

Paper no.25

Effectiveness of Strategic management:

E-Government strategy implementation

Abstract

E-government is a relatively recent phenomenon that has emerged out of developments in Information Communication Technologies (ICT), especially the Internet and the World Wide Web. Along with many other Western nations, Middle East is embracing ICT as a way of making government more transparent, cheaper to run, more efficient, and more accessible to its citizens. As a result, there has been an upsurge in the use of ICT at all levels of government in Middle East. Part of this reflects the direction that central government has taken with its plans to implement a system of e-government, and part is the increasing emphasis that all tiers of the public sector have placed on efficiency and the need to curtail costs while improving outputs. It is not only central government that is involved in these developments, however. Local government (regional and local) is also increasingly appreciating the benefits that ICT can have for its operations.

Through a combination of documentary analysis and interviews with e-government officials, this thesis seeks to present a qualitative analysis of how e-government in Middle East has been implemented at a local level (particularly by four local authorities), strategise at a national level (through the work of the national E-

government Unit) and sits within a comparative international context (by comparing Middle East e-government developments with what has taken place in the United States, the United Kingdom, Canada, Singapore and Australia).

The literature on e-government focuses overwhelmingly on the technicalities involved in setting up an ICT system. As a result, many of the social issues that are associated with e-government are often ignored or not given adequate coverage. This thesis seeks to address this imbalance by focusing on the issues of security, privacy, trust, the digital divide, the lack of social and cultural capital and the tensions that exist between the roles of client, customer and citizen within this emerging e-context.

Introduction and background

Numerous persons have described and/or defined the concepts of e-Government. For instance, David McClure, an Associate Director of the U.S. General Accounting Office, testified about his views on e-Government before the U.S. Congress: “Electronic government refers to government’s use of technology, particularly web-based Internet applications to enhance the access to and delivery of government information and service to citizens, business partners, employees, other agencies, and government entities. It has the potential to help build better relationships between government and the public by making interaction with citizens smoother, easier, and more efficient. Indeed, government agencies report using electronic commerce to improve core business operations and deliver information and services faster, cheaper, and to wider groups of customers.” An early definition of e-Government provided was

as follows: “e-Government is taken to be the ability for citizens to communicate and/or interact with the city via the Internet in any way more sophisticated than a simple email letter to the generic city (or Webmaster) or e-mail address provided at the site.” The United Nations (UN) and the American Society for Public Administration defined e-Government as “utilizing the Internet and the World-Wide-Web for delivering government information and services to citizens.” The Organisation for Economic Co-operation and Development described e-Government as “the use of ICTs, and particularly the Internet, as a tool to achieve better government.” Another recent definition of e-Government was provided: “the term reflecting the use of ICT in public administration in an attempt to ease access to governmental information and services for citizens, businesses, and government agencies.”

Websites: the technological complexity and the degree of service delivery. They address to what extent services are provided and the number of services offered online. Furthermore, they illustrate the shift from *street-level* bureaucracies to *system-level* bureaucracies. Street-level bureaucracies are public servants who have direct contact with citizens and system-level bureaucracies are the information systems that have replaced street-level bureaucracies through automation of their decision-making process. Another detailed description of the growth model of e-Government was provided. They described a five-stage model, which is a good representation of the evolutionary stages of e-Government:

1. A basic site holds electronic versions of the agency's major print documents for public consumption (sometimes dismissively called 'brochure-ware'). It gives basic information about the agency, or serves as an on-line advertising hoarding. Contact

with the agency is by phone or mail, not e-mail. Site users cannot download forms or accomplish anything substantial on-line. The site has few pages.

2. Electronic publishing occurs when the agency develops its external Web site to be an important element of its overall communications strategy. The site becomes extensive, with many hundreds or thousands of pages, and the agency begins to put a substantial part of its information on-line, but in a linear, one-track fashion that has to be followed in the same way by all users. Citizens or firms can download forms to fill in and post back, but cannot do on-line submissions.

3. Interactive e-publishing is reached when users can personalise in a useful way how the site works for them via effective search tools. For instance, users can specify their address or postcode and see only relevant local information, culled from the agency's databases. The agency's external Web site links extensively to at least some back-office systems.

4. A Transactional Web-site exists when users can accomplish specific dealings with the agency on-line. Users can authenticate themselves to the agency and register their identities reliably. They can then undertake a complete transaction with the agency on-line, for instance, making secure payments for a service, fee, fine or tax.

5. Joined-up e-governance is achieved when public sector Web sites can facilitate 'one-stop shop' services on-line for citizens. Sites provide transparent access not just to the agency where people have logged on, but across central government agencies as a whole. Where necessary they also connect with other fields or tiers of government, especially regional and local governments. Users can see their own files or accounts, and manage their relationships with the agency wholly via the Internet (and e-mail).

Research Aims

This research aims at exploring the effectiveness of e-government strategy implementation in Middle East development through comparing it to developed countries. This research will specifically look at:

Research Questions

My Preliminary research question is broken into four parts:

- Is the adapted measure which will be used to evaluate the effectiveness of e-government strategy implementation the proper measure or need other one?
- What are the measures adapted to strategic audit and how well are they effective?
- What kind of audit procedures may be introduced to enhance the functioning of Middle East e-Government?
- What kind of audit procedure may be introduced to enhance the functioning of Middle East e-government?

Proposed Solution

Some of Middle East citizens have low knowledge than that of other developed countries which as consequences the e-government strategy will be very straightforward, accepted and used by majority of people in developed country while low number of people will be activated with kind of this program.

Most of the barriers to e-government development and dissemination mentioned earlier can be categorised as follows:

- **Planning and Control:** how efficient and effective are the planning and control measures undertaken to minimise risks? This category is highly influenced by the government organisations' internal politics, and usually covers issues such as leadership and staff support, funding, process reforms and development of online legislation.
- **Design and Development:** how successful is the government portal or website in meeting users' expectations and needs? This category includes the technical design and development issues that demote the site's attractiveness and usability.
- **Adoption and Take-up:** how widely used are the e-government initiatives among the potential users? This category deals with cultural and non-technical factors that influence users' willingness and ability to use the online services.

Research methodology

View point and research strategy;

The researcher will follow a realistic approach. He believes in using both methods for collecting data, i.e. quantitative and qualitative method. The research strategy would be comprised of six objectives to be analyzed by the researcher. According to the researcher the following methods will be used to complete the study which is considered the best way to find maximum data to find the reliable answer for the set objectives:

1. Case studies.
2. Books, articles, journals and e-search.
3. Questionnaires.

To get the answer for the first research question, the researcher will use the secondary sources for data collection such as journal and e-search. The main reason to do content analysis would be to collect information regarding e-government and audit strategy.

To answer the second research question, the researcher will use the case study method. The case studies will accessed through membership registration with ecch case collection. The each case collection of management case studies and journal article reprints is the largest in the world, and it is a unique and accessible resource for business school and university teachers worldwide. The researcher thinks that the method applied can find maximum answer for each of the following selected objectives.

To evaluate the new initiative of middle east governments to introduce e-Government and audit- strategies implemented by e-Government and how it affects the interested parties, the researcher will need to get ideas from the secondary data, books, journals and also electronic approaches from online libraries such as Harvard business school library and others. The approach will enable him to know the basic principle which is practised within the system. Analysis and observation of the data will help the efficiency in finding how Dubai e-Government gained the extra edge over other countries of government departments.

To define the link between international e-Governments, and Middle East e-Government, the researcher will develop a close-ended questionnaire and the data will be collected from 100-400 people to get quantitative data. The number of the participants chosen is considered reasonable to do the probability test to find the statistical significance. Results obtained from the data will be analyzed to know the people are views about e-Government and the importance of sustaining and improving its performance. Semi structured interviews will be conducted with the managers playing key role in e-Government, to know the importance of e-Government.

Case studies can provide opportunity to analyze the current strategies and strategic audit measures and will help in structuring the research interviews and questionnaires. Case study can also provide the researcher with both qualitative and quantitative data and give overall pictures of the strategic performance of e-Government. Observation and comparison of the case studies can also help the researcher in analyzing the positive and negative impacts of implementing e-Government and its strategies in Middle East.

A close ended- questionnaire (quantitative method) will be developed to identify the issues of implementing e-Government initiative of Middle East e-Government, with the dynamic changes in the economy and to find out if it is the well calculated measure taken with objective strategies or not. To find the significance 20 participant in Middle East will be contacted to collect the data, which the researcher thinks the number chosen is enough for probability testing and finding the significance. The researcher will test the acquired data and comment will be made on findings.

Lastly the future strategy and its audit can be evaluated from the interview conducted with the management, from case studies and also from the focus groups questionnaire. The data from the questionnaires and interview will be reviewed to compare and summarise the audit strategies and future strategy.

Multiple research technique both (qualitative and quantitative) has been described and it is believed that all the methods complement each other and will help to find the exact idea to define how successful or failed Dubai government was in developing and implementing e-Government.

The analysis of case study of e-Government will provide an in-depth understanding of the industry. Since the research techniques complement each other, the study will be more reliable and accurate.

The proposed methods are considered to be appropriate and relevant to the subject and research questions, they reflect the research strategy and will allow the researcher to implement the objectives and therefore will produce reliable and valid results.

My research will begin with an academic literature review of e-Government, its strategies and its strategic audit. I plan to look at the methodologies of those studies that have focused on the developing nations to see if I can adapt some of those successful research approaches.

Outcomes

The desired outcomes of this research are the following:

- To increase the overall body of knowledge on this important and crucial subject for further academic research.
 - To obtain valuable Strategic Audit data in order to enable more effective Middle East E-Government policies.
 - To use the results of this study to assist my organization in carrying out e-Government policy.
 - To improve knowledge and skills in research methods and complete the qualification for post doctorate research.
-

Preliminary bibliography

2001 HK Digital 21 Strategy. Hong Kong SAR Government Information Centre. Date last accessed: 29 Jan 2002.

About FirstGov. FirstGov. - http://www.firstgov.gov/top_nav/about.html

Al-Kibsi, Gassan; Kito de Boer, Mona Mourshed, and Nigel P. Rea. "Putting Citizens On-line, Not in Line" *The McKinsey Quarterly*. 2001. 2.

Australia.gov.sg. Government Services for Australians. Date last accessed: 29 Jan 2002.

Australian Department of Communications, Information Technology and the Arts, *Government Online: The Commonwealth Government's Strategy*, Australia, 2000.

Commission of the European Communities, *eEurope Benchmarking Report*, Brussels, 2002.

Connecting Canadians. 29 Jan 2002. Date last accessed: 29 Jan 2002.

Deloitte Research. *Through the Portal: Enterprise Transformation for e-Government*.

Deloitte Consulting and Deloitte & Touche. Date last accessed: 29 Jan 2002.

Deloitte Research, *At the Dawn of E-Government; The citizen as Customer*, North America, 2000

E-Governance Institute/National Centre for Public Productivity, Rutgers the State University of New Jersey, *Digital Governance in Municipalities Worldwide*,

E-Government. United Nations Online Network in Public Administration and Finance. Date last accessed: 29 Jan 2002.

Executive Office of the President of the United States, *E-Government Strategy*, USA, 2003.

His Highness Sheikh Mohammed bin Rashid Al Maktoum, *Dubai Vision 2010*, UAE, 2001.

Information Services Board of Washington state, *Washington State Digital Government Plan*, Washington, USA, 2000.

James C. Collins and Jerry I. Porras, *Built to Last: Successful Habits of Visionary Companies*, Harper Collins Publishers, 1994.

UK Central IT Unit, *Information Age Government, Benchmarking Electronic Service Delivery*, UK, 2000.

United Nations Division for Public Economics and Public Administration, *Benchmarking E-Government: A Global Perspective*, USA, 2002.