

# Chapter 60

## Transformation of Management in the Public Sector: Exploring the Strategic Frameworks of e-Government

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### ABSTRACT

*Management is what makes e-government successful by coordinating the use of corporate resources, managing relationships, and empowering strategic alliances. However, current e-government methodologies and models used are only tailored to specific requirements. This restrains the ability to compare cases and draw valuable conclusions as to how to improve e-government and its performance measurements. Therefore, the authors are attempting to address the issues faced by surveying the models consisting of effective practices in e-government and Information Technology integration management and support. The study provides in depth overview of the current status of e-government models and links with emerging Information Technology.*

### INTRODUCTION

E-government projects have a breadth of impact that extends far beyond the agency concerned and where benefits often expand beyond the agency owning the aforementioned project. These

projects utilize technology to accomplish reform by fostering transparency, eliminating distance and other divides, and empowering people to participate in the political processes that affect their lives (CDT, 2002). The usability, the lower cost of communication channels, the function of electronic services as well as the increased

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participation of citizens, can enable the creation of a socio-economic environment, which could satisfy both the administration and the citizen (Tahinakis et al, 2006).

During the previous years very few academic studies have concentrated on this area, which means that the knowledge of new service development (NSD) in the public sector has not advanced very far. The majority of NSD research has concentrated on the financial service sector, but so far there has been no important research on NSD in the public sector. This study leads to a literature review of current strategic and managerial frameworks for e-government implementation. The overall aim of the research project is to conduct a critical analysis of well-established e-government models and strategic frameworks.

## **DEFINING E-GOVERNMENT**

Despite the fact that e-government has emerged as a popular catch phrase in public administration (Yildiz, 2007), it still remains one of those concepts that mean a lot of different things to a lot of different groups (Grant & Chau, 2005). The goal of e-government is to make government services more accessible, more citizen-focused, more relevant to citizens as well as more responsive to their needs and expectations. E-government comprises the use of Information and Communication Technologies (ICT) in delivering public services to citizens and businesses. It entails the transformation of public services available to citizens using new organizational processes as well as new technological trends (Gunter, 2006). Furthermore, it is regarded as a player with a significant role in enabling greater citizen involvement in civic and democratic matters in the sense of direct democracy as the one practiced in the city-states of ancient Greece (Angelopoulos et al. 2010; Angelopoulos, 2010). E-government is also designed to facilitate a more integrated mode of government, while it encapsulates the relationships

between governments, their customers and their suppliers by the use of electronic means (Means & Schneider, 2000).

Until now, researchers have not been able to come up with a universally accepted definition in order to describe the e-government concept (Halchin, 2004). The United Nations and the American Society for Public Administration (2002) defines e-government as the utilization of the World Wide Web for the delivery of government information as well as services to citizens. Jaeger (2003), believes that it may also include the use of other ICT in addition to the World Wide Web, such as databases, networking, discussion support, multimedia, automation, tracking and tracing, and personal identification technologies. However, Doty and Erdelez, (2002) propose that e-government should enable an open government with transparency as well as responsiveness. E-government is the use of technology, especially web-based applications in order to enhance access to and efficiently deliver government information and services (Brown & Brudney, 2001).

Balutis (2001) classifies the development of e-government into four phases. These four phases include information dissemination, forms-only, end-to-end electronic transactions, and transforming government. According to this classification, information dissemination is the least-developed and fundamental phase, describing a stage in which information is simply provided online. In the second, forms-only phase, users can download forms in a digital format. The third, end-to-end electronic transactions involve allowing citizens to commence their transaction digitally and ultimately ending their transaction in the same way. The transaction is hence characterized as being entirely executed digitally (Lau et al. 2007). The fourth phase in the development of e-government is its final goal, in which the government provides all services and information online. In this way, e-government acts as a stand-in for traditional forms of government services, as citizens can simply log onto the Internet to meet their needs.

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