

# Transformational aspects of e-Government in Ireland: Issues to be addressed

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*Disclaimer: The views expressed are those of the authors and do not necessarily represent the views of the IPA or the Committee for Public Management Research (CPMR).*

**Abstract:** Drawing upon Irish experience, this paper explores some of the key issues to be addressed in using e-Government effectively to transform public sector organisations. Two case studies are detailed: ROS (Revenue Online Service) and Integrated Service Centres (County Donegal). Policy implications of developments to date and remaining challenges are discussed.

**Keywords:** Ireland, e-Government, Concepts, Organisational Transformation, Policy.

## 1. Introduction

The organisational challenge is

*“a major challenge and one which will require a great deal of consideration, co-operation and flexibility if we are to be successful.” (Considine, 2001)*

For the past number of years, Ireland has performed relatively well in a number of cross-national e-Government benchmarking exercises. However, these benchmarks provide only a relatively superficial picture of the complex process of making public services available online. In particular, such benchmarking surveys do not delve behind the headline figures to look at the consequent degrees of impact of information and communication technologies (ICT) on organisational change or development. Our study of the transformational aspects of e-Government is based on original research currently being undertaken on behalf of the Committee for Public Management Research ([www.irlgov.ie/cpmr](http://www.irlgov.ie/cpmr)). It involves both detailed documentary and website analysis and in-depth interviews with key participants in the e-Government implementation and policy processes, as well as detailed case studies. It examines the comparative impact of, and synergies between, ICT development and organisational change.

The paper starts by outlining the drivers and barriers to ICT and organisational change as derived from sector (private and public) and case study analysis. The main emphasis of the paper, however, is on examining the transformational aspects of ICT development

in the public sector in Ireland to date. The paper attempts to assess the tangible and intangible benefits of e-Government investments to date, and outline the remaining challenges for public sector organisations in terms of realising the full benefits from ICT with regard to organisational change.

## 2. ICT and organizational development: an overview

As noted above, Ireland has performed relatively well in a number of recent e-Government benchmarking exercises. For example, in February 2003, the recent eGovernment benchmark study by Cap Gemini Ernst & Young ranked Ireland second behind Sweden in terms of the sophistication of services online.

([www.cgey.com/news/2003/0206egov.shtml](http://www.cgey.com/news/2003/0206egov.shtml)).

But we need to go beyond headline figures if we want to look at how e-Government is impacting on organisational reality and change.

Murphy (2002) in a working paper published by the OECD Directorate for Science, Technology and Industry emphasises that organisational change is key to realising benefits from ICT, while ICT in turn contributes to implementing organisational change, necessitating combined investments to raise productivity growth. Similarly, Muid (1994) informs us that the doctrines of new public management seek to reform the business of government but also informatisation acts as a catalyst for change and enables business transformation. Seamus Mulconry of Accenture Consultants reiterates this point in terms of the Irish experience: “e-Government should be seen as a catalyst for modernisation of the public service...it is really

not about putting all services online.” (as quoted in Smyth, 2003). Murphy (2002), further outlines the importance for OECD enterprises of implementing organisational changes so as to maximize the benefits from new technology, particularly information and communications technology (ICT) and to realize productivity increases from investments in both tangible (plant, equipment) and intangible (research, training) assets. Her working paper also notes that the incidence of organisational change has been highest in the service sectors.

### 3. Defining e-Government

In this paper, the term ‘e-Government’ refers to the use by public bodies of information and communication technologies (ICTs) to deliver information and/or services to citizens, external organisations, elected representatives and other stakeholders in such a way as to complement, replace or improve existing delivery systems. The term “e-Government”, as used by the OECD E-Government Project, applies to the use of ICT as a tool to achieve better government. Therefore, e-Government is not about business as usual, but should instead focus on using ICT to transform the structures, operations and, most importantly, the culture of government. The report highlights that e-Government is an important component in terms of overall reform agendas because it serves as a tool for reform; renews interest in public management reform; highlights internal consistencies; underscores commitment to good governance objectives. (OECD, 2003)

### 4. The relationship between organisational change and ICT

Murphy (2002) defines organisational change as firm-level modifications of structures, work interactions and human resource practices, affecting both internal business processes as well as relationships with customers and other firms. She further emphasises that there is a mutually beneficial relationship between organisational change in firms and ICT investments and also suggests that organisational change can vary in scope and intensity. Her paper points out that information technology is instrumental in facilitating new organisational approaches, from lean production to teamwork to customer relations (See Table 5.1). She also states that organisational change is needed to realise the full benefits of information and communication technology. The paper suggests that the level of efficiencies will be determined by how ICT and workplace organisation are combined

within a firm. In particular, she pinpoints enhanced communication, teamwork and training as needed to realise the benefits from ICT investments. Change may be relatively shallow when restricted to the introduction of specific work practices or alternatively, far reaching when radical work reorganisation is implemented that affects firm boundaries, e.g. through outsourcing and networking. Drucker (1988) mirrors this picture of organisational change, “traditional departments will serve as guardians of standards, as centres for training and the assignment of specialists; they won’t be where the work gets done. That will happen largely in task-focused teams.”

A UN sponsored paper on e-Government, purports that the relationship between information technology and organisational change has been extensively analysed in the private sector. Some of these findings have been found to be relevant in the public sector as well, e.g. the flatter organisation with less hierarchical levels, the capability of decentralised operation based on revolutionary communication technologies, the transformation of hierarchical structures based on networks, the creation of new horizontal and strategic autonomous agencies, etc (Peristeras et.al, 2002). Fountain (2002) emphasises that the intersection of information technology, organisations and governance provides the opportunity for increasing momentum behind cross-agency partnerships and systems. She points out that inter-jurisdictional relationships, or networks, have been on the rise in the past decade and show no sign of abating even though their failure rate is high and implementation remains difficult. Peristeras et.al, (2002) question further “if the change introduced by I.T. to the public sector is viewed not only as an internal factor which provides new means and tools to perform the role of public administration more effectively and efficiently, but considered also from an external viewpoint as an enabler for the newly emerging information society, should the exact roles that public administration and the state are to play in this emerging society be questioned?” The paper deduces that evolving technology radically affects public organisations not only by reengineering current processes and structures but by also inducing fundamental changes to the state’s strategic role.

Bellamy & Taylor (1994b) accept that IT in public administrations present nascent opportunities to reduce costs and to increase efficiency, but also to adapt bureaucracy to the

needs of the customer. The paper suggests that "in these ways IT is identified as the key to the reinvention and indeed to the reinvigoration of public administration." This point is also made by Dutton, O'Connell and Wyer, 1991; Muid 1992; OECD 1992. The Information Society Commission (ISC) Report (2002) acknowledges "the potential of e-Government developments to support transformation in traditional business processes has important implications that must be addressed as a key element of the overall process of public sector modernisation and reform." The ISC Report recommends: "Government needs to develop appropriate arrangements to ensure that the assessment of the return on e-Government investments captures both tangible and intangible benefits."

## 5. Types and levels of organisational change

Murphy (2002) classifies firm-level organisation change into 3 broad streams: the restructuring of production processes; management systems and employee involvement schemes; and external re-organisation emphasizing customer orientation, outsourcing, and firm networks and other collaborative arrangements (see box). The paper explains that internal re-organisation typically affects the organisation of production approaches and work practices compared to external re-organisation, which is associated with the improvement of relations with customers and other firms. In practice, firms tend to apply an eclectic set of organisational practices, often spanning the three broad streams.

**Table 1:** Types of organisational change

Production approaches	Management practices	External relations
Total quality management Lean production Just-in-time Business re-engineering Critical chain	Decentralisation Teamwork Knowledge management Flexible work arrangements Flexible compensation	Outsourcing Customer relations Networking Networked governance

Source: Murphy (2002)

A recent OECD Report (2003) points out that the implementation of e-Government will aid a number of back office reforms, while alternatively, e-Government requires such reforms in order to be successful. The Report emphasises that "governments, in general, have tended to try to use technology as a patch to provide a seamless interface with users to a Byzantine administrative structure.

All too often, ICTs are overlaid on an existing organisational structure without any thought to how those structures can be improved." The Report purports that since it is much more difficult to change agency behaviour and establish co-operation, it has been easier for governments to create national web portals, but this amounts to information being rearranged without a fundamental shift in processes or procedures.

The study questions 'can administrations continue to meet the challenge of proactive electronic service delivery using existing practices and structures?' The Report advocates that for e-Government to deliver its benefits, the ways in which public administrations work will have to change and evidence reinforces the view that ICT needs to be seen as one aspect of reforming organisations to achieve greater efficiency and other governance objectives. The case studies we looked at emphasise that ICT should be seen as an enabler of change but not as an end in itself. The Report (OECD, 2003) maintains that member countries understand the need for a package of changes, involving ICT and non-ICT elements. The study reaffirms that the benefits sought, such as more effective outputs, greater efficiency, require more than simply introducing ICT into existing organisations and work processes.

The Report outlines possible organisational changes that may accompany further deployment of ICT at the individual project level, the level of the organisation and from a cross-government perspective. At the e-Government project level, the Report suggests that new work processes need to be accompanied by deep training programmes, structured communications strategies and job redesign. This may involve a flattening of hierarchies as the need for checking or direct supervision of achievement of tasks is eliminated. Requirements for semi-skilled staff may fall as routine tasks are automated and this invariably leads to efficiencies such as the need for fewer staff. In terms of introducing successful reform this will require coherent change management strategies and the OECD Report, including the case studies we discuss below, found that the vital component is dialogue with stakeholders. The involvement of front-line staff at the project initiation stage is seen as an effective way of eliminating the conception-reality gap between instigation of reform projects and final deliverables. The study states that change is needed at the organisation level. The Report suggests that

while small-scale projects can be successfully implemented without impacting on the broader organisational environment, at some point changes in this environment become crucial if ICT-enabled reform is to work. Examples include: re-engineering processes may require a change in the balance of roles and responsibilities between different functional areas or between the agency's central office and local offices; increased data sharing within an organisation may upset individual arrangements, by making particular data holdings (and their operators) redundant, and require concerted management effort to gain acceptance of the new arrangements; greater sharing of data, enhanced communication and more consistent decision making can facilitate a devolution of decision making to an organisation's lower levels and the creation of specialised units at local level or of units focused on specific customer groups, while maintaining overall policy coherence. (OECD, 2003)

## 6. Drivers of organisational change/ICT

Murphy (2002) found the need to facilitate adoption of new technologies, particularly ICT, was ranked far lower than market forces in surveys of drivers of organisational change. She adds that this may reflect a lack of awareness of the synergies arising from joint implementation of organisational change and ICT. However, the paper indicates "the adoption of ICT requires a flexible organisation at the same time that ICT increases the capacity to implement work flexibility. Organisational change can be a principal motivator for the introduction of new technology, just as obsolete technology can hinder the adoption of new organizational practices."

In the private sector the main driver of organisational change is the need for firms to adapt to changing competitive conditions. But how does this relate to a public sector environment where competition does not exist in many of the areas of service provision. What drives organisational change in this instance? Timonen et al. (2003) found that the potential of cost savings was not the main driving force behind development of e-Government in Ireland. The paper found that instead e-Government work in Ireland has been primarily motivated by a genuine desire to make government more efficient, citizen-oriented and customer-friendly: the goal of e-Government is to achieve seamless client-centred service

delivery. This is reflected in the fact that all the main online information services are organised around the 'life events' of individuals and businesses, rather than around the bureaucratic structures of government. E-Government is also recognised and treated as one of the central pillars for progressing public service modernisation in the future. The more recent economic downturn may affect government thinking in the future in relation to value for money concerns and this has been exemplified by the recent refinement in the Government's commitment of having all public services that are capable of electronic delivery online, through a single point of contact, by 2005 (see *New Connections* 2002). This target is refined to ensure that optimum results are achieved in terms of effectiveness, impact and deliverables (see *New Connections Progress Report* 2003).

The OECD report (2003) found that key issues to be addressed for successful implementation of reform include the need for understanding and support by senior management, and the willingness and ability to adopt new ways of working. The Report purports that successful major reforms involving ICTs indicate that senior management's understanding of the impacts of proposed reforms, their risks and benefits, is required if the reforms are to be sold to staff and to key external stakeholders such as political leaders. The study reiterates that this requires more than statements of principle and good intentions, but, essentially, it involves senior management time and understanding. In terms of adopting new ways of working, the Report suggests that this is determined by the willingness of senior management to commence the process of changing the organisation culture. The study also points out that it will depend on the willingness and ability of unions and individual staff to take up new work practices, such as more decentralised decision-making, teamwork, information sharing among peers, new recruitment arrangements and remuneration/incentives to support the desired changes.

## 7. Barriers to organisational change/ICT

Muid (1994) affirms that "the capability of IT as a catalyst for change is acknowledged and can be regarded as a means of assisting the reforms," but he warns that "IT can also act as an inhibitor to change because of systems rigidity and costly legacies of past investment." Bellamy & Taylor (1994a) emphasise that



informatisation will continue to offer opportunities for innovation in public services, but that it has key implications for the organisation and management of government. In their paper, Bellamy & Taylor (1994a) outline two key questions: "Are the shifts associated with New Public Management conducive to the optimal realisation of the potential gains which informatisation might bring, or do they inhibit change?" and "Can organisational units – departments, agencies, divisions, etc. be (re)organised both internally and in their relationships in order to create the conditions needed for the full exploitation of new information systems?" Murphy (2002) and Brown (2001) imply that in many cases, firm performance may not be improved if ICT investments are not accompanied by organisational changes. Murphy singles out lack of attention to human and organizational aspects as factors which can undermine ICT investments. In particular, Murphy cites a survey of UK firms, which found that 80-90% of ICT investments failed to meet all of their objectives due to poor human resource management and failure to involve users (Clegg et al., 1997).

Bellamy & Taylor (1994b) question "whether the technological capabilities for informatization are outstripping the organisational, political and managerial capabilities of constructing, controlling and regulating new information systems and new information flows." They accept that "the organisational and political issues in managing IS are complex" as the "very process of informatisation disturbs inter- and intra-organisational relationships in ways that are not easily controlled and reordered. Its outcomes emerge from the interaction of managerial, political, professional and commercial stakeholders around technological infrastructures and the design and distribution of informational resources." Bellamy & Taylor (1994b) feel that due to these factors the results of new projects will often be compromised and the exploitation of new opportunities irregular. They reiterate in the paper that "if we are right in arguing that the modernisation of public administration depends on the effective exploitation of new information flows in government, then those factors which inhibit this exploitation will also inevitably compromise the realising of the new public management." The recent OECD Report (2003) also mentions that internal governance frameworks in the public administration may hamper the adoption of practices that facilitate ICT-enabled reform. The study states that

OECD analysis of the use of ICTs by firms highlights the importance of flexible labour markets and the legal frameworks covering ICT-based activity and the need generally to reduce barriers to initiative and innovation.

## 8. Case studies

### 8.1 Case Study No. 1: Revenue Online Service (ROS)

ROS ([www.ros.ie](http://www.ros.ie)) was launched in September 2000 and has become one of the most successful e-Government initiatives in Ireland. Briefly, it is an interactive Internet based system that enables Revenue's customers and their agents to file returns and make payments; obtain details of their Revenue Account; calculate their tax and conduct their business electronically. (Whelan, 2002)

A number of factors have contributed to the success of ROS:

- *Corporate commitment:* A very important ingredient of success has been the strong corporate commitment from the ROS Board. The Board saw electronic service delivery as inevitable and highly desirable. Revenue in general has been one of the leaders in making its services more customer-oriented. ROS ranks among the best practices in eGovernment in Europe.
- *Clear strategic leadership:* The ROS Board initially appointed a strategy manager who was able to build a small team of experts. The commitment from the team coupled with ongoing planning and consultation with stakeholders is a key element sustaining the project.
- *Fast delivery in small units:* The work on ROS progressed very fast, which seems to be key ROS philosophy and probably one of the main reasons for its success: delivering the services bit by bit, but in quick succession, rather than waiting for a 'big launch'. These 'bits' have gradually built up to constitute an impressive service. The next phase involves integration with Reach and also co-operation and interaction with other Departments (e.g. Agriculture, Environment)
- *Astute HR strategies:* Another key ingredient of success seems to have been the way in which the public and the private sectors have worked side by side: half of ROS developers are from a private sector consultancy, half from Revenue, and they work in the same location. In the early stages, when ROS had insufficient in-house expertise, it outsourced some

services to private sector companies. ROS has also been able to bring people from different streams to work together, e.g. tax inspectors as well as those in general service grades.

- *Funding:* Funding from the Information Society Fund covered part of the investment in the service.
- *Back office reorganisation:* The ROS team were well positioned to introduce online services because Revenue had carried out extensive back-end reorganisation that then facilitated the launch of ROS. This also enhanced job satisfaction in Revenue by reducing or eliminating routine processing duties and releasing staff for more rewarding and satisfying work.
- *Consultation with stakeholders:* Effective and ongoing consultation both internally (in terms of a Partnership Committee, staff, management and unions) and externally (in terms of Accounting/Professional/Representative bodies, tax agents, software companies and customers) is a key component of successful implementation.
- *Learning from other countries:* ROS have also been keen to learn from experiences in other countries, e.g. New Zealand. ROS sent a small team there to identify potential operational difficulties.

## 8.2 Case Study No. 2: Donegal County Council

In 1995, the Donegal County Manager established a project team to assess the possibilities for organizational change prior to the rollout of a service decentralization programme. In 1996 the Government published 'Better Local Government: A Programme for Change' outlining the agenda for the modernization of the local government system. This document advocated the development of One Stop Shop Centres to serve as a focal point for the delivery of customer-oriented public services. Based on this document and the decision of members of Donegal County Council, it was decided to decentralize Council services to district offices based in the six electoral areas in the County.

In July 2001 a partnership was formed between Donegal County Council, the North Western Health Board, the then Department of Social Community and Family Affairs, and FÁS to appoint a project manager to explore the possibilities of utilizing the framework of the Public Service Broker to develop integrated inter-agency services to citizens through walk-

in channels (Integrated Service Centres), by telephone through a Contact Centre and on a self-service basis through the Internet. The Integrated Service Centres (ISCs) enable the customer to access information, advice and services across multiple channels and multiple agencies at a single point. (Donegal County Council, 2002, 2001(a), 2001(b))

A number of factors contributed to the success of the initiative:

- *Clear strategic leadership:* The County Manager selected a project team to co-ordinate the development of new management structures to more effectively support the delivery of decentralized County Council services and to develop the integrated service centres in close partnership with the agencies.
- *Corporate commitment:* An important element of the new decentralized structures has been the strong corporate commitment from the senior management team in the Council, together with the elected members. Active support has also been forthcoming from senior management in the partner agencies.
- *Fast delivery at a local level:* Using the 'start small, think big, scale fast approach,' the majority of ISCs have been set up. The idea is to start with a small number of services provided by the partner agencies and Donegal Citizens Information Service, and to gradually add participating agencies and services. The Donegal ISCs provide a test case to research and develop the service delivery models required to enable the Public Service Broker framework to deliver integrated multi-agency services.
- *Stakeholder involvement:* From the outset staff were involved in the process, and ongoing use of the Partnership model as a vehicle for planning and consultation was another important factor. (Donegal Local Authorities, 2001) The involvement of staff at the project initiation stage is seen as an effective way of eliminating the conception-reality gap between instigation of reform projects and final deliverables.
- *Funding:* Funding sources for the ISCs include Donegal County Council, the ERNACT project between Donegal and Co. Derry Local Authorities, Department of the Environment, the Department of Social Community and Family Affairs in relation to piloting Reach and the partnership agencies.
- *Astute HR strategies, structural re-organisation:* Consultation was undertaken

with staff at all levels in the organization. An international organizational specialist was employed to design the structure based on the levels of complexity of work cross-referenced by the capabilities of employees. The structure implemented was based on the template put forward by Elliott Jacques in his book "Requisite Organisation" – a system for effective managerial organisation and managerial leadership. The most effective approach outlined by Jacques was implemented by Donegal County Council and this involved the establishment of a requisite structure of managerial layering or strata; conducting a talent pool analysis of the population of employees, working down from the top, stratum by stratum; ensuring role filling from the top to bottom of the organisation, by matching individuals' capabilities to each role; establishing a requisite compensation structure related to stratum boundaries and conducting training to enable all managers to implement all requisite managerial leadership practices. Including individual compensation within pay bands. (Jacques, 1996) ICT developments enabled an electoral area model of decentralization to underpin the new management structures. (Donegal County Council, 2001(a), 2001(b))

## 9. Conclusion

As e-Government development progresses to the next, more demanding, phase, and as funding for e-Government initiatives may not be as easily forthcoming as in the past, it becomes more important to justify e-Government funding in terms of the considerable cost savings that can flow from it. For instance, great cost savings could be achieved through developing the e-official concept where routine administrative processes are increasingly shared and co-ordinated. Murphy (2002) indicates that there is a need to couple new organisational practices with ICT offering opportunities for reducing costs and enhancing efficiencies along the entire business value chain. Bellamy & Taylor (1994b), infer "the economic and business logic of the information age gradually but inexorably drives service organisations, including those in the public sector, towards profound transformations in the design of their production processes and structures."

In 1988, Drucker forecast that "the typical large business 20 years hence will have fewer than half the levels of management of its

counterpart today, and no more than a third the managers....the typical business will be knowledge-based, an organisation composed largely of specialists who direct and discipline their own performance through organised feedback from colleagues, customers, and headquarters. For this reason, it will be what I call an information-based organisation." In reality, how far along this road of transformation have public administrations evolved? Having reached the information, interaction, transaction and data sharing stages of ICT development, how many projects have reached the integration or transformation stages?

As the literature earlier pointed out, organisational change is needed to realise the full benefits of information and communication technology. It can be seen from various studies that the relationship between ICT and organisational development has the capability to engender a flatter organisation with less hierarchical levels, decentralised operation based on revolutionary communication technologies, the transformation of hierarchical structures based on networks, and the creation of new horizontal and strategic autonomous agencies. In comparison, firm-level organisation change can be classified into 3 broad streams: the restructuring of production processes; management systems and employee involvement schemes; and external re-organisation emphasizing customer orientation, outsourcing, and firm networks and other collaborative arrangements.

In relation to both case studies outlined in this paper, a number of aspects culminate in the successful implementation of their reform programmes. Both organisations relied on the following key elements: sustained corporate commitment and strategic leadership from management; a clear vision statement and strategic plan was implemented; the employment of an organisational specialist or strategic manager was used to drive the project team; astute HR strategies were employed coupled with internal re-organisation, and decentralisation facilitated by ICT. Both projects involved consultation with stakeholders (internal and external) in the project initiation stages and ongoing consultation was maintained with staff through the framework of the Partnership Committee. Both projects have been successful due to this inclusion rather than exclusion of the 'people' component, as Winfield (1991) conjectures "to become too wrapped up in and seduced by the 'wonders' of technology will lead us to neglect

the all-important human element in the equation. With every advance in information technology our dependence on humans increases, not decreases. We ignore human needs at our peril." The reform programmes were also underpinned by comparative examples from other countries (e.g. ROS-New Zealand) or organisational systems (Elliott Jacques – Requisite Organisation). In both cases ICT is seen as an enabler of change but not as an end in itself. As the recent OECD report (2003) emphasises and as these two cases studies demonstrate in practice, e-Government is seen as a means of facilitating better government. The report acknowledges that e-Government acts as an enabler to achieve better policy outcomes, higher quality services, greater engagement with citizens and improve back office procedures. The study suggests that governments and public administrations will, and should, continue to be judged against these traditional established criteria for success. (OECD, 2003)

In the private sector the main driver of organisational change is the need for firms to adapt to changing competitive conditions. In the public sector the potential of cost savings has not to date been the main driving force behind development of e-Government in Ireland. In fact, it was considered that the prospect of cost savings played only very little, if any, role in motivating the e-Government project. Instead e-Government work in Ireland has been primarily motivated by a desire to make government more efficient, citizen-oriented and customer-friendly. E-Government is also recognised and treated as one of the central pillars for progressing public service modernisation in the future. It is, however, becoming more important to justify e-Government funding in terms of the considerable cost savings that can flow from it. There is a need to couple new organisational practices with ICT offering opportunities for reducing costs and enhancing efficiencies along the entire business value chain.

But, this brief review has also shown that ICTs can also act as an inhibitor to change because of systems rigidity and costly legacies of past investment and lack of attention to human and organizational aspects, as factors, which can undermine ICT investments. Further constraints include whether the technological capabilities for informatisation are surpassing the organisational, political and managerial capabilities of constructing, controlling and regulating new information systems and new information flows.

A recent OECD Report affirms that organisational change is a dynamic process, with segments of different rates of development and change. At the project and organisational change level, senior management commitment is essential for carrying out complex organisational changes. E-Government co-ordinators can provide support to senior managers by ensuring the sharing of experiences and good practice approaches. A key element is dialogue with stakeholders both within and outside the organisation. Those dealing with public management organisational issues should act as facilitators rather than developing grand plans to restructure public administrations around a particular current technology. Frameworks are required for ICT use, and they need to be reviewed to ensure continuing relevance. The report emphasises that while individual processes may be transformed, changes will occur less quickly for organisations, reflecting the different levels of impact on different functions. For public administrations overall, the rate of change will be slower still. (OECD, 2003)

The OECD Report (2003) acknowledges that, "certain ways of working may become more pervasive in the future, with greater data sharing and networking, greater process automation and greater collaboration between and within agencies, there will be **no single model** for e-Government organisations." Therefore, each organisation will have to assess their own needs rather than depending on the premise that one size fits all (generic model).

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