INTRODUCTION

Electronic government has proven a watershed in the domain of public administration, despite being difficult to pin down precisely. Indeed, the government-to-government (G2G) arena is one of the least studied aspects of this newly established field of knowledge, despite its importance in fostering cooperation and collaboration between government agencies, mainly with respect to the management of their knowledge, in order to increase the effectiveness of public administration.

The main scope of this article is to present some key success factors for building G2G enterprises successfully. It also aims to show how public agencies themselves can benefit when they are electronically linked to others, thereby innovating and streamlining their working processes, in order to achieve greater agility and efficacy at reduced cost.

In order to pinpoint the key G2G success factors, a single explanatory and successful case study approach was used, namely one involving the Brazilian Central Bank (BCB) and the Brazilian Justice Department (BJD). The BacenJud system developed by the Brazilian Central Bank was analyzed in a more detailed manner. This case—considered a success—shows how this G2G project made it possible for both the Brazilian Central Bank and the Brazilian Justice Department to achieve greater agility and effectiveness regarding the processing of legal demands made by the Brazilian Justice Department, thereby handing down its sentences at reduced cost.

Furthermore, this study examined the factors that had a clear nationwide impact on the success of this endeavor in the realm of the Justice Department.

Therefore, this article intends to answer the following research question: From the case study analyzed, what are the key success factors in the implementation of government-to-government processes between public agencies in Brazil?
According to Venkatraman (1994), the first two levels are evolutionary, whereas the latter three are revolutionary. His main thesis addresses the fact that the use of IT associated to evolutionary levels only has a very slight impact on business change, despite the complexity of the technological infrastructure used. Consequently, the real benefits of IT in business only arise from the revolutionary levels, that is, the redesign of business processes and also of business networks and the redefinition of business scope.

Internet technology-enabled organizations to rethink ways of doing business (Evans & Wurster, 1999). As regards the G2G realm, the redesign of business networks among public agencies is now a reality (Andersen, 1999) and the bedrock for G2G enterprises, as will be seen in the case study presented as follows.

**E-Government: An Idea Lacking a Clear Definition**

E-government is still an exploratory knowledge field and is consequently difficult to define accurately. Moreover, it encompasses such a broad spectrum that it is difficult to find one expression that encapsulates exactly what e-government really represents.

According to Zweers and Planqué (2001), one can say that “E-government concerns providing or attainment of information, services or products through electronic means, by and from governmental agencies, at any given moment and place, offering an extra value for all participant parties” (p. 92).

Lenk and Traummüller (2001), on the other hand, choose to see e-government as a collection of four perspectives based on citizens, processes, cooperation and knowledge management, which is obviously merely taxonomy developed to help researchers study this field. Naturally, there is a great deal of interdependence among the facets quoted, and they can seldom be studied individually.

Other authors define e-government in a broader sense (see, for instance, Kraemer & Dedrick, 1997; Perri 6, 2001; Traummüller & Wimer, 2004). For them, e-government encompasses a broad gamut of activities, from digital data and electronic public service to online pool, e-democracy, and e-governance. Yet, the most recent definitions see e-government as the various ways government uses information and communication technologies to remain relevant in the knowledge society (ITAC, 2002), that is, to support government operations, engage citizens, and provide government services (Dawes, 2002).

Currently, we detect substandard efficiency, efficacy and effectiveness, and at a high cost, in the traditional governmental processes between two or more public agencies. Faced with this reality one question arises: If enterprises have discovered the enormous benefits that the Internet can generate for them through linkages among themselves, why do public agencies not use this technology and the integration it provides, in order to become more responsive at reduced cost? As public budgets are shrinking all over the world and society is increasingly calling for more accountable public administration, integrated electronic processes between public agencies, via the Internet, known as government-to-government, can be the answer to this question (Cavalcanti-Neto 2002; Lutz & Moukabary, 2004).

**CASE STUDY**

The Brazilian Federal Constitution grants very few institutions right of access to the bank accounts of both citizens and companies or, indeed, the power to freeze financial assets of either. One such institution is the Justice Department, which intervenes by means of judicial orders handed down by the judges of several courts nationwide.

As required, a judge can either freeze or liberate the bank accounts of both citizens and businesses and even declare the bankruptcy of a company. Judges are further empowered to suspend a decreed bankruptcy or request financial information about organizations and citizens under scrutiny.

When it issues orders relating to information about the financial assets of either citizens or institutions, the Justice Department sends them directly to the Central Bank, which then forwards the orders to the specific recipients, namely either an institution or the Brazilian Financial System. It is almost impossible for the Justice Department to know precisely where the request should be sent.

As there was already a computerized system in the Central Bank linking it to the Brazilian Financial System (JUDNET, 2001), it was relatively easy to meet the Justice Department’s requests. However, the increasing demand for this kind of information made by the Justice Department obliged the Central Bank to involve several employees on a full-time basis and expend considerable financial resources just to deal with this requirement. Over the years, the number of claims has increased dramatically. In the meantime, the Central Bank’s Legal Department issued an opinion alleging that the Central Bank had no constitutional duty to assist the Justice Department with these specific demands. However, in order not to jeopardize its relationship with the Justice Department, the Central Bank decided to rethink its *modus operandi*, in order to continue giving assistance to the Justice Department.


Related Content

Does a Good Fit between Mobile Work Support Functions and Mobile Sales-Force Worker Tasks Lead to Improved Work Performance?
Markus Lembach and Michael Lane (2013). *Journal of Electronic Commerce in Organizations* (pp. 52-69).

A New User Segmentation Model for E-Government
[www.igi-global.com/article/a-new-user-segmentation-model-for-e-government/81318?camid=4v1a](www.igi-global.com/article/a-new-user-segmentation-model-for-e-government/81318?camid=4v1a)

Big Trumpet.com
[www.igi-global.com/chapter/big-trumpet-com/12512?camid=4v1a](www.igi-global.com/chapter/big-trumpet-com/12512?camid=4v1a)

Conceptualizing Competences in E-Services Adoption and Assimilation in SMES
[www.igi-global.com/article/conceptualizing-competences-services-adoption-assimilation/3512?camid=4v1a](www.igi-global.com/article/conceptualizing-competences-services-adoption-assimilation/3512?camid=4v1a)