Interoperability and Government Performance Management

Prof. Diana Šimić, Ph.D.
Prof. Slavko Vidović, Ph.D.

University of Zagreb, Faculty of Organization and Informatics
Diana.Simic@foi.hr, Slavko.Vidovic@infodom.hr
• Budget decreased
• Increased taxes
• Increased public debt
• Cutting costs
• Reduced social benefits (education, culture, research, unemployment, health ...)

Is this familiar?
Way out of crisis ...

• … is not in **nondiscriminate** cost cutting, but in **smart investment**!

• **What** is **smart investment** in the case of **government**?
Public Administration Reform

- **Objectives**
  - 3Es
    - Effectiveness (better and/or new services)
    - Efficiency (lower cost per output and risk reduction)
    - Economy (lower cost per input)
  - Citizen-centricity, Flexibility (multi-channel access, 24/7 availability)
  - Transparency (access to information and services)
  - Participation (influence the decision making)

- **Problems**
  - Strategy execution - breakdown between strategy and operations
  - Cutting through organizational silos (connected government)
3Es are about Performance Management

- Business
  - Corporate Performance Management

- Government
  - Performance Budgeting (post II WW)
  - Government Performance Management (1990s)
  - Public Internal Financial Control (EU since 2000 for the EC and accessing countries)

- Vision - Mission - Outcomes and Outputs - KPIs - Processes - Risk Assessment and Management - Controls - Information & Communication - Monitoring
Kaplan Norton HBR 2008
Closed-Loop Management System

Plan of activities

Outcomes and costs

Public Value Analysis
USA - Government Performance & Results Act (1993), Strategic Planning & Performance Management

9th eeeGov|Days, 9-10 May 2011, Ljubljana
What is interoperability?

‘interoperability’ means

the ability of disparate and diverse organizations to interact

towards mutually beneficial and agreed common goals,

involving the sharing of information and knowledge between the organisations,

through the business processes they support,

by means of the exchange of data between their respective ICT systems;

[Article 2, Decision 922/2009/EC on interoperability solutions for European public administrations (ISA)]
Extended e-GIF
Closing the Loop

POLITICAL CONTEXT

LEGAL INTEROPERABILITY

PROCESS INTEROPERABILITY

SEMANTIC INTEROPERABILITY

TECHNOLOGICAL INTEROPERABILITY

SYSTEMS

KPIs /BENCHMARKING

eGOV / eGIF

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EIF 1.0  EIF 2.0

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Systems (EIF 2.0)

Conceptual model for public services

- Users
  - Aggregate Public Services
    - Orchestration
      - Secure Data Exchange/Management
        - Secure Communications Management
        - Basic Public Services
          - Interoperability Facilitators
          - Base Registries
          - External Services
• Technical interoperability should be ensured, whenever possible, via the use of formalised specifications, either standards pursuant to EU Directive 98/34 or specifications issued by ICT industry fora and consortia.
Semantic Interoperability

- Meaning of data elements and the relationship between them, includes developing vocabulary to describe data exchanges, and ensures that data elements are understood in the same way by communicating parties
- Exact format of the information to be exchanged in terms of grammar, format and schemas
- XML - de facto standard

- Semic.eu - Semantic Interoperability Centre: web-based platform for cooperating and sharing solutions to semantic interoperability challenges, methodologies, best practices and semantic assets
Process Interoperability

- **EIF 2.0**
  - Business process alignment
  - Organisational relationships
  - Change management

- Processes in public administration are to the large extent defined through legislature (public procurement, budget planning, general administrative procedures, HRM...)

- Top level process descriptions in a standard format (BPMN?) should be developed and published together with legislation (including data definitions)
  - Better cross-sectoral alignment
  - Faster development of interoperable eGOV solutions
  - Templates for process descriptions and basis for risk assessment within GPM or PIFC
Policy Context

- For effective cooperation, all stakeholders involved must share visions, agree on objectives and align priorities (EIF 2.0)

- Need for new tools

- USA - Strategy Markup Language (StratML)
  - StratML Part 1: XML vocabulary and schema for the elements commonly contained in strategic plans
  - Under development:
    - StratML Part 2 - additional elements required for performance plans and reports
    - StratML Part 3 - further extensions
Where should we go from here?

- Extend SEMIC.eu into Interoperability.eu platform to include not only semantic but also reusable business process and strategy (vision, mission, goals, objectives, KPIs) assets, best practices and tools

- Work towards better cross-sectoral alignment - introduce synergies and reduce duplicate activities by using extended interoperability framework to support
  - E-Government (Cabinet Office, Ministry ...), but also
  - Public Administration Reform (Ministry for Public Administration), and
  - Government Performance Management (Ministry of Finance - Budget Office).