Chapter 7

Agile Knowledge-Based E-Government Supported by SAKE System

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EXECUTIVE SUMMARY

The evolution of e-Government services moves quickly. There is a limited time for adaptation to the new environment in terms of legislation, society, and economy. Maintaining reliable services and a secure IT environment is even more difficult with perpetual changes like mergers and acquisitions, supply chain activity, staff turnover, and regulatory variation. The nature of the changes has become discontinuous; however, the existing approaches and IT solutions are inadequate for highly dynamic and volatile processes. The management of these challenges requires harmonized change management and knowledge management strategy. In this chapter, the selected change management strategy, the corresponding knowledge management strategy, and their IT support are analyzed from the public administration point of view. SAKE project (FP6 IST-2005-027128 funded by the European Commission) approach and IT solution are detailed to demonstrate the strategic view and to solve the knowledge management and change management related problems and challenges in public administration. The current situation of economic downturn...
and political change forces public administration to follow the reconfiguration of existing resources strategy, which is appropriate on the short run; moreover, the combined application of personalization and codification strategy can result in long-term success.

**BACKGROUND**

Public administration (PA) has to cope with permanent changes in the political, economic and legal environment. Additionally, previous years’ economic crisis has hit Eastern-European countries, like Latvia, Hungary, and Poland particularly hard, since the vulnerability of their economic environments. These fluctuations affect public administration processes and systems as well and require fast, agile responses in decision making. Public servants suffer from increasing information overload, which jeopardizes the organizations’ capability to adapt to economic or market changes, endangers competitive edge or can also cause overloading of employees. The increasing complexity of information, the rising amount and the various alternatives of information systems available for a certain problem area make information management more difficult (Bray, 2008; Himma, 2007). New decisions, regulations have to operate fast; “time-to-market” is reduced, so public administration needs support to produce agile responses to changes. Changes in one part of the information assets can cause difficulties in other part of the e-government system; therefore change management should be done in a systematic way (Abrahamson, 2000; Kotter, 1995). The unpredictable and volatile environment requires adaptive, fast and knowledge-based decisions (Riege, 2006). Knowledge has been and is still government’s most important resource (Heeks, 2006), so its management is a crucial task. Several examples illustrate the high priority of knowledge management in public administration, like the UK Government’s Knowledge Network, which is a government-wide electronic communication tool helping government department to share knowledge and collaborate online with colleagues across government; or the knowledge management initiatives in the Federal Government in US (Barquin, 2010).

In order to comply with the permanent renewal need of knowledge, special knowledge management techniques and systems are needed (Jashapara, 2004; Kő & Klimkő, 2009). These systems have to cope with the fast changing, context-sensitive character of knowledge; meanwhile they have to support the externalization of knowledge (Holsapple, 2003).

Our research aimed to a) analyse change management and knowledge management related challenges of public administration; b) investigate the change management and knowledge management strategies’ relationship from public administration view and c) provide a holistic framework and tool for an agile knowledge-based e-government that is reflecting the challenges collected in a) and expected to be
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