



Chapter XVI

E-Government and Private-Public Partnerships: Relational Challenges and Strategic Directions

Barbara Allen, University of Ottawa, Canada

Luc JUILLET, University of Ottawa, Canada

Gilles Paquet, University of Ottawa, Canada

Jeffrey Roy, University of Ottawa, Canada¹

ABSTRACT

E-government creates both new pressures and new opportunities for partnering — within governments, between governments and across sectors and the citizenry. In particular, new relational mechanisms are required to shape effective ties between governments and the vendors of IT systems and solutions that are more pervasive, fluid and demanding in terms of the level of collaboration and trust required between private sector vendors and public sector clients. The complexity and sophistication of such solutions produce many strategic choices for governments about how to deploy IT and the degree to which in-house capacities should be balanced and complemented with externalized skills and solutions. Thus, partnerships are now central to public management: In a digital world, effectively dealing with more relational organizational architectures becomes the core competency of a continually renewed and enabled public service. This chapter first explores the main challenges facing governments in such an environment, followed by a sketching of the main strategic directions required to address them.

INTRODUCTION

E-government is an umbrella term for a wide range of initiatives — driven by both emerging technology and social ingenuity — that carry the potential to fundamentally alter relationships within government, between governments, and across all sectors and the broader public. In fact, there is now growing recognition that e-government is less about electronic government in a purely technical sense and more about renewing public sector institutions for a new, more knowledge and network-driven era.

As governments formulate their own integrative strategies for moving online, coordination challenges both within and across governments are likely to grow — as will the potential for healthy competition. The new challenges of an effective and online public sector reside in defining the requisite mix of competitive and collaborative forces needed to realize the full potential of an online world - *one that is both digital and democratic*.

As a starting point, *governance* may be defined as effective coordination in an environment where both knowledge and power are distributed. Every organization is built on governance, whether formal or informal, ineffective or successful. The rise of *e-governance* refers to new processes of coordination made possible or even necessary by the advent of technology — and the spreading of online activities in particular.

As a result, *e-government* in the broadest sense refers to an IT-led reconfiguration of public sector governance — and how knowledge, power and purpose are redistributed in light of new technological realities. In summarizing what has been written about the information age and/or digital world to date, our perspective is that there are three main sets of inter-related forces driving the emergence of e-governance and the search for new organizational models across all sectors:

- *Spatial*: geography and place
- *Digital*: communications and time
- *Cognitive*: knowledge and education

Globalization drives new spatial considerations that are changing our notion of place as economic and, to some degree, social and political forces for integration create new interdependencies beyond national borders. As a result, identity and community are less bound by geography, with new and far more complex networking patterns emerging.

More instantaneous communication and changing perceptions of time are related considerations — as the expression “*Internet time*” redefines many organizational activities in the private sector, and in government as well. A digital world implies instantaneous decisions and accessibility, and speed and responsiveness become the hallmarks of performance (Guillaume, 1999; Tapscott & Agnew, 1999).

Changing cognitive capacities are the third set of contextual forces driving change — as the rapid expansion of both information and education empowers populations to become less passive and better educated. Organizations struggle to define and retain the right mix of competencies in a knowledge-based workforce increasingly characterized by mobility, diversity and assertiveness (Rifkin, 2000; Rosenau, 2000).

These simultaneous forces are at the heart of the struggle to adapt to a new governance environment. *For governments, however, there are inherent contradictions in each that must be recognized.*

17 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/government-private-public-partnerships/28103

Related Content

The Federal Docket Management System and the Prospect for Digital Democracy in U S Rulemaking

Stuart W. Shulman (2007). *Modern Public Information Technology Systems: Issues and Challenges* (pp. 166-184).

www.irma-international.org/chapter/federal-docket-management-system-prospect/26888

E-Totem, Digital Locative Media to Support E-Participation in Cities

Vasco Furtado, Lanna Lima, Daniel Almeida Chagas, Vldia Pinheiro, Carlos Caminha, Elizabeth Furtadoand Matheus Mafra (2019). *International Journal of Electronic Government Research* (pp. 1-20).

www.irma-international.org/article/e-totem-digital-locative-media-to-support-e-participation-in-cities/251871

The Role of Social Media in U.S. County Governments: The Strategic Value of Operational Aimlessness

Barry A. Cumbieand Bandana Kar (2015). *International Journal of Electronic Government Research* (pp. 1-20).

www.irma-international.org/article/the-role-of-social-media-in-us-county-governments/126348

A Statistical Modeling for Policy Making: A Role of Regression Analysis

D. K. Ghosh (2014). *Governometrics and Technological Innovation for Public Policy Design and Precision* (pp. 96-122).

www.irma-international.org/chapter/a-statistical-modeling-for-policy-making/101268

The Evolving Sanitation Entrepreneurial Ecosystem: A Bibliometric and Content Analysis of Global Trends and Future Research

Shivani, Vijayaraghavan M. Chariar, Rishi Kant Kumar, Sameer Shuklaand Kumod Kumar (2023). *International Journal of Electronic Government Research* (pp. 1-30).

www.irma-international.org/article/the-evolving-sanitation-entrepreneurial-ecosystem/327366