Chapter XI

E-Government Implementation Framework and Strategies in Developed vs. Developing Countries

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Abstract

Given the fact that more and more governments invest heavily in its design and implementation, e-government has become an evolving and important research area in the IS field. Recent studies have shown an increase in the adoption of e-government by various countries (e.g., Archer, 2005; I-Ways, 2005; Janssen, rothier, & Snijkers, 2004). Most, if not all, currently published e-government strategies are based on successful experience from developed countries, which may not be directly applicable to developing countries. Based on literature review, this study summarizes main differences between developed and developing countries in various
aspects. In addition, this study identifies key factors for a successful e-government implementation and proposes an e-government implementation framework. As a demonstration, we follow the guidance of the proposed framework in conducting a case study to analyze the implementation strategies of e-government in developed and developing countries.

Introduction

With the Internet surging, governments at all levels are utilizing it to reinvent their structure and efficiency, coining the term “e-government” to describe this initiative. Bill Gates of Microsoft claims that e-government is one of the most exciting fields in electronic commerce in the near future. E-government is a cost-effective solution that improves communication between government agencies and their constituents by providing access to information and services online. The Economist magazine estimates that the potential savings of implementing e-government could be as much as $110 billion and 144 billion English pounds in the U.S. and Europe respectively (Symonds, 2000). Though a new subject, e-government has attracted more and more research interest and focus from industries, national governments, and universities (Carter & Belanger, 2005; Chen, Huang, Chen, & Ching, 2006; Chircu & Lee, 2003; Grönlund & Horan, 2004; Huang, Siau, & Wei, 2004; Jain & Patnayakuni, 2003; Moon & Norris, 2005; Navarra & Cornford, 2003), such as IBM’s Institute for Electronic Government and various “e-government task forces” in different countries (Huang, D’Ambra, & Bhalla, 2002).

E-government is a permanent commitment made by government to improve the relationship between the private citizen and the public sector through enhanced, cost-effective, and efficient delivery of services, information, and knowledge. Broadly defined, e-government includes the use of all information and communication technologies, from fax machines to wireless palm pilots, to facilitate the daily administration of government, exclusively as an Internet driven activity that improves citizen’s access to government information, services, and expertise to ensure citizen’s participation in, and satisfaction with government process (UN & ASPA, 2001). Narrowly defined, e-government is the production and delivery of government services through IT applications; used to simplify and improve transactions between governments and constituents, businesses, and other government agencies (Sprecher, 2000).

The development and implementation of e-government brings about impacts and changes to the structure and functioning of the public administration (Snellen, 2000). Unlike the traditional bureaucratic model where information flows only vertically and rarely between departments, e-government links new technology with
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