



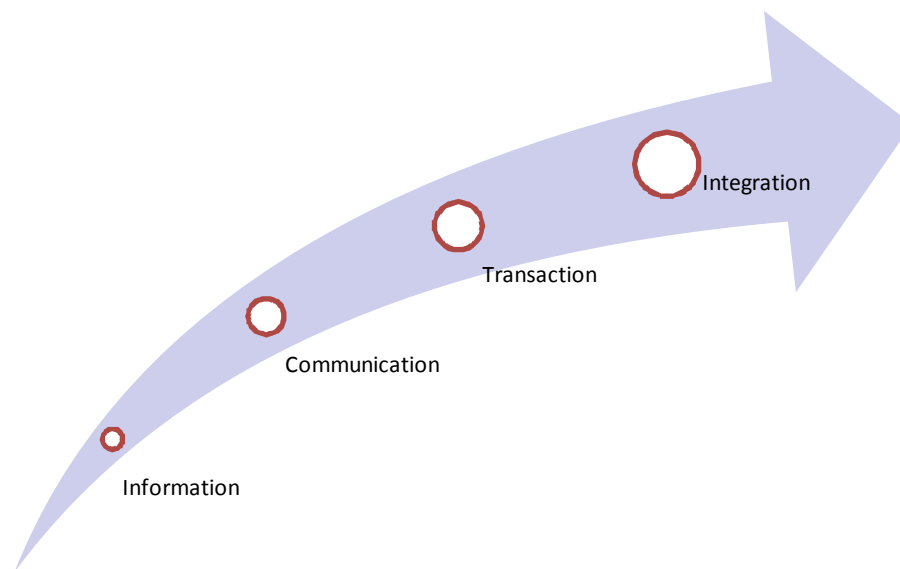
Barriers of Municipal E-Government Integration

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*The German Länder Berlin and Baden-Württemberg
Compared*

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- E-Government integration is crucial for PA modernization and one of its greatest challenges at the same time
→ for seamless electronic services (front-office reduction), functioning specialized administrative procedures etc.



Barriers to e-Government integration can occur at every stage of the process with a multitude of reasons imposing different constraints

Focus on: Barriers & constraints of e-Government integration at the municipal level in the German Länder Berlin & BaWü with the following RQs:

- *Which (categories) of barriers can empirically be identified?*
- *What can be said about their importance/saliency?*
- *What can an inter-Länder comparison tell about commonalities, differences and possible generalizations?*
- *How can the barriers be analytically and theoretically interpreted?*

Complex concepts -> broad definitions used:

E-Government:

[...] the electronic handling of administration and democracy processes in the context of governmental activities by means of information and communication technologies to support public duties efficiently and effectively.” (Wirtz/Piehler 2010: 8)

E-Government Integration:

“[...] an organizational arrangement whereby multiple organizational units collaborate in the concentration of providing accurate and timely services in a single access point to all users. This arrangement needs unified efforts from all stakeholders to overcome all obstacles faced on the way” (Al-Balushi et al. 2016: 16)



Literature & Theoretical Approach

Literature

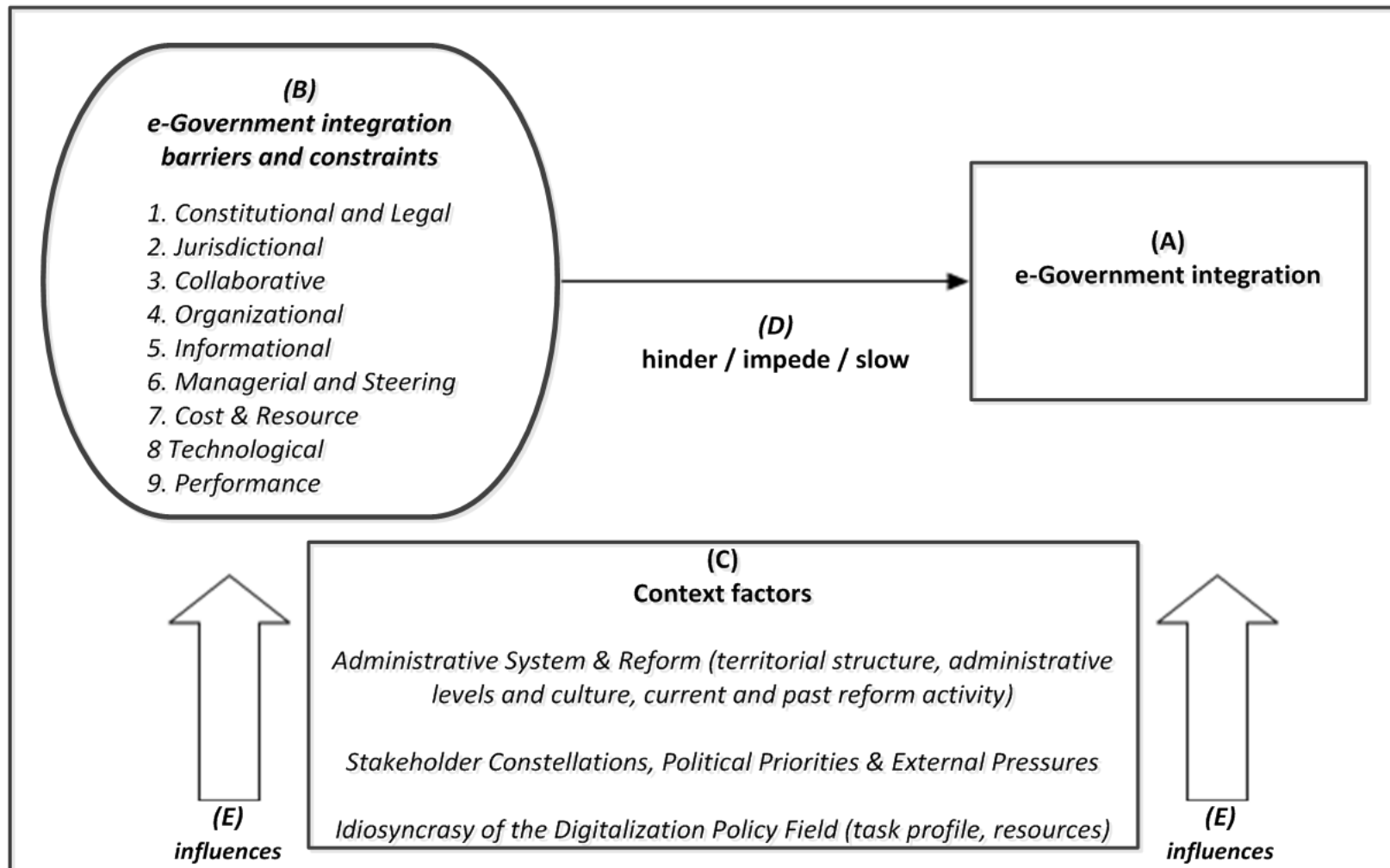
- E-Government reform literature (European/German focus)
- Literature on barriers and constraints on e-Government from various disciplines (Scholl/Klischewski 2007)
- E-Government implementation and use literature

Theory

- Actor-centered institutionalism & path dependency
- (less) governance mechanism & turf wars

- Case study with two cases: Berlin (4 districts) & BaWü (4 municipalities)
- 29 expert interviews (*municipal e-government managers, municipal executives, councilors, staff council representatives and citizens' office employees*)
- Qualitative content analysis (Mayring 2010) -> categories deductively derived from literature
- Interviews transcribed & coded with MAXQDA

Analytical Framework – Causality Model



Analytical Framework – Case Selection

Reason

Description

1

Länder
Variance

administrative structure, i.e. territorial vs. city-state: each exemplary type of a German Land selected -> highest potential for a generalization of findings

2

Outcome
& Context

similar outcome, different context: similar outcomes of digitalization policy (use, electronic information provision, access to digital services etc.) but different contexts of reform (different reform profiles, population density, economic power and debt, different admin. heritages etc.)

3

Saliency

saliency of digitalization polity and policy: both Länder prioritizes digitalization agenda (strategy, e-Government law, 'digital jobs' in administration etc.)



Operationalization of Barriers (Scholl/Klischewski 2007)

Constraint	Anchor-examples from codings
Constitutional & legal	<i>laws and decrees like data protection; administrative structure</i>
Managerial & Steering	<i>excessive demands of political and professional management; employee quality and digital capacity building</i>
Cost & resource	<i>lack of funding & personnel for digitalization</i>
Collaborative	<i>horizontal collaboration within a city administration; collabor. with other levels or municipal data service provider</i>
Technological	<i>IT problems (architecture, hard-/software, middleware etc.)</i>
Organizational	<i>centralization of organizational & technical processes; competitiveness between districts, municipalities, agencies & levels</i>
Performance	<i>latency, ping, server hops and pace</i>
Informational	<i>intentional belated information; quality of information</i>
Jurisdictional	<i>Public-private cooperation, e.g. for digitalization of files into electronic files</i>

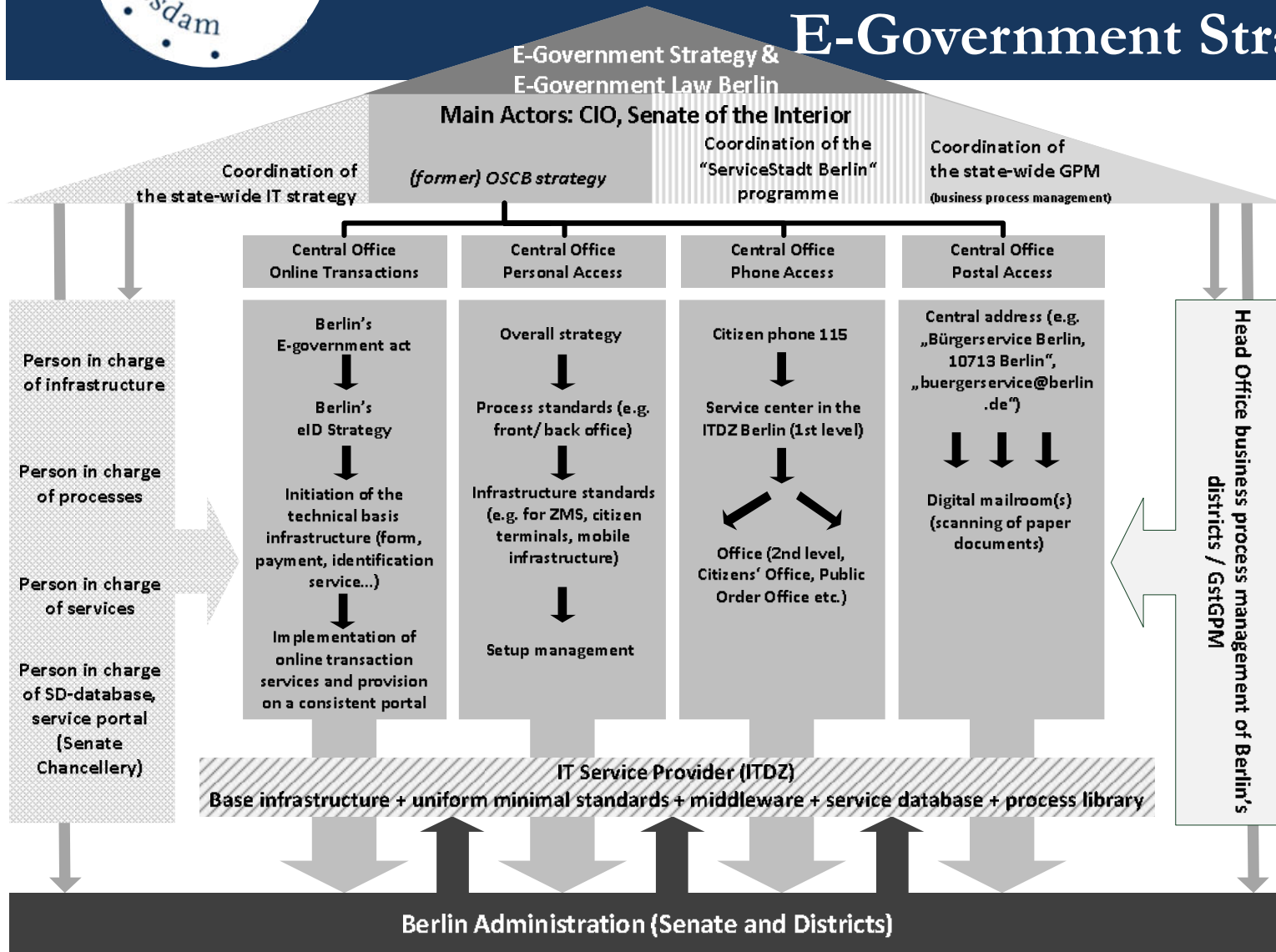


Context: Berlin & Baden-Württemberg

Characteristic	Berlin	BaWü
population size & dept p.c.	3.7 million; 16.486 €	10.8 million; 5.695 €
municipal level & admin. system	12 districts; city state, two-tier system	1.100 municipalities, nine large cities; territorial state, three-tier system
e-Government strategy	Berliner E-Government Strategy	digital@bw
political heritage	mostly social democratic (Senate), mixed at district level	mostly conservative
E-Government law	Gesetz zur Förderung des E-Government	Gesetz zur Förderung der elektronischen Verwaltung des Landes BaWü
ICT provision	Central (ITDZ)	Special purpose association (centralized since Juli 2018)
Online services	In n top group in several studies	In top group in comparison with other territorial states

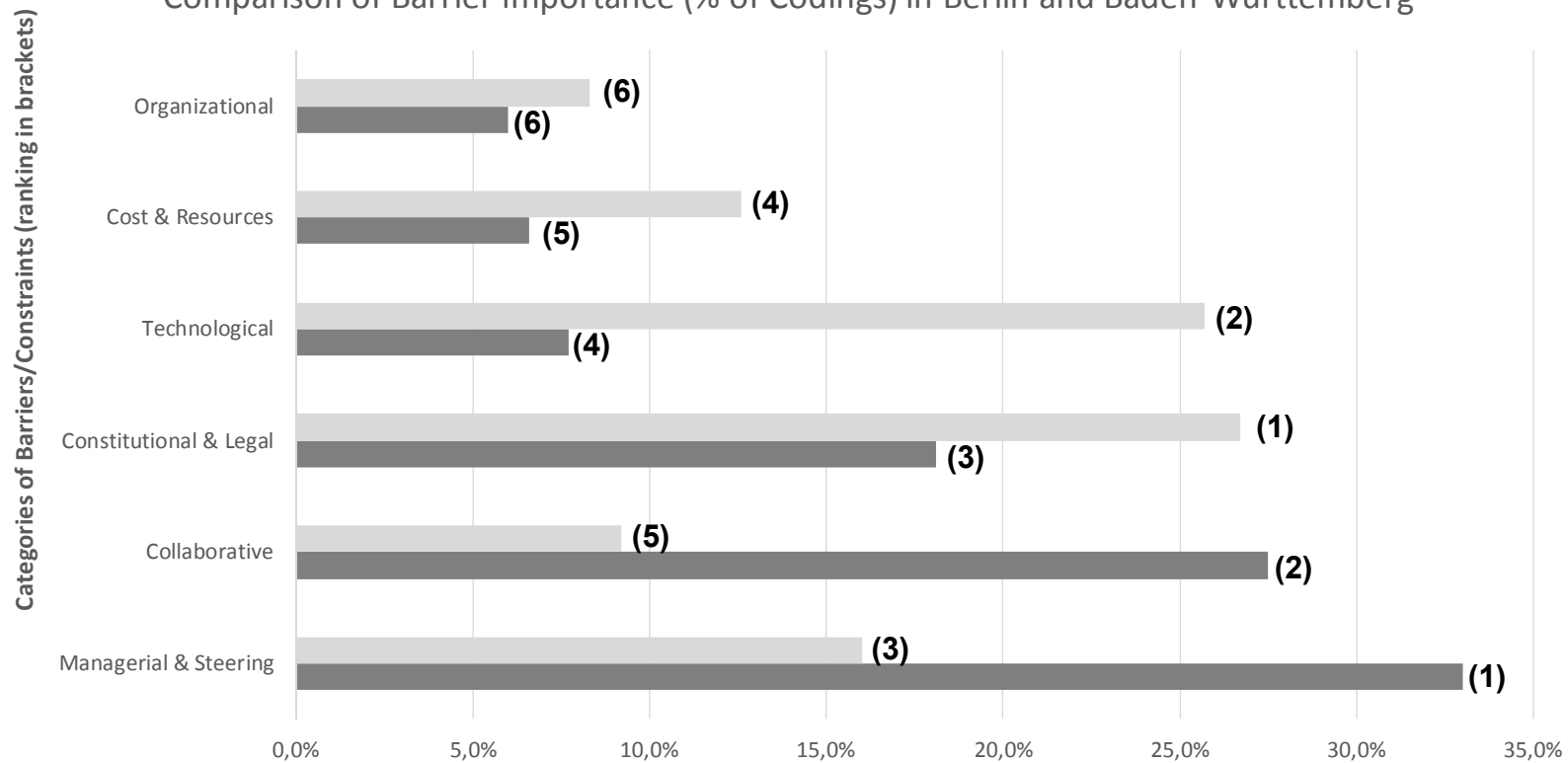


Context Example: E-Government Strategy Berlin



Empirical Results: Constraints Importance

Comparison of Barrier Importance (% of Codings) in Berlin and Baden-Württemberg



	Managerial & Steering	Collaborative	Constitutional & Legal	Technological	Cost & Resources	Organizational
■ Baden-Württemberg	16,0%	9,2%	26,7%	25,7%	12,6%	8,3%
■ Berlin	33,0%	27,5%	18,1%	7,7%	6,6%	6,0%

Empirical Results: Comparison

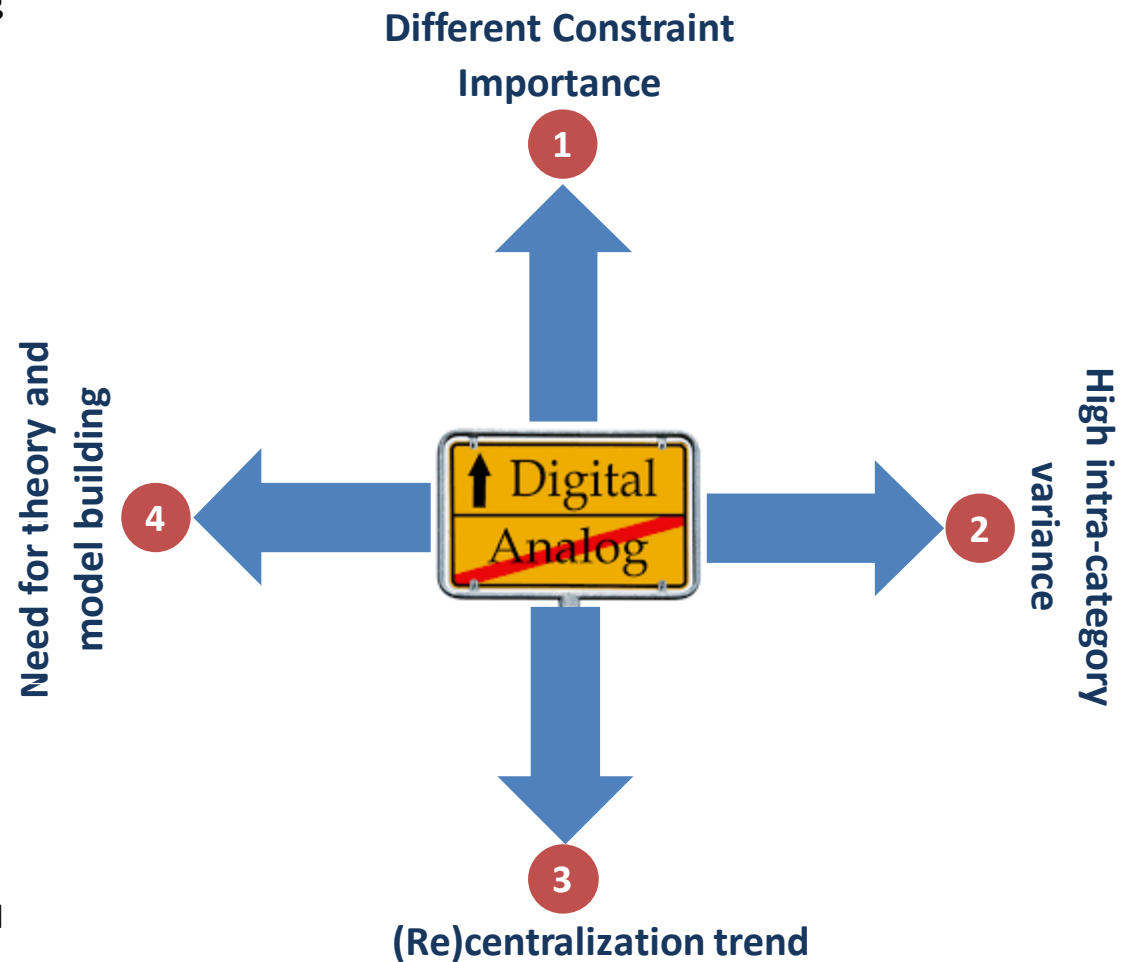
	Berlin		Baden-Württemberg		Assessment
constraint	saliency & ranking	main problem	saliency & ranking	main problem	distinctiveness & development
constitutional & legal	medium (3)	constitutional and systemic (admin. system), legal aspects	high (1)	focus on regulations and law (data protection, statutory)	similar saliency, distinctive emphasis, persistent development
managerial & steering	high (1)	excessive demands of steering units; digital BPM & acceptance	medium (3)	HRM problems; digital BPM & acceptance	similar saliency; distinctive focus; persistent development
technological	low (4)	different standards for process-dependent IT and admin. processes	high (2)	IT functionality and usability; interface problems with admin. procedures	different saliency; similar for processes, distinctive for IT; decreasing develop.
collaborative	high (2)	intra-city collaboration; disadvantageous competitive spirit	low (5)	service provider cooperation; political prioritization	different saliency; distinctive problem emphasis; decreasing development
cost & resource	low (5)	costs for process-dependent infrastructure	medium (4)	(quantitative) personnel resources	different saliency; distinctive problem emphasis; increasing development
organizational	low (6)	mixed but rather positive desire for standardization	low (6)	more balanced standardization desires; focus on e-Governance and strategy needs	same (low) saliency; similar problem emphasis; increasing development

- high: constitutional & legal, managerial & steering
- 1 medium: collaborative and technological
- low: cost & resource and organizational
- nullified: informational, jurisdictional and performance

- 2 context matters! It is inevitable to understand saliency and scope of the category

- 3 In both Länder a standardization or centralization trend for IT and e-Government integration can be observed (laws and regulations, digital positions, centralized IT provision and funding, CIO, digitalization strategies)

- 4 Theoretical approaches here explains only partly constraint strenght/saliency; model used seems incomplete/out dated -> adjustment for municipal level





Thank You !

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