

The Proceedings of the 11th European Conference on eGovernment

Faculty of Administration,
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Slovenia

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Edited by
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University of Ljubljana

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Preface

These proceedings represent the work of presenters at the 11th European Conference on e-Government (ECEG 2011).

The Conference this year is being hosted by the Faculty of Administration, University of Ljubljana, Ljubljana, Slovenia. The Conference Chair is Professor Maja Klun and the Programme Co-Chairs are Mitja Decman and Tina Jukić, all from the University of Ljubljana.

The opening keynote address is given by Dr. Aleš Dobnikar, E-Government and Administrative Processes Directorate, Ministry of Public Administration, Slovenia.

This Conference brings together practitioners and researchers in the area of e-Government from some 40 different countries. 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 192 abstracts, after the double blind, peer review process there are 74 papers published in these Conference Proceedings. These papers represent research from countries including Australia, Austria, Belgium, Brazil, Canada, Czech Republic, Egypt, Estonia, Finland, France, Germany, Greece, India, Ireland, Italy, Jordan, Latvia, Luxembourg, Macao, Malaysia, Mexico, Norway, Poland, Romania, Russia, Saudi Arabia, Serbia, Slovenia, South Africa, Spain, Sweden, Taiwan, Tanzania, Thailand, The Netherlands, Turkey, UK, USA and Zimbabwe. This will ensure a very interesting two days.

I hope that you have an stimulating conference, and enjoy your time in Ljubljana.

Maja Klunm, Mitja Decman and Tina Jukić
Co-Programme Chairs
University of Ljubljana
June 2011

Biographies of Conference Chairs, Programme Chairs and Keynote Speakers

Conference Chair

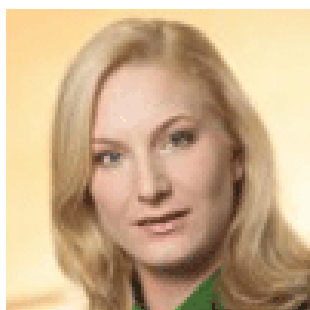
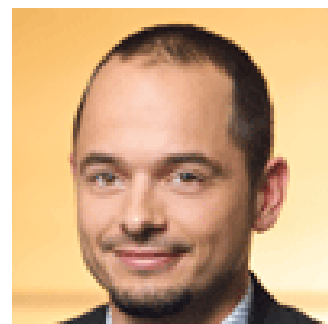


Maja Klun is a vice-dean for Scientific and Research Activities at the Faculty of Administration, University of Ljubljana. Holding her first, master and Ph. D. degrees in economy from The Faculty of Economics, the Ljubljana University, her main theoretical and professional experience is in the field of Public sector Economics and Taxation System. She is an Assistant Professor at the Faculty of Administration, teaching at both the

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Programme Chairs

Mitja Decman is a Senior Lecturer in Informatics and Information Systems in Public Administration at Faculty of Administration, teaching at undergraduate level. He holds a first and master degree in Computer and Information Science, from the Faculty of Computer and Information Science, and a Ph. D. in Administration Science from the Faculty of Administration. His project and research work includes: development of information systems, benchmarking systems, digital preservation, information security, e-government, e-governance, web 2.0 and others.



Tina Jukić is a researcher and PhD student at Faculty of Administration, University of Ljubljana, Slovenia, where she also completed her master's degree. Her research is currently focused on ex-ante and ex-post evaluation of e-government projects, but she has been and still is active in other fields of e-government research as well (e.g. measuring e-government user satisfaction, e-democracy, evaluation of e-government development etc.). She is

collaborating on several national and international e-government-related projects, and same holds for her publications.

Keynote Speakers

Dr. Aleš Dobnikar is Director-General of the e-Government and Administrative Processes Directorate at the Ministry of Public Administration of the Republic of Slovenia. He is also a senior assistant in the Department of Intelligent Systems at the Jožef Stefan Institute, the biggest technological institute in Slovenia and an assistant professor of strategic management, development of modern systems and the field of information-communication technologies at the University of Primorska. He is a member of several national, European and international bodies and associations and a leader or member of many international teams, including the Centre for eGovernance Development in South East Europe (CeGD) Supervisory Board. He is the author of numerous expert and scientific articles and books. He earned his doctorate degree in 1997 from the Faculty of Electrical Engineering, University of Ljubljana.



Mini track chairs



Christian Breitenstom works as software architect with focus on privacy enhancing technologies and enterprise applications. Among his projects were the central news system for the German government (BPAVIS) and the distributed information system of the German police (INPOL). With Fraunhofer FOKUS he developed the Electronic Safe for Data and Documents as trustworthy e-Government infrastructure. As OMG certified professional Christian trained software engineering teams in modelling and JEE technologies.

Tom Collins lectures in International Tax and Advanced Tax in the B.A. (Hons.) in Applied Taxation and in Wealth Management for the MSc (Computational Finance) at the National Centre for Taxation Studies, University of Limerick. Tom has over 25 years experience with Big-4 tax practices in Ireland and New Zealand. Prior to joining the University of Limerick, Tom was a Tax Director with Deloitte specialising in international tax, real estate and wealth management. Tom is NCTS director since September 2009.





Mila Gascó holds a Ph. D. in public policy evaluation and a Master in Business Administration. She is a researcher at the Institute of Governance and Public Management of ESADE as well as an associate professor at both the Open University of Catalonia and the Pompeu Fabra University. She also has a lot of consulting experience on the information and knowledge society. Her main interests are related to public policies that allow the

transition of a society to the so-called knowledge era (in particular, e-government and e-governance), to the use of ICTs for human development and to public policy evaluation.

Carlos Jiménez is a Computer Engineer and holds a diploma on Information Systems Management. He is finishing his MSc. on the Information Society. He is in charge of the change management of the e-Justice project sponsored by the Information Systems Service of the Justice Department of the Autonomous Government of Catalonia. His main interests include information systems, e-governance, and interoperability. In these areas he has and carried out international training and consulting work for important organizations worldwide such as CLAD, the Government of Brazil, the Externado University of Colombia or the Pompeu Fabra University in Spain.



Zaigham Mahmood is a Principal Researcher and Reader in Applied Computing in the School of Computing and Mathematics, University of Derby, UK. He has an MSc in Mathematics, an MSc in Computer Science and a PhD in Modeling of Phase Equilibria. He is also a Chartered Engineer and a Chartered Information Technology Professional. Zaigham has in excess of 50 publications in proceedings of international conferences

and journals as well as chapters in books. He is also Editor-in-Chief of Journal of E-Government Studies and Best Practices. His research interests are in the areas of software engineering, project management, enterprise computing and e-government.



Pat Molan is a Principal Officer with the Irish Revenue Commissioners and Limerick District Manager. Pat has worked with Revenue for almost thirty years having worked in a number of government departments previously. Pat has been centrally involved in the delivery of new and innovative IT solutions that have helped transform the Irish Revenue Commissioners into an organisation that is

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Marie-Therese Christiansson, PhD, is an Assistant Professor in Information Systems at Karlstad University in Sweden. Her research interest covers process oriented driven business- and system development. Focus in her research is a co-production in an established network for practitioners, in private as well as public organisations, with interest in knowledge development and lightweight process methodologies.

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Liam Church is president and CEO of Escher Group Ltd. During his 22 year career in the postal system, he has been responsible for numerous, large-scale business and IT projects. He has considerable expertise in the use of technology to manage change, to drive business growth and to help accelerate profitability in postal organizations.

Duncan Cleary Senior Statistician in Revenue, Ireland, based in the Research and Analytics Branch; specialising in the application of Knowledge Discovery/ Data Mining methodologies and their application in the Irish Tax & Customs Authority, using predictive analytics, customer segmentation, real time risk analyses, large scale surveys, social network analysis, spatial analyses, time series and evidence based experiments.

Grazia Concilio- Degree in Engineering, PhD in Evaluation Methods for the Integrated Conservation of Architectural, Urban and Environmental Heritage, assistant professor in Urban Planning at the Polytechnic of Milan and author of several articles. Research work mainly developed around the implementation of methodologies and techniques of knowledge representation and management for decision-making in spatial planning.

Anne Corbett has worked for the Irish Revenue Commissioners for over 25 years and has extensive experience in a wide range of areas and roles. Currently she is involved in comprehensive audit (Corporation Tax, PAYE, VAT, CGT) with responsibility for the audit of high worth individuals, professionals and large companies. She also has a particular focus on anti-avoidance issues and her job entails sourcing and investigating such issues, schemes, and risks. She has recently completed an Honours Degree course in Applied Taxation with the University of Limerick.

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Magdy El-Hennawy is the project manager for the Family Card System in MSAD. Meanwhile, working as a lecturer in the Higher Institute of Computer Science & Information Technology, El-Shorouk Academy. Before, since 1978, working as chief of the System Engineering team, deputy manager then manager of software development center specialized in mission critical software systems.

Nuša Erman graduated from the University of Ljubljana's Faculty of Social Sciences (social informatics) in 2007. Most of her research is focused on social network, citation, and scientific network analysis (mostly in e-government domain). She collaborates with Faculty of administration as a young researcher and an assistant in the field of Informatics.

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Evaluation of eGovernment Implementation at Federal, State and Local government Levels in Malaysia

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Abstract: The Malaysian Government has been implementing eGovernment initiatives since 1997. One way that the government can demonstrate physically to meet public demands for greater transparency and accountability is to offer online services and products through the EGovernment websites or portals. The eGovernment websites at Federal government, State government and Local government levels vary from one another considerably in terms of their technological design as well as their contents. For the purpose of measuring the generic aptitude of the State, Federal and Local government authorities to employ eGovernment, the Web Presence Measurement Model employed by the United Nations for the Global EGovernment Survey 2003, was used to evaluate the websites. Evaluation of MyGovernment, the Malaysia's Government official portal,¹³ State government websites as well as State agencies websites and 145 local government authorities websites was conducted. The study was able to identify the current state of maturity of EGovernment websites and the stage of fitness of those websites in the cyber space. It was found that the portal, MyGovernment was far ahead in term of sophistication, followed closely by the websites of the Ministry of Agriculture and Agro-Based Industry and the Ministry of Tourism. The websites of all the State Governments in Malaysia are fairly good but the State Agencies websites have several deficiencies especially in incorporating the EGovernment applications such as E-procurement in their websites. At the Local government Authorities level the implementation of eGovernment is fairly good for those in rich States such as Selangor while those in poor States such as Sabah they are deficient in several aspects such as the absence of online payment, e-Procurement and online application in their websites. This sort of indicate that local government authorities with money to spend can develop their websites/portals to a sophisticated level of maturity while other less fortunate States could only provide the barest minimum for their websites/portals as in the case of Sabah.

Keywords: eGovernment, Malaysia, state government, local government, website evaluation

ICT Education and Access: As Strategies to Generate and Distribute eGovernment Content

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Abstract Low-level citizens' education and adoption of Information and Communication Technology (ICT) is a common problem in both the developed and developing countries. EGovernment, which is defined as the application of ICTs to improve the activities of government, is widely seen as a means to promote efficiency of the government activities and services. In eGovernment context, the citizens play a vital role in the success of eGovernment services, initiatives, plans, strategies, and overall activities. This can be achieved if citizens are well educated in ICT and have wider access to ICTs. Furthermore, ICT, as a new and supporting tool to improve eGovernment, should be accessible in social places aside from home and work. The goal is to increase and widen citizens' access to ICTs regardless of age, gender, profession, income, education, ethnicity, and religion. On the other hand, proper and adequate ICT education in schools, universities, and public and private organizations should be offered to citizens and encourage them to utilize and take advantage of ICTs in their everyday life. The purpose of this paper is to study the following two factors and their impact on eGovernment: Citizens' wider access to ICTs, and citizens' ICT education. We will attempt to find out if these factors have an impact on generating and distributing eGovernment content. In this study we have investigated the various ways of ICT education and how to widen citizens' access to ICT. We will evaluate if these two factors can work and contribute to greater success in regard to generating and distributing eGovernment content. Through a comprehensive review of the relevant literature, and using both the qualitative and quantitative research approaches, the main result of the study showed that citizens' ICT education and the expansion of citizens' access to ICT both have an essential impact on generating and distributing eGovernment content.

Keywords: ICT, ICT education, citizen government, eGovernment

The Role of National Culture on Citizen Adoption of eGovernment websites

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Abstract: Increasingly governments around the world have realized the imperative of providing the public with not only improved government information and services but also improved public governance, transparency and accountability through eGovernment services. However, many governments still face the problem of low level adoption of eGovernment websites. It is because the issue of eGovernment adoption is complex and multi-dimensional in nature. In consequence, it must be carefully addressed not only from technological perspectives but also from social, cultural, and organizational perspectives. The business case for developing sustainable successful eGovernment initiatives critically depends on our knowledge and understanding of how to increase citizen adoption of eGovernment websites. A review of the literature, however, shows that much of extant eGovernment research has focused on eGovernment adoption in developed countries. In consequence, little is known about national cultural factors that may influence eGovernment adoption in developing countries. This knowledge gap is particularly apparent in Jordan. Therefore, the objective of this paper is to examine national cultural factors that may influence citizen adoption of eGovernment websites in this culturally different part of the world. We developed an integrated model by extending the technology acceptance model (TAM) with Hofstede's national culture dimensions, which is used to evaluate the impact of national culture on eGovernment adoption in this paper. Based on survey data collected from a total of 197 Jordanian citizens, evidence shows that while two cultural dimensions: power distance and uncertainty avoidance had significant impacts on citizens' intention to adopt eGovernment, the other three cultural dimensions: individualism, masculinity, and long-term orientation had no discernible impacts. The results also indicate that perceived usefulness, perceived ease of use, attitude are significant indicators of citizens' intention to use state government services online.

Keywords: eGovernment adoption, technology acceptance model, culture, Jordan

A Framework for Transitioning to Mobile Government

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Abstract: Over the past decade, many Governments have moved towards providing services to their citizens via the web, with varying degrees of success. This paper reports on research concerning the transition from eGovernment to mobile government (m-Government). This research contributes to the field by developing a successful m-Government framework as a basis for a transition methodology, either from eGovernment to m-Government or directly to m-Government. Transitioning from eGovernment to m-Government requires an investigation of the integration process between eGovernment and m-Government. We need to examine all the pressures and obstacles that hinder the transition process, as well as those that determine m-Government success factors. Such obstacles and success factors differ between nations, such as a nation's technological and information infrastructure, mobile device penetration and acceptance, public and social pressures, and security. Finally an m-Government initiative is required. Yet mobile government, despite its potential, has not reached anticipated adoption levels. The main aim of this study is to discover what is needed to improve the adoption and implementation of mobile government systems. Specific objectives proposed to achieve this aim include: a) identifying all the factors that may influence the adoption and implementation of mobile services, b) integrating such factors and relations between them in a framework, and c) providing specific recommendations and guidelines in all the various perspectives. Case Studies was the methodology employed to fulfil these objectives. A qualitative approach was found to be most suitable to this study, and open ended Web survey questions, as well as various kinds of interviews, including email, face-to-face, and phone, were used to obtain detailed, in-depth information from industry and user participants. A total of nine such studies were carried out in Australia, the United Arab Emirates and Jordan. Interviews were recorded and transcribed, and all the material was analysed using nVivo, a qualitative data analysis (QDA) computer software package. The final contribution of this study is an adaptive theoretical framework that explains the specific factors that influence the adoption, diffusion and implementation of mobile government systems.

Keywords: mobile, electronic, government, success factors, framework

The Stages of eGovernment: Correlation Between Characteristics That Affect eGovernment System

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Abstract: It is clear that the stages of eGovernment are the central point and significant issue of eGovernment system. The stages of eGovernment can be represented in different ways. Through a review of the normative literature in the field of e-government, it appears that there is a lack of studies that discuss the use of the stages of eGovernment as criteria to make correlation between different characteristics that affect the eGovernment system. This paper, therefore, focuses mainly on discussion of correlation between different characteristics that affect eGovernment in light of stages of the eGovernment system. Furthermore, this paper discusses the comparison between traditional and electronic government services, and the tool of delivering eGovernment services.

Keywords: stages of eGovernment; criteria; characteristics

Social Media in European Governmental Communication

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Abstract: Since 2005 the phenomenon called “Web 2.0” or “Social Media” has been growing rapidly, with services gaining more and more users every month. Social Media platforms provide room for users to express and present themselves, create and share content and communicate with each other. As using Social Media has become an everyday task for a part of the world’s population, organizations both commercial and non-profit are beginning to take part in the online discussions. They leverage Social Media to reach their stakeholders directly. Many are very successful at that, learning from their stakeholders, building trust and securing their market position. While the success of economic organizations in Social Media communication increases, most European governments seem to ignore this new form of communication. Politicians campaigning for elections try to leverage the possibilities of Social Media which include word-of-mouth marketing, bi-directional communication, a higher level of trust among users, cost-efficient use of various platforms, and viral distribution of content. After the elections, however, many politicians’ Social Media accounts stay silent. On the other hand, political protests and initiatives are commenced and spread very successfully with the help of Social Media tools. They form a strong counterpart to governmental content on Social Media. In order to aid governments in using Social Media as a new communication channel, this paper provides a conceptual process model for

a communication strategy. The objectives of this strategy are building trust, encouraging dialogue, reaching the online-savvy segment of citizens, and encouraging citizen participation. After a basic definition of Social Media, the use of Social Media platforms and the implementation of Social Media functionalities by European governments will be analysed to give an overview on the current political Social Media communication state of the art in Europe. The analysis is based on a conceptional process model which will also be the basis for recommendations for the optimization of Social Media communication on a governmental level provided in the final section of this paper.

Keywords: social media, governmental communication, Europe, youth, citizen participation

The Provision of eGovernment Services: The Case of Italy

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Abstract: Using data from 1,176 Italian municipalities in 2005, we identify factors associated with the development of eGovernment services supplied by local public administrations (PAs). We show that the combination of internal competencies and context-specific factors is different when explaining decisions to start eGovernment activities vs. the intensity of such activities. Municipalities involved in eGovernment are larger, carry out more in-house ICT activities and are more likely to have intra-net infrastructures than PAs that do not offer front office digitized services. They are also generally located in regions having relatively large shares of firms using or producing ICTs, where many other municipalities offer digitized services, and where population density is relatively low. The range and quality of eGovernment services supplied by local PAs tend to increase with their stock of ICT competencies, their efforts to train workers, and with their ability to organise efficient interfaces with end-users. Moreover, there is a correlation between the range and quality of eGovernment services offered and the broadband infrastructure development in the area where local PAs are located.

Keywords: innovation system, dynamic capabilities, technology adoption, electronic government, innovation in services, two-part model

Pan-European eGovernment and eHealth Services in Slovenia

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Abstract: In 2009 we conducted a study on pan-European electronic government services that concentrated on eGovernment and eHealth. First, qualitative interviews were performed to determine key areas of priority and essential problems in this area; for a small country such as Slovenia, not all topics may be equally relevant. In addition, a telephone survey was conducted in individuals between the ages of 18 and 75 years. Not surprisingly, the respondents showed the most interest in pan-European eHealth services, remote access to health data, and in certification of education - the process of obtaining degrees (in that order). The least interest was shown in the establishment of online enterprises, and for the recognition of Slovenian public administration certificates in European Union member states (and vice versa). However, the interest for e-services in the realm of public administration is quite high. This interest in public administration services is connected to age (younger respondents show less interest) and employment status (students and the retired show less interest than do the employed and unemployed). The interest for public administration e-services is therefore linked to specific life situations. Accordingly, it is not surprising that interest is higher among those who most frequently travel to other EU countries. As for the use of public administration services in other EU countries, it is not very frequent – less than a tenth of respondents used it, more than half of them online. The countries where respondents most frequently use these services are Germany, Italy, and Austria. Considering the frequency of use, the order is reversed: Austria is in first place, then Italy and Germany, which shows that Austria has achieved the highest level of development of public administration e-services. In comparison to similar research undertaken by Capgemini worldwide, our survey showed a higher level of interest for electronic managing health insurance, recognition of education or other qualifications, and recognition of marriage and birth certificates. Among the respondents who lived abroad a month or longer, the interest for e-public administration domains in general is higher than for the respondents in the Capgemini survey. An exception is in the tax field, in which our respondents are less interested than the Capgemini respondents.

Keywords: pan-European services, eGovernment, eHealth

Enhancement of Public Service Effectiveness by Partially Automating Service Request Paper Forms Using Citizen ID Smartcard

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Abstract: Since the year 2004 Thai citizens older than 15 years old are required to have citizen identification card by law to certify his/her citizenship. Thai citizen ID card has a microchip as a secured personal information storage called smartcard. The information can be retrieved electronically by using standard ISO 7816 compliant smartcard reader. Traditionally in order to access public service, citizens need to fill out service request paper forms. The form details include personal information which is stored in the card. The idea is to enhance the effectiveness of existing public service without or with less change of practice by utilizing the information in the card. A number of local governments involved in the project to providing more effective service to their people. The results indicate that using citizen ID smartcard enhance public service efficiency in local government. It reduced time used in filling out service request form and reduced time consumed by service record.

Keywords: smartcard, citizen ID card, eGovernment, public service effectiveness

Development of User Authentication for web Application Sign-on Mechanism Using Oasis SAML Standard With Thai Citizen ID Card

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Abstract: This paper presents a personal authentication sign-on mechanism using oasis SAML standard with citizen ID smart card. In Thailand a number of web application style online public service have been developed to serve a better service for citizens. The most frequently used user authentication mechanism is password. The users need to remember their unique password. And for security reason they may need to change their password periodically. If single sign-on solution is not deployed they may need to remember a number of different passwords for different system. It is not

effective for the real situation user authentication methodology. However single sign-on solution need to be open-standard, product neutral and developer independent to allow widely deployment. The Organization for the Advancement of Structured Information Standards (OASIS) has developed SAML standard which can be used as an open-standard for sign on mechanism. In addition since the year 2004 Thai citizens older than 15 years old are required to have citizen ID card by law to certify his/her citizenship. Thai citizen ID card has a microchip as a secured personal information storage and personal authentication device called smartcard. In this paper we proposed the user authentication sign-on mechanism using oasis SAML standard with Thai citizen ID card. We developed software system based on this proposed mechanism. This prototype development software has been used in a number of government agencies in order to enhance the effectiveness of public service.

Keywords: online service, single sign on, user authentication, citizen ID card

A Pilot Development of PKI Digital Signature on Electronic Correspondence Letter by Using Citizen ID Smartcard

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Abstract: Since 2006 among Thai government agencies, official correspondence letters electronic interconnections have been developed under national electronic government interoperability framework or e-GIF. The project involved more than 40 ministerial departments and more than 15 electronic document software developers. The official letter was signed on the paper using pen. Then it was digitalized using scanner, and then is sent to destination agency electronically by using national standard XML schema. In 2001 electronic transaction act was announced allowing digital signature can be legally used in electronic documents. Since the year 2004 Thai citizens older than 15 years old are required to have citizen ID by law to certify his/her citizenship. Thai citizen ID card has a microchip as a secured personal information storage called smartcard. It also has PKI signature function that can be activated to create digital signature on electronic documents. The idea is that to adapt PKI digital signature on electronic official correspondence letter by using PKI function on Thai citizen ID card. Four ministries involved in this pilot development projects using smartcard in digitally signing of official electronic letters. The findings show that change management of existing business process and culture becomes significant even though the project seemed to be technically successful.

Keywords: citizen ID card, digital signature, smart card, government document

Development of Electronic Correspondence Letter Time-Stamping Service Using Oasis Digital Signature Services

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Abstract: Since 2006 among Thai government agencies, official correspondence letters electronic interconnections have been developed under national electronic government interoperability framework or e-GIF. The project involved more than 40 ministerial departments and more than 15 software developers. In the correspondence sending and receiving process, time-stamping and its reliability become significant. In 2001 electronic transaction act was announced promoting digital signature can be legally used in electronic documents. The computer crime act B.E. 2550 requires that servers synchronize with a public time server and maintain precision. The Organization for the Advancement of Structured Information Standards (OASIS) has developed the Digital Signature Services (DSS) standard to let administrators control centralized digital signature systems. In this paper we proposed the development of electronic correspondence letter time-stamping service using the DSS standard.

Keywords: citizen ID card, digital signature, timestamp, government document

Framework Guidelines to Measure the Impact of Business Intelligence and Decision Support Methodologies in the Public Sector

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Abstract: Public Administrations started exploiting decision support systems (DSS) only in (very) recent times with respect to the private sector where such systems have been used for long time to improve decision making activities (e.g. the DSS and Business Intelligence realm). Service efficiency and effectiveness improvement are the expected results of DSS exploitation, together with increased value for stakeholders. The adoption of DSS in the public sector raises some questions: how to identify the areas where DSS introduction could greatly improve service quality and how to measure the resulting added value? The paper will provide a literature review supporting the authors in identifying the key factors influencing DSS value generation in

the public sector. An evaluation model will be sketched including a detailed set of dimensions. This paper aims at providing the ground for building an evaluation methodology for assessing DSS adoption and exploitation in the context of public sector and public service provision.

Keywords: business intelligence, decision support systems, public administrations, public sector services, added value measurement

Avoiding Disasters – Ensuring PKI-Service Availability

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Abstract: Public-Key Infrastructures have become critical infrastructures. A breakdown of such a critical infrastructure would have disastrous consequences. This paper describes our research work that focuses on enabling transferability of such services, designing a framework and creating a prototype implementation for the design.

Keywords: public-key infrastructures, critical infrastructures, emergency CA services

Achieving Optimum Balance in the Simplification of tax Compliance Obligations for Business Customers and Management of Compliance and Collection Risks by Revenue

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Abstract: Governments and Revenue administrations worldwide strive to simplify tax administration. This paper examines whether the Irish Revenue authorities have achieved the optimum balance in relation to business customers between easing their filing and payment obligations relating to fiduciary taxes on the one hand and managing risks to compliance and collection by Revenue in respect of these taxes on the other. It focuses on advances made in the past decade to progress the wider simplification agenda, focusing in detail on the advancement of administrative arrangements in respect of three business taxes – Employers' payroll taxes, VAT and Relevant Contracts Tax - and also considers what further possibilities exist and merit consideration both for these specific taxes and the wider simplification agenda. Advancement of the wider agenda in tax systems in developed countries is a continuous process. It necessarily requires having a balanced approach between simplification on the one hand and management of compliance and collection risk on the other. What is arguably

the most challenging is simplifying the tax code or tax design. Taxes that are sensibly constructed are cheap and easy to operate tend to be easier for taxpayers to understand and pay. Continued examination and reshaping of existing tax administration is required to make it as easy as possible for taxpayers to meet their obligations in terms of information provision and compliance. In many countries such simplification has been achieved in an ad-hoc rather than a strategic way. Additionally there is limited evidence of it being championed amongst administrations and an argument can be made that such an approach ought to be taken. Measuring the real cost to business of tax administration in meeting compliance obligations is something that needs to be examined as part of determining what needs to be done to attain optimal balance. Consultation with taxpayers and their representatives, continued use of analytics, risk management tools, and the electronic medium are all key in furthering the simplification agenda in Revenue administrations.

Keywords: simplification, collection, administration, risk

Risk Management in a Cooperation Context

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Abstract: One-Stop Shop for Production Activities (SUAP) is the solution Italian Government has chosen to adopt, since 1998, in order to make it easier doing business. However, despite more than ten years of efforts, the ranking of Italy among the countries that have facilitated going into business have not improved over the past years. Thus, in 2010 the Italian Government decided to further simplify the procedures by turning the current legislation from the traditional ex ante authorization regime into an ex-post controls regime. Under this new regime, all the required controls have to be operated within a fixed time interval defined by the law. Most often these controls have to be operated by different public agencies, thus determining two main problems: (a) the agencies involved should cooperate in order to make the controls efficient and effective; (b) since these agencies usually suffer from a chronic lack of resources, the only way to safeguard the public interest is by identifying, through a careful analysis of the potential risks involved, what controls really need to be made. In the paper I will consider how the public agencies involved in the functioning of the SUAP can satisfy the requirements determined by the new Italian legislation, by resorting to a form of inter-organizational risk management. In the first section of the paper, I will first provide a full explanation of the Italian model of SUAP and the recent changes in the Italian legislation concerning its functioning, and then I will show why the current regime of ex-post controls requires the SUAP to implement an adequate risk management system. In section 2 I will consider the Team Risk Management (TRM) model that has been originally developed

to manage risks in software-dependent development programs involving different organizations. In section 3, I will show how a slight revision of the TRM model can be integrated within the SUAP's workflows to help all the public agencies involved to cope with the requirements stated by the new Italian legislation concerning starting, transforming or closing a business. Finally, I will discuss what conditions different public agencies should satisfy in order to implement an effective and efficient inter-organizational risk management system.

Keywords: risk management, One Stop Shop, inter-organizational cooperation, interoperability

The Effect of User's Satisfaction of web Security on Trust in eGovernment

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Abstract: The way that Web security has been managed by the government will influence user's satisfaction and intention toward using web and trust in the government. The purpose of this research is to link user's satisfaction with web security in eGovernment and trust in government; that is, it aims to study the relationships among user's satisfaction, trust and government. The main question is "does user's satisfaction of web security in eGovernment influence user's trust in the government?" The research explores the status quo of web security in government, and studies user's satisfaction of web security which influences user's trust in the government. The research focuses on the investigation of users' satisfaction and trust of web security via the method of questionnaires applied the structural equation modeling (SEM) to analyze users' trust in the use of web security. The statistic method is applied LISREL 8.54 to analyze questionnaires' data. This research shows that the precursors of user intent to trust web security are multidimensional (i.e., ease of use, perceived usefulness, attitude and satisfaction) and identifies their critical influences on realizing government web security. These two dimensions are interwoven, and one must not focus exclusively on any single factor in assessing overall intention toward trust eGovernment.

Keywords: eGovernment, satisfaction, service quality, trust, the structural equation modeling

A Common Process Model to Improve eService Solutions - the Municipality Case

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Abstract: This paper describe a model for working on business processes as a result of a co-production between Karlstad University and Karlstad municipality, in the Smart Cities project focusing on eGovernment and eServices in the North Sea Region Programme of the European Union. The co-production began in February 2009 with an action research approach to develop a Common Process Model (a light-weight process methodology) to support the municipality in thinking, describing and improving business processes in a uniform, focused and reflective way. The co-production process was based on a close relationship, openness and willingness to learn and share in a large number of informal meetings, workshops, structured and unstructured interviews, as well as working together with analysis and outcomes of the project. The contribution of this paper is to present the building blocks in a Common Process Model and their implications in eService development. At the core of the process methodology is a set of values, concepts, a modelling structure, roles, directives, guidelines and templates to be able to identify, measure and improve business processes and eService solutions.

Keywords: co-production, lightweight process methodology, eGovernment, eServices

Measuring Performance of eGovernment to the Disabled: Theory and Practice in Taiwan

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Abstract: Taiwan's eGovernment programs have been formulated to improve the quality of government services. The success of eGovernment programs depends on a robust performance assessment that provides a valuable understanding of the impacts of individual projects on stakeholders, including citizens, government employees, businesses, and minorities. In this paper, we emphasize the importance of a citizen-centric approach and propose key indicators for measuring eGovernment programs. We examine the antecedents of the impact assessment of eGovernment in the context of an integrated model. The model incorporates a wide variety of important factors from previous research into a theoretical framework. In 2010 with the assistance of the Research, Development and Evaluation Commission,

Executive Yu, we conduct an online survey and made detailed impact assessments of a Government to the Disabled (G2D) program in Taiwan. 5,895 members of three major non-profit organizations for the blind were invited to complete the online questionnaire. The main foci of the questionnaire are project impacts (including cost savings, benefits, and satisfaction), program quality (including program scope, marketing strategy, and social inclusion), web quality (including system quality, information quality, and service quality), user satisfaction, and public trust. This paper presents the results of the survey and summarizes the key findings from the impact assessment of the web accessibility program. The lessons from this study will help us identify the key factors affecting the success of eGovernment and pave the path for future eGovernment initiatives.

Keywords: eGovernment, performance evaluation, impact assessment, web accessibility, disabilities

Predictive Analytics in the Public Sector: Using Data Mining to Assist Better Target Selection for Audit

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Abstract: Revenue, the Irish Tax and Customs Authority, has been developing the use of data mining techniques as part of a process of putting analytics at the core of its business processes. Recent data mining projects, which have been piloted successfully, have developed predictive models to assist in the better targeting of taxpayers for possible non-compliance/ tax evasion, and liquidation. The models aim, for example, to predict the likelihood of a case yielding in the event of an intervention, such as an audit. Evaluation cases have been worked in the field and the hit rate was approximately 75%. In addition, all audits completed by Revenue in the year after the models had been created were assessed using the model probability to yield score, and a significant correlation exists between the expected and actual outcome of the audits. The models are now being developed further, and are in full production in 2011. Critical factors for model success include rigorous statistical analyses, good data quality, software, teamwork, timing, resources and consistent case profiling/ treatments. The models are developed using SAS Enterprise Miner and SAS Enterprise Guide. This work is a good example of the applicability of tools developed for one purpose (e.g. Credit Scoring for Banking and Insurance) having multiple other potential applications. This paper shows how the application of advanced analytics can add value to the work of Tax and Customs authorities, by leveraging existing data in a robust and flexible way to reduce costs by better targeting cases for interventions. Analytics can thus greatly support the business to make better-informed decisions.

Keywords: tax; predictive analytics; data mining; public sector; Ireland

Citizen Participation in Urban Planning: Looking for the “E” Dimension in the EU National Systems and Policies

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Abstract: This paper maps the EU27 national urban planning systems according to the provisions for citizens involvement at various stages of the decision making process. It also analyzes the scope and potential for ICT implementation in support to public participation as framed within the existing EU and Member State legislative and regulatory framework. To this end, it briefly overviews a variety of recently established methods and tools in a number of European countries. The common traits and the current gaps of a prospective European Union-wide (EU), Electronic (E), participatory governance model in the domain of spatial planning are introduced and assessed.

Keywords: eParticipation, spatial planning, territorial development, strategic environmental assessment, participatory governance

Social Media and Local Government in England: Who is Doing What?

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Abstract: This paper presents research on the use of social media by English local authorities. It presents quantitative data on the extent to which unitary authorities in England use social networking services such as Facebook, Twitter and YouTube to communicate with interested parties. A more qualitative analysis is carried out on a sample of the bodies in terms of the types of information they are pushing out through these services. The research presented in this paper shows a considerable range in the usage of social media by these bodies and raises interesting questions about why this might be the case. The paper provides some tentative answers to these questions and offers practical advice to local authorities wanting to better understand this area and how it might help them in their relations with the communities they serve.

Keywords: social media, local government, eGovernment, web 2.0

Electronic Health Records Management and Preservation: The Case of Slovenia

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Abstract: This paper presents and discusses the technological possibilities that information technology (IT) offers within the health sector, focusing on health information technology (HIT), electronic health records (EHR), personal health records (PHR) and practice management systems (PMS). The current development in this area in the world shows that this topic is important and is included in the strategies, policies and plans of many countries, in some places even being pushed to the obligatory level. Consequently, there is a huge interest within the private sector for development and marketing of products that cover this area. Governments also therefore include the private sector in the strategic planning of solutions that can integrate different networks of public administration, particularly in the health sector. As is always the case and particularly here, because of the many players involved, these projects cost a lot of money, causing sceptics and critics to question the reasonableness, usefulness, ROI and similar topics. Slovenia is no exception in this area, in both positive and negative sense. Slovenian health reforms include the development of integrated health systems costing over a hundred million Euros, and many health practitioners in Slovenia lack internet connections, modern IT equipment, etc. Empirical research regarding the Slovenian health sectors, which was carried out in 2011 and is examined within the preliminary analysis presented in this paper, will outline the real situation in this area.

Keywords: e-Health, health information technology, health information systems, electronic health records (EHR), medical health records (MHR), public health services

Sustaining Electronic Governance Programs in Developing Countries

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Abstract: This paper focuses on the challenge of sustaining Electronic Governance (EGOV) initiatives in developing countries to ensure their real impact on the society. While the challenge is well-recognized in the international development community, there is little evidence of research that discusses this challenge and how it could be addressed. This paper attempts to fill this gap by presenting a comprehensive approach which directly

addresses the sustainability issues as part of the EGOV development lifecycle, and demonstrates how this approach was applied in a real-life project context in Afghanistan, aimed at addressing country-specific EGOV sustainability challenges. In view of this experience, the paper also discusses the adequacy of the approach to meet a range of sustainability challenges, with concluding remarks to guide developing countries in their endeavors to sustain EGOV programs.

Keywords: electronic governance program sustainability, electronic governance in developing countries, EGOV.* framework, national ownership, stakeholder engagement, institutionalization

Adapting Family Card System by Means of Smart Cards

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Abstract: The Egyptian government has defined policies to provide subsidies to support its citizens. However, there have been obstacles in defining the citizens who truly deserve the subsidies as well as a need to monitor the allocation of funds more closely, and enhance the level of implementation of the process. The smart family card would replace the traditional ration book, which was filled out by hand at the grocery store registered as an outlet for rations and signed by the ration book holder. The system was no longer efficient enough to accommodate the growing population, and documentation was not accurately updated to ensure that subsidized goods were reaching targeted citizens. The new system allowed the registered outlet only replacing goods that have already been claimed by smart card, with all transactions being electronically monitored and documented, thus eliminating waste or illegal transactions. The electronic system for the family card was designed to provide citizens with the services offered by the government; such as pensions and medical insurance as well as subsidized goods or their monetary equivalent. The smart cards can be used at grocery stores authorized to sell subsidized goods as well as at ATM machines. The family card project has provided a comprehensive database of Egyptian families which can be used by decision makers in defining the families in need, as well as tracing consumption levels and patterns across the country. The implementation has resulted in over US\$1,217 Million gross till now in savings through controlling distribution of subsidies. The system takes into consideration the need for constant updates to guarantee the accuracy of information. After in-depth study and analysis it was found to be financially feasible to outsource the project to a private sector company, who would be responsible for the design, implementation and maintenance of the technology related to the project as well as applying high level international standards for data and process security. In this research, Family Card System

has been presented. In section 1, background about MSAD is presented. The case is introduced in section 2. The reason why using smart cards is introduced in section 3. The case is introduced in section 4 covering the operational aspects, the technical architecture, acceptance and development methodologies, then the lessons learned. The encountered obstacles is introduced in section 5. The neat profit from the system deployment is introduced in section 6. The analysis of the system results is discussed in section 7. Finally the conclusions and future work is written in section 8.

Keywords: smart cards, network communications, Information security

Collaborative Network Analysis of two eGovernment Conferences: Are we Building a Community?

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Abstract: In the last two decades, eGovernment research matured into an active scientific field with a number of publication venues, many of them taking form of regular annual conferences. In this paper, we address the central question of whether the active researchers of these different venues converge towards a joint eGovernment research community. To answer this question, we perform a comparative analysis of the collaborative networks of co-authorship relationships between scholars that published papers at the two leading conferences in the field: this one, the European Conference on eGovernment, and the International Conference on eGovernment. Surprisingly, the obtained results show that each conference has built its own relatively stable community, and there are only weak ties that do not really indicate an emergence of a joint eGovernment scientific community.

Keywords: co-authorship network, scientific community, social network analysis

E-Identity, E-Activities and E-Political Participation: How are College Students Embracing the Promise of the Internet?"

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Abstract: The Internet is everywhere from the classroom to the bedroom. Online social networking sites like Facebook, have replaced the local hangouts and the mall for interacting with friends. Virtual communities and the Internet are evolving technologies that are intertwined with every aspect of society. This makes it a focus of interest for sociologists. Neither freedom nor

exploitation is inherently promoted by new technologies. The Internet does harbor dangers but it also offers great promise. Those born into the Internet generation are referred to as "digital natives." Digital communication is "taken for granted" by young people who have grown up with the Internet. Political participation, books, and newspapers have evolved into digital formats that these "natives" feel comfortable using. Full participation in public life will soon require Internet access and competencies. The main domains of the Internet- 1) communication, 2) information, 3) production, and 4) consumption- are significant areas of sociological investigation with regard to digital natives. This exploratory study was conducted in three phases over the academic years 2008-2011. It utilized a select sample of undergraduate students in a New England college in the U.S.A. A two-prong data gathering technique was employed: 1) questionnaires and 2) interviews. A total of 150 questionnaires were administered and 50 interviews were given. This study employed both qualitative and quantitative methodologies. It aimed at developing a descriptive "snapshot" of college students' perceptions of safety and privacy online, of describing the creation of "self" online and of identifying participation in online activities.

Keywords: e-identity, e-youth, e-activities, e-politics

Semantic-Driven eGovernment: Correlating Development Phases with Semantic eGovernment Specific Ontology Models

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Abstract: Electronic government (eGovernment) has been one of the most active areas of ontology development during the past six years, resulting in several eGovernment Specific Ontology Models (ESOM) being developed in various researches and projects. However, the specific ontology models proposed are not aligned to any circumstance or phase of eGovernment development nor are detailed guidelines provided to facilitate their repeatability in the broader eGovernment community. This paper establishes a correlation between existing ESOM and eGovernment development phases. Firstly, ESOM developed in various eGovernment researches and projects are investigated and encoded. Thereafter, a semantic-driven eGovernment development framework based on ontology models prescribed in the ontology engineering field is proposed. Finally, an alignment scheme is drawn to correlate the encoded ESOM with the proposed eGovernment development framework phases. The aims of the study are twofold: (1) providing eGovernment developers, particularly those from the developing world with guidelines for adopting existing semantic ESOM in their eGovernment projects, and (2) strengthening the adoption of semantic

technologies in eGovernment processes. The main contribution of the study is the investigation, analysis and correlation of existing ESOM with a proposed semantic-driven eGovernment development framework phases, which provides methodologies and techniques for the iterative adoption of ESOM in other eGovernment projects within the eGovernment development community.

Keywords: eGovernment, ontology models, correlation, eGovernment development framework, semantic technologies

Towards a Unified Semantic-Driven Methodology Framework for eGovernment Systems Development

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Abstract: The ultimate goal of e-governance is to reach the stage of seamless service delivery in one-stop eGovernment. This raises the engineering issues of integration, reusability, maintenance and interoperability of autonomous eGovernment systems of government departments and agencies. Therefore, appropriate methodologies which consistently address the aforementioned engineering issues throughout eGovernment development phases are needed. This study presents a methodology framework which amalgamates features from maturity models, traditional software engineering and semantic knowledge representation research domains for a unified and agile semantic-driven development of eGovernment systems. Firstly, the methods and techniques currently used for the planning, design, and implementation of eGovernment systems worldwide are investigated; a critical analysis is carried out to identify their advantages and disadvantages, as well as their contribution towards addressing the aforementioned engineering issues. Secondly, the proposed methodology framework is drawn and described. Finally, a flowchart is used to specify the iterative and incremental business process model of the proposed methodology framework. The aims of the study are twofold: (1), providing direction for the semantic-driven development of future eGovernment systems which would facilitate their integration and interoperability towards one-stop eGovernment, and (2), unifying the currently used methods and techniques for efficient planning and implementation of future eGovernment systems based on semantic technologies. The main contribution of the study is the investigation and amalgamation of features from the maturity models, traditional software engineering and semantic knowledge representation research domains to enable the planning and agile semantic-driven implementation of future eGovernment systems. The research would be of interest to eGovernment project teams, particularly those of developing

countries where little or no progress has been made towards the development of one-stop portals for online services delivery to citizens.

Keywords: eGovernment, methodology framework, one-stop portal, ontology, semantic technologies, maturity models

An Information System to Collect and Analyze Data From Educational Units During Epidemic Spread Periods

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Abstract: The 2009 flu pandemic was a global outbreak of a new strain of H1N1 influenza virus, often referred to as "swine flu", which infected thousands of people. In order to improve Public Service efficiency and effectiveness for the virus's prevention, governments all over the world started collecting data and recording laboratory-confirmed cases of the flu. Due to the proliferation of the Internet and the World Wide Web applications and the increasing interaction of people with eGovernment systems, the recorded flu occurrences were available to scientists around the world in order to help them draw meaningful conclusions regarding the H1N1 spread. In Greece apart from the other measures which were taken, special interest was given to the flu high risk groups, such as young children. The presented project concerns the development and the use of a web based tool to collect and analyze students' absences on a daily basis from the educational units in Greece. Aim of this effort was to assist the epidemiology monitoring of H1N1 epidemic evolution in Greece, in the whole country and per Region, leading – in comparative analysis with other factors collected from other sources – to the extraction of important conclusions for taking precautionary measures against the flu (e.g. temporarily school closures). Such a survey system to collect and analyze the daily students' absences from Greek schools is very useful due to the fact that it provides a precise view concerning the H1N1 spread in "real time". The whole system has been integrated to the central Resources Management System of the Greek Ministry of Education and it operated utilizing the backbone of Greek School Network. The daily data entry was carried out in a secure hierarchical way (data entry from schools, and data monitoring from administrative offices). Several statistics were presented, providing capability for comparative analysis results.

Keywords: electronic government (eGovernment), public sector, H1N1 virus, school units, information system

Interoperability in the Justice Field: Variables That Affect Implementation

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Abstract: Several public institutions and agencies around the world have designed and implemented important electronic government strategies and plans. This has not been the case in the justice field. However, in the last very few years, the growing demand for efficient judicial systems has sped up the adoption of information and communication technologies (ICT) aimed at improving access to justice, increasing cooperation between legal authorities and strengthening the justice system itself. As in other areas, the new technologies are becoming a key tool in order to achieve these goals. That is so because information systems contribute to homogenize tasks and activities, to obtain management indicators and to make telematic connections with other public administrations and registers, with professionals and judicial institutions and with citizens. One of the more important aspects of this technological modernization has to do with interoperability since it guarantees the harmonic and cohesive functioning of different existing systems, processes, and applications that, in the justice field, are many as a result of the big variety of actors that are involved: judicial institutions but, also, different public administrations, such as those responsible of police forces, and law professionals. Taken this context into account, this paper is the result of an empirical research that was conducted during 2010 in the Generalitat de Catalunya (Autonomous Government of Catalonia) with regard to the e-government project “e-Justícia.cat”, an electronic justice initiative. In particular, the research was aimed at finding what factors conditioned the implementation of the interoperability modules of the project. In this respect, the paper presents the experience of GRP (management of police requests) and analyzes those variables that have been key in the implementation process in order to identify common patterns that may guide future interventions and projects in a field that is characterized by specific attributes that hinder technology adoption.

Keywords: electronic justice, interoperability, back office integration, implementation

eGovernment and Service Delivery at the Local Level: A Comparative Analysis of Three Canadian Municipalities

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Abstract: The emergence of the Internet and information and communications technologies (ICTs) has, to varying degrees, transformed how governments deliver public services. However, while the role of ICTs in the provision of public services is well documented, contemporary literature, particularly North American, tends to neglect the impact of ICTs at the local level, focussing instead on the federal and state/provincial levels of government. This demonstrates a problematic void in the literature, especially when one considers the relationship between citizens and local government – it is, in many instances, the first point of contact for public service delivery. This paper examines the development, implementation and current state of eGovernment at the local level using three municipalities of similar size in the province of Ontario, Canada. In all three cases, the impetus for the adoption of eGovernment stemmed primarily from a province-wide push for municipal amalgamation, as well as the desire by local bureaucrats to realize the potential cost savings associated with enhanced service delivery options. The study also identifies some of the challenges associated with the implementation of local eGovernment and outlines what has and can be done to overcome those challenges. One of the key problems, for example, deals with efforts to reduce overlap and fragmentation through the creation of so-called one-stop-shops. This has proved difficult to co-ordinate at best, as there are myriad stakeholders involved, including entrenched and oft-times competing bureaucracies. The real question, however, is the extent to which ICTs have actually impacted or transformed service delivery at the municipal level, and what the prospects are for the acceptance and adoption of contemporary concepts such as eDemocracy.

Keywords: ICTs, service delivery, eGovernment, eDemocracy

Crowd-sourcing Techniques: Participation, Transparency and the Factors Determining the Co-Production of Policy

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Abstract: The establishment of trust in the transparency of government and the commitment to collaboration with citizens, through engagement initiatives,

remain strong priorities for Australian governments. The paper discusses the Gov 2.0 Taskforce recommendations within the context of Australian uptake of social media, and the Web 2.0 features of government initiatives. It compares the relative success of two engagement projects: *Community Cabinets* at the federal level; and *SAPLAN* consultation processes at state level. Comparative analysis suggests that participatory initiatives depend for their success on expanding the role of public servants; and on realistic assessments of citizen expertise and expectations of collaboration, which take account of the online capacities being formed by social media protocols in civil society sectors.

Keywords: public servants, social media, *community cabinets*, SAPLAN consultations; citizen experts; *dotmocracy*

Implementation of a Contact Centre in a Swedish Municipality

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Abstract: Implementation of a contact centre (CC) in a Swedish municipality was analysed and discussed. Interviews were made with 16 respondents in different organizational units and positions. The implementation of CC was successful so far, but it will be a challenge to have continuous learning possibilities for the municipality guides, in order to avoid future monotonous work situations. There was an alternation between a top down and bottom up approach in the implementation work. There was even a need for increased focus on back-office and social aspects in the further implementation work. There was also a need to communicate personnel strategies related to the transfer of work tasks from the administrations and CC, in order to reduce anxiety and concerns about change of work situations for the handling officers. There were some problems with different mental images among the handling officers and the project management regarding the vision for the implementation. There was also a need for more co-operation between the project team and the handling officers in order to have a more homogenous implementation process at the different units. Furthermore, there was a need for increased competence development education of the handling officers. ELearning combined with group discussions could be relevant educational forms.

Keywords: contact centre, eGovernment, implementation, municipality, evaluation, eLearning

An Outline of the Technical Requirements on Governmental Electronic Record Systems Derived from the European Legal Environment

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Abstract: In modern e-government administrations, regulatory documents are not only drafted using computer tools but are increasingly managed using Electronic Record Systems (ERS). Such tools mean that coordination and administrative procedures do not only have to occur via e-mail or similar technologies. To execute the next administrative step using traditional methods, each officer has to know the inner organisational workflow and therefore those clerks responsible for performing the next administrative step to be able to forward the record to the correct person. Though till now this way of working has been quite common in many official organisations, there are a considerable number of software products available, which implement ERS, to assist performing administrative procedures electronically. When an officer has finished his respective process step, such a system automatically forwards the documents to the next responsible person. Moreover if several clerks have to perform a step in parallel, it is not necessary to copy the whole file several times but only to grant appropriate access permissions to the documents. Thus at any moment, everyone has the record in its latest version. Furthermore the whole administrative act can be tracked and monitored. It is important to remember however that within the European Union a couple of regulatory rules have to be obeyed when implementing and using such ERS. The providers of such systems as well as the authority using them are responsible for ensuring legal conformity. The aim of this paper is to give a brief overview of the applicable European regulations concerning ERS for responsible stakeholders, such as IT-system designers and providers, administration chiefs, or researchers in the field of e-government.

Keywords: European legal framework, public administration, governmental electronic record systems, data protection directive

Examining Influences on eGovernment Growth in the Transition Economies of Central and Eastern Europe: Evidence from Panel Data

Princely Ifinedo

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Abstract: This research examines the impact or influence of six (6) relevant factors on E-gov growth in Transition Economies of Central and Eastern Europe (TECEE). A 5-year panel data of sixteen (16) TECEE categorized as *Leaders* and *Followers* was used for data analysis in conjunction with the Ordinary Least Squares (OLS) technique. To test the influence of the selected factors on E-gov growth in the region, six hypotheses were developed accordingly. The results supported four (4) hypotheses indicating that E-gov growth in TECEE is positively influenced by such factors as national wealth i.e. GDP per capita, democratic/political rights, quality human capital resources, and government efficiency. The data did not confirm the significance of technological infrastructure and rule of law on the growth of E-gov in the region. The implications of the findings for research and policy making are discussed.

Keywords: Transition Economies of Central and Eastern Europe (TECEE), eGovernment, new growth theory, regional development theory, regional eGovernment divide, contextual factors

Management of Latvian Government Communications During an Economic Crisis: The Role of Information Strategies in the Public Sector

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Abstract: The focus on this paper is on an analysis of the management of Latvian government and public sector communications, offering a more detailed review of the importance of communications policies and practices in the process of overcoming an economic crisis. Effective crisis communications, indeed, are one of the most important components in overcoming a crisis. During a crisis, an open and empathetic style of communication – one which engenders public trust – is most effective when officials try to galvanise the population in terms of doing something positive or refraining from doing something that is harmful. Although trust is imperative in a crisis, public suspicions about scientific and government experts have increased for a variety of reasons. These include the increased availability of sources of conflicting information, a reduction in the use of scientific

reasoning in decision making, as well as political infighting. Trust and credibility, when demonstrated through empathy and caring, competence and expertise, honesty and openness, and dedication and commitment – these are truly essential elements of persuasive communication.

Keywords: crisis communication, economic crisis, government communication, public sector, Latvia

Business/IT Alignment as Enabler for eGovernment in Syria

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Abstract: Critical success/failure factors (CSFs) to eGovernment implementation and the reasons behind such failure or success, have been the focus of research in many developed countries and some developing countries. The Syrian Arab Republic has not, until now, been the context for such studies. The purpose of this paper is to investigate the effect of Business/IT (BIT) alignment on the success of eGovernment implementation in developing countries and the pertinent factors that affecting this alignment. This paper, therefore, studies the multiple factors on BIT alignment such as people process and organizational factors. The authors will discuss all possible factors that affect the BIT alignment in developing countries in general and in Syria in particular. Knowing that eGovernment project needs all government existed resources (IT, financial and human) in order to be able to take benefits from all resources to improve an organization work, this infer the existence of BIT alignment. However, in order to build and implement the best eGovernment strategy the gap between business and IT teams seems to be one of the most important factors in the eGovernment implementation. Therefore, bridging this gap may help in avoiding the failure of eGovernment project in developing countries in general and in Syria in particular. This paper draws upon qualitative research that was undertaken by the authors to investigate the effect of technical and non-technical alignment on eGovernment success in Syria and all factors affecting this alignment. The data, primarily collected via 20 semi-structured interviews with representatives of major Syrian eGovernment implementation stakeholder groups, was analyzed. This paper enunciates the significance and the need of BIT alignment as the most important factor to eGovernment success, especially in the first phase in eGovernment project.

Keywords: information technology, eGovernment, critical success/failure factors, business and IT alignment

Does eTaxation Reduce Taxation Compliance Costs

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Abstract: Improving government performance is one of the key elements of public sector reform. Introducing eGovernment is one element in improving performance. There are several discussions about the issue of cost effectiveness of eGovernment. The paper discusses whether eTaxation decreases taxation compliance costs. It was found that different research comes to different conclusions and therefore one could not conclude that that eTaxation reduces compliance costs. Nevertheless some other non-financial positive effects have been observed by different researchers, such as accuracy, logic controls, and better compliance.

Keywords: compliance costs of taxation, eTaxation, Slovenia

International Assistance Relationship to eGovernment Development and Benchmarking

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Abstract: *Purpose* – The changes that happen as a result of international interventions in eGovernment initiatives present not only a number of challenges but also an interesting area of study. In this context, this paper analyzes the relationship between eGovernment and international assistance in a group of developing countries. International organisations could have multiple involvements as donors, implementers and evaluators of eGovernment. This leads to complex eGovernment mechanisms and situations, when international assistance is related to public administration reforms. The aim in this paper is also to critically analyze benchmarking as an evaluation tool in international eGovernment assistance. *Research approach and design* – This is a comparative and longitudinal study of eGovernment development processes in Albania, Bosnia and Herzegovina, Croatia, Former Yugoslav Republic of Macedonia, Montenegro and Serbia. In this context, the simple eGovernment strategy- implementation - evaluation cycle is used from a neoinstitutionalist perspective as a framework for the analysis. Quantitative data such as the eGovernment benchmarking index and the amount of international assistance are combined with qualitative information from reports and legal documents to analyze the relationship between international assistance and eGovernment development. *Findings* – This study shows a positive relationship between international eGovernment assistance and eGovernment development reflected on benchmarking indexes in the event when the same donor (the United Nations in this case), is involved in both

processes. The research also suggests that the effect of international assistance on eGovernment is generally positive in less developed countries. The discussion on benchmarking reveals some important issues related to the role of international organisations as both eGovernment assistance donors and performance evaluators. **Limitations** – The study is focusing on international assistance from only one donor in only one area, that of eGovernment strategy making. A comparison of other factors and actors could contribute to analyze not only the correlation but also the effectiveness of international assistance on eGovernment. A comparative analysis of different eGovernment benchmarking methods and actors could be the subject of future studies related to international eGovernment assistance. **Original value** – This is an original effort to identify the relationships that exist between international assistance and eGovernment development. Taking a neoinstitutionalist approach this study shares some theoretical insights on the evolution of internationally assisted eGovernment initiatives and benchmarking into institutions. A converging point between the two is the donor-benchmarker institutional duality. The critical analysis of eGovernment benchmarking is based more on the involvement of actors rather than on its methodology as in many other studies. Finally, this research points out the complexity of internationally assisted eGovernment reforms in developing countries and gives some suggestions for future studies in this field.

Keywords: eGovernment, international assistance, benchmarking, neoinstitutionalism, donor-benchmarker duality

Challenges to the Design and use of Stages-of-Growth Models in eGovernment

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Abstract: In the past decade stages-of-growth models have gained considerable attention in eGovernment research and practice. Stage models often regard eGovernment development as a progressive accumulation of steps. Although stage models have advantages as they give direction to development and help to outline the desired outcomes, they provide limited help at the organizational level and attract much criticism. This paper investigates and compares a number of stages-of-growth models to identify challenges to the design and use of these models in eGovernment. Based on existing literature and by analyzing stages-of-growth models, challenges are identified and discussed to give better insight into the design, use, and application of these models both for research and practice. We found that many of the stage models propose a linear sequence of activities, and only provide help at the early stages of development. Although conceptually appealing, most stage models are hard to translate to the situation of

individual organization. Stages-of-growth-models do not have any standardized design and development structure as the majority of models evolved from an effort to achieve specific objectives of an organization, business or researcher. Measuring and benchmarking the stages models is a multifaceted exercise as the models not only differ in scope and dimensions, but also give scant attention to the back-office stages-of-growth.

Keywords: eGovernment, stages-of-growth models, benchmarking, measurement, stages

Developing Measures for Benchmarking the Interoperability of Public Organizations

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Abstract: Public organizations increasingly collaborate with each other by forming public service networks for realizing joined-up service delivery to facilitate their clients, citizens and businesses. In such networks, similar data is collected, stored, and maintained recursively and repeatedly among governmental agencies. Many managers and decision-makers in organizations are aware of the need for interoperability, but they are unaware of their interoperability maturity level. Although some maturity models exist, they do not define procedures to measure and benchmark interoperability. There is a lack of measures for benchmarking interoperability and measuring is complicated as interoperability is a multifaceted concept, covering many interdependent aspects. This paper aims to develop a set of measures for benchmarking interoperability in public organizations to enable them to avoid repeatedly gathering already existing data. Firstly, based on a literature review we define measures for benchmarking interoperability. Secondly, we present a measurement model for interoperability between organizational divisions as well as for the overarching interoperability of organization. Measures of benchmarking will not only help public organizations ascertaining their position of interoperability maturity, but will also allow them to compare their status with other organizations in service networks as well as assist them to provide effective and efficient services.

Keywords: eGovernment, interoperability, measurement, benchmarking, public service organizations

Barriers to Developing eGovernment Projects in Developing Countries

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Abstract: eGovernment is about transforming the way a government interacts with its citizens and harnessing the information and technology revolution to improve the efficiency of the government. It is the use of information and communications technologies (ICTs) to operate more effectively and transparently to strengthen support to public policies and involve the citizens in decision making processes. eGovernment is not a one-off process or a single event: its implementation is a staged and iterative process that requires a clear vision and long term strategy. If implemented appropriately, eGovernment offers numerous benefits including: 1) cost reduction, efficiency gains and improved quality of service delivery; 2) transparency and accountability; 3) development of a networked digital community and a true information society; 4) better and efficient decision making on the part of government leaders and 5) citizens' participation through *e-democracy*. Whereas, developed economies of the world are well advanced in the process of achieving vertical and horizontal full integration within the eGovernment provision, many developing countries are only at the initial stages of such developments and are finding it difficult to progress to the next stages to achieve full eGovernment. Difficulties are due to the fact that eGovernment is a huge undertaking and there are numerous inherent issues and barriers to successful development and implementation which include: 1) lack of clear vision and commitment from political leadership; 2) inappropriate assessment of eReadiness of the nation; 3) lack of ICT infrastructure and provision; 4) unavailability of ICT equipment and citizens' limited access to such technology and 5) citizens' inability to make full use of ICT usually due to lack of e-literacy and the digital divide that normally exist in most developing countries. This paper discusses such limitations and barriers and presents a way forward by suggesting that governments need to ensure that: 1) they have a clear vision, strategy and commitment; 2) they understand the complexity of the undertaking and the level of investment required; 3) they develop workable and transparent policies and structures and 4) they also consider human factors including people's preferences and ways of actions. The aim of this paper is to provide some useful practical guidance so that the eGovernment projects have a better chance of being more successful.

Keywords: eGovernment, eReadiness, barriers, issues, developing countries

Digital Inclusion: A Target not always Desirable

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Abstract:Activities directed at "including" more people in the use of digital technology are predicated on the assumption that such inclusion is invariably a good thing. It appears so, when judged solely by immediate practical convenience. However, if we also judge in terms of human rights, whether digital inclusion is good or bad depends on what kind of digital world we are to be included in. If we wish to work toward digital inclusion as a goal, it behooves us to make sure it is the good kind. In this paper after introducing the problem, we analyzed the threats faced by the surfers. In this context, we examined the challenges of human rights in society and we have provided some final evaluations that justify our title.

Keywords: digital divide, digital inclusion, information society

Multi-Level Interoperability for ICT-Enabled Governance: A Framework for Assessing Value Drivers and Implications for European Policies

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Abstract: In the context of European policy and strategy for e-Government, Information and Communication Technologies (ICTs) are seen not only as a means to improve public services, but a way to facilitate multi-level governance. As a consequence, interoperability is predominantly seen as an instrument for enabling cross-border collaboration between public administrations within and between different Member States. Many initiatives and projects have been promoted and carried out during the last decade resulting in a growing number of potentially reusable best practices and benchmarks. Nevertheless, the complexity and volume of resulting project outcomes represent a challenge for effective exploitation of the results in other initiatives and intervention contexts. Furthermore, despite the recognition of interoperability as a multi-faceted concept (i.e. technological, organizational, and semantic), it seems to be mainly the technological aspects of interoperability that emerge from the available project results. This paper proposes an interpretative framework which aims to provide a systemic

perspective and an instrument to elicit the links between interoperability and governance, outlining the various challenges that this poses. It considers state-of-the-art contributions at both academic and practitioner level. In particular, it discusses the multiple dimensions of interoperability and the value drivers underpinning the conceptual and measurement framework proposed. It also looks at how this framework could be applied to the evaluation of two case studies at cross-border, and national-city level in Europe. The paper concludes with the main findings of this exploratory analysis, outlining indications for future research on interoperability as a key driver for ICT-enabled governance. Interoperability is found to play a strategic role in the delivery of e-Government services to local and national communities within the EU. Moreover, its significance is expected to increase over the next few years, especially in terms of how it supports emerging city governance models and acts as the backbone of communications at a pan-European, national and local level.

Keywords: interoperability, eGovernance, information systems, Europe, policy, value

Strategies for eGovernment Implementation in Developing Countries: The Case Study of Botswana Government

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Abstract: eGovernment as a multi-dimensional and multi-disciplinary field, its implementation in developing countries is confronted with many barriers which require winning strategies in order to successfully implement the projects. Inter alia, the barriers include; weaknesses in governance systems, ineffective political structures, lack of requisite technical skills, proficiency and implementation capacity, ineffective information provision and access, poor infrastructure, a non-conducive policy environments and legislation. The fundamental aspect of eGovernment is that it must deliver public information and services in ways that citizens and businesses want them using internet and other ICTs as enablers. Thus eGovernment serves as a platform of infrastructure that governments today are building to transform the way they complete their missions, values and aspirations. This should have direct impact on the effectiveness of public services and government's continuous contacts with citizens, especially those living in remote areas. Winning strategies are therefore needed for successful implementation of eGovernment. The identification of barriers and determining critical success factors for eGovernment are a crucial part of winning formulae to eGovernment projects success. A case study of Botswana, a developing country is used as part of an ongoing broader research, to identify and discuss the barriers and consequently suggests strategies for developing eGovernment by introducing a new framework called; EGovernment

Implementation Critical Success Factor Model which is intended to guide Botswana government and other developing countries in their eGovernment implementation pursuit. The new model and discussions thereof are necessary to give a detailed perspective of requisite factors that enable the successful implementation of eGovernment projects. These factors are classified into (a) technical and proficient personnel to implement eGovernment, (b) enabling high political leadership involvement, (c) A conducive legislation and public policy environment, (d) dedicated and sustainable budgetary framework, (e) equitable provision and access to information, (f) innovative government to foster economic development (g) vision and strategic decision capability, (h) adequate infrastructural development, and (i) creation of all stakeholders Inclusive environment. The methodology for the case study comprises of both secondary and primary data sources. The primary sources covered interviews with general members of the public and project office in Botswana, whilst secondary sources included, external and internal reports, policy documents and publications by individual researchers and other research organisations.

Keywords: eGovernment, eCommerce, eBusiness, ICTs, Botswana

The use of ICT by Government Departments and Parastatals in South Africa

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Abstract: There are some success stories in eGovernment in South Africa. The South African Revenue Services (SARS) e-filing was created in 2003 and proved to be successful. The successful application and conversion from proprietary software to open source for National Traffic Information Systems (eNaTIS) is another. In a previous paper, Trusler (2003) argues that EGovernment in South Africa has a particularly important historical and social context due to the previous dispensation. He noted that as a result, a ten year eGovernment implementation horizon has been created from tested world-wide practices. From the examples mentioned above it is clear that the plan is not being realised. The result is that a gap is appearing between what the policy says should be happening and what is actually happening. This paper examines what has been done and what can be done to increase service delivery and to encourage citizen participation through an efficient ICT structure. It ends with some guidelines on what could help the situation.

Keywords: eGovernment, South Africa, SARS e-filing, e-Natis, citizen, policy

The Workload for the Structural Implementation of eDemocracy: Local Government Policy Issues Combined With the Policy Cycle and Styles of Citizenship.

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Abstract: Today, governmental bodies in many countries acknowledge ICT applications to be powerful tools for increasing involvement of citizens in public policy-making, and as such a sound investment in better public policy (OECD 2003: 9). Within the Dutch governmental bodies a study by Prof. Dr. Kickert (2005:10) has shown that these ICT developments also demand an optimal public service. Furthermore citizens are inclined to participate more often if governments use digital tools, because of their (usability) speed and comfort (Beffers & Van den Brink, 2007). The last decade the Dutch governmental bodies have become increasingly aware of the possibilities of ICT applications and the growing digital behaviour of its citizens. To prepare the next phase of large scale and structural implementation of eDemocracy, the size and range of that task must be researched. This paper describes research conducted at the municipality of The Hague (The Netherlands). It was aimed to determine how many political issues lend itself to e-democratic support. The research then categorized the issues using the policy cycle (agenda-setting, preparation, determination, execution, monitoring and evaluation) and styles of citizenship (dutiful, pragmatic and society critic). Some results of the research: During the course of 3 years the city council and its committees treated 1834 issues. Of these, 69% were treated by the city council committees and 31% by the city council itself. 78% of issues could be categorised within the policy making process. According to the styles of citizenship, citizens are most likely to participate when issues directly relate to their personal environment (pragmatic), as well as issues concerning the qualitative functionality of the local government (society critic).

Keywords: eDemocracy, public agenda issues, local policy-making, policy cycle, styles of citizenship, digital participation

Channel Shift - a UK Customer Response

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Abstract: This paper details the findings from a project carried out on behalf of a group of local councils in the UK to discover scope for channel shift (i.e. migrating users from mediated to self-help solutions) within local services.

The project consisted of four clear stages: identification of scope from service managers; discovery of case study examples from councils within the UK; an investigation of customer perspectives on channel shift linked to particular areas of service; and, finally a framework to establish a business case for introducing new channels to identified government services. The first stage of the project demonstrated that there is no shortage of ideas in relation to the potential that individual services have for channel shift. Customer Service Managers identified a range of independent areas worth exploration from basic reporting linked to customers in the local area, through automation of benefits services, to online services to support waste and recycling management. Whilst individual areas where benefit could occur were identified it was also clear that data may not be easily accessible to support a case for the provision of new channels. The areas highlighted by the initial stage of the project formed the basis for exploration at the second stage in identifying thirteen case studies linked to channel shift from a range of different levels of government and a private organisation. A brief description of a couple of these studies is provided in this paper along with key lessons learnt. The third stage of the project enabled analysis of the customer views towards channel shift. This stage illustrated a number of critical observations found within local customer groups through a detailed questionnaire and location based canvassing (n=197 customers). The first observation is that there is a sub-set of the local customer group who access council services that are not equipped in knowledge, equipment or in terms of motivation for access to channels other than face-to-face and telephone. Indeed some customers in this group see channel shift as potentially discriminatory. Secondly, whilst the findings do not establish a substantial demand for channel shift in relation to council services, many of those questioned recognised that provision of council services through more cost effective channels was a good thing (for other people), or in the case of web access was inevitable. Thirdly, it is clear that at present the most valuable service offered on the web by local government is access to local information. Finally a Business Case Template is presented which is derived from the findings of all of the stages above. This is designed to enable the evaluation of requests for service channel growth with critical examination of potential success factors for shift of government services. Overall, local government around the country is investing in channel shift, it is clear that not all of these ventures are meeting with success, however, if full consideration is given to the business case for channel shift and time is taken to understand and target customer groups successful channel shift can be achieved.

Keywords: eGovernment, channel shift, transformational government, citizen requirements, e-services

eGovernment in Social and Economic Development: The Asymmetric Roles of Information, Institutionalization and Diffusion

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Abstract: There are documented differences between the success and failure factors in the developed and developing countries with regard to the adoption and embracement of Openness in eGovernment practice models. This paper posits that eGovernment constitutes a critical context for social and economic development in both developed and developing countries. The paper also suggests that eGovernment encompasses more than just technology, that is, attempts to highlight the social and economic implications of changes that have occurred in recent years as a result of the transparency and accountability of government and how software usage can influence digital inclusion, trust and privacy and possible strategies to eliminate the digital divide by encouraging greater public and commercial use and re-use of government information through putting government data on the Web. In addition to leveraging economic development, eGovernment also helps to stream line government services to more social based values of inclusion and citizens participation, accessibility and power relationship ratios. Although eGovernment is not a new phenomenon in most developed countries such as the US, UK, Japan, most of the European countries and some developing countries in Asia and Africa which have already announced their Open Government Initiatives and data portals it also leads to greater information asymmetry among citizens and government and also, institutionalization and diffusion asymmetry of the practice of the current Openness in eGovernment models within developed and developing countries. Drawing on organizational decision-making research and following the explorative and grounded based research approach the findings of this research are that the information asymmetry between citizens and government and asymmetry in institutionalization and diffusion within developed and developing countries are widely attributed to socio-economic and political variations in developed and developing countries. Unless these differences are skill fully identified and accommodated as such into the development and use models, Openness in eGovernment efforts would not help achieve the social and economic development goals by both developed and developing countries.

Keywords: eGovernment, institutionalization, diffusion, asymmetric roles, social and economic development

National Electronic Government Strategies in Austria

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Abstract: One of the most emerging concepts of information technology is the one of electronic government. Electronic services that are made available by governments to citizens, businesses, and other governments (international) or governmental authorities (national) are general proof of the changes being made in the public sector. Intersecting the government, citizen, and business domain, a business model can be defined considering the government-to-business, government-to-citizen, and government-to-government approaches. Governments around the world try to follow their, most of the time, ambitious strategies to become, or stay, competitive. In this study Austrian strategies and projects for electronic government as well as their implementation plans were analysed, followed by an examination of the electronic services offered by the national governmental authorities in Austria, one pioneer in electronic government in Europe, leading in the European E-Government ranking 2010, and the declared 'European champion in eGovernment' for the fourth time in a row. The results revealed that Austria has developed hybrid electronic government strategies, and has launched projects in that field, in which national governmental authorities have to participate, in order to offer electronic government services at a high level and in a competitive international environment. On a whole, offering a one-stop shop gateway to governmental information and transactions generally offers higher attractiveness for conducting nationwide business and all incentives for electronic government focus on developing good practices in the area of efficient and effective electronic government. Nevertheless, national strategies are transformed and implemented in different ways not always following the one-stop-shop approach and contributing to the development of isolated applications instead of integrated ones.

Keywords: electronic government, e-Austria, digital Austria explorer, gateway, one-stop-shop

Smoke and Mirrors: Can a Useful Approximation of the Cigarette tax gap be Determined?

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Abstract: The tax revenue derived from cigarettes is a key contributor to the Irish Exchequer. Total net revenue receipts for 2009 amounted to €33.28 billion and within that, receipts of excise on cigarettes amounted to €1.159

billion. The estimated return for VAT on cigarettes for 2009 is €0.325bn. Therefore, taken together, excise and VAT on cigarettes amount to a significant 4.5% of total net revenue receipts returned to the Exchequer. However, governments, health lobbies and tobacco companies universally acknowledge that the illicit trade in cigarettes is significant and growing and the consequent displacement of trade from the regulated to the unregulated market will reduce revenue, increase enforcement costs, and effectively undermine the fiscal planning process. This paper explores whether a useful approximation of the cigarette tax gap in Ireland can be arrived at. The factors affecting the cigarette tax gap are considered, and various approximation techniques are reviewed in order to choose a method that is appropriate in terms of cost and complexity. The selected method is adapted to Irish circumstances and applied for the years 2006-2009 to approximate the notional cigarette tax gap in Ireland for each of these years, highlighting that a significant cigarette tax gap exists and is growing.

Keywords: Ireland, cigarette tax, illicit market, tax gap, tax gap approximation

Adopting Web 2.0 in Building Participatory eGovernment: A Perception Contour From Inside the Government

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Abstract: Nowadays, the government is searching for new ideas to improve public governance so that it is not only more cost-effective in service delivery but also more responsive to the needs of multiple stakeholders including the citizens, political authorities, and administrative bodies. The Web technologies and applications have entered the phase of the conceptual umbrella of Web 2.0, which has been drawing increasing attention from public agencies. It is argued that Web 2.0 applications such as blogs, wikis, web syndication or web feeds, and a number of social networking services are useful tools for enhancing interactive collaboration and public participation. Web 2.0 can facilitate better service delivery by offering a platform where the government officials can exchange information more efficiently. Web 2.0 may as well help establish citizen-centric initiatives that reflect the core values of public services such as responsiveness, transparency, and social inclusiveness. In turn, this paper empirically examines the proposition that Web 2.0 enhances citizen participation. The literature suggests that the adoption and diffusion of technology-based initiative is subject to bureaucrat attitude. The purpose of this paper aims to explore government officials' perception and intention to adopt Web 2.0-based citizen participation initiatives. The research model integrates the concepts of Technology Acceptance Model (TAM). A questionnaire is used to measure government

officials' intention to adopt Web 2.0 in eGovernment. Structural Equation Modeling (SEM) is used to further analyze the data and to design a theoretical model delineating the effects of perceived ease of use, perceived usefulness of e-services, attitude and trust. As the government is paying increasing attention to what Web 2.0 has to offer in public governance, this paper proposes a synthetic model in a timely manner to understand government officials' intention as well as perceived obstacles to adopt Web 2.0 in participatory eGovernment initiatives.

Keywords: technology acceptance model (TAM), Structural Equation Modeling (SEM), Web 2.0, public consultation

Combating Identity Fraud in the Public Domain: Information Strategies for Healthcare and Criminal Justice

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Abstract: Two trends are present in both the private and public domain: increasing interorganisational co-operation and increasing digitisation. Nowadays, more and more processes within and between organisations take place electronically. These developments are visible on local, national and European scale. Research, strategy and policy often focus on the technological issues, whereas the organisational issues are complex and important as well. These issues prove to be difficult on a local scale and barely manageable on national and European scales, because the number of parties increases greatly and because of differences in culture, legislation and IT infrastructure. We introduce the theoretical framework of Chain-computerisation that explains large-scale chain co-operation as an answer to a dominant chain problem. Identity fraud proves to be the dominant chain problem in many chain co-operation situations. Therefore, our main research question is: what is a successful information strategy to combat identity fraud in the large-scale processes that constitute the public domain? Next, we demonstrate the problem of identity fraud using the example of the Dutch criminal justice chain, showing that a certain chain communication system enables to stop identity fraud using forensic biometrics. The second example is about healthcare. In the Netherlands, the government is introducing a national system of medical information exchange based on the national personal number as the sole identifier for recognition and linking. We show that people sometimes have interest in using somebody else's number, to be treated in cases (s)he is not insured. This identity fraud can contaminate medical records on a national scale. We ponder about infrastructural elements that enable international exchange of medical information on a European scale and ask ourselves which additional safeguards will be necessary on this enormous scale. The examples are taken from our chain

analysis programme that has an exploratory, empirical character. A chain analysis tests empirical findings against the theoretical framework of Chain-computerisation, to derive a suitable chain-specific information strategy. We use this novel approach which is specifically tailored to the peculiarities of large-scale situations, as opposed to the small-scale approach usually employed in these cases. The traditional authentication procedures do not take into account 'wrong person' identity fraud that causes fraud surreptitiously spreading from chain to chain. Therefore, in both cases, the problem of identity fraud presents a threat to the chain co-operation that has to be tackled with a large-scale approach and with person-oriented security procedures and instruments that are indeed able to prevent identity fraud from happening undetected. It is precisely this approach and this type of procedures and instruments that are explained here. This is a novel contribution to information science and to the security realm that still pivots only on traditional authentication frameworks. Taking into account that it is probable that the problem of identity fraud rises in many other domains and countries as well, we conclude that identity fraud is a major threat to the European society. Finally, we argue that an information strategy using basic, but chain-specific information systems, combined with random identity verification procedures enable combating identity fraud.

Keywords: chain-computerisation, interorganisational information systems, chain co-operation, Information strategies within the public sector, Identity management

Approaching the eGovernment as a Strategic Driver for Improving the Ethical Model: An Empirical Analysis From Business Economics

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Abstract: The paper presents a research regarding the effective correlation between innovation (where the eGovernment processes are included) and ethical behaviour model. The final result applied in European Union States (approximately the final results is 0,90, as average value for the period of six years 2003-2008) shows us that is possible to approach the eGovernment as a strategic driver for improving the ethical model shared by the people in a nation, as well as in a business company or - in general terms - in a community.

Keywords: business economics, eGovernment, ethics, innovation, information system

Public Procurement and Internet-purchasing: the Defence Sector Evidence

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Abstract: The defence sector uses both centralized and decentralized platforms for the acquisition and purchase of supplies, materials and services. The decentralised platform is eCommerce where the basic evaluation criterion for public tenders is the lowest price offered. The purpose of this research is to analyse purchase price variability of selected property in the observed years. The comparison of purchase of different property arrangements differs due to the material, the purchase amount, and other exogenous and endogenous factors. We found that the purchase price variability for materials for general use was over 11%. The purchase price variability for military transport and support services was lower than 10%. The achieved annual purchase prices of material for general use in observed years 2006 – 2009 were different.

Keywords: eCommerce, price variability, property arrangements, defence sector

Evaluating the Development of eGovernment System: The Case of Polish Local Government Websites

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Abstract: The evaluation of public institutions' web sites in the context of eGovernment sophistication constitutes an important part of the literature on eGovernment. However, the decided majority of studies of this kind is focused on central administration (government, its agencies and state institutions coordinating public services delivery). This paper undertakes the issue of the major functions performed by public institutions' web sites, in a different – much less developed – perspective. The focal point is local government web sites and their role in constructing new model of relations between government and citizens. The major part of the paper is the presentation of results of the empirical study carried out in the period of 2005-2009. The project comprised the analysis of the content of the official web sites of the Polish counties, which are the secondary level of the local government system in Poland. During the research, web sites of all 314 counties were analyzed. The evaluation of each web site was focused on the availability of specific type of information and/or online service. Therefore, the research depicts the “supply” aspect of eGovernment. The quantitative

method of analysis, based on the concept of Website Attribute Evaluation System (WAES) was applied in the research. The analytical framework of the study is based on the assumption that there are four major functions performed by local government web sites. They are: information, promotion, consultation and service delivery. The results of the analysis prove that information delivery is the dominating function performed by local government web sites in Poland. It is so at the sacrifice of more sophisticated types of the Internet use (consultation and electronic service delivery). At the same time, a modest but stable progress can be observed in the number and variety of information and services offered by web sites of Polish local governments.

Keywords: local government, eGovernment, eDemocracy, web site content, ICT

Comparative Analysis of Information Security Governance Frameworks: A Public Sector Approach

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Abstract: Security awareness has spread inside many organizations leading them to tackle information security not just as a technical matter, but from a corporate point of view. Information Security Governance (ISG) provides enterprises with means of dealing with the security of their information assets in a comprehensive manner, involving every stakeholder through the whole governance and management processes. Boards of Public Entities cannot remain unaware of this development and should make efforts to include ISG in their business processes. Realizing this relevant role, scientific literature contains a variety of proposals which define different frameworks to foster ISG inside any corporation. In order to facilitate the adoption of any of them by the public sector, this paper compiles existing approaches, highlighting the main contributions and characteristics of each one. Senior executives and security managers may need support on their decisions about adopting one of these frameworks, so a comparative analysis is performed. Although some comparative reviews are found in literature, they lack a systematic and repeatable methodology, ignore recently published contributions or focus on specific areas, making results biased and inappropriate for general use in corporations and the public sector. This paper tries to guarantee an objective comparison through a set of comparative criteria that have been defined and applied to every proposal, so that strengths and weaknesses of each one can be pointed out. These criteria have been selected from a deep analysis of existing ISG papers, including both governance and management aspects.

As results show, each proposal focuses on different aspects of ISG giving priority to some of the defined criteria, and none of them covers the entire required spectrum. Most of the selected frameworks can be used by any public organization as a starting point towards integrating security into their processes, but this paper helps managers to be aware of their limitations and the gaps which need to be covered in order to achieve a complete integration. Consequently, more investigation is needed to fulfill detected gaps and define an ISG framework that organizations can rely on, and which offers security guarantees of covering every information asset of the company. Public sector's idiosyncrasy must be taken into account in this development, resulting in a general framework eligible for adoption by both public and private companies.

Keywords: information security governance, security governance, comparative analysis, review, governance framework

Web 2.0 on the Mexican State Sites: An Overview

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Abstract: The use of Web 2.0 features to increase the number of users on e-commerce sites is a trend that is even expanding to government sites. Web 2.0 features, such as blogs, wikis, forums, RSS, podcasts and videocasts, as well as social markers such as Del.icio.us, Technorati, Facebook and Digg have reached government sites. The purpose of this research is to assess the impact of this tendency on Mexican local government sites by asking the following question: To what extent have local eGovernment sites in Mexico adopted Web 2.0 tools? As a result of an evaluation of Mexican local government sites in 2009, we found that several Web 2.0 characteristics are being used; however, we also found that not all features are as equally well-developed or used on the local sites. Web 2.0 is only a starting point for innovation in eGovernment sites. This paper is organized into four sections: The first section introduces the trend of Web 2.0 over internet sites and how it is different from Web 1.0 and Web 3.0. The second section is dedicated to discussing the link between eGovernment and Web 2.0 according to the evolutionary model proposed by the authors. The third section describes the methodology used to collect data from local states in Mexico and the eGovernment ranking where this data was collected. The fourth and final section describes the findings of Web 2.0 and discusses the future of this trend in eGovernment sites.

Keywords: Web 2.0, eGovernment, websites, twitter, social media

eGovernment in Serbia: Prospects and Challenges

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Abstract: eGovernment is a great opportunity for every country to improve the efficiency of public administration and to gain a competitive edge. Despite the early recognition of the information society importance, Serbia is, like many other transitioning countries, struggling with the transformation of its legacy bureaucratic and administrative processes. This document describes a short history of eGovernment in Serbia, gives an overview of current state of eGovernment services, and proposes guidelines that would help future eGovernment deployment in Serbia. Through comparison of Serbian eGovernment solutions with those implemented in a number of EU countries, some of the strengths and weaknesses of the eGovernment deployment in Serbia are pointed out. The empirical research conducted in this paper reveals the areas which are crucial in terms of greater public access to information, and a more efficient, cost-effective government. In this sense, the paper particularly emphasizes the need to: a) strengthen the legislative framework and the institutional capacity related to the use of eGovernment within the Serbian public administration; b) support the implementation of public administration reforms necessary for the further development of eGovernment; c) provide assistance to the development of a National Interoperability Framework; d) create and/or further develop basic public services to citizens through the use of eGovernment. In order to develop citizen-centered interoperable eGovernment services, all these areas require adequate strategy and action plans. This paper aims to analyze different areas and their concepts in order to define and elaborate guidelines that would initiate evolving of eGovernment in Serbia. The findings and implications of this survey could contribute to better understanding of conditions and determining the priorities of further eGovernment development in Serbia.

Keywords: eGovernment, eServices, Serbia, public administration

An Organizational Framework for Managing eGovernment Systems in Developing Countries: The Case of Kurdistan Region of Iraq

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Abstract: This paper aims at proposing an organizational framework for implementing eGovernment in developing countries. Furthermore a management process to meet the modernization goals of government based on a proposal by Heeks (2006), in his work on managing eGovernment systems, is specified. The challenges that affect the implementation and management of eGovernment systems are critically analysed and the authors expect practitioners and authorities to find the results useful in the planning and implementation of new eGovernment systems.

Keywords: KRG, KRI, eGovernment, centralize, decentralize, hybrid approach, management process

Outsourcing of IT Projects in the Public Sector – Sustainable Solution or Erosion of the Public Sector?

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Abstract: While the number of outsourcing projects in the last ten years has been growing exponentially in Slovenia, sourcing strategies seem to be one of the core factors in creating a sustainable while effective and efficient public sector, at the same time. Outsourcing projects ought to reduce costs and help organizations to focus on core business processes which should consequently improve service provision and quality. Past experience and recent research carried out in the public sector show that outsourcing can indisputably bring many benefits to the organizations which master the art of devising, deploying, and maintaining outsourcing relationships, but for many organizations, these benefits remain elusive. The research focuses on in-depth analysis of the essential factors within the concept while examining the current situation in the field of outsourcing in the Slovenian public sector and eventually presents research findings on outsourcing of information technology projects (IT-projects) at the municipal level. According to some experts and rough estimates, the amount of outsourcing projects in the Slovenian public sector have doubled in recent years and during the present economic and financial crisis, reach tens of millions of Euros. The article analyzes the methodological, substantive, procedural and other relevant factors within the process of outsourcing and summarizes the results of our

own empirical research on outsourcing of IT-projects in the Slovenian public sector. Paper finally provides a set of relevant criteria and guidelines for critical evaluation of such projects and eventually presents the conceptual design of sustainable model for quality selection as well as effective and efficient implementation of outsourcing projects in the public sector.

Keywords: IT outsourcing, public sector, outsourcing criteria, sustainable outsourcing model

Closing the Digital Divide gap in European Union: A Unique Solution for Different Tiers?

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Abstract: Over the last two decades, eGovernance has rapidly advanced on the public agendas as it promised to offer miraculous solutions of quickness and transparency to classic governing dilemmas. While some societies or parts of them fully embarked for this adventure, others preferred a limited use of the new technologies. The term “digital divide” has been coined to describe the newly appeared gap in access to or use of information and communications technology (ICT) devices. As European Commission established in 2010 a Digital Agenda and announced a significant spending on strategic ICT research, a question arises: is it appropriate to develop a unique strategy for all European Union countries or rather a set of strategies to be differently applied for each society or segment of it? Using a comparative method, our research describes the digital differences between the 27 European members based on 2009 year data. The starting point is represented by the observation that in the least electronically developed European states only a part of those having internet access is also using eGovernment. This would suggest that the mere presence of ICT devices is not enough to trigger a “digital revolution”. Hence, in a specific social framework, a moderate presence of electronic governance could be determined by other factors such as: the lack of education, mistrust or absence of a real need. Consequently, the present paper is mapping the digital divide within the European Union as a rapport between ICT devices, their use, and the relevant characteristics of each society. The findings suggest that the societies under scrutiny are not in the same need of digital services and closing the digital gap should not be the final goal. Instead, the resources could be directed towards meeting the specific needs of one society. However, further country in-depth researches are needed to confirm our findings.

Keywords: digital divide, eGovernance, ICT devices, digital agenda, EU countries

Towards Estimating Users' Opinion Strength in Forum Texts Regarding Governmental Decisions

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Abstract: The growth of Web 2.0 has facilitated interactive information sharing and interoperability on the World Wide Web, allowing users not only to retrieve information, but also the opportunity to interact or articulate their opinions on different topics. Numerous works on various social and political objectives devoted to the formation of open Internet sources of information monitoring systems, in order to prepare digests and reports on keywords as well as thematic queries regarding opinions on government decisions. Moreover, analysis of rubrics associations as well as primary semantic and statistical interpretation of the texts is usually carried out. Therefore experts can accomplish an intellectual data analysis and forecast. On the other hand, it is rather difficult to get punctual predicts and estimate sufficiency forum users' opinion strength. In this work we present a methodology in order to automatically estimate the strength of users' opinions on text forums regarding governmental decisions. According to our methodology, quantitative features are automatically extracted from forum posts and then passed to a Support Vector Machine based classifier where the users' opinion strength is estimated. The proposed methodology has been validated in real data. The initial experimental results are presented. Our schema could also be used in a wide range of applications such as: scenario analysis of important events for political, social, and commercial tasks, public opinion monitoring, forecasting of tendencies of public opinion and marketing research.

Keywords: eGovernment, knowledge extraction, linguistic analysis, machine learning, opinion strength mining, support vector machines

An Efficient, Effective eGovernment Enterprise Resource Planning Model

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Abstract: The purpose of this empirical research by two public servants over twelve months was to develop an efficient and effective generic ERP database model and to minimize its impact on their agency. The ERP database so developed met agency performance requirements, did not require adjustment of agency structures, systems or processes, or any additional resources, change management or special training. The model, which may be suitable for adoption by others (particularly developing countries), was based on the agency's existing data across almost all industry sectors over a period of six financial years. Contrary to vendor developed and imposed ERP models, the impact of this model on the agency was minimal.

Keywords: ERP; agency; performance; impact

Citizen-Government Interaction in Russia: eGovernment as Tradition Bearer

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Abstract: This paper contains information about the results of sociological study in Urals federal district of Russia (2010). The study shows that the traditional model of citizen-government interaction based on a desire to move from formal to informal interaction with the authorities and to appeal directly to the top powers service demand is still preserved in large scale. Thus, while a state eGovernment proposal is based on the rational bureaucracy ideal and seeks to maximize the anonymity of service delivery and reduce the number of citizen-official personal contacts the public demand, on the contrary, is formed on the strategy which aims to convert a bureaucrat into «just a person».

Keywords: eGovernment, statist discourse, interaction with officials, strategy of weak

eGovernment Openness Index

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Abstract: We live in the era of rapid web technologies development that affects the growth and transformation of eGovernment. These new technologies impact leads to the re-evaluation of eGovernment, re-focusing of target characteristics and changing of general approach in eGovernment viewpoint. In today's electronic environment, the concept of eGovernment 1.0 has been overcome and a new eGovernment concept is being created, known as Open Government. Within this new concept, the focus is set on open public data, transparency, collaboration and citizen participation. Benchmarking eGovernment is an important task that indicates the level of implementation of eGovernment policies as well as eGovernment progress. Benchmarks of eGovernment concepts, eGovernment 1.0 and eGovernment 2.0, are not suitable for Open Government. In this paper we will evaluate different methodologies for Open Government benchmarking and try to define eGovernment Openness Index (eGOVI) as a global measure that indicates to which extent one government is open.

Keywords: open government benchmarking, eGovernment evolution, eGovernment openness index

Exploring Facilitators and Challenges Facing ICT4D in Tanzania

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Abstract: The success of implementing information and communication technologies for development (ICT4D) requires an informed understanding of the context of application. This helps to inform decision making during identification, planning, and evaluation of ICT projects. In the African context, this is of paramount importance. However, empirical studies regarding ICT4D in Africa are still limited. This study aimed at identifying issues underlying the implementation of ICT4D in Tanzania. Specifically, it focused at identifying key priorities on ICT4D, facilitators, and challenges facing ICT4D implementation in Tanzania. The study also attempts to suggest possible measures to be taken to facilitate the progress of ICT4D for next 10 years. The results show that it is imperative to streamline ICT into the areas of i) Production and service provision ii) government iii) Health iv) Education, v) Business, and vi) the growth of SMEs. This is facilitated by i) Tax relief in ICT equipment, particularly computers and peripherals, ii) availability of low cost ICTs, iii) supportive social infrastructure, and iv) Government commitment.

On the other hand, ICT4D in Tanzania is challenged by i) unsupportive connectivity infrastructure, ii) inadequate content quality, iii) unsupportive organisational issues such as policies, laws, and established systems and procedures, and iv) people related issues including inadequate ICT skills, mindset, and awareness. We observe that successful implementation of ICT4D in Tanzania is possible if facilitators can be exploited and challenges addressed. Specific issues that can be addressed are i) improving ICT connectivity, ii) enhancing content quality, iii) addressing leadership and organisational inertia, iv) emphasising on ICT effective strategic planning for ICT, v) enhancing ICT skills, awareness and mindset, and vi) cultivating innovative the culture at organisation level.

Keywords: ICT, ICT4D, eGovernment, Tanzania, Africa

PhD Papers

Maturity Models Transition from eGovernment Interoperability to T-Government: Restyling Dynamic Public Services Through Integrated Transformation of Service Delivery

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Abstract: Transforming public services through a global, common, measurable, achievable vision and clear objectives, the use of Information and Communication Technology and referral to services focused on the citizens needs have an important effect on economic, social and cultural life across the country that extends globally. The aim of this paper is to outline the part of the transformation of government services by defining the guidelines for implementation and monitoring procedures necessary to support any model of maturity to ensure the successful transformation of public services in a safe flexible and adaptable. The model we seek to build is based on best practices in service management, governance, enterprise architecture, and implementation of Information Technology.

Keywords: maturity, t-government, service management, interoperability

Quality of Services and Citizen Profiling in eGovernment

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Abstract: This research, still in progress, aims at increasing eGovernment services (eGov services) appropriation through recommendations for design of adaptive interface for eGov services. In order to reach this goal, we propose to focus our research on eGov services quality, considering the fact quality is one of the most critical dimension which influences website usage. This is particularly true when website addresses eGovernment services, where confidentiality, quality and information authenticity are crucial. The eGov services quality measure is then a major stake for public administrations if they want to promote eGov services use to citizens. The paper proposes a methodology in several steps. At the end, we must be able to propose a quality model for eGovernment which will be derived into several set of perceived quality models, trust models and acceptance models, corresponding to different user's profiles. Moreover, we propose to identify interaction way that is the most suitable for user regarding their profile. To do that, we will define some interaction characteristics that have to be taken into

account, such as interface form, dialogue structure, manipulation preferences, errors treatment... and then propose interaction typologies depending on user's typology model. In the mid-term, our objectives are to provide tools and methodologies to support European eGovernment. This research could help designers and developers in producing better quality services regarding the eGovernance objectives and to benefit from recommendations closer to reality.

Keywords: quality, e-services, eGovernment, user profile, appropriation, adaptive interface, interaction

A Quest for an Applicable Model of Growth for Directgov

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Abstract: This paper presents research towards the Henley Doctor of Business Administration (DBA) Programme which is in progress. The purpose of the paper is to review the most well known models of growth for eCommerce/eBusiness and in particular eGovernment to date, on a quest to identify an applicable model for mapping the progress made by the most prominent state-of-the-art eGovernment initiative of the UK government, the *Directgov* portal.

Keywords: eGovernment, eBusiness, models of growth, portals, Directgov

Practitioner and non Academic Papers

Providing Public Services Through Digital Postal Networks: A Position Paper

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Abstract: Extant government literature shows that, in recent decades, many western democracies have pursued a program of liberalisation of public services. The once predominantly public telecommunications sector has seen considerable privatisation. Postal systems have undergone multiple restructuring and streamlining programs to ensure their continued viability. This privatisation trend has been largely driven by three factors influencing government policy: a concern to lower costs in the provision of public services, the belief that private sector companies tend to be more efficient, and the conviction that competition increases efficiency and effectiveness in the delivery of public services. Additionally, as a result of the technological revolution, postal systems that were once viewed as efficient, trusted and inclusive have rapidly come to be seen as outdated, expensive and slow. Even though Posts are still recognised as essential to citizens, they are showing evidence of decline. A direct effect of this decline is that the ability of posts to fulfil their universal service obligation (USO) is slowly being eroded. The aim of this paper is to present a digital postal solution to counteract this decline. The new system restores, in digital format, the full gamut of traditional universal services afforded by Posts to citizens in earlier times. The new system gives every citizen a private digital space, where they can securely access, process and store official, personal and private information such as bills, employment records, academic records, health and dental records and postal mail. From this space, citizens can fully interact with digital society: privately on a one to one basis, socially, commercially and politically. In addition, the system provides new services, such as informational privacy protection and the supply of 'anonymised' online statistical data which will provide information on online behaviour and trends. Currently, this type of statistical data is largely in the hands of private companies and therefore of no benefit to the public good. A digital postal system based on the concept described in this paper is proposed to be rolled out in Ireland over the next few years.

Keywords: postal services, freedom of information, eDemocracy, informational privacy, digital government, technology artefact, socio-technical design

An Evaluation of Expression of Doubt in the context of Self-Assessment

(Section 955(4) Taxes Consolidation Act 1997) – Irish Revenue Commissioners

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Abstract:: Revenue has always been at the forefront of change in Ireland. 1988 saw a major change with the introduction of Self-Assessment for taxpayers. This brought new levels of trust and a user-friendly operation into the relationship between Revenue and taxpayer. It also brought a requirement for new levels of knowledge of the tax system by practitioners and taxpayers.

Ireland is one of the few EU countries to introduce a facility whereby the taxpayer can express doubt on filing their tax return. This enables the taxpayer to file on time and remain compliant despite having a doubt about a matter in their return. The facility in Ireland is referred to as an Expression of Doubt (EOD), provided for under Section 955(4) Taxes Consolidation Act 1997. Ireland's interactive internet-based filing system, Revenue Online Service (ROS) used by taxpayers to submit their tax returns is enhanced by the availability of this facility.

A taxpayer expresses doubt by ticking a box on the tax return and providing an explanation of the doubt. Revenue then examines the doubt, and because the taxpayer has disclosed the matter, he/she will avoid interest and penalties should the doubt give rise to a liability of tax. The author, using software and discussion with practitioners and Revenue personnel, examines the EOD facility in a systematic way by asking: after many years, is it used and still valuable? Does it achieve the goal of aiding voluntary compliance? What are the doubts of taxpayers? Are there patterns to its use, and are there common issues arising?. This 2010 study looks at all Irish Income Tax and Corporation Tax returns filed for years 2007 and 2008 where an EOD was indicated. Whilst some issues arise regarding the general use of the system and require to be addressed, this paper concludes that the introduction of this legislation is significant in aiding, encouraging and facilitating voluntary compliance of the taxpayer. The recommendations and conclusions draw together the data, the views of practitioners and Revenue officials in a systematic analysis of the EOD.

Keywords: Self-Assessment, voluntary compliance, interrogative software, income tax, corporation tax, anti-avoidance

Moving Fast Forward to National Data Standardization

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Abstract: Since 2007, the Ministry of Information and Communication Technology has been developing the Thailand eGovernment Interoperability Framework (TH e-GIF) as guidelines for transformation to a connected government. However, the transformation has been slow for four main reasons: lack of national data standards, lack of best practices to follow, no clear guidelines for how to start the project, and absence of a proactive mindset. This work focuses on building national data standards to support government data interchange and data integration. We begin to establish the footprint for data standardization by producing a manual containing implementation guidelines and developing the roadmap for national data standard initiatives. These initiatives, we hope, will be implemented over a five year period, from 2011 to 2015. By conducting an eSurvey of government information systems, the data landscapes and information logistics were developed. Then, information exchange domains were outlined based on task-oriented and organizational ontology. In addition, several workshops and seminars were conducted for both executive and operational officials from several public agencies. As a result, fifteen information exchange models were constructed; three of them were selected for study in detail to help create data standardization guidelines. The survey, workshops, and seminars, along with a study of national strategic plans, enabled us to come up with the data standardization roadmap that consists of three main activities: national data standard building, research and development to support standardization mechanisms, and government personnel preparation. Based on this roadmap, the creation of national data standards can be pursued in a strategic manner, strengthening the government transformation to be completely eGovernment as well as to become connected government.

Keywords: data standardization, eGovernment, data landscape, information logistic, ontology based information exchange, domain classification

Work in Progress

Bridging the IT/Process Divide in Public Administrations by Simple Semantic Interoperability Artefacts

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Abstract: Semantic interoperability is an objective that has been addressed in many research projects and publications in the past by the development or presentation of new artefacts (approaches, ontologies, tools, etc.). Mostly, different aspects of semantic interoperability have been addressed, which distinguished these artefacts from each other. But on the other hand, all these artefacts have one characteristic in common: they are big, complex, complicated, not easy to understand for people who are not familiar with the concepts and technology of the Semantic Web, and (sometimes) not easy to integrate into legacy systems. But this is crucial in the context of public administration, because there are small- and medium-sized public authorities, e.g., municipalities with limited resources, as well as big and advanced public authorities with a sufficient amount of resources, but existing information systems that cannot be replaced easily, e.g., because they are customized to local needs. In this work in progress paper the question is posed, how the technology regarding the facilitation of semantic interoperability can be simplified, so that these concepts and technology are first of all more understandable to employees and second easier to implement in small- and medium-sized public authorities like municipalities. A deliberation on this question promises the possibility, that the barriers for using these concepts and technology in municipality can be reduced and, that the municipalities can take advantage of these concepts and technology. Some ideas how this question can be approached are outlined in this poster paper.

Keywords: eGovernment, public service, interoperability, semantic web

Posters

Development of Electronic Government in Latvian Public Service

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Abstract: This article covers present trends in the understanding of e-government and development of e-government in Latvia. Based on the author's analysis of published research and statistical data, it attempts to construct a framework for understanding current issues of e-government implementation in Latvia, as well as outlining topics for further research. Development of e-government can be described by different indicators, enabling contradicting assessments regarding the success of the introduction of e-government in Latvia. Current development in Latvia is characterized by frequent changes in process management, responsible authorities and priorities. The introduction of e-government in Latvia is not part of public management modernization, which would include structural reforms and functional optimization. Despite the existence of strategic planning documents of different levels, various authorities still carry out isolated projects. For example, the introduction of electronic identification cards has been planned for several years, yet the responsible authorities and politicians cannot come to an agreement to start the process. Several indicators important for the evaluation of the development of e-government, for example, usage statistics of existing electronic services, are not publicly available and possibly are not collected at all.

The current institutional model is counterproductive to the modernization of the public sector and the development of e-government and does not meet strategic priorities and the interests of society, the process of building and prioritizing e-government projects does not pay sufficient attention to user needs and wishes. In the last five years political decisions have changed the main institution, responsible for the implementation of e-government and policy making in this sector more than three times.

The aim of the article is to analyse and assess the experience of e-government projects in the Latvian public sector in relation to the theoretical framework and experience of other countries, and describes the author's suggestions to improve the model of implementation of e-government.

Keywords: measuring e-Government, Latvia, public service, institutional model, usage

Youth Online: Participation and Political Engagement (Adelaide and Seoul)

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Abstract: This poster illustrates a developing Australia/Korea scholarly research agenda, supported by an Endeavour Award Research Fellowship, which aims both separately and jointly to assess the impact of online activities and social media on youth democratic identities and political participation.

Researchers aim first to document youth political engagement with social media in Seoul and Adelaide, by designing common survey instruments, and independently conducting pilot studies with young participants aged 20s~30s, drawn from city populations. After the pilot findings are compared, we expect to find cultural and context differences, but also similar generational attitude trends for further research. We hope to develop alternative sets of metrics for understanding the democratic potential of youth connectivity and online actions.

Projected future research will focus on understanding why young people value and experience online activities in a particular ways. This extended research agenda will focus on potential major issues and uses that broaden the research scope to participation in global arena. The collaboration is the basis of an ongoing partnership, which will include joint applications for national and international funding. We invite scholars interested in similar collaborations to attend the session and discuss potential participation.

Keywords: Online, participation, political engagement

Domesticating Promises, Digitalizing Norwegian Municipalities

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Abstract: Today, Norway is at the forefront implementing e-government programs and the Norwegian municipalities aim to be among the world leaders in e-government (EU 2010). The local governments are the primary interface between the administration and the citizenry and seek to use the ICTs to promote electronic citizen dialogue, offer digital services and have a more efficient government. The establishment and development of governmental web sites are at the core of this process of digitalization.

The general approach to e-government in Norway is decentralized, and regions and municipalities have the possibility to carry out projects within the framework of their competences (Norwegian Ministry of Local Government and Regional Development 2008). However, despite the ambitious aims and the increasing level of political and financial commitment, e-government has not delivered its promises.

The literature on e-government is characterized by a dominance of positivist research approaches and technological determinism. Some authors have stressed the importance of adopting a socio-technical perspective in order to capture the complexity of the issue. In this sense, Brosveet and Sørensen (2000) argue that the introduction and uptake of a new technology should not be understood as a linear process of diffusion; rather, it must be understood as a process of domestication where technology and social system coevolve and reshape reciprocally. The digitalization of local governments can be understood as a process where both, the technologies under scrutiny and the Norwegian society coevolve in a course of reciprocal shaping. The construction of governmental web sites can be understood as both, an input and an output of the process.

This paper aims to study the domestication of the e-government goals at the municipal level. We argue that this socio-technical approach can allow us to gain better understanding of the reasons behind the apparent gap between visions and reality, as well as, to explain the large differences on municipal web practices and the considerable variations in terms of what is offered.

The study is based on a mapping of the types of information and applications offered on the web sites of all 430 Norwegian local governments, conducted during the summer of 2009; an in-depth qualitative analysis of a total of 10 Norwegian municipal web sites, conducted during the summer of 2010; and the preliminary results of a survey directed at the IT responsible person in the local government.

The findings show how e-government initiatives reflect considerable interpretative flexibility with respect to governance, democracy and public services. It seems that local governments assume that they are at liberty to domesticate e-government technology according to local resources and ambitions. Thus, there is a variety of web practices but also of the symbolic interpretation of e-government.

Keywords: e-government, local government, domestication, aims, websites

Presentation Only

Slainte the Story of the Double Irish

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Abstract: The taxation of intellectual property (“IP”) continues and will remain one of the greatest challenges facing tax authorities and taxpayers over the next decade. The current international model in taxing corporate profits allocates the primary taxing right to a ‘source country’ - where some element of the production of goods or services takes place. Identifying the source in the context of IP is challenging. Some predict that with a greater focus on source-based taxation, local tax rules in the country of source will put considerable focus on local intangibles and on seeking to attribute profits to permanent establishments. This area will focus the minds of the OECD’s project on intangibles.

The country of residence also seeks to tax the profits, albeit some countries only tax resident companies on their locally generated profits and exempt foreign profits from tax – territorial basis. For large corporations with subsidiaries operating in many countries, there are major difficulties in deciding how much of the group’s worldwide profits are contributed by each of its subsidiaries—particularly when these affiliated companies are supplying each other with intermediate inputs and finance.

A high percentage of disputes between companies and tax authorities involve the treatment of cross-border transactions. International mobility of income and international tax competition between jurisdictions are increasingly playing a pivotal role in the formation of corporate tax systems. Tax Competition is the practice of tailoring a country’s tax system in order to make it as attractive as possible to incoming Foreign Direct Investment (FDI). This can be achieved by low rates, as in the case of Ireland, or by less transparent subsidies such as those offered by other countries. Luxembourg and Switzerland are key locations for the “housing” of IP related activities, as a result of tax incentives which reduce a MNC’s effective tax rate (“ETR”).

The international consensus will be challenged by a number of developments including specific rules emerging within transfer pricing and anti-abuse regimes (led by US and UK precedent) that may step outside the OECD Guidelines. These challenges will primarily target IP and will raise issues as to the existence of local marketing intangibles. Some commentators would like to see more resources put into Mutual Agreement Procedures (“MAP”) cases and an expansion and stream lining of advance pricing agreements (APA) so that transfer pricing disputes can be resolved more efficiently.

Drucker (2010) describes a recent IP tax planning mechanism which has become known as “The Double- Irish”. This is reported as being widely used in the ICT sector and further afield. He cites the particular case of a pharmaceutical group which employed it to reduce their ETR on profits earned in Ireland to between 2% and 3%. This scheme is described in detail in Darby and Lemaster (2007) as a common way to exploit the interaction between the Irish tax rules and those of the US.

The US taxing authorities find it difficult to challenge this structure as the group is availing of a specific election procedure facilitated under the US tax code. This example illustrates the importance of monitoring how Irish domestic tax rules can be abused by complex international structures, with an overall loss of tax to all the governments involved. The manner in which MNCs use the “Double Irish” sets a rich contextual paradigm in which the theories underpinning my current research can be explored.

In the broader context tax authorities will continually look to assert the existence of intangibles in their jurisdiction and taxpayers will continue to acquire and develop intangibles in low tax locations.

While the OECD’s new Transfer Pricing Guidelines provide a few helpful relaxations in terms of using multiple-year data and data from similar markets, some commentators believe the trend will move away from mechanical comparable reviews and encourage a much more qualitative approach. Issues of transparency and critical analysis of substance will be paramount. Related tax issues such as the tax incentives available for Key Entrepreneurial Risk Takers (“KERTs”) will need to be considered by Governments to incentivize the location of key personnel.

My research is currently focused on the theory underpinning the development, evolution and diffusion of transfer pricing across international borders. The frame of reference is the contemporary tax system in an age of globalized commerce and the interconnection between the system’s key actors including tax authorities, corporations and advisors. This is in response to calls in the accounting literature for examining accounting (including taxation) not as a technical practice but rather a study of the context within which it operates (Hopwood(1983)).

The thesis draws primarily on New Institutional Theory and Political Economy Theory in establishing a theoretical framework of the context and processes connected with designing, endorsing and diffusing transfer pricing policies. It draws on the work of Dillard et al. (2004) in developing the framework.

Institutional theory is primarily concerned with an organisation’s interaction with the institutional environment, the effects of social expectations on the

organisation and the incorporation of these expectations as reflected in organisational practices and characteristics (Martinez and Dacin (1999),pg.76).

“Political economy is the study of the interplay of power, the goals of power wielders and the productive exchange system” (Zald, 1970, p. 233). Political economy theory enriches the understanding of transfer pricing policies and tax planning (using transfer pricing as a tool). Armstrong highlights the dynamic and contradictory interaction of modes of national and international regulation and to the importance which multinational pressure and the accounting profession play in shaping and restructuring regulatory fields (in this case transfer pricing). He posits that transfer pricing as a socio economic and political process involves a dynamic and contradictory exchange of both public and private vested interests and a “politics of expertise” in which the accounting profession plays a role. One of the primary lessons emanating from Political Economy theory is that enacting tax policy can create interest groups and constituencies in favour of a particular tax policy.

Keywords: OECD, mobility of income, tax competition, transfer pricing, intangible assets, institutional theory, political economy theory

The Connect Digitally Programme: Enabling Citizen Engagement Through Technology

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Abstract: The Connect Digitally Programme is leading 152 local authorities in driving down the cost of service delivery, cutting bureaucracy and making 'digital the default' channel for three frontline transactional services: school admissions; free school meals and payments for school related services.

The Programme is funded by the Department for Education (DfE) and led by Hertfordshire County Council.

In just over 2 years it has: Established data sharing and legal compliance with 5 central government departments. Developed a robust, reliable checking service enabling local authorities and citizens to check eligibility for free school meals against data from 3 central government departments. Delivered successful projects with 4 consortia (72 local authorities).

Established a local authority Community of Practice with more than 450 members.

Provided expertise, products, toolkits, support and guidance for local authorities to: increase take-up of online school admissions by almost 100% from 30% to 55%. Transform a difficult, complex paper-based free school meals process to a real-time electronic one, re-engineer renewal and audit processes for free school meals, develop solutions for online payments for educational transactions and realise cashable savings.

Model and Approach

The approach that Connect Digitally offers is that of a shared solution in which the philosophy is of develop once, pay once and use many times.

This approach is both innovative and replicable and has demonstrated successful transformation across England for both school admissions and free school meal applications. The other frontline service of online payments is at an early stage of development and therefore the success of the Connect Digitally approach here cannot yet be quantified.

Specifically the Programme identifies barriers to implementation and take-up; uses expert practitioners to solve the majority of common challenges; celebrates and promotes good practice from all local authorities; determines refines and transfers solutions; enables local solutions; stimulates supplier

provision; collects benefit measurements to ensure realisation of cashable savings and uses a Community of Practice website to share and test products and tools.

Achievements and Awards

The Programme has driven down service delivery costs for government departments, local authorities, schools and citizens. The Programme has a 6 to 8 fold return on investment with projected cashable savings of between £80m and £120m.

The success of Connect Digitally can be judged by the awards that it has won in the 2 years that it has been in existence:

Winner of the e-Government National Awards 2010 – Local e-Government Excellence – Team, January 2011.

Short listed for the e-Government National Awards 2010 – Local e-Government Excellence -Take-up and Usage Growth, November 2010.

Winner Civil Service Awards - Public Service Award November 2010.

Runner up for the Civil Service Awards - Communication Award November 2010.

Medallist BCS UK IT Industry Awards - Public Sector Project of the Year, Project Excellence Section November 2010.

Winner Local Government IT Excellence Awards - Service Transformation Category October 2010.

Winner Good Communications IT Partnership Award June 2010.

Winner Overall Government Computing Award April 2010.

Winner Collaboration Government Computing Award April 2010.

The Connect Digitally Programme has achieved the following specific outputs for each of the services discussed.

Online Free School Meals

Through the Online Free School Meals Project the Programme has transformed a difficult paper-based process to an online service that improves the experience for the family and saves the local authority money.

Since the Project started in April 2009 it has had a remarkable impact on service transformation:

3.3 million records checked

93% (162/174) of English and Welsh local authorities using the Department for Education Free School Meals Eligibility Checking Service (ECS)

monthly transactions increased by 300% from 78,211 (April 2009) to 251, 753 (August 2010)

local authorities which have removed paper proof of benefit increased from 6 to 93

local authorities offering online forms increased from 6 to 28.

“I was very impressed that the application was straightforward to complete. I know of people who have not claimed for other benefits as they find it too difficult to complete forms” Citizen User

Online School Admissions

The Programme has, in a growing number of local authorities, made this digital service the default channel for applying for school places with a current national take-up of 55%.

With further accelerated take-up by parents/carers and all 152 English local authorities fully utilising the service, additional savings of around £21m are possible, representing a 4-6 fold return on investment demonstrating online school admissions is a value-for-money project.

Online Payments

The Programme aims to enable parents and carers to pay online for a range of school related services, delivering efficiencies and reducing bureaucracy for local authorities, schools and families and bringing the way parents and carers pay for school related activities into the 21st century by removing the need for cheques and cash.

Challenges

Delivery of a successful programme requires that all of the stakeholders are working and communicating together. Connect Digitally has achieved this through:

Supplier Engagement

Connect Digitally stimulates supplier innovation and improves supplier delivery through engagement and communication. This ensures that suppliers are “in the loop” and that local authorities receive value for money. In addition Connect Digitally provides a voice for local authorities which suppliers cannot ignore.

Connect Digitally is leading the development of standards which underpin service functionality and relationships between services for citizens.

Collaboration between partners is key to this approach which accelerates take-up. Crucially, Connect Digitally has secured supplier endorsement of basic functionality and design through its minimum features and relationships (MFR) guide, without specifying software solutions.

“We always use the MFR as a starting point for our online development”
Commercial Supplier.

Local Authorities

Connect Digitally has helped local authorities to reduce costs and accelerate service improvement in challenging economic times by hosting a Community of Practice which is home to a vast quantity of resources and provides opportunities for experience and knowledge sharing via a secure online platform. Through this channel it delivers proven shared solutions and economies of scale preventing reinvention of the wheel. Collaborative working with early adopter local authorities enables the Programme to develop practical, accessible, user-friendly tools and resources which help local authorities to solve common problems while delivering local solutions.

“There’s always someone with whom we can talk through a problem, and we know that, even if they don’t know the answer themselves, they can find someone who does.” Local authority Community of Practice member.

Other Stakeholders

In addition the Programme collaborates with both central and local government to deliver effective joined-up government.

e-Participation building blocks in Estonia

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E-Participation seems to be one of the lifelines that representative democracies are currently experimenting with, in the hope that it bridges the gap between the governing and the governed. The promise of E-Participation is the ability of ICT to fulfil some new expectations in the society – from transparent governance to empowered citizens. Government is the platform for decision-making, but any modern platform survives only in co-existence with its community of users - citizens. They are the ones to share information provided by the government, to have a say in decision-making processes and collaborate in rendering public services.

In order for E-Participation to happen at all, it requires some important building blocks to be in place. The paper describes the successes and shortcomings of these building blocks, technology, government-provided mechanisms and citizen initiatives as prerequisites for e-Participation, in the Estonian case.

Keywords: Estonia, E-Participation, case studies, E-Government, citizen engagement

Technology

There are many examples of supporting infrastructure: the X-Road secure data exchange layer, which allows data to be held centrally and accessed securely by different E-Government applications, including across government agencies; the ID cards that over 80% of the population possess, enabling both electronic authentication and digital signing; efficient E-tax and E-customs services; government online registers etc. Perhaps the most well-known example is Estonia's internet voting infrastructure.

Government-provided mechanisms

osale.ee

The Estonian Government's central participation portal www.osale.ee ('osale' means 'participate' in Estonian) was launched in 2007, allowing interest groups and individuals to comment on draft policy documents, launch their own ideas and initiatives for new legislation and amendments, and submit petitions. Other users can vote and comment on these proposals. Then the proposal is forwarded to the relevant government department, which in turn posts an answer, explaining what action was or was not taken and why.

Currently, e-participation is about to be embedded in the policy-making framework to fulfil its potential for empowering citizens. Osale.ee consultations have been integrated with government's policy preparation portal, where the full cycle of legal acts and policies becomes accessible for wider audience. Assisted by the new tool EIS, all interested groups and individuals can follow the policy-making process and provide comments throughout the stages, until the act is presented to the government session.

Citizen Initiatives

It is important that there is demand for participation in government on the part of citizens. After all, E-Participation cannot take place unless citizens want to participate. The My Estonia campaign showed that people are willing to commit themselves for the wellbeing of society if trust is shown in communities and citizen voices count.

My Estonia

"My Estonia" is a good example of digital engagement supporting offline community organising. The initiative was designed as a one-day brainstorming event where people were called upon to identify and discuss issues that matter most to them in their localities, in the era of economic recession. Brainstormers discussed issues of their choice, coming up with solutions and not just problems. They then move into smaller thematic workshops to elaborate solutions and take matters forward. Organisers

provided 400 brainstorming sites where over 11,800 people participated on the spot. There were 16 net forums and 17 sessions were formed in Estonian communities overseas. An online pledge bank was established that listed ideas and solutions.

Recommendations

If nothing else, an E-Participation project should ensure that users feel their effort has not been wasted and that it would be worth participating in the future. How can a government ensure that it satisfies this demand?

If you want citizens to E-Participate, it is important that they have the tools to allow them to participate on the level they feel happy with, whether as a power user, or one-off trial. The most important tool is information: without being fully informed about what decisions are made and how, and having background information, citizens cannot be expected to have informed discussions and hold their representatives to account.

In Estonia, there are several examples where officials put information online as a matter of course: osale.ee is the consultation platform that all government agencies can use to publish information such as draft policy papers and conduct consultations (although some ministries use it more than others), and since 2010 government documentation registers have been made public and full-text searchable. We haven't gone far enough in open data terms, though: I would like to see something similar to the open data initiatives in the US and UK, namely data.gov and data.gov.uk.

Regardless of how intensively people want to E-Participate, without information it is impossible: an E-Voter needs information in order to decide what party to vote for; somebody who wants to discuss policy on osale.ee needs to have policy documents to argue authoritatively; a campaigner for reduction in speed limits needs to have statistics on road deaths; the hackers who make tools out of government data sets need machine-readable data to work with.

In short: government should get as much of their information "out there" as possible, and be responsive to the information it receives.

By maintaining the community of E-Participators on a solid base of IT infrastructure, online tools and digital literacy, a government will be able to call upon a rich resource and work with citizens to meet their needs much more closely than they are able to today.

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My Estonia citizen initiative <http://www.minueesti.ee/>

Real time Risk Analysis on VAT Return Processing

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Abstract: Risk in VAT has traditionally been managed by the use of ‘control limits’ for VAT repayments and the wider use of risk through the comprehensive Risk Evaluation Analytical profiling (REAP) system, which draws all tax, compliance and third party data together and risk rates the case in accordance with a comprehensive rule set. This is generally carried out up to three times each year and the results are used for audit selection. Revenue is now examining the possibilities of complementing the REAP system with a real time risk system for all VAT returns based on transactional processing and risk rating each return in real time. As the number of traders filing on-line increases, it presents an opportunity to “front load” validations rules that are currently applied to all VAT returns in the nightly processing. These validation rules will be brought forward to ROS and applied when the return is being filed. This will eliminate much of the ‘repair work’ currently carried out by Revenue staff on VAT returns. It is acknowledged that the current control systems result in a significant number of VAT claims stopped that are subsequently repaid without amendment. VAT claims have always been a good source of audit yield and this new approach will enhance this audit source. While the concentration in the past has been focused on VAT claims, the new approach will widen the scope to include all VAT returns and not just VAT repayment claims. The risk of a trader under-declaring on a VAT payable return carries the same risk as a trader who over-claims on a VAT claim. The criteria for examining VAT returns will also be extended to include a wider range of risk criteria. In addition, the random selection will be re-evaluated with a view to more focused selection of returns that traditionally attract a very low risk. Analytics will be applied to all VAT returns to identify

risk by examining trends and behaviour. The wider risk criteria will include a series of rules, including control limit rules in the nightly VAT return processing by utilising an Eskort system. The overall risk assessment score, from standard rules and analytics for a return will determine which 'channel' the VAT return is processed through. Channel processing will be introduced to stream the returns according to risk, using the 'traffic light' system with red routing indicating high risk, green routing indicating low risk and orange routing indicating medium risk.

Keywords: Control limits; Transactional processing; Analytics

Green Channel



The Green Channel will include all VAT returns (payable as well as claims) that attract a low risk score. These returns will be posted to the main VAT account and VAT claims repaid following standard processing.

Red Channel



All returns attracting a high risk will be subjected to caseworking. If the return is a VAT claim, the claim will be stopped. Any subsequent activity will be driven from the caseworking system rather than having to approve a claim from a separate system.

Orange Channel



All returns (claims and payables) attracting a medium risk will be available for caseworking. Claims attracting a medium risk will be repaid and subjected to caseworking 'post repayment'.

Due to the nature of the VAT bi-monthly cycle, large numbers of returns will come through the Orange Channel at the peak filing time. In order to 'manage' the flow of returns into the case management system from the Orange Channel, a simplified case select mechanism will be required. As every return from the Orange Channel may not be caseworked, a return will have a 'shelf life' of two months and if not selected for ICM caseworking within two months, the return will drop out of the 'holding area'. The fact that the case has been selected and not caseworked should feed into subsequent scoring within the risk system. This approach also presents an opportunity of automating the Revenue risk response for returns filed electronically. For example, where a red routed VAT claim is filed through ROS, the system could respond to the return filer (agent or trader), through the ROS in-box that the VAT claim will be stopped for examination and that supporting purchases and sales records should be uploaded electronically to a secure 'folder' in ROS from where it will be stored on the main system and interrogated electronically using tools such as IDEA software

The main benefits arising from the change in approach is,

- The application of risk criteria to all VAT returns in real time.

- To move away from the concentration on VAT claims only.
- This approach will also provide opportunities to move across to electronic filing through ROS of sales and purchases data in support of VAT returns which can then be subjected to IDEA software analysis.
- The 'frontloading of VAT validations to ROS will also reduce the 'internal repair effort' and provide a productivity benefit.

The results from a more structured approach to random selection will provide assurance when results are compared with the results from returns selected by reference to risk.

This approach will further embed the risk approach to caseworking in Revenue

GESTIONA platform: The BPO solution for e-government services based on Cloud and Open Government principles

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Abstract: GESTIONA promotes an easy-management and sustainable e-government ICT solution. It also brings an innovative way to get closer the governments to the citizens. The platform complies with the EU policies and it is aligned with the Digital Agenda strategies in open-government and e-government.

Cloud-Government is the challenge for the public administrations to develop sustainable electronic services for their citizens. It avoids the dependency on technology and law changes and keeps a low level on public investments so the ROI could be perceived by the citizens through a better services and infrastructures, throughout a continuous re-investment of public funds and savings. This approach pursue the citizen engagement and the disruptive innovation in e-services as the main axis of their development.

The GESTIONA platform from espublico is the first functional and technological platform that deals with this approach and leads the Spanish public administration market with over the 10% of councils using it.

In the actual economical context, BPO, SaaS and Cloud-Computing are keys in order to universalize the e-government services for those medium and small public administrations that want to offer innovative approaches to modernize their core business and to enhance the quality of public function: i-government policies.

GESTIONA is a functional and technological platform that was developed as the ideal solution to allow the outsourcing of services, mainly for the increasing demand for citizen services and compliance with laws, initiates a cycle of technological innovation and administrative modernization in order to improve the services that they offer to their citizens. Software as a Service is the technological alternative to share infrastructure, purchase functional service platforms on demand, and outsource Digital Public Services that are offered to citizens. Any procedure that involves the participation of different administrative units, the sharing of data and access to centralized information and application services, and that may or not involve citizen participation, can be converted into a service articulated by GESTIONA.

Our solution integrates a wide variety of Digital Public Services as a Service (SaaS) in multi-tenancy settings, but not only, because GESTIONA is synchronized with the biggest law and procedural repository of the country (with over 10K procedures and 30K forms and documents), which keeps up-to-date the e-service in real-time.

The ease of use as well, is one of the bases of GESTIONA. The public employee can personalize, re-define and re-design the business logic of the public management in his/her organism, and we can deploy your e-services in true fast way. The platform is in the cloud and the organism rents the systems use and their maintenance. They don't need to invest in expensive infrastructures, personnel, communications, etc.

Another specific features of GESTIONA:

- Multichannel Citizen Services that make possible to manage the information offered to citizens through different access portals and/or channels and dispositives,
- Implements the Citizen Relationship Management.
- Law compliance with a real-time up-to-date strategy
- Electronic Document Archive Management Services, using standards like ISO 19005
- Electronic Public Procurement Services
- Fast-for use and Low-cost strategy
- The biggest implementation in Spain (over 10% of councils in less than 2 years)
- Two ways of deployment of the platform:
 - Cloud Deploy (pubic or private)
 - In-house Deploy
- Full coverage of electronic signature: citizen, public organism, public employee, public representative, time-stamping, automated signatures,

The solution implements the management of different models of public contract dossiers, under a complete and uniform environment, in accordance with the specific laws and restrictions of each region or country. It also

stimulates open-government initiatives, because it is a reliable platform to offer and share the data of the public organism.

The legal and technological solution proposes a secure and reliable integration framework that promotes interoperability with services of other Public Administrations, based on an open-government model.

Keywords: Cloud-government, open-government, e-government, software as a service, interoperability, cloud-computing
