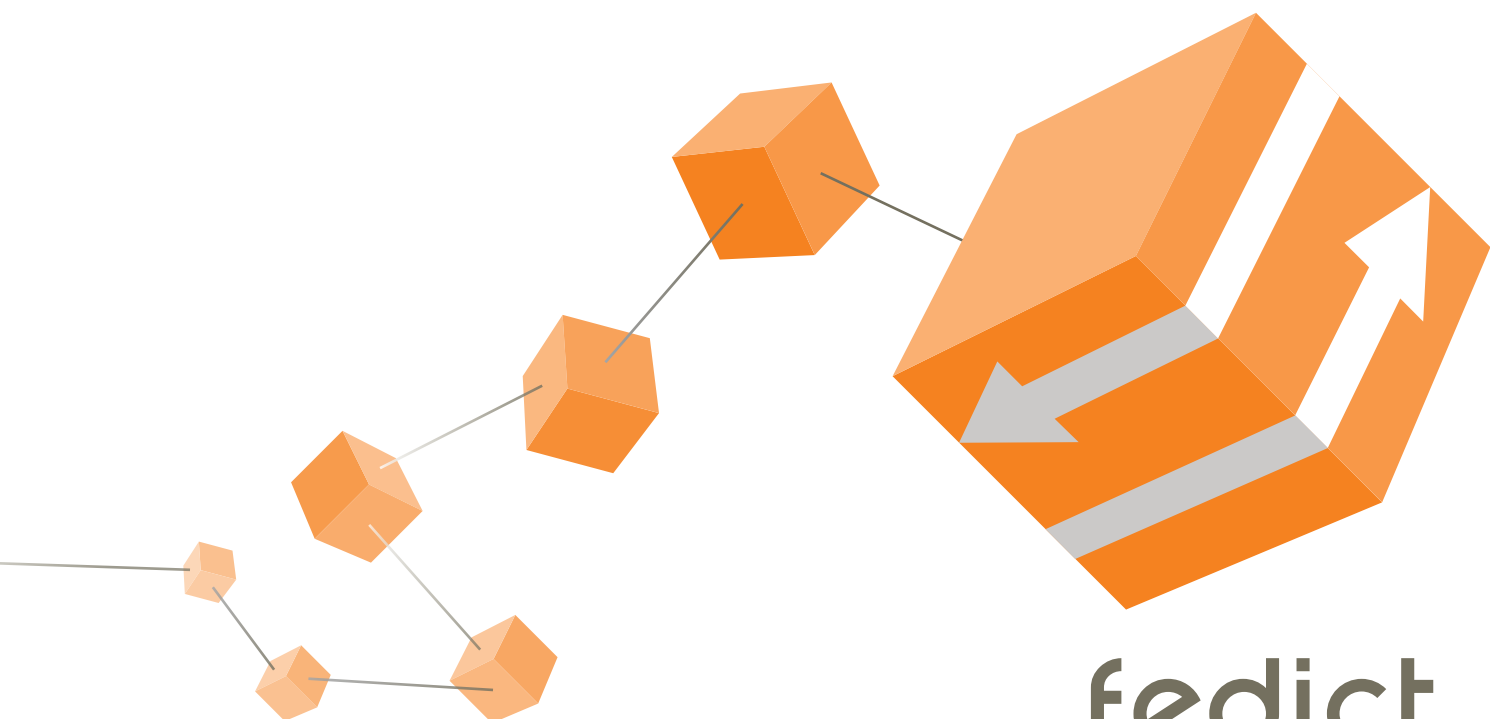


# Fed-eView/A 2009

A federal administration  
computerisation study



**fedict**  
@-novating government



# Table of Contents

1. Foreword	5
2. Introduction	6
3. Methodology	8
3.1. A reusable and collaborative instrument	8
3.2. Consolidation mode	8
3.2.1. The 24 Global Indicators	8
3.2.2. E-government Matrix	8
3.2.3. Key Figures	9
3.3. Comparability with the 2004 measurement	10
3.4. Limitations	10
3.5. On-line tool	10
4. Participating Organisation Panel Analysis	11
5. Results	12
5.1. Key figures	12
5.1.1. Overall Key Figures - Evolution between 2004 and 2009	13
5.1.2. Key Figures for the Personnel Perspective	15
5.1.3. Key Figures for the Technological Perspective	17
5.1.4. Key Figures of Open Source Tool Use	18
5.2. Comparison with other administrations	20
5.3. E-government matrix	21
5.4. The various computerisation perspectives	23
5.4.1. The Strategic Perspective	23
5.4.2. The Financial Perspective	24
5.4.3. The Personnel Perspective	26
5.4.4. The Organisational Perspective (ICT Processes)	28
5.4.5. The Technological Perspective	31
6. Conclusions	32
7. Appendix	34



# 1 Foreword

Dear Reader,

I am delighted to present you with this summary of the 2009 measurement results of Fed-eView/A, the Federal Administration's computerisation barometer.

One of Fedict's missions is to support the Belgian Federal Administrations in the implementation of their e-government strategies. This barometer was developed in 2004 in order to help them in that respect.

This public report presents the main results of the second measurement of the barometer, made in 2009, as well as a comparison with the results of the 2004 measurement. One can thus acquire a precise idea of the path covered in five years in the computerisation field, in particular in terms of budget, staff and process maturity, but also at the level of the integration of the back-offices that enable the provision of e-government services.

The purpose of this barometer is to identify a situation at a given time and to monitor its development; this does not include however measuring the organisations' performance or efficiency. Moreover, as the level of computerisation of each organisation is strongly dependent on its mission and its management method, a comparison between completely different organisations, sizes and missions is not possible on the basis of this barometer's data. This document presents a view of the overall situation by using medians of the results obtained.

The tool has not been created in isolation. It has been developed collectively, with total transparency and the active and enthusiastic participation of a many-headed group of ICT Managers (coming from the Crossroads Bank for Social Security, the Federal Public Service Economy, the Federal Public Service Foreign Affairs, the Federal Public Service Finance, and for the first measurement in 2004, also from the Federal Public Service Public Health and the Federal Agency for Food Chain Safety). The various ICT Managers then supplied the barometer with their data. I thank them all once again most warmly for their collaboration.

Finally, I would particularly like to emphasise the innovative nature of this barometer that is measuring the administrations' back-offices. No other country has developed such a tool. Our contribution in this field was already recognised in 2005 by a nomination for the eEurope Awards. In 2009, we upgraded the method by adopting new measurement points and by developing maturity indicators. This method has become the reference on the matter and not only the European Commission but also the OECD have drawn inspiration from it for the development of their own measurement activities in relation to the administrations' degree of computerisation and e-government.

I wish you a fruitful reading.

Yours sincerely,

**Jan Deprest,**  
Fedict Management Committee Chair

## 2 Introduction

What is the back office computerisation level? How many IT specialists work in the various administrations? What is the overall ICT budget and how is it broken down? Who uses the generic e-government services developed by the Federal Public Service ICT (Fedict)<sup>1</sup> ? Where are problems likely to emerge? What are the ICT needs? What best practices and procedures are in place?

The Fed-eView/A barometer was developed in 2004 so that these questions could be answered. It thus enables an appropriate modernisation strategy to be defined, plus a strategy for the development of high-performance e-government services. The purpose was not to measure each department's ICT performance, but to obtain an idea of the degree of the Federal Administration departments' back office computerisation, thus providing them with response elements for developing their computerisation and e-government policies.

The barometer was updated in 2009 by a new measurement. The results can be securely accessed online by the ICT Managers, the Presidents and the General Administrators of the departments concerned. Each participant can access his or her department's detailed information, as well as the overall results. The participants can thus situate themselves within the overall context, without knowing the other public services' details.

This public report presents the main anonymized results of the second measurement, made in 2009, as well as a comparison with the results of the 2004 measurement.

---

<sup>1</sup> These services include in particular the FedMAN broadband network services, the middleware services allowing electronic data exchanges, the website and portal content management systems, the electronic identity card, user management, authentic source access services (National Register, Crossroads Bank for Enterprises,...). The administrations' use of these services enables integration of their back offices. See: [http://www.fedict.belgium.be/fr/service\\_catalogue/](http://www.fedict.belgium.be/fr/service_catalogue/)

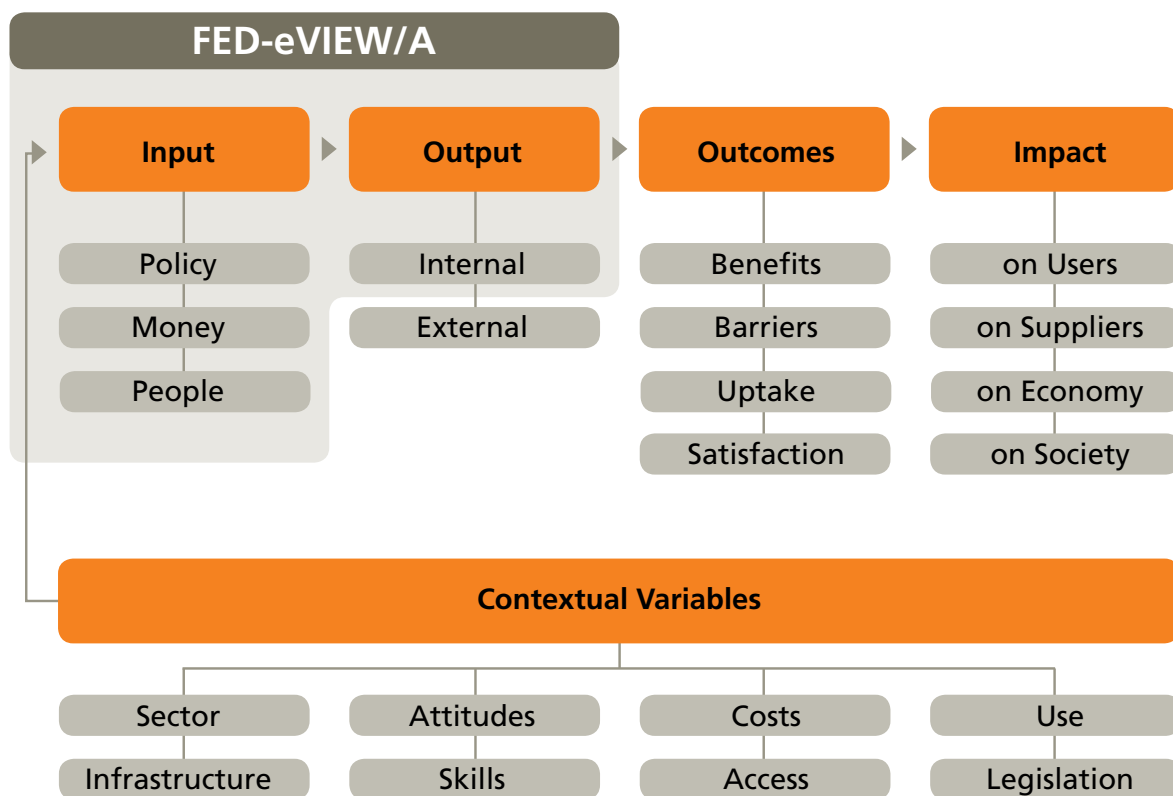
## A chapter in the egov monitor

The Fed-eView/A barometer takes only the back office managed by the ICT Department into account. The services offered on the websites - namely the front office part - have been neither inventoried nor assessed<sup>2</sup>. It would also have to be possible to measure the utilisation factor of the various tools and applications provided by the ICT Department, and the impact of these services on the various kinds of user (civil servants, citizens, companies), in order to measure the entire e-government value chain.

This is why Fedict, in conjunction with the PPS Science Policy, is developing a framework measurement, known as "eGov Monitor". It is a question of a long-term measuring instrument seeking to give a clear idea of the conditions of ICT and e-government implementation and use in Belgium<sup>3</sup>.

Fed-eView/A helps to feed this eGov Monitor, in the same way as the European benchmarks (European Commission, eEurope Strategy and I2010), the international benchmarks (United Nations, OECD, World Bank, and so on), the surveys conducted by FPS Economy (General Statistics and Economic Information Directorate) and by other Belgian administrations, as well as other surveys conducted by Fedict itself (Fed-eView/Citizen<sup>4</sup>).

The diagram below presents the eGov Monitor's framework measurement model, with the different kinds of indicator according to the e-government value chain. The indicators exploited by the Fed-eView/A study are in the grey frame.



<sup>2</sup> It should be noted that the availability of the on-line services is measured by the European Commission: [http://ec.europa.eu/information\\_society/activities/egovernment/index\\_en.htm](http://ec.europa.eu/information_society/activities/egovernment/index_en.htm)

<sup>3</sup> [http://www.belspo.be/belspo/agora/projects\\_fr.stm](http://www.belspo.be/belspo/agora/projects_fr.stm)

<sup>4</sup> The Fedict Survey Reports are available on Fedict's website, and also on the European ePractice.eu portal (<http://www.epractice.eu/en/cases/fedevievc>, <http://www.epractice.eu/en/cases/fedevieva>, Fed-eView/A 2004 Report)

## 3 Methodology

### 3.1. A reusable and collaborative instrument

The «Balanced Scorecard» approach was adopted for establishing the computerisation indicator list. This approach consisted of assessing the computerisation from different perspectives. The following perspectives were identified:

- Strategic
- Financial
- Personnel
- Organisational (the ICT processes)
- Technological

For each perspective, the study team defined a series of indicators on the basis of good computerisation success factors. This list of indicators was first discussed with a pilot group of ICT Managers. After refinement and testing, the indicator list was sent to each federal organisation ICT Manager for completion.

### 3.2. Consolidation mode

#### 3.2.1. The 24 Global Indicators

The questionnaire included 110 questions or specific indicators. The results of these 110 specific indicators have been consolidated within 24 global indicators, spread across the 5 perspectives.

These indicators were of two kinds:

- Global quantitative indicators, directly calculated (e.g.: F1 – ICT Budget Per Employee).
- Global composite indicators, for which a scale of 0 to 100 has been defined for the scores. Each specific indicator contributes to the score according to a weighting system (e.g.: S1 - : Alignment of the ICT strategy with the administration's mission).

The scores have been consolidated at the federal level and were represented by means of histograms. As the departments were not comparable between themselves, the calculation of the average would not have had any significance. However, in order to give an idea of the general level of the Federal Administration and its evolution, the median<sup>5</sup> value is represented on each graph.

#### 3.2.2. E-government Matrix

The two global e-government-related indicators, namely S2 (e-government strategy alignment) and T3 (Implementation of e-government principles) were cross-tabulated in order to position the departments in relation to their degree of maturity for implementing integrated electronic services. Each department received a colour according to the quadrant of the matrix in which it was located. This colour code was then used to represent the department in all the histograms of the global indicator results. This allowed immediate visualisation of the most e-government-advanced departments.

---

<sup>5</sup> The median value indicates that there are as many departments with a value lower as there are departments with a higher value. The median value is less influenced than the average value by the extremes.

### 3.2.3. Key Figures

Some key figures were also extracted from the data transmitted by the departments and were aggregated for the administration as a whole. The main key figures were:

- The ICT budget total
- The total number of ICT employees, both internal (statutory and contractual personnel) and external (outside personnel permanently seconded to a department)
- The total number of internal ICT employees between the ages of 30 and 50
- The total number of open positions
- The total number of available computerised workstations

List of the 24 global indicators spread across the 5 computerisation perspectives

<b>THE STRATEGIC PERSPECTIVE:</b>	
<b>S1</b>	Alignment of the ICT strategy with the administration's mission
<b>S2</b>	e-government strategy alignment – is the e-government strategy accepted?
<b>S3</b>	Use of evaluation tools for being able to measure the ICT performance
<b>S4</b>	Open source* usage
<b>THE FINANCIAL PERSPECTIVE:</b>	
<b>F1</b>	ICT Budget Per Employee
<b>F2</b>	ICT Budget Allocations
<b>F3</b>	Outsourcing Budget
<b>THE PERSONNEL PERSPECTIVE:</b>	
<b>P1</b>	Percentage of ICT employees as per total employees
<b>P2</b>	ICT personal allocations *
<b>P3</b>	Percentage of open positions
<b>P4</b>	In-house, self-capacity
<b>P5</b>	The Department's dynamic
<b>P6</b>	ICT Personnel Training
<b>THE ORGANISATIONAL PERSPECTIVE (ICT PROCESSES):</b>	
<b>O1</b>	Service Management
<b>O2</b>	Project management
<b>O3</b>	Security management
<b>O4</b>	Information management
<b>O5</b>	IT Availability
<b>O6</b>	Performance management*
<b>O7</b>	IT Architecture*
<b>THE TECHNOLOGICAL PERSPECTIVE:</b>	
<b>T1</b>	Computerised Workstation Availability
<b>T2</b>	Electronic Data Quantity Per Employee
<b>T3</b>	Implementation of e-government principles
<b>T4</b>	IT Robustness
* Indicators developed in 2009 but not present in 2004 were marked by an asterisk.	

### 3.3. Comparability with the 2004 measurement

When the barometer was created in 2004, the Federal Administration was undergoing reorganisation (Copernic reform - horizontal services and managerial mandate system) and many ICT Managers had only recently been appointed as ICT Department heads. Indicators were chosen at that time where the type of response left room for interpretation (e.g. scale of responses of the "Not Implemented" to "Being Implemented" variety).

Five years later, for the second measurement, the organisational context and the technological context had obviously advanced. Certain adaptations therefore had to be made to the tool:

- Conservation of the basic definitions and method of collecting the information
- Conservation of a maximum of global indicators, but adaptation of the specific indicators that constituted them
- Addition of some global and specific indicators
- Objectivation of the responses: "yes/no" answers were preferred

Moreover, some new departments had appeared, and measuring the development in absolute figures would have been meaningless. In order to enable comparison between the two measurements, like-for-like calculations were made by discarding the administrations that were measured only once.

### 3.4. Limitations

The results reflected the understanding and the perception of the current situation by the ICT Managers concerned. The overall quality has been audited externally (correction of aberrant data, and so on).

It should also be noted that this barometer gave an overview only of the situations of the federal organisations' ICT Departments. Any other possible ICT activity not under the ICT Manager's responsibility was excluded.

The study gave a state of the current situation and was not seeking to assess the services provided. Inter-departmental comparison was not a survey objective and would in any event have been extremely difficult given the strongly heterogeneous nature of the organisations concerned (in terms of size, mission type and management mode).

Lastly, this tool took a snapshot of a given moment of the federal administrations' state of computerisation, but did not measure that progress against an overall computerisation strategy. There was no target score for each indicator, each administration establishing its individual objectives in the light of its mission.

### 3.5. On-line tool

Fed-eView/A is a tool of universal use, and the complete results can be securely accessed on-line by the ICT Managers, the Presidents and the General Administrators of the departments concerned. Each participant can access his or her department's detailed information, as well as the overall results. The participants can thus situate themselves in the overall context, without knowing the other organisations' details.

The strongly heterogeneous nature of the Federal Administration's departments does not allow any relevant overall comparison. However, an important characteristic of the on-line tool is that each department can display the results of similar departments (three similarity criteria were identified: management mode, size of the organisation in terms of personnel numbers, and the order of magnitude of the ICT budget).

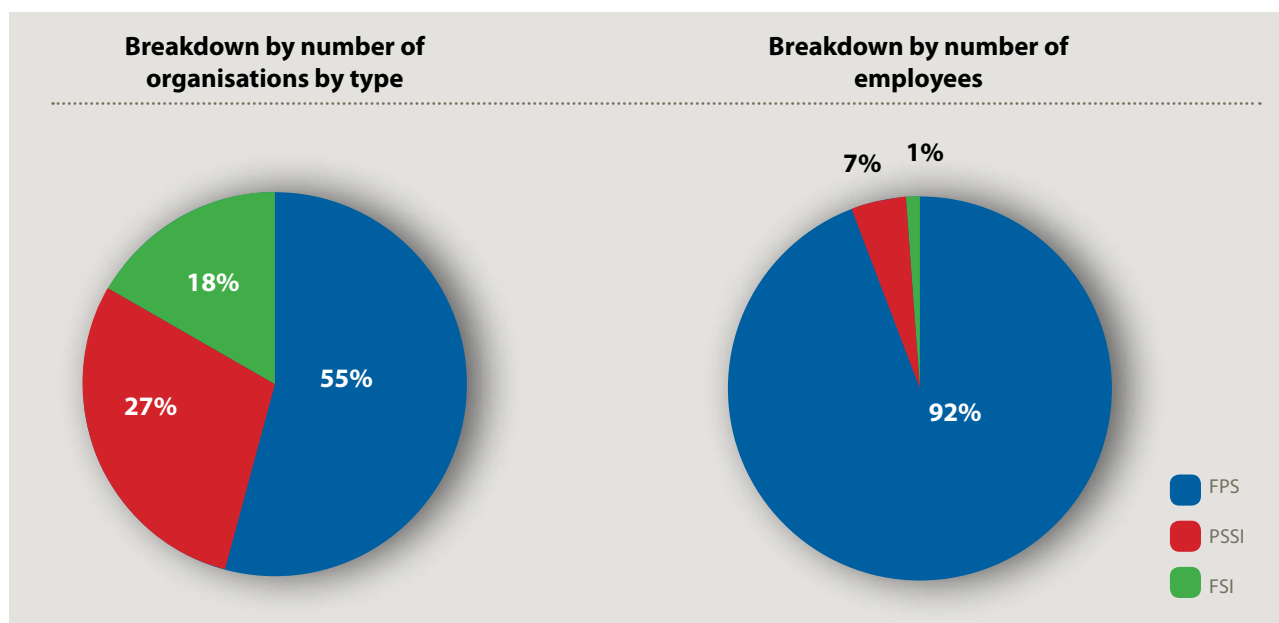
## 4 Participating Organisation Panel Analysis

In 2004, 46 departments had been measured. In 2009, the Managers of 49 ICT Departments responded, which corresponded to 95% of the ICT Departments as a whole<sup>6</sup>. That covered the needs of 170,000 administration employees (as FTEs), that is to say 40% more than in 2004. This strong increase in terms of employees concerned was in particular due to the participation of several new departments in the 2009 measurement<sup>7</sup>.

Three types of organisation were distinguished:

- Twenty-seven Federal Public Services, Public Programming Services, and other agencies and organisations (called "FPS" in the rest of the document for greater ease of reference)
- Thirteen Public Social Security Institutions (called "PSSI" in the rest of the document)
- Nine Federal Scientific Institutions (called "FSI" in the rest of the document)

The graphs below present the repartition for the 2009 measurement according to the type of organisation: breakdown by number of organisations and breakdown by number of employees.



The SPF-type organisations were in the majority, in terms of number and number of employees alike. The FSI-type organisations represented 18% of all of the organisations that were measured, but only for 1% of the people concerned. These breakdowns were to be taken into account in the reading of the overall results that have not been weighted.

Fedict, the ICT FPS, does not appear in the global indicators, because this FPS has no operational mission, its main role being to develop and promote a common e-government strategy. Only Fedict's Shared Services part was taken into account, together with the Chancellery and FPS Budget & Management Control.

The complete list of the measured organisations is available in an appendix.

<sup>6</sup> Certain agencies do not have an ICT Department: they use that of another organisation.

<sup>7</sup> For example the National Register, Fedasil, the Police (integrated police force manpower).

## 5 Results

It should first be made clear that this report contains the main elements of the barometer measurement of the federal organisations' computerisation. The complete data is available via a secure on-line tool.

Firstly, the key figures were presented and compared with other countries' administrations. Then, the e-government matrix gave the level of back office integration and the progress in the e-government field. Finally, the various computerisation perspectives (strategy, budgets, personnel, processes and technology) were reviewed by means of the most representative global indicators, as well as by means of the e-government matrix's colour code. These results will then be analysed and summarised in Section 6 - Conclusions.

### 5.1. Key figures

The tables below present the key 2009 and 2004 figures aggregated by type of organisation. The overall evolution between 2004 and 2009 has also been calculated.

As specified above, two corrections have been made to the results in order to allow a comparison with the results of the first measurement of 2004:

- **Comparisons on a comparable basis** <sup>(Cb)</sup>: As the number of administrations measured in 2009 was not identical to that of 2004, measuring the development in absolute figures would have been meaningless. The main key figures were therefore calculated on a like-for-like basis by discarding the administrations that had not been measured twice. This not only for the absolute value data, but also for the F1-P1-T1 indicator data. The key figures on a comparable basis (Cb) were shown in italics. Distinction therefore must duly be made between the actual values for 2009, which reflect the current situation, and the comparable-basis values, which were used only to allow comparison with 2004.
- **Budgets excluding inflation**: for the budgetary data, we used the economic budget deflator in order to obtain actual-price budgets (on the basis of the All Categories Price Index, base 2004, index January 2009 - Economic Budget – Plan Office).

## 5.1.1. Overall Key Figures – Evolution between 2004 and 2009

This table contains the overall key figures of 2009 and 2004 aggregated by type of administration.

Evolution overall key figures 2004-2009	Fed-eView A 2009				Fed-eView A 2004				Evolution
	Total	FPS	PSSI	FSI	Total	FPS	PSSI	FSI	
<b>Number of Responses</b>	49	27	13	9	46	20	14	12	6,5%
<b>ICT budget (mio €)</b>	576,50	401,01	173,39	2,10	404,00	268,50	136,52	1,98	
<b>ICT Budget<sup>cb</sup></b>	478,83	303,34	173,39	2,10	403,59	268,50	133,75	1,35	
<b>ICT Budget actual prices<sup>cb</sup></b>	429,99	272,40	155,71	1,88					6,54%
<b>Number of ICT employees</b>	4.555	3.703	780	72	4.791	3.725	913	154	
<b>Number of ICT employees<sup>cb</sup></b>	3.902	3.050	780	72	4.659	3.725	883	52	-16,2%
<b>Number of Open ICT Positions</b>	137	109	25	3	677	590	79	8	
<b>Number of Additional People Needed</b>	1.025	931	66	28	na	na	na	na	
<b>Number of Computerised Workstations</b>	124.358	109.187	13.651	1.520	91.487	76.043	13.463	1.981	
<b>Number of Computerised Workstations<sup>cb</sup></b>	106.585	91.414	13.651	1.520	90.403	76.043	13.023	1.337	17,9%
<b>P1 - Proportion ICT employees / total employees (%)</b>	2,7	2,4	6,3	3,7	4,1	3,6	8,1	9,0	
<b>P1<sup>cb</sup></b>	3,2	2,8	6,4	3,7	4,0	3,6	8,0	4,3	19,7%
<b>F1 - ICT budget per employee (euros)</b>	3.388	2.572	14.102	1.069	3.452	2.560	12.073	1.155	
<b>F1<sup>cb</sup></b>	3.920	2.812	14.102	1.069	3.455	2.560	12.087	1.113	
<b>F1<sup>cb</sup> actual prices</b>	3.521	2.525	12.663	960					2,2%
<b>T1 - Proportion computerised workstations / number employees (%)</b>	73,1	70,0	111,0	77,4	77,6	72,5	119,1	115,3	
<b>T1<sup>cb</sup></b>	87,3	84,7	111,0	77,4	77,2	72,5	117,7	110,7	13,1%

### 5.1.1.1 Table's Definitions and Reading

- **Number of Responses:** the number of administrations that responded to the survey
- **ICT Budget:** this was a question of the overall ICT budget, expressed in millions of euros, without the internal ICT personnel costs (statutory and contractual civil servants), nor the telecommunication costs for VOICE communication but including all other costs (budgets for the secondment of the non-profit-making Fedict Select/SMALS Associations and the body shopping). There was no direct link with a budget line.
- **Number of ICT employees:** the number of FTEs reporting to the ICT Manager at 01/01/2009 (including the department's secretaries and supervisory staff). The ICT employees not reporting to the ICT Manager were not taken into account (e.g. employees having an "ICT bonus" but working in another department were not included here). Distinction was made between:
  - Internal staff: statutory and contractual civil servants
  - Seconded employees: people with a SMALS or Fedict Select contract<sup>8</sup>
  - External commercial employees: people under contract with a privately held company, as (semi)-permanent body shopping in the department (people working via project contracts with payment on results were not included).

<sup>8</sup> i.e. people recruited by the non-profit-making SMALS (<http://www.smals.be>) and Fedict Select Associations (<http://www.fedictselect.be/>)

- **Number of Open ICT Positions:** this was a question of the number of positions (FTE) for which there were open candidatures at Selor<sup>9</sup>, SMALS or Fedict Select (at the 3<sup>rd</sup> quarter of 2009). In 2004, the definition was different (number of vacant posts compared to the operational plan). Comparison was therefore difficult.
- **Number of Additional People Needed:** this was a question of the number of additional ICT employees needed for optimal fulfilment of the administration's missions. The question was not put in 2004.
- **Number of Computerised Workstations:** this was a question of the total number of PCs, laptops and terminals available in the administration as a whole.
- **P1 Indicator:** this indicator showed the average percentage of ICT employees as per the total number of employees in the administration (on the basis of the indicated quantity of FTEs).
- **F1 Indicator:** this indicator showed the administration's average ICT budget in euros per employee per annum (on the basis of the total number of FTE employees).
- **T1 Indicator:** this indicator showed the percentage of computerised workstations as per the administration's number of employees (on the basis of the total number of FTE employees).

### 5.1.1.2 Analyse

In 2009, the Federal Administration had 4,555 FTEs employed in ICT, which represented 2.7% of the total personnel. The overall ICT budget amounted to almost 577 million euros. On a comparable basis and excluding inflation, it can be seen that the overall ICT budget had increased by 6.5%, but that the ICT manpower had actually decreased by 16%. In other words, a larger budget was available, but there were far fewer IT specialists, even in absolute numbers. However, the administration's average ICT budget per employee had increased slightly (by 2%) and amounted to €3,920. This amount was nevertheless still very low in comparison with the private sector (€8000-9000 per "white collar")<sup>10</sup>.

In five years, the number of computerised workstations had significantly increased (18% on a comparable basis). In 2009, however, 27% of the administration's employees did not have their own computerised workstation.

There were far fewer open positions (137) in 2009 than in 2004, but this was undoubtedly partly due to a different definition. In every case, the administrations were lacking ICT personnel; the ICT managers estimated that 1,025 additional people would be needed for them to function optimally, that is to say 20% more than the current manpower.

Notable differences between the various types of organisation could however be seen in terms of all the key figures, which confirms the Federal Administration's heterogeneous nature. Thus, the ICT budget per employee was far higher in the PSSI than in the FPS, for example.

<sup>9</sup> Selor is the Federal Administration's Selection Office

<sup>10</sup> Data News figures

## 5.1.2. Key Figures for the Personnel Perspective

The table below gives the detail of the Personnel Perspective figures

Key figures - Personnel Perspective	Fed-eView A 2009				Fed-eView A 2004				Evolution
	Total	FPS	PSSI	FSI	Total	FPS	PSSI	FSI	
Number of ICT employees	4.555	3.703	780	72	4.791	3.725	913	154	
Number of ICT employees <sup>Cb</sup>	3.902	3.050	780	72	4.659	3.725	883	52	-16,2%
% internal ICT employees <sup>Cb</sup>	82,3	89,9	51,2	100	84,3	91,8	53,3	100	-2,4%
% internal ICT employees younger than 30 <sup>Cb</sup>	15,3	13,9	23,8	20,8	9,4	9,0	11,1	38,5	63,0%
% internal ICT employees older than 50 <sup>Cb</sup>	20,4	18,4	31,3	36,1	14,0	13,3	22,1	13,5	46%
Internal ICT Employee Exit Rates	4,5	4,4	4,8	5,6	na	na	na	na	
% of Administrations with a Knowledge Transfer Method*	69,4	85,2	46,2	55,6	na	na	na	na	
% of Administrations measuring ICT Employees Satisfaction*	59,2	59,3	61,5	55,6	na	na	na	na	

The asterisk indicates the key figures that were new for the 2009 measurement.

### 5.1.2.1 Table's Definitions and Reading

See also the definitions in the previous paragraph.

- **% of Internal ICT Employees:** this was a question of the percentage of internal employees (statutory and contractual civil servants) as per the total number of ICT employees.
- **% of Internal ICT Employees younger than 30 and older than 50:** this was a question of the percentage of internal employees younger than 30 and older than 50 (statutory and contractual civil servants) as per the total number of internal ICT employees. The data relating to the age pyramid concerns only the statutory and contractual civil servants, not the seconded employees nor the external commercial employees.
- **Internal ICT Employee Exit Rates:** this was a question of the percentage of internal ICT employees who leave the department each year, due to pension, resignation, dismissal (for the contractual employees), internal mobility, voluntary departure, etc.
- **% of Administrations with a Knowledge Transfer Method:** this was a question of the percentage of administrations that had envisaged a method or a means of transferring ICT employee knowledge (especially from those who leave the department).
- **% of Administrations Measuring ICT Employees Satisfaction:** this was a question of the percentage of administrations that had measured the satisfaction of their ICT personnel during the previous twelve months. NB: it was not a question here of measuring the satisfaction of the administrative staff as a whole, but only the ICT Department's.

### 5.1.2.2 Analysis

On a comparable basis, it can be seen that the proportion of internal ICT employees (approximately 80% of all ICT employees) had fallen a little since 2004 (-2.4%). The problem of civil servant ageing, already identified in 2004, was confirmed here: the over-fifties, who represented 14% of the manpower in 2004, represented 20% in 2009. At the same time, it can be seen that the proportion of young people had also increased (from 9 to 15%). Since not all civil servants will be replaced, the transfer of knowledge is a solution that was applied by nearly 70% of the administrations, but mainly in the FPS, whereas the ageing problem was especially significant in the PSSI and the FSI. A fifth of internal ICT manpower would therefore be retiring in the next ten years, which represented a distinctly smaller proportion than in the administration's other departments<sup>11</sup>, but which was approaching the private sector's percentages.

In 2009, nearly 60% of the administrations were measuring their ICT personnel's satisfaction. This percentage, which is high, conveyed a growing interest in assessing the satisfaction of the public services users and personnel and, furthermore, has been a Federal Administration objective since 2006<sup>12</sup>.

---

<sup>11</sup> According to the official figures published by the FPS P&O, 40% of civil servants are over the age of 50.

<sup>12</sup> The Council of Ministers of 23 June 2006 decided that each public organisation would have the obligation of measuring satisfaction every two years ([http://www.fedweb.belgium.be/fr/a\\_propos\\_de\\_l\\_organisation/developpement\\_et\\_support/collaborateurs/satisfaction\\_personnel/index.jsp](http://www.fedweb.belgium.be/fr/a_propos_de_l_organisation/developpement_et_support/collaborateurs/satisfaction_personnel/index.jsp))

### 5.1.3. Key Figures for the Technological Perspective

The table below gives the detail of the Technological Perspective figures.

Key Figures - Technological Perspective	Fed-eView A 2009				Fed-eView A 2004				Evolution
	Total	FPS	PSSI	FSI	Total	FPS	PSSI	FSI	
<b>Number of Computerised Workstations</b>	124.358	109.187	13.651	1.520	91.487	76.043	13.463	1.981	
<b>Number of Computerised Workstations<sup>Cb</sup></b>	106.585	91.414	13.651	1.520	90.403	76.043	13.023	1.337	17,9%
<b>Average % of Employees with an eID Reader in their Workstation*</b>	39,3	48,1	42,3	8,6	na	na	na	na	
<b>PC Renewal % (yearly)*</b>	22,6	23,5	22,5	20,2	na	na	na	na	
<b>Number of Mainframes</b>	44	23	21	0	48	17	23	8	-8,3%
<b>Number of Mainframes<sup>Cb</sup></b>	34	13	21	0	46	17	23	6	-26,1%
<b>Number of Physical Servers*</b>	4531	3808	599	124	na	na	na	na	
<b>Number of Virtual Servers*</b>	2189	1130	1008	51	na	na	na	na	
<b>Number of PDA's/Smartphones*</b>	1062	822	233	7	na	na	na	na	
<b>Average % of Laptops in the Administrations</b>	13,6	14,0	10,6	11,1	11,1	12,2	5,4	7,3	22,4%
<b>Average % of Employees with Webmail access*</b>	55,6	263,0	34,3	63,9	na	na	na	na	
<b>Average % of Employees with VPN access*</b>	29,3	37,4	22,4	14,8	na	na	na	na	

The asterisk indicates the key figures that were new for the 2009 measurement.

#### 5.1.3.1 Table's Definitions and Reading

See also the definitions in the previous paragraph.

- **Average % of Employees With an eID Reader in their Workstation:** this was a question of the average percentage of an administration's employees who had an eID reader incorporated within their workstation (desktop or laptop computer).
- **PC Renewal %:** this was a question of the average percentage of annual PC renewal for an administration, relating only to desktop computers, the renewal averages for laptops being irrelevant.
- **Number of Mainframes:** this was a question of the number of mainframes (including backups) used by the administrations.
- **Number of Physical and Virtual Servers:** this was a question of the number of physical/virtual servers that were being used.
- **Number of PDA/Smartphones:** this was a question of the number of PDA/Smartphones used by the administration's employees.
- **Average % of Laptops in the Administrations:** this was a question of the number of laptops as per the total number of computerised workstations.
- **Average % of Employees With Webmail and/or VPN Access:** this was a question of the average percentage of employees per administration (members of the administrative staff for which mobile applications were necessary and/or useful for the performance of their duty) who have webmail/VPN access. This does not indicate the percentage of use. Webmail: access to the administration's e-mail system from any computer connected to the Internet. VPN: secure access to the administration's Virtual Private Network, allowing remote operation of all the applications and access to the Intranet.

### 5.1.3.2. Analysis

In 2003, the Federal Government launched the eID, the deployment of which was completed in 2009. This eID is the keystone of many electronic applications: it is used in particular for civil servant authentication for a series of applications and information services. An eID reader is therefore necessary. This is borne out by the facts: on average, nearly 40% of a Federal Administration's employees have an eID reader. This is far more than in households (15% of households with a computer have an eID reader) and than in companies (18% of staff members have an eID reader at their workplace)<sup>13</sup>.

Nearly 22.6% of the PCs were renewed annually, which represents a lifespan of approximately 4.5 years.

It can be seen that the number of mainframes has fallen over the five years: a quarter of them have disappeared.

Overall, it can be seen that virtualisation techniques were not yet greatly used as the number of physical servers was still higher than the number of virtual ones, except in the PSSI.

The mobile infrastructure, allowing teleworking in particular, was starting to develop in the Belgian Federal Administration. Concerning the mobile equipment, laptops represented nearly 14% of the total workstations, that is to say an average of 1 laptop for 10 employees, but this proportion had not changed much over the five years. Furthermore, approximately 0.5% of the employees had a tool of the PDA/ Smartphone variety at their disposal. In terms of tools, webmail and VPN was on average possible for respectively 50% and 30% of an administration's employees. There were however great variations between the administrations (varying between 0 and 100% of the employees). These access levels are fairly similar to those that are encountered for all organisations and companies in Belgium<sup>14</sup>.

### 5.1.4. Key Figures of Open Source Tool Use

The "open source"<sup>15</sup> theme was added to the barometer in 2009, because the use of tools of this kind was becoming increasingly widespread. The table below gives some examples of products for each type of application.

	Software of the Open Source Variety	Proprietary Software
Applications Of The E-Mail Variety	Thunderbird	Microsoft Outlook
Office-Computing Applications	Firefox, OpenOffice, PDF Creator	MS Office, Internet Explorer
Business Applications	Applications developed on the basis of tools such as Redmine and Alfresco in order to develop eCommunities or Drupal to develop a website or a portal	Applications developed on the basis of Java, Livelink, or Tridion tools in order to develop a website or a portal
Software System	Linux	Windows XP/Vista

<sup>13</sup> 2009 ICT in Households Survey by FPS Economy 2009 ( [http://economie.fgov.be/en/statistics/surveys-methodology/surveys/ICT\\_household/index.jsp](http://economie.fgov.be/en/statistics/surveys-methodology/surveys/ICT_household/index.jsp) ) and SAP 2009 Survey ( <http://www.sap.com/belux/about/press/press.epx?pressid=11808> )

<sup>14</sup> Getronics ICT Barometer 2009 : by way of comparison, the number of workers in Belgium with access to their corporate e-mail system from home is 62% ( <http://www.getronics.be/web/ICT-Barometer.htm> ).

<sup>15</sup> "Open Source" means "copyright- and licence-free".

The table below gives the detail of the figures for the use of open source tools.

Key Figures of Open Source Tool Use	Fed-eView A 2009			
	Total	FPS	PSSI	FSI
<b>% of Administrations using E-mail Applications*</b>	22,4	11,1	15,4	66,7
<b>among which % of Satisfied or Very Satisfied User Admin.*</b>	81,8	100	50,0	83,3
<b>% of Administrations using Office Computing Applications*</b>	52,9	33,3	75,0	75
<b>among which % of Satisfied or Very Satisfied User Admin.*</b>	34,7	33,3	30,8	44,4
<b>% of Administrations using Business Applications*</b>	53,1	51,9	46,2	66,7
<b>among which % of Satisfied or Very Satisfied User Admin.*</b>	69,2	71,4	50,0	83,3
<b>% of Administrations using Software Systems*</b>	65,3	55,6	84,6	66,7
<b>among which % of Satisfied or Very Satisfied User Admin.*</b>	84,4	80,0	81,8	100,0

The asterisk indicates the key figures that were new for the 2009 measurement.

#### 5.1.4.1 Table's Definitions and Reading

- **% of Administrations using applications of types : E-mail applications/Office computing applications/Business Applications/Software Systems** : this was a question of the percentage of administrations that were using at least one application of this type.
- **Among which % of Satisfied or Very Satisfied User Administrations:** among the administrations that were using an open source application, percentage of those that were satisfied or very satisfied. It was indeed here a question of ICT Manager satisfaction, not end user satisfaction.

#### 5.1.4.2 Analysis

Unsurprisingly, the products for the system applications were the most used (by 2/3 of the administrations) and with which the ICT Managers ICT were the most satisfied.

On the other hand, only a third of the ICT Managers who were using open source products for the office-computing applications were either satisfied or very satisfied.

On the whole, across all types, open source software was being used in 83.6% of the Federal Administrations.

## 5.2. Comparison with other administrations

When the tool was developed in 2004, most of the European countries had not yet carried out studies similar to Fed-eView. Italy and Finland have been making inventories for several years, and since then, other countries such as the Czech Republic, Lithuania, Denmark and the Netherlands have launched some measurement projects, but most of the tools that have been developed were oriented towards the availability of the services on the websites (front office) or on the use of ICT tools. Nor is there any overall point of comparison with the situation in the administrations of the other levels of power in Belgium.

The points of comparison are therefore rare and not very indicative, because the measured perimeter is not the same (according to the country's administrative structure, the local level is sometimes included), the definitions are never identical (for example Finland calculates the ICT budget per employee, salaries included), and both the measurement period and the collection method are often different.

The table below presents a few points of comparison.

	Belgium - Federal Administrations (2009)	Finland (2008)	Lithuania (2008)	Czech Republic (2007)	Spain (2009)	Italy (2008)	Switzerland (National Level, 2009)	Australia (2008)
<b>Percentage of ICT Employees / Total Employees</b>	2,7	3,9		3,7	2,9		7	6
<b>ICT Budget Per Employee</b>	3388 euros					2210 euros		
<b>Number of Computerised Workstations for 100 Employees</b>	73,1		70,6			93		

Taking into account this limitations, it could be deduced from this that the Belgian Federal Administration has proportionally fewer IT specialists than the administrations of other countries.

The data relating to the use of open source software is more easily available, thanks in particular to the European observatory, OSOR<sup>16</sup>. The Belgian Federal Administrations are at the peak of the use of this software: 83.6% of them are using one or more open source applications. France is doing even better (96%), but the use of this software is distinctly less widespread in other countries: in the Netherlands, 69% of the administrations have an open source policy, 60% of the Norwegian administrations are using an open source application in one or more fields, in Denmark it is approximately half, a third in Portugal and 16% in Finland.

<sup>16</sup> OSOR.EU – Open Source Observatory and Repository for European public administrations

### 5.3. E-government matrix

The e-government matrix, which cuts across two global indicators, is presented ahead of the results of the global indicators, because each department received a colour according to the quadrant of the matrix in which it was located. This colour code was then used to represent the department in all the histograms of the global indicator results. This allows immediate visualisation of a possible link between the level of an global indicator and the level of advance in terms of e-government.

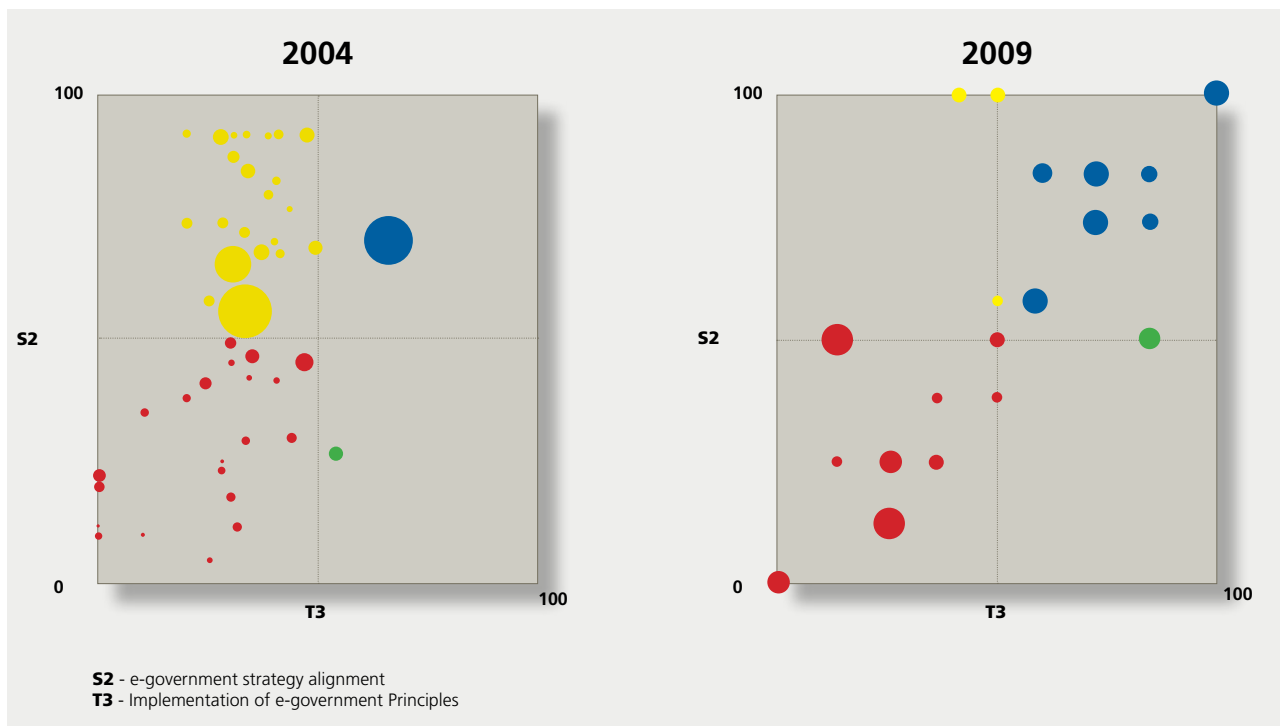
How does one measure the e-government maturity level? Many countries have started by measuring the degree of sophistication of the on-line services, in front office. We have not opted for this kind of measurement, because the Belgian e-government policy is based initially on the reorganisation of the back offices and the exchanges between administrations (the "Only Once" concept: users were not asked for information that is already available somewhere within the administration). Some basic e-government principles<sup>17</sup> have been defined. They enable integrated, high-performance electronic services to be developed. The most advanced departments in terms of e-government were therefore the ones that were taking these principles into account.

For the creation of the matrix, two global indicators were used:

- The vertical axis (Indicator S2) reflects, on a scale of 0 to 100, the extent to which the basic e-government principles were part of the organisation's ICT strategy.
- The horizontal axis (Indicator T3) reflects, on a scale of 0 to 100, the implementation of those basic principles in the development of IT applications.

The size of the circles gives an indication (an estimation) of the size of each administration.

NB: In the event of identical scores, the circles were superimposed.



<sup>17</sup> These basic principles are: use of unique identification keys, eID integration, use and creation of authentic sources or repositories, an open standards policy, mutualisation of ICT initiatives, development of transversal projects between administrations, use of the Fedict and Crossroads Bank for Social Security services catalogues, multichannel policy (counter, websites, telephone, interactive television, ...).

Over five years, a progression “from yellow to blue” could be seen: the administrations that had incorporated the key e-government principles into their ICT strategy in 2004 were now putting them into practice.

A detailed explanation of each quadrant is given below:

- The fourteen departments in the lower left quadrant (in red) were the departments that were the least ready to develop sophisticated e-government services. The e-government principles were not yet strongly incorporated into the department’s ICT strategy, and few or none of them were being put into practice.
- The three departments in the upper left quadrant (in yellow) were the departments where the e-government principles were well incorporated into the department’s ICT strategy, but where they were not yet much used. It should be noticed that most of these departments were at the limit of the quadrant and could thus be likened to the departments in the upper right quadrant.
- The thirty-one departments in the upper right quadrant (in blue) were the most developed departments in terms of back office integration. The e-government principles were recognised and incorporated into the ICT strategy and were being put into practice in the development of IT applications. This was a question of a good basis for developing sophisticated e-government services and for automatically allocating certain rights to citizens and companies. The goal is obviously to have a maximum of departments in this quadrant in order to arrive at an “inter-connected government”. It should be noted that many departments are now at the maximum.
- The only department in the lower right quadrant (in green) was at the limit of the quadrant and it could thus be likened to the departments in the upper right quadrant.

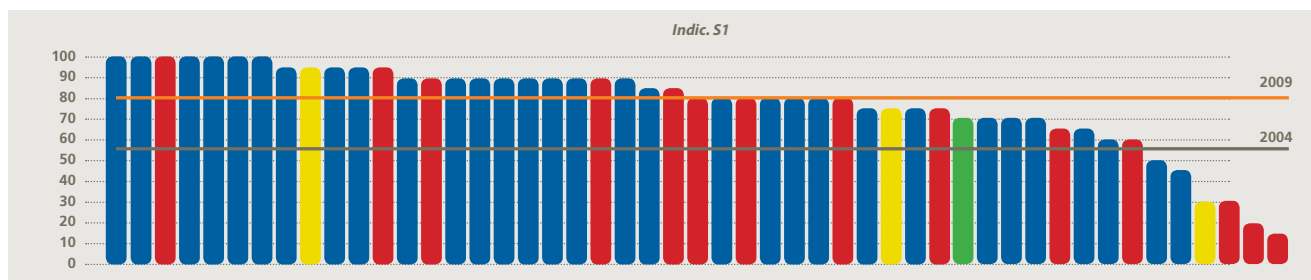
## 5.4. The various computerisation perspectives

The various computerisation perspectives were reviewed by means of the most representative global indicators<sup>18</sup>, also by using the e-government matrix's colour code to represent each department, which allows immediate visualisation of the most advanced departments in terms of e-government and to establish a possible link between the indicator level and the e-government maturity level.

### 5.4.1. The Strategic Perspective

#### *Indicator S1 - Alignment of the ICT Strategy with the Administration's Mission*

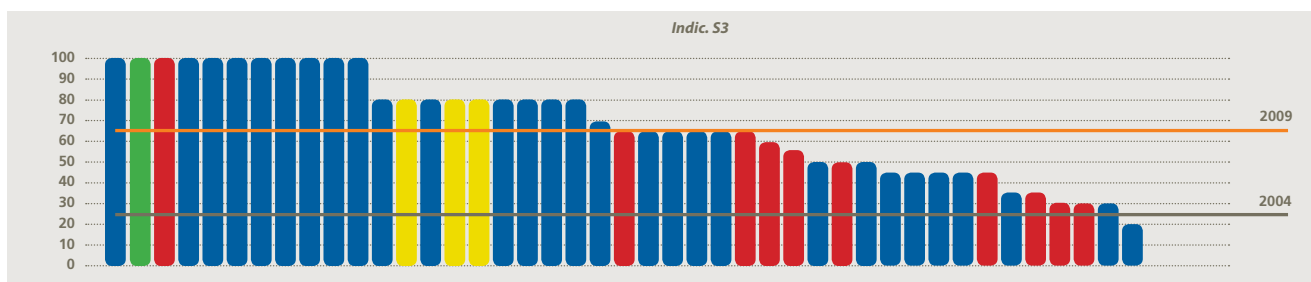
This indicator reflects, on a scale of 0 to 100, the extent to which the ICT strategy is aligned with the mission and with the administration's strategy and has been transposed into a project portfolio with allocation of resources.



Generally, the ICT strategy is well aligned with the administration's mission: several departments have even the maximum score. The general level has risen since 2004. The Belgian Federal Administration in any case does as well as many private companies<sup>19</sup>. There is no clear link with the e-government maturity level (indicated by the e-government matrix's colour code – blue = the most advanced departments: red = the least advanced departments).

#### *Indicator S3 - Use of Evaluation Tools*

Indicator S3 reflects, on a scale of 0 to 100, the extent to which the ICT Department uses methods and instruments in order to ascertain its own performance.



The culture of ICT governance and performance measurement has strongly progressed since 2004, but to extremely different degrees between the various departments. Several departments were now at the maximum score, but the least advanced departments in terms of e-government have low or zero scores.

<sup>18</sup> As specified at the beginning of the section, this report does not contain the entirety of the survey results, but only the most significant global indicators. Indicators S4, F2, F3, P2, P5, O6, O7, T2 and T4 are not presented here and Indicators S2 and T3 are presented by means of the e-government matrix.

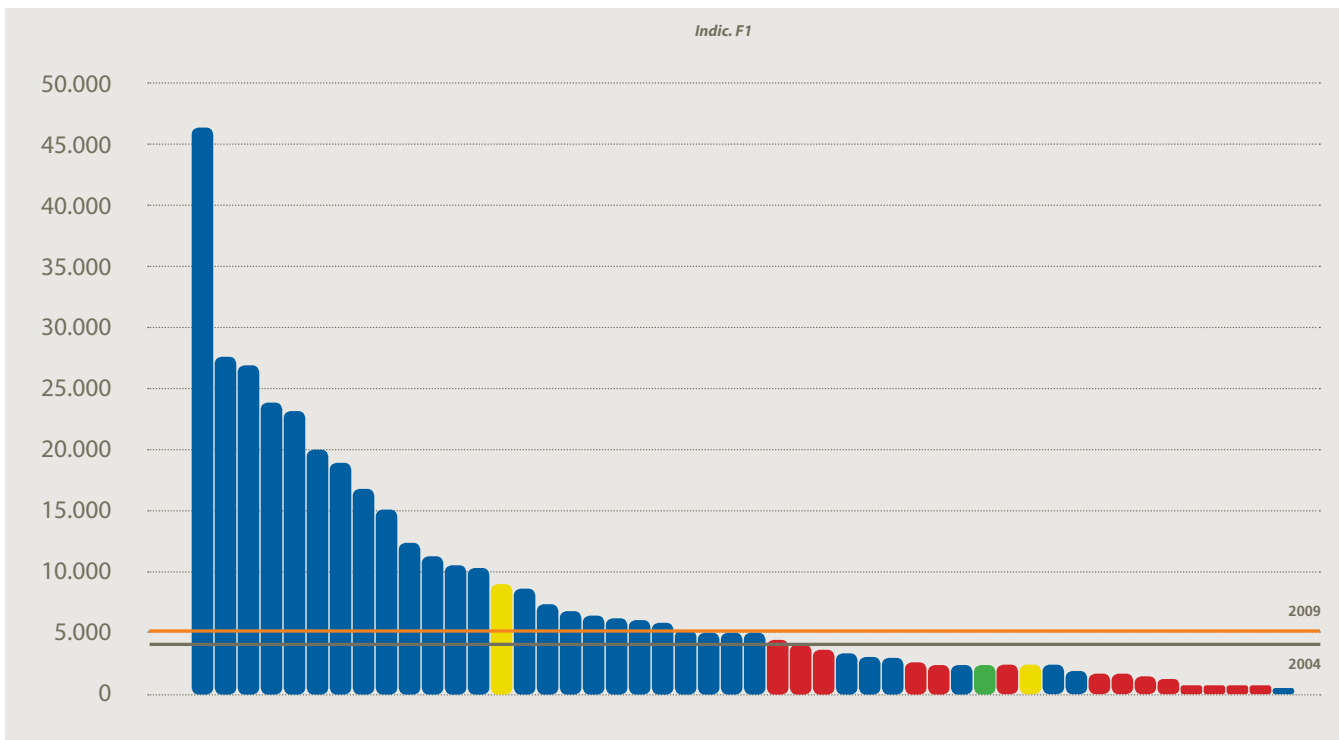
<sup>19</sup> IT Governance Institute – An Executive View of IT Governance, 2009 : 73% of the company leaders in 22 surveyed countries indicated an alignment between their IT strategy and their company's mission (<http://www.itgi.org/AMTemplate.cfm?Section=Deliverables&Template=/ContentManagement/ContentDisplay.cfm&ContentID=47365>)

## 5.4.2. The Financial Perspective

### *Indicator F1 - ICT Budget Per Employee*

This indicator, already presented in overall form in the key figures, calculates the ICT budget per employee per annum (on the basis of the total number of FTEs), expressed in euros (ICT budget without the costs relating to internal personnel - statutory and contractual civil servants - nor telecommunication costs for VOICE communication but including all the other costs – including the budgets for the secondment of the non-profit-making Fedict Select/SMALS Associations and for body shopping). There is no direct link with a budget line.

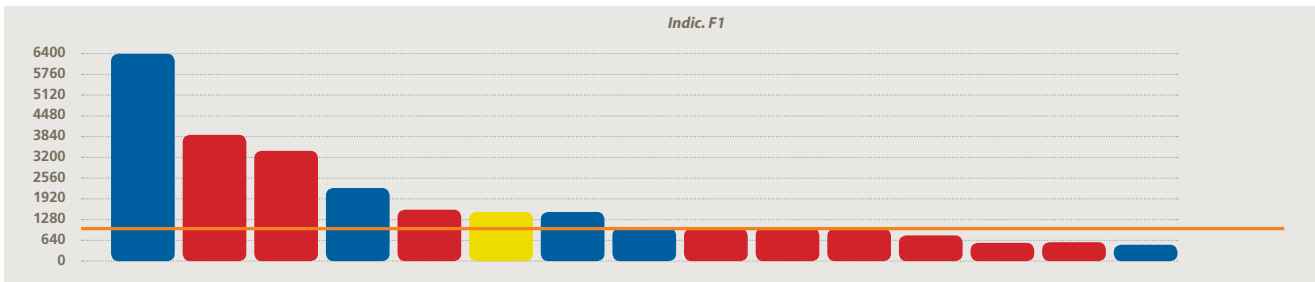
The budget per “employee” concept is not really relevant for certain administrations that were also responsible for the computerisation of other organisations. This is the case for example for the PSSI Social Integration, which manages the IT of the Public Social Welfare Centres, the National Register, which provides services used by all the Belgian municipalities, or the Crossroads Bank for Social Security (CBSS), whose mission is to provide ICT and e-government services to other administrations and agencies. These departments post very considerable ICT budgets per employee. This budget is even more than €150,000 euros for CBSS and, in order to keep the overall graph readable, the latter has been omitted from the graph below.



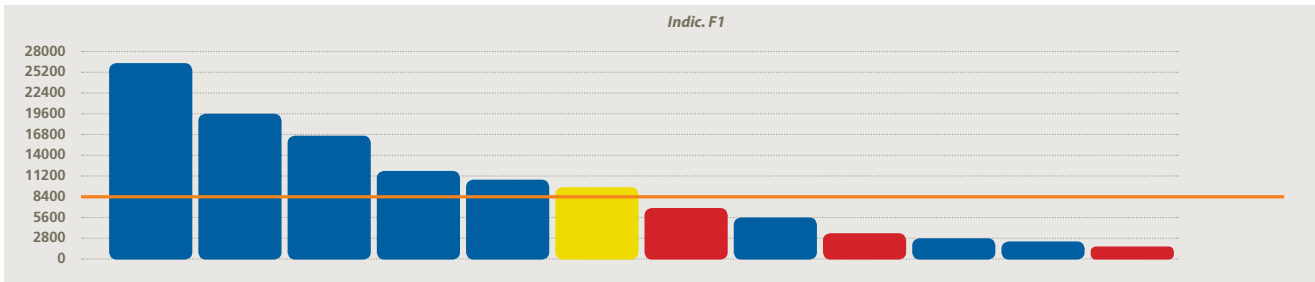
This graph shows clearly that the most advanced administrations in terms of e-government were also those that had the highest ICT budgets per employee.

A presentation of the results by peers or clusters is also interesting. Do the departments for example with very considerable ICT budget spend more per employee than those with an total ICT budget of less than one million?

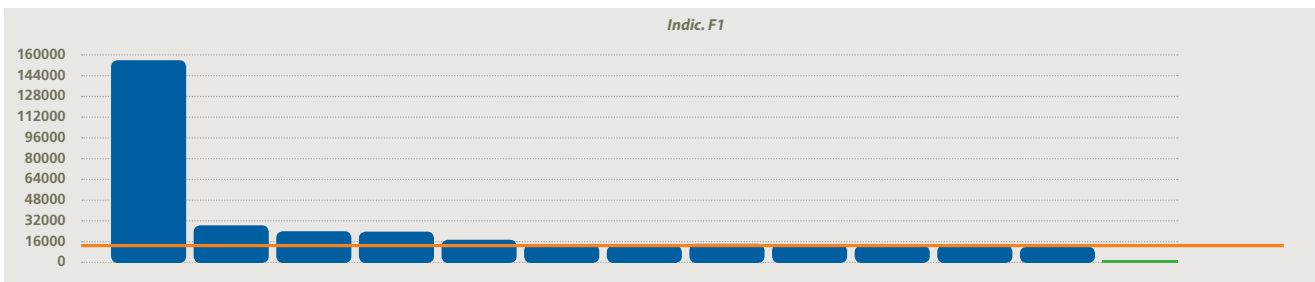
Cluster of departments with an ICT budget of 0-1 million:



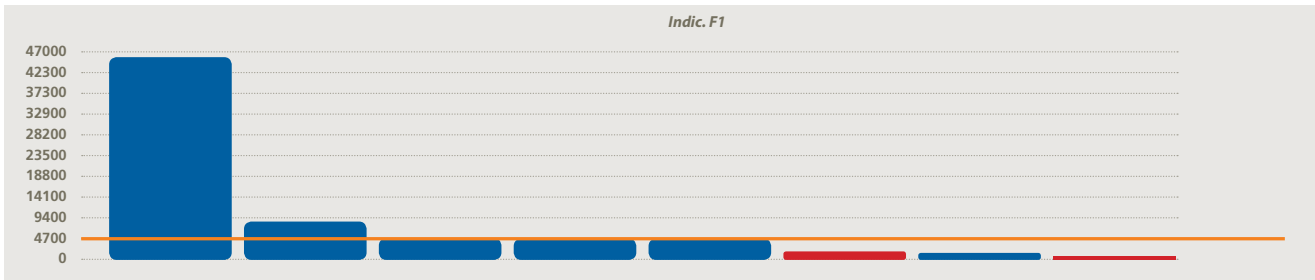
Cluster of departments with an ICT budget of 1-5 million:



Cluster of departments with an ICT budget of 5-15 million:



Cluster of departments with an ICT budget of more than 15 million:



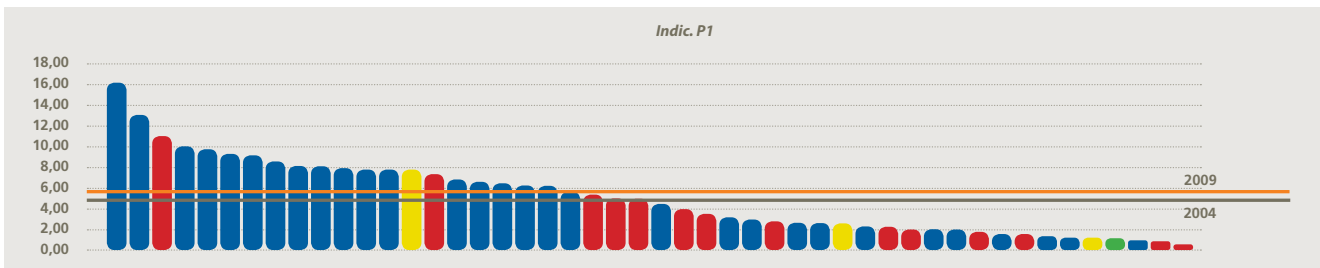
Overall, administrations with small ICT budgets (less than 1 million), unsurprisingly, were less advanced in terms of e-government.

It can also be seen that administrations with an ICT budget of more than 15 million were not the ones that have the highest budgets per employee, undoubtedly because of the personnel size of those administrations (often more than 1,500 employees).

### 5.4.3. The Personnel Perspective

#### *Indicator 1 - Percentage of ICT Employees Per Total Employees*

This indicator, already presented in overall form in the key figures, calculates the percentage of ICT personnel (across all statuses) as per the administration's total personnel. As for Indicator F1, the CBSS has been omitted from this graph, because it consists almost entirely of ICT personnel.

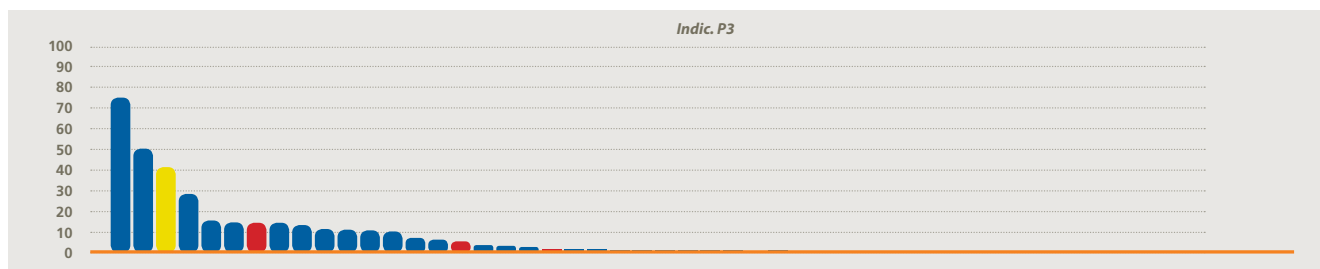


The ICT personnel percentages vary considerably, between 0.64% and 16%. Overall, this proportion is similar to that of 2004.

As for Indicator F1, but less significantly, it can be seen that the administrations that were the most advanced in terms of e-government were also those that have a high percentage of ICT personnel.

#### *Indicator P3 - Open ICT Positions*

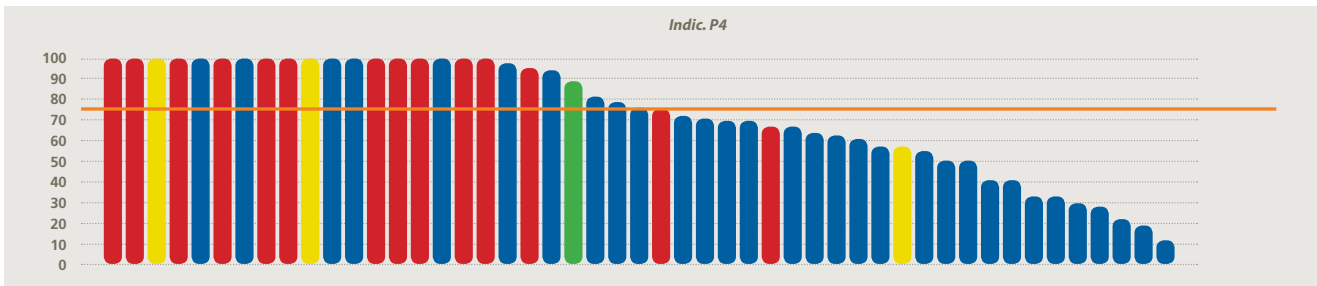
This indicator calculates the percentage of open positions (jobs available at Selor, at the SMALS or at Fedict Select in the third quarter of 2009) as per the total ICT personnel in each ICT Department. No comparison with the 2004 results is possible because the definition was different.



Four departments stand out from the others, with more than 20% of vacant positions; one department is even looking to fill 70% of its positions. It should also be noted that there is no position to be filled in more of a third (20) of the administrations.

### Indicator P4 - Self-Capacity

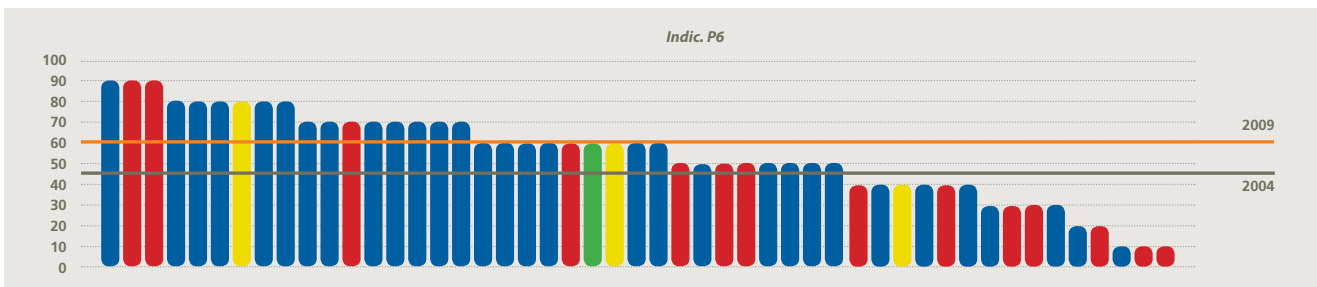
This indicator calculates the proportion of in-house ICT employees (statutory and contractual civil servants) as per the total ICT personnel. No comparison with 2004 is possible.



There exists a very clear link, inversely proportional to the level of e-government advance: the most advanced departments in terms of e-government were also often those that call more upon seconded or outside personnel.

### Indicator P6 - ICT Personnel Training

This global indicator reflects, on a scale of 0 to 100, the extent to which the ICT personnel has been sufficiently trained to perform the current tasks, as well as the degree of recycling/improvement and the degree of guidance (coaching). This was a question of the in-house personnel training only (statutory and contractual civil servants).

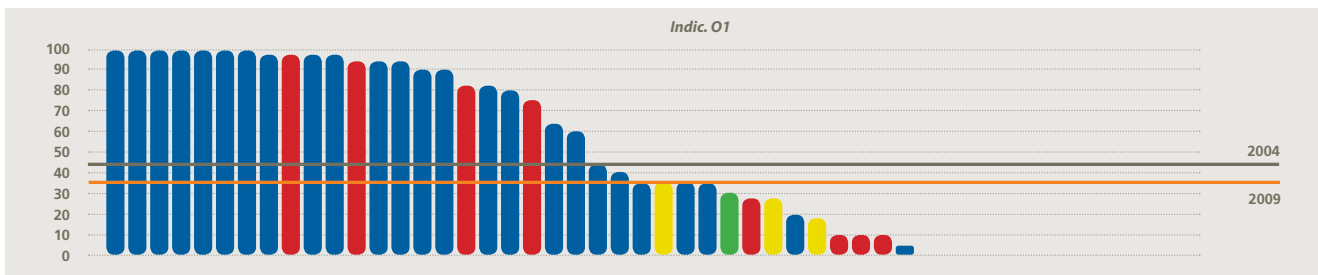


The overall training level is higher than in 2004. The most advanced departments in terms of e-government have better trained personnel than the others.

## 5.4.4. The Organisational Perspective (ICT Processes)

### *Indicator O1 - Service management*

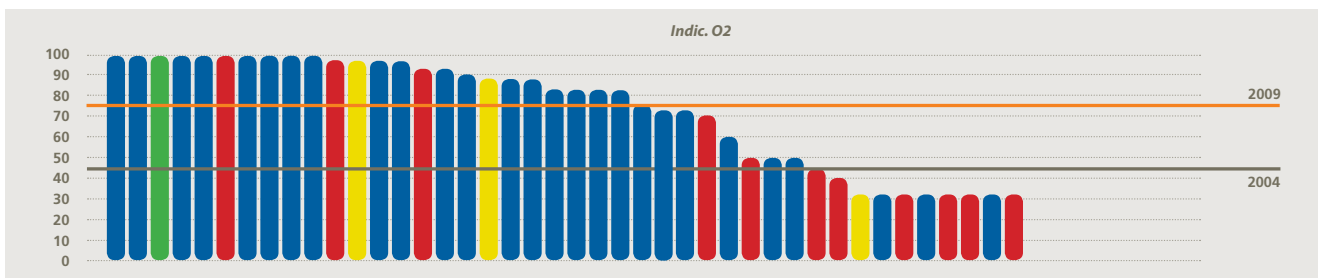
This graph reflects, on a scale of 0 to 100, the organisations' maturity level in the management of their services: was the administration following a method for providing and supporting the applications (e.g. ITIL) and to what extent did this occur for critical applications?



The median, lower than in 2004, suggests that the overall level has dropped. The most advanced departments in terms of e-government were also those that were applying a more advanced service management policy. It should also be noted that 12 administrations had no formalised policy at all with regard to service management.

### *Indicator O2 - Project management*

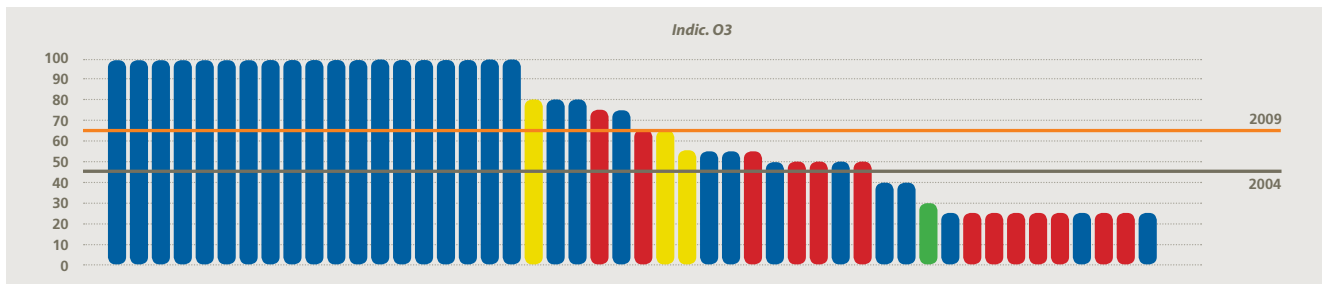
This graph reflects, on a scale of 0 to 100, the organisations' maturity level in the management of their projects: was the administration following a method for delivering the projects (e.g. Prince 2)? To what extent was it being applied? Was there someone acting as the "interface between the business and the ICT" (Business Analyst, or similar)?



Project management methods were more used than in 2004, but there were nevertheless still seven administrations that were working without such methods. As with Service Management, there was a link with the level of e-government maturity.

### Indicator O3 - Security management

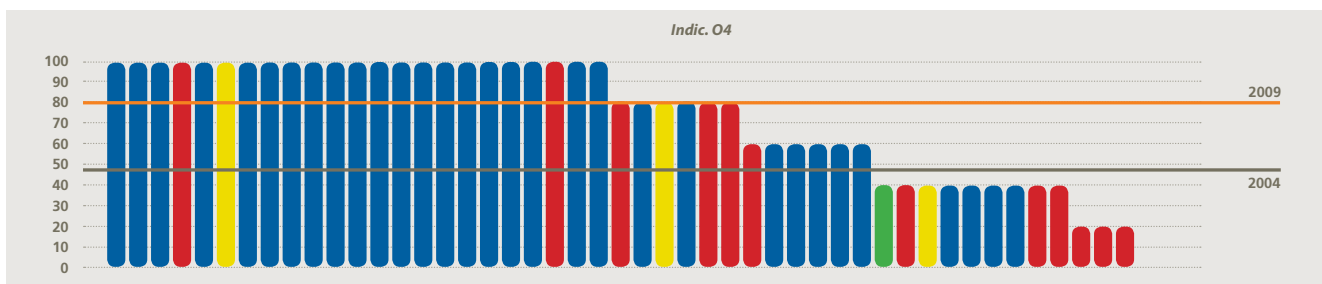
This graph reflects, on a scale of 0 to 100, the organisations' maturity level in terms of IT security management (existence of a Security Plan, an ICT Security Officer, or an audit).



Almost all administrations had an IT security policy and that policy's maturity level had been raised over the five years. The most advanced departments in terms of e-government were also those that were most attentive to security, which is furthermore essential for the development of e-government services.

### Indicator O4 - Information management

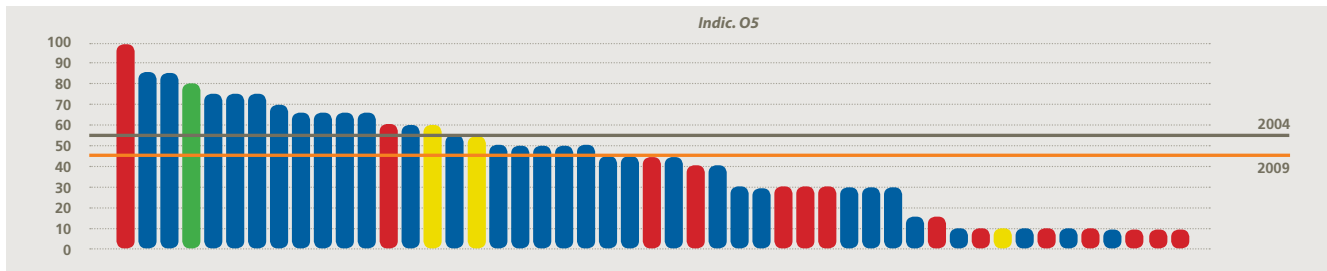
This graph reflects, on a scale of 0 to 100, the organisations' maturity level in terms of information management. In particular, were the administrations using data models, was there a Data Manager, was the data being archived?



Two administrations had no policy on the matter but, overall, Information Management was a more extended and better established concept than in 2004, about half (23) of the administrations having achieved the maximum score. There was also here a link with the level of e-government maturity, which is normal since one of the key e-government principles is the concept of authentic sources.

### Indicator O5 - IT Availability

This graph reflects, on a scale of 0 to 100, the extent to which the ICT Departments were organised in order to support the users and their degree of availability (helpdesk availability, vital services availability, and so on).

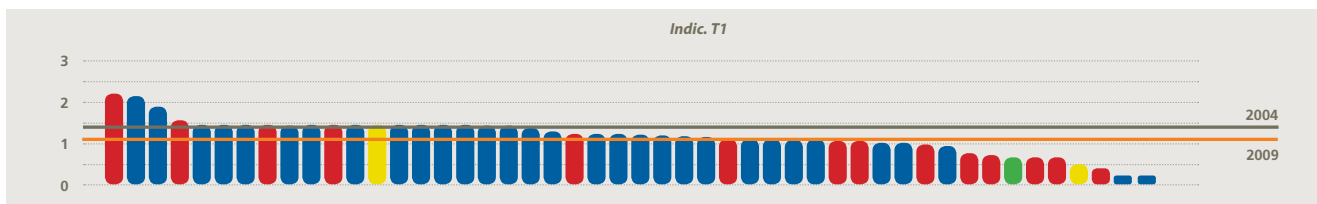


In general, it can be said that there was good IT availability within the Federal Administration. The administrations whose IT Departments were very available, were also, with one exception, those that were advanced in terms of e-government, an electronic administration having to be available 24/7.

## 5.4.5. The Technological Perspective

### *Indicator T1 - Computerised Workstation Availability*

This indicator, already presented in overall form in the key figures, calculates the number of workstations (PCs, laptops and terminals) as par the number of employees (as FTEs)<sup>20</sup>.



In a large majority of administrations, 90% of the employees had a workstation, which was already the case in 2004. Furthermore, many administrations had a score of more than 1, for several reasons: by basing the calculation on the number of FTEs, it was possible to arrive at an average of more than 1 in the event that, because of part-time jobs, more employees than FTEs would have been employed. It was also possible that, because of the nature of the activities, some of the employees had more than one workstation, or that those workstations were available to other users (e.g. the public). The indicator can be very low because of the nature of the activities (e.g. Defence, Police, where computerised workstations such as PC or laptop were not appropriate for all the agents).

<sup>20</sup> The indicator is presented as a percentage in the key figures, but not here.

## 6 Conclusions

In 2009, the Federal Administration devoted €577 million to ICT. It had 4,555 FTEs employed in the ICT Departments, which on average represented 2.7% of the total personnel. Approximately 20% of the personnel were not civil servants, but seconded from a commercial company or from the SMALS or Fedict Select non-profit-making associations.

Between 2004 and 2009, the ICT budget slightly increased (+6.5%), but the ICT manpower strongly decreased (-16%). The ICT Managers have announced furthermore that 1,025 additional people would be needed for an optimal operation, that is to say 22% more than at present. Perhaps this personnel reduction has had an effect on the level of the services rendered: it can be seen that although the level in terms of Project Management had increased, the level of the use of methods for Service Management had decreased overall. The available resources would as a priority be allocated to the development of new applications and less to the supply and support of existing services, as was observed in Great Britain at a local level<sup>21</sup>.

The problem of civil servant ageing, already identified in 2004, was confirmed here: the over-fifties in 2009 represented 20% of the ICT manpower, but this proportion was still however less than those concerning the other departments or general directorates of the Federal Agencies and Administrations.

In total, the Federal Administration owned nearly 125,000 personal computers, terminals or laptops, which meant that approximately 73% of all civil servants had a computerised workstation.

The mobile infrastructure was starting to be developed. Thus, on average, more than half of an administration's employees could consult their professional e-mail system remotely, and a third had the infrastructure to work remotely using a secure private network. It should however be noted that for this subject, there were considerable differences according to the types of administrations.

Open source software was used in 83% of the federal administrations, which is more than in many of other countries. These were the products for the system applications that were the most used (2/3 of the administrations) and with which the ICT Managers were the most satisfied. On the other hand, only a third of the ICT Managers who were using open source products for the office-computing applications were either satisfied or very satisfied.

The eID, cornerstone of the Belgian e-government strategy and serving as authentication key for a series of applications and information sources, was increasingly usable: on average, nearly 40% of an administration's employees had an eID reader in their workstations.

Two thirds of the administrations in 2009 had an e-government strategy with a back office relatively well integrated into those of the other administrations. These most advanced administrations on the matter also in general had an ICT strategy that was well aligned with their administration's mission. Compared to the least advanced organisations in terms of e-government, they were more often implementing good governance techniques (in particular evaluation tools, and project/service management processes) and had a higher-than-average ICT budget. These administrations also had high levels of ICT personnel, who were trained, but the in-house self-capacity was lower, because they called - much more than the other organisations - upon external seconded personnel. It is extremely probable that e-government implementation requires new skills that are not always easily available in-house.

---

<sup>21</sup> IT trends report in local public services 2009/10 - Socitm ( <http://www.egovmonitor.com/node/33442> )

There was therefore a link between the back office integration level, the maturity level of the various processes and good IT governance and the level of the budgetary and human resources. The Fed-eView/A barometer's objective was not to identify the causality of this link, nor to check whether the most advanced administrations in terms of e-government were also the ones that were the most efficient and effective. There was undoubtedly a virtuous circle effect, but this could be the subject of other surveys, either overall or specific to a sector.

The innovative nature of this barometer is to take account of the administrations' back office aspect, which is in the main ignored by international e-government-related benchmarks. The institutions responsible for those benchmarks are starting to draw inspiration from it in order to refine their measurements.

Until now, the federal organisations' back office computerisation level has been measured twice. On the basis of these results, the various organisations can now define precise objectives and points of improvement. This barometer's objective is to serve as a reference base and to allow regular measurements of the situation. However, the frequency of these measurements, given that the workload that they represent for the ICT Managers and the fact that back office transformation requires long-term effort, should not be annual. A third measurement is therefore envisaged in the medium term.

### List of organisations participating in the 2009 measurement:

- Federal Public Services, Public Programming Services, Other Agencies and Organisations:
  - Buildings Agency
  - Council of State
  - Court of Audit
  - Federal Administration's Selection Office (SELOR)
  - Federal Agency for Medicines and Health Products (FAGG- AFMPS)
  - Federal agency for the reception of asylum seekers (FEDASIL)
  - Federal Agency for the Safety of the Food Chain (FAVV - AFSCA)
  - Federal Planning Bureau
  - Federal Police
  - FPS Chancellery of the Prime Minister / Fedict / Budget and Management Control (Shared services)
  - FPS Economy, SMEs, Self-Employed and Energy
  - FPS Employment, Labour and Social Dialogue
  - FPS Finance
  - FPS Foreign Affairs, Foreign Trade and Development Cooperation
  - FPS Health, Food Chain Safety and Environment
  - FPS Home Affairs
  - FPS Justice
  - FPS Mobility and Transport
  - FPS Personnel and Organisation
  - FPS Social Security
  - Ministry of Defence
  - National Geographic Institute (NGI - IGN)
  - National Register
  - Pension Service of the Public Sector (PDOS – SdPSP)
  - PPS Social Integration, Fight against Poverty and Social Economy
  - PPS Science Policy
  - Training Institute of the Federal Administration (OFO - IFA)
  
- Public Social Security Institutions:
  - Auxiliary Fund of Payment of the Unemployment Benefits (HVW - CAPAC)
  - Crossroads Bank for Social Security
  - Fund for Accidents at Work (FAO - FAT)
  - Fund for Occupational Diseases (FBZ - FMP)
  - National Institute for Sickness and Invalidity Insurance (RIZIV - INAMI)
  - National Institute for the Social Insurance of Self-employed Persons (RSVZ - INASTI)
  - National Labour Office (RVA - ONEM)
  - National Office for Annual Vacation (RJV - ONVA)
  - National Office for Family Benefits for Salaried Persons (RKW - ONAFTS)
  - National Office for Social Security (RSZ - ONSS)
  - National Pension Office (RVP - ONP)
  - National Social Security Office for the Provincial and Local Administrations (RSZPPO - ONSSAPL)
  - Office for Overseas Social Security (DOSZ - OSSOM)

- Federal Scientific Establishments :
  - Belgian Institute for Space Aeronomy
  - National State Archives
  - Royal Institute for Cultural Heritage
  - Royal Library of Belgium
  - Royal Meteorological Institute
  - Royal Museum for Central Africa
  - Royal Museums for Art and History
  - Royal Museums of Fine Arts of Belgium
  - Scientific and Technical Information Service



**Compiled by** Christine Mahieu and Sven Forster

**Edited and coordinated by** Mila Druwe

**Layout** Beluga Communications

**Publisher** Jan Deprest

With our sincere thanks to all those who were instrumental in the publication of this report.

Dit rapport is ook in het Nederlands beschikbaar.

Ce rapport est également disponible en français.