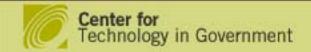# The Power of Partnerships: New Models for Electronic Government

Panel members

- Lise Prefontaine
    - University of Quebec at Montreal
- Patricia Diamond Fletcher
    - University of Maryland Baltimore County
- Sharon Dawes
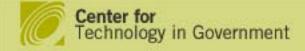   - Center for Technology in Government, University at Albany/SUNY

Agenda

- Overview of the project
- Two case studies
  - Partners in Change, New Brunswick (Canada)
  - FirstGov.gov (US)
- Audience and panel discussion of key issues

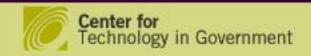# Why study partnerships and other forms of collaboration?

- Public demand for better gov't performance
- Intractable public problems demand cooperation and information sharing
- So do the newest ideas about public services
- Technology is no longer a barrier
- But social, political, economic, & organizational factors still loom large
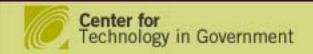- And experiments are going on around the world

Definition of the research

- **Scope**: a multi-national investigation of new models of collaboration in Canada, the US, and Europe

- **Objective**: to enhance our understanding of multi-organizational partnerships engaged in the delivery of government services to citizens & businesses

- **Methodology**: retrospective comparative case studies
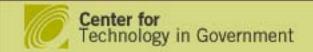
Research Partners

- Centre Francophone d'Informatisation des Organisation (CEFRIO), Canada
  - University of Quebec at Montreal, Canada
- Center for Technology in Government (CTG), USA
  - University at Albany/SUNY
  - University of Maryland Baltimore County
  - Indiana University
- Cellule Interfacultaire de Technology Assessment (CITA), Belgium
  - University of Bremen, Germany

Research questions

- Which political, economic, cultural factors promote collaboration?

- What kinds of organizations become involved in partnerships?

- What are the critical success factors at different stages?

- Which technologies offer the most promise for collaboration?

- What are the advantages and disadvantages of different models?

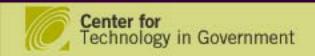- Can successful experiences be transferred among countries?

Research design

- Selection of 15 collaboration projects

- Individual interviews with main stakeholders (8-12 per case)

- Coding and analysis of data using text analysis software

- Comparison across case studies

- Identification of critical success factors and barriers to success

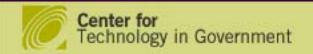# Key characteristics of cases

- A voluntary and reciprocal agreement between two or more distinct public sector agencies, or between public and private or nonprofit entities, to deliver government services.

- Sharing of tangible and intangible cost, benefits, resources, and risks.

Types of collaboration studied

- Public-public collaborations
  - Horizontal
  - Vertical

- Public-private collaborations
  - Outsourcing, subcontracting
  - PPP or P3

- Public-nonprofit collaborations

Conceptual dimensions
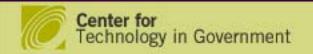
Political, social, economic & cultural environment

Institutional, business & technical environment

Partners' characteristics and objectives

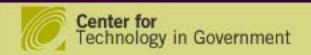**Collaboration process over time**

Models of collaboration employed

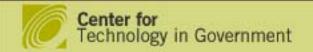**Collaboration and program performance**

Canadian cases

- Ontario Business Connect
- Cadastre Quebec
- Occupational Health & Safety Claims
- Ambassadeur
- Info Entrepreneur
- Bonjour Quebec
- Initiative Service Canada
- One-Stop Business Registration
- Partners in Change: New Brunswick

American cases

- New York State Geographic Information System Cooperative

- Access Indiana

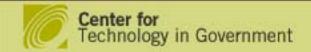- Internal Revenue Service E-File

- FirstGov.gov

European Cases

- Bremen On-Line

- HotJob.be

Research products

- Series of individual case studies

- International symposium (results on the CEFRIO Web site)

- Practical management guide (to be available on the CTG Web site)

- Journal articles

Web sites:

Center for Technology in Government
www.ctg.albany.edu

CEFRIO
www.cefrio.qc.ca