

**Proceedings of the
8th European Conference on
e-Government**

**Ecole Polytechnique, Lausanne,
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10-11 July 2008**

Edited by

Dr Dan Remenyi
Trinity College Dublin, Ireland

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Preface

These proceedings represent the work of presenters at the 8th European Conference on e-Government (ECEG 2008).

The Conference is hosted this year by Ecole Polytechnique, Lausanne (EPFL), Switzerland. The Conference Chair is Matthias Finger from the EPFL and the Programme Chair is Panos Hahamis from Westminster Business School, University of Westminster, in the UK.

The opening keynote address is given by Trond Arne Undheim from EMEA at Oracle, London, UK.

The Conference will bring together practitioners and researchers from 25 countries in the area of e-Government. Participants will be able to share their research findings and explore the latest developments and trends in the field which can then be disseminated in the wider community.

With an initial submission of 112 abstracts, after the double blind, peer review process there are 55 papers published in these Conference Proceedings. These papers represent research from countries including Australia, Austria, Belgium, Brazil, Czech Republic, Egypt, Finland, France, Germany, Greece, Ireland, Italy, Libya, Mauritius, New Zealand, Nigeria, Romania, Slovenia, South Africa, Spain, Switzerland, Thailand, The Netherlands, UK and USA. This will ensure a very interesting two days.

To further enhance the Conference experience there will also be a Knowledge Cafe on the afternoon of the first day.

I hope that you have an enjoyable conference.

Panos Hahamis
Programme Chair
July 2008

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The conference programme committee consists of key people in the e-Government around the world. The following people have confirmed their participation:

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Biographies of Conference Chairs, Programme Chair and Keynote Speaker

Conference Chair



Dr Matthias Finger was Born in 1955, a Swiss and French citizen, received his Ph.D. in Education in 1986 and his Ph.D. in Political Science in 1988, both from the University of Geneva. After having been Assistant Professor at Syracuse University, New York (1989-1991) and Associate Professor at Columbia University, New York (1992-1994), Matthias Finger was appointed Full Professor at the Swiss Graduate School of Public Administration in Lausanne in 1995. This is where he developed his research on the transformation of the network industries in the postal, the telecommunications, the railways, the electricity, the air transport, and the water sectors. In his

research, he reconciled the liberalization of these sectors with public service objectives by means of new regulatory arrangements, while at the same time promoting a more entrepreneurial behavior of the operators. Matthias Finger was appointed Full Professor at the Swiss Federal Institute of Technology in October 2002 and Dean of Continuing Education in May 2003

Programme Chair

Panos Hahamis is a Senior Lecturer in Business Information Management at Westminster Business School, and is teaching at both undergraduate and postgraduate levels. He holds a first degree with Honours in Politics and Geography from the University of Westminster, a Masters in Advanced Information Technology with Distinction from London South Bank University and a PGCHE from the Education Initiative Centre, University of Westminster. After a 13-year career as a Greek Army Officer, including a 2-year tour of duty in Cyprus, Panos served as a Diplomat in London with the Greek Ministry of National Defence. He has also worked as a Researcher for a London Member of the European Parliament.. He is a Member of the British Computer Society (MBCS), the Chartered Institute of Linguists (MCIL), a Fellow of the Higher Education Academy (FHEA) and a Global Internet Society (ISOC) Member. For the past few years Panos has focused his research interests on e-Government. He is currently studying for a DBA at Henley Management College.



Keynote Speakers



Dr Trond Arne Undheim is the Director of standards strategy and policy, EMEA for Oracle. He was a National Expert on eGovernment at the European Commission and led the good practice exchange initiative, epractice.eu. Trond was the Project Manager on software policy at the Norwegian Board of Technology, and a Visiting Fellow at UC Berkeley in California. He has co-founded a think tank (www.liblab.no) and a consulting firm, and recently wrote the book *Leadership from below* (2008). He is a reviewer for the Research Council of

Norway and a founding Editor of the European Journal of ePractice (<http://www.epractice.eu/journal>). Trond obtained his Ph.D. (2002) in Technology Studies and Sociology from the Norwegian University of Science and Technology. For more details, please see <http://www.linkedin.com/in/undheim>

Biographies of contributing authors (in alphabetical order)

Manal Abdel-Fattah is a PhD student at the faculty of computers and information in Cairo University - Egypt, the topic of her research is about “evaluation framework for e-government”, she got a Diploma and MSc degree in Computer Science, she has worked for two years as a Diplomat with Egyptian Defense Attaché in the **United Kingdom**, also she was working as a project manager for web applications and database developer. Now she works as an instructor for Oracle developer & administration.

Charles Ayo is an Associate Professor of Computer Science, and the head of Computer and Information Sciences Department of Covenant University, Ota, Nigeria. His research interests include: mobile computing, Internet programming, e-business and government etc. He is a member of the Nigerian Computer Society (NCS), and the Computer Professional Registration Council of Nigeria (CPN). A member of the Centre for Business Information, Organization and Process Management (BIOPoM), University of Westminster; the Review Committee of the European Conference on E-Government; and the Editorial Board, IJICTHD.

Lars Baacke works as doctoral assistant at the Institute of Information Management at the University of St. Gallen (Switzerland). During his studies of Information Management at the University of Leipzig (Germany) he continuously focused on the field of eGovernment. Since 2006, he works at the Chair of Prof. Dr. Robert Winter and is mainly involved in different research projects in the public and health sectors."

Frank Bannister is a Senior Lecturer in information systems and Head of the Department of Statistics in Trinity College. Dublin. Prior to becoming an academic in 1995, he worked in both the Irish civil service and for PricewaterhouseCoopers as a management consultant. His research interests include e-government, e-democracy and IT value and evaluation, particularly in the public sector. He has published extensively in both academic and professional spheres, the latter including a book on the Financial Management of IT. He is editor of the Electronic Journal of e-Government as well as being on the editorial boards of several other academic journals. Frank is a member of the Institute of Management Consultants in Ireland, a Fellow of the Irish Computer Society and a Chartered Engineer.

Jaro Berce focused on research and development of *information technology & electrical engineering*. Later on, he started to build his expertise also in the fields of *project and consultant work*. He was involved in project management on behalf of multinational consulting companies, **CIO** and **project** manager within Slovenian private and public administration. Currently he holds a Teaching and a Project management position within the Social Informatics Center of the Faculty of Social Sciences, University of Ljubljana.

Maishe Bopape is an Academic Administrator at the University of South Africa (Unisa). He is a Masters student at the same university.

Luca Buccoliero received his PhD degree in Public Management in 1997 from Parma State University. He is Assistant Professor at Bocconi University, Associate Professor at SDA Bocconi School of Management, and coordinator of E-Government and E-Health research and teaching activities at the Center for Research on Health and Social Care Management (CERGAS). His fields of research include the following: Information and Communication Technologies in the Public Sector, E-health, E-government, Financial management of public organizations.

Stefano Calciolari received his PhD in Public Management from Parma State University (Italy) and his Master of Public Administration from the Syracuse University of New York (USA). He is a research fellow at the Department of Institutional Analysis and Public Management of Bocconi University, and he is coordinator of the Master of Public Management of SDA Bocconi School of Management. He is interested in E-health, E-government, economic evaluation of healthcare technologies, financial accounting in the public sector.

Walter Castelnovo is Assistant Professor in the School of Science at the University of Insubria (Italy) where he teaches Information Systems and Organization to students in Computer Science. His research interests are in the area of technological and organizational innovation in Public Administration. He is the strategic consultant of ANCITEL Lombardia in the area of E-Government and he is member of the Department of Institutional Reforms, E-Government, Cooperation and Communitarian Policies of ANCI Lombardia (the Association of Municipalities of Lombardia, Italy).

Akemi Takeoka Chatfield is a Senior Lecturer in IT and Head of Graduate Studies for the School of Information Systems and Technology at the University of Wollongong in Australia. She has a Ph.D. in Business Administration and MIS from Texas Tech University. Akemi is currently conducting a cutting-edge international comparison of e-government in developing countries as well as Australia and Japan. Akemi has published two papers in *Journal of Management Information Systems*, as well as other papers in *Communications of the ACM* and other journals and international conference proceedings. Akemi has more than twelve years of experience in the public sector strategic management and IT project management.

Duncan Cleary is Statistician in the Revenue Commissioners, Ireland, where he acts as the professional statistical resource for Revenue's Senior Management and the wider organization. Since 2004, he has been based in Revenue's Research Unit, which conducts programme-wide and macro-level research at a corporate level. Duncan's work in Revenue includes large sample surveys, data mining, data quality exercises, evidence based experiments, population profiling, pattern recognition, sampling, probability, forecasting, predictive behaviour modelling and hypotheses testing. Duncan has a Ph.D. from Trinity College, Dublin, and has a background in Statistics, Geology and Information Management. He lives and works in Dublin, Ireland.

Tom Collins lectures in international tax in the B.A. (Hons.) in Applied Taxation at the National Centre for Taxation Studies, University of Limerick. Tom He has over 25 years experience in tax practice in Ireland and New Zealand and was a Tax Director with Deloitte up to August 2007 specialising in international tax and real estate.

Cesar Alexandre de Souza is professor of Management at the School of Economics, Administration and Accounting of the University of São Paulo - Brazil (FEA-USP), with research interests in IT Management and Information Technology in Government. He has a degree in Industrial Engineering, and master and PhD degrees in Business Administration.

Nicolas Desquinabo is a PhD in Information and Communication Sciences of the University of the Sorbonne-Nouvelle - Paris 3. His previous research were on the patterns and on the interpretations of televised debates (2005). His research are on Internet

debates patterns and on the link between deliberation and design features. He also works on the measure of opinion change in forums.

Fatma Younis Eldresi has *MPhil & MSc* degree in Computing Science (CS), from University of Newcastle-UK. Also, has CS *BSC*-Garyounis University-Libya. Work with AGOCO as a *Programming and System-Analysis Specialist*. In addition, Work as a part-time *Lecturer* in Garyounis University and The Academy of Graduate study-Libya. *Research interests*: information retrieval, data mining, ranking algorithms, search engines, e-government services, etc.

Chiara Garau took her PhD in Urban and Regional Planning on January 2008 from Cagliari University with a thesis titled "*La pianificazione urbanistica partecipativa per il governo dei processi di recupero urbano*" ("*Participative planning for the management of urban recovery processes*"). Her actual research interests deal with the Scientific Method in Planning, Governance, Government, Historical Centres, and the use of Spatial Information Technology in Planning and Planning Support Systems. She has published papers in major conferences about these topics.

Mila Gascó holds a MBA and a Ph. D. in public policy evaluation. She is an associate professor at both the Open University of Catalonia and the Pompeu Fabra University, both in Spain. For seven years, she was a senior analyst at the International Institute on Governance of Catalonia. Her main interests are related to public policies that allow the transition of a society to the so-called knowledge era, to the use of ICTs for human development and to public policy evaluation.

Paul Gibson is currently a lecturer at the Institute Telecom, SudParis (ex INT Evry). Before this he has held teaching/research positions at the National University of Ireland, Maynooth, and INRIA/LORIA/CNRS Nancy, France and the University of Stirling, Scotland. His main area of research is in software engineering and formal, mathematical, methods for developing critical systems. He has applied his research in the areas of telecommunications services, e-voting, teaching computer science and non-standard models of computation.

Jenny Gilbert is Associate Dean in the Faculty of Science and Technology at Anglia Ruskin University, Cambridge, UK. She has taught Information Systems within various UK universities for over 20 years. Her research work includes eLearning and eGovernment. She is currently studying for an MBA in Higher Education Management.

Liz Lee-Kelley is a Lecturer in the School of Management, University of Surrey. Her research interests lie in the human aspects of ICT exploitation in the commercial and public sectors. Her e-government research is currently focused on the prospects and barriers of web-enabled democracy.

Bram Klievink is research assistant and Ph.D. researcher at Delft University of Technology at the faculty of Technology, Policy and Management. Bram holds a Master of Science degree in political science from the University of Nijmegen (2006) and a degree in business information systems (2004). His research focus is on coordination mechanisms for public-private cooperation in electronic government service-delivery.

Rembrandt Klopper is an interdisciplinary scholar engaging in, and publishing the results of research focusing on interrelated aspects of informatics, communication science and cognitive science, either as sole author or as co-author. Over the past decade he has

supervised scores of masters and doctoral students who are working in one of the the above disciplines. He is a special issues editor of the South African scholarly journal, *Alternation* for which he has edited cognitive science and informatics issues. At the University of KwaZulu-Natal he is the research coordinator at the School of Information Systems & Technology where he supervises masters and doctoral students who are doing research by dissertation on particular aspects of Informatics like e-deucation, e-learning, mobile communication particularly the adoption of emerging foms of electronic communication.

Ailsa Kolsaker is a Lecturer in the School of Management, University of Surrey. Her research interests lie in exploring how e-government platforms may be extended to facilitate e-governance. She is particularly interested in the mechanics of e-participation and the implications of e-democracy for traditional models of representative democracy. She is currently leading a research project on the prospects and barriers facing e-democracy.

Nadine Lindermann is research assistant at the University Koblenz-Landau, Institute for Management. Her field of research comprises business process management, especially Case Management applied to cross-organisational networks.

Mark Liptrott is a university lecturer in Information Systems. As a mature student he obtained a first class honours degree in Information Technology and Management in 2003, and a P.G.C.E.HE/TL in 2006. He is currently researching for a PhD and has recently completed the P.G.C.E. for PhD supervision.

Sam Lubbe is a senior academic at the University of South Africa (UNISA) in Pretoria, South Africa. He has been in Academia for more than 20 years and have presented many papers at international conferences, have written several papers for International Journals and some books as well. He has supervised many master and doctoral dissertations and had a good pass rate for these students.

Marta Marsilio graduated from Bocconi University's Public Administration program in 2003 and received her PhD in Public Management from Parma State University. She is research and teaching fellow at the Department of Business Administration of Bocconi University and a research fellow at the Center for Research on Health and Social Care Management (CERGAS). She is interested in Information and Communication Technologies in the Public Sector, E-health, E-government, financial management of public organisations.

Shaun McGirr recently completed his Bachelor of Arts (Honours) degree at Victoria University of Wellington, New Zealand, majoring in Political Science. He is currently employed by Statistics New Zealand. In September 2007 he received a joint Fulbright-Ministry of Research, Science and Technology Award to pursue graduate study in the United States. Shaun commences study in the Political Science graduate programme at the University of Michigan, Ann Arbor, in August 2008.

Anthony Meehan is a Senior Lecturer at The Open University's Faculty of Mathematics, Computing & Technology and in the Computing Research Centre (CRC). His research interests include the design and evaluation information systems using sociotechnical principles. He is particularly interested in issues of client and citizen trust in electronic government.

Theofanis-Aristofanis Michail was born in Trikala in 25/11/1978. He graduated from Department of Computer Engineering and Informatics (University of Patras) on 2002. Now he is doing his Master Thesis in P2P Load Balancing. Since 2002 he is working in Telematics Center of the Research Academic Computer Technology Institute (RACTI), participating in many projects concerning Computer Integrated Manufacturing, Telematics, DataBases, and Computer Supported Collaboration Environments etc. His interests include Load Balancing, e-commerce, e-learning, e-government, Data mining and Information extraction from the web.

Seyed Mousavi is currently a researcher on e-government at the University of East London, His main focus of interest is the implementation of e-government in developing countries. Previously he graduated with a BSc(Hons) in Mechanical Engineering from the University of Engineering and Technology Lahore and subsequently completed a MSc in Information Technology at the University of East London.

Alessia Neuroni was born in Milan. She studied Communication, Political Sciences and International Law in Zürich, Lugano and Toronto. From 2001 to 2006 she worked at the University of Zürich as research associate and wrote her PhD-thesis comparing E-Government-concepts in Switzerland, Italy and France. Since March 2007 she is leading the research field "Management of ICT-based Change in the Public Sector" at the Competence Centre for Public Management and E-Government of the Berne University of Applied Sciences, Switzerland.

Libor Neumann has worked in many different projects dealing with ICT infrastructure for government in Czech Republic for about 10 years. He has been working for ANECT a.s. – the medium sized firm focused to expert services in ICT. He is author or co-author of several conceptual and strategic documents dealing with e-government. He has focused to electronic cooperation between different government subjects and to electronic identity and electronic services access management for many years.

Forrest Morgeson (PhD, University of Pittsburgh) is a Research Scientist with the National Quality Research Center at the Stephen M. Ross School of Business, University of Michigan. He is a part of the research team responsible for the American Customer Satisfaction Index (ACSI) study, and has recently published research in the Journal of Marketing.

Darren Mundy holds a PhD in the field of Healthcare Informatics (2004) and a first class honours degree in Computer Science (2000) both of which were obtained from the University of Salford. Darren is the Director of Studies for Digital Media programmes at the University of Hull. His research interests range from Computer Security through web personalisation systems to innovative educational technologies.

Olivier Ricou, "On the net since 1989, the author wrote a guide on Internet in 1992 and founded the first French Internet society in 1996. In 2002 he merged this society with the French chapter of ISOC and was its vice-president until 2004. The author is assistant professor of computer science at EPITA, Paris. He gives a course of geopolitics of the Internet."

Vicente Pina is a Professor at the University of Zaragoza. He participates in the research team in public management <http://gespublica.unizar.es>. He is the Head of the Department of Accounting and Finance at the University of Zaragoza and has published in prestigious journals such as Public Administration, Public Administration&Development, Governance,

Local Government Studies, Australian J. of Public Administration, Public Money and Management, Public Management Review.

Apitep Saekow graduated in Computer and Information Engineering from Toyohashi University of Technology, Nagoya, Japan in 1994, and receiving a Masters of Computer Science from Latrobe University, Melbourne, Australia in 1997. He is currently pursuing a doctorate degree in Computer Engineering at Thammasat University, Thailand. At present, he is an acting dean, Faculty of Science and Technology at Stamford International University, Thailand. His research interests include interoperability in e-Government, e-GIFs, Protocol Testing, and Artificial Intelligent

Aikaterini – Maria Sourouni, born in Athens on 08.10.1982, has graduated from the School of Electrical and Computer Engineering of the National Technical University of Athens (NTUA) and currently she is a Ph.D candidate in the NTUA in the field of E-Government. During the last three years she has been involved in various projects related to e-Government and e-Business, process modelling, planning and implementation of IT systems.

Virgil Stoica, Ph.D.:Date and place of birth: May 4, 1965, Iasi, Romania. Head of Political Science Department - “Al.I.Cuza” University of Iasi, Faculty of Philosophy, Social and Political Sciences, since October 2007;. I teach Public Policy, Public Administration and Political Science Research Methods;. Scientific research fields: public policies, e-government, local government, and political elites.

Lourdes Torres is Professor of Public Sector Accounting at the University of Zaragoza (Spain). She leads a research team in the accounting, management, and auditing of public sector reforms and has published articles in Public Administration Review, Public Administration, Public Administration and Development, Governance, Local Government Studies, Australian Journal of Public Administration, Public Money and Management, Transportation Research Part A, Public Management Review and European Accounting Review. At present, she is Vice-General Secretary of the Spanish Association of Accounting and Business Administration, member of Board of the Foundation for public sector studies and member of the Commission for the adaptation of the Spanish public sector accounting to the International Public Sector Accounting Standards

Towards Flexible Evaluation for e-Government Websites Quality: A Multi-Perspective Evaluation Framework

**Manal Abdel-Kader Abdel-Fattah and, Galal Hassan Galal-Edeen
Faculty of computers and informatics Cairo Egypt**

Abstract: Governments around the world from recognize the need for providing citizen services through the Internet. The delivery of information for these services over electronic means such as the Internet forms an important component of most e-government strategies. Although the internet is an essential element of e-government systems, little is known about measuring website effectiveness. The objective of this paper is to study the quality and usage of public e-services according to the needs of different user groups. We examine the degree of implementation of internet-based online services through the identification of which stage model of government agencies' service each service is at.

However, as the focus here is on the evaluation for e-government websites quality in general, we are focusing on three main types of evaluation. These are firstly, approach to the evaluation website according to the provider's perspective, secondly, approach to the evaluation website according to the user's perspective, and thirdly, approach to the evaluation website according to the design perspective.

The paper outlines a preliminary evaluation framework according to different levels of perspectives. The evaluation framework is split into three parts in general. The first part examines to which degree the provider can deliver the services to a user by evaluating different dimensions such as website function performance and website service stages. Part two seeks to examine user satisfaction with the service by evaluating different dimensions such as website usability and website content, and part three discusses the dimensions that should be taken in account when we evaluate website design. We attempt to make the framework flexible by allowing a number of perspectives for each dimension to interact.

Keywords: e-Government, website, evaluation, framework, web-based, online services

Toward a Model for e-Government Services Adoption: The Case of Jordan

Omar Al Hujran and Akemi Takeoka Chatfield
University of Wollongong, NSW, Australia

Abstract: Over the past decade governments all over the world have realized the value of providing government information and services through the Web. With this growing interest in e-government, the question of how to increase citizen adoption and usage of e-government services has been raised. In order to facilitate citizens to adopt and use the e-government service channel, governments and e-government researchers need to understand the factors that influence citizens' adoption and usage of e-government services. Grounded in the Technology Acceptance Model (TAM) framework, this paper develops a unique theoretical model by integrating the TAM with a set of new factors identified in the literature: Hofstede's national culture, trustworthiness, and perceived public value. The revised TAM model developed in this paper is to study the impacts of these factors on citizen adoption of e-government services in developing countries with different national cultures and values. This model then is applied to assess the Jordanian e-government adoption. As part of a larger research project, the paper will report the survey instrument development and validation in the field. We administered the survey instrument to a sample of 65 students randomly chosen from University students in Jordan. Although the sample was small, it indicates that the reliability of the scales is within an acceptable range and it can be used to test the main study hypotheses.

Keywords: E-government adoption, technology acceptance model (TAM), culture, trustworthiness, perceived public value, pilot survey testing

Business Process Improvement in Organizational Design of E-Government Services

Ömer Faruk Aydinli¹, Sjaak Brinkkemper¹ and Pascal Ravesteyn²

¹University of Utrecht the Netherlands

²University of Applied Science Utrecht the Netherlands

Abstract: This paper describes a business process and organizational re-design and implementation project for an e-government service organization. In this project the initial process execution time of a Virtual Private Network (VPN) connection request has been reduced from some 60 days to 2 days. This has been achieved by the use of a new business process reengineering (BPR) implementation approach that was developed by the Utrecht University. The implementation approach is based on a combination of Enterprise Information Architecture (EIA), Business Process Modeling (BPM), Knowledge Management and Management Control methodologies and techniques. The method has been applied to improve the performance of a Dutch e-government service department (DeGSD). DeGSD is an e-government service department that supports and promotes electronic communication. It can be described as an electronic mail office for consumers that provides the ICT infrastructure to communicate with the government. The goal is to reduce administrative activities for both the government and consumers. Also supporting technology and part of the process is outsourced.

In our approach we used EIA as a starting point because it describes all relations and information exchange with all stakeholders. This is different compared to more traditional approaches which (when it comes to automation) tend to have a main focus on the internal processes whereas our approach aligns the processes and systems across different participants, such as suppliers and customers, in the supply chain. Also included in the implementation approach are management control design mechanisms to ensure that the organizations strategy is in sync with its processes and activities that are performed by the employees. Management control is crucial in enabling the continuous measuring and improving of the organizational performance. Although the proposed BPR implementation approach worked in the project at DeGSD, further validation is necessary. Therefore we suggest that more case studies are performed at both government and profit organizations.

Keywords: Business process improvement, organizational (re-)design, business process reengineering, enterprise information architecture, e-government services

e-Voting Implementation in Nigeria: Prospects and Challenges

Charles Ayo and Uyinomen Ekong

Covenant University, Ota Ogun State, Nigeria

Abstract: The successful conduct of elections is crucial to the stability of democracy in any nation. While concerted efforts are being taken by all stakeholders to protect the nascent democracy in Nigeria, the 2007 general elections were a major threat because of the massive irregularities recorded. Consequently, many Nigerians feel politically powerless and have little or no impact on the democratic process.

Currently, e-Voting is being proposed as a solution to this problem, hence this paper presents an exploratory study of its prospects and challenges. The research instruments employed include questionnaire, archival searches and annual reports. The collected data were analyzed based on Political, Economical, Social and Technological (PEST) analysis to ascertain its feasibility and viability. The recent national e-Registration exercise was reviewed with a view to making it a spring-board for e-Voting implementation.

Our findings revealed that Nigeria has embraced democratic rule but is currently grappling with some teething problems particularly, electoral irregularities. Such irregularities would have thrown-up the nation in flames but for the belief in the judiciary that is fairly independent and reliable. Economically, the country's external reserves growth level (over \$42 billion) is encouraging and inflation rate (8.4%) has improved dramatically. Therefore, Nigeria will be able to finance the e-Voting project with ease.

However, on the social front, the adult literacy rate is well above average but the unemployment level, poverty level and the level of electricity generation require more attention. The masses are yet to fully enjoy the dividend of democracy because of certain social vices like corruption which is very endemic to the polity. Similarly, the level of power generation may be a threat to the adoption of the system if nothing serious is done. Technologically, the country is developing fast at an encouraging level considering the current teledensity (37.05) or more and the Internet penetration (5 million), which is the second in Africa, after South Africa.

Generally, arising from the e-Registration experience, the respondents favoured the adoption of both the manual and electronic voting systems because of the massive rural dwellers and the epileptic power supply. This is similar to the pilot/phased scheme practiced in Europe, UK and US. Similarly, over 70% of the respondents like the general populace passed a vote-of-no-confidence in the electoral body.

Keywords: e-Voting, m-Voting, e-Government, e-Registration, Elections, ICT and PEST

Transformational Government – A Conceptual Foundation for Innovation in Public Administrations

**Lars Baacke, René Fitterer, Tobias Mettler and Peter Rohner
University of St. Gallen Switzerland**

Abstract: Structural changes and increasing dynamics in the public sector intensify the administrations' need for cost-savings and process optimisation. To address actual drawbacks the adoption of e-Government is currently seen as opportunity to improve not only effectiveness and efficiency but also quality of public service delivery. For doing so, knowledge about internal structures and the external environment is indispensable. As transformation projects of public administrations (PA) in comparison with other industries strongly depend on the perception of responsible individuals and affected stakeholders, theories and artefacts are needed that help to depict the organisational reality of the PA. Current industry-independent models do not sufficiently account for the characteristics of PAs, hence it is the aim of this contribution to provide a design-oriented approach in order to assist this transformation. For this purpose a conceptual model with 42 design elements is presented. Two different perspectives are identified for the analysis of the domain. An inter-organisational view defines all elements needed to depict the boundaries and environment of PAs. An intra-organisational view enables analysis of the internal reality of an organisation. As not only technical but mainly inter- and intra-organisational issues are actually restricting the adoption of e-Government, the presented conceptual model therefore provides a holistic framework for the improvement of requirements analysis of transformation projects.

Keywords: Conceptual model, transformational government, business engineering

Sense and Sensitivity: Power and Shared Services in Public Sector ICT

Frank Bannister¹ and Regina Connolly²

¹Trinity College Dublin, Eire

²Dublin City University, Eire

Abstract: Intuitively, shared services might be considered a natural model for delivery of ICT in the public sector. Various government agencies, particularly local authorities, share many common processes and have a requirement for similar applications with similar characteristics. Shared services can be also deployed in and extended to much of the wider public sector including health, policing and education. Despite its apparent advantages, the history of shared services computing the public sector has been a story of mixed fortunes. The reasons for this are part technical and part political, the latter manifesting itself in, inter alia, power struggles, a desire for independence and fears about excessive central control. The paper considers some theoretical aspects of power and its potential influence on the effectiveness of the shared services model in the public sector.

Keywords: Shared services, e-government, public sector, power

e-Governance a New Challenge After e-Government

Jaro Berce¹, Sam Lanfranco² and Vasja Vehovar¹

¹University of Ljubljana, Slovenia

²York University, Toronto, Canada

Abstract: The eGovernment, using technology to support government processes, are mainly well elaborated. In the presented paper we argue that it is the time to study (again) also other important issues that govern modern government. Changes in information and communication technology (ICT) require continuous modifications in contemporary organizations and in corresponding work processes. Previous “paper oriented” work activities have now been replaced by modern ICT supported processes. The integration of new technologies is highly correlated with the emerging principles of knowledge management (KM) and learning organization (LO) culture. The idea of KM expands in many directions, from the local and regional level as Communities of Practice, to within the private sector as a Corporate Knowledge management, or Knowledge and Innovation management. LO behaviour, and LO culture, relate to the notion that organizations, and the people within them, continually expand, and access, their collective knowledge and skills in the pursuit of desired outcomes, or organizational deliverables. However, the interactions of these two concepts with ICT are rarely studied. This paper addresses this complex issue by first conceptualizing the notions of ICT, knowledge management and the learning organization. It analyses their interrelation and probable impacts on eGovernance. Here we understand the public *governance* as the strategic exercise of economical, political and administrative authority to manage the nation’s affairs at all levels. For our work we start with the all encompassing OECD role for governance and explore how ICTs enable and deepen KM and LO behaviour. Within this context, we primarily investigated a theoretical model to understand how KM, ICT and LO culture can work together, to organize government in pursuit of improving to achieve good eGovernance (promote inclusion, democracy, etc.). Then, the conceptual model was tested on the data obtained from a survey among Slovenian public organizations. The conceptual model was estimated by normal theory maximum likelihood using the LISREL 8.51 program (Jöreskog, 2000). The main finding is that – beyond the impact of ICT – the application of knowledge management principles considerably supports and stimulates eGovernance. For an effective eGovernance a vision for systemic change toward LO, throughout the whole organization, is called for.

Keywords: Information and communication technology, knowledge management, learning organization culture, eGovernment, (e)Governance

A Group Collaboration Support System to Assist Building and Managing National Core Component Dictionary and XMLSchema Standards

**Sunet Boonmee, Apitep Saekow and Choompol Boonmee
Thammasat University, Pathumthani, Thailand**

Abstract: In electronic government development better public services require the seamless flow of information across government. The seamless flow of information across government agencies requires inter-system interoperability. The interoperability can not be easily realized since their information systems differ. Thailand Electronic Government Interoperability Framework (TH e-GIF) was first published in November 2006 in order to enable the interoperability across Thai e-Government agencies. TH e-GIF includes a collection of guidelines, methodologies and technical standards for the interoperability development. In order for the interoperability, data reconstruct and/or redesign may be needed for data sharing and exchanging. The key success factor is the intensive participation of agency representatives for interoperability development under the guideline. However the guideline includes unfamiliar new concepts and methodologies. The interoperability building involves various kinds of officers; IT personnel, system analysts, data owners, data user and etc. Under the guideline a number of meetings need to be held to achieve the interoperable common view. The obstacles of interoperability building include many causal evidences; a single data name has more than one meaning and definition, data definitions are very similar but different names are used, Thai data name and English data name pair is not identical, and so on. Under the e-GIF guideline, officers and data owners/users need to discuss intensively. The meetings are the essential stages to share, to analyze, to discuss and to reconcile the differences. In typical meeting fashion, each individual can introduce his/her opinion at a time. Until reconciliation of data definition and data model, a long time may be required. By using the support system, data definition, analyzing and reconciling can be performed shorter. The participants can introduce their ideas and discuss simultaneously. Agreement on a new data standard can be achieved faster by using the support system. The system utilization was proved by simulating the use in personnel training program. Moreover the system also supports other technical works automatically.

Keywords: Group collaboration support system, core component technical specification, e-GIF, interoperability, e-government

The Alignment of the Information Technology's Enterprise Resource Planning Rollout Strategy with the Business Strategy in a Semi-Governmental Organisation

Maishe Bopape¹, Sam Lubbe¹ and Rembrandt Klopper²

¹University of South Africa Pretoria South Africa

²University of KwaZulu-Natal Durban South Africa

Abstract: Enterprise resource planning (ERP) systems are highly intricate Information Systems (IS). The implementation of this type of integrated system is difficult and high in cost. It places immense strain on time and resources. Many ERP implementations have been classified as failures because they did not accomplish anticipated goals. This contribution first outlines one ERP in South Africa, its characteristics and architecture, and thereafter discusses the business rationale for ERP, ERP software selection steps and SAP as software. The research highlights the migration obstacles to preclude for a successful implementation and places special emphasis on the need for Governmental strategic alignment to increase the success probability of an ERP implementation. The National Blood Service (NBS) of South Africa, a semi-governmental organisation, was selected as the research subject. The organisation's alignment of its IT ERP rollout strategy and the business strategy in addition to specific aspects of its policies that could cause implementation failure were reviewed. The research instrument, a questionnaire, was distributed to all employees that took part in, or were affected by the organisation's ERP implementation. Based on an analysis of the results it was concluded that the implementation project was only successful from a technical perspective. Project failure occurred in human aspects of ERP implementation such as change management and adequate management support. The concurrent restructuring process at the organisation also negatively affected the project. Ultimately, the research results indicate that overall the IT and business strategies of the NBS could be characterised as being aligned, but it is suggested that the research needs to be repeated over a longer period to determine the full degree of alignment as the present research was only conducted over a short period.

Keywords: Business strategy, ERP, migration, NGO, productivity, rollout strategy

ERP Evaluation in Healthcare Organizations: Results of an Empirical Study

Luca Buccoliero, Stefano Calciolari and Marta Marsilio
Università Bocconi, Milan, Italy

Abstract: In the last decade ERP systems have been diffusing in all the sectors, including public and healthcare sector. This paper aims to define a reference model to assess ERP systems and conduct an empirical study on public hospitals adopting ERP systems in Italy. First a literature overview is presented focusing on evaluating approaches and types of benefits linked to the introduction of ERP systems. Second the empirical analysis is described in two steps: (a) identification and classification of data collected and (b) calculation of some indicators allowing a comparative evaluation. Data collection belong to interviews and document analysis conducted in the organizations. The assessment concerns three perspectives: economic, organizational and strategic. As regards the economic perspective, costs and benefits are classified in three main categories allowing to calculate summary indicators. As far as the organizational perspective is concerned benefits belonging to process changes are presented. The strategic perspective focuses on the influence of ERP systems on decision-making processes and customer satisfaction. Finally, the contribution highlights two critical success factors: professional skills of the users and the consistency between ERP logic and the organisational model are two key success factors in ERP implementations. These two aspects helps to explain the variability observed in terms of both investment carried out and benefits recorded in the different organizations.

Keywords: ERP, assessment, comparative study, evaluation, health

Building Trust Within Inter-municipal Cooperation

Walter Castelnovo¹ and Massimo Simonetta²

¹Università dell'Insubria Como, Italy

²Ancitel Lombardia Cologno Monzese Italy

Abstract: In many EU countries Local government is characterized by high administrative fragmentation and the prevalence of Small Local Government Organizations. These facts affect significantly the capacity of innovation of Local Government and make it difficult to carry out rationalization projects aiming at increasing its efficiency and effectiveness.

By allowing the implementation of systematic forms of resource sharing within aggregations of municipalities, inter-municipal cooperation could be a possible solution to the problem of administrative fragmentation. Actually, by sharing an appropriate cooperation environment, the members of an inter-municipal cooperation could achieve levels of strict interoperability, both on the technological and the organizational level. An aggregation of Local Government Organizations that are strictly interoperable, can carry out a process of virtual integration among the partners, up to the activation of an Integrated System of Local Government (ISLG), that is a stable network of Local Government Organizations cooperating in a non-episodic way.

In the paper we will describe a possible solution to the problem of administrative fragmentation based on the concept of ISLG. In particular, after introducing the concept of ISLG, the paper describes how inter-organizational relations can be strengthened (up to the virtual integration of the partners in an ISLG) through a learning process in which the partners engage in a series of iterative and interactive learning cycles, characterized by greater and greater trust and adaptive flexibility, as well as the willingness to make increasing and irreversible commitments. The concept of trust can be considered as one of the main elements which can lead the evolution of an inter-municipal cooperation towards a system of virtually integrated organizations. Starting from the definitions of trust referred to in Organization Theory, the paper presents the classification of some trust relations which are important within an inter-municipal cooperation and considers some technological and organizational elements which can be used to support the creation, the maintenance and the strengthening of trust among the partners of an inter-municipal cooperation.

Keywords: Inter-municipal cooperation, trust, Small Local Government Organizations, administrative fragmentation

Public Service Reform through e-Government: A Case Study of 'e-Tax' in Japan

Akemi Takeoka Chatfield

University of Wollongong, NSW, Australia

Abstract: There is a growing interest in the debate on whether or not e-government has the transformational impact on government performance, governance, and public service, as we addressed this very issue at the 2007 ECEG. However, e-government research results on the transformational impact are mixed (Scholl 2005). This may be an apt reflection of either the early stages of e-government development or the newness of e-government research field or both. Our research goal as scholars of e-government must be to penetrate appearances to ascertain whatever lessons and meanings might lie beneath. This paper is an initial attempt toward achieving this goal. The main objective of this paper is to examine the relationship between public service reform through e-government and actual government performance. We achieve this objective through a case study of Japan's National Tax Agency (NTA) and its launch of transactional e-government initiative: "e-Tax" – an online income tax returns filing and payment service for individuals and corporations. A preliminary case analysis provides evidence in support of the transformational impact of e-Tax on NTA performance (e.g. tax administration efficiency gains) and public service (e.g. process reform). This paper makes an important contribution to the growing e-government research literature on the transformational impact of e-government particularly on service process reform.

Keywords: Transformational impact of e-government, public service reform, electronic tax filing, case study, National Tax Agency, Japan

The Challenges of Implementing Local e-Governance in Mauritius: Case of Revenue Management System

Hemant Chittoo, Taruna Shalini Ramessur-Seenarain, Ramesh Durbarry and Oupendranath Amoroo

The University of Technology, Pointes aux Sables, Mauritius

Abstract: In this global village, developments and changes in economic, social and technological fronts arising in developed countries are bringing both opportunities and challenges for Small Island Developing States like Mauritius. The benefits of e-governance are so numerous that developing countries have no choice than to transform their governance systems into e-governance. In reality, however, a lot of the reforms stop at the level of rhetoric only.

This paper mainly examines the Revenue Management System (RMS), in Three Municipal Councils in Mauritius. The rationale is to gain insight into computerization in local authorities in Mauritius, the problems with the transformation and challenges in further leveraging ICT to transform local governance into local e-governance. The ultimate objective is to find possible solutions.

Through analysis of scanty secondary data available in Mauritius, on-site visits, personal interviews and focus group discussion it was found that local e-governance initiatives lie way behind developments happening at the national e-governance level. Also, problems in using RMS still persist: RMS is achieving Good Governance objectives to certain extent only. However, the upgrading of services to online transaction level services remain a long way ahead. Demand-side barriers include lack of e-governance culture, lack of trust and small geographical size of Municipal councils, easy movement and access by citizen to council premises, deep-rooted and change resistant tax payment facilities and a culture of standing 'in line' rather than going 'on line'. Supply-side barriers include cost of implementing new systems, lack of funds, unwillingness to discard old system because of sunk costs, perception of low demand of services online, among the main ones.

Keywords: Local e-Governance, revenue management system, challenges in Mauritius

The Irish Taxpayer: Analysis of Contact with Revenue

Duncan Cleary and Mary Dwyer
Research Unit Revenue, Dublin. Ireland

Abstract: Revenue (Ireland) is carrying out a series of surveys with a view to evaluating the effectiveness of its customer service delivery. Response rates are very positive allowing for robust conclusions to be drawn about the small and medium sized enterprise (SME) customer and the Pay as You Earn (PAYE) customer in Ireland. Revenue's Research Unit conducts and analyses the surveys and the results are published. 2,000 SME customers were surveyed during the period April to July 2006. A survey of over 5,000 PAYE customers was conducted from June to October 2007. The response rates were 80% and 38% respectively. Both surveys involved issuing a questionnaire and covering letter by post, as well as a reminder.

The surveys allow for the quantification of a number of issues relating to SME and PAYE customers. The broad areas covered are '*Customer Service*' and '*Perceptions of Revenue*'. Themes that can be explored within these areas with the evidence gathered from the survey are:

Customer satisfaction with the service from and experience of Revenue;

Communication channels between customers and Revenue;

Customers' perceptions of Revenue;

The surveys ask questions regarding channels of contact between customers and Revenue. These channels are *website, SMS/ text, on-line services, telephone, letter/ fax, email* and *calling in person*. Questions on preferences, usage rates and satisfaction levels for each channel were asked. Comments provided by respondents further add to the richness of the data.

Customer satisfaction with service delivery both at the overall level and specific to various communication channels is high. Regardless of the availability of electronic communication channels, the telephone remains the preferred method of contact between customers and Revenue. Revenue's customer base has not been specifically surveyed to this extent before and the results and information gathered have multiple uses in the area of understanding our customers.

Keywords: Ireland, revenue, surveys, customers, communications, other

From Ottawa to Lausanne: Much Done but More to Do?

Tom Collins

University of Limerick, Ireland

Abstract: This mini-track on e-Tax and e-Revenue coincides with the 10th anniversary of the landmark Ottawa meeting. Most concerns then related to widespread tax base erosion due, inter alia, to the anonymity of Internet activity, the high mobility of e-business and the attraction of tax havens. Most, certainly not all, of these concerns have been allayed since but the debate as to what constitutes a Permanent Establishment (PE), and the level of attributable profits to such a PE, is ongoing. Using a case study scenario approach, I consider the tax issues which a typical MNC would encounter in seeking to reengineer its global activities. The conclusion highlights the need for more specific guidance in this area.

Keywords: e-business, e-commerce, e-tax, e-revenue, permanent establishment (PE), international tax strategy, transfer pricing

Marketing e-Government Applications – A Case Study of Ireland's Online Taxation Platform

Mary Corbett¹ and Conor Carroll²

¹Revenue Commissioners, Tralee, Co. Kerry, Ireland

²University of Limerick, Ireland

Abstract: In September 2000, the Irish government introduced an online taxation service that was going to represent its flagship e-Government platform. The Revenue Online Service (ROS) was launched to enable the Irish taxation authorities to conduct its business online. The central aim of the service was to encourage the electronic filing of returns and declarations and other information exchange relating to the Irish taxation system. This paper critically examines the dramatic changes that have occurred over the intervening period in the Irish taxation landscape and considers some of the issues relevant to its future. The paper discusses the concept of e-Government in the context of Ireland and Europe, describing the benefits that e-Government has for both the provider and the user. Furthermore, it conducts a situational analysis of e-Taxation in action. Finally, it will look at marketing strategies for e-Government that would encourage greater usage and adoption amongst its user base. The purpose of this paper is to examine the motivators and inhibitors that encourage e-Government adoption amongst key stakeholder groups. A central aim of the research is to provide a template that would encourage even greater usage of online taxation administration applications.

Between 2005 and 2006 the volume of online taxation returns increased by 24.1%, indicating an enormous success of the system. This e-Government system yielded savings of €14,323,872 in 2006 in terms of resource and administration costs, which represents a sizable yearly cost saving, and is indicative of the true benefits of an effective e-Government system. Over a four-year period, e-filing adoption rates increased with 2006 achieving as high as 92% for some taxes. The value of ROS payments in that year was 26.6% of gross taxation receipts. Using a literature review and interviews with key stakeholders/experts, the authors will critically discuss and critique the impact of ROS. In-depth Interviews were conducted with seven subject matter experts/opinion leaders with a view to obtaining information on this online system. These respondents are key influencers and heavy users of these online e-Government applications. The core objective of the paper is to gain a greater insight into a successful e-Government application. Some of the primary motivators in increased usage of the system included greater transparency, timeliness and reduction of workload - users see real tangible cost saving benefits. Primary inhibitors included broadband connectivity, customer mindset (i.e. conduct tax affairs using the status quo), security concerns (i.e. reluctance to give bank account details over the internet), and lack of incentives to use the facility. To conclude, the authors postulate on possible measures that would encourage greater usage of eTaxation applications in the future, that will leverage tangible benefits for both government and its key stakeholders.

Keywords: Online taxation, e-government, Ireland, marketing, new technologies Encouraging more usage of e-government applications – A case study of Ireland's online taxation platform

Observatories of e-Government Practices: An Exploratory Study of Portals for the Dissemination of Innovations and Practices in the Application of Information and Communication Technologies in Government

Cesar Alexandre de Souza¹, Nicolau Reinhard¹, Newton Vagner Diniz², Roberto Meize Agune³ and Maria Luiza Pascale⁴

¹**University of São Paulo Brazil**

²**CONIP Institute Brazil**

³**Secretary of Administration of the São Paulo State Government Brazil**

⁴**FUNDAP Brazil**

Abstract: Change and modernization have become imperative in the public sector. Information and Communication Technologies (ICTs) are a central part of this modernization process, and have been so particularly since the development of the World Wide Web and the advent of e-government applications. Literature highlights the importance of information sharing between government sectors and agencies to promote the diffusion of ICT-based innovation in the public sector, for which Web tools currently play a key role through portals that make knowledge on ICT available, particularly knowledge on the implementation of ICT projects that can be shared with and applied to other organizations. Such websites or web portals, known as “observatories”, may be created and maintained by governments, NGOs and universities.

This paper seeks to explore the possibilities of these best practices observatories as tools for disseminating knowledge on ICT-based innovation in the public sector. Initially, a brief review of the theory on ICT-based innovation in the public sector is presented. These concepts are then connected to characteristics believed to be desirable in observatory portals. We follow with examples of observatories focusing on ICT practices in the public sector (secondary data) and conclude by presenting a case study of one such Brazilian portal (Observe-gov).

Observe-gov is a multilingual (Portuguese, English and Spanish) observatory developed by a consortium of government, academic and NGO institutions with the initial objective of collecting, organizing and disseminating information on over ten years' history of Brazilian e-government practices submitted to major national e-government awards. Since the consortium members take part in the organization of these awards, they are provided with a continuous source of innovative applications. The case was devised after data obtained through interviews with the managers in charge of developing the portal and through analysis of registered users' information and of the papers submitted to the website.

Keywords: e-Government innovation diffusion, knowledge, Brazil, communities of practice, e-Government observatories

e-Tax Services and Their Evolution: The Case of Slovenia

Mitja Decman and Maja Klun
University of Ljubljana, Slovenia

Abstract: E-government and e-services already have a certain amount of history and have developed from the simpler levels of the past to the more sophisticated levels offered today. Among the most developed e-services in the European Union today are taxation-related services. At the same time e-taxation services are among those most used by clients in many countries, sometimes even because the clients are forced to use them. The question may be posed, whether the situation today is yet ideal or close to ideal, considering the years of experience with the implementation and use of e-taxation services.

The central theme of the paper is the hypothesis that the implementation of e-services is often considered from a narrow, short-term and technological point-of-view, therefore the service is unsuccessful. The paper analyses the results of different researches conducted in Slovenia into the online income tax service, which has been available in Slovenia since 2003. It shows the development of this service in Slovenia over time, the difficulties of previous years and steps planned for the future. The paper tries to explain and argue that the forced transfer of traditional services to electronic form and their changing and reshaping is not always the best way. Sometimes a step back is needed that enables a wider perspective and a consideration taking a new sphere into account that, because of non-technical but organisational and legal changes, supports better services and makes capital out of the constantly-evolving information technology. This is the direction that Slovenia is taking in e-service process in public administration. The research results presented in the paper show that compliance costs for personal income tax payers are not significantly lower for either traditional or e-filing of tax returns. On the other hand the introduction of pre-filled tax returns decreased compliance costs significantly.

Keywords: e-Government, e-taxation, public services, e-administration, portals

Online Debates in the 2007 French Presidential Campaign

Nicolas Desquinabo

Université de la Sorbonne Nouvelle, Paris, France

Abstract: During the last French presidential election, online forums have become a major place of political debate. In order to evaluate the impact of the “institutional design” (Wright, 2006) on citizen deliberations and on participant profiles, we have analyzed the online practices of different types of web forums. We wanted to work on three questions:

What types of online debates were practiced during this presidential campaign?

What types of discussants could we meet on the main political forums?

What was the impact of technical and institutional designs on debate practices?

Our corpus is made of threads produced on the main forums of two types of web sites: political party and specialized sites. We focused on the forums of desirdsavenir.org (Ségolène Royal), jeunespopulaires.com (Nicolas Sarkozy), UDF.org (François Bayrou) and forum-politique.org (a specialized site). We first analyzed the global participation and the level of interactivity of all the threads produced between November 2006 and April 2007. Then, we have selected a sample of “political debate” threads in each web site. We analyzed approximately 800 messages posted in 80 threads. Activism organisation and site problem discussions have not been observed. We analyzed the identities of participants and the pragmatic features of their discussions (types of speech acts, argumentative devices and links between messages). Then, we have used descriptive and multidimensional statistics in order to characterize and quantify:

The different types of debates (value discussion, proposal debate, election forecast, dispute, candidates attacks, etc.),

The different types of declared identities (professional, political, geographical, etc.) and the content of these identities (teacher, “Gaullist”, Parisian, exile, etc.).

The results of our study confirm the importance of the links between interface designs, debate practices and types of participants. After Needham (2004) or Wright (2006), our results point out the influence of institutional instructions, thematic organisation and threads visual presentation on debates forms and on users’ profiles. The availability of status cues also seems to have specific effects on debates forms as shown in the “computer-mediated groups” studies (Lemus & al., 2004).

Keywords: Webforum, online deliberation, citizen, institutional design

Cross-National Benchmarking of Local e-Government

Wolfgang Eixelsberger

University of Applied Sciences, Villach, Austria

Abstract: In many countries the majority of interactions between citizens and the government take place on the local level (municipality, city, region). The potential increase in service quality and efficiency as a result of e-government activities is very high. Local governments are constantly investing in projects and technology to improve their e-government service level. Quite often benchmarking is used to compare the current e-government state with other local governments.

In the following, a concept for a cross-national benchmarking model of local e-government is presented. The model is called “E-Government Dimensions for Local Government” (EDLG) and focuses not only on web-services but takes a number of different aspects into consideration. Some of the factors are e.g. the structure of the local government represented by services, internal processes, technology, level of standardisation and organisational aspects. The principle is that there is a model level for each aspect. The levels for the dimension “web-service” e.g. range from “information” to “personalisation”. The maturity of the dimension under consideration is included in the model (both on the national and on the cross-national level). This allows a local governmental organisation to benchmark its own situation.

The model consists of five dimensions. The dimensions representing a collection of data of sub-dimensions call factors. The factors are either quantitative or qualitative. The outcome is a number ranging from 0 to 100 (0 – no fulfilment, 100 – total fulfilment). The benchmark data is collected via web-based research or via interviews. The model also takes care of inherent differences between local governmental institutions.

The model is built to fulfil specific requirements of local governments. The benchmarking and transfer is based on a simple, easy-to-use model with high relevance for daily business. The model can be used to compare local governments in one country but also in several different countries.

Keywords: Local governments, benchmarks, back-office implementation

Uncovering the Janus face of e-Participation: A Delayed Introduction

Annelie Ekelin

Blekinge Institute of Technology, Ronneby, Sweden

Abstract: This paper describes a local practice of tailoring of a tool for eParticipation and discusses how established work routines and power-relations affect the activity. At the same time as eParticipation is culturally pictured as a rich area for exploration, reviving great expectations of possibilities to broaden and deepen the scope and results of democratic decision-making, it also runs the risk of having a restricting function. In this particular case was the tailoring activity of the tool functioning as a sociotechnical mechanism, controlling and steering mediated participation towards uniformity and normalisation and thereby also contributing to the formation of what could be called a *symbolic eParticipation*. Janus was originally the name of a Roman God, always pictured with two faces. The Janus-faces symbolised the two sides of new beginnings, i.e. the possibility to create a new future alternatively with re-establishing the past. The Janus figure was placed at the entrance of the sacred Forum Romanum in Rome. In this paper, eParticipation is regarded as an equivalent to this two-faced figure, emphasising the double function of how for instance “good practices of eParticipation” both could help in evolving new forms and determine old traditions of participation, in various practices of implementation or local adaptation of electronically supported participation.

Keywords: e-Participation, e-democracy, e-service, design, symbolic e-participation

Transformation to e-Government in Developing Countries: Lessons from Libya

Fatma Younis Eldresi¹, Carl Adams² and Nassraddeen Amer Sweisi²

¹The Arabian Gulf Oil Company, National Oil Corporation Benghazi, Libya

²University of Portsmouth, UK

Abstract: This paper reports on research into the ideas and perceptions of e-government in Libya. It identifies some good practices, some of the implementation challenges and provides some recommendations to improve e-government services project. The paper presents the perception of e-Government services held by different stakeholder groups in Libya, including common Engineers, Students, Farmers, and other stakeholders within Libya's e-government activity. Governments around the world are trying to provide services electronically to their population. However implementing e-government services successfully is a critical task and each government faces its own unique challenges, and Libya is no exception.

Libya as a developing country has several challenges in delivering electronic services to its people. In many areas there is a lack of wider infrastructure, such as a postal network. There is a lack of technology infrastructure, for instance there is a low percentage of households with landline telephone access which limits having Internet access for most of them. The limited access leads to a lack of skills in using the technology and awareness of e-government services. Libya is a large country in area but has a relatively small population of approximately 5.6 million. In addition, the population demographics are weighted towards the younger age groups. For instance, approximately 1.6 million people are in the education system. The characteristics of a dispersed population over large areas - for instance there is typically 500 KM between cities with little in between - are common among other similar technologically developing nations. The distances and costs make it difficult to reach the whole population, especially to the population of the interior villages.

However, e-Government projects offer much potential to deliver services and information to the population. Internet access would provide a communication channel between individuals, support the education system, provide a surrogate postal network, and would improve communication and interaction between government and its people. E-government activity in Libya is in an embryonic stage with promising progression in different government agencies.

The research findings presented are based on three large studies: An online questionnaire hosted on the Libyan government website, a survey covering 10 cities across Libya focusing on three different stakeholder group (students, engineers and farmers), and interviews with key players within e-government. The research also draws upon some of the local and successful cases studies.

Keywords: e-government, Libya, e-government services, e-government challenges, e-government stakeholders, e-government awareness

BELGIF: After Belgium Separates, WALGIF?

Alea Fairchild and Bruno de Vuyst

Vesalius College, Vrije Universiteit, Brussel, Belgium

Abstract: Belgium lacked, from June to December 2007, a federal government for more than 180 days due to an inability to form a political coalition between Flemish and Francophone parties. As a temporary measure, the outgoing Prime Minister held together a caretaker administration until March 23, 2008, when a new government was finally put in place on the basis of a compact to reform the federal state. There are however intense discussions about Belgium separating into two or more countries, similar to the split of Czechoslovakia. If this does not happen now in 2008, it is quite possibly occurring, according to most political pundits, at the next regional/European parliament election in 2009. BELGIF [BELgian Government Interoperability Framework], launched by the ICEG working group of the Belgian government in May 2005, is the result of a cooperative project on interoperability between the federal government and the federated entities (two regions and three linguistic communities). However, BELGIF has mainly been implemented in the Wallonian region and the region of Brussels. This paper updates a previous ECEG paper on BELGIF, including a discussion on the issues surrounding BELGIF's future, given the possible disintegration of Belgium.

Keywords: Separation, interoperability, framework, cooperation

From the Ashes of Phenix: e-Justice in a Surreal Country

Alea Fairchild and, Bruno de Vuyst
Vesalius College Brussels Belgium

Abstract: The Belgian judiciary has attempted to implement e-working, with some false starts and significant resulting delays. The Belgian Ministry of Justice agreed seven years ago with Unisys to develop applications for an integrated case and file management of the complete Belgian judicial system that would be called Phenix. However, it cancelled the Euro 22 million contract in March 2007 because Unisys failed to attain the established objectives. In response, Unisys has filed a complaint for breach of contract. There are now new government plans to automate the judiciary, albeit this time on a smaller scale.

This paper highlights the history of the Phenix failure, and outlines the further attempts of the Belgian government to make the judicial system more automated and streamlined.

Keywords: e-working, e-judiciary, IT project management

An Evaluation Approach for Multi-Channel e-Government Services

**Galal Hassan Galal-Edeen and Manal Abdel-Kader Abdel-Fattah
Faculty of Computers and Information, Cairo, Egypt**

Abstract: This article presents an approach of providing e-government services through multiple communication channels. The article discusses a gap between the communication channels governments prefer and those that citizens prefer, tests what factors that determine the use and choice a citizen of a certain channel, and in what way the perceived quality of service relates to the channel preferences of the user.

In this paper, we propose the criteria of evaluation communication channels that take the citizen's perspective into account to improve the way governments and citizens interact. The evaluation strategy is based on different characteristics for each channel and the requirements of the user community and the objectives of the organization providing the service such as: does it want to improve the way in which it satisfies the needs of its user community and/or does it want to reach larger numbers of users? Alternatively; does it want to save costs by making its service processes and delivery more efficient?

The article is divided into four sections, dimensions of using communication channels section discusses the characteristics, categorization, quality and cost of channels and introducing the list of available channels. Analysis the gap of communication channel section handles the citizen's requirements and preference channel, barriers to the service acceptance by citizens, limitations of the digital divide and Internet-based applications are provided. In the factors affecting the choice of communication channels section, we give a number of possible explanations for the fact that some channels are a success and other are not; further, we elaborate on the reasons as to why some channels are very successful. In the last section, we propose evaluation criteria for the variety of communication channels that are typically involved in e-government systems.

Keywords: e-Government, channel, multi-channel, m-government, digital divide

A Web Based Tool to Assist Management, Control and Security in Schools' Educational Excursions

John Garofalakis, Andreas Koskeris, Theofanis-Aristofanis Michail and Agoritsa Vopi
Computer Technology Institute, Rio Patras, Greece

Abstract: E-government information systems supporting tasks of public authorities are nowadays widely studied and applied. These systems have infiltrated into many aspects of the public sector upgrading the efficiency of the services and reducing the time needed for each task. Aim of the presented work is to present an integrated approach to support internal processes of the Greek Ministry of Education concerning the control and risk management for schools' educational excursions. The research included the effort to combine solutions to organizational problems, services and technologies in order to create an efficient, easy to use and expandable system for the processes of Ministry's activities and procedures in order to effectively program and monitor periodic school excursions. The application developed is used by the Greek Ministry of Education the last three years for the recording and planning of the excursions planned from all units of the secondary Education and for the statistics extraction. Moreover, the presented case can also serve as a basis for identifying further research and potentials concerning this specific area of e-government information systems and their effective application in the day to day operation of administrations, especially in processes involving high level of risks (like schools' excursions).

Keywords: e-Government application, education, greek information systems, statistics extraction, G2E application

e-Government as Support in Interventions of Use and Transformation of the Historic Centre of Cagliari

**Chiara Garau, Giancarlo Deplano and Valentina Pavan
University of Cagliari, Cagliari, Italy**

Abstract: The paper deals, from both a theoretical and practical point of view, with some important aspects aimed at activating and favouring public participation in decision-making processes, integrating these with the potential use of online interface.

The core of the work consists in setting out innovative planning techniques, based on effective interactive instruments, which the planner tests in its interface position between the public administration and the other people involved in planning the urban space together. By using Information Communication Technology (ICT), it is possible, in fact to test an operating model which constitutes a valid means of help in the management of planning proposals for territorial use and transformation in urban renewal and redevelopment. To that end, reference is made to the ongoing project concerning the elaboration of the Detailed Plan for the historic centre of Cagliari, which represents a significant opportunity for research and experimentation in the field.

In this way, the use and testing of online systems which help decision making reach a consensus is illustrated. WebGis technology makes it possible to involve local administration, citizens and companies differentiating between general users and administrators who share knowledge, visualisation, territorial data acquisition and information on projects in progress. This is done through exact decoding and associations between the spatial entities of the historic centre and an alphanumeric database which examines the urban material of the historic centre of Cagliari in different levels of detail. The concept of sharing information and participation is thus associated with sustainable urban policy proposals and compatibility assessments of the renewal and reuse of the historic centre.

The results of the experimental application show the availability of an online window and the use of WebGis decisive for the sharing of policies and planning choices. The use of WebGis in the construction of Urban Planning supports a complex network of relations which effectively democratise the planning process allowing everyone to get involved. The simple “knowledge” of rights to a better urban quality is no longer sufficient to guarantee a sustainable future vision of the city. It can however with definite protocol, help to guide the construction of information which can be used for coherent and effective renewal in the particular local context.

Such experience shows that the use of online operating instruments can equal techniques of face to face communication and interaction resulting useful and effective in setting out decision making processes in a particularly sensitive context like that of the historic centre of Cagliari whereby the planner’s ethical aim, the receptiveness of citizens and the political will of the administration combine to create innovative ways of communication and participation.

Keywords: Participation, ICT, e-government, cultural heritage preservation, historic centres

e-Government and Organizational IT Adoption: The Case of the Barcelona City Council

Mila Gascó¹ and Carlos Jiménez²

¹Universitat Pompeu Fabra, Barcelona, Spain and Estratic, Barcelona, Spain

²Information Systems Service, Barcelona, Spain and Estratic, Barcelona, Spain

Abstract: Literature and practice show that the relationship between information technology and public organizations is a two way trip. On one hand, the adoption of new technologies is conditioned by political and managerial factors that predict the 'readiness' for the implementation of major technology changes. On the other hand, information technologies have the potential to transform business processes, organizational structures and human resources management styles. In the public sector, these changes are particularly significant since information and communication challenge the hierarchical, rigid structures, procedures and rules of the administrations and set the promise of a new type of bureaucracy. These two interrelating dynamics (technology conditioning organizational issues and organization, in a broad sense, conditioning the adoption of technology) seem to provide a basis to understand most of the transformation of public administrations nowadays. In this sense, the case of the Barcelona City Council (Catalonia, Spain), for the sake of its continuity and evolution over the last decades, the extent and complexity of its achievements, the will to publish and open its strategies and results to public scrutiny and the attention of researchers and practitioners, provides a very interesting empirical and theoretical field to challenge the outcomes of the research in other parts of the world and the hypothesis of the existing explanatory models of adoption of IT among the public and within the organizations. This paper is indeed the result of an empirical research that was conducted during the first semester of 2007 in the Barcelona City Council and that was intended to be an exploratory study aimed at finding evidence of the internal transformations occurred around the adoption of information and communication technologies. In particular, great emphasis was placed on procedures and workflows, organizational structures and information systems. Two specific research questions were explored: 1) what factors have conditioned the internal adoption of technology in the Barcelona City Council? and 2) how have the implemented electronic government projects impacted the internal organization and structure of the City Council?

Keywords: Internal transformation, organizational change, technology adoption, local electronic government, technological innovation, IT in public administration

Verification and Maintenance of E-voting Systems and Standards

Paul Gibson¹ and Margaret McGaley²

¹Le Département Logiciels-Réseaux, INT, Évry, France.

²Computer Science Department, NUI Maynooth, Ireland

Abstract: E-voting systems should be verified to be fit-for-purpose before being deployed, but there is a serious lack of provision for verification and maintenance in existing standards and recommendations for e-voting. A change to requirements, or to the system, usually results in the previously established fitness-for-purpose being compromised. Therefore change must be managed, and standards documents must make provision for their own maintenance.

Verification is a process of establishing a relationship between what is required of the system and properties of the actual system. It is good practice that an independent authority be responsible for verification of systems against requirements. It must be possible to determine whether a given authority can be trusted to fulfil this task competently. Thus, requirements documents must not only say what standards are to be met, but must also state the minimum capabilities expected of any testing authority.

The whole e-voting system development process is prone to human-error. This applies to the requirements, standards and the systems they describe. We must introduce suitable procedures for dealing with these errors, including the identification of responsible parties. We must also ensure that there is adequate incentive for the correction of errors. If maintenance of systems requires expensive recertification, there is a risk that vendors will not make necessary changes to their systems (to avoid recertification) or will make changes without having the systems recertified.

Error discovery is not the only agent of change for requirements and systems. For example, the introduction of new legislation, new election types, or new technology will have direct consequences. This requires careful co-ordination between all concerned parties. Whenever a system changes, whatever the surrounding circumstances, it must be tested and re-certified. However, if the system under evaluation has been well-engineered, it may not be necessary to begin again with every modification. In this paper we examine what it means for a system to be well-engineered and propose maintenance procedures specific to the problem of e-voting.

Keywords: Electronic voting, testing, certification, standards, maintenance

The Effective Deployment of ICT in Universities: Applicability of Core IS Capabilities

Jenny Gilbert

Anglia Ruskin University, Cambridge ,UK

Abstract: The nature of global society demands that all organisations operate within rapidly changing contexts. Globalization is the main structural feature of the contemporary world and a key driver and result of this change is the persistent improvement in technology. This leads to the launch of new products that offer additional functionality and thus to a constant escalation in competition between different Information Technology (IT) suppliers and between IT users in the same business sector. Higher education is as impacted by this factor as is any other sector. In the light of this, let us ask what challenges a university must address when managing its Information and Communication Technology (ICT) provision. In the UK during the 1990s much effort and funding was expended in supporting higher education in developing Computer Assisted Learning (CAL). More recently eLearning has been privileged with considerable funding through the Joint Information Systems Committee (JISC). This paper suggests that the real challenges of managing ICT are revealed across a much broader range of categories that align more closely with other types of business. Taking two models from the IT literature we consider three application categories and three types of strategy and we allocate a number of example cases to this framework. We also consider the applicability of the Feeny-Willcocks framework. This framework was developed to model the core IS capabilities for the effective governance and management of IT outsourcing. This model was developed and has been tested extensively in a variety of organisations. We explore the relevance of this framework to managing ICT within a university and consider how it could be tested. The meaning of each face is considered in relation to the categories of ICT described within this paper. Finally we discuss the direction that future research might take using the frameworks discussed.

Keywords: Managing ICT, higher education, core capabilities, IS strategy

Participation *Verité* : Lessons from Australian New Media Democracy 2007-08

Mary Griffiths

University of Adelaide, Australia

Abstract: Australian citizens have had significant formal and informal opportunities to participate in governing Australia over the 2007-2008 period: by taking part in the pre-election period of political debate and then voting in a Labor government after 11 years of conservatism; by being included in the televised and bipartisan Parliamentary Apology motion offered to indigenous Australians; and by deciding whether to submit an application to attend the April 2020 Summit on Australia's future. In all cases, new media played an official and unofficial part in distributing information widely and in speeding up information flows and response times, thus increasing public transparency, accountability and interactivity. Over the short period studied, the paper argues, government and political parties - whilst attempting to exploit the digital literacies formed by citizens' practice in social media and networking – did not always make appropriate calculations about the transformative power of new media. Analysis of the choices made by promoters of selected events, and by remediators, reveals several lessons about the democratic potential and the risks experienced when moving (sometimes involuntarily) into the interactive spaces of Web 2.0.

Keywords: Web 2.0, new media participation, Australia2020 summit, governance, hyper-empowered citizens, remediation

Trust and Electronic Government: Client's Attitudes to Institutions, Officers, and Elected Politicians

Michael Grimsley¹ and Anthony Meehan²

¹Sheffield Hallam University UK

²Centre for Research in Computing, The Open University, Milton Keynes UK

Abstract: This paper describes changes in citizens trust when an electronic government system supporting the allocation of public housing was introduced by a local government body in south east England. (Similar schemes have been introduced in most local government districts of the UK.) Analysis of survey data (n=521) shows that users of the electronically-mediated service were more likely to report a reduction in trust in public servants, the local council as a body and elected politicians, compared to people who used a more traditional mode of service delivery who were more likely to report improved trust in all three. We identify those aspects of respondents' experiences which most influence the reported changes in trust, both positive and negative, which leads us to draw upon Habermas's theory of social action and locate one possible root of the problem in the way e-government systems constrain the space for effective coordinated social action.

Keywords: Electronic government, trust, public services, social action, Habermas

Improving Governmental Service Delivery: Disintermediation and Re-Intermediation Strategies for Multi-Channel Management

Marijn Janssen and Bram Klievink
Delft University of Technology, The Netherlands

Abstract: Governments want to become more customer-oriented and are using new channels to interact with citizens and businesses. Traditionally, intermediaries are used in the channels to interact with citizens, however, the web enables direct interaction and the use of such intermediaries is challenged. In this paper we investigate dis- and re-intermediation in channels and found that disintermediation is not automatically the best option, although often identified as such. Strengthening existing intermediary channels can contribute to improved service provisioning.

Keywords: e-government, service provisioning, intermediation, business models, channel strategy

An e-Readiness Analysis for Economic and Social Opportunities in KwaZulu-Natal, South Africa: A Perspective for Systems Development in e-Government

Rembrandt Klopper¹ and Sam Lubbe²

¹University of KwaZulu-Natal Durban South Africa

²School of Computing UNISA Muckleneukrant South Africa

Abstract: During the last decade leaders in government, business, and social organizations worldwide have considered how best to harness the power of Information and Communication Technology (ICT) for systems development. Experts have pointed out that in order for organisations to put ICT to effective use, they must first be "e-Ready" in terms of ICT infrastructure, the accessibility of ICT, the legal and regulatory framework, computer skills and above all, end-users' attitudes towards electronic information and communication technologies. Managers in Government and non-governmental organisations (NGO's) have been urged to use e-Readiness assessment to measure and plan for ICT integration, focus efforts from within, and identify areas that can be used during systems development. Several e-Readiness initiatives have been launched to help organisations and countries in this respect, and numerous e-Readiness assessment tools have been created and used by different groups, each tool looking at various aspects of ICT, society, and the economy (Bridges.org, 2005). The underlying focus of the study was to look at the potential of being e-Ready in conjunction with the social and economic success that the government can achieve in sustaining ICT initiatives.

e-Readiness analysis includes a comparative analysis of the economic and social statistics of South Africa supported by the statistical calculations of the data collected by means of a questionnaire. The researchers agree with the observation of the International Telecommunication Union (2003) that to measure the ICT picture in full, new multi-stakeholder partnerships will be required, involving not only the statistical agencies that are traditionally responsible for conducting surveys, but also policy-makers, the private sector, civil society, multilateral organisations and others involved in the ICT arena. The potential of being e-Ready in conjunction with the social and economic success that the government can achieve in sustaining ICT initiatives seems to be a difficult but a worthwhile achievement.

Keywords: e-Government, e-readiness, ICTs, internet, NGO's, systems development

Singing from the same Hymnsheet? The Impact of Internal Stakeholders on the Development of e-Democracy

Ailsa Kolsaker and Liz Lee-Kelley
University of Surrey, Guildford, UK

Abstract: Early interest in e-government focused on technological convergence, system interoperability and data sharing. After a slow start, there are signs that provision is improving; 2006 figures show that across Europe 67.8% of basic G2B services and 36.8% of basic G2C public services are fully developed. As provision has improved, e-government ontologies have broadened, moving beyond information provision and service delivery to embrace facets of governance such as transparency, dialogue, shared decision-making, collaborative policy-formulation and partnership. Active citizenship has long been recognised as a key component of a healthy, functioning democracy and the both the European Commission and individual European nations are keen to exploit the networking opportunities presented by the Web to engage more closely with their citizens. Despite somewhat lofty ambitions, the European Commission itself has recently acknowledged that the Web is not yet operating as an effective facilitator of democratic inputs into policymaking, let alone the more ambitious mandates. The empirical research reported in this paper explores the reasons why.

Our paper presents the interim findings of an ongoing study that seeks to identify the extent to which internal stakeholders of a local government authority (borough council) in the UK share a sense of purpose in developing an e-government portal as a vehicle for e-democracy. It addresses whether lack of progress is related to a mismatch between theorised and actual stakeholder motivations, preferences and behaviours. As well as the officials tasked to bring to fruition the concept of online services and e-democracy, politicians have a key role to play in promoting e-government development. Accordingly, two main groups of stakeholders are in focus in this interim report - elected Councillors and borough council employees (or 'officers'). It explores whether the political decision makers and those responsible for online delivery have a common sense of purpose and a shared understanding of the potential value of Web-enabled participation for them and for the citizens. Finally, it evaluates whether a lack of shared vision may be hindering progress towards e-democracy.

The interim findings expose a number of pertinent and long-standing issues and challenges. In general there is a lack of shared purpose and motivation and a view that the added value of Web-enabled participation may be theoretical rather than real. As such, the study is of interest not only to academic colleagues, but also to policy-makers and local authorities tasked with delivering public services online and engaging citizens more extensively in the processes of democracy.

Keywords: e-democracy, e-participation, engagement, UK, local e-government, internal stakeholders

Risk Analysis, or how to Avoid Contact with Most of Your Customers

Seán Leake

Irish Revenue Commissioners, Dublin, Ireland

Abstract: In autumn 2000 Revenue in Ireland launched the Revenue On-Line Service, ROS, an Internet based system for filing tax returns, making payments and viewing customer information. In the years since then the Service has been extended to embrace most taxheads and provide relevant on-line facilities for most taxpayers and their agents. The introduction of ROS had critical business implications: how to identify customers on the net, how to enable someone else file on their behalf, how to legislate for the virtual world of the internet, and how, given that all data was now processed electronically, to conduct the business of reviews, checks and audits. One of the main criteria in designing ROS was to ensure we did not try to recreate in an electronic world how things had been done in the paper one. We introduced digital signatures, did away with attachments to returns, removed all references to signatures and paper from legislation and decided to abandon traditional manual screening for audit in favour of electronic analysis. This move, therefore, provided opportunities for re-engineering how Revenue dealt with non-compliance. Not only were we able to electronically screen returns, but we could do so over several years of data. We could cross reference information including that from third party sources. We could look at customers' payment and filing records to see what sort of compliance histories they had. And, we could look at the complete customer base. This enabled us identify the huge sector of our customer base who are largely compliant and with whom we wanted limited contact. (Reducing contact with customers and making it easy for them to comply is a key element of most eGovernment strategies.) These developments took place against a move by Revenue to what is called Whole Case Management, a structural change to ensure a customer was dealt with in one office only, and an administrative change to ensure a customer's affairs were reviewed in total when required to minimize contact from Revenue. Developing an electronic risk analysis system is a project. Implementing the change by which to harness it effectively is a major challenge. This paper sets out the issues we faced in trying to bring about this change. These are common issues that will confront any organization heading down this route, but at the heart of eGovernment is minimising contact with most of our customers. Risk analysis is a means by which to do this.

Keywords: Risk, analysis, knowledge-based, knowledge-management, screening, non-compliance, change

From Fragmented e-Government Projects Towards National Enterprise Architecture Programs

Katja Liimatainen and Ville Seppänen
University of Jyväskylä, Finland

Abstract: Governments today are facing the reality of diminishing budgets. At the same time, there is a need to offer better and more efficient services to citizens, companies, and other governmental agencies. The drive to accomplish more with fewer resources has led in investments in information and communication technologies (ICT). Public administrations all over the world promote ambitious and costly e-government programmes to provide electronic access to government services. Governments usually have several simultaneous and independent e-government projects, which may have limited coherence and remain largely uncoordinated. Recent studies have indicated that e-government initiatives have not held their promise of improving government services and they have been unable to help agencies in utilizing their ICT to its fullest strategic extent. This is largely due to the fact that projects have been driven by pursuit of cost reduction and they have lacked comprehensive and consistent guidance. One solution to this problem has been to initiate an enterprise architecture (EA) program. EA is a hierarchical approach for aligning business and ICT. The purpose of this paper is to describe one way of pursuing a national EA (NEA) program. The development of the Finnish NEA and its implementation in the State Treasury were observed. Finland is among the leaders in exploiting ICT to renew its economy and to reform its public administration. Hence, it is logical that Finland is among the first countries in developing a NEA program. The State Treasury has been developing its EA using the NEA guidelines. At the same time, they developed electronic services as one e-government project. We describe the project, its challenges, and the lessons learned. It has been, for example, challenging to align agency's accustomed policies, decision-making practices, and requirements of different stakeholders with the NEA. The results of this study are of interest for both practitioners and academics in the field of e-government and enterprise architecture.

Keywords: egovernment, national enterprise architecture, Finland

Case Management for Electronically Collaborating Administrations

Nadine Lindermann¹ and Carlo Simon²

¹University Koblenz-Landau Institute for Management Campus Koblenz
Germany

²Provadis School of International Management and Technology AG
Frankfurt , Germany

Abstract: Today's public administrations move from traditional functional and bureaucratic structures towards modern ICT supported organisations. In this regard one-stop government provides citizens and companies a single access point to a complex service delivery system in the back office that consists of multiple cooperating public and non-public partners. For this, integrated ICT solutions are required as well as process-oriented cross-organisational structures. Since public administrations are still characterised by bureaucratic offline-structures, problems of non-technical nature influence the service delivery processes in the back office. This requires an approach for the integration of technical and non-technical routines. Therefore the paper introduces the concept of Case Management to integrate electronically supported processes with others that still need human interaction. Besides with the ibo-process window a holistic framework is described for the realisation and implementation of Case Management within cooperating public and non-public organisations.

Keywords: Case management, cross-organisational collaboration, technical and non-technical integration, inter-organisational business processes

A Policy Model for the Digital Age: A Revision of the UK Public Policy Model

Mark Liptrott

Edge Hill University, Ormskirk, UK

Abstract: The UK e-voting policy is an integral component of the strategy to modernise the electoral system to afford choice and flexibility to the electorate. The policy is being introduced via local government through a series of voluntary pilot schemes designed to test the new technology, and local authorities become involved in this policy process at the implementation stage when they are invited to participate in the pilot programme. This paper is based on qualitative research into the implementation of the UK government's e-voting policy as this innovation is introduced into the local government system. It argues that, as the essence of diffusion is communication, there needs to be a revised strategy to consider the diffusion of the policy at an earlier stage in the process.

The findings are based on interviews with the Chief Executive of the Association of Electoral Administrators and with Electoral Officers who did *not* participate in the most comprehensive pilot programme conducted in 2003. They establish an overview of the administration of e-voting and identify the reasons why local authorities did *not* volunteer for that pilot programme. The analysis draws on Anderson's model of the public policy process, to identify the stage at which local government becomes involved in the policy process, and Rogers' model of the diffusion of innovations, to demonstrate the UK government's failure to understand the need to consider a diffusion strategy.

The results suggest that the UK government fails to appreciate the benefits of cohesion between the public policy process and the diffusion process, and that the likelihood of the adoption of public policies concerned with the introduction of technological innovations would be enhanced by the formulation of a revised public policy model. This revised model recognises that policy implementation needs to be considered throughout the policy process as it amalgamates the heuristic public policy process model and the diffusion of innovations model incorporating selected diffusion concepts at the formulation stage of the linear policy process.

Keywords: Public policy, e-voting, policy implementation

Performance and IT Investment Intensity in RSA e-Governmental Departments – A Pilot Study

Sam Lubbe¹ and Rembrandt Klopper²

¹University of South Africa Pretoria South Africa

²University of KwaZulu-Natal Durban South Africa

Abstract: This article considers if a link exists between performance and Information Technology (IT) intensity in the Republic of South Africa (RSA) Governmental departments practising e-Government. The authors used a questionnaire to collect data. The answers to the research questions note that in top performing e-Government Departments; (i) IT costs as proportions of operating costs were higher; (ii) IT costs as a proportion of income was lower, than in weak performing e-Government Departments; and (iii) that a positive correlation exists between the Computerisation Index (CI) and the Operating Costs ratio. The investigation also reveals that Heads of Departments expect additional output while planning e-Government operations and keeping IT budgets constant. Evidence is presented that e-Government Departments performance is linked to the level of IT investment intensity in the sample of Governmental Departments investigated, even though more output was expected from the IT Department.

Keywords: Computerisation Index, e-Government, IT investment, IT costs, operations

Developing Telehealthcare Systems in Complex Multi-Agency Service Settings: The OLDES Project

**Gregory Maniatpouos, Rob Wilson, Mike Martin and Sarah Walsh
Newcastle University, UK**

Abstract: Recent developments in ICT's offer increasing possibilities for transforming the delivery of care. The care of older people presents many challenges and issues at many levels and the purpose of this paper is to try to capture some of the realities of the world of older people and of the institutions and agencies who care for them. In this context, this paper presents the results of a theoretical exploration associated with the complexity of needs found in care environments and the difficulties of configuring services when delivered jointly across organizational, professional and occupational boundaries. In particular, this paper presents the deployment of a computer-based graphical demonstrator that can be used to generate visualizations of sociotechnical scenarios to provide electronic delivery of services to older people at home. The tool supports processes of shared sense making, and aims at facilitating the users' engagement with the design, development and implementation of telehealthcare system.

Keywords: Socio-technical systems design, telehealthcare, systems architecture

Massachusetts, Microsoft and Digital Document Standards: Government-as-Consumer Power to Prevent an Enclosure Movement in the Digital age?

Shaun McGirr

University of Michigan, Ann Arbor, USA

Abstract: This paper examines the attempt by the Massachusetts Executive in 2005 to set a different standard for its storage of digital documents, and evaluates the success of that attempt.

Through the 1990s, Microsoft made its Office software file formats de facto standards by virtue of its market power, and a business strategy enabled by intellectual property rights. Though these de facto standards gained widespread use, Microsoft still wholly owned the mechanism to convert those documents to computer code and vice versa. By making versions of the standard obsolete in new software, it forced its users to upgrade and maintained its market share. In this case the Executive branch of the state government attempted to break away from Microsoft's grip.

The broader questions asked by the research are: do governments, with interests and duties that extend beyond the balance sheet, have sufficient consumer power to set such a product standard for themselves? If they do, what circumstances motivate them to act as government-as-consumer? Can this mode of action be successful, or if not, what is it constrained by?

In the case of Massachusetts, the paper finds that despite the strength of the Executive's motivation in moving away from the Microsoft standard, and implicitly from Microsoft's Office software, its government-as-consumer power to set an alternate standard was limited by several factors. Most important was the ingenious response of Microsoft, which after Massachusetts' attempt took the unprecedented action of 'opening' and publishing its file formats for Office 2007. This defused the key argument that its formats were 'secret', and the ultimate outcome was that the Executive accepted Microsoft's newly 'open' formats for use across Executive agencies.

Massachusetts did not achieve its initial aim, the adoption of a standard developed by more than one vendor. It did achieve partial victory by provoking Microsoft to lower the legal barriers around its own.

Keywords: Open standards, intellectual property, procurement, standard-setting, Microsoft

Determinants of Website Satisfaction and Loyalty: Comparing e-Business and Federal e-Government Models

**Forrest Morgeson
University of Michigan USA**

Abstract: Using a sample of survey responses from 2,501 end-users of ten e-business websites and 2,324 end-users of ten e-government websites, data from the American Customer Satisfaction Index (ACSI) project and surveys of American consumers, this study employs structural equation modeling to compare the determinants and outcomes of satisfaction across the e-business and e-government domains. The central research question driving this study is: Do the same website features and qualities determine end-user satisfaction – and through satisfaction, elements of customer loyalty such as retention and word-of-mouth recommendation – across the e-business and e-government domains, or do these different groups of consumers seek different things? This question is vitally important, as considerable pressure continues to be placed on e-government to better emulate the private sector, while at the same time very little research has rigorously examined the similarities of these two domains from the customer perspective. Results from the structural equation models show that while significant similarities do exist, particularly on the outcome or “right-hand side” of the models, for the e-business model customer satisfaction is predominantly a function of the “personal fitness for use” of the website, while satisfaction with e-government is determined more equally by the various predictors. We discuss the implications of these and other findings to the proposed private sector-driven transformation of e-government, and more generally to market-centered theories of administrative reform. The primary conclusion of this paper is that while the private sector might in fact be a good place to seek best practices towards making improvements to e-government, as proponents of market-centered theories of public sector reform would argue, this is only the case to the extent that e-government websites are able to find a “most-similar benchmark,” a high-performing e-business website offering a very similar service and end-user experience.

Keywords: e-Government, e-Business, customer satisfaction, public sector reform, new public management

Using a Best Practice Case in Evaluating e-Government Potential in Iranian Cities

Seyed Amin Mousavi, Elias Pimenidis and Hamid Jahankhani
University of East London, UK

Abstract: e-Government implementation in developing countries has seen some very good examples in trying to modernize and digitize government but there is still a lot of work to be done. In the Middle-East region there have been a number of successful cases, but these still stand as isolated examples. Learning from experiences of developed countries is valuable and still applicable to developing countries. Identifying the exact extend of applicability of successful experiences of developed countries in this field can lead to identification of key success factors for implementation of electronic government in developing countries. Considering similar infrastructure and environmental factors, might contribute to successfully identify and adopt suitable experiences from other developing countries that have a proven track record in e-government.

The aim of this paper is to to prove that the five stage process is applicable by analysing Dubai services and then applying the five stage model to the Iranian municipalities to demonstrate how far they are away from the Dubai model. The characteristics of three municipalities in Iran, namely Isfahan, Shiraz and Yazd have been studied and methodically recorded. These are used to establish the basis upon which common ground for requirements for developing electronic government can be identified. The authors of the paper attempt a two-stage approach: In the first stage a framework for developing electronic government have been introduced and evaluated against a best practice example in the Middle-East (Dubai municipality). This framework for implementation of e-government is based on the experiences recorded in developed countries. In the second stage, initiatives of the three municipalities towards implementing functional electronic government are compared with the validated framework presented in stage one. Five indicators have been used to evaluate and analyse the electronic service initiatives of the municipalities. These indicators have been extracted from comprehensive literature review in the field of electronic government.

Keywords: e-government initiatives, e-government in the developing world, e-government cases, best practice benchmarking

Leading and Communicating ICT-Based Change in the Public Sector Approaching an e-Government-Project in a Swiss Federal Department from a Communicational Perspective

**Alessia Neuron, Marianne Fraefel and Reinhard Riedl
Berne University of Applied Sciences, Switzerland**

Abstract: Throughout various E-Government-projects ICT (Information and Communication Technology) is being implemented in the public sector in order to enable public administrations to fulfil their tasks more efficiently and in an increasingly citizen-oriented manner. However, if implementation is to be achieved efficiently and to lead to the expected improvement in workflow and services, issues in leading change have to be taken into account, for, implementing ICT within an organization usually means changing the organization.

The present paper focuses on the managerial and social perspective of ICT-based change. The authors suggest that factors for succeeding in change processes can best be identified by taking on an interdisciplinary approach, drawing on insights from the fields of management and communication. The ability to change nowadays is widely considered as vital for any organization and planning communication is increasingly perceived as a core task. Even though literature in the field of change communication is growing, research on internal organizational communication so far has not stressed the support of change processes as a basic function of internal communication. Similarly, in the fields of change and project management, approaches on how to communicate change systematically are rather scarce.

The discussion in this article is linked to a larger research project, the aim of which is to point out the role of communication as a managerial tool for leading ICT-based change projects, to develop a framework for communication and to validate specific communication instruments. The research project entails a case study, whereby an ICT-project, aimed at implementing a Document Management System (DMS), is scientifically attended and analysed.

The aim of the present article is to provide a selective review of relevant literature in the field of change communication, to point out basic elements of a communicative approach towards change and to hint at controversial findings that give rise to further research questions. Based on this, a first draft of a framework for the communicative leading of ICT-based change that shall be applicable for organizational leaders and project managers will be outlined. First findings of the empirical part of the research project are presented and discussed with regard to implications derived from the theoretical discussion.

Keywords: Public management, change management, communication, e-Government

Anonymous, Liberal and User-Centric Electronic Identity Supports Citizen Privacy Protection in e-Government

Libor Neumann

ANECT a.s. Prague, Czech Republic

Abstract: Privacy protection is a very serious issue of current electronic identity solutions used in e-government. The current technologies and the ways of their implementation create as their side effect serious threats to citizens' privacy. The privacy risks grow dramatically with the increasing number of citizens (users) and length of time in use.

Analysis of current implementation and technology limits indicates that no current technology and no way of implementation used in e-government provide all the currently needed features of electronic identity. Privacy protection is probably the greatest weakness of all current solutions. Private information with very long validity time (years or more) related to millions of citizens is spreading out over the internet with very limited or no access control as a side effect of the technologies used and/or the ways of implementation. E-government solutions frequently add their own lifelong valid identifiers with very limited or no access control and thus further increase the privacy risks for citizens.

A new concept of electronic identity based on the ideas of Anonymous, Liberal, and User-Centric IDentity (ALUCID) will be described, together with the management of citizen private data in e-government.

The new concept uses no personal data for electronic identity. The validity of the identifiers used is very limited in space and time. The built-in principles drastically decrease risks of personal information data mining relating to use of electronic identity.

The personal data can be stored inside information systems managed by government with high quality access control and be linked in a secure way with the citizen electronic identity. The personal data could be shared within government in a way reflecting legislative limitations, including privacy protection laws.

The new concept permits simplifying organisational procedures relating to electronic identity. No intermediaries between the citizen and government are needed. No identity provider and no certification authority are required. No personification of the electronic identity means is necessary. The security level should be managed and could be increased compared to that under current technology.

Keywords: Privacy protection, anonymous electronic identity, liberal electronic identity, user-centric electronic identity

e-Government Evolution in EU Local Governments: A Comparative Perspective

Vicente Pina, Lourdes Torres and Sonia Royo
University of Zaragoza, Spain

Abstract: The adoption of web-based technologies has become a common element of the public administration modernisation programmes of Western democracies, as well as a global trend in public administrations. E-government seeks to improve government decisions, to enhance government accountability and transparency, to increase citizen trust in government, and to involve stakeholders in political decision making processes. Although a growing number of e-government studies are emerging, previous research has not analysed the evolution of EU local governments from a comparative perspective. Our paper carries out an empirical study on the advances and trends of e-government in transparency, openness and, hence, accountability in the EU local governments. The research sample is made up of the Web sites of the capital and the four biggest cities of 15 EU countries. We conducted a comprehensive content analysis of 75 local government Web sites using a 73-item evaluation questionnaire: twenty-five items belong to the transparency dimension, twenty-nine to the interactivity dimension and twelve and seven to the usability and website maturity dimensions, respectively. All Web sites were analysed during the second half of 2004 and, again, during the second half of 2007. The results show noticeable progress in the application of ICTs and increasing EU local government concern for bringing government closer to citizens and for giving an image of modernity and responsiveness, although few Web sites show clear signs of real openness to encourage citizen dialogue. The evolution of the e-government initiatives analysed shows that, at present, they are still overlapped with the public administration style of each country as an extension of traditional front offices with potential benefits in speed and accessibility. E-government has a huge potential to bring governments closer to citizens and to enhance public trust in governments. In order to increase the contribution of Web sites to promoting transparency, accountability and openness and to alter the bureaucratic relationship between government and citizens, governments and policy-makers will have to strengthen the interactivity of their Web sites in the near future.

Keywords: e-Government, accountability, public sector transparency

A Survey of French Local e-Democracy

Olivier Ricou

EPITA Research and Development Laboratory, Bicêtre cedex, France

Abstract: Since the end of the last century, the Internet has shown that it is a different media, a media of citizen journalists. This paper surveys e-democratic tools used at the local level in France in order to see how the Internet can change our democracy and people's participation. It describes the official tools provided by municipalities and administrations as well as citizens' tools, like blogs, which become more and more important in today's democratic debate. It analyses how they help for more transparency, accountability and participation, which might lead to define new democratic rules.

Keywords: Local e-democracy, France, e-democratic tools, participation

Electronic Government Interoperability in Thailand: A Pilot Project on Official Electronic Correspondence Letters Exchange between Heterogeneous Software Products

Apitep Saekow¹, Ajin Jirachiefpattana² and Choompol Boonmee¹

¹Thammasat University Pathumthani, Thailand

²Ministry of Information and Communication Technology, Thailand

Abstract: The Thailand Electronic Government Interoperability Framework (TH e-GIF) was first announced in November 2006 in order to enable the collaboration among e-Government software systems. The TH e-GIF contains a collection of guidelines, methodologies and technical standards. In this paper, we introduce a Thai government project aimed to achieve software systems collaboration among 29 Thai ministerial departments under TH e-GIF. In order to store and manage official correspondence letters, many Thai ministerial departments developed and have been using Electronic Correspondence Letters Management System (e-CMS). Previously the software e-CMSs have never interoperated electronically across departments. This project achieved an interoperable electronic exchange of official correspondence letters among them. The e-CMS collaboration project involves 29 ministerial departments and 15 software vendors with more than 15 different e-CMS software products. The heterogeneous applications were developed from various software technologies, including .NET, JSP, ASP and PHP. In this project an XML data set standard was developed by experts from many ministerial departments and software vendors by using those techniques in TH e-GIF including Core Component Technical Specification (CCTS) and UN/CEFACT XML naming and design rules. The standard, 'Thai e-CMS XML schema' is the first national standard XML schema under TH e-GIF, designed for the inter-agencies electronic correspondence letter data exchange. Those 15 software vendors modified their software systems to enhance the electronic interoperability based on the standard. The electronic data exchange among the 29 departments had been performed successfully. However, in practice, each department may use different ways and procedures in sending correspondence letters, in order to extend this project to cover over 200 other remaining agencies, some proper rules and/or laws have to be established. In order to design the rules, we introduced the Correspondence Letter Business Process (CLBP) model in which e-CMS is categorized into 4 types. Moreover, from the security perspective, we introduce some security techniques and a Thai government private network called 'Government Information Network (GIN)' which connects all Thai government agencies together. The security techniques include SSL, XML Encryption and XML Signature. Finally, we describe risk factors, risk management and five important key success factors in the project.

Keywords: e-CMS, CCTS, e-GIF, interoperability, e-Government, TH e-GIF

e-Honesty: Technical Potentials and Social Risks of Local e-Government Strategies in Bangladesh for Supporting the Fight Against Corruption

Stefan Selke¹, Bishawjit Mallick² and Alexander Holzbach²

¹University of Karlsruhe, Karlsruhe and Furtwangen University, Germany

²University of Karlsruhe, Germany

Abstract: Bangladesh is one of the poorest and most heavily populated countries in the world and, according to the NGO “Transparency International”, the most corrupt. With this background, this paper examines the potentials and risks of eGovernance strategies (in the form of a digital trust network) for fighting against the corruption that inhibits development at community level. The focus is on the calculation and collection of taxes in the so-called “Holding-tax” system, a kind of cumulative property tax. A qualitative and quantitative case study made clear that this tax is often calculated and collected in an arbitrary way. The corrupt participants are protected by a network of dependencies. In contrast to that, the potential of net-based administration at communal level makes the processes of assessment and collection transparent. Eliminating the areas of obscurity will, according to the hopes of the proponents of eGovernance, lead to greater willingness to pay taxes and greater transparency. On the other side are the critics who cite the low eReadiness of Bangladesh, compared with neighbouring states like India, as an inhibiting factor in seeking a successful implementation of an eTax system. Our paper examines both these positions, presents the various groups involved and assesses the feasibility of electronic government systems on a small size local level. Based on this assessment, practical suggestions and recommendations are derived showing how the vision arising from the technological potential of the Internet can be turned into reality. Particular consideration is given to how the fighting of corruption acts to promote development and what role eGovernment can play in that. This study is based on a period of research in the field in Bangladesh (Mymensingh), which analysed the management system of the “holding tax”. The network analyses that were done are related to the use of ICT by best-practice analyses in order to estimate the regulatory and legal potential of eGovernment technologies. The paper is also the basis for developing such a system and testing it in the field with a model experiment.

Keywords: Developing country, corruption, local government, eTax, web of trust

Electronic Monitoring of Advertising Firms Shareholder Structure; An Initiative of Secretariat General of Communication – Secretariat General of Information

**Aikaterini-Maria Sourouni, George Kourlimpinis, Harry Tsavdaris, Dimitris Askounis and Christos Ntanos
National Technical University of Athens, Greece**

Abstract: During the last decades research approaches have raised core issues of governmental process reengineering and e-government applications adoption. Process reengineering, is an approach that can bring an evolution in public sector operation and performance utilizing the Information Technology. Interoperability issues also rise along with reengineering and a balanced solution is often sought.

In Greece, various initiatives and projects have been initiated in order to reorganize and reconstruct the core of public sector and the provided services to Citizens, Enterprises but also other public sector organizations.

This paper presents a project, currently under implementation, in the Greek Secretariat General of Communication – Secretariat General of Information, with the title of “Development of an Information System for Shareholder Structure Monitoring of Advertising Firms”. Greek Secretariat General of Communication – Secretariat General of Information is a public service, supervised by the Minister of Press, responsible, among others, for the legal compliance of advertisement activities of Public Bodies in Mass Media and the conformity to certain rules of the respective advertising firms. These advertising firms have to meet the requirements, with regard to their Shareholder Structure, set by the Secretariat, in order to be allowed to undertake advertising projects of Public Bodies.

Our project has modelled, redesigned and implemented the process of monitoring and updating the “*Advertising Firms’ Registry*” of the Secretariat; including the advertising Firms’ shareholder structure as well the shareholder structure of each Shareholder-Firm. Weighted directed graphs have been used to represent, store and manage the complex underlying data. Our ultimate task has been to design and implement a software application user-friendly and business intelligent so as to efficiently manage the transactions and enhance the interoperability between the Secretariat and the potential or already registered Advertising Firms, offering a smooth and user-friendly integration of their activities. One of the major challenges was to design and implement a User Interface capable of handling in a simple manner the data related to the above mentioned complicated graph.

This project has been a novel approach towards Governmental BPR and e-Government adoption in the Greek Public Sector. The reengineered process designed and implemented by our project proved to be much more efficient and user friendly, nevertheless the benefit has not been maximized due to the lack of authority and normative framework, the process will be able to suppress non value adding manual data entry when share transaction data will be available in electronic form.

Keywords: Business process, reengineering, advertising firms, shareholders, weighted graphs

Romanian Urban e-Government. Digital Services and Digital Democracy in 165 Cities

Virgil Stoica and Andrei Ilas
“Al. I. Cuza” University Iasi, Romania

Abstract: There is little disagreement in the doctrine that we live in extremely changing and innovative societies. Nowadays, the information technology is getting more and more accessible, complex and secure, changing the well-established traditions of modern societies. In many democratic states, electronic-government represents an answer to the request of reducing the cost of the decisional process. However, the new administration requires not only an innovative solution, but “intelligent citizens” to make use of it.

Recent studies show that e-government has developed five stages, each of them reflecting the degree of technical sophistication and of interaction with the users: simple information dissemination (one-way communication), two-way communication, service and financial transactions, integration (horizontal and vertical), and political participation.

Starting from this model, the present research evaluates the stage of urban e-government within Romania, and identifies its influencing variables. All existing sites of urban local administration – 165 cities - are analyzed through the perspective of both digital government (public services through internet) and digital democracy (citizens' participation to the governing process through internet).

Despite the fact that literature regarding e-government is continuously developing, the number of empirical researches worldwide is relatively a small one. The evaluation of Romanian local e-government is a national premiere and will enlist Romania among those where a comprehensive evaluation has been made.

Finally, alternative future researches on variables that influence Romanian e-government performance are outlined.

Keywords: Romanian e-government, digital services, digital democracy, information technology

Remodelled and Restyled e-Procurement – New Power Relationships Down Under

Doug Thomson

Graduate School of Business, RMIT University, Melbourne, Australia

Abstract: This paper analyses the way in which a major public sector organisation undertakes its high tech e-procurements and its power relationships at the interface with its private sector suppliers. This is undertaken by examining the corporate governance of significant high tech e-procurements by the Australian Department of Defence. Comparative case study data of 106 e-procurements were undertaken by the author over the key client development period from concept to contract award, with a view to determining 'best practice' e-procurement process. The best practice model links technological developments with e-procurement power frameworks, and provides a public sector client with knowledge to realize new power relationships at the public/private interface through the remodelling and restyling of its e-procurement arrangements.

Keywords: e-Governance, e-transactions, e-procurement, e-transparency, e-trust

Privacy Policy Analysis of UK e-Government Websites

Andrew Tolley¹ and Darren Mundy²

¹Scarborough Borough Council UK

²University of Hull Scarborough UK

Abstract: This paper provides the presentation and discussion of results from research undertaken into the analysis of website privacy policies in the UK e-Government domain. The research builds on comprehensive research already conducted into Healthcare and private enterprise fields in the UK and USA, in order to provide a comparative study for e-Government. The research is motivated by the transition over the past three years from a plethora of static informational e-Government sites to dynamic data driven transactional e-Government sites of today and the growing concern for protection within these of citizen's privacy. Readers will obtain from this paper a critical analysis of the findings related to UK e-Government and recommendations for the resolution of apparent issues coming out of the study. The research detailed within this paper aimed to find out whether problems with privacy policies in e-Government were any different to issues with privacy policies in other fields, with the hypothesis that e-Government sites should be examples of best practise for other industries given their perceived proximity to the rules and regulations imposed. Our hypothesis centred on a general feeling that in many cases e-Government websites should be seen as de-facto standards for specific services such as the protection of privacy or the accessibility of websites.

The privacy policy analysis process consisted of the random selection of fifty two UK Borough, District, Unitary, County and Metropolitan districts and councils, In the analysis of the privacy policies provided by these councils, the authors used the empirical approach of goal based mining (as used in similar identified studies) in the qualitative textual analysis of posted privacy policies (where privacy policies existed). These goals were matched into two subgroups those designed to protect the privacy of web users and those designed to infringe on the privacy rights of web users. The research conducted has resulted in the following main findings (these are further explained in the findings section within the paper). The evidence from our analysis would suggest that nationally there are a large number of e-government web sites that do not have a privacy policy posted. Also noted is that posted privacy policies seem to suffer from a lack of consistency, problems with the clarity of content and a dearth of information in areas such as what information is collected, how that information is to be used, who will use that information, will the information be transferred to third parties and how the information can be viewed/corrected by the customer. In addition, in some cases contradictory statements are made and legal best practise is not followed with regards to information about cookie use in specific circumstances. These findings will be useful for and relevant to national and international managers of e-Government web services, government legal teams and senior managers at multiple organisational tiers of Government services.

Keywords: E-Government, privacy, goal orientated analysis, T-government, security management, policy management

Developing a Framework for Assessing Adoptability of Citizen-Focused e-Government Initiatives in Developing Countries: the Case of Tanzania; Exploratory Phase Results

Jim Yonazi, Henk Sol and Albert Boonstra
University of Groningen, The Netherlands

Abstract: Citizens' adoption of e-government initiatives is a key element towards successful implementation of e-government projects. Understanding the factors that may potentially influence citizens' adoption of e-government plays a key role when developing government electronic services for the public. Such an understanding allows informed planning for, designing, and deploying of initiatives that citizens are more likely to adopt.

Limited studies have been cited to study factors influencing citizens' adoption of e-government initiatives from developing countries, specifically from Africa. This may lead, for example in the African world, to designing and implementing e-government initiatives with limited understanding of the deployment context. Such a limited understanding may potentially contribute to the failure of e-government projects in developing countries.

This paper presents preliminary emerging issues from an ongoing inductive study, being conducted in Tanzania, a developing country. The emerging issues suggest that the adoptability of the citizen-focused e-government initiatives is determined by four main themes: 1) government preparedness, 2) citizens' preparedness, 3) adequacy of access-facilitating infrastructure, 4) service intrinsic issues. An attempt will also be made to organise these themes into a framework for assessing citizen-focused e-government initiatives in developing countries. The paper contributes in the e-government adoption literature by paper extending the adoption research and bringing up ideas from a developing African country. In addition the paper attempts to propose a working tool for e-government practitioners in such countries.

The grounded theory approach was adopted as the main research strategy; however, at the empirical level five main activities were designed. These include 1) general literature review to familiarise the researcher with the e-government adoption research area; 2) exploratory study for understanding the context and identifying general e-government adoption factors; 3) organizing the factors into framework, 4) in-depth case study research to refine the framework, and 5) Framework testing and refinement.

Keywords: e-Government, adoption, developing countries, Tanzania

Competent Electronic Participation Channels in Electronic Democracy

Dimitrios Zissis, Dimitrios Lekkas and Anastasia-Evangelia Papadopoulou

Department of Product and Systems Design Engineering Syros Greece

Abstract: Electronic Democracy is appearing in political agendas across countries and borders. This paper refers to electronic participation channels implemented to digitalize decision processes in an electronic democracy. Electronic participation includes the sub processes of information acquisition and formation of an opinion. The function of efficient electronic participation in electronic democracy is crucial and indispensable. Electronic Democracy provides citizens with the opportunity to engage efficiently in democratic processes. Current technology can be perceived as an evolution of traditional communication linkages between political representatives and citizens. These can provide an “extensive library” of information and a “meeting point” for political debate. A surplus of existing technologies provides the means to enhance the unidirectional and bidirectional communication paths between citizens and involved political entities. Such a technological deployment though must meet a number of requirements ranging from usability issues to electronic security. An in depth analysis and review of social and technical requirements of such channels is provided in this paper. Solutions are presented which meet previously identified needs and through their comparison the fulfilment of the requirements will be met. This papers objective is to identify the custom design for efficient and competent electronic participation channels in electronic democracy. This goal will be achieved through a comparison of the current technological tools used in e-participation, called e-methods. For each one of these e-methods a SWOT analysis will be provided, listing the Strengths, Weaknesses, Opportunities and Threats, that this particular tool may have. Eventually a comparison is made after the establishment of criteria regarding many aspects such as: security, privacy, accessibility, user’s or developer’s viewpoints. Proficiently deployed technological infrastructures which enhance the bidirectional communication pathways will lead to engaged and better informed citizens, and evidently to a stronger democracy. Findings of this paper should be considered by parties interested in deploying electronic democracy infrastructures and fellow researchers in the field.

Keywords: e-Democracy, e-voting, e-participation, e-methods comparison