Technology Enabled Transformation of the Public Sector:
Advances in E-Government

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Preface

Chapter 1
Reducing the Perceived Risk of e-Government Implementations: The Importance of Risk Communication

Andrew Whitmore, University at Albany-SUNY, USA
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Perceived risk has been identified by the literature as a limiting factor in e-government adoption and success. However, there has been little effort spent examining how and why perceived risk comes to differ from actual probabilistic risk and the means by which the gap can be reduced. These questions were examined by applying the Social Amplification of Risk Framework to the case of e-government in the United States. Several factors that are known to exacerbate perceived risk were identified from the literature and shown to be in place in the United States. The presence of these factors suggests that more effective risk communication is required in order to realign perceived risk with probabilistic risk. Recommendations on how to improve e-government risk communication through technical and human means are provided.

Chapter 2
Business Process Change in E-Government Projects: The Case of the Irish Land Registry

Aileen Kennedy, Dublin Institute of Technology, Ireland
Joseph P. Coughlan, Dublin Institute of Technology, Ireland
Carol Kelleher, University College Cork, Ireland

This research investigates one of the first e-Government services launched as part of Ireland’s Information Society programme, the Irish Land Registry’s implementation of their award winning Electronic Access (EAS) project. In-depth enquiries into how public sector organisations manage IT-enabled transformations have remained relatively limited and this case contributes to this emerging body of literature. The analysis highlights that the implementation of e-Government initiatives beyond basic service levels necessitates business process change in order to reap rewards. This study fulfils an identified need for research in Business Process Change (BPC) in the implementation of e-Government initiatives. In this way the research attempts to add to, and complement, the existing pool of studies exploring e-Government induced change. The conclusions from the research stress the importance of planning for process change and the support of top management in the achievement of the efficiency gains and improved customer experience that are outcomes of e-Government.
Chapter 3
The Prospects for eGovernment and eGovernance in Sub-Saharan Africa: A Case Study of Zambia

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EGovernance and eGovernment are critical tools for Good governance and economic development, and are therefore critical for Highly Indebted Poor Countries, a majority of which are in Sub-Saharan Africa. This paper reviews literature in order to discuss the prospects of eGovernance and eGovernment in Sub-Saharan Countries, and chooses the nation of Zambia as an in-depth case study. Issues of investment climate, market structure, infrastructural capacity, social contexts and political and cultural resistance factors are identified as impediments but also key components (if well understood and tackled) for effective initiation and implementation of eGovernance and eGovernment projects.

Chapter 4
Tracking the Evolution of E-Governance in India

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An attempt is made in this paper to gain an understanding of the evolution of Electronic Governance (E-governance) in India. The initial part of the paper examines the Historical Perspectives and the evolution of E-governance in India since the formation of the Department of Electronics. The following sections give a detailed study about the initiatives taken by the Government of India over periods of five years and their Missions and Objectives in the creation of a “Transparent and Efficient Governance” from grass root levels. The relative development with the induction of these technologies through various policies and reforms are mapped against the projects and gauge the significant impact on the ability of our government to establish the current E-governance structures.

Chapter 5
E-Government Implementation Perspective: Setting Objective and Strategy

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Though many countries are still just beginning to grasp the potential uses and impacts of Electronic-government (EG), advances in technologies and their applications continue. Observing the proliferation of EG, countries are increasingly turning to the Internet to market their EG system to gain a competitive advantage. However, the effectiveness and efficiency of such online government systems largely depends on the mission of implementing EG. For successful adoption and implementation of EG, it is essential that a country first identify an explicit objective and a specific strategy. We have examined implementation strategies of EG of seven diverse countries whose objectives and mission for implementing EG differ significantly. However, they have the following strategies in common: i) extensive application of information and communication technology (ICT) in the public sector; ii) overall reformation of the public sector; iii) development of a better quality service structure; and iv) more cohesive integration of citizens with government.
Chapter 6
Ubiquitous Participation Platform for POLicy Makings (UbiPOL): A Research Note

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The purpose of UbiPOL project is to develop a ubiquitous platform that allows citizens to be involved in Policy Making Processes (PMPs) regardless of their current locations and time. However, literature highlights one of the foremost reasons that make citizens de-motivated in engaging themselves in policy making—the ignorance of germane policies and PMPs within the government organisations. It is highly suggested that while more citizens find connections between their everyday life activities and pertinent government policies, the more they become pro-active or motivated to be involved in PMPs. For this reason, UbiPOL aims to provide ‘context aware knowledge’ provision with regards to policy making, i.e. through UbiPOL enabling citizens in identifying any relevant policies along with other citizens’ opinion ‘whenever they want’ ‘wherever they are’ according to their everyday life pattern. As a result of this platform, citizens are anticipated to be more acquainted with the newest relevant policies and PMPs for their participation during their routine life activities. Moreover, this platform is also anticipated to provide policy tracking functionality through a ‘workflow engine’ and ‘opinion tag’ concept to improve the transparency of PMPs. As a final point, the platform intends to facilitate policy makers to collect citizen opinions more efficiently as the opinions are collected as soon as they are created in the middle of citizen’s everyday life. UbiPOL provides security and identity management facility to ensure only authorised citizens can have access to relevant policies according to their roles in PMPs. The delivery of the opinion and policy data over the wireless network is secure as the platform use leading edge encryption algorithm in its communication kernels. UbiPOL is a scalable platform ensuring at least 100,000
citizens can use the system at the same time (e.g., for e-Voting applications) through its well proven automatic load balancing mechanisms. The privacy ensuring opinion mining engine prevents unwanted revealing of citizen identities and the mining engine prevents any unrelated commercial advertisements are included in the opinion base to minimise the misuse of the system.

Chapter 7
Designing, Implementing, and Evaluating User-Centered and Citizen-Centered E-Government

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The effectiveness of user interactions and engagement with e-government hinges on the extent to which the information and services being offered are user-centered, and in particular citizen-centered. E-government is not effectively serving users if they cannot find the information and services that they seek due to organizational, educational, policy, or management issues; do not have the skills to properly interact with e-government; do not understand the results that they get; or do not trust the information that they receive. As such, user-centered design and evaluation must be a key consideration in the development and management of e-government. Building on a range of previous research by the authors, this article will examine the issues of the designing for, evaluation of, and research about user-centered e-government and implications for e-government policy and management.

Chapter 8
Innovation in Democratic E-Governance: Benefitting from Web 2.0 Applications in the Public Sector

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This article provides a brief introduction to Web 2.0 and its gradual adoption in public services and governance. Web 2.0 refers to the second generation of Web-based communities, networks and hosted services, which facilitates interaction between users. Since the invention of the concept of Web 2.0, version numbering has been attached to various activities and organizations, including government. Government 2.0 opens a horizon towards post-modern governance, in which government utilizes in its governance and stakeholder relations open and pluralist interactivity, community-centeredness and citizens’ own content production and networking, following the logic of Web 2.0. The promise of Government 2.0 lies in the idea that the more direct citizen involvement there is in public affairs in Web 2.0 style, the more reason there is for people to take a constructive view of public policies, governance and organizations.

Chapter 9
Citizens and Service Channels: Channel Choice and Channel Management Implications

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The arrival of electronic channels in the 1990s has had a huge impact on governmental service delivery. The new channels have led to many new opportunities to improve public service delivery, not only in terms of citizen satisfaction, but also in cost reduction for governmental agencies. However, until now these promises of e-government have not been met. In general the use of the traditional channels remains high and the costs of introducing and maintaining the electronic channels have merely been additional costs. These observations call for a deeper understanding of the behavior of citizens. Why do citizens choose the channels they use to obtain services? Furthermore, how should knowledge about these behaviors be used to improve governmental multi-channel service strategies and marketing activities?
In this article, citizens' channel behavior will be analyzed while channel usage will be discussed. The authors will explore the channel choices of citizens and further converse on how these findings may help in improving channel strategies and marketing and thus help in improving citizen satisfaction and reduce cost of governmental service delivery.

Chapter 10
Comparing Citizens' Use of E-Government to Alternative Service Channels ........................................ 160
Christopher G. Reddick, The University of Texas at San Antonio, USA

This article examines the role e-government has over citizens' when they initiate contact with their government. It also compares the influence that other contact channels have on citizens' contacts with government. A public opinion survey is analyzed to determine what factors explain the different methods of contacting government, namely through the phone, e-government, visiting a government office, or a combination of approaches. This article also analyzes citizens' preferred method of contacting government, examining different types of information or assistance that citizens can get from government. The results of this study indicate that e-government is just one of many possible service channels that citizens use, with the phone being the most common. The overall importance of the survey results indicate that e-government is just one contact channel for citizens, and resources should also be devoted towards other contact channels given their importance as well to citizens.

Chapter 11
Engaging Citizens on the Internet: An Assessment of Local Governments in Ohio ............................. 175
Mark K. Cassell, Kent State University, USA
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This article presents empirical results relating to citizen-government relations on the internet that are based on an assessment of the World Wide Web presence of 428 local governments in northeast Ohio. Northeast Ohio provides a useful picture of E-government-citizen relationships because it includes a range of local government forms (counties, townships, etc.), urban and rural populations, and Midwestern influences that many consider "typical" of American states. The website reviews conducted assess citizen-government engagement in a variety of areas. The measures used include simple engagements like the ability to sign up for email updates and the presence of event calendars to more involved interactions, such as blogs, e-pay services, and open records requests. Using these measures, the authors assess citizen-government engagement among local governments in the sample.

Chapter 12
Evaluating Public Programs Implementation: An Exploratory Case Study ........................................ 193
Maddalena Sorrentino, Università degli Studi di Milano, Italy
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This paper discusses the importance of evaluating the implementation of public programs as an integral component of organizational actions performed by public administrations. Drawing on contributions from policy studies and organization theory, the authors assign a dual role to evaluation: valuable cognitive resource and accountability tool for the policymakers. This exploratory case study contributes to the literature on implementation evaluation by providing an encompassing theory-grounded perspective on a recent e-government project by the City of Milan. The authors' preliminary findings confirm the heuristic potential of an evaluation approach where interdisciplinary inputs can enlighten not only the results, but also the process of design, adoption and the use of e-services.
Chapter 13
A Goal-Driven Management Approach based on Knowledge Exploitation for e-Government Projects

Demetrios Sarantis, National Technical University of Athens, Greece
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The implementation of electronic Government projects in public sector organisations is a challenging task, due to technical, organisational and cultural specificities of the domain. Research shows that such IT projects have higher failure rates than similar approaches in the private sector, also indicating the lack of a method to transfer knowledge and apply best management practices in an effective way. The proposed management approach aims to recognise structure and reuse past successful attempts, in ways that support the overall viability of an e-Government project. After stating the fundamental principles of project management that apply to public sector IT projects, the authors present a conceptual model for e-Government project management, including entities such as dimensions, goals, activities, deliverables and roles that can be structured and adapted to cover all types of relevant projects in an out-of-the-box approach. This knowledge base of predefined project components can then be populated and utilised in making more informed decisions for effective project management of e-Government initiatives. This way, the proposed method supports public officials and practitioners in learning from past experience projects and in designing and running e-Government projects in a more systematic manner, thus, significantly increasing the likelihood of project success.

Chapter 14
Theorizing Information Security Success: Towards Secure E-Government

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As information systems become more pervasive within organizations, securing their associated information assets has become a topic of extensive research. However, minimal research has been focused on understanding the dimensions of information systems security within an organizational context. This study organizes a considerable body of information systems security literature based on their findings, and the authors identify core dimensions of information system security success and operationalize them as a model to predict success with information security initiatives. The utility of the proposed model is evaluated for the e-Government context and emergent issues for research and practice are discussed.

Chapter 15
Harnessing Interagency Collaboration in Inter-Organizational Systems Development: Lessons Learned from an E-Government Project for Trade and Transport Facilitation

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In spite of the increasing need for building interagency systems, the literature on effective inter-organizational collaboration is practically inexistent, both from the methodological and practical perspectives. Using an action research approach, this paper reports the findings of a four-year long action research that seeks to identify critical success factors for establishing and maintaining interagency collaboration in a large-scale inter-organizational system development project. The findings were drawn from direct experiences during the implementation of the cross-border internet-based system for trade and transport facilitation in Thailand, which required an involvement of more than 40 governmental and business stake-
holders. This paper suggests a stepwise approach for the establishment and maintenance of interagency collaboration, and derives methodological and practical implications from this large-scale experience.

Chapter 16
G2C Adoption of E-Government in Malaysia: Trust, Perceived Risk and Political Self-Efficacy

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Electronic government or e-government has long been known as a breakthrough of a new form of communication and transaction between the government and citizens, the government and industries, and among government agencies. Simply, e-government is meant not only to help the government to accomplish its daily administrative activities but also provide an easier way to communicate with external entities like citizens and businesses throughout the utilization of Information and Communication Technology (ICT). With the implementation of e-government in Malaysia, study about Government to Citizens (G2C) adoption is important in reflecting its progress. Against this backdrop, this paper studies G2C adoption in Malaysia by espousing the Technology Acceptance Model (TAM) theory as a framework. Other factors that are believed to influence citizens' intentions for using the G2C system are also examined.

Chapter 17
The Same Wine but in New Bottles. Public E-Services Divide and Low Citizens’ Satisfaction: An Example from Lebanon

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When introducing public e-services, the Lebanese government predicted that it would reduce inequality between citizens (OMSAR, 2002). However, the results of this research prove that this will not be the case, and the introduction of the virtual channel of services delivery system will create a public e-services divide. In response to the research questions: "what is an e-services divide?" and "what are its antecedents and consequences?", this cross-sectional explanatory research shows that the public e-services divide will separate citizen's who have access to ICTs, who have the skills to use ICTs, and who accept use of public e-services from the others. The public e-services divide will result from the e-access divide, the e-skills divide, and from the public e-services acceptance divide, which will lead to lower citizen satisfaction.

Chapter 18
A Profile of Scholarly Community Contributing to the International Journal of Electronic Government Research

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This paper analyses the first five volumes of research published in the International Journal of Electronic Government Research (IJEGR). All 90 papers that appeared between the years of 2005 and 2009 are analysed by extracting information on the following variables: most active authors, gender of the contributors, academic expertise/research area, background (academic vs. practitioner), number of co-authors, universities associated with the most publications, geographical diversity of the authors and occupations of the contributors. Findings suggest that there are very few authors contributing to more
than one article in IJEGR. Findings also suggest that there are imbalances in terms of authors' discipline, gender and background. Finally, this paper illustrates the institutions supporting electronic government research and countries and regions promoting e-government research and practice. The main contribution of this research lies in understanding the evolution and patterns of the electronic government research community.

Chapter 19
E-Government Services Online: An Exploratory Study on Tax E-Filing in Malaysia

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E-filing is a new service launched in the year 2005 by the Malaysian Inland Revenue Board. This is in line with the government's vision to leverage on the Internet technology in extending its services to the citizens and to further embrace the cutting-edge technology of the information age. Via this system, the citizens or taxpayers are able to complete an electronic application form and the necessary payment details with a few keystrokes; therefore completing their revenue declaration within minutes. The purpose of the e-filing service is to encourage every taxpayer to submit their income tax returns through an online system, thus reducing the manual paper-based submission method. This paper examines taxpayers' intention to use the e-filing system in Malaysia. This paper analyses the factors that contribute towards adoption of such system in Malaysia based on three models: the Technology Acceptance Model (TAM), Diffusion of Innovation (DOI), and Technology Readiness Index (TRI). The authors' findings suggest that taxpayers have intentions to use the e-filing systems as they perceive that tax submission method via the internet is more convenient and that perceived readiness towards using this technology is paramount to their belief for using e-filing systems.

Chapter 20
Extending the Information-Processing View of Coordination in Public Sector Crisis Response

Rafael A. Gonzalez, Delft University of Technology, The Netherlands and Javeriana University, Colombia
Alexander Verbraeck, Delft University of Technology, The Netherlands
Ajantha Dahanayake, Georgia College & State University, USA

Coordinating the response of multiple public agencies to a large-scale crisis is a challenge that has been studied predominantly according to the information-processing view. In this paper, the authors extend this view with the notion of emergence giving special attention to information and communication technology (ICT). The extended framework is applied in a case study of crisis response exercises in the public sector. The findings suggest that current practices concentrate on standards and hierarchy, but mutual adjustment and emergent coordination also occur and are susceptible to analysis and equally relevant to understand coordination practices. In addition, ICT can provide information processing capabilities needed for coordination but may also create information processing needs by increasing the volume of data and the interconnectedness of responders. Applying the extended framework improves the understanding of coordination and forms the basis for its future use in designing ICT to support coordination in crisis response and e-government.
Chapter 21
An Approach to Assessing Quality of Electronic Government Services: The Case of an Urban Municipal Authority from India

Subhajyoti Ray, Xavier Institute of Management, India

The emergence of e-Government in developing countries has led to the discovery of many innovative ways of public service delivery to citizens and businesses. India has chosen the common service center based service delivery model, where multiple services from single or multiple government agencies can be obtained in one location. However, the assessment quality of service at these centers, especially in comparison to the quality of service delivery under manually run operations has not been addressed in literature. In this paper, the authors propose and demonstrate a method to evaluate the quality of service at common service centers by exploring the case of an urban local body in India. Specifically, the paper uses the Analytic Hierarchy Method to assess quality improvements and discusses the implications for public managers.

Chapter 22
An Analysis of Literature on Consumer Adoption and Diffusion of Information System/Information Technology/Information and Communication Technology

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Michael D. Williams, Swansea University, UK
Banita Lal, Nottingham Trent University, UK
Navonil Mustafee, Swansea University, UK

This paper provides a comprehensive and systematic review of literature pertaining to consumer/household/residential adoption and diffusion issues in relation to ICT/IT/IS to ascertain the current “state of play” within the field along a number of dimensions. Eighty articles on the adoption, acceptance and diffusion of ICT/IT/IS, published in 54 peer reviewed journals between 1998 and 2008, were reviewed, from which information on a series of variables were extracted. The subsequent findings suggest that the positivist paradigm, empirical and quantitative research, the survey method and the TAM theory were predominantly used when investigating the topics of the adoption and diffusion of technology within the consumer/household/residential context.

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About the Contributors

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