How does leadership actively drive and sustain innovation within your organization?                                                  | <ol style="list-style-type: none"> <li>1. Leadership-Led Innovation Initiatives</li> <li>2. Innovation Governance &amp; Decision-Making Frameworks</li> <li>3. Funding &amp; Resource Allocation Reports</li> </ol>                                                              |
| <b>A3</b>                                                  | How does your organization ensure that its innovation vision remains adaptive and responsive to industry shifts and market dynamics? | <ol style="list-style-type: none"> <li>1. Industry &amp; Market Analysis Reports</li> <li>2. Agile Innovation Frameworks</li> <li>3. Case Studies on Strategic Adaptation</li> </ol>                                                                                             |
| <b>B. Culture of Innovation &amp; Change Management</b>    |                                                                                                                                      |                                                                                                                                                                                                                                                                                  |
| <b>B1</b>                                                  | How does your organization create and sustain a culture that encourages innovation at all levels?                                    | <ol style="list-style-type: none"> <li>1. Innovation engagement programs (e.g., hackathons, idea crowdsourcing).</li> <li>2. Employee innovation recognition and incentive policies.</li> <li>3. Internal surveys or reports on innovation culture adoption.</li> </ol>          |
| <b>B2</b>                                                  | How does your organization manage change effectively while ensuring agility in innovation processes?                                 | <ol style="list-style-type: none"> <li>1. Change management framework or playbook.</li> <li>2. Case studies of successful innovation adoption.</li> <li>3. Employee training and change readiness assessments.</li> </ol>                                                        |
| <b>B3</b>                                                  | How does your organization promote cross-functional collaboration and knowledge sharing to drive innovation?                         | <ol style="list-style-type: none"> <li>1. Cross-functional innovation project reports.</li> <li>2. Collaboration tools and platform usage data.</li> <li>3. Case studies on successful interdisciplinary innovation.</li> </ol>                                                  |
| <b>C. Technology Adoption &amp; Digital Transformation</b> |                                                                                                                                      |                                                                                                                                                                                                                                                                                  |
| <b>C1</b>                                                  | How does your organization identify, adopt, and integrate emerging technologies to drive digital transformation?                     | <ol style="list-style-type: none"> <li>1. Technology adoption roadmap and implementation strategy.</li> <li>2. Case studies of successful technology integration.</li> <li>3. ROI or impact assessment reports on digital transformation.</li> </ol>                             |
| <b>C2</b>                                                  | How does your organization ensure that technology investments align with business objectives and deliver measurable impact?          | <ol style="list-style-type: none"> <li>1. Business case reports for major technology investments.</li> <li>2. Performance dashboards tracking technology-driven improvements.</li> <li>3. Financial impact or efficiency gain reports from digital initiatives.</li> </ol>       |
| <b>C3</b>                                                  | How does your organization ensure interoperability, scalability, and security in its digital transformation efforts?                 | <ol style="list-style-type: none"> <li>1. Enterprise architecture and interoperability strategy documents.</li> <li>2. Security policies and compliance certification reports.</li> <li>3. Risk assessment and mitigation plans for digital transformation.</li> </ol>           |
| <b>D. Impact-Driven Innovation &amp; Business Value</b>    |                                                                                                                                      |                                                                                                                                                                                                                                                                                  |
| <b>D1</b>                                                  | How does your organization measure the success and business impact of its innovation initiatives?                                    | <ol style="list-style-type: none"> <li>1. KPI dashboards or reports tracking innovation outcomes.</li> <li>2. Case studies showcasing measurable business impact from innovation.</li> <li>3. Financial impact reports demonstrating ROI from innovation investments.</li> </ol> |
| <b>D2</b>                                                  | How does your organization ensure that innovation efforts lead to long-term, sustainable business growth?                            | <ol style="list-style-type: none"> <li>1. Long-term innovation strategy and sustainability plans.</li> <li>2. Reports on successful innovations that scaled beyond initial pilots.</li> <li>3. Investment plans in R&amp;D and innovation-driven business expansion.</li> </ol>  |
| <b>D3</b>                                                  | How does your organization use customer and market insights to refine innovation efforts and maximize impact?                        | <ol style="list-style-type: none"> <li>1. Customer feedback analysis and innovation refinement reports.</li> <li>2. Market research studies influencing innovation strategy.</li> <li>3. Iterative product/service development case studies.</li> </ol>                          |



| Code                                                            | Cover in your presentation                                                                                                           | Evidence you can show                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>E. Collaboration &amp; Ecosystem Influence</b>               |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                     |
| <b>E1</b>                                                       | How does your organization foster collaboration with external partners, startups, and industry stakeholders to drive innovation?     | <ol style="list-style-type: none"><li>1. Partnership agreements, MoUs, or joint innovation project reports.</li><li>2. Case studies of co-innovation initiatives with external stakeholders.</li><li>3. Documentation of participation in industry consortiums, research collaborations, or open innovation programs.</li></ol>     |
| <b>E2</b>                                                       | How does your organization leverage open innovation models to accelerate R&D and industry advancements?                              | <ol style="list-style-type: none"><li>1. Documentation of open innovation initiatives (e.g., hackathons, accelerators, crowdsourcing).</li><li>2. Reports on co-created solutions developed with external contributors.</li><li>3. API documentation, developer ecosystem engagement, or platform integration strategies.</li></ol> |
| <b>E3</b>                                                       | How does your organization ensure long-term value creation and shared success within its innovation ecosystem?                       | <ol style="list-style-type: none"><li>1. Ecosystem governance frameworks or long-term collaboration strategies.</li><li>2. Reports on shared value creation and partner success stories.</li><li>3. Metrics tracking the impact of ecosystem engagement on innovation outcomes.</li></ol>                                           |
| <b>F. Sustainability &amp; Ethical Leadership in Innovation</b> |                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                     |
| <b>F1</b>                                                       | How does your organization integrate sustainability into its innovation strategy to drive long-term environmental and social impact? | <ol style="list-style-type: none"><li>1. Sustainability strategy documents outlining innovation-driven environmental goals.</li><li>2. Case studies on green innovation initiatives or carbon reduction projects.</li><li>3. Reports measuring sustainability KPIs (e.g., energy efficiency, waste reduction).</li></ol>            |
| <b>F2</b>                                                       | How does your organization ensure ethical leadership in innovation, balancing technological advancement with social responsibility?  | <ol style="list-style-type: none"><li>1. Ethical innovation policies or governance frameworks.</li><li>2. Reports on responsible AI, privacy, or inclusivity in digital products/services.</li><li>3. Documentation of ethical review boards or compliance audits.</li></ol>                                                        |
| <b>F3</b>                                                       | How does your organization measure and communicate the broader societal impact of its innovation initiatives?                        | <ol style="list-style-type: none"><li>1. Social impact assessment reports or stakeholder feedback surveys.</li><li>2. Case studies on innovation projects benefiting communities or underserved populations.</li><li>3. ESG (Environmental, Social, Governance) or corporate responsibility reports.</li></ol>                      |