Chapter IV

Government-to-Government Enterprises: A RoadMap for Success

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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 (G2G) arena is one of the least studied aspects of this newly established field of knowledge. This chapter aims to present a heuristic frame to implement government-to-government endeavors effectively. The frame 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 (BCB) and the Brazilian Justice Department (BJD), 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 frame 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.
Introduction

The main scope of this article is to present a heuristic frame to deploy government-to-government initiatives effectively, as well as to establish some key success factors for building 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 frame and pinpoint the key G2G success factors, a single explanatory and successful case-study approach was used, namely, one involving the Brazilian Central Bank and the Brazilian Justice Department. 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\(^1\) system 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 chapter 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 frame to be used to implement G2G endeavors successfully?

Regarding the chapter’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 issues. Then, there is a research-design section where the method used by the researcher is presented. Subsequently, the case study is analyzed and presented in order to ascertain the key success factors for
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