How to put technology in context with citizens and businesses in focus – in practice

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eGovernment Research and Innovation: *Empowering Citizens through Government Services across Sectors and Borders*

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Background

Motivation, or snapshots of the “big picture”

- **IDABC: European Interoperability Framework:**

  “RECOMMENDATION 3: Setting-up eGovernment services at a pan-European level requires the consideration of interoperability issues with regard to organisational, semantic and technical viewpoints.”
- **United Nations e-Government Survey 2008: From e-Government to Connected Governance:**

  “Striking a new balance between hierarchy and flexibility, between vertical and horizontal dimensions of accountability is the nexus of technological and organizational interoperability and innovative leadership.”
- **Professor Jeremy Millard:**

  “The promise of (e)governance: achieving balance:
  Interoperability (top-down) vs. innovation (bottom-up) is the most difficult balance of all; it is not just technical but much more organisational and political…” (e-Society, Barcelona, 2009)

What is it all about

- Politics
  - Goals
  - National and international policies
- Implementation of policies
- The means allocated to implement the policy
- Actual implementation in practice
- Obstacles
  - Political
  - Law
  - Organisational
  - Semantic
  - Technological

Public service organisations

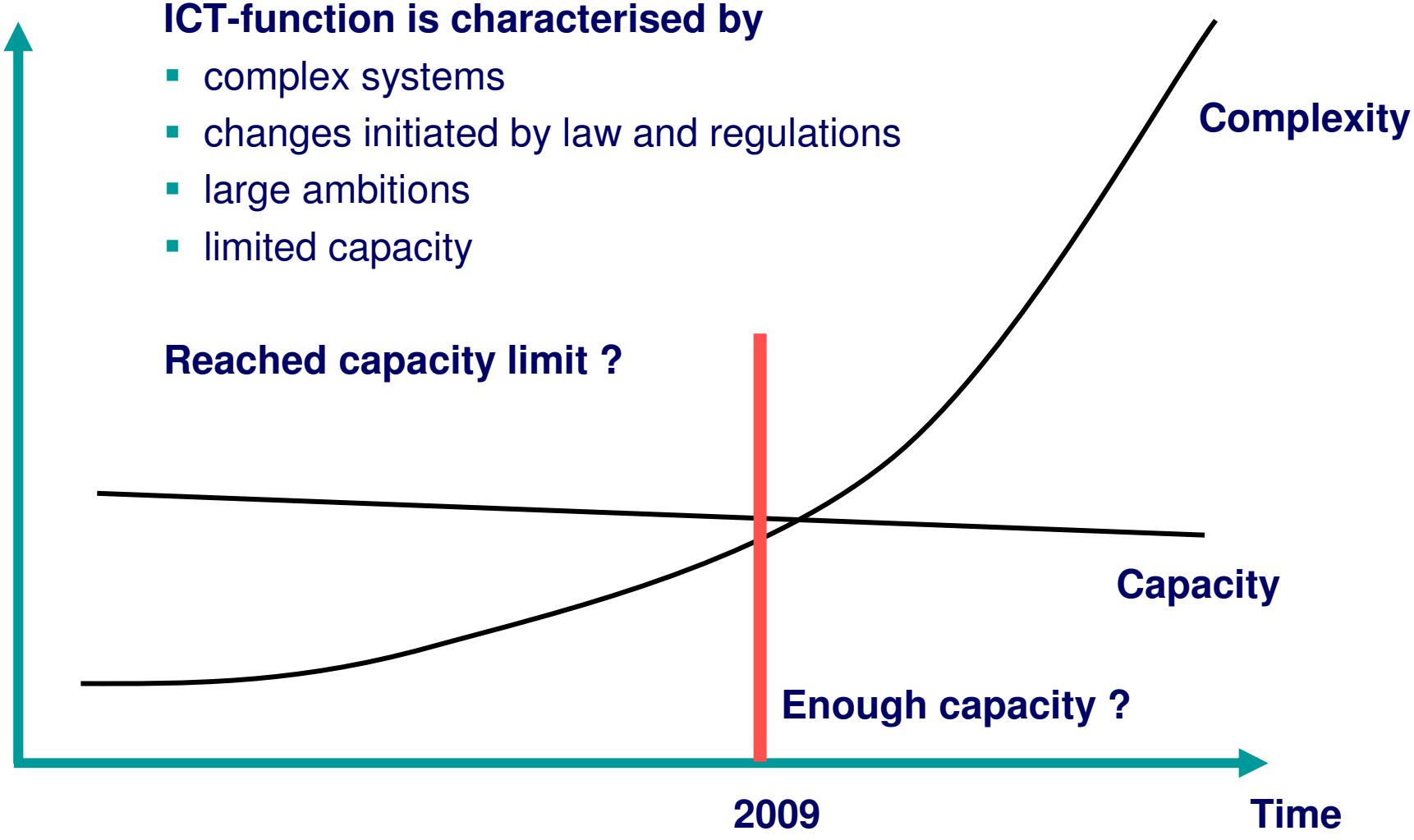
Characteristics of a public organisation

- Strategies are also about collaboration with others, national and international
- In practice – Rather poor collaboration with others
- Quality challenges in the production
- Capacity challenges (claim: ICT is under-staffed and under-financed)
- Not adequate overview of own systems and information
- Huge maintenance costs
- Stove-pipes inside large public organisations and externally between organisations

Complexity and capacity

ICT-function is characterised by

- complex systems
- changes initiated by law and regulations
- large ambitions
- limited capacity

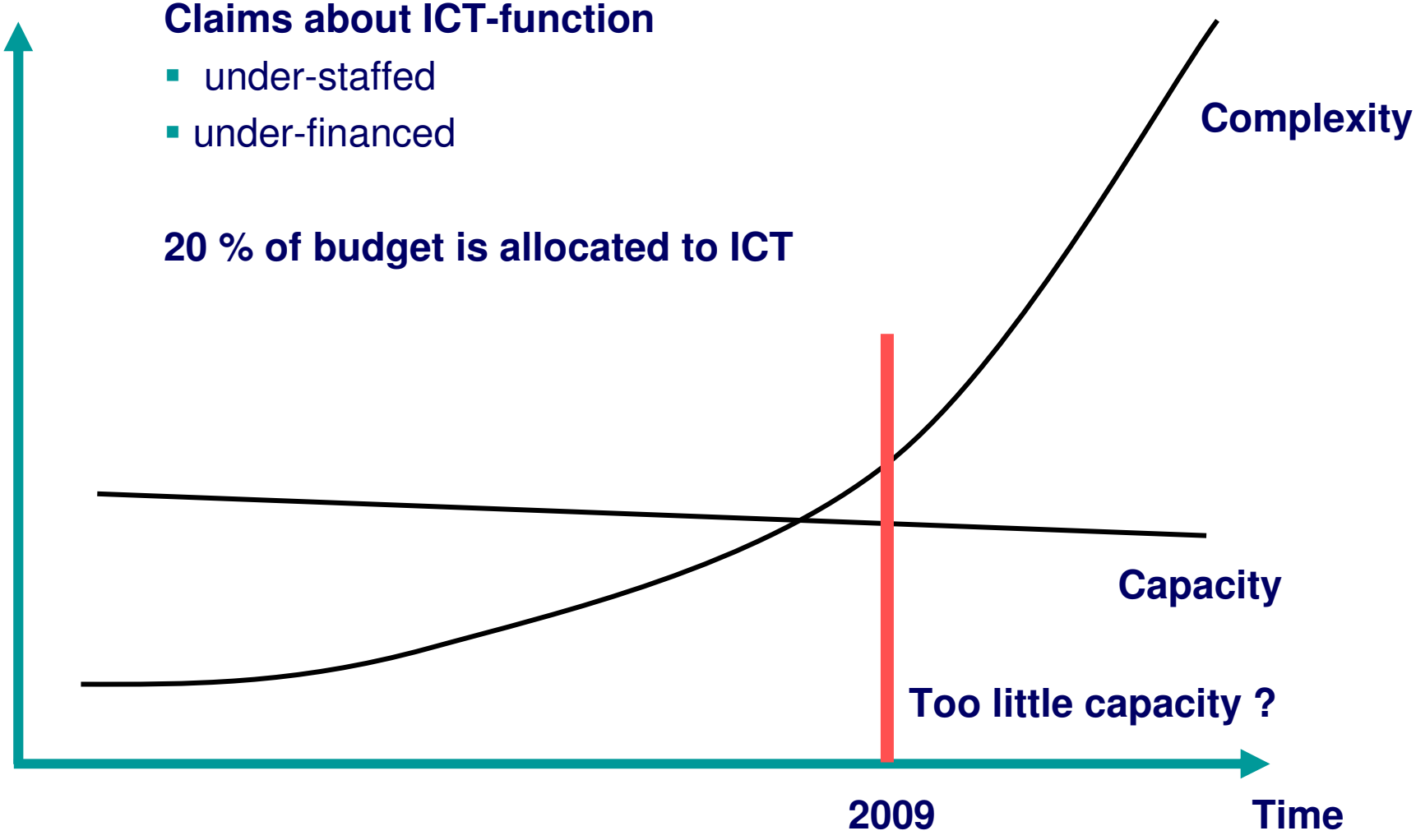


Complexity and capacity

Claims about ICT-function

- under-staffed
- under-financed

20 % of budget is allocated to ICT



Obstacles for collaboration

Semicolon findings

1. Competency gap.
2. Lack of measurables
3. Money talks
4. The absence of national joint efforts
5. Archipelago of small uncoordinated project islands
6. Disharmony in legislation
7. Anaemic arenas
8. Invisible best practice
9. People and their leaders; some people do not want to cooperate
10. Ubiquitous heterogeneity; unequal levels of competency in general and digital literacy in particular

1. Competency gaps (!)

- Knowledge of own or others' business processes is low.
  Modelling of business processes has not taken place.
- ICT suppliers' knowledge of the business processes in public organizations is truly poor.
- Digital illiteracy and resistance against new applications of ICTs reduce the ICT potential including interoperability.

2. Lack of “measurables”

- Instruments for measuring organizational interoperability are missing.
  (This has negative impact on both planning, execution and evaluation of organizational interoperability.)
- Economic indicators which describe the effects of successful interoperability are missing.

3. Money talks (!)

- Governmental departments and agencies operate according to a strict fiscal sector principle without interoperability considerations.
- The letters of allocation from the government to the sector departments do not instruct the departments or the governmental agencies to spend money on interoperability actions.
- Costs of initiatives for increased collaboration are placed in one department or agency, and if the immediate benefits appear in another.

Cure (examples)

- Competency measures within process modelling and uses of ICTs.
- Development of indicators and barometers for measuring organisational interoperability.
- Fiscal measures for dedicated funding of interoperability projects.
- Establishment of large ICT-projects with cross sector participation.
- Catalogue/database on previous and current ICT-projects and appointment of coordinating project officer(s).
- Catalogue/database on best practice within formal contracts, project management, design of interoperable systems and services.
- Actions for organisational alignment (organisation development projects).
- Governmentally organized and financed innovation projects.
- Financial support for interoperability actions (governmental financing).

Build an infrastructure for collaboration

Metadata building stones

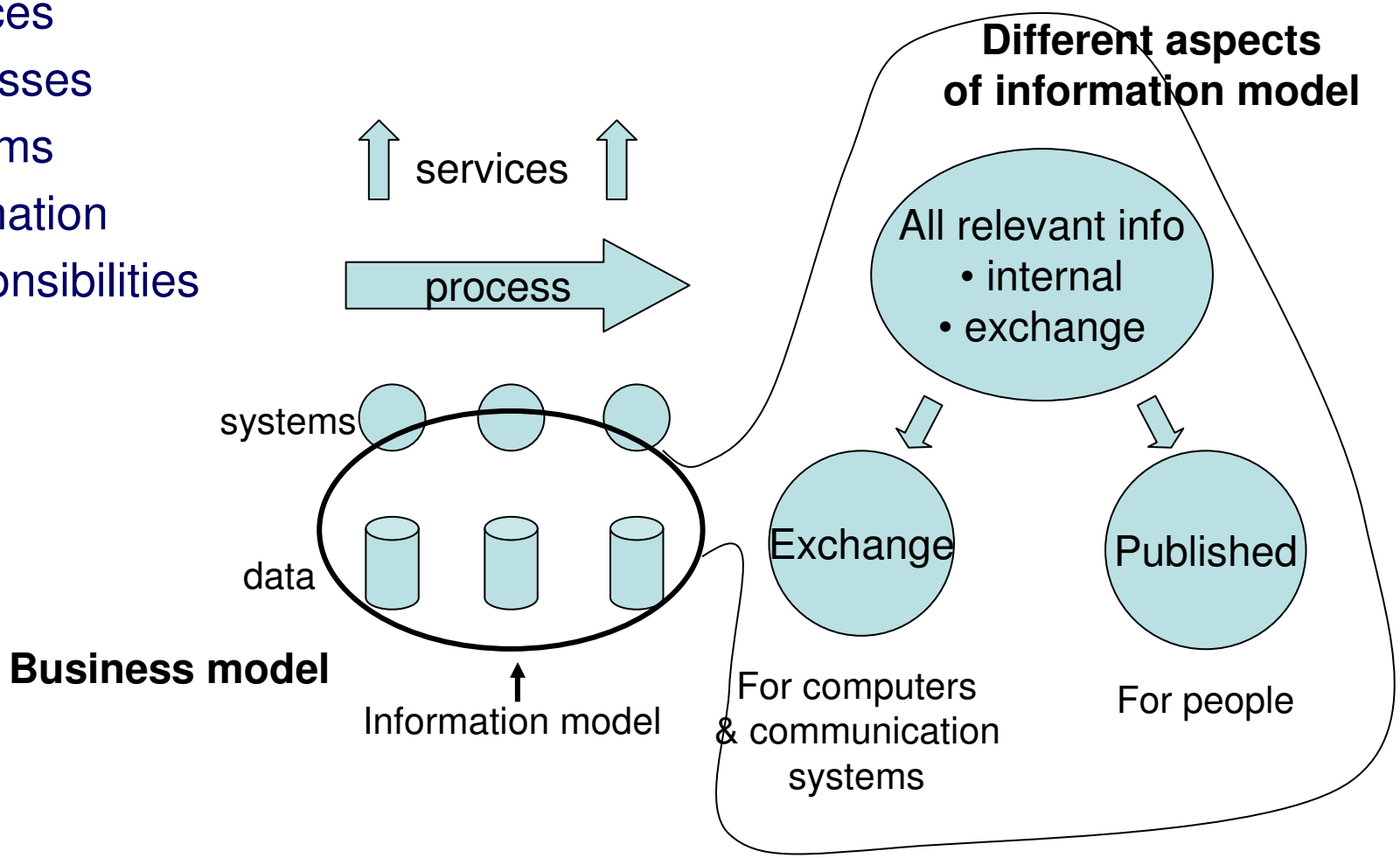
- National metadata strategy
- National metadata repository

- Metadata model for public sector organisations
  - The use of meta data for internal and external purposes
  - Establishment and use of a common component for semantics for service development, systems development and modernisation of systems

- Open data and metadata i eGovernment
- Reuse of PSI (Public Service Information)
  - Which organisations in Public sector has what information
  - To ensure the reuse of Public Service Information (PSI), both for internal cross sector purposes, but also for commercial purposes
    - Market value of PSI in Europe is €27 billion

Business model building stones

- Business models for public sector organisations
  - Rational: to know yourself and publish yourself to others
  - Services
  - Processes
  - Systems
  - Information
  - Responsibilities



Cross sector services building stones

- **Long lasting cross sector services to citizens and businesses**
  - E.g. in life cycle situations for persons
    - Birth, death, move to another country, the never ending taxing regime
  - E.g. in life cycle situations for companies
    - Foundation of a new company, the never ending taxing regime
  - Important: user in control of the service process
  - Interconnection of services from different organisations
  - No predefined sequence of services

  - Tools and methods to build cross sector services
    - A forum to discuss
    - Harmonised budgets at the same time
    - Ownership and maintenance of the service
    - Harmonised metadata

Other building stones

- Electronic identification
- Automatic services
  - In many instances public sector has enough knowledge
- Universal design of Public services
- Measurements and metrics
  - Measure the effect of several dimensions of services
  - What you measure can be improved

Other elements

- Politics
- Legal aspects
- Social networks

Future research

Necessary enabling foci

Social sciences, politics and macro economy

- The development of society as a function of the development of public sector or vice versa
- The identification and impact of key enablers on the development of public sector and society as a whole

Legal aspects

- The emphasis of laws and regulations on interoperability inside public sector and interoperability between public and private sector. There is a need for tools support to increase the ability to make a coherent set of laws and regulations.

Measurements and metrics

- Develop measurement indicators and measure different effects of cross sector and cross national services.

Necessary enabling foci

Organisational issues

- The importance of organisational aspects, governance, competence and understanding, strategies and leadership, since organizational interoperability can be seen as an important enabler of all interoperability, semantic as well as technical. Common goals and practical agreements have to be in place before any collaboration can take place.

Obstacles and drivers

- Analyses of organizational, semantic and legal obstacles to interoperability in order to improve methodologies for interoperability.

New social media

- The role of new social media such as Google wave, Twitter, Facebook, Youtube, Linkedin (Web 2.0) etc. for professional use, and in this context arising interoperability issues.

Thank you for your kind invitation.

Thank you for your attention.