



**INFORMATION SYSTEMS
AND INNOVATION GROUP**
Department of Management

Public Value Creation: the new challenge of e- government policies

Antonio Cordella

a.cordella@lse.ac.uk





Background



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- The dominant approaches to e-government research and policy making focus on technology as an enabler.
- The value of the e-government policy is often measured looking at the processes that are enabled by ICTs solutions.....
- Very little attention is given to the consideration of the long term implications that the adoption of ICTs have on the value that citizens give to the digitized services.



E-government and the delivered values



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- What is the value or values delivered by these policies?
- Are administrative rationalisations and cost saving, if and when delivered, the better dimensions to assess public policies such as e-government?



Public Value



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- Public sector ICT enabled reforms try to embrace not only economic or managerial values but also political ones.
- Most of these reforms programmes can have impacts on the access, delivery, and consumption of public services and therefore on social and political outputs related to government's action.
- Changes in public service delivery mechanisms can have profound effects on the value delivered by the provided services.



Public Value



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- Citizens value things as they personally benefit from them. But in many cases, they also value them for reasons that go beyond their individual self-interest.
- Citizens have goals or aspirations for the society as a whole, founded in social or normative commitments or purposes such as fairness, national pride, care for the environment, or concern for the weak and vulnerable
- Citizens are not necessary customers of the services they value



Public Value



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- A public value approach provides a new mean to think about government activities, policy making, service delivery and therefore e-government.
- Public value in fact can consist of multiple objectives, such as narrow economic objectives, broader outcomes, and the creation of and maintenance of socially shared expectation of fairness, trust, legitimacy whose definition cannot be detached form the socially shaped context within which they are defined.



Public Value



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- Following the public value paradigm, the identification of the problems to be solved and the right managerial solutions to do so, is not simply a matter of objectives analysis.
- What is valuable is in fact registered in the desires and judgments of citizens which can have different and conflicting preferences about similar issues, and moreover, these preferences can shift and change over time.
- The creation of public value is therefore closely linked to the perpetuation of public policies which aim at pursuing the political mandate which citizens give to government in the democratic process of elections.



ICT and public value creation



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- Specific characteristics of ICT make even more challenging a public value approach on e-government.
- ICTs translate into the rigid language of technology administrative practices reducing their flexibility.
- This reduces the ability of the PA to fulfil citizens expectations that shift over time.
- ICTs mainly create public value when lack of flexibility reinforces the delivery of public services which fulfil the expectations of citizens.



ICT and public value creation



INFORMATION SYSTEMS
AND INNOVATION GROUP
Department of Management

- ICTs freeze contingent values and reduce the windows of opportunities for future transformations
- ICTs fails to create public value when the expectation of citizens on a given service change over time and require a more flexible and adaptive service delivery.