

# Contents

<b>1</b>	<b>Introduction</b>	<b>1</b>
1.1	High Expectations for E-Government	1
1.2	Front-Office and Back-Office Public Services	2
1.3	The Importance of G2G Reorganization	2
1.4	The Relevance of Interoperability for E-Government Progress	5
1.5	The Relevance of Interoperability Beyond Public Services	7
1.6	Interoperability Strategies of the European Commission	8
1.7	The Need for Standardization and the Role of Interoperability Frameworks	10
1.8	Progress with EIF 2.0?	11
1.9	Exploring Organizational Interoperability and Governance Bottom-Up	13
1.10	Objectives of This Research	14
1.11	Outline of This Report	14
<b>2</b>	<b>Interoperability in Government</b>	<b>17</b>
2.1	Historical Background	17
2.1.1	The Emerging Need for Standards	18
2.1.2	The OSI Reference Model	19
2.2	Definitions	22
2.3	Governance and IT-Governance	25
2.3.1	Two Contexts and Meanings of Governance	25
2.3.2	IT Governance	26
2.3.3	The Public-Private-Distinction	27
2.4	Integration, Centralization and Standardization: Technical and Organizational Issues	28
2.5	Stakeholders' Information Needs	29
<b>3</b>	<b>Review of Prominent IFs and the Need for Re-conceptualization</b>	<b>35</b>
3.1	Purpose and Structure of IFs	36

3.1.1 Forerunners .....	36
3.1.2 Interoperability Policy Context .....	37
3.1.3 Purpose and Relevance of EIF 2.0 .....	38
3.1.4 Building Blocks and Key Areas .....	39
3.1.5 The Political Controversy About Openness .....	39
3.2 Building Blocks of EIF 2.0 .....	43
3.3 Enterprise Architectures and Reference Models .....	46
3.3.1 Broader Reference Models .....	48
3.4 Comparisons of National Interoperability Frameworks .....	49
3.4.1 Political Context .....	50
3.4.2 Legal Aspects .....	52
3.4.3 Layers of Interoperability .....	54
3.5 Relevance and Fuzziness of Organizational Interoperability .....	55
3.6 Basic Idea for Re-conceptualization .....	58
3.6.1 The Functional View – “What” Has to be Standardized? ....	62
3.6.2 IT Governance (The Institutional View): “Who” Defines Standards? .....	63
3.6.3 The IT-Service View: “How” Is Interoperability Implemented? .....	63
<b>4 Selection and Classification of Case Studies .....</b>	<b>65</b>
4.1 Case Selection .....	65
4.2 Case Distribution .....	67
4.2.1 Distribution by Country .....	68
4.2.2 Distribution by Level of Government .....	69
4.2.3 Disclaimer .....	69
4.3 Coding of Cases .....	70
<b>5 Interdependencies in E-Government and Their Interoperability Requirements .....</b>	<b>71</b>
5.1 Horizontal and Vertical Integration .....	71
5.2 Different Types of Interdependence .....	73
5.3 Different Types of Interoperability Requirements .....	74
5.3.1 Multi-service Exchange .....	74
5.3.2 Multi-Stage Exchange .....	75
5.3.3 Multi-area Exchange .....	76
5.3.4 Multi-file Exchange .....	77
<b>6 Wants and Needs When Pursuing Interoperability .....</b>	<b>79</b>
6.1 Interoperability Requirements .....	81
6.2 Levels of Government .....	83
6.3 Summary .....	83
<b>7 Layers of Interoperability .....</b>	<b>85</b>
7.1 Technical, Syntactic and Semantic Interoperability .....	85

7.1.1 Technical and Syntactic Interoperability .....	86
7.1.2 Semantic Interoperability .....	89
7.2 Organizational Interoperability Re-defined .....	91
7.3 Cumulative Structure of Interoperability Layers .....	94
<b>8 Modes of Implementation of Interoperability .....</b>	<b>97</b>
8.1 Standardization for Interoperation .....	99
8.2 Centralization for Interoperation .....	103
8.3 Relationship Between Standardization and Centralization .....	106
8.4 Summary .....	106
<b>9 IT Governance of Collaboration for Interoperability .....</b>	<b>109</b>
9.1 The Planning Phase .....	112
9.1.1 Institutional Settings .....	112
9.1.2 Representation of Agencies Concerned .....	116
9.2 Legitimacy and Authorization of Standards .....	118
9.3 Operation and Maintenance of Standards .....	122
<b>10 Strategic Choices for Setting Up Interoperable E-Government Services .....</b>	<b>127</b>
10.1 Initiation .....	128
10.2 Choosing an IT Governance Model .....	129
10.3 Choosing an Organizational Model .....	130
10.4 Selecting and Defining Standards .....	131
10.5 Enacting Standards .....	132
10.6 Implementation and Supporting of Interoperation .....	132
10.7 Evaluation and Change Management .....	133
<b>11 Interoperability Beyond Interoperation .....</b>	<b>135</b>
11.1 Interoperability as Capability and Generic Components .....	136
<b>12 Conclusions and Outlook .....</b>	<b>143</b>
<b>Annex 1: List of 77 Good-Practice Cases .....</b>	<b>147</b>
<b>Annex 2: Summaries of Good-Practice Cases .....</b>	<b>151</b>
<b>Annex 3.1: Ranking of Cases According to Number of Layers Covered .....</b>	<b>173</b>
<b>Annex 3.2: Cumulative Structure for Standardization Items .....</b>	<b>177</b>
<b>References .....</b>	<b>179</b>
<b>Authors .....</b>	<b>185</b>

Organizational Interoperability in E-Government  
Lessons from 77 European Good-Practice Cases

Kubicek, H.; Cimander, R.; Scholl, H.J.

2011, XIV, 185 p., Hardcover

ISBN: 978-3-642-22501-7