Exploring Citizens Trust in the Formulation

And

Adoption of eGovernment

'A Comparative Study of the Netherlands and United Kingdom'

By

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Thesis submitted to the Faculty of Geo-information Science and Earth Observation in partial fulfilment of the requirements for the degree of Master of Science in Geo-information Science and Earth Observation, Specialisation: (**Governance and Spatial Information Management**)

ITC

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Abstract

A popular vision for eGovernment is of a seamless infrastructure for the electronic delivery of services which enables citizens to communicate, transact and interact with a range of integrated government activities. Such a vision is tied to the notion of joint-up service delivery in which information and communications technologies (ICTs) are used to facilitate the re-engineering of government business processes across agencies and between levels of government. Transforming government service delivery takes place in a complex institutional context. eGovernment practices, so far, have mostly been focussing on internal government processes. Many governments have neglected the effective tapping of the resources from the citizenry.

Most eGovernment policies get low priority in the agenda setting. This low attention dampens citizens' trust in the area of policies formulated at all levels of government. The question now is how does eGovernment make the relationship between government and citizens' better? It is this problem that this research is seeking to address. The use of ICT in the public administration and eGovernment in particular, will undoubtedly provide long term benefits for the community at large and over time will transform relationship between citizens and government. Most of the issues of eGovernment are improve services to citizens and provide public value. eGovernment has become priority for the Netherlands and United Kingdom. There is proof that eGovernment has made productive changes in the delivery of services and building confidence and trust to citizens.

Based on a desk study, from the literature review, a frame of reference was developed which helped to answer the research questions and guide to data collection. A qualitative research approach was used to getter better understanding of issues in the Netherlands and United Kingdom. The findings show different ways of implementation in the Netherlands and the U.K. The Netherlands have a participatory approach that starts from the local level with citizens fully involved from the planning to the implementation phase of e eGovernment policies. Hence citizens have more confidence and trust in their local government. On the other hand the approach used by the United Kingdom is top-down approach, where all decisions relating to eGovernment programmes are from the prime minister's office, therefore the level of trust in their local government to an extend is in limbo. Nonetheless the two countries have come a long way in their drive to eGovernment initiatives.

There is proof that eGovernment increases trust and interactions between citizens and local government. The Netherlands have realized the significant level of eGovernment as compared to the United Kingdom. Therefore, it is clear that eGovernment has transformed the relationship between government and citizens. Though a remarkable list of eGovernment initiatives has been achieved in both countries, still have a lot more can be done to bring eGovernment initiatives forward.

Key words: Trust, Citizens, eGovernment, New Public Management, eGovernance, eService

Acknowledgements

Dedication

Dedicated

To

The Lord Almighty,

The World Emmanuel Ministry of Sierra Leone,

The Wesleyan Church of Sierra Leone,

My wife Bernadette Amanita Sisay and Son Eric John Barbah Sisay

Mohammed M.B Sisay,

March, 2010

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EXPLORING CITIZENS TRUST IN THE FORMULATION AND ADOPTION OF eGOVERNMENT

ACRONYMS

DARDNI:	Department of Agriculture and Rural Development for Northern Ireland
eGMS:	eGovernment Metadata Standard
ESD:	Electronic Service Delivery
EU	European Union
GCL	Government Category List
GIS:	Geographic Information Systems
GSIM	Governance and Spatial Information Management
ICT:	Information Communication and Technology
ID:	Identity
LG	Local Government
NL	Netherlands
NPM:	New Public Management
OCED:	Organization for Economic Co-operation and Development
OSO:	Ordinances Survey Office
SNG:	Sub-national Government
STIN:	Socio-technical Networks
TAM:	Technology Acceptance Model
UK	United Kingdom
UN:	United Nations
VAT:	Value added tax

1. Introduction

1.1. Background

A popular vision for eGovernment is of a seamless infrastructure for the electronic delivery of services which enables citizens to communicate, transact and interact with a range of integrated government activities. Such a vision is tied to the notion of joint-up service delivery in which information and communications technologies (ICTs) are used to facilitate the re-engineering of government business processes across agencies and between levels of government. While a seamless, integrated service delivery infrastructure is a common goal and moving towards this vision is also recognized as being problematic. The difficulties associated with transforming government service delivery are largely related to the complex institutional context in which government services are designed and delivered. This environment is further complicated when the potential impacts that implemented ICT-based systems can have are considered. For instance, there are consistent reports in the Information Systems literature that even though organizational capabilities for designing and implementing ICT-based systems are becoming increasingly sophisticated, frequently, these systems have unintended and sometimes negative(Danziger and Andersen 2002).

Consequence as ICTs become integrated into the infrastructure of public administration and service delivery, it is critical that their impact on the relationships between governments, bureaucracy and society are understood; that their benefits are highlighted and that any negative consequences are ameliorated. While there have been several excellent, theoretically grounded approaches to modelling the complexities of eGovernment,(Homburg 2008). Institutional theory has been used to describe the structuring capacities of ICTs in public administration. Activity theory has been adapted in modelling the delivery of government services. That has been relatively little effort to address the unintended and potentially negative consequences that can and do arise when ICTs are integrated in the organizational infrastructure. In the e-Government domain, it is critical that not only are the likely unintended impacts of ICT-based systems anticipated, but also that there are mechanisms through which these impacts can be addressed.

The term eGovernment has been in general use for some time now. The concept has been developed since the mid- 1980s. In simple terms, eGovernment can be described as arising from the interactions between three (3) separate sets of forces, each of which has gone through its own evolution: Information Communication and Technology (ICT), Management Concepts and Government itself (Moon and Norris 2005). Electronic government is not a simple or well-defined theoretical construct. It can be understood as anything from online services alone to any information and communication technology used by government (Savvas, Pimenidis et al. 2007). Since the late 1990s, governments, at all levels, have launched electronic government projects aimed at providing electronic information and services to citizens and other business entities. There after eGovernment has become an increasingly important focus in most of the European countries (Bekkers and Homburg 2005).

Most researchers have defined eGovernment with respect to ICT. Al-adawi,Yousafzi et al (2005), for example defines eGovernment as "Utilizing the internet and the world wide web for the delivery of government information and services to citizens" He suggested three construct of an eGovernment model: government, citizens and businesses. eGovernment could be grouped in three main categories: Government-to-Government (G2G), Government-to- Business (G2B) Government –to-Citizens

(G2C). The third aspect (G2C) is the focus of this research. Initiatives are developed to facilitate citizenry interaction with their local government institutions which, according to the United Nations' statistics of (2008), many observers have perceived to be the primary objective of eGovernment. There is a common belief that access to information can ensure trust and accountability which strengthens good governance. Observers believe that one of the key obstacles to good governance is the uneven flow of information between the public officials and its citizens (Margetts and Dunleavy 2002).

In many developed countries experience has showed that citizens can play a number of significant roles in promoting access to technology information. At the same time they can mount up pressure from below to cause the formulation of policies which in turn would promote the forming of alliances with those sections of the bureaucracy that implement or provide basic services to the general public (Mulenga 2007). All these benefits could be realized when there is trust on the part of the citizens. Trust is central to all daily interactions, especially in financial, economical, social and even religious interaction and practices. Government-Citizens trust is an important catalyst for eGovernment adoption. Citizens can advise public officials on different aspects of the type of services needed, promote the law by explaining its benefits to both the general public and public officials. In other words, they act as a conduit for knowledge sharing of important issues. The Netherlands and United Kingdom have gained prominence in the adoption of eGovernment for over decades but even at this, the role of citizens' involvement in the eGovernment initiatives has not been given due attention.

The diffusion of ICT in all facets of human life is leading to changes in the way human interact within the society and the way societies involve individuals in the evolution process. Since the adoption of electronic government, it has been the order of the day to see societies increasingly transformed into knowledgeable societies and its citizens into net-workers. The governments' intentions in the creation of electronic government are clear. It is to encourage citizens to adopt a universally accepted means of efficient and effective mode of interaction. Within this framework citizens are becoming more aware of their rights and opportunities that lie ahead of them. In this wired-up era, citizens' knowledge on the adoption of electronics information and services on-line will have all the more freedom and give them opportunities to decide how they would like to be governed and by whom. The underlying reality will become self-evident that "*it is not the leaders who govern people but it is the people who let the leaders govern them*"*(Moynihan 2007).*

1.2. Problem statement

In spite of the many benefits that could emerge from the adoption of eGovernment practice, many governments have neglected the effective tapping of the required resources for the citizenry. The problems of demographic characteristics are also contributing to the problem. There lies the failure of most agencies to agree and implement common procedure and standard to provide shared network for eGovernment services. Thus the provision of these services has led to either overlap or gaps in services provided. This is the result of the exclusion of the citizens view point.

By and large, most eGovernment policies are not given priority as most policy makers and governments attach low priority to eGovernment. This low attention to public policies and resources allocation as a short term constraint further dampens citizens trust in the area of policies formulated at all levels of government. There is always cultural tension between public administration officials and citizens leading to the problem of risk integration in the operation trust in the eGovernment system.

Sidelining the society's own culture, its own frame of reference and own practices and rules that guide the behaviour and choice of people only aggravates the situation.

The question now is how does eGovernment make the relationship between government and citizens' better? It is this problem of relational gap between the citizenry and the government that this research is seeking to address. Consequently, one of the leading challenges for the success of eGovernment is to find ways of integrating ICTs into communities in ways that strengthen social inclusion and counter the emergence and deepening of social and economic divides.

Questions about the relationship between ICTs and the delivery of services to the community are therefore not merely questions of access to technology during service delivery. They are part of a larger picture including public policy planning, determination and delivery.

1.3.   Situation analysis

In a recent joint research initiative for global eGovernment by the United Nations and the American Society for public Administration, Moon and Norris (2005) provides a broad definition of eGovernment: the use of all information and communication technologies, from fax machines to wireless pail pilots, to facilitate the daily administration of government. Like in eCommerce the interpretation of eGovernment is one that defines it exclusively as an internet driven activity that improves citizen access to government information, services and expertise to ensure citizens participation in and satisfaction with the government process. It is a permanent commitment by government to improving the relationship between government and citizens through enhanced, cost-effective and efficient delivery of services, information and knowledge. It is the practical realization of the best that government has to offer. eGovernment includes four major internal and external aspects:

- The establishment of secure government intranet and a central database for more efficient and

    cooperative interaction among governmental agencies

- Web-based service delivery

- The application of e-commerce for more efficient government transaction activities such as

    procurement and contract

- Digital democracy of more transparent and accountability of government

Many technologies have been applied to support these unique characteristic of eGovernment, including electronic data interchange, interactive voice response, voice mail, email, web service delivery, virtual reality and public key infrastructure. This has become one of the core elements of managerial reform and eGovernment has figure more prominently in the New Public Management (Irani, Love et al. 2005).

Based on the situation analysis current state of interaction levels at local government institutions for the delivery of services and bridging gap between government and citizens , there was need to provide more direct interaction between the service providers (LG) and the users of these services (Citizens), the following frame of reference illustrate the theoretical references that frame the study.
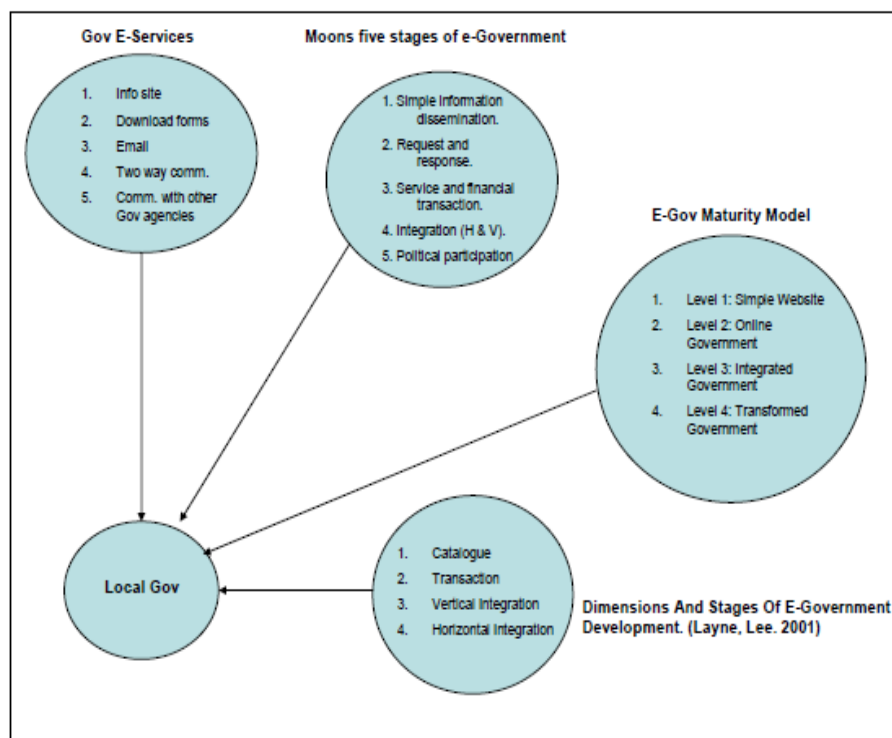
Figure 1:1 *Frame of Reference (**Source:** Adapted from John .C.Vaquer 2008)*

1.4. Justification of study

The use of Information Communication and Technology (ICT) in public administration and eGovernment initiatives in particular, will undoubtedly provide many long-term benefits for the community at large and over time will transform relationships between citizens and government. However, several reports note that many eGovernment initiatives have not delivered expected cost savings and have not generally improved social inclusion, innovation or participation(Choudrie, Weerakkody et al. 2005). One comprehensive analysis of the impacts of ICTs in public administration shows that of nineteen studies of ICT impacts in public administration, in half the impacts have been positive while one-third report negative impacts (Danziger and Andersen 2002). Positive impacts largely relate to improved service delivery while negative impacts tend to be associated with a reduction in the level of flexibility available to "street-level" bureaucrats when dealing with citizens. These findings reflect the inherent tension in service delivery initiatives where the efficiency benefits that accrue from the standardization of processes across agencies must be balanced against local knowledge and expertise that individual providers have when dealing with their constituent citizen clients.

In addition, it is extremely important that the socially disadvantaged are not neglected in the transformation of government business processes. For instance while much of the emphasis of eGovernment initiatives is on access to internet and broadband services, the socially disadvantaged members of the community who most require government services are also those least likely to have access to the internet and ICT resources (Bekkers and Homburg 2005).

In a nutshell, many of the promises of eGovernment are presented in terms of improved service to citizens and providing public value. Demonstrating and measuring how the community benefits and is affected by government providing online services is however extremely difficult. Typically a business case for eGovernment initiatives is used to assess both the financial benefits that the initiative will generate as well as providing an assessment of proposed social benefits.

1.5. Research Objectives and questions

1.5.1. Main objective

To explore the governance aspect of eGovernment's ability to affect citizens' views about government and their confidence in its service delivery.

1.5.2. Main research questions

What impact does eGovernment have on its citizens in relation to their views on government's service delivery?

1.5.3. Sub Research questions and sub objectives

Table 1-1: Sub-Objectives and Sub-Research Questions

No	Sub-Objectives	Sub-Research Questions
1	To investigate the nature and extent of eGovernment in the New Public Management domain.	• What is understood by eGovernance and eGovernment? • What are the stages of eGovernment and what type of services do this offer online? • What type of information/services is accessed by citizens in the use of eGovernment?
2	To understand the current situation of eGovernment in the Netherlands and United Kingdom.	• What is the current situation of eGovernment in the case study countries of the Netherlands and U.K? • How does the literature relate to the current state of interaction between citizens and their governments?
3	To elucidate the usage of eGovernance and eGovernment services and its effect on citizens confidence and trust	• What suggestions/actions can be made to strengthen the adoption of eGovernment to the wider community? • How do eGovernment and the interaction of citizens and government affect the relationship between citizens and government? • Does the use of government websites encourage citizens to become more trusting in government or more likely to think the government is effective at service delivery?

1.6.   Conceptual framework
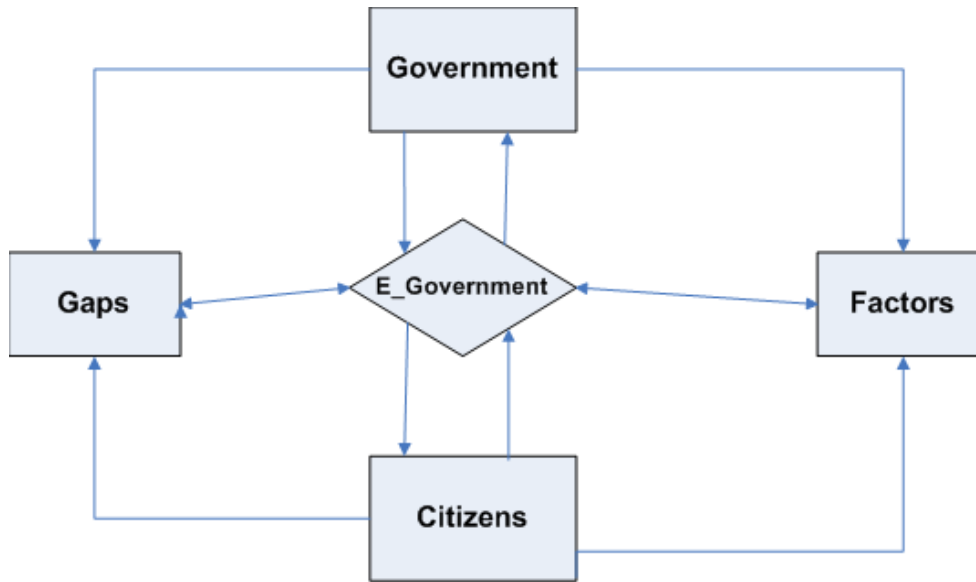
Figure 1:2: *Conceptual framework*

 From the above figure, the interaction between government and citizens through on-line services can be seen as a two way process. Also there might be factors that can affect the adoption of the eGovernment by citizens in both countries. These factors need to be studied in order to establish the influence as well as what might be the possible solution to overcome the drawback.   The adoption may be positive or negative and the positive aspect of the factors brings the actual relationship between the government and citizens on the effective use of eGovernment services online.   In conclusion, observing from the relationship between government and citizens there might be gaps in the adoption of eGovernment that could restrain the relationship between the two parties. There must be ways that could bridge these impediments and foster better interaction between the citizens and government.

1.7.   Methodology

The study was based on desk data collection. To answer the research questions outlined in table 1.1 above, a comparative study will be carried out in these two countries. The relevant data for the case study are gathered and organized in terms of the context of the case study.

It provides an opportunity for intensive analysis of many specific details often overlooked by other methods. This approach rests on the assumption that, the case being studied is a typical case of a certain type such that through intensive analysis, generalizations may be made that will be applicable to other cases of the same type.

Another reason for using case study method is that it allows the investigator to retain the holistic and meaningful characteristics of real life events which are the ingredients of a good research (Yin 1994). The approach adopted includes documentary study.

1.7.1. Documentary Study

Under the documentary study method, key legislative documents were reviewed on eGovernment in the Netherlands and the United Kingdom. Documents reviewed gave a critical view on the roles of citizens in the adoption of eGovernment services.

1.7.2. Qualitative Data

Data from reports and other documentary evidence on the adoption of eGovernment was analyzed using qualitative methods. The text analyses were used to analyze and gave opinion about the need of citizens' trust in the adoption of eGovernment in the Netherlands and United Kingdom. This will be the basis of answering research questions.

1.7.3. Limitation of the Study

All research methods have their own disadvantages and limitations. It was important to indicate that threatening and sensitive information might be excluded during this research; reasons that most of the documents to be used are written in Dutch language and therefore would need to be interpreted into the English language. This might led to the distortion of some valuable data. Also considering the short time available for the submission of this work, it might be likely that some key actors in the eGovernment process. However, this loss could be compensated by the use of other writers' opinion.

1.7.4. Thesis Structure

This research was structured into five chapters as detailed:

Introduction

This chapter lays the foundation for the whole research. It gave background information about the context of the research and proceeds to give details on the relevant research areas of research problem, situation analysis, justification of the study, research objectives and questions, conceptual framework work, and research methodology & thesis structure.

Research Methodology

In this chapter, the method and approach for data collection was presented. Since the research was descriptive in nature, the data instrument used was purely desk research, critical reading and text analysis.

Literature Review

This chapter gave an overview of the diverse literature available on the topic. The objective here was to trace the conceptual evolution of the eGovernment. This is then followed by the establishment of a theoretical base for the research. Some key terms are clearly defined in the context of their use in the research. The chapter ended with the process of locating the research in the context of the current developments of eGovernment the Netherlands and United Kingdom.

Discussion and Findings

This chapter discussed the interpretations and the writer point of view with related to the literature. Comparison is made between eGovernment and eGovernance, Issues in the Netherlands and United Kingdom, current development and the relationship with citizens and the trust model. The results from

the reports gathered were found to be of much importance to this research since they provide the basis of the conclusions in the research.

Geographic Information and eGovernance

This chapter from the discussion noted tried to trace the influence of Geographic Information Systems on eGovernance, specifically in the UK context, its relevance to eGovernance, key institutions or agencies responsible for these and the challenges faced in all the tiers of government in UK.

Summary of Findings, Conclusion and Recommendations

This chapter provided summary to the research questions, general conclusion of the research, recommendations. The recommendations address different issues in relation to the adoption and formulation of eGovernment.

2.   Research Methodology

2.1.   Introduction

The aim of this chapter was to present and justified the research methodology and procedure used in the research. According to the research topic, the methodology lends itself more appropriately to a qualitative / descriptive research. As a corollary to this, the appropriate instrumentation used was observation and content analysis. The presentation of the chosen methodology included discussions concerning the research approach. The focus was to explore the phenomenon of the Dutch and British response to their countries' eGovernment services.

2.2.   Research Purpose

All research approaches can be classified into one of the three categories of research domain such as exploratory, descriptive and causal. These categories differ greatly in terms of the research purpose, the research questions, and the data collection methods that are used (Flick 2009).

Exploratory Research: This research was used when one seeking insights into general nature of the problem at hand, the possible decision alternatives and relevant variables that are needed to be considered. This was highly flexible, unstructured and qualitative in nature, for the research began without firm preconception as to what would be found. The absence of structured permits a thorough pursuit of interesting ideas and clues to new knowledge about the problem situation

Descriptive Research: Here this approach hypothesis often exists, but they may be alternative and speculative. In general the relationship studied will not be casual in nature. However, they may still have utility in prediction.

For this work, exploratory research as from the literature reviewed and based on the research questions was more relevant to this study. In this case eGovernment can be discussed from different point of view, where we can understood eGovernment and eGovernance, services it provided, it relevant, challenges and what the state of things is at the moment in reference to the case studies areas.

2.3.   Qualitative Research Paradigm

Creswell (2008) noted that qualitative approach is one in which the enquirer often made knowledge claims based on constructivist perspectives; that was, the multiple meaning of individual experiences, socially and historically constructed, with an intent of developing a theory pattern or an advocacy/ participatory perspective that was political, issue oriented, collaborative or change oriented or both as the case may arose. The qualitative researchers seek a better understanding of complex situations. Their work was often exploratory in nature, and they may used their observations to build theory from the ground up (Kumar 2005).This approach required the researcher to interact with that which is being researched. This interaction tended to assume the form of a close observation of informants or sometimes living with them where required. One of the main strategies of enquiry used is ethnography and case studies. In view of the nature and focus of the selected research in this thesis, the researcher

adopted a predominately, constructivist, qualitative approach because this is considered to be the most suitable approach in the circumstance

2.3.1. Orientation

According to the Oxford Dictionary (2007), orientation was the relative direction of an action or process. The orientation in this research context was designed for the purpose of verifying the validity of the research's main objective and the delineation of the literature reviewed and document analysed. In addition, based on the comparative study countries in Europe, The United Kingdom and the Netherlands were selected due to its advancement in eGovernment initiatives, also the two countries are selected one from North-western Europe that is the Netherlands and Northern westerner coast of continental Europe. The researcher has tried to delineate these two areas, since the two countries selected one is north and east of Europe to create a balanced in the discussion. Inventories of key documents relevant to this study were obtained from the ITC library, online and policy documents. Some of these documents detailed the structure of eGovernment in the NPM, citizens' perception and it was analyzed to fit into the content of this research.

2.3.2. Research Approach and classification Strategy

The first step to take when conducting research is to evaluate the research strategies. There are five steps of research strategies when conducting social science research: experiments, surveys, archival analysis, history and case study (Yin 1994)*.* The data collected was grouped into or classified into three main themes these are documents on ICT, New Public Management and Others (Reports, conference papers, policies, and other relevant documents related to the research). Majority of the data collected from this was based on the case study countries, though others adopted, based on best practices, in the adoption of eGovernment, blending it with, the new public management as a reformer to good governance and building confidence in citizens and the government.

In addition to the classification approach used, a thorough and critical study on some of the literature as data source, concepts were extracted classified to facilitate data collection. The data collected could be of importance to address research questions and objectives. Moreover, the relevant data extracted will be the basis of discussions of findings and come up with a logical and coherence result of research and make recommendations for further research work. Appendix 1 showed literatures used in this research as a major data sources and classified.

2.3.3. Data Preparation

The secondary data collected from literature was organized and put into concept to be addressed and some of the findings from conceptual theoretical literature review. In addition, the documents collected were important for the research work and put them together and some will be converted to appropriate data format for analysis.

2.3.4. Method of   Classification and processes adopted

The research classification and processes use for this work looked at the methods and techniques adopted by the researcher as are outlined below. Reviewed and classified the data that relate to the research topic.

- Focused on the following as NPM, ICT and Others

- Looked at data that lay emphasis on the formulation and adoption of eGovernment their relationships and in the context of citizens trust

- A number of articles, Journals and text books were then selected for the research see appendix 1

- In each of the articles/documents selected for the study was skimmed through the abstract, introduction and conclusion of the articles selected.

- Critically analyses of the articles selected for the study which has showed or illustrated some stuff of eGovernment and NPM impact on the adoption in the case study countries and others where best practices are to be adopted into the case study areas looking at organizational level and citizens.

- Level of literature contribution and attention given to definitions, adoptions, interactions, benefits, relationships, barriers and building of confidence to citizens

- Conducted and explored critically objective interpretation and discussions.

2.3.5. Revision of articles/Literature materials

The research involved briefly skimming the abstract, introduction and conclusion/ summary of the articles selected. Then a limited choice of selected articles related to the study, citizens' trust and their relationships was made. It looked at the institutional or organizational setting under which paradigm does each of the countries use to interact with their citizens, and the local governments and citizens' literature on eGovernment, eServices, Stages of eGovernment models and what is the state of things are at present.

2.4. Documentary Study

Policy documents were reviewed on eGovernment in the Netherlands, United Kingdom and other European statutory instrument. The focus of this was to see goals of each country in their eGovernment drive. In a nutshell to have a clearer understanding on roles of citizens in these documents, what other emerging issues the policy made or explained about the implementation of eGovernment at the Local Government level.

2.4.1. Secondary Data Source

Extensive reading was adopted as a method for collecting data required for the research, document collected are on New Public Management, Information Communication and Technology (ICT), Reports Legislation News Articles artefacts, pamphlets and online. Appendix 1 showed list of documents examined.

2.5. Data Preparation

The secondary data collected from literature and documentary study were organized and put into concept to be addressed later in chapter three and four of the research. Moreover, the data collected proper organization of documents for the purpose of proper classification of data for appropriate method of analysis.

2.6.   Method of Data Analysis

The central focus of this study was to explore citizens' trust in the formulation and adoption of eGovernment and how citizens can build trust in their local government. Also the study was qualitative analysis is deemed appropriate; given the nature of the research. The merit of employing qualitative method in this work was that it covered multiple of issues, explored experiences, meaning, perceptions and opinion about the organization. The method of data analysis took the following format:

- Topics and themes for the data were identified and clustered into categories.
- Patterns were formed from the categories and trends identified.
- Explanations were then proffered to answer the research questions.

2.7.   Ethical Consideration

The information collected for this work was been considered both primary and secondary data. It was therefore ethical that whatever information collected for this study was properly referenced.

2.8.   Limitation of the study

All research methods had some disadvantages and limitations. It was therefore necessary to indicate that threatening and sensitive information should be excluded during the research process. Also, due to language barrier problem of the researcher some of the documents used as data source had to be interpreted for the researcher and they are written in the Dutch language. It would be possible that this might have led to distortion of some vital data.

In a nutshell, no field work was carried, as such key actors at the local government could not be interviewed so as to ascertain real situation on the ground. Therefore this work to some extent was based on opinions of other writers and the analysis of the author point of this essay.

3. Literature Review

3.1. Introduction

The chapter gives an overview of the literature gleaned for the research. It is partitioned into three categories .The first category deals with the review of the literature regarding the conceptual and theoretical evolution of eGovernment .The second is about the related literature from past researchers and the third deals with the evolution, gaps, benefits and practices of eGovernment on both the Netherlands and the United Kingdom. It is on the basis of this categorization that leads itself to more suitability for the analytical approach presented in chapter four.

3.2. Some Definitions of Terms

At this stage, it could be necessary to be clear with meanings of certain terms that are considered to be very critical in this research. Any misunderstanding in them could bring a divergence between the thoughts of the researcher and the readers.

3.2.1. eGovernment

In this research, eGovernment refers to the use by government agencies of information technologies that have the ability to transform relation with citizens and businesses, other arms of government .These technologies can serve a variety of different ends: better delivery of government services to citizens improved interactions with business and industry, citizens empowerment through access to information or more efficient government management.

3.2.2. Governance

Governance in this research is used in the context of processes, rules and rationalities that affect the way in which power is exercised at different jurisdictional levels, particularly regarding openness, participation, accountability, effectiveness and coherence. Governance processes include a) inter-governmental processes, b) participatory public policy formulation, and c) the provision of relevant information services to citizens.

3.2.3. eGovernance

The basic definition given to this term stems from the meaning of the word Governance. Thus when governance is mediated by flexible information infrastructures, it becomes transformed into electronic governance.

3.2.4. New Public Management

New public management is a theory about how to reform government by replacing rigid hierarchical organizational structures with more dynamic networks of small organizational units; replacing authoritarian, top-down decision and policy making practices with a more consensual, bottom-up approach which facilitates the participation of as many stakeholders as possible, especially ordinary citizens(Homburg 2008).

3.2.5. Community

People are not just citizens of a government. They are parents, volunteers, neighbours, business owners and employees, people with shared ethnic backgrounds, consumers, students, sports

enthusiasts, senior citizens, and children. Each community has its own members, its own networks of relationships, financial exchange, and interactions.

Overlapping communities and their members weave the rich tapestry of society. Main Street, market square, town hall and even the local pub are being enhanced and even replaced by digital interconnectivity through the Internet (Caldow 1999).

3.2.6.   Citizen

Mintzberg (1996), successfully tried to identify and draw the dichotomy of customers from clients citizens and subjects. He points out that one does not have to call someone a customer's in order to treat them well or ensure that services are designed with them in mind. Customer's products, clients buy services, but citizens have rights "that go beyond those of customers or even clients".

In addition, citizens, not only have rights but also duties, as subjects to pay taxes, to be drafted in armies or to respect the laws. To suggest that citizens are equivalent to or should be treated as customers not only grossly oversimplifies the nature of the relationship between the government and citizens, but it pervert it.

3.2.7.   Portal

A portal is a window to an array of Web-based content. Portals are typically multi-functional which offer a variety of capabilities aggregated in one place. In government, the portal is most likely the main government Web site. On this government portal, people are given a variety of choices. For example, when citizens reach the portal and see a category, "Online Citizen Services," they click "*once*" to access an alphabetized list of all available online transaction services, regardless of department (Mintzberg 1996).

3.3.   Brief History of the Emergence of eGovernment

From the literature reviewed, it could be said that the roots of eGovernment are traceable to the earliest days of electronic computing. In Europe it could be observed that the Netherlands and United Kingdom are the leading forces of adoption of eGovernment; including the creation and nurturing of the internet. However, it is necessary to note that the creation of the internet in the new era is a product of public administration and not that of the private sector capitalism. Today almost all national governments in Europe have their websites online (portals). A survey by the United Nations (2005) found that only 13 nations of its 191 members were not online. This trend is more pronounced in Europe, where all its member countries have chosen to make all possible government services available online even as recent as the year 2008.

In the Netherlands and the United Kingdom in particular, both governments have their own web sites and the use of the internet is widespread among their individual government sectors; especially both at the local and national level of administration. The first European country to adopt the use of the internet in this way was Britain. The first government web pages were basically informational. They provided one-way transmission of information rather than interaction with the citizenry. It was noted by Moon (2002) and Lee, Tan et al (2005) that the idea of eGovernment followed the private-sector adoption of so-called "eBusiness" and "eCommerce".As citizens became accustomed to doing business online they started to expect government services online. The essence of eGovernment is to improve the effectiveness and efficiency of the organizations. The primary concern was the need of the organizations, not the needs of citizens. These days' priorities and expectation are more towards

providing quality services that are tailored to fit the needs of the citizens at the same time maintain standards. As (Moon 2002) and Moynihan (2007) noted, governments are now seeking to better serve their constituencies and promote benefits to both government and citizens. Forlano (2004) noted that the drive towards digital government is based on a combination of several factors:

The desire of citizens to use information and communication technology to influence policy-makers

- The availability of the necessary telecommunication infrastructure

- The promise of information and communication technology to increase government efficiency

- The need for public sector reform.

Relyea and Hogue (2004) note that several laws and executive orders promoted the use of IT in both countries .These laws dealt with such topics as improving the efficiency and economy of government operations and ensuring proper management of these technologies.

3.4.   Current Literature on eGovernment

eGovernment is defined by the United Nations (2005)as the application of information and communication technology (ICT) by a government for the provision of information and basic public services to the people. The World Bank's definition of eGovernment refers to the use of information and communication technologies to improve efficiency, effectiveness, transparency and accountability of government both to its citizens and the rest of its constituents.

In this study efforts have been made to differentiate between "eGovernment" and "eGovernance". Bekkers and Homburg (2007) suggests that the term "eGovernment" should be used to indicate the use of ICT for the purpose of the executive branch of government. They prefer that the term "eGovernance is used to represent the use of ICT in all other aspects of internal management processes. According to his terminology the term "eGovernment" should be limited to use of technology by the executive branch while the term "eGovernance" should be used to describe the use of these technologies in both the judicial and legislative branches. In the Netherlands and the United Kingdom the governments exercise both legislative and executive authority in the adoption of eGovernment. Though there seems to be some differences in approach by both countries, yet both show some amount of commitment in providing services to their citizens. Therefore, more of the term eGovernment is used in this study to describe the use of these electronic technologies in governments. The proponent of eGovernment maintained that many benefits can result from eGovernment utilization. Practitioners and policy makers have promised a myriad of benefits such as radical improvement in policy innovation and efficiency, and effectiveness in public service delivery (Gore 1993). Bekkers and Homburg (2005) have observed that the use of eGovernment technologies could help reformers to achieve the following benefits:

Less corruption

- Increased transparency

- Improved trust

- Greater convenience

- Revenue growth, and or cost reductions"

Von Haldenwang (2004) also identified eGovernment to have the following profits:

- Increase the efficiency of public administration

- Improve public service delivery and

- Strengthen the openness and transparency of political processes.

Cater (2005) and Belanger(2008) also noted three main benefits of eGovernment

- Increased government accountability to citizens

- Greater public access to information and

- Efficient, cost-effective government.

Garson (2006) identified some potentials of eGovernment:

- Profound transformation of the way the government do business.

- Improved and transformed governmental processes which could cut transaction costs and thereby reduce government expenses.

In the future, there is bound to be a reversal in the loss of social capital in the developed countries.

The above changes have enhanced the freedom that the Dutch and British governments enjoy in the delivery of quality services to its citizenry.

The adoption of eGovernment in the Netherlands and United Kingdom is now a technology-based window of interaction between government and citizens in the delivery of public services. These technology based windows of interaction are the new forms of information and communication between government and its citizens. This has been made possible through the internet and the telephone and other technological applications.

Torres,Pina et al (2005) observed that the new windows of interaction in the Netherlands and the United Kingdom is based on organizational dynamics, which has led to some improvement in the delivery of quality public services and trust in the relationship between governments and their citizens. In this process, the citizens have become the final user in the transformation process.

Below summarizes the evolution of eGovernment in the two countries.

Table 3-1: The History of eGovernment in the Netherlands and the United Kingdom

Year	Netherlands	United Kingdom
1994	The National Action Programme on Electronic Highways	Launch strategic management initiative
1998	The e-government Action Plan	
1999	The Dutch Digital Delta	Action plan on implementing the information society in UK Information System fund
03-2000	Lisbon Strategy	Lisbon Strategy
05-2000	Better Government for Citizens and Business(2002)	

07-2000		Launch Reach
05-2001		Launch OAISIS
11-2003		eGovernment more than an automation of government services
2004		eCabinet
01-2005	DigiD citizens	
05-2005		Live Reach Services
12-2005	DigiD Companies	

In 1994 the Dutch government published the National Action Programme on electronic Highways. This paper stated that the government to seek out for and create new opportunities for electronics initiatives in the Netherlands. The role of government was mostly limited to organizing its position as large scale users of information system, implementation of online services were not promoted. In the United Kingdom the strategic management initiative was a process to achieve excellence of services for the government levels. This showed that UK was earlier thinking about developing online services from the outset.

The eGovernment Action Programme which the Dutch government published in 1999 was all about publishing information and bringing services online. It was about providing computers in all public libraries, establish website with current government example overhead.nl and create an online archive of various published government document. The Programme started to make at least a quarter of public services available electronically by 2002. With the United Kingdom government plans in 1999, both governments were on the road of becoming significant eGovernment players. The United Kingdom government, at that time already talked about an online service broker and successfully implemented periodic VAT return.

The Lisbon strategy: In March 2000 the EU developed and presented an action plan stating that Europe should be the most competitive economy in the world by 2010.

The Better Government for citizens and business (2002): In May 2000, the e-government became more than a mere automation of government services. It promoted government to be more effective and efficient in its operations.

3.5. Current situation of eGovernment

In the Netherlands and United Kingdom there are a lot of different eGovernment initiatives. Each initiative has its own unique features and possibilities. Despite the differences between the two countries on their eGovernment, however there is at least one similarity

The public service Broker (PSB), the PSB in the Netherlands is "DigiD" and the United Kingdom is "Reach".

These two PSB are providing a messages and authentication services to government departments. Each department can arrange its own implementation. The difference is that in the Netherlands, there are a lot more services provided through DigiD and a lot of difference in levels than the UK.

3.6. The role of eGovernment in the new public management domain

eGovernment inherits the administrative reform policies inspired by New Public Management (NPM) reforms implemented over the past twenty years. This approach advocates for the incorporation of some of the techniques of the private sector in the operations of governmental bodies (Moynihan 2007). On the outset of the 21st century, there is a feeling among the citizenry that managerialism has widened the distance between government and citizens instead of bringing them closer or bridging the gap (Torres, Pina et al. 2005). This resulted dissatisfaction or disengagement among the citizens. The perception was that public services were not only failing but were of poor quality as well. The search for new styles of governance through the engagement of citizens was viewed as a way to change such feelings and to improve the relationship and trust in government through the adoption of eGovernment in the NPM (Dunleavy and Margetts 2006)

Before then interaction between government and its citizens was one-way with more emphasis on hierarchical configuration which could not produce a better feedback. Two-way interaction has been deemed a way of improving quality service delivery and responsiveness to citizens; an effective way of generating citizens trust in governance and making governments function better (Torpe 2008).

Online interaction is also expected to improve government accountability as it makes government more responsive to the needs and demands of its citizens. More information delivered in a more timely fashion to citizens is expected to increase the level of transparency of government and to empower citizens to monitor government performance more closely (Garson 2006).Therefore eGovernment is viewed as a positive channel in the NPM for enhancing trust in government through accountability and the empowerment of citizens.

The NPM advocates the roll-back of state, it is clear that the role of government is to ensure basic quality services are provided and not only that but act as facilitator and promoter of public activities. About the nature of government under NPM Pee and Kankanhalli (2008) made this remark "We do not need more government; we need better government to be more precise, we need better governance. Governance is an act of collectively solving our problems. Government is the instrument we use. The instrument is outdated and it is time to remake it". The basic idea behind the NPM is to devise new tools, techniques and procedure to fine tune the public administration (PA), so that it can effectively achieve its goals in the changing environment of globalization, privatization and liberalization. For this purpose, it borrows methods, practices and procedure from public administration and adopted these same methods. In a nutshell, the core characteristic of the NPM includes productivity and cost-effectiveness in the public services.

3.7. eGovernment and the new public management

In the recent past, there has been preponderance in the number of people that view Public Management as one that is fraught with overt inefficiency, unaccountability, the unwarranted bureaucracy with the propensity of stagnating progress and a lot of dysfunctional ties and the inability to promptly adapt to changing situations in the public administration.

To combat these abnormalities, the eGovernment usually aligns itself with continuous expansion and deepening of NPM's enriched tools and methodologies. Beyond this point, eGovernment is seen as or expected to benefit the community by drawing together the public sector, CSO, and other actors. Some authorities such as Kettle (2000) and Navarra (2009) alluded to the fact that NPM does not have a single intellectual provenance with one side influence. The ideas underlying NPM have certainly influenced many programmes of reform in western governments.

For this perspective, eGovernment can be seen as a powerful translation and inscription of such ideas, embodied for instance, in the use of internet and associated ICTs for the provision of government services for its citizens. The structural transformation underlying administrative processes and procedures and redrawing of the boundary between the government and citizens for effective and better relationship in the delivery of quality services, and, on the other hand, building trust between these groups and promote better governance.

3.8. eGovernment

The term eGovernment comprises heterogeneous elements and multiple dimensions, and no common definition can be found in the quickly expanding number of journals and other publications on eGovernment and eGovernance in the new public management.

However, according to the area of expertise, some define eGovernment as digital information and online transaction services to citizens. Others use the term to refer to electronic commerce, namely procurement.'' At this era in the evolution of a digital economy and society, "too narrow" definitions can constraint opportunity and "too broad" a definition dilutes its value as a rallying force''(Pollitt and Bouckaert 2004).

Public Management primarily sees eGovernment the foundation for new forms of communication and deriving from that-new forms of organization that integrates the interaction and the inter-relation between government and citizens, companies, customers and public institutions through the application of modern information and communication technologies .eGovernment is not primarily motivated by fiscal stress, administrative and /or potential crisis, or dissatisfaction among public managers. Rather it is a technology-driven reform movement, were by the reform strategy domain follows the potential created by modern information and communication technologies (ICT).

3.9. Experiences with Public Management in the adoption of eGovernment

The NPM is a new way of thinking the public sector-driven by theoretical frameworks that stem from institutional economics and organizational theory. The NPM goal is to cut down the red tape or in other words, break through the bureaucracy (Finger and Pécoud 2003; Leenes and Svensson 2005).In this vain scholars interested in organizational aspects have studied many reforms with a focus on change management.

Savvas,Pimmenidis et al (2007) outlined some key lessons that can be learnt in the implementation of eGovernment in the public sector such as: importance of administrative culture. By this move towards cultural amend it will also be crucial for the adoption of eGovernment. In the NPM if there is political involvement, more politicians are affected by the effect of the reforms, but the earlier they are included the better the adoption of eGovernment; even though eGovernment seems to be more technical. The latest development in countries such as the Netherlands and the United Kingdom

shows that introduction of eGovernment into the NPM reform process can be a strong furthering factor for the adoption and formulation of eGovernment in entirety, even though this has not been totally researched empirically; yet an educated guess will lead to some insights (Navarra 2009). Therefore eGovernment can be interpreted as a reform element that support the idea behind the NPM and with its technological equipment, eases transformation as a whole.

3.10.   Overview of Governance

Governance is a broader concept than government. It involves the interaction between formal institutions and those in civil society. Governance refers to a process whereby elements in society wield power, authority and influence and enact policies and decision concerning public life and social uplift in the effective provision of services (Dunleavy, Margetts et al. 2006).

Governance involves new styles of leadership, new ways of debating and deciding policy and investment, new ways of accessing education, new ways of listening to citizens and new ways of organizing and delivering information and services for citizenry in totality.

3.11.   New Public Management and Governance

New Public Management has become a widely used term round the world (Hood 1995). It describes a global trend of a certain type of administrative reform '' ……. But it soon becomes evident ……..that it has different connotations at different administrative contexts'. The main characteristic of the NPM reforms is the change from input to output orientation either electronically or otherwise (Homburg 2008).

The purpose of implementing eGovernance is to enhance good governance. Good governance is generally characterized by participation, transparency and accountability. The recent advances in communication technologies and the Internet provide opportunities to transform the relationship between governments and citizens. The use of information technology can increase the broad involvement of citizens in the process of governance at all levels by providing the possibility of on-line discussion groups and by enhancing the rapid development and effectiveness of pressure groups.

However Jaeger and Thompson (2003) had come up with these characteristics and concepts as means of getting broader picture on what eGovernance is all about in the Public Management in most of the developing and developed countries in the world. eGovernance is the public sector's use of information and communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. This has been the focus of eGovernment at the local government in the case study countries.

3.12.   eGovernance and the New Public Management (NPM)

Finger and Pécoud (2003) noted that governance is not government, nor is it the act of governing. It is more usefully seen as a process: the process by which institutions, organizations, companies and societies' guide' themselves. Governance is about how these bodies interact with each other, with their client and with the public. At its most basic level, it is about how the society organizes itself for collective decision making and also provides transparent mechanisms for seeing those decisions through, eGovernance is a short- hand term for the use of and impact of technology, in particular ICT, in the governance system. Also eGovernance involves new channels for accessing government, new

styles of leadership, new methods of transacting business, and new systems for organizing and delivering information and services.

3.13. eGovernance as tool for government and citizens' interaction

According to (Hood 1995), referred to eGovernance as a tool, and like any other tool no matter how powerful it may be it still has restricted value and relevance in itself. Its values arise from its application to specific goals and objectives. It is about providing citizens the ability to choose the manner in which they wish to interact with their governments.

eGovernance is the commitment to utilize appropriate technologies to enhance governmental relationships both internal and external, in order to advance better services to its citizens and other players/partners(Moon 2002). eGovernance is not structured along concept of state transformation. To this end, eGovernance seeks to realize processes and structures for harnessing the potentialities of information and communication technologies at various levels of government and the public sector and beyond, for the aim of enhancing good governance.

3.14. Three main conceptualization of eGovernance in NPM

eGovernance has been conceptualized into three main definitions that could show and confront this study. It is ranging from naive and promotional vies (eGovernance as tool) to simplistic and ambitious ideas of using the information technology for enhancing quality service delivery, (eGovernance as citizen's satisfaction). The most promising conceptualization is, without doubt, the one put forward by (Fountain 2001), who sees eGovernance as a dynamic process which is mainly an enhancement of interactions between and among actors (staff, administration and the private sector). Table 3-2 below summarizes the three concepts and confronts of eGovernance.

Table 3-2: Three main conceptualizations of eGovernance in the NPM

	eGovernance as citizens (Customer) satisfaction	eGovernance as a processes and interactions	eGovernance as tools
Policy Level	National, Regional and Local	National and Local	National, Regional and Local
Actors	Citizens(Customers) and Administration	Public and private	State
Policy function	Operations, service delivery	Operations and Policy making	Mainly service delivery
Use of ICTs	Substitution and communication	Interaction	Technology Driven

Source: *(Fang 2002; Finger and Pécoud 2003; Ugland and Veggeland 2005)*

3.15. eGovernment and Information Communication Technologies

eGovernment is associated with the use of (ICTs), such as computers, computer networks, the Internet, etc., to facilitate provision of eGovernment products and services and to improve interaction between government and citizens. In the context of eGovernment, Bekkers and Homburg (2005) defines ICTs as the full range of information and communication technologies and applications

currently used in digital and electronic government as well as those information technologies, systems, and applications on the developmental horizon.

In the NPM domain organizations and individuals seek to integrate the internet into their day –to-day operations. Governments throughout the world these days acknowledge the potential of the internet and Information Communication and Technology (ICT) by offering efficient and effective services through eGovernment. Linking eGovernment directly with ICTs, literature consistently pointed out that, ICTs represent a central and important part of eGovernment initiatives, eGovernment is a considerably concept, which focus to improving efficiency and effectiveness of providing public services through ICT. Also includes the potential to advance governance by facilitating citizens' direct involvement with and discussion of government businesses (Martinez-Moyano 2006).

3.16. Stages of eGovernment

For this research two models of eGovernment have been selected .They have been selected because they offer explicit theories or models of eGovernment relative to its growth and development. These models are: Layne and lee Model of eGovernment (2001), Moon Model Five stages of eGovernment (2002).According to Coursey and Norris (2000) these models are certain extent descriptive, somewhat predictive and to a degree normative. All claimed to describe what the normal evolution of eGovernment should be, from basic simple presence on the web, to fully developed eGovernment that is transactional and integrated. Based on the study of these models, the descriptions in these models provide a plausible portrait of eGovernment in its early stages, from initial web presence and information provision to interactivity. After their early stages of development, these models turn out to be predictive and normative.

The models have many similarities between themselves. They all work with linear development and or evolution of eGovernment from basic online presence to full integration, seamlessness and transformation. They all work on the presumption that the development of eGovernment is progressive, that each successive stage is better than the previous stage. They also assume that governments must progress through these stages in a given order.

The stages or models predict that eGovernment will move beyond information provision and interactivity to become fully transactional and integrated. They also assumed that eGovernment will fundamentally transform the relationship between governments and citizens. After becoming fully transactional all the models become normative in stating what eGovernment should be. The models wholly suppose that fully transactional systems are better and more interaction with citizens will result in a better and improved eServices hence trust and confidence is built in the formulation and adoption of eGovernment in the Netherlands and the United Kingdom.

One drawback of these models is that they do not describe how eGovernment transformation will happen or how long it will take to happen. At best they tell us that more eGovernment is better for the government and citizens.

3.17. Layne and Lee Model of eGovernment applications

A model for different degrees of interaction has been developed by Layne and Lee (2001) that, addresses the requirements for interaction. The model has four stages that show the growth of interaction in eGovernment. They are: Cataloguing, transactions, vertical and horizontal integration. They focus on the citizen as the primary user of government eServices and then let the service provide

changes in the government structure and adaptation of new technology to support those changes so that citizens can have confidence and build trust in government.

Meijer and Zouridis (2004), said that the internet has been discovered all over the world and is being used to inform the citizens. Most of the governments have been using the facilities of a central portal to provide the access to citizens with a great variety of information. With this aspect it could said that the openness of the government has increased with its citizens by providing better information and interaction when dealing with the government.
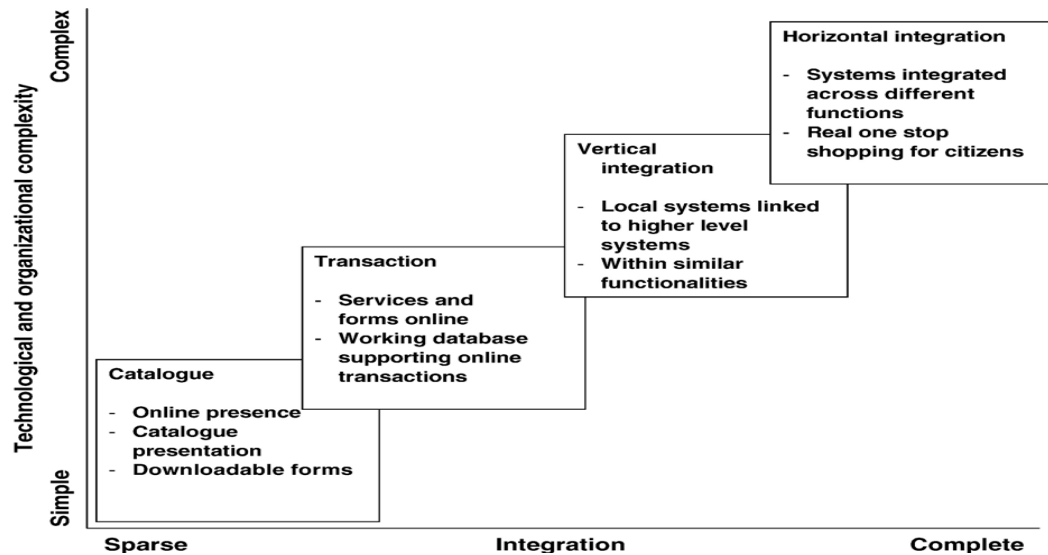
Figure 3:1: *Adapted from Layne and Lee Model of eGovernment (2001)*

3.17.1. Moon Model five stages of eGovernment

Furthermore, Moon (2002) described five stages or models of eGovernment at various levels of interaction by its users and the degree of technical sophistication.

Table 3-3: Moon's five stages of eGovernment

Moon's Five stages of eGovernment	
Interactions' with Users	*Technical Sophistication*
Simple Information dissemination	One-way communication
Request and Response	Two-way communication
Service and Financial Transaction	Two way communication
Integration (Horizontal and vertical)	Two way communication and inner and cross agency communications
Political Participation	Two way communications

Source: *Moon (2002)*

Table above summarises stages and interaction of eGovernment which reflect the degree of sophistication:

Stage 1: Is the most basic form of eGovernment and uses ICT for disseminating information, simply by posting information or data on the web site for constituents to view.

Stage2: Is a two way communication characterized as an interaction mode between government and constituents. In this stage, the government incorporates email system as well as information and data-transfer technologies into its websites, where the agency receives new applications and requests, then process and responds to services request.

Stage 3 The government allows online service and financial transactions by completely replacing public servants with "web-based self-service". This is "transaction-based eGovernment". Through this online service and financial transaction, for example constituents can renew licenses, pay fines and apply for financial aid.

Stage 4: The government attempts to integrate various government services vertically and horizontally for the enhancement of efficiency, user friendliness and effectiveness. This stage is highly challenging task for governments because it requires a tremendous amount of time and resources to integrate online and back office system because both vertical and horizontal integration push information and data sharing among different functional units and levels of government for better online public services.

Stage 5 Involves the promotion of web-based political participation, in which government websites include online voting, online public forums and online opinion surveys for more direct and wider interaction with the public. While the previous four stages are related to web-based public service in the administrative arena, the fifth stage highlights web-based political activities by citizens.

Moon also stated that it should be noted that the five stages are just a conceptual tools to examine the evolution of eGovernment. The adoption and formulation of eGovernment practices may follow a true linear progression. Many studies of technological innovation also indicate the diffusion and adoption of technology may never follow a curvilinear path. For example a government may initiate stage 5 of eGovernment without full practice of stage 4.It is also possible that government simultaneously, like other stage models of growth, framework simply provides an exploratory conceptual tool that helps one understand the evolutionary nature of eGovernment.

3.18.   Government Citizen Interaction Online

The internet has brought government closer to its citizen. Government can reach and interact with their constituents faster and with more information. At the same time access and participation by citizens with their government has also increased. According to the International Council for Information Technology in government Administration, Waller,Livesey et al (2001) one of the main objective of western governments is to use the internet and communication technologies to facilitate, broaden and deepen participation and interaction in the democratic process. This has increased the interaction between the government and its citizens. This makes government more participatory and democratic.

3.19.   eGovernment differences between Netherlands and United Kingdom

Some important factors have been identified, which will guide to understand how the Netherlands and United Kingdom differ from each other in their eGovernment strategies. There had been tremendous impact on the way Local government municipalities interact with their citizens. Though there have been significant progresses made by both countries. Though between the two countries, Netherlands is doing well and United Kingdom has how long way to catch up, hence it would be very important to understand the following factors between Netherlands and United Kingdom.

Table 3-4: Differences of eGovernment NL and UK on level of development

No	Factor(s)	Netherlands	United Kingdom
1	**Infrastructure**	• Developed and improved current infrastructure • Good quality internet access for citizens and employees • Well decentralized system with coordinated agencies to meet to citizens demands on time	• Advanced but ineffective infrastructure • Low quality internet access for citizens and employees • More centralized with ineffective monitoring of agencies
2	**Technical Staff**	• Have local outsourcing abilities because of the agencies involved in the implementation, more financial resources to outsource current staff, which could be able to define their requirements for development and more of tailored in-house training for staff. • Has a current staff needs to increase technical abilities and hire the services of young and dynamic professionals	• Does not have local outsourcing abilities, present staff may be unable to define specific task or requirements, to develop better and needed tailored made needs for the development of eGovernment because of the type of set-up is at the present moment. • Has no a current tailored in-house staff or dynamic young professionals who can pull the wheel for the development of eGovernment.

3	Citizens	• Relatively high access and computer literacy still have digital divide and privacy issues more of young people use are More computer friendly compared to the aged • More experienced and actively participate in policy making process especially because of it decentralized system (bottom-up approach) and have wide idea on some of the democratic system.	• High internet access and computer literacy and more used by the aged • Relatively more experienced and interested in democratic system and more actively participate in governmental issues
4	History & Culture	• Government and economy developed early, immediately after independence • Economy growing at a rapid rate, productivity increasing high standard of living • Long history of democracy and more transparent government, policy and rule of law	• Government and economy developed very early, immediately after independence • Economy growing at a rapid and steady rate, productivity increasing relatively high standard living • Relatively long history of democracy and more transparent policy and rule of law up held.

Source: Adopted by the researcher 2010

3.20. eCitizens expectation eServices

For citizens to have confidence and trust in eGovernment they always looked at the following as their expectations for the full adoption of eGovernment. In the case study countries especially in the Netherlands

• **Trust and Reliability:** As a citizen presume government to electronically competent, government guarantees secure identify management and reliable storage of eGovernment.

• **Accountability and benchmarking**: As a citizen, able to compare, check and measure government outcome. Government actively supplies benchmark information about its performances.

• **Transparent Public Sector:** As a citizen know where to apply for official information and public services. Government guaranties one-stop-shop service delivery and acts as one seamless entity with no wrong doors.

- **Involvement and empowerment**: As a citizen can involved to participate in decision-making and to promote my interest. Government supports empowerment and ensures that necessary information and instrument are available.

3.20.1.   eService

An eServices is a piece of software that is part of the government web system (portal) and whose goal is to automate or partly automate one particular administrative process. This process can be triggered by the request from a citizen (Homburg 2008)

3.20.2.   eServices types

eGovernment services are guarded by citizen's personal choices and preference, and by the rules and regulations mandated by the respective local governments. Services therefore can involve widely different tasks to be done in different sequences, depending on the citizen's profile and government mandates applicable to the situation (Homburg 2008). If one accepts that eGovernment applications can be used to foster citizens' orientation then consequence is that there is not one single type of redesign of information relationships that can be used to realize reform in NPM. The following types of services have been identified in practice.

Informational Services: Homburg (2008) noted that the "vast majority of governments" have developed a web presence and have moved on to further development, this is the phase that includes the provision of information alone. The quality of usability and currency of the content determines the value of this phase of eGovernment. This is the least complex of all the phases. Government information for instance the possibility of downloading brochures, policy reports, regulations and other official documents.

Contact/Interactive Services: In this phase, eGovernment provides some degree of online interaction, for example, citizens can enter complaints, land registration for cadastre information or job applications online. This phase does not include secure transactions such as financial or other transactions that require a degree of authorization or audit.

Transactional services: This refers to electronic intake and further handling of certain requests and applications of personal rights, benefits and obligation such as digital tax assessments, render of permits, licences, land registration   and subsidies. Enabling eCitizens to complete tasks alone in the major characteristics of this crucial third phase, it provides secure transaction with high level of authorization. Citizens can apply online for passport, visa and make payment online. This requires a high degree of security and basic infrastructure allowing for secure transactions.

Collaborative /Participation Services: This address more than just the possibility of electronic voting, forum and virtual communities can provide citizens, interest groups and other parties a channel for getting involved in the formulation and evaluation of policy programmes. They may include reconstruction of a neighbourhood, a shopping mall, a parking space or the planning of rail way road.

Data Transfer Services: This refers to the exchange and sharing of (basic and standard) information between government agencies and between government and private organizations. This most of the case are spatial data GIS data sets.

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3.20.3. eGovernment Components

eGovernment components incorporate four key dimensions which reflect the functions of government itself in public administration (Bekkers and Homburg 2005)

- **eServices:** The electronic delivery of government information programmes and services over the internet
- **eDemocracy:** The use of electronic communications to increase citizens participation in the public decision making process
- **eCommerce:** The electronic exchange of money for goods and services such as citizens pay taxes and utility bills, renewing vehicle registrations, paying for creation programs or government buying supplies and auctioning surplus equipments
- **eManagement**: The use of information technology to improve the management of government, from streamline business processes to maintaining electronic records to improving the following integration of information

3.21. Current eGovernment strategies the Netherlands and United Kingdom

eGovernment is been used to improve the public administration's internal workings and its relations with citizens to provide quality services online and interact with their citizens.

(Choudrie, Weerakkody et al. 2005)"eGovernment is a way of organizing public management in order to increase efficiency, transparency, accessibility and responsiveness to citizens through the intensive and strategic use of information and communication technologies in the inner management of the public sector (intra and inter governmental relations) as well as in its daily relations with citizens and users of public services.

Not surprisingly, it focuses on improved governance relating to transparency and accessibility as well as to efficiency and responsiveness. Therefore both countries use similar strategies in their eGovernment drive. Their strategies focussed on citizens-focussed government, Inclusiveness, managing information and accessible public services. Researchers acknowledge that countries in Europe have been encouraged by the EU to view eGovernment as a lever to overcome acknowledged governance weaknesses in the public sector, notably an absence of openness, excessive corruption and weak accountability to citizens. This approach has been the hallmark of eGovernment efforts in many developed countries both in Europe and other developed nations.

This is not the same in the developing world, however, where eGovernment is focused on improving the business of government via better customer relations and improved service delivery. Governments have competed with each other to develop on-line platforms for service delivery and this has chronologically shaped the first decade of eGovernment, which is being seen as the most recent step in the evolutionary process of public administration reform. The technical ability was to share information and integrate services across different providers. These have brought about a more collaborative mindset in recent years and the resulting networked or connected architecture of services delivered and other jurisdictions referred to as "joint-up government".

The OECD (2003) reported that many eGovernment initiatives have been refocused on how to collaborate more effectively to address shared problems within and among the government agencies, and how to build relationships with private sectors. While given premium attention to citizens who were the drivers for integration arise at the strategic levels.

3.22. National Government Portals the Netherlands and United Kingdom

The portals sites of both countries shows a more positive instance of convergence in the front office where citizens and government interact, the various portal websites mainly offer online government information and the promise of online service delivery. The table below gives an overview layout of the homepages of the national portal sites at the moment in the case study countries

Table 3-5: Comparison of the Dutch and UK websites/portals

The Netherlands	United Kingdom
The Netherlands uses one main government portal (www.overheid.nl) offering information and services for citizens • Target group classification: Private persons, business and organizations, politicians and civil servants, young people and guests • Second classification: Government counter (Thematic classification), government organizations, government themes, official publications, laws and rules, join the conversation, news working with the government, this how government works	The United Kingdom uses its main government portal (www.gateway) for information and services. The site is structured as follows: • Citizens: take part in consultations • Your life: a life-events classification for information and services • Environment and green areas • News room: a news section • Quick Link: three search engines

Source: *Adopted by Online Source 2010*

From table 3-6 the most part, the current content of national government portal sites consist of thematically organized government information, along the lines of "life events" for its citizens. Also *appendices 3 and 4* showed the main websites of the Netherlands and United Kingdom eGovernment. All the two countries aspired to offer online service delivery, the countries clearly faced nearly identical implementation that has to do with digital authentication. Therefore much of this application by the literature in eGovernment remains in the stage of interaction instead of the transaction/transformation phase (Bekkers and Homburg 2005).

3.23. Key barriers to eGovernment adoption

There can be barriers which can stall the successful adoption and formulation of eGovernment in general terms can be applied to any country. These are the obstacles or barriers that could be mitigating factors that could be given keen attention while considering about the adoption and formulation of eGovernment in the case study countries.

Policy Barriers
- **Apprehension over citizen privacy:** Homburg (2008), United Nations (2005), agreed that privacy was a big issue for citizens and it was also a threat to eGovernment. Therefore sharing of data between government agencies should be done in controlled and proper way to protect sensitive information regarding citizens. Deficiency of transparency in privacy of policies found as a major barrier and establishment of cleared and smooth policy required in

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this regard. Privacy is a big challenge to the implementation and acceptance of eGovernment programmes.

- **Data possession:** Many government organizations consider themselves as an owner of a particular record and they are very concern about sharing that information be it spatial. The rights or ownership to data must be clear in order to achieve eGovernment goals.

Technical Barriers

- **Integrating legal systems:** Old computers may need to be integrated into new internet based platform. This conversion may most time consuming and very costly which might result to high technical expertise.
- **Changing Technology and Maintenance:** The advancement of technology in the present times, there is need to always keep up-to-date on current technology trends and enhance websites as organization with latest applications and features, while at the same time, keeping the content on your websites updated.

Service Delivery Barriers

- **Managing Financial Transactions:** Financial transactions are particularly sensitive issues. Many citizens are wary of providing credit card information via the internet. There is a need to obtain the trust of citizen, which can only be done by ensuring adequate protection and privacy of eGovernment transactions**.**
- **Delivery of integrated services:** The Dutch government has encouraged the integration of more prudent services between cadastral agencies, land registry offices in the UK, Municipalities and other national departments within the state. There have also been efforts to integrate eGovernment services throughout the country. But individual state agencies and local governments are used to being totally in charge of their own affairs with and without dropping the vision of central government, in that vein they may need to be convinced of the value of service delivery integration**.**

Access Barriers or Issues

- **Providing access to needed Information:** Sometimes these days some information or forms will not be in digital form or may need to be converted, this conversion might cause a problem. On the other hand, you must also decide which kind of information you will provide or will be able to provide online for the public online

- **Ensuring privacy and security:** You need to protect citizens' privacy. A way to ensure privacy is to provide adequate security for all your e-government systems, so that citizens' can have confidence and trust in the adoption of eGovernment. The other way to ensure this is to be careful to keep private information off your website.

Human Factors

- **Measuring citizens' satisfaction:** In order to ensure that your eGovernment is working, you must design a method to design indicators and monitor and measure citizens' satisfaction and participation in the adoption and use of eGovernment system, but if this is lacking then the adoption and effective use of the system could not be achieved**.**

- **Reforming the culture:** Every country has its own norms and cultural beliefs and this more in relation to staff members and citizens, will be less receptive to the adoption and formulation of eGovernment applications due to variety of reasons such as fear or doubt in

technology, changes in the traditional way of doing their work, people want to do business as usual and still want no changes in their work. These citizens may need additional encouragement and reassurance this takes time.

Resource Issues

- **Capacity Building:** Training is an integral part of any eGovernment implementation. Staff will require training and retooling of their skills time in time out. If staffs are not able to handle some or all aspects of the eGovernment applications, there may be need to hire additional Information Technology staff either on temporal or permanent basis.

- **Equipment:** Chances are complex, your eGovernment application are more , the more equipment such as computer, web-based servers, wiring , you will need so there will be costs involved this might derailed the adoption process.

Other Factors

- **Organizational Structure:** Government officials are concerned about the implementation of eGovernment. eGovernment often causes significant changes in an organization .Some eGovernment services such as issuing of licenses and permits, requesting information from cadastral, the collections of monies from them, seem to have become increasable centralized. This centralization challenges traditional roles and many modify the role of Sub-National Government officials. There are concerns that eGovernment may affect jobs that Sub-National Officials may find the need to cut staff restructure jobs such as lose of clerical staff, but gain Information Technology Staff or retain current.

- **Digital Divide Issue:** Many body knowledge researchers are beginning to realize that factors such as income, race, and gender are less important in facilitating or inability internet access than previously thought. Instead studies have shown that education and age are perhaps more important factors. Internet usage in the two countries seems to be most prevalent among citizens have more of tertiary education and have high income. Also there is also the issue of regional or municipalities' differences, demographic characteristics dimension.

3.24.   Conclusion

The literature presented in this chapter is rich enough to provide the relevant data needed for analysis in chapter four of the research. The literature itself has been structured on the following lines: The background history and evolution of eGovernment. Definitions of key terms used in the research to avoid ambiguity, the views of other researchers on the theme, the current operation of the theme in both countries of the case study. With this presentation, the methodology to analyze the data becomes lendable to the process.

4.   Discussion and Findings

4.1.   Introduction

This chapter provides interpretation and discussions of both the findings from the literature compared and contrast between eGovernment and eGovernance, current development in both countries, depicted the relationship and the trust and make a concluding remaking.

4.2.   Overview of general discussion

eGovernment initiatives will undoubtedly provide many long-term benefits for the community at large and over time will transform relationship between citizens and government. Several reports noted that many eGovernment initiatives have not delivered expected cost savings and have not generally improved social inclusion, innovation or participation (Taylor and Burt 2005). One comprehensive analysis of the impact of ICTs in public administration showed that of nineteen studies of ICT impact in public administration, in half the impact had been positive while one-third report negative impact (Danziger and Andersen 2002). Positive impact largely relate to improve service delivery, while negative impact tend to be associated with a reduction in the level of flexibility available to "street-level "bureaucrats when dealing with citizens. These findings reflected the inherent tension in service delivery initiatives, where the efficiency benefits that accrue from the standardization of processes across agencies must be balanced against local knowledge and expertise that individual providers have when dealing with their constituent citizen (Bekkers and Homburg 2005; Irani, Love et al. 2005; Avgerou, Ganzaroli et al. 2007). It is apparent that care must be taken when integrating ICTs into transformed government processes.

It is extremely important that the socially disadvantaged are not neglected in the transformation of government business processes. For instance, while most of the emphasis of eGovernment initiatives is on access to internet and broadband services, the socially disadvantaged members of the community who most require government services are also those least likely to have access to the internet and ICT resources. Consequently, one of the leading challenges for the success of eGovernment is to find ways of integrating ICTs into communities in ways that strengthen social inclusion and counter the emergence and deepening of social and economic divides. Questions about the relationship between ICTs and the delivery of services to the community are therefore not merely questions of access to technology during service delivery. They are part of a larger picture including public policy planning, determination and delivery.

Many of the promises of eGovernment are presented in terms of improved service to citizens and providing public value. Demonstrating and measuring how the community benefits and is affected by government providing online services is however extremely difficult. Typically, a business case for eGovernment initiatives is used to assess both the financial benefits that the initiative will generate as well as providing an assessment of proposed social benefits. The approach developed for the Dutch Government for example is based on the notion of "demand and value assessments" in which Government agencies at the local levels, identified cost and benefit streams for various stakeholders (Killerby, Analyst et al. 2005). Using this approach the value of eGovernment initiatives is measured in terms of return on investment. Such an approach promotes sound project management principle and provides the basis for justifying the business case for eGovernment services. This conventional approach to evaluating the impact of ICTs on the delivery of government services, views the impact of

technologies on society as following an inherent logic leading to particular, predictable patterns of use. However, there have long been a stream of information system research that have reported on the appropriations of technology at the individual level (Garson 2006), that lead to unintended impact. At an organizational level, there have been a drift of large-scale Infrastructures leading to new and unintended structures and consequent new and unintended impact (Dunleavy and Margetts 2006). Although some of these unforeseen impacts may be positive, others will be negative. The unintended impacts of implementing information systems (IS), the outcomes of their built-in processes and ways of operating their potential for linking and integrating data from peripheral systems and agencies and the emergent consequences of moulding new policy and legislative initiatives with integrated infrastructures appears to be unexamined, unseen and unthought-of.

4.3.   Comparing eGovernment vs. eGovernance

eGovernment and eGovernance can be defined as two very distinct terms. eGovernance is a broader topic that deals with the whole spectrum of the relationship and networks within government agencies regarding the usage and application of ICTs. eGovernment is actually a narrower discipline dealing with the development of online services to the citizen. eGovernance is a wider concept that defined and assessed the impact technologies are having on the practice and administration of governments and the relationships between public servants and the wider society, such as dealings with the elected bodies or outside groups such as not for profits organizations, NGOs or private sector corporate entities. eGovernance encompasses a series of necessary steps for government agencies to develop and administer to ensure successful implementation of eGovernment services to the public at large. The differences between these two important constructs are explored further in this essay.

eGovernment is an institutional approach to jurisdictional political operations. EGovernance is a procedural approach to co-operative administrative relations that is the encompassing of basic and standard procedures within the confines of public administration. It is the latter that acts as the lynchpin that will ensure success of the delivery of eservices.

 It is by now widely acknowledged that the original impetus for acquiring and using electronic apparatus in government and governance arose from the earlier successes with the same kind of strategy in commerce. The Netherlands and the United Kingdom, for example, the emergence of eCommerce by the private sector helped to stimulate and drive the evolution of eGovernment within departments and agencies and local government institutions.

At the political leadership level or policy making level, it was clear that eGovernment was reflecting the enormous changes taking place in the economies of countries in the developed world. The evolution and growing importance of eCommerce have stimulated the need for governments to move to the Internet to deliver eGovernment programs and services at every level of society. This has been an evolution over the past ten years with most developed countries now having extensive eGovernment programs and significant website presences. For example, in the Netherlands the latest statistics indicated that 75.6% of citizens have access to the Internet and the worldwide web either at home or from an outside source such as the work place or an educational institution. Large percentages of Dutch go online to government web sites at either the national, provincial or local governments.   These figures are to an extent similar to United Kingdom. The transformation of the Internet from an academic research network to a publicly accessible information utility prompted increasing numbers of municipalities to create a "web presence". As eGovernment came to the fore it

became apparent to governments that citizens expectations were moving in the direction of greater speed and convenience for transactions; so direct ordering through the Internet was developed and launched. The only issue, which still inhibits the public from taking full advantage of eGovernment, is the concern with security of information and funds, a challenge which is also reflected in eGovernment and eGovernance. As noted by Bekker and Homburg (2005) that the success of eGovernment drove governments to realize that citizens, now able to undertake transactions online, capable of using email as an important communications tool that speed up and changed the way we communicated with each other and request for information, then it was incumbent on governments to provide online services. This phenomenon was a case of governments having to respond to a cultural change in the way people dealt with each other and with groups in society on an international basis.

In essence, because the public liked eCommerce when it worked properly, they began to want their governments to perform in the same way. In terms of services provided, eGovernment and eGovernance developed along the same trajectory as had ecommerce previously. The internal operational aspects of eGovernment included rationalizing supply chains and business rules. This aspect was referred to as "back office" requirements in government, and it focused around rationalized workflow and information sharing.

The external offerings of eGovernment and eGovernance started with making policy documents available electronically. Both "stand-along" studies and on-going series (newsletters, press releases, etc.) were posted and could be printed out as hard copies or stored electronically by whoever in the public was accessing them. The second phase of electronic products and services consisted of on-line electronic forms, either to exchange information (census forms etc.) or to conduct transactions (purchase documents, pay user fees, submit tax returns, etc.). The third phase, now just emerging, involves consultation on issues of concern, and participation in policy making and regulatory administration (Moon 2002). The point of the above mini-history is to demonstrate that, in terms of the electronic platform and its operations, there are parallels between electronics for governing and ecommerce, and between eGovernment and eGovernance. What differentiates ecommerce from electronic governing, and eGovernment from eGovernance is the purpose and functions. eCommerce is promised on profitable transactions, eGovernment provides public services and eGovernance facilitates appropriate behaviour.

4.3.1. eGovernment as better public service

The observation has become widespread amongst government analysts that the public expects more and more in terms of service coverage and customization, while at the same time expecting to pay less and less for such services in terms of unit costs (and the aggregate tax bill). This consideration is behind the decision to put an increasing proportion of government documents on-line electronic distribution places, the cost of paper and printing on the consumer rather than the supplier, and in the case of government documents this accounts for the biggest share of the price of making these documents available. It takes far less time and person-hours to design and post an electronic document than to print and mail out the same information. Electronic forms are also promised on lower costs and more convenience. Many jurisdictions enable driver's licenses to be applied for, or renewed on-line. Use of such things as publicly provided recreational facilities can also be booked (reservations) and paid for (user fees) via government Internet websites. Even when some kinds of special reports are made available on-line, access to them may still be by subscription or single payment. Background budgetary documents, expert studies, or reports from commissions of enquiry may all have charges

attached to them, depending on the government's dissemination policy and the costs of preparing the documents. When there is a price attached, governments have set up eCommerce arrangements for credit card payments similar to what prevails in the market place. The exchange of information between governments and various segments of the public similarly occurs increasingly by way of electronic forms. Businesses report many of their financial and functional operations to their governments via the Internet, as part of their regulatory requirements. Those of the citizenry who are recipients of welfare and social assistance services (whether they be individuals or organizations) frequently use government websites and e-mail to exchange information and file claims. By these means, governments check on eligibility, inform claimants of the terms and conditions of support arrangements, and provide training or instructions on such matters and job searches and income management.

The "final frontier" of eGovernment is the attempt at extending "eDemocracy". Voting has been conducted on-line, and will likely be extended once the design of the user-interface has been rendered more "user-friendly" and the security of the information has achieved more credibility. Consultation on issues of concern has been widely practiced, but with mixed results. The difficulty in this case is with clarifying the terms of engagement. There are three alternate formats available: (1) "Tell us what you think/feel", (2) "Share your views" and (3) "Let's cooperate" these three involves the specific commitment to not only report back, but to actually use what was presented or explain in convincing terms why it was not used. The driving forces behind all of these developments will continue, as will the digitizing of governments. These have gained prominence in the Netherlands more as compared to the United Kingdom, due to their policy implementation of eGovernment services.

4.3.2.   eGovernance as Coordinated Propriety

The very concept of eGovernance faces a dilemma, on the one hand, in fractions of both legal requirements and good standards of behaviour have prompted many to ask for greater scrutiny and more stringent enforcement; on the other hand, over-controlling through draconian statutes or proliferating regulations, has a chilling effect on management decision-making and organizational innovation. Good governance in general, and eGovernance in and between large institutions and governments, is seen as a way to avoid the aforementioned short comings and still produce better outcomes. Even the technical platform for some of this coordination has proven to be problematic. Information sharing, knowledge sharing, and jurisdictional cooperation (horizontality), are the means to achieve eGovernance.

Within governments, eGovernance will take such forms as : shared databases of constituent particulars will assure consistent profiles to be built and used so that services can be customized and repetitive data requests kept to a minimum (constituents usually hate being asked for the same data by each department or branch). Where programs or policies involved input from a variety of departments or branches, a single point of entry ("one-stop-shopping") can be arranged by creating a joint website that blends all of the requirements from the multiple sources, and presents it to the public as a unified program or policy. In most cases, the users/citizens do not care where the input comes from or what jurisdictional coordination is involved in producing the services they just want the results to be convenient, high quality and low-cost.

Between levels of government (national, provincial, municipal) the mechanics of cooperation and coordination are even more challenging. From the public perception, a problem or issue as they see it

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may involve policy responsibilities and fiscal implications from two or more jurisdictions. The planning, financing, and maintenance of roads, the provision of health or education services, the regulation of land, water, and air use, are all shared jurisdictions - but citizens wants workable answers rather than excuses for persisting problems. However, this desire by the public for efficacious solutions does not alter the fact that cooperative arrangements have to be carefully sought out and diplomatically negotiated. The machinery of government does have hidden, long-term implications that may come back to haunt those who act too abruptly under the threat of public displeasure.

The eGovernance solution to the handling of these diverging expectations is, ironically, both the most effective and the most disquieting to many public officials. Transparency is the one policy that expanding government networks can easily support. It can also shift the locus of contention away from public officials and onto disputing social factions. If consultation and participation are made transparent, the diverging values that cause policy conflicts can be revealed as in the public domain rather than in machinery of government. But what this clearly leads to is the sharing of power with the public and other jurisdictions, to reflect growing interdependence.

4.4.   The Netherlands

Public services must meet specific characteristic of being widely accessible, underpinned by legal certainty and based on equality before the law. ICT can make a major contribution to meeting these conditions. It is also possible, to a greater extent than in the past, to meet the adage that every citizen is expected to know the law. The rapid developments in ICT mean that government is able to function more efficient, effective and 'customer-friendly'.

The Netherlands is classed in the leading group known as the 'information elite' but eGovernment is not only a question of boasting technology. In recent years the Dutch government has made good progress especially at the local government level with municipalities and other departmental agencies, in its structuring and steering role as an 'arbitrator', regulating and promoting the booming developments of eGovernment. At the same time it also demonstrated a great commitment to use new technologies in its own active role of performer and provider of functions. "A vibrant society with a healthy economy demands a strong government, which plays its role using the most advanced 'tools' available. Only then can government, faced with dwindling resources, continue to meet its performer and provide functions (Windley 2002)"

In a recent OCED (2003) eGovernment benchmark among European countries the Netherlands ranked the third position after Norway highlighting the government efforts to spread ICT use in order to improve service provision and allow the effective citizens participation both at local and national level.

4.5.   State of things now in the Netherlands on the use of eGovernment

4.5.1. Andere Overheid: the latest Action Programme

 The Dutch Government approved the latest Action Programme for Public Administration modernization, which increases its commitment to implementing eGovernment in the country, called "Another Government" (*Andere Overheid*). The main objective of the Action Programme is to reinforce the eGovernment drive and progress in the Netherlands for the benefit of citizens, by focusing on core competences and reorganizing service delivery around citizens needs. The Programme has four action lines:

• Reforming public services to suit citizens' needs: Empowering citizen by offering more choice and flexibility,

• Eliminating unnecessary regulations and streamline remaining ones:

 The target is to reduce the financial burden of administrative work for citizens and businesses,

• Re-organizing local government to make it more efficient and

• Renewing the link between central and local government (provinces and municipalities).

Overheid.nl Monitor

The Dutch Government has recently published "Overheid.nl Monitor 2003", its fifth annual eGovernment progress report. While highlighting a number of encouraging developments, the report finds that much remains to be done in areas such as user-friendliness, transactional services and eDemocracy. "Overheid.nl Monitor 2003: developments in eGovernment" is based on a large-scale survey of government websites, which was carried out in October 2003 by Advies Overheid.nl on behalf of the Dutch Ministry of the interior and Kingdom Relations. The survey assessed 1,124 government websites using five criteria:

User-friendliness,

• General Information,

• Government information,

• Local government services, and

• Scope for participation (interactive policy making).

The report states that, although eGovernment services are developing on schedule and are becoming more sophisticated, there is still room for improvement.

On the positive side, the report finds that:

• eGovernment is developing on schedule

• Responsiveness to e-mail messages is improving, showing that e-mail is becoming a standard means of communication both within government and between government and citizens/businesses;

• eGovernment services are becoming more sophisticated, with an increasing offer of interactive, two-way communication services;

The user-friendliness of government websites has not improved

 EGovernment information and services remain difficult to find because many government websites fail to conform to minimum accessibility standards.

• The use of eServices is growing, the development of eGovernment is still mainly supply-driven and the penetration of government websites remains unknown

• Users' satisfaction with eGovernment services is still significantly lower than with services delivered through traditional channels

• eDemocracy tools and citizen engagement through electronic means remain embryonic

4.5.2. The Best Practices the Netherlands

4.5.2.1.   Public Key Infrastructure (PKI)

PKI-government task force was incorporated in the ICTU this has developed a specific PKI (Public Key Infrastructure) government model. In anticipation of the implementation of this model, PKI has been used for a number of government services (production and dispatch of passports; exchange of employee information in social security). Public Key Infrastructure is a facility providing the assurance that electronic communication between Local government authorities, citizens, and institutions can take place safely and confidentially

4.5.2.2.   Three functions are possible within PKI key infrastructure

- Identification, so that the addressee can be certain who the sender is;

- The electronic signature, with which the signer endorses the content of a document;

- Encryption, so that a message cannot be read by third parties.

The 2002 "Electronic signatures" bill regulates the legal consequences of electronic signatures, including granting equal rights with written signatures. It also regulates the liability of certification service providers that issue certificates to the public and the supervision of these service providers. The introduction of the master certificate is at the heart of the PK infrastructure. Linking up with the master certificate makes it possible for government agencies to communicate with one another and their clients in a safe, clear-cut and user-friendly way. It also means that members of the public and businesses will not face an unmanageable range of digital signatures in the future. Hence PKI for the government is in place and electronic signatures can now be used within the Dutch public sector. A Policy Authority is being set up in order to guarantee the reliability and continuity of the agreed policy and to determine which parties will be able to accede to the PKI for the government. An information centre has also been established in order to support organizations upon the introduction of PKI in all the tiers of governments.

The Dutch citizens and residents will be identified by a single service number. The Citizen Service Number will be based on the existing National Insurance Number and this has been in use. This move will improved the delivery of government services, facilitate data sharing and help fight fraudulent access to public services local government level. The new number will simplify the identification of individuals in their dealings with public bodies, including access to eGovernment services. In addition it should also simplify the internal works of public administrations and therefore generated savings in time and money. For the moment the Government is conducting further analysis of the possible uses of the citizen service number, including – among other things – for controlling access to health care.

4.5.2.3.   Online crime notification service

Crime notification is one of the "basic public services" identified by the Dutch Municipalities within the National goal for eGovernment initiatives and used to benchmark the availability of online public services in all local government municipalities. The Dutch police have launched a pilot online service allowing the general public to report small crimes and vandalism through the official police website politie.nl. This was pilot being conducted in the Northern Limburg province, and the system now be extended to all Dutch municipalities yet what has been the outcome still yet nothing to talk about.

4.5.2.4.   Public Security

4.5.2.5. Biometric passports and ID cards

Bioscrypt and BioDentity are biometric identification technologies, the Dutch Government introduced the new passport and the new ID cards, which will featured facial and fingerprint digital scanned as biometric indicators. The facial biometric chosen by the Dutch government is consistent with the standard adopted by the International Civil Aviation Organization (ICAO) for using facial recognition technology to identify and screen people in airports. That facial recognition be the primary biometric identifier for visas and residence permits issued to third country nationals. This biometric was chosen for interoperability reasons by Dutch government for their next generation passports and ID cards. The biometric pilots, code named "2B or not 2B", are in use now. The municipalities of Almere, Apeldoorn, Eindhoven, Groningen, Rotterdam and Utrecht and some of the major municipalities are using the facial and fingerprint digital scan as biometric identifiers.

4.5.2.6.   Management of the ICT Policy

In the Netherlands the Minister of Economic Affairs co-ordinates ICT policy, reports to the cabinet on the progress on eGovernment. Ministries, provinces and municipalities are autonomous in terms of their internal information provision. The ministries develop eGovernment policy and translate this into implementation programmes. Inter-departmental programmes are set by the Dutch organization for ICT and Government (ICTU). The ICTU is under the responsibility of a number of ministries. ICT and Electronic Government form an integral part of the existing policy and cut across existing portfolios and mandates. Management Committees on which the major departments have a seat are worked with on important dossiers, where ICT innovations played a major role for the implementation of ICT policy by all sectors in the country.

4.6.   The United Kingdom

The UK now has one of the most advanced eGovernment infrastructure in the world.

4.6.1.1.   The Government Gateway functions:

The Government Gateway provides the following
*   **Authentication and authorization services-** Which ensure that users are who they claim to be and that they have the right to access a specific service or set of services

*   **A single sign-on facility and single credentials-** That are supported across all government services, national, regional and local, so that users can have one user ID and password, or a digital certificate, for use with all online public services

*   **A common transaction and routing facility-** Which guarantees a reliable delivery of documents and messages between business, citizens and government

*   **A secure message facility-**Enabling secure communication between business, citizens and government organizations and also the secure delivery of items such as tax statements that can be picked up and processed by accounting software.

- **An integration tier-** Offering reliable delivery of standard-based information into the connecting organization including the option for customized local integration into existing systems and applications

The provision of this common infrastructure shared across national, regional and local public services**:**

- Avoid the duplication of the common facilities and services necessary to connect individual government organization to customers over the internet

- Delivers joined-up services by provisioning a common authentication service thereby enabling a user to interact with government organizations using a single identity

- Enables both the private and public sector to provide customer-driven applications that can interact with government in a consistent manner

- Concentrate expertise in the areas of security, reliability and capacity management across a narrow range of systems, promoting best practices

4.6.2.   Recent development of the UK eGovernment System

The first major upgrading of the UK e-government was in 2002.These improvement including**:**
- Simpler registration and enrolment

- Provision of services where citizens or businesses are dealing with government for the first time –such as VAT registration or benefit applications

- Redesigned screens and help pages

4.6.3.   Gateway Services

The government services available online through the Government Gateway are
- Child Benefit Online-Department for work and Pensions (DWP)

- DARD Secure online Services(SOS) scheme Department of Agriculture and Rural Development for Northern Ireland (DARDNI)

- License Application-Department of Trade and Industry

- Environment and greener living

- Travel and Transport

- Electronic VAT Return-HM Customs and Excise

- Internet Service for self Assessment-Inland Revenue

- Land web direct-Land Registers of Northern Ireland (LRNI)

There are four principles that are essential for safe electronic transactions
- **Confidentiality:** Keeping information private

- **Integrity:** Ensuring information has not been changed or manipulated

- **Non-Repudiation**: The individual who undertook the transaction cannot subsequently deny it

- **Authentication:** Confirming the identity of the individual who undertook the transaction

The Office of eEnvoy (OeE) is continually developing policy to meet these stringent requirements for eGovernment and creating partnerships between government and agencies to ensure the promotion and implementation of secure trust in electronic service. The UK security frameworks use best practices from both private and public and private sectors, to provide guidance that is useful and practical. Office of the eEnvoy is the lead authority for implementing and maintaining the eGovernment interoperability Framework (eGIF) and the eGovernment Metadata Standard. The eGovernment Metadata standards (eGMS) list the structure to be followed by the public sector.

Key points:
The eGMS are the result of national and international consultation and reflect best practices

and advise from expert in both the public and private sectors.

- The eGMS adopted the international Dublin Core Standards

- The standards are mandated for many new systems and legacy information systems.

Main Facts:
- The eGMS were published following wide consultation on the UK GovTalk website.

- Semantic definition of information resources will be achieved through the Government

  Category List (GCL), which can be mapped to existing departmental thesauri and other

  vocabulary control tools. GCL version is now available on GovTalk. The eGMF applies to all

  information resources that will be made available to the public, businesses or other

   government departments

- The eGMS provide an implementation strategy using UK GovTalk website as the mechanism

  for consultation and communication to all levels of government

4.7. The Concept of Citizen and government trust in eGovernment

Trust can be defined along two dimensions: as an assessment of the current situation or an innate personality trait or predisposition (Torres, Pina et al. 2005).The implementation of public administration functions via eGovernment requires the presence of two levels of trust. That is the user must be confident   comfortable and trusting of the tool or technology with which they will interact. The second dimension is trust on the government. If citizens have limited trust in either the use of ICT or on the government, it hampers the use of eGovernment programmes. Trust is a significant indicator in citizens' decision making. Trust in eGovernment is an abstract concept that underlies a multipart relationship, this need to be looked into. Citizens' trust, leading to the adoption of eGovernment has two approaches that are: trust on the governments and trust on internet. Citizens must believe that government possesses the managerial and technological resources to implement and secure these initiatives in place. Adopting eGovernment services, citizens must have intention to adopt eGovernment; this includes the intention to receive and provide information on-line channels.

Citizen confidence in government or the public sector, to provide online services is imperative for the widespread adoption of eGovernment initiatives. A low level of citizens' trust on the ability of government to implement eGovernment ventures. Therefore, lack of trust on both dimensions will lead to unfavourable outcomes as regards to acceptance of eGovernment trail. Such a situation is not conducive for the implementation of a very successful eGovernment program.

 A low level of trust on the government coupled with high level of trust on the internet (ICT) leads to a situation where citizens might use ICT as a competitive tool against the government or the public sector (Gil-Garcia and Martinez-Moyano 2007). Such situation the citizen will view eGovernment initiatives with suspicion and distrust. On the other hand, a high level of trust on the government, high level of trust on the internet shows a situation where citizens will cooperate with the government efforts but lack of trust on the technology will inhibit this cooperation.

Bekkers and Homburg (2005) noted that ICTs is poorly understood by large numbers of citizens in most EU countries, even though some of them are part and parcel of their daily lives. A high level of trust on the government's ability, motivation and commitment for the eGovernment programs coupled with high level of trust enabling technologies leads to synergy of the government and citizen's interaction in the adoption and formulation of eGovernment. Citizen's trust in eGovernment has some unique features because the impersonal nature of the online environment, the extensive use of technology, and the inherent uncertainty and risk of using an open infrastructure (Dunleavy, Margetts et al. 2006). The online environment does not allow the natural benefits of face-to-face communications and to directly observe the service provider behaviour, assurance mechanisms.

In concluding, trust along with financial security mechanisms in eGovernment promote, protect citizens' confidence in adoption and formulation of eGovernment. The level of trust processes, procedures and actions that are needed to strengthen and build partnership and relationship between government and citizens vary according to the relationship strategic significance or risk.

Elements of trust in the adoption of eGovernment in UK and the Netherlands

Trust can be established in less strategic relationships with less human effort. Candidly speaking, in the new reforms that the new public management as stated by (Osborne and Gaebler 1992) these research only focuses on the two basic modes by which trust take place in the in eGovernment initiatives these include:

- Processed based trust

- Institutional based trust

4.7.1.1.　　Process-based trust

This is rooted in repeated interactions with government and citizens. Here citizens interact, participate in instrumental exchanges and get what they need. One critical dimension of process based trust is on perceptions that the government cares about citizens, their needs and their expectations, are met this will resulted to the perception that government is responsive and cares.

4.7.1.2.　　Institutional-based trust

Here is a judgment of institutions rather interactions and it showed or expressed an expectation that institutions will do what is right. Institutional based trust represents the image held by citizens;

institutional actions that conform to public expectations may enhance or maintained the institutional image or reputation.

Therefore the Netherlands and United Kingdom United Kingdom have greatly adopted two of these elements in their eGovernment initiatives to maintain and uphold both perception and image of the governments to the implementation of eGovernment (Hof* 2005).

4.7.1.3. Attributes of Process-Based Trust

Citizens may perceive government as

● **Responsive**: Through improved communication and interactions with citizens: Both Web sites and e-mail systems create new opportunities for interaction with officials that are convenient and quick, potentially enhancing responsiveness. By making available information and services that citizens want and improving the speed and ease of interactions, e-government may be an antidote to the decrease in external efficacy that has paralleled the declines in trust. This is external efficacy — the judgment that government cares about citizens like oneself — is clearly related to process-based trust.

● **Accessible**: Around the clock, seven days a week. Single, integrated portals and links to other sites have the potential to make information and services from a number of agencies available to citizens through a single Web site. Searchable databases and layout can improve the accessibility of information as well. Government online may also feature foreign language translation capabilities and Websites that are accessible to people with disabilities. Accessibility may cause greater familiarity with government through more frequent interactions, thereby increasing process-based trust.

4.7.1.4. Attributes of Institutional-Based Trust

Citizens may perceive government as

● **Transparent**: Through the posting of information such as data, policies, meeting schedules and minutes, and contact information. Searchable databases on Web sites may also make information searches easier for citizens. The transparency makes increased accountability to the public possible, increasing institutional-based trust.

● **Responsible:** As demonstrated by privacy and security statements and policies for handling personal information submitted online and government data that are posted online. Such responsibility might encourage citizens to see government as fair and ethical, affecting institutional-based trust.

4.8. Approaches adopted in both countries

eGovernment holds the potential to transform methods of providing information and services to citizens, as well as democratic governance. In response to this there have been calls to reinvent government, to increase its efficiency and effectiveness and to provide direct chances for direct participation in government decision-making through online (Chee-Wee, Benbasat et al. 2008). Therefore two approaches can be further explore and to ascertain trust in government and on the system.

4.8.1. The Entrepreneurial Approach

This approach to eGovernment is closely associated with the idea of reinventing. eGovernment has the potential to reduce the cost of services delivery, although the front end cost of development may mean that cost savings are not immediately realized. This is consistent with the idea that government works better, cost less, will increase citizen confidence in government. Bekker and Homburg (2005),

noted that government waste and inefficiency as reasons underlying current lack of trust in government. Although in the United Kingdom, citizens are concerned with output made by their local government. At the same time it constituents that their views on government effectiveness process count too.

4.8.2. The Participatory Approach

This is another major approach of government reform that has been associated with eGovernment in the participatory approach. To revitalize trust in government, prescriptions' range from direct democracy through ballot initiative online to a more transparent representative systems, citizen participation and public dialogue through eGovernment are deemed critical for fostering greater government accountability, transparency and responsiveness. This approach is seen to be adopted more in the Netherlands as in case of the United Kingdom. The Netherlands use this approach as the bottom-up approach that gives more space to citizens and interact with their public officials online.

Some scholars such as Danziger and Andersen (2002) and Homburg (2008) saw information technology in the NMP as the most important ingredient for creating a more participatory democracy and increase confidence in government. The information capacity that is available online allows citizens to become more knowledgeable about government and political issues. The posting of contact information, legislation, agendas and policies are all preliminary steps that make government more transparent. The participatory approach addresses the concerns about a fair and open process with the government and citizens in their relationships with their local government.

4.9. Comparing the Process-Based and Institutional-Based Trust approaches in the UK and the Netherlands

Other aspects of eGovernment may include both types of trust, as citizens may perceive eGovernment as

● **Efficient and effective**

Online transactions and downloadable forms are examples of more efficient and effective processes through eGovernment. Generally, automation emulates the convenience and efficiency of eCommerce and suggests that government is adopting state-of-the-art private-sector practices as recommended by the new public management. Citizens may believe that eGovernment is effective because of their experience finding the information they want, increasing process-based trust, or they may have a more favourable impression of government in general because of its use of information technology, increasing institutional-based trust. This is more prominence in UK due to its institutional set-up.

● **Participatory**

Providing for citizen input, online town meetings, bulletin board systems, chat rooms, and deliberative processes for eRulemaking, are examples of how this might be realized through eGovernment. Citizens who are more engaged could increase process-based trust, while others may observe opportunities for participation and experience an increase in their institutional-based trust, the Netherlands approach.

4.10. Factors involved in building confidence and trust in eGovernment

For eGovernment to be fully adopted and implemented the following have been tried to design looking at the factors and the indicators that can ensure and sustained better implementation in both countries.

Table 4-1: The table below gives summary of factors involved building trust and their indicators

No	Factors	Indicator(s)
1	Information technology security	Availability, Accountability, Confidentiality of data and system Integrity of data and system and Assurance
2	Policies and Procedures	Policies and procedures are very important to strengthen trust between the exchange parties. these includes: Implementation, Accountability, Responsibility Transparency, Preserving privacy and Compliance
3	Process automation	Speed up the process, New delivery of channel services and Improved services
4	Legislations and need for legal cover	Laws, By-laws, Directives and rules, Framework for the use of digital and Issue of new legislations
5	Social and cultural practices	Citizens beliefs, Unit grouping, Reputation categorization Stereotyping

Source: *Designed by Researcher 2010*

4.11. Citizen and Government interaction in trust relationship

In the eGovernment process one of the main concerns related to both the government and citizens is the responsibility and accountability among others. The only way to preserve right and build trust is between the communicating partners is to legalize the process by setting the legal framework for online transactions. The building block in implementing eGovernment is trust and the foundation to this is the legal framework. The figure 4.1 illustrates a trust model of eGovernment .to see the clear interaction between citizens and government in the world of ICT and the NPM.
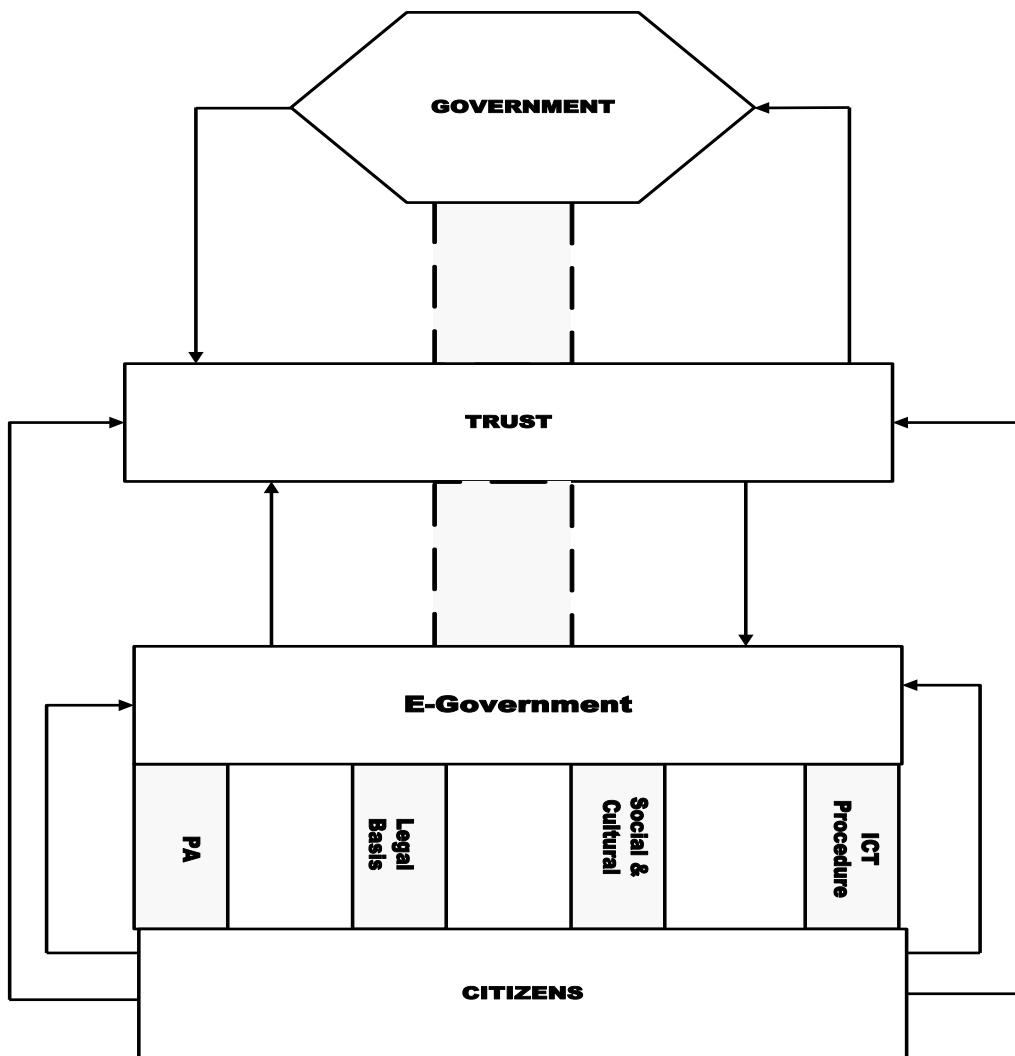
*Figure 4:1: eGovernment Trust Model (**Source:** Owned Designed by Researcher 2010)*

The figure above can be explained in this essay to depict some of the factors that can be considered in eGovernment. Policies and procedures; this represents strong support of legal issues. When transparency exists, clear policies and procedures are open to inspection by public and trust will be open. Also social and cultural practices, experience with governments has a major role in building trust. As long as the government treat people fairly and lawfully, and shows responsibility and accountability, people suspicion about their local councils will be resolved, as time goes by, a solid trust will be formalized slowly but robustly. Legislations and legal basis, this is the basic building block that all trust elements and approaches needed a solid foundation stone to start from. It provides the legal cover for both citizens and local councils' authorities. Process automation (PA) this is the last step toward building full eGovernment trust. Technology and automation are means to eGovernment, they can only speed up the process and find new delivery channels of services. Technology integration with policies and procedures will encourage citizens to adopt electronic transactions. Trust is the objective or main goal we trying to achieve. For trust to be practical and acceptable it should address the most crucial concerns in a reliable manner and both the citizens and government will appreciate and help in building a mutual trust.

4.11.1. Summary

 One way of improving citizen interactions with government, and a possible remedy to this dilemma, is that citizen apathy and distrust pose for government services. There is currently a shortage of empirical information about whether eGovernment in fact influences citizen attitudes about government. The generally positive perception about eGovernment in the Netherlands and UK government, that eGovernment is worth pursuing as a means of enhancing the effectiveness of government agencies and their relationships with citizens. As a conduit to improve interactions citizens, these are the most widely perceived benefit across all three levels of government. The only variable associated with higher levels of trust Interaction through online transactions, e-mail, or question services may be especially important for increasing process-based trust. Improving interactions could also include an expansion of participatory opportunities online.

 If eGovernment leads to better relationships between citizens and government, this lends even more credibility to policies designed as a major instrument. Table 4-2 shows policy approach adopted in the Netherlands and United Kingdom.

Table 4-2: Summary of Policy Models approaches

	The United Kingdom(Top-down Model)	The Netherlands (Bottom-up Model)
	Centralized politics (first past the post political system)	Decentralized politics (e.g. proportional representation and ample room for local initiatives)
	Top-down initiative	Bottom-up initiatives
	Machine metaphor" build the machine and pull levers"	Organic metaphor "let a thousand flowers bloom"
	Central government's role: implementing grand designs"	Central government's role: mobilizing societal initiatives, a shared vision for ICT, and consensus for implementation.
	Relation between government and citizens: hierarchical and directed	Relation between government and citizens: horizontal and self organizing
	Policy definition: based on strategic and expert advice.	Policy definition : loosely defined framework based on consensus among stakeholders

National guidelines for local ICT initiatives	Local solutions for local ICT initiatives with central help desk and expert function
Policy implementation : rapid action reporting and feedback	Policy implementation : consultation, lengthy discussions and recommendation

Source: *Online compilation 2010*

From table 4-2 a comparative is made to derive a clear policy lesson for both countries policy design. The formation and implementation of eGovernment policies as a major instrument does not develop in a vacuum. For both countries one clear lesson that can be learnt is that political and cultural differences certainly play vital role in explaining differences across the two countries, and we should not expect policy to transfer easily across countries. The reason why the Netherlands and United Kingdom have developed such distinctive policy model can be sought in the different political and cultural systems from which they emerged. One thing that is clear in the UK approach to eGovernment policy definition, implementation and evaluation follows a political structure that is much more centralized than the Netherlands. From the analysis we have been able to hive out some of the challenges faced by both countries in both countries. The effectiveness of the policy depends whole on the different national context to take into account existing political structures and cultures

4.12. Conclusion

It is evident that there is a clear dichotomy between eGovernment and eGovernance and that eGovernment seen as a procedural approach within management and across agencies, while eGovernment is approach to jurisdictional political operation that captures the front office that manages government and citizens' interaction. Both countries have made a lot progress in the designing of their eGovernment initiatives for their local government institutions with very strong infrastructure in place.

To achieve all these bottom line is trust from both parties. It is worth noting that for successful eGovernment initiative citizens must have the confidence and this has been highlighted in this essay. With clear policies and effective legal framework it becomes feasible that eGovernment is a better option that the new public management has been yearning for.

5.   The Influence of Geographic Information System on eGovernance

5.1.   Introduction

This chapter highlight the role of GIS on eGovernance and how it helps shape management .What sort of information do they use, agencies responsible for this and make conclusion on its effectiveness

5.2.   Geographic Information System In eGovernance

Modernizing of public services in the information age has placed the use, management and exchange of information at the centre of the work of municipalities (Turner and Higgs 2003). Much of the information held by municipalities is location based; the use of GIS in these organizations is said to take on a far greater corporate significance. Geographic Information Systems (GIS) are an electronic information system that analyzes, integrates, and displays information based on its location.

Many of the municipalities have engaged in 'joint-up initiatives' in key sectors such as health, education, crime prevention and Planning in their localities. If full advantage is to be taken of the integrating ability of geographic information, then effective and efficient management of this information must be undertaken at a corporate level, since the management of eGovernance is more of an internal process and gives interaction within agencies and across governmental institutions.

 In fact GIS enlarged transparency of policy, by demonstrating to citizens how the plans were being executed, they improved participation by creating a social gathering place, and they improved communication between citizens but also between citizens and government.

On the one hand this corresponds with what advocates of interactive GIS design claimed, that eGovernance will be enlarged and the gap between government and citizens can be closed. On the other hand, critics claim that the citizens will be excluded since requirements to join are too high, therefore interactive policy design will not lead to more inclusiveness and will only have the opposite effect (Moody 2007). In a nutshell, the process of interactive policy design became easier in both cases because of the influence of GIS, participation was possible through different channels, plans were clearer and communication became easier, but might also lead to exclusion.

5.3.   The Importance of Geographic Information Systems

Medyckyj-Scott (1993) argued that the use and importance of GIS has spread across regions and its now used in both local and regional context to monitor changes and manage natural resources, because of its finite nature which requires careful and thoughtful management and planning. It use includes scientific and planning applications as well as many administrative uses as property registration and the management of public utilities. He further reiterates that the essence of a GIS in eGovernance is to bring together data from different sources which contribute to specific decision or set of decisions and integrates this compound information on the assumption that more information and better presentation can improve the decision being made by policy makers. Has increasable accessible to planners and is now an important tool for urban planning, regional and local planning in developed countries a case of the United Kingdom.

Therefore GIS in eGovernance is a tool helps national and local government institutions for their exchange of data within and across agencies in a timely manner to improve services.

5.4. The Use of Geographic Information by Local Government Institutions in the United Kingdom

In the United Kingdom, the government has established institutions whose responsibilities amongst others is to established websites in which GIS played a greater role. The question now is whether citizens have access to these websites and if so do they really use these websites. At the national level the leading agencies such as the Direct Government Gateway, Land Registry, Ordnance Survey department and the Country Side Information department provide services online. For instance the application of eGovernance in the land and Survey department improved and speed up services online to citizens which resulted to increase productivity.

At the county and local level, the govdirect is the main websites that linked to all counties and district councils. In addition each of these municipalities also maintained municipalities' websites with geo-data pertaining to their localities that could easily be access by the citizens through user fee payments. In that regard, citizens can only have access to these geo-data with a user fees request. Users can access a range of government information sources including digital maps provided under the Ordnance Survey Pan-Government Agreement

- Information is regularly updated enabling the service to be used in decision-making and evidence-based policy making;
- A resilient technical platform and support services help ensure service performance and reliability;
- Services can be specially adapted to meet the individual needs of government departments and agencies

Table 5-1: Illustrates selected institutions that provide geographical information and their mandate both at the national, county and local level

Table 5-1: List of Key Agencies use GIS application in the UK

Agency	Website link	Function (s)
The Land Registry	http://www.landregistry.gov.uk	Provides title to estates and interest in ownership rights. They provide eConveyancing system, through which most property transaction will be effected. Offices are established in all the tiers of government counties, district and local levels. The land registry has a website www.landregistryonline.gov.uk provides electronic access to some records and they are aimed at the general public for use with a user fees.
Association for Geographic	http://www.gigateway.org.uk/	Provides access to GI, seen as natural environment increasing awareness of access to geographic information in large part of Local

Information (UK)		government websites.
Ordnance survey United Kingdom	http://www.ordancesurvey.co.uk/	Providing mapping in England, Scotland and Wales in all tiers of governments Ordnance Survey master map database that contained variety of information structured in different products called layers: Topography layers, address layer 2, address layer and imagery layer. All of these layers have a unique common reference which means that they can be used together. Some of the layers contained themes that deal with specific types of information. This website has restriction to the general public. The services rendered are mainly for official agencies. Citizens can only have access to paper map and digital map data files to use on computer system. Main data found in OS grouped into as main data(vector, raster),Plots and print (Administrative boundary maps, historical).Administrative boundary maps are definitive graphic maps outlining current LG structure areas, and these are ideal for identifying which local authorities need to be contacted.
Directgov	http://www.direct.gov.uk	The main website for eGovernment services including the location of places types of eServices and is a open source geographic and spatial information. It is linked to all the local government websites in UK called the government gateway.

Country Side Information System (CIS)	http://cisweb.org.uk	Microsoft windows based program developed to give policy advisers, planners and researchers easy access to spatial information about UK country side and this is linked to almost district councils along the country side of UK. CIS contains a wide range of environmental data, including landscape features, vegetation habitat and topography for each one KM2 of Great Britain this website is more of an eGovernance approach since it deals with internal interaction with agencies. Type of services offered on administrative areas, Agriculture, Land classification, natural areas, physical species and vegetation and mapping all these areas for feature development. It is mainly used within MDAs online.
MAGIC	www.magic.cp.uk	First web-based interactive map to bring together information on key environmental schemes and designations in one place. Make use of standard GIS tools to allow people to view and query the available data. Provides links to other sources in order to make best use of the wide range of information available on different websites and internet portals.
Oxford city council	http://www.oxford.gov.uk/ pageRender/parks	Linked to main server in the UK (Directgov)
Cherwell District Council	http://www.cherwell.gov.uk/on the map asp	Linked to main server in UK (Directgov)
Crawley Borough Council	http://www.crawley.gov.uk	Planning development, planning enforcement, forward planning and building control. The planning portal is linked to the national portal in UK.
Belfast City Council	http://www.belfast.gov.uk/	Linked to main website
Bartholomew County	http://www.bartholomewmaps.com	Provides mapping services online, and map data product such as post code data, digital mapping data and textual databases. Provide a wide range of geospatial data products and services including high quality world map and UK GIS map data. This is mainly for internal or agencies to agencies within and across

Countryside Council for Wales (CCW)	http://www.ccw.gov.uk	Portion for interactive maps shows digitized map boundaries, environmental change and landscape and wildlife.

Source: *Online compilation 2010*

5.5.   Conclusion

The use of GIS in eGovernance is seen in many areas of modern management endeavours apart from its use in utility deliveries. It application is now visible in areas that include telecommunication, land management, transportation and planning. It application is also worthy of mention in social and environmental issues such as in health and health care application, monitoring of land cover and land use as well as its application in government at the (local, County, Regional and National) scale.

In this regard it is justifiable to believe that as more services in geographically related data are offered to citizens by the local government, municipalities, agencies and other bodies will require the involvement of citizens. The public themselves could also benefit in terms of improved service provision and sustainable planning through more GIS applications in eGovernment initiatives. This has already been demonstrated through the use of planning portals or available over the internet in most of the local government websites in UK.

Though the challenge still remains that citizens' access to these services is hindered by when citizens do not own a computer or do not possess computer skills, when governments do not have the idea to solve problems coming forward in eGovernment questions and are reluctant to take risks, and the institutional setting does not make steps towards incorporating matters of eGovernment into the setting, that the ordinary citizens will have access to these services at cost recovery.

6. Summary,Conclusion& Recommendations

6.1.   Introduction

This chapter presents the summary, conclusion and recommendations. The summary is presented as answers for the research questions. It gives conclusion, and make recommendations for management further strengthen of eGovernment and a final word.

This address the main goal of the research

Main Question: *Impact of eGovernment on Government and Citizens*

A popular vision for eGovernment is of a seamless infrastructure for the electronic delivery of services which enables citizens to communicate, transact and interact with a range of integrated government activities. Such a vision is tied to the notion of joint-up service delivery in which information and communications technologies (ICTs) are used to facilitate the re-engineering of government business processes across agencies and between levels of government.

The difficulties associated with transforming government service delivery are largely related to the complex institutional context in which government services are designed and delivered. This environment is further complicated when the potential impact that ICT-based systems are considered. The use of ICT in public administration and eGovernment initiatives in particular, will undoubtedly provide many long-term benefits and over time will transform relationship between citizens and government.

It was also noted that many eGovernment initiatives have not delivered expected cost savings and have not generally improved social inclusion, innovation or participation (Taylor 2004; Tassabehji and Elliman 2006). These findings reflect the inherent tension in service delivery initiatives where the efficiency benefits that accrue from the standardization of processes across agencies must be balanced against local knowledge and expertise that individual providers have when dealing with their constituent. It is apparent that care must be taken when integrating ICTs in the new public management into transformed government business processes.

One issue that is extremely important is those that the socially disadvantaged are not neglected in the transformation of government business processes. For instance while much of the emphasis of eGovernment initiatives is on access to internet and broadband services, the socially disadvantaged members of the community who most require government services are also those least likely to have access to the internet and ICT resources .

Consequently, one of the leading challenges for the success of eGovernment is to find ways of integrating ICTs into communities in ways that strengthen social inclusion and counter the emergence and deepening of social and economic divides. Questions about the relationship between eGovernment and service delivery is not about access to technology during service delivery, but they are more of a larger picture including public policy planning and the delivery of those policies.

Many of the promises of eGovernment are presented in terms of improved service to citizens and providing public value. Demonstrating and measuring how the community at large benefits and is affected by government providing online services is however extremely difficult. The approach developed for the both countries government is based on the notion of "demand and value assessments" in which eGovernment business cases identify cost and benefit streams for various

stakeholders (Irani, Love et al. 2005). Using this approach the value of eGovernment initiatives is measured in terms of return on investment. Such an approach promotes sound project management principles and provides the basis for justifying the business case for eGovernment services.

At the organizational level there have been a drift of large-scale infrastructures leading to new and unintended structures and consequent new and unintended impact (Ciborra, Braa et al. 2000; Bekkers and Homburg 2005; Ciborra and Navarra 2005). Although some of these unforeseen impacts may be positive, others will be negative. The unintended impacts of implementing an eGovernment/governance system , the outcomes of their built-in processes and ways of operating their potential for linking and integrating geographical data from peripheral systems agencies and the emergent consequences of moulding new policies and legislative initiatives with integrated infrastructures appears to be unexamined, unseen and unthought-of. The process through which this approach come-to-be, the possibilities, and decision made is not recorded and so is largely inaccessible once eGovernment is implemented.

In service delivery networks, eGovernment /eGovernance are embedded within the administrative infrastructure and their use by the community can be direct (as in the case of web-based interfaces) or it may be indirect and mediated by public servants (or their delegated agents) as "back office" activities. The Socio-Technical Networks (STIN) of service delivery is themselves the outcome of other networks that form the wider cycle of public policy. That is, government departments respond to the changing needs of the community through the policy directions set by their political masters and as new policies are formulated, the infrastructure necessary to deliver the services and administer the policy is designed and set in place. These networks that develop government policy and the networks that develop administrative infrastructure may however, occur in relative isolation to each other.

eGovernment will fundamentally transform the relationship between government and citizens. At this point, nearly all of the models become quite normative when describing a fully developed eGovernment, and they assert what eGovernment should become. Therefore eGovernment implicitly presume that fully transactional systems are better and that more citizen interaction equals improved service.

Relation to the sub-research questions in this work

The answers to the sub-questions:

Question1*: Concept on eGovernment and eGovernance?*

eGovernment and eGovernance can be understood as two very distinct terms. eGovernance is a broader concept that deals with the whole spectrum of the relationship and networks within government ministries, departments and agencies, regarding the usage and application of ICT. eGovernment is actually a narrower discipline dealing with the development of online services to the citizen. eGovernance is a wider concept that defines and assesses the impact technologies are having on the practice and administration of governments and the relationships between public servants and the wider society. eGovernance encompasses a series of necessary steps for government agencies to develop and administer to ensure successful implementation of eGovernment services to the public at large. eGovernment is an institutional approach to jurisdictional political operations. eGovernance is a procedural approach to co-operative administrative relations that is the encompassing of basic and standard procedures within the confines of public administration. It is the latter that acts as the lynch

pin that will ensure success of the delivery of eServices. The differences between these two important constructs are explored further in section 4.2 of chapter four

Question 2: *Types and stages of eGovernment*

The answer to this question can be summarised as follows: emerging, enhanced, interactive, transactional, connected. However eGovernment will move beyond information provision and interactivity to become fully transactional and integrated. With these stages this will fundamentally transform the relationship between government and citizens. A detailed description is in *section 3.17 section 1, 2 and 3 of Chapter Three.*

Question 3: *Information/services access by citizens in eGovernment*

eGovernment services in the case study countries are guided by citizens' personal choices and preferences and by the rules and regulations mandated by their local government. If one accepts that eGovernment applications can be used to foster citizens' orientation then consequence is that there is not one single type of redesign of information relationships that can be used to realize reforms. Therefore the study identified the following: Services access by citizens Informational Services, Contact services, transactional services, participation/collaborative services and data transfer services, details of these services in *section 3.18 of chapter three and appendix 2.*

Question 4: *eGovernment in the Netherlands and United Kingdom*

Section 4.5 of chapter 4, shows the current state of things for eGovernment in the Netherlands, the latest Action Programme called Andere Overheid that has the following action lines: reform the public services to suit citizens' needs, eliminating unnecessary regulations and streamline remaining ones. There have also been the latest best practices: instituted Public Key Infrastructure (PKI), testing online crime notification services establishing a well establish cadastre and updated eGovernment portals/websites for all municipalities with a well formulated eGovernment policy model of this policy is seen in *section 4: 11.1 of table 4 of chapter four.*

For the United Kingdom, upgrading of the UK eGovernment by instituting simpler registration and enrolment, provision of services where citizens are dealing with government and redesigned screen and help pages through what they called modernising eGovernment. The two countries identified the following strategies: eGovernment citizens focussed government, inclusiveness, managing information and accessible public services.

Question5: *Interactions between Citizens and governments*

 Government and Citizens interaction is the main concerns that is related eGovernment, citizens has to communicate with their local government for some tasks and activities, they need eServices from eGovernment, Local government is providing eServices to citizens', they need to identify citizens requirements and examine developed municipalities eService guidelines or policy. These will lead to the responsibility and accountability to those involved. To ensure that this is achieved, trust from both parties is necessary to ensure this interaction. T*able 4-1 of section 4.10 of chapter 4,* show some indicators that will enhance confidence and ensure better interactions.

Question 6: *Relationship between citizens and Government*

Local government institutions comprise an important part of the exclusive relationship between citizens and the state, and this affects the responsibilities of these institutions with respect to

protecting the privacy of individuals' information. Governments' organizations have the responsibility to serve a very diverse set of individuals, including those with different needs, beliefs, attitudes, cultures and the education levels. Within the operations of most MDAs various request for personal information are supported by governmental mandate. The only way to preserve this right and build trust between the communicating parties is to legalize the process by setting the legal framework for online issues. With clear policies the trust model can be better explained and see the interaction that could affect the relationship either positively and negatively.

Question7. *Impact of websites on building trust among citizens and government*

It is evident that both the Netherlands and United Kingdom websites have shown positive instance of convergence in the front-office where citizens and government interact, the two main websites in the case study countries mainly offer online government information and the promise of online service delivery. On these websites there are areas for renewing a driver's license, voter registration, parking information, Geographic Information etc. Andere Overheid is the main website for the Netherlands, Gateway for the UK. Appendix *4 and 5 show the main websites.*

6.2.   Conclusion

Progress towards achieving eGovernment initiatives in the Netherlands and the United Kingdom regardless of some of the existing challenges seems to develop successfully, and the evolution is becoming more dynamic and well planned especially at the Local Government level. The answer to a successful formulation and implementation of this process lies in the commitment of all appropriate authorities and decisions makers both public and private such as administrative departments, educational establishments, finance and political authorities, legislators and media and the entire citizenry. The only way to preserve right and build trust between the communicating partners is to legalize the process by setting the legal framework for eGovernment venture. A well defined eGovernment policy must be clear and understandable by citizens, must be fitting cultural and socio-economic environment, have a legal framework, and assure security of information for parties involved. The willingness of citizens to share information and the organizational services which are in place acting for the public sector, the two countries have come a long way but more needs to be done especially in the UK, where there seem to be some lapses in the implementation of eGovernment programmes. This was due to the organizational setting and its policy implementation model. Above all, one key issue was that GIS has great influence on the management of eGovernance both across and within the tiers of management. As in the case of the Netherlands the approach used in the formulation and adoption of eGovernment is primarily a bottom-up approach this approach has made provision for citizens to participate in the implementation of eGovernment programmes.

6.3.   Recommendations for management

In designing an eGovernment initiative the following are recommendations for local government authorities who work with providing eGovernment services to citizens, this need to be taken into considerations:

- Citizens participation must be increased in order to achieve maximum utilization of their

   required eGovernment initiatives especially the eGovernment in the United Kingdom

- Small differences in opinion can make a big difference in the acceptances and implementation of eGovernment initiatives,

- There is a stronger need to develop and implement more effective two way communications between the services providers and the users,

- The inclusion of more social actors and aspects of technology during development and introduction in order to improve the quality of technology in society;

- Awareness and utilization of eGovernment should be encouraged at all levels of governments

- To accomplish public expectations, transparent policies along with certain step by step viable goals should be maintained as per current circumstance. Therefore governments should start thinking more strategically about how eGovernment can play role in the enhancement of productivity and use of information in the public sectors at a larger extent,

- It is important to involve other officers and citizens both within and outside the spatial planning department to give new insights at the current work processes

6.4.   Recommendations for further research

The research conducted was to explore citizens' trust in the adoption and formulation of eGovernment in the Netherlands and the United Kingdom. So this work only limit itself to this extent, but there are plenty of other aspects which can be explored or investigated for:

- Research can be conducted to know how local government can create awareness among citizens to let them know more about eGovernment and better ways of handling critical situation for their localities such as ePlanning.

- Research can also be conducted on what type of infrastructure is needed to support eGovernment ventures and how these infrastructures would help flourish the use in the NPM. In the infrastructure there are plenty of issues need to be addressed.

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8. Appendices

Appendix-1:Classification of data according to Approach

Information Communications and Technologies (ICTs)				
Author(s)	**Title**	**Type**	**United Kingdom**	**Nether lands**
Bekkers, V. and V. Homburg (2007).	"The myths of e-government: Looking beyond the assumptions of a new and better government."	The Information Society Journal	Yes	Yes
Berry, C. (2007).	Journal Reviews of Digital Era Governance Political Studies Review	Journal Reviews of Digital Era Governance	Yes	No
Bertot, J., P. Jaeger, et al. (2008).	Citizen-centered e-government services: benefits, costs, and research needs	Digital Government Society	General	General
Carter, L. and F. Belanger (2005).	The utilization of e-government services: citizen trust, innovation and acceptance factors	Information Systems Journal	General	General
Chen, Y. and D. Dimitrova (2006).	Electronic government and online engagement: Citizen interaction with government via Web portals	International Journal of Electronic Government Research	Yes	Yes
Choudrie, J., V. Weerakkody, et al. (2005).	Realising e-government in the UK: rural and urban challenges	Journal of Enterprise Information Management	Yes	No
Fang, Z. (2002).	E-government in digital era: concept, practice, and development	International Journal of The Computer, The Internet and Management	Yes	Yes
Finger, M. and G. Pécoud (2003).	From e-Government to e-Governance? Towards a model of e-Governance	Electronic Journal of e-Government	General	General
Garson, G. (2005).	Handbook of public information systems,	Text Book	General	General

Weerakkody, V. and J. Choudrie (2005).	Exploring e-government in the UK: challenges, issues and complexities	Journal of Information Science and Technology	Yes	No
The New Public Management (NPM)				
Victor Bekker and Vincent(2005)	The information Ecology: E-government as Institutional and Technological Innovation in PA (Text book) (ICT/PM)	Book	Yes	Yes
(Ciborra and Navarra 2005)	Good Governance, Development Theory, and Aid Policy: Risk and Challenges of eGovernment	Journal Article	General	General
Lourdes Torres, Vincent Pina et al (2006)	eGovernance Developments in EU cities : Reshaping government relationship with citizens (	Journal)	Yes	Yes
Vincent Homburg (2008)	Understanding e-government information system in public administration (Text book) (ICT/PM)	Book	Yes	Yes
Navarra, D. and T. Cornford (200)	*ICT, innovation and public management: governance, models & alternatives for e-government*	*Journal Article*	General	General
Danziger,J and K.Andersen(2002)	The Impacts of Information Technology on Public Administration: An analysis of empirical research from the Golden age of Transformation.	International Journal of Public Administration	Yes	Yes
Calista, D. and J. Melitski (2007).	eGovernment and eGovernance: converging constructs of public sector information and communications technologies	Public Administration Quarterly	General	General
Chadwick, A. and C. May (2003).	Interaction between States and Citizens in the Age of the Internet:" e-Government" in the United States, Britain, and the European Union."	GOVERNANCE-OXFORD-	Yes	No
Dunleavy, P., H. Margetts, et al. (2006).	New Public Management Is Dead--Long Live Digital-Era Governance	Journal of Public Administration Research	Yes	Yes

		and Theory		
Fountain, J. (2001).	Building the virtual state: Information technology and institutional change	Text Book	No	Yes
Greenwood, J., R. Pyper, et al. (2002).	New public administration in Britain	Text Book	Yes	Yes
Haque, M. (2000).	Significance of accountability under the new approach to public governance	International Review of Administrative Sciences	General	General
Ho, A. (2002).	Reinventing local governments and the eGovernment initiative	Public Administration Review	Yes	Yes
Kaboolian, L. (1998). "	The New Public Management: Challenging the Boundaries of the Management vs. Administration Debate."	Public Administration Review	General	General
Kettl, D. (2000).	The transformation of governance: Globalization, devolution, and the role of government	Public Administration Review	General	General
Margetts, H. and P. Dunleavy (2002).	Cultural barriers to e-government	Academic article	General	General
Moynihan, D. P. (2007).	Review: Public Management by the Book	Journal of Public Administration	General	General
West, D. (2004). "	E-government and the transformation of service delivery and citizen attitudes."	Public Administration Review	Yes	Yes
Jones and Kettle (2003)	Assessing public management reform in an international context	International Public Management Review	Yes	Yes
Others				
Carter, L. and F. Belanger (2004).	Citizen adoption of electronic government initiatives	Conference paper	Yes	Yes

Hof* S.V.d (2005)	The Status of eGovernment in the Netherlands	Policy Journal	No	Yes
Carter, L. and F. Belanger (2004).	The influence of perceived characteristics of innovating on e-government adoption	Electronic Journal of e-Government	No	Yes
Dawes, S. S. (2009).	Governance in the digital age: A research and action framework for an uncertain future	Government Information Quarterly	General	General
Forlano, L. (2004).	The emergence of digital government: international perspectives	Digital government	Yes	Yes
Gil-Garcia, J. and I. Martinez-Moyano (2007).	Understanding the evolution of e-government: The influence of systems of rules on public sector dynamics	Government Information Quarterly	No	Yes
Griffin, D. and E. Halpin (2005).	An exploratory evaluation of UK local e-government from an accountability perspective	The electronic journal of e-Government	Yes	No
Irani, Z., P. Love, et al. (2005).	Evaluating e-government: learning from the experiences of two UK local authorities."	" Information Systems Journal	Yes	No
Jaeger, P. and K. Thompson (2003).	E-government around the world: Lessons, challenges, and future directions	Government Information Quarterly	General	General
Killerby, P., S. Analyst, et al. (2005). ""	Trust Me, I'm From the Government": The Complex Relationship between Trust in Government and Quality of Governance	Social Policy Journal	General	General
Leenes, R. E. and J. S. Svensson (2005).	Local eGovernance in the Netherlands. Verschenen in Druke, H. (Ed.) local Electronic Government. An International Comparision. Tilburg, Tilburg Institute for Law, Technology and Society	Academic lectures	No	Yes
Nations, U. (2008).	"UN global e-government readiness report 2008	Report	General	General
Pee, L. G. and A. Kankanhalli	Understanding the drivers, enablers, and performance of knowledge	Conference	General	General

(2008).	management in public organizations.	proceedings		
Tassabehji, R. and T. Elliman (2006).	Generating citizen trust in e-government using a trust verification agent	A research note	No	Yes
(Lee 2001)	"Developing fully functional eGovernment: A four stage model."	Journal Artice	General	General
Van Deursen, A., J. Van Dijk, et al. (2006	Why E-government usage lags behind: Explaining the gap between potential and actual usage of electronic public services in the Netherlands."	Lecture Notes in Computer Science	No	yes

Source: *Own compilation 2010*

<u>*Key:*</u> **Yes**= Means that the document mainly focus on case study country

No= Means the document didn't say any thing about case study country

General= Means the document focus a general overview and need for replication for best practices**.**

Appendix 2 : List of eServices for the public

| No	Services and information online for citizens	
1	**Payments** • Utilities • Taxes • Fines • Permit • Registrations	**Images** • GIS online(Comprehensive) • As-built Images • Plat Maps • Document Management System
2	**Registration** • Facilities • Classes • Voter	**Audio/Video** • Streaming Video of city Council Meetings • Live Traffic Cams • Auto-Only Broadcast of Council Meetings • Video or Still-image Tour of Town • Video Walk-through Directions to Departments/Facilities
3	**Permits** • Building • Parking • Temporary Use • Right-of-way • Street vendor • Sidewalk Dining	**Documents** • Minutes of Meetings • City Code • City Charter • Budget Report • Downloadable Forms
4	**Customer service** • Action Requests (Complaints) • Code Enforcement • Parking Referee • Payment Histories • Schedules (Hours of operation)	**Applications** • Job Applications • Bidder Applications • Affirmative Action Forms

	• Utility start/Stop • Information Requests	
5	**Communication** • Incidental Closure • Emergency Management • Road Closure/Detour	**E-Procurement** • Bids On-line
6	**Licenses** • Bike • Dog • Taxi • Business	**Miscellaneous** • Property Assessment History Look-up • Zoning Lookup • On-Line Surveys/Polls • Scheduled E-meetings Stage

Source*: (Layne and Lee 2001; Moon 2002)*

Appendix 3: The Netherlands website for eGovernment (overheid.nl)

Source: *The Netherlands website for eGovernment (Online)*

Appendix 4: United Kingdom eGovernment website (Directgov online)
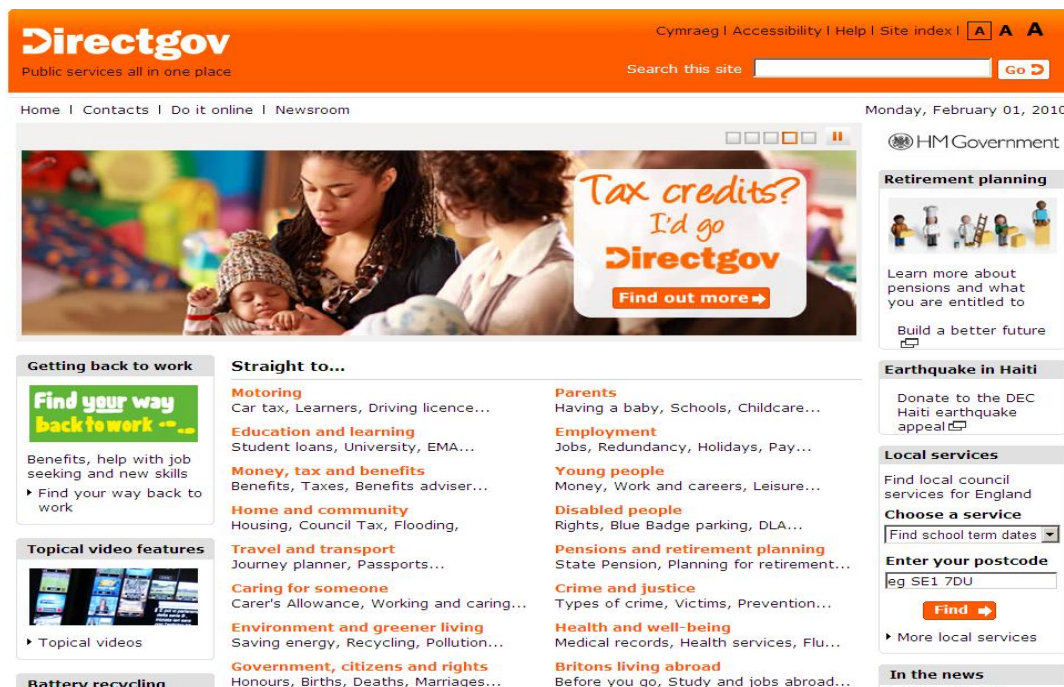
Source: *United Kingdom eGovernment website (Directgov online)*

Appendix 5: Check List Concepts and Issues investigated

Concepts	Issues investigated
eGovernment /eGovernance	Definition, Types, Actors, History, Barriers, Functions, Stages, Maturity model , compare and contrast, strategies current state
Institution	Municipalities, district councils, Agencies, Departments
New Public Management	Definition, compare and contrast aim of NPM, experiences, overview of governance, NPM and Governance
Information Communication and Technology	Definition, role, NPM and interaction
Trust	Definition, types , barriers, elements, model , approaches, factors , compare and contrast ,C2G interaction on trust relationship
Services	Definition, types, and application
Geo-Information	Types of geo-data, responsible bodies,
Netherlands/United Kingdom	Similarities, differences, current state, Barriers ,portals and websites
Policy	Objectives, goal, means, instruments compare and contrast policy model and instruments supported or other favouring conditions to adoption of eGovernance

Source: *Owned compilation (2010)*