

E-GOVERNMENT PERFORMANCE IN JORDAN

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Abstract

The aim of the study is to explore the process of the evaluation process in the Jordanian e-Government program, The research adopted the quantitative approach to answer the questions of the study, an interviews with the CIOs were conducted to answer the questions of the study. The study found that the lack of the systematic evaluation process is the main factor that the retreating of the e-Government program in Jordan.

Keywords: E-government, evaluation, Jordan

1. Introduction

Jordan is a developed country that tries to be one of the best country that develop and provide the electronic services in the Middle East and the Arab country, therefore the cornerstone in the developing process is to measure the performance in all stages in the e-Government program, the Jordanian e-Government dose not have a clear process for the performance evaluation. This study try to focus on the process of evaluation in the Jordanian e-Government and the best practices for the evaluation process.

2. E-Government in Jordan

The ICT sector is consistently underneath the spotlight in Jordan together of the country's main priorities (TAGORG research Report, 2005). Figure 1 shows the timeline for a few of those current efforts which will finally result in improved economic, cultural and social prospects for all Jordanian citizens. Figure 1 shows the National ICT plan in Jordan (1995-2006).

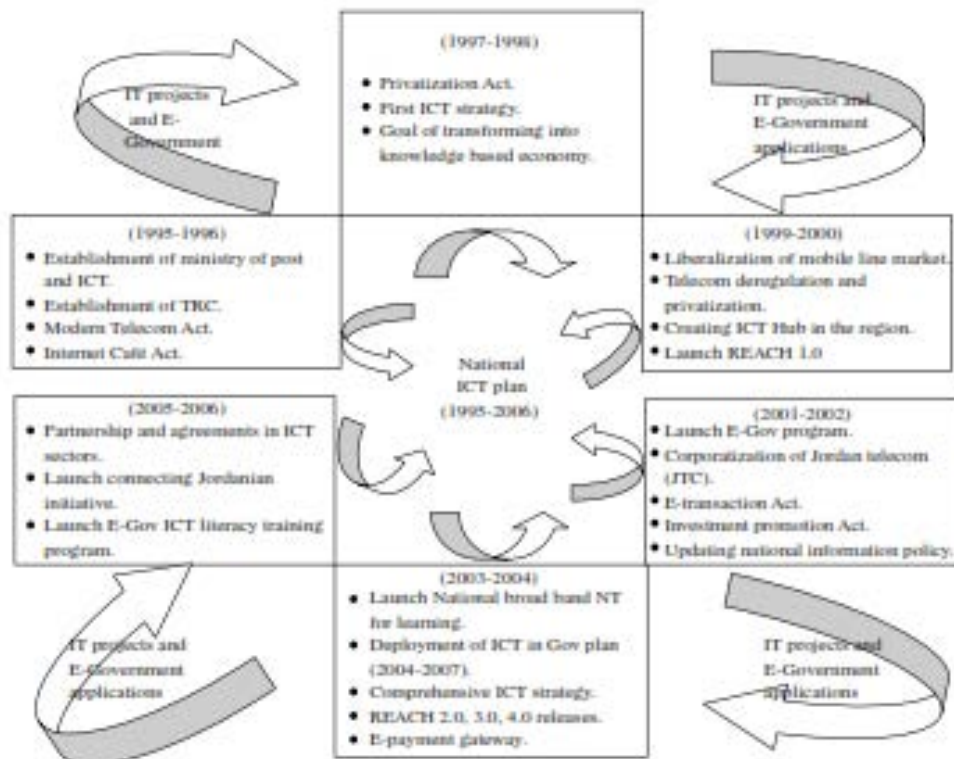


Figure 1: The National ICT plan in Jordan (1995-2006).

The following are the major programs, projects and initiatives of the Jordanian’s national ICT sector plan (MoICT,2013):

PC@ every home initiative: This initiative was established in 2004. It aims at contributing directly and significantly to raising internet penetration in Jordan by removing the PC barrier, enhancing universal access to information and communications technology in Jordan by offering subsidized packages in underprivileged areas to make them easily affordable, enabling e-Government implementation, and boosting the economic, social, and educational community development.

Knowledge station initiative: This initiative launched in 2000. It aims at enabling all segments of the Jordanian society, irrespective of their locations or economic status, to acquire the necessary new age ICT skills that would allow them to become productive members of society.

Jordan’s broadband learning network initiative: This initiative launched in January 2003. It aims at promoting collaborative learning programs, enabling access to learning content for all Jordanians and contributing to lifelong learning opportunities, supporting a wider range of broadband services.

ICT literacy program: This program started in August 2002 and planned to conclude end of 2006 (advanced ICT training will start in 2005). It aims at training government employees on world-wide proven and accredited standards in IT education, such as: ICDL, Cambridge training course, IT fundamentals, file management, word processing and computer networking and the internet.

Connecting Jordanians initiative: This initiative aims at coordinating and accelerating critical developments and reforms intended to make ICT an important facet in the lives of all Jordanians and to improve their economic, social and cultural prospects in meaningful ways.

Jordan e-Government initiative: This initiative was initiated in November 2000. It aims at enhancing the productivity of public organisations; to provide government services to citizens and businesses in a simple and convenient way; and to provide necessary information in a timely and highly accurate style. This initiative will be the main concern of our review and will be discussed in details next sections.

Shannak (2013) explained that the e-Government programs were expected to lead to improved economic, cultural and social prospects for all citizens. The Ministry of Information and Communications Technology (MoICT) in cooperation with other Ministries, donor programs, and non-governmental organizations in Jordan, is undertaking various ICT related initiatives that aimed at:

- Increasing awareness of the benefits of using ICT.
- Improving access to technology.
- Enabling all Jordanians to partake in the Information Society.
- Increasing youth employment in the ICT sector (MoICT, 2013)

The major services that are supplied by the e-Government (AlJaghoub et al., 2010) I Jordan in Table 1.

Table 1: The Major Services That Are Supplied By The E-Government (Aljaghoub Et Al., 2010)

e-Government used services	%
Information about checking traffic tickets	81.3
Information about the weather	51.1
Renew passport	39.4
Renew ID card	28.4
renew a driver's license	18.9
Paying bills	17.2
Information about car tax	16.8
Apply for job	10.1
Renew health card	8.1
Pay taxes	7.9
Tax refund	7.3
Income tax settlement	7.1
Tax situation	6.5
Renew family document	1.6

Changing the perspective and role of government is the main aim of the e-Government in Jordan, it is more client-centered in delivering needed services. The e-Government program aims to deliver higher-quality services to customers; improve the performance, transparency and accountability of government; make interacting with government less expensive and less cumbersome; develop Jordan's information and communication technology (ICT) sector; develop the IT skills of public sector employees; and improve the information society (MoICT,2006). For achieving these goals, the MoICT presented five main steps, Nagi & Hamdan (2009) mentioned the fifth step which identify the design management and organizational framework to achieve the National Information Technology Center goal to evaluate the e-Government performance .

Jordan as many of the Medill East country is a developing country in the Middle East with a population of about 6,289,053 at the beginning of the 1012 year with a very limited natural resources. The e-Government initiative in Jordan has been one of a number of ICT related initiatives launched with the progression of King Abdullah II to the throne in 1999, the aim of which is to change the country into a knowledge-based economy (Al-Jaghoub and Westrup, 2003). The e-Government initiative has been launched in terms of activities and delivering models into four categories:

The Government to Citizens or Government to Customer (G2C) section aims to provide comprehensive information about all the services provided by the Jordanian Ministries and other Jordanian government agencies.

Government to Business (G2B) aims to provide investors in Jordan with information about all the services provided by the Ministries and other government agencies, including how to start a new business, running a business, investment incentives, privatization program, and investment benefits at free zones and so on.

Government to Employees (G2E) aims to provide governmental employees in different government agencies in Jordan with information about all the services provided by the Ministries and government agencies (Director of e-Government program in Jordan).(Nagi & Hamdan,2009)

3. E-government Evaluation Factors

In view of all the e-government stakeholders and the e-government value measures it must take all perspectives for each of the stakeholders, Alshawi et al (2007) proposed that the evaluation factors will be classified into three groups Table 2

Groups	Evaluation	Factor	Measuring Description
The Technical Issues	Performance	Efficiency of Services	1. Measured by the time spent to complete the task, and satisfaction with the outcome. % The optimal time per service+ Comprehensiveness per service.
		Personalized information and services	2. Measured by the degree the system can enable citizens to personalize information and services according to their needs. % enabling personalized information per service.
	Accessibility	Efficient user Interface	1. Judged by the available options of user interfaces (e.g. Graphical interface, Multi-screen interface, Attentive User Interface). % Number of user interfaces per service.
		Disability access & language translation	2. Is the system offering some form of disability access and foreign language translation features? % Compliance with the website content accessibility guidelines per service+ Number of languages per service.
The Economical Issues	Cost Saving	Money saving	1. How much money the citizens are saving by using e-government services. % Money saving per service.
		Time Saving	2. How much time the citizens are saving by using e-government services. % Time Saving per service.
The Social Issues	Openness	Openness	1. Measured by the value of information in terms of amount, quality, and transparency that government organizations provide to the citizens. % the value of information in terms of amount, quality, and transparency per service.
	Trust	Trust in the internet	2. Measured by the degree of confidence of the citizens in the internet.

Table (2) Summary of the Constructs of the Proposed Evaluation Factors

Alshawi et al (2007) explain the technical, economical and social area touching citizen utilization of e-government services. Dependable and related e-government measurement can offer crucial signposts to point policy makers and practitioners in the right direction. Yet, how does one go about measuring e-government given the diversity of approaches. There is also no single vision of how such indicators should be planned so that they stay relevant and useful over time (United Nations E-Government Survey, 2010).

4. Methodology:

An open-ended questions were developed based on the literature reviews for the related topics, the study tried to answer the following questions:

What do you know about the e-government performance evaluation?

Do you have a plan for evaluation?

Do you continually assess your program's progress in achieving its established goals and objectives?

How do you evaluate the e-government performance?

What kinds of measurement that you use in the e-government performance evaluation?

Do you adopt a systematic e-government performance evaluation?

Do you use the results of the e-government performance evaluation?

5. Interviews:

The qualitative analysis interview seeks to explain and also the meanings of central themes within the life world of the subjects. The most tasks in interviewing is to know the that means of what the interviewees say. (Kvale,1996). Interviews are particularly useful for obtaining the story behind participant's experiences. Turner (2010) expressed that from selecting the suitable form of interview design method through the interpretation of interview data, this guide for conducting qualitative analysis interviews proposes a practical way to perform an investigation supported the recommendations and experiences of qualified researchers within the field and through my very own personal experiences.

The primary data came fundamentally from a series of structured interviews conduct with e-Government officials and stakeholders engaged in developing e-Government providing the services to the citizens. A sum of 9 interviews was conducted in the Ministry of Information and Communications Technology Jordan during March 2013 to April 2013, the interviews with the firms were conducted with chief executive officers (CEOs) and senior-level managers.

6. Interview Questions:

What do you know about the e-government performance evaluation?

The vertical evaluations, which means the evaluation that starts and ends in the same e-Government project, are the only way to evaluate the e-Government project performance. All e-Government projects totally composed collectively the Jordanian e-Government program.

The Head of Strategic Planning and Business Development Manal Jarrar explain that the project scoping was the main problem in the projects that was executing in the Jordanian e-Government. Although the fund was enough the successive governments, and the policy and legislations instability affect the e-Government evaluation.

The restructuring and deletion of the e-Government projects in most cases shows that the evaluation process cannot be completed.

Fortunately, the Jordanian e-Government team elect seven chief executive officers (CEOs) from a 107 (CEOs) from all Jordanian e-Government stakeholders to work as advisor headed by the Jordanian e-Government manger, the purpose of this election and advising is to explore the performance problems.

Do you have a plan for evaluation?

There was a primitive policy and procedure for evaluation as the monthly and quarterly reports, the goals and plans are followed in the e-Government projects.

The non schedule and non programmed evaluation in start to be appear in the beginning of 2010, the staff was unsatisfied to deal with the evaluation because it was for the new strategic formulation 2006-2009 then the new strategic plan still expired to 3013, a new team start the strategic formulation, and a road map have been developed to complete the projects that have started.

Do you continually assess your program's progress in achieving its established goals and objectives?

Goals and objectives of the e-Government are present in all motherly and quarterly reports, but the there is no continuity in the evaluation, there is no evaluation indecators adopted in the Jordanian e-Government, although the tine is critical in the project management, the feedback and lessons from failures are not continually employed in the evaluation.

How do you evaluate the e-government performance?

The evaluation is not a systematic and there is no a clear way to do evaluation, the Jordanian e-Government team show a very encouraged perspective to the researcher model for the evaluation.

What are we doing with your resources (inputs)?

A little Input measures - the resources put into e-Government efforts - such as costs, staff, development, contractors, and maintenance where mentioned by the e-Government team, they do not have a clear vision about the input measurements that must be used to evaluate the performance.

What services are you providing? (outputs)?

The Output measures — those immediate actions resulting from e-Government efforts- such as number of hits, downloads, amount of time users spend on a site, number of transactions completed, dollar amounts processed through each site, and tracking of customer requests, complaints, and questions.

Are program activities achieving the desired objectives (outcomes)?

Short-term outcomes — outcomes that are expected to lead to a desired end -These outcomes include accessibility of services, accuracy of information provided, adoption rates within specified user groups, ease of use, level of citizen satisfaction, usefulness, number of agencies participating.

What long-term effects are these efforts having in achieving our goals (impacts)?

The Long-term outcomes — the consequences of the program or those end results that are sought- These outcomes include cost savings from e-Government, staff time savings from e- Government, and trust in government by citizens as measured by surveys that they do not translated into a performance indicators used in the evaluation.

What kinds of measurement that you use in the e-government performance evaluation?

The deference between the offline an online services are the dominant measurements to evaluate the performance, the e-Government liaison officer in the stakeholders administrations is the single portal for the performance evaluation. The online measuring or the web-based are not exist to support the evaluation progress.

Do you adopt a systematic e-government performance evaluation?

The systematical evaluation is not exist clearly, each project has a specific Key Performance Indicators (KPI), the overall KPI results does not make a sense for the performance evaluator because it is not taken in the evaluation process for the whole e-Government, there are a lot of tables that

reported for the senior, at this stage the web-based system for evaluation will solve the problem of the performance tracking.

Do you use the results of the e-government performance evaluation?

Totally they are used for the reporting for the senior, for the monitoring aspects not for the development, each department must complete their projects on time, if a delay happened or some obstacles arise the department must report about the situation, and they must give justification and reasoning for it.

Enterprise Project Management (EPM) is a software used to track and manage the e-Government projects.

Conclusion:

In the case of Jordan the e-government program there is no clear performance evaluation process that can be use for the future decisions in to develop or manage the e-government services, The study found that the lack of the systematic evaluation process is the main factor that the retreating of the e-Government program in Jordan.

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