A Heuristic Model to Implement Government-to-Government Projects

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ABSTRACT

Electronic government has proven a watershed in the domain of public administration, despite being difficult to pin down precisely. Indeed, the government-to-government arena is one of the least studied aspects of this newly established field of knowledge. This article aims to present a heuristic model to implement government-to-government endeavors effectively. The framework presented in this article was largely drawn from an actual government-to-government case study successfully implemented in Brazil. From the analysis of this explanatory case study involving the Brazilian Central Bank and the Brazilian Justice Department, some key success factors were singled out, as well as the major hurdles to be overcome and causes thereof. These findings led the researcher to propose a heuristic framework not only to explain the conclusions drawn from the case study presented, but also to help researchers, practitioners and policy-makers to deploy government-to-government projects adequately.

Keywords: e-government; government-to-government; Web services; public administration; Brazil

INTRODUCTION

The main scope of this article is to present a heuristic model to deploy government-to-government initiatives effectively, as well as establish some key success factors for building government-to-government (G2G) enterprises successfully. It also aims to show how public agencies themselves can benefit when they are electronically linked to others, thereby innovating and streamlining their working processes, in order to achieve greater agility and efficacy at reduced cost.

In order to generate a heuristic framework and pinpoint the key G2G success factors, a single explanatory and successful case study approach was used, namely one involving the Brazilian Central Bank (BCB) and the Brazilian Justice Department (BJD). In-depth analysis of this case enables us to appreciate the barriers surrounding G2G enterprises as well as the associated causes involved and possible solutions thereto.

The BacenJud system (Brazilian Central Bank’s System to answer the Justice
Department legal claims) developed by the Brazilian Central Bank to be used together with the Brazilian Justice Department was analyzed in a more detailed manner. This case—considered a success—shows how this G2G project made it possible for both the Brazilian Central Bank and the Brazilian Justice Department to achieve greater agility and effectiveness regarding the processing of legal demands made by the Brazilian Justice Department, thereby handing down its sentences at reduced cost.

Therefore, this article intends to answer the following research questions:

- From the case study analyzed, what are the key success factors in the implementation of government-to-government processes between public agencies in Brazil?
- From the case study analyzed, what are the main barriers, causes and potential solutions associated with electronic interorganizational cooperation between government agencies?
- From the case study analyzed, is it possible to explore a heuristic framework to be used to implement G2G endeavors successfully?

Regarding the article’s structure, first there is a bibliographical review section, for defining the theoretical background upon which this research is based. This includes the analysis of the strategic use of information and communication technologies in organizations and some discussion about e-government definition and government-to-government (G2G) issues. Then there is a research design section, where the methodology used by the researcher is presented. Subsequently, the case study is analyzed and presented in order to ascertain the key success factors for this kind of enterprise. The hurdles encountered, the associated causes thereof and some possible solutions are also listed. After the case study analysis and outcome, a heuristic framework is proposed to implement G2G projects successfully. Then, conclusions are drawn and recommendations made by the researcher to practitioners, academics, public administrators and policy-makers so as to enable them to comprehend more clearly the dynamics and peculiarities of G2G enterprises, and to indicate options for further research.

**BIBLIOGRAPHICAL REVIEW**

The Incremental Effects of Information Technology in Organizations

According to Venkatraman (1994), the contribution of information technology (IT) to business was affected by skepticism in the early 1990s due to the failure to achieve the promised results. In view of this perception, the author pointed out the pressing need to create and develop new criteria to evaluate the impact of IT on business, duly reappraising automation logic, cost reduction and internal operation efficiency-based logic, which had prevailed until that time and might well no longer be relevant parameters.

In order to overcome this hurdle, the author developed a referential model in which five levels of IT-enabled transformations in organizations were described: localized exploration, internal integration, business process redesign, business network redesign and business scope redefinition.

According to Venkatraman (1994), the first two levels are evolutionary, whereas the latter three are revolutionary. His main thesis addresses the fact that the use of IT associated to evolutionary levels only has a very slight impact on business
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