Belgian Federal eGov and ICT measurement initiatives

Christine Mahieu

christine.mahieu@fedict.be

Fedict, the Belgian Federal Ministry for ICT


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Measurement initiatives

2004 : Fed-eView/A - 1st Measure
- Measuring the degree of back-office development of the federal administrations and their egov readiness

- Understanding the needs of the citizens

2007 : eGov Monitor Framework Design
- Integrated instrument to continuously monitor and benchmark the development of ICT and eGovernment in Belgium
- Based on international best practices

Since 2008 : Feeding the eGov Monitor
- Consolidation of the dispersed existing surveys and indicators
- Development of new indicators
- In partnerships with other public and private actors
  - Other ministries, Eurostat, European Commission/DG Information Society, OECD, UN, Worldbank,...
  - Internet Association Providers
  - Own surveys : 2009 : Fed-eView/A – 2nd Measure
A global view: The eGov Monitor

Fed-eView/A

INPUT
- Policy
- Money
- People

OUTPUT
- Internal
- External

OUTCOMES
- Benefits
- Barriers
- Uptake
- Satisfaction

IMPACT
- on Users
- on Suppliers
- on Economy
- on Society

CONTEXTUAL VARIABLES

- Sector
- Attitudes
- Costs
- Use

- Infrastructure
- Skills
- Access
- Legislation
Fed-e-View/A

- Since 2004: A online tool for measuring the level of back-office development in the Belgian federal administration
  - A dashboard per administration with 110 specific indicators
  - A federal barometer with 24 global indicators, key data and an egov matrix

- A balanced scorecard approach

- Data collected from a questionnaire sent to all ICT managers of federal organisations

- Instrument to guide the global e-government strategy
Limitations

- Data accuracy
  - Perception of the ICT Managers

- egov readiness measurement instead of performance measurement

- No ranking between organisations due to heterogeneity
  - In size and missions
  - In management modes (Ministries vs agencies)

- A picture of the level of computerisation
  - No target scores
Why measuring the degree of back-office integration?

- Belgian e-gov strategy: “Only Once”, based on back-office reorganisation and exchange of information between administrations, following the eGov principles:
  1. unique key identification
  2. eID integration
  3. use of authentic sources
  4. cross-administrations services
  5. multi-channel
  6. use of open standards
  7. reuse or co-development of applications
  8. use of common service catalogues

- B/O integration allows better service delivery in the front-office
  - Simplified and filled-in forms
  - Proactive service delivery
  - Automatic granting of rights
The results

- Baseline in 2004, 2nd measurement in 2009
- Online results with secured access + public paper
- Global data on ICT and egov for 49 federal organisations
  - 24 global indicators in histograms with median
  - eGov matrix
  - Key data
- Comparison between peers:
  - Cluster Type of administration
  - Cluster Size of administration (in FTE)
  - Cluster Size of ICT budget
- Plans for actions
24 global indicators in 5 perspectives

- **Strategic**
  - S1 - Alignment ICT strategy and business
  - S2 - eGov strategy alignment
  - S3 - Evaluation tools
  - S4 - Open source usage

- **Financial**
  - F1 - ICT budget per agent
  - F2 - *ICT budget allocations*
  - F3 - ICT outsourcing

- **Organisational**
  - O1 - Service management
  - O2 - Project management
  - O3 - Security management
  - O4 - Information management
  - O5 - Availability
  - O6 - Performance management
  - O7 - IT architecture

- **Personal**
  - P1 - % ICT personal
  - P2 - *ICT personal allocations*
  - P3 - % open positions
  - P4 - Internal capacity
  - P5 - Dynamic
  - P6 - Training

- **Technologic**
  - T1 - % computerised workstations
  - T2 - Quantity of electronic data per agent
  - T3 - Implementation of e-gov principles
  - T4 - Soundness of ICT
## Example of the scoring methodology

<table>
<thead>
<tr>
<th>Nº</th>
<th>Global indicator</th>
<th>Nº</th>
<th>Specific indicator</th>
<th>Possible answers</th>
<th>Weight</th>
<th>Scoring</th>
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<tbody>
<tr>
<td>S2</td>
<td>eGov strategy alignment</td>
<td>V011</td>
<td>Usage of unique keys identification</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
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<td></td>
<td></td>
<td>V013</td>
<td>eID integration</td>
<td>Yes/No</td>
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<tr>
<td></td>
<td></td>
<td>V015</td>
<td>Use of authentic sources</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
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<tr>
<td></td>
<td></td>
<td>V017</td>
<td>Use of open standards</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>V019</td>
<td>Reuse or co-development of applications</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
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<tr>
<td></td>
<td></td>
<td>V021</td>
<td>Use of common service catalogues</td>
<td>Yes/No</td>
<td>12,50</td>
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<td></td>
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<td>V023</td>
<td>Cross-administrations services</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
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<tr>
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<td></td>
<td>V025</td>
<td>Multi-channel approach</td>
<td>Yes/No</td>
<td>12,50</td>
<td>Max/0</td>
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<td><strong>Total score</strong></td>
<td></td>
<td>100,00</td>
<td></td>
</tr>
</tbody>
</table>
e-government matrix

- Measure the degree of readiness for delivering eServices
  - Indicator S2 - e-government strategy alignment: are the egov principles accepted and aligned in the ICT strategy of the administration?
  - Indicator T3 - Implementation of these principles

Size of the circle = size of the department
Indicator F1: ICT budget / agent by cluster

Cluster Organisations with ICT budget < 1 million euro

Cluster Organisations with ICT budget 1-5 million euro

Cluster Organisations with ICT budget 5-15 million euro

Cluster Organisations with ICT budget > 15 million euro
F2 - ICT budget allocations

Proportion du budget ICT
Indicator P1: Percentage of ICT staff with total staff
Indicator P4 : Own internal capacity
Indicator O2 : Project management maturity
Conclusions on the results

Egov readiness in back-office

Level of ICT & human resources

ICT processes maturity
Conclusions on the Fed-eView/A methodology

- Balanced picture of the several perspectives of ICT and e-gov implementation
- Comparison is difficult
  - Between measured organisations
  - Over time
- Scope definition is difficult
- Keep it simple
- Source of inspiration for international egov benchmarkings