DESIGNING LOCAL E-GOVERNMENT

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DESIGNING LOCAL E-GOVERNMENT: THE PILLARS OF ORGANIZATIONAL STRUCTURE

BY

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PREFACE

This document contains a proposal for incorporation of an exclusive organizational structure of Information Technologies, which will collaborate in the design of e-government in the local public administration, and with it. This is achieved in a gradual way; its evolution by stages of development. This task is not isolated; it is required that the federal, state, and local regulatory framework guarantees and collaborates with its implementation and effective follow up in such a way that it is an obligation of the municipal governments are obliged to contemplate this structure, as well as its intervention in the design and strategic decision making, projected in the long term, including others period governmentally.

This contribution is not the only alternative that collaborate with the evolution of the phases and dimensions of electronic government applied to local governments. Nevertheless, it collaborates directly with its design, application, monitoring, and its evolution.

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INTRODUCTION

Organizational structures constitute the creative elements within organizations, to the extent that they largely determine the success or failure of the fulfillment of the objectives and, therefore, the development and growth of organizations. Over time, different types of organizational structures have emerged, influenced by factors such as the environment, competition, globalization, and information and communication technologies. In addition, e-government has prompted a redesigning of extant organizational structures to accommodate the harmonization of electronic government implementation phases and their respective scopes.

From another perspective, in the practical context, the organizational structures that exist in local public administrations are the direct interfaces with citizens in respect of the public services that are received by people as part of the constitutional tasks that are entrusted to the municipalities. On this basis, and given the increase in population, there is a greater demand, which leads to the municipal authorities generating strategies to address the consequent growth of service provision in a satisfactory manner. In this sense, information technologies play a crucial role in supporting the care and monitoring of services and, therefore, the technological modernization of the administrative and operational processes of the municipalities is required.

Despite the efforts made so far by local governments, it is still necessary to promote the use of information technologies,

integrating them directly into strategic decisions, in order to address the current and future needs of the respective public services, as well as to support municipal infrastructures. From above, it is important to propose a strategic organizational structure, where information technologies are successfully incorporated, to enhance municipal administrative and operational activities.

In the international context, regarding the use of information technologies and strategic organizational structures, the United Nations (UN) (2014) has defined a framework for the evolution of electronic government based on four levels of maturity, which has served as a reference for countries to define their own models. These levels are:

(**1**) The emerging level;

(**2**) The improved level;

(**3**) The transactional level;

(**4**) The connected level.

According to this framework, the municipalities of México are located between the emerging level and the improved level, with a smaller percentage being at the latter level. It is in this context, in the e-government forums of the Organization of American States – OAS (2010), that the importance of the need for more mature Mexican models of electronic government is framed. In addition, the Organization for Economic Cooperation and Development – OECD (2005) has conducted studies and generated proposals for the satisfactory evolution of the use of technologies and their adequate implementation, relying on organizational structures for their operation. The Economic Commission for Latin America and the Caribbean – ECLAC (2006), as part of the UNs, has likewise made contributions and recommendations for the creation of efficient innovation policies.

In the Mexican context, the Federal Government in the National Development Plan of the Government of the Republic (2013), established the National Digital Strategy to

> *promote the adoption and development of Information and Communication Technologies, and promote an effective government that inserts México into the Knowledge Society, besides consolidating a government that is productive and effective in achieving its objectives, through an adequate rationalization of resources, the recognition of merit, the reproduction of best practices and the implementation of automated management systems.*

Thus, state governments have replicated this strategy, and this process of development is ongoing. However, the municipalities have lagged behind, since they do not have the strategic organizational structures needed to support the successful implementation of information technologies. In relation to the national collaborative efforts that have been introduced, the National Institute for Federalism and Municipal Development (2014) has been making contributions in the strategic and technological organizational senses. Furthermore, the National Council of Science and Technology (NCST) frequently provides incentives and encourages research to bolster this effort by aligning itself with the following objectives (NSCT – SPSTI, 2013):

a) To contribute to the formation and strengthening of high-level human capital.

b) To promote the development of vocations and local capacities in Information Technologies (IT), to strengthen sustainable and inclusive regional development.

c) To strengthen the country's scientific and technological infrastructure.

The above objectives imply an evolution that is not only organizational and technological but also cultural, since the incorporation of information technologies in public administration impacts both public organizations and society as a whole. Derived from the above objectives, the proposal presented here is based on the design and implementation of an organizational structure that is focused on a Directorate or Division of Information Technologies to ensure the successful implementation of local e-government systems, positive interactions with stakeholders, and the identification of the scale of the changes required, to finalize the generation of indicators based on those suggested by the UN (2016). For this, the present book is composed of four chapters; the first one analyzes the background of organizational structures and their types and identifies which of these are considered in the proposal, to distinguish the ways in which they are interacted with and the resultant required phases of e-government implementation. Later, in Chapters Two and Three, is described a practical case in México's municipalities that was carried out and where field research was applied, following the design of a questionnaire. The results were analyzed and interpreted to contextualize the current situation of local government and its relationship with other organizational structures, which confirmed that the proposal presented is viable and suitable for implementation, given the level of progress that needs to be made by local governments. The proposal demonstrates a direct relationship between its design and the successful implementation of the e-government. Finally, in Chapter Four, the proposal for the implementation of an organizational structure is developed, to accompany the implementation of the e-government system. Its execution is suggested in three phases whereby further attributes and a hierarchy are generated for the Directorate/Division of Information Technologies so that it may participate autonomously in decision making to ensure the integration of all the local government areas in a gradual way.