Transformational Government: Governance, Organization, and Management Mini-track
(Introduction)

A. Miriam B. Lips
School of Government
Victoria University of Wellington,
New Zealand
miriam.lips@vuw.ac.nz

Leif Skiftenes Flak
Department of Information Systems
University of Agder, Norway
leif.flak@uia.no

J. Ramon Gil-Garcia
State University of New York at
Albany, USA & Centro de
Investigación y Docencia
Económicas, Mexico
jgil-garcia@ctg.albany.edu

Research demonstrates the critical importance of treating e-Government as a multidisciplinary and multidimensional phenomenon in order to understand and explain its potential for ICT-enabled government transformation. More specifically, strategic, political, institutional, managerial, organizational, legal, economic, and external relationship factors have been identified as key aspects in the study of e-government and, particularly, transformational government.

This mini-track examines the complexity of effectively governing, organizing, and managing e-Government and its transformational potential. Increasingly, this involves inter-organizational collaboration and co-creation of value, multi-sector and cross-jurisdictional networks, and the management of a large variety of relationships with both internal and external stakeholders. Moreover, many governments in developing countries perceive ICT-enabled government transformation as an opportunity to establish ‘good governance’ in their countries, which involves improved accountability and transparency as well as fighting corruption.

This mini-track is one of the key international platforms at which the transformational aspects of e-Government, as well as their implications for government and society, are being discussed from a multidisciplinary perspective. It welcomes papers with an empirical, theoretical, or conceptual contribution that show the importance of governmental, institutional, organizational, managerial, and democratic aspects of transformational e-Government. This year’s mini-track attracted seven paper submissions from which three were selected for presentation at the conference. All three papers are very interesting and reflect different aspects of e-Government transformation.

In their contribution Issues in the Transition to CIO Role in the Public Sector of Developing Countries, Bashir Hussain, Tim Turner, and Ahmed Imran demonstrate a knowledge gap on how public sector organizations in developing countries can create a transition to accommodate Chief Information Officers (CIOs) in their existing structures. Their research has identified key issues that delineate the transition to CIO role anchored in institutional theory and the context of developing countries, including perceived organizational readiness, human capacity, strategic orientation, and organizational culture.

In the paper A Stabilization Model for E-Government Innovation, Taehyon Choi, Deok-Soo Kim, and Jungyun Ha focus on the structuration process of an e-government innovation, particularly the society-wide structuration through which enabled technical features are given meaning and legal institutionalization of use. Through their case study research, the authors found that an e-government system adopted for efficiency reasons may suffer from the lack of an appropriate supporting legal structure, pushing the system into instability. Another finding was that the sophistication of an e-government system is based not only on its technological features but also on the evolution of social discourse.

The paper Modes of Collaboration for Realizing eGovernment Benefits by Carl-Mikael Lönn, Tero Päivärinta, and Gustaf Juell-Skielse explores multiple cases of how contemporary acquisitions and implementations of digital archiving systems have been launched through varying modes of collaboration among Swedish government agencies and municipalities. Their analysis reveals that, although the target system is the same in all of the studied cases, the expected benefits vary. This then explains how selected modes of collaboration in e-government may impact on particular types of expected benefits.