Chapter VI

Transformed Government:
Case Studies on the Impact of E-Government in Public Administration

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ABSTRACT

E-government is, in many respects, a campaign to transform governments. For both officials inside government and the citizens and clients that these governments serve, it is vital that governments achieve "early wins" in the e-government campaign in order to lay the foundation for bolder changes that may be required to advance to the next steps. While no government has achieved full transformation, several examples have emerged that demonstrate the transformative power of e-government on the business and structures of public administrations.

WHAT DOES "TRANSFORMING GOVERNMENT" MEAN?

For the purposes of this paper, "transforming government" applies to how the application of ICT has fundamentally changed the way government operates both internally and/or externally with respect to its citizens and clients. Implicit in the notion of transformation is that an e-government application enables public administrations and the citizens and clients they serve to do things that cannot be effectively or conveniently done through more conventional channels of service delivery or approaches to internal organizations and practices.

While many governments have engaged in transformational projects, none can be said to have fully transformed their operations through e-government. As a result, at this stage in the development of e-government, it is considered more useful to examine

transformation in discrete segments of e-government activity, services or operations rather than looking at a whole of government approach. The case studies examined in this chapter have been selected as exemplifying transformation in the three key aspects of e-government:

- Externally focused transformation: how e-government is being used to transform the government's relationship with the citizen/client, both from the perspective of citizen participation in the processes of government and the ability of citizens and clients to fully transact their business with government.
- Internally focused transformation: how government structures and practices are being transformed to optimize the advantage of e-government — i.e., reorganizing how common ICT infrastructure is managed and how governance structures function, advancing inter-agency cooperation and collaboration in developing "back office" and shared business applications.
- Cross-boundary transformation: how ICTs are enabling governments to work together across jurisdictional boundaries and work in partnership with the non-governmental and private sectors to better serve the comprehensive needs of their common clients.

The case studies are presented in a common format, which endeavors to:

- Paint a picture of the situation "before" transformation: what was the problem that government was trying to solve or the opportunity it was striving to advance?
- Describe the project chosen to transform the "before" picture and discuss relevant implementation issues and challenges (the Transformational Project).
- Sketch the situation "after" implementation, highlighting results achieved that signify successful transformation.
- Where appropriate, summarize key factors of success and lessons learned in the transformation project.

The case studies examined are:

Engaging the Citizen in a "New" Government: The Scottish Parliament

The establishment of the Scottish Parliament has provided a rare opportunity for a modern legislature to build a "government from scratch" — not bound by many of the existing bureaucratic structures and processes that might normally confront a new government assuming power within an established electoral process. Since 2000, the Parliament has committed to using ICTs to advance its principles of openness, accountability and citizen engagement in the Parliamentary process. In approaching this project, the Scottish Parliament has implemented an innovative e-government strategy to engage the citizen and assist the operations of the new Parliament and the government administration.

Changing the Delivery Model for ICT Infrastructure:
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Governments are deploying various models for the corporate management and delivery of common ICT infrastructure across the enterprise of government. The

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