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Thesis Title

Integrating the Balanced Scorecard into e-Strategies: Applied to the e-Government Strategic plan in Palestine

عنوان الرسالة :

إستخدام نتائج البطاقات المتوازنة في تطبيق الأستراتيجيات الألكترونية : تطبيق على تنفيذ إستراتيجيات الحكومة الألكترونية في فلسطين

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Abstract

In ever changing environment, bringing harmony and cohesiveness to e-Government is still a challenging task to most e-Government implementation projects. A better approach to implement and manage e-Government is needed in a situation where ,there are multiple strategies pursued at once and there is a need to monitor strategic and operational performance at both central government and line agencies (Ministries or Municipalities) . Moreover, e-Government parties need a standard process or methodology to realize the real values and contribution of their e-initiatives and better understand the foundation blocks needed to start executing these initiatives.

This thesis suggests a framework derived from the Balanced Scorecard to execute and manage e-Government strategies. This research main problem statement is to find out to what extent the Balanced Scorecard could be used to formulate and execute e-Government strategic plans. Based on this the following questions were addressed:

Q1. Is Balanced Scorecard a solution to e-Strategy execution?

Q2: Can the Balanced Scorecard be used to harmonize and control many sub-strategies if pursued at once while executing the main e-Government strategy?

Q3: What perspectives and measures should be used to insure that e-Government strategies are creating value for different stakeholders?

Q4. Is it possible to start implementing BSC in Palestinian public organizations?

Several tasks corresponding to the research questions shown above were executed. The unit of analysis for this study was at the level of public-organizations and for this purpose, four Palestinian ministries were selected. This research used qualitative methods to evaluate e-services programs or initiatives that have been implemented in different ministries in Palestine. Qualitative research is used for evaluations of programmers, services, or interventions; these include identifying the factors that contribute to successful or unsuccessful delivery of e-services.

This combination of qualitative and quantitative methods in addition to the personal observation and experience of the researcher as a consultant in this field, (**a triangulation approach**) was necessary to test the consistency of findings and to increase the overall control of the multiple threats influencing the results.

The major contribution of this research was the design of a new framework to execute e-Government strategies. This framework, which was derived from the strategy linkage model or the strategy map of the

Balanced Scorecard, enables e-Government stakeholders to build a complete performance management system, which is yet a simple tool to articulate the vision between different e-Government agencies. In addition to the new general framework of e-Government that was suggested , a new model was also designed to evaluate each e-initiative strength and weakness for each perspective and builds quantitative balanced measures to find out the values of e-Government services.

The framework was used to prove that Balanced Scorecard could be used as a potential solution to e-Strategy execution. However and as suggested in the Implications for further research section the framework needs to be tested. In addition, the framework designed was used to prove that Balanced Scorecard could be used to harmonize and control many sub-strategies if pursued at once while executing the main e-Government strategy. The four perspectives of the Balanced Scorecard illustrate the different inputs that are used to leverage the organization capability and capacity and optimize the internal processes to create social, economic, and financial gains for different stakeholders.

For many reasons illustrated in this research, it was not possible to measure the effect of implementing a Balanced Scorecard (BSC) as a strategic management tool in the Palestinian ministries. therefore, the research focus has been on exploring the current environment and gauge the readiness of these ministries to implement Balanced Scorecard or any other similar strategic management tool. The findings of the survey and the case study support the preposition, which states that the readiness of the Palestinian Ministries,who participated in the survey, to use BSC for strategic management is not high.

Acknowledgements

I have to admit that the task of compiling this thesis into its final product was the most challenging task I have encountered during my life. By combining, the concept of Balanced Scorecard and e-Government was to a certain degree like designing for the unknown. I know that without the following people I would not have been able to manage the chaos of it all and complete this thesis.

Special thanks to my supervisor, Dr Grace Khoury .Thank you for your constant encouragement, not just with this thesis but also with my studies in general. Your valuable advice, your time and guidance does not go unnoticed. Your support helps me to navigate my way through a number of twists and turns in the road towards completing this thesis, many thanks.

To My Mother and Father for your support throughout my studies. Your encouragement and prayers were very helpful. All the sacrifices you have made too allow me to take my studies to such a level are much appreciated. I love you both.

Last but definitely not least. Thank you to my wife and sons for your constant encouragement, support, understanding, and love. I am grateful for the sacrifices you have made for me to be able to do this thesis; this has been a test for us, which I am happy to say we have passed. I Love You ALL.

Many, thanks.

Acronyms

BSC	Balanced Scorecard
BPMM	Business Process Maturity Model
G2G	Government to Governments
G2C	Government to Citizens
G2E	Government to Employees
G2B	Government to Business
LGU	Local Government Unit
KPI	Key performance indicator
MOLG	Ministry of Local Government
MNE	Palestinian National Economy
ICT	Information and Communication Technology
PMI	Project Management Institute
PRINCE	PRojects IN Controlled Environments
SDM	System Dynamics Modeling
UNDP	United Nations Development Programmed
TQM	Total Quality Management
WEF	World Economic Forum (WEF)

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Chapter 1: Introduction

1.1 Background

Online Services and e-Government Initiatives in Palestine

In Palestine as in many other countries, the reform of public sector is being shaped by incorporating Information and Communication Technologies in the process of delivering services. ICT trends such as the continuous growth of using the Internet and a steady increase in network bandwidth and introducing technologies that are more integrated will dramatically decrease the cost of services provided by public sector. However, how the public sector responds to IT trends depends on the degree of electronic readiness of the organization. E-readiness measures the capability of the public sector from different perspectives including social, economic, and political and infrastructure to take opportunities from available technologies and changes to meet customer needs. The 2007 e-readiness rankings include according to the Economist Intelligence Unit: Connectivity, Business environment, Social and cultural environment, Legal environment, Government policy and vision, Consumer and business adoption (Economist Intelligence Unit, 2007)

Nowadays, it is noticeable that many Palestinian public agencies are responding to customer needs by taking advantage of many ICT trends to conduct their business in the future. However, most of these initiatives were initiated responding to external triggers (supply-driven) rather than demand driven and are furthermore of limited scope and are at the organization level and not at the national level. One of the most important initiatives at this level is the **Palestine Education Initiative (PEI)**, which was launched in June 2005 by World Economic Forum (WEF). The Palestinian government adopted the PEI and selected the Minister of Education and Higher Education and the Minister of Telecommunication and Information Technology to be the champions of it. The ultimate goal of this initiative is to improve the quality of learning in Palestine by transforming the education sector and preparing the Palestinian students for the information age. Unfortunately, this initiative is on hold due to political instability and lack of funds.

The Ministry of Telecommunication and Information Technology launched a second initiative with a vision to make Palestine a connected Republic. This initiative was shaped by the e-Government Strategic Plan, Published on Jan 2006 by the Ministry. The ultimate goal of this strategy is to transform Palestine in order to " … help t**he Palestinian Authority meet its key stated outcomes:**

- **Better Citizen Service**
- **Better Governance**
- **A Secure Nation**
- **A prosperous Economy** " (Palestine National Authority e-Government Strategic Plan, p 3)

One of the projects that supported the building of e-Infrastructure is the Euro Mediterranean (EUMED), which connects 45 Mps direct from London to Ramallah and was completed in November 2005 and aimed to build the Palestinian Academic Network (Partnership with universities).

In April/May 2004, Ministry of National Economy developed its Strategic plan in response to the restructuring of the Ministry of National Economy. As a pioneer, Ministry of National Economy started working on online services early in the year 2003. The results were not so encouraging but many lessons could be learned out of this experience. The Ministry claims that it runs very paperless and offers five e-services out of 91 services.

Enhancing the value chain by online services is not limited to Ministries. Many public agencies and organizations are channeling their services through the Internet. Municipality of Ramallah recently announced in local newspapers on September 2006 that Ramallah Citizens could access their land information by using a secure connection to the municipality web services.

The Prime Minister Council uses the Internet to streamline exchanging information between Ministers and Citizens. A list of internal services is also available through the internal Intranet. Ministry of Local Government uses its PORTAL web site to publish recent news and laws. Also with the support of Donor, community the Ministry of Local Government initiated a project to exchange budget information between the Ministry and all Local Government Units (LGUs).

Table 2- List of some of Palestinian e-Strategies

Date Initiated	Initiative	Status	Comments	Scope
2003	Ministry of National Economic On line services (B2B)	On going (Partial success)		Ministry level
2005	Palestine Education Initiative (PEI)	On hold	Lack of fund and leadership support	Ministry level
2006	Palestine National Authority e-Government Strategic Plan	On hold	No leadership support	National Level
2006-2007	Ministry of Local Government [e-Budget]	On going (Partial success)		National Level

Source: Based on the Researcher observation and involvement in some of these projects

The sample projects listed in table (1) reflects the status of some major e-initiatives in Palestine. The results reflect partial success in some projects and cancelled or on hold status for many others. These results are not far from the normal rate of e-Government projects especially in the developing countries. Globally, e-Government projects are still scoring a high rate of partial or total failure. This was confirmed by the study conducted by Richard Heeks who found that as high as 85 per cent of e-government projects in developing countries are either total or partial failure. Heeks estimated that 35% are total failures; 50% are partial failures; and only some 15% can be fully seen as successes (Heeks 2003).

Another study conducted by Dubai School of Government in 2006 found that many e-government leaders in Arab countries including Palestine are facing common challenges in their e-Government projects. The study categorized the challenges into seven areas as: Planning and vision, infrastructure, the digital divide, institutional frameworks, budgetary barriers, legislative and regulatory frameworks, and take-up of services (Fadi 2006). Table (2) summarizes all the findings related to Palestine to highlight Palestine's position in each category.

Table3 - Challenges facing e-Government Leaders in Palestine

Area #	Area	Challenges
1.	Planning and vision	In addition to resistance to change, the Palestinian government considers the lack of political stability and regional conflicts as the key barriers to e-government development
2.	Infrastructure	The study indicates that Palestine and other Arabic countries are facing major barriers to developing a collaborative approach to IT infrastructure among ministries and government departments. The extreme case is Palestine, which suffers from restrictions on its telecommunication infrastructure enforced by the Israeli occupation. For example, all the telecommunication connections in Palestinian territories have to go through and be restricted or approved by Israel.
3.	digital divide & Capacity Deficit	This relates to low penetration numbers to internet accessibility and the effective development of essential ICT skills among the public.

		In addition, this indicates the challenges due to migration of “significantly knowledgeable employees from public to private sectors due to better compensation packages” and suffers from brain drain on a wider national level.
4.	institutional frameworks	The study indicates the difficulties related to cooperation between committees and ministries which is made virtually impossible because of the difficulties in arranging meetings and travel between Palestinian areas because of the wall built in Palestinian territories as well as the arrest of government officials by Israeli forces
5.	budgetary barriers	While most governments lack appropriate funding due to general economic constraints, the Palestinian authority depends on aid by international donors, which is usually fragmented and heavily dependent on political decisions by international powers.
6.	legislative and regulatory frameworks	Palestine lacks the required e-government framework
7.	take-up of services	Citizens and businesses in the Arab countries as well as in Palestine are provided with very limited information on the services available online. They also have limited understanding of the ways to access these services and make use of them.

Source: Summarized from Salem (2003)

1.2 Research Purpose

After going through many e-Government local and global e-Government Strategies (more than 20 listed in appendix (2), the researcher noticed that e-Government Leaders and in order to respond to the various challenges employ a wide spectrum of strategies to achieve their goals. Thus, e-Government starts to pool different strategies to construct its components, and by doing so, it starts to face a new challenge related to bringing harmony and cohesiveness to e-Government components during the formulation and execution phases of the strategy. This is best illustrated by the next excerpt depicted from the Palestinian e-Government Strategy which shows the need to employ more than 10 Strategies to build the e-Government components.

Excerpt from Palestinian e-Government Strategy components

1. Develop a formal channel management strategy
2. Develop a marketing and communication Strategy (HUB)
3. Integrate with the eLearning Strategy
4. Develop a Strategy for continuous learning
5. Develop a Strategic sourcing Strategy (G2B)
6. Building a Data Sharing Strategy
7. Develop a Strong government performance management and communication Strategy
8. Develop a Legislative Strategy (e-Law environment)
9. Develop a Cyber Security Strategy
10. Building a Cohesive network Strategy
11. Develop a Resource Strategy

Source: Palestine National Authority e-Government Strategic Plan, Published on Jan 2006 at www.MITT.gov.ps

By going back to the findings in Table (2) the crucial question is not how to overcome each challenge but which e-Government Barrier to overcome first and which e-Government Strategy is a priority or which e-Government project is potentially a Quick Win.

The Government needs a managed process to continue value creation. A proactive approach should be adopted to monitor, evaluate, and manage ongoing projects. This research is one-step toward achieving a fully managed environment in which e-Government strategies can operate. Ambitious strategic plans need a clear methodology to measure the success of its initiatives or to gauge the progress made so far to achieve objectives. After a year or more if we come across the Mission Statements of several ministries or organizations such as the mission statement of the Ministry of Palestinian National Economy1(MNE) ,or the mission statement of the Palestinian National Authority: e-Government Strategic plan , we find that most strategic plans reviewed lack a clear definition of their strategic performance objectives , lack to establish an Integrated performance measurement system, lack a set of accountability for performance , has no process for collecting data to assess performance , has no process for analyzing, reviewing, and reporting performance data, and has no process for using performance information to drive improvement.

[1] *Ministry of National Economy Strategic Planning* for the years 2004-2006

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"**Palestinian National Authority: e-Government Strategic plan, Jan 2006**

Mission Statement

"To provide a better life for our citizens by being a Government that

- **Empowers Citizens to participate in Government**
- **Connects citizens, the private sector and institutions to drive economic growth and meet community challenges**

(Ministry of National Economy Strategic Planning for the years 2004-2006 Mission Statement)

This research focuses on establishing a framework to execute e-Government based on the Synergy of Strategic Management, Balanced Scorecard performance management, and existing e-Government frameworks.

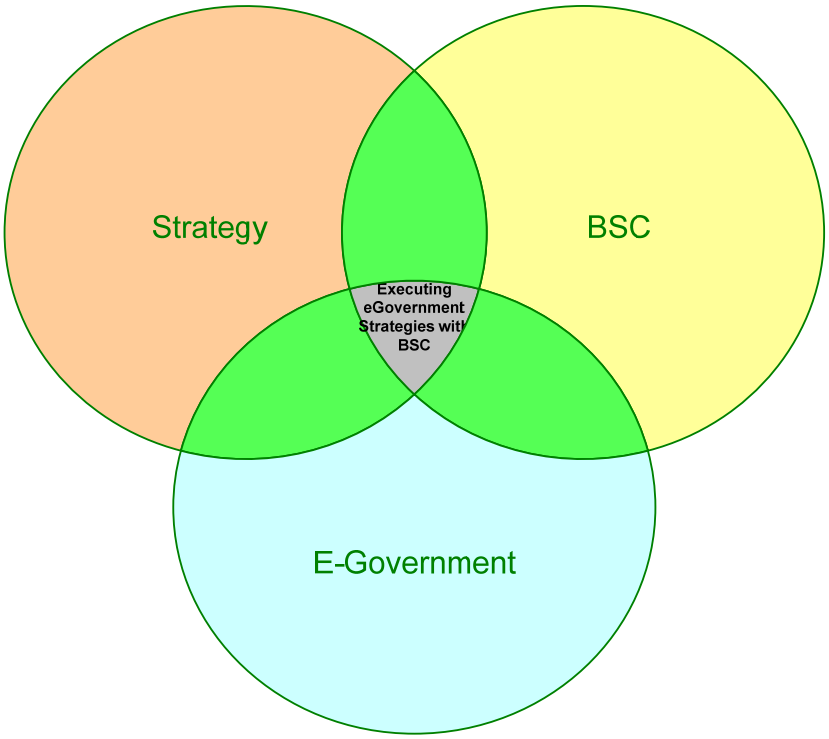


Figure 1- Executing e-Government Strategies with BSC

1.3 Research Objectives

> *Can Balanced Scorecard be used to execute e-Government Strategies?*

It was observed that most strategic plans reviewed:

- Lack a clear definition of their strategic performance objectives
- Have no integrated performance measurement system
- Don't set accountability for performance
- Have no process for collecting data to assess performance
- Have no process for analyzing, reviewing, and reporting performance data
- Have no process for using performance information to drive improvement.
- Have never been regularly reviewed and updated
- Have no evidence that they are being part of a process

This research main problem statement is to find out to what extent the Balanced Scorecard could be used to formulate and execute e-Government strategic plans. Balanced Scorecard is a top-down methodology that examines organizations from internal and external, financial and non-financial, and short- and long-term perspectives. The philosophy of the BSC is that organizations are more effective when guided and aligned by their mission and vision and when focused on multiple perspectives. A good balanced scorecard is a mirror of an organization's strategy. The performance measures translate the strategy into action. The term "balance" comes from an examination of multiple perspectives instead of a single financial perspective. It is not "balanced" in a mathematical sense where perspectives are assigned weights to calculate a final score. (Plunkett, 2002).

Based on this the following questions will be addressed:

Q1. Is Balanced Scorecard a solution to e-Strategy execution?

Q2: Can the Balanced Scorecard be used to harmonize and control many sub-strategies if pursued at once while executing the main e-Government strategy?

Q3: What perspectives and measures should be used to insure that e-Government strategies are creating value for different stakeholders?

Q4. Is it possible to start implementing BSC in Palestinian public organizations?

1.4 Need of Study and Research Implications

It is expected to achieve the following:

- Identify whether failure is caused by adopting wrong strategies or is caused by wrong execution of the right strategies, this research will help decision makers to have better insight about what factors they should consider to avoid future failures.
- This research also aims to increase the probability of success for future implementation of e-Strategies by providing a comprehensive framework to formulate and execute e-Strategies
- The results of this research will grant more opportunities to other researchers to test the suggested framework and evaluate its results
- At the local level, and as far as the researcher knows, this is the first study of its kind in Palestine. Conducting such research in Palestine taking into consideration local environmental factors will enrich global and regional studies conducted in different cultures and conditions.
- This research will highlight local weaknesses and strengths in strategic management, project management and performance management, which might offer academic institutes more information on training needs in the public sector.
- This research will draw attention to the importance of moving to strategic thinking, planning, and management and away from supply-driven to demand-driven in Palestinian public organizations.
- The opportunity here is that the researcher is going to build a BSC for new initiatives. In the context of Palestine, e-Government strategies have not been implemented, and yet not finally formulated. This opportunity will provide the advantage to avoid discussing tough assumptions related to difficulties in changing missions of governmental agencies or applying changes. If adopted earlier, the Integration of the balanced scorecard into e-Government strategies should be a success factor for the final transformation

1.5 Structure of this Thesis

This research is organized into six chapters. A brief outline of each of these chapters is provided below. This discussion is intended to provide the reader with a clear picture of the structure of this research and how each chapter fits with the other.

Chapter Two: Theoretical Framework

Chapter Two covers a wide range of literature; this includes covering the concept of strategies, e-Strategies and gathers data about e-Government projects and strategies to highlight the major factors influencing the success or failure of these projects. Section one concludes with a list of factors that summarize the major reasons of failure in implementing strategies and e-strategies. The second section

of this chapter focuses on the Balanced Scorecard, performance measurement, performance management, Performance Standards, performance systems. This chapter documents the history of Balanced Scorecard from its first generation to its most recent one. This section focuses on highlighting the usage of the Balanced Scorecard in public sector and concludes with the benefits of using BSC for e-Government projects.

Chapter Three: e-Government Framework Design

The chapter proposes a comprehensive framework to formulate and execute e-Government strategies. Based on the previous literature review in section I and 2 of chapter 2, this chapter intends to show the interrelationships between these factors and identify the type of this intervention. Based on these interrelationships, this chapter proposes a logical framework to execute e-Government.

Chapter Four: Methodology

This Chapter provides a description of the methodological epistemology underlying the research. It argues that the concept of proof-of-concept by design, implementation, and evaluation is a valid research methodology in the management science discipline. This research took the approach of applied research, which is when compared to pure research, applied research uses model construction to understand phenomena under investigation and form a basis for further analysis and theory testing

Chapter Five: Analysis

This Chapter provides a thorough analysis using an exploratory survey to find out whether the strategy (a) is a continuous process in the Palestinian Governmental organizations environment, (b) their ability to adopt a performance management and measurement system such as BSC , and (c) their progress in implementing e-Services and main causes of success and failure. This chapter concludes with the main findings related to the above three categories and proposes answers to the main questions of the research.

Chapter Six: Conclusions and Further Research

This chapter analyzes the findings of the previous chapter in more detail and judges these findings by comparing them with similar environments. The chapter provides more insight about the e-Government Strategy Map designed in chapter three and tests its validity based on the findings from chapter 5.This chapter concludes with recommendations to enhance the e-Government execution framework suggested and provides recommendations for further studies to contribute in enhancing the knowledge body of this particular area.

Chapter 2 : Theoretical Background and a Logical Framework

Introduction

This chapter is comprised of the following three sections:

Section 1: This section conducts a thorough review to e-strategies and presents the reasons for why such strategies succeed or fail, focusing on the factors that are related to lack of performance and strategic management.

Section 2: This section reviews the historical development of the BSC and how BSC is connected to both strategic management and strategy formulation and execution.

Section 3: The main purpose of this section is to match the findings of the previous two sections and align them together along the strategy formulation process. Based on this synthesis, this chapter proposes a logical framework to execute e-Government

2.1 Section one: e-Strategies

The most important issues discussed in this section are related to e-Strategies failure and success factors, but before delving into the details, this section starts by defining the meaning of both terms strategy and e-Strategy.

2.1.1 What is Strategy?

In his article The Strategy Concept, Henry Mintzberg proposed five definitions of strategy as a plan, poly, pattern, positions, and perspective (Mintzberg 1987). Mintzberg definition to strategy is different from that given by Michael Porter, The Strategic Guru, who claimed that we could not easily define or know what strategy is. Porter defines strategy as "It means deliberately choosing a different set of activities to deliver a unique set of value" (PORTER 1996, p. 64).

The emerging of different strategic thinking schools reflected debate about Strategy definition and interpretation. As a strategic management tool, the balanced scorecard developed by Norton and Kaplan belongs to "Classical" strategy school (Harlem 2002). The classical school led by authors such as Igor Ansoff, Chandler, and Michael Porter perceives strategy as a rational process of deliberate calculations and analysis, designed to maximize long-term advantage (Harlem 2002).

While understanding differences between strategic management schools will support the theoretical background of this thesis, the researcher will consider this out of the scope and will base his research on the following two assumptions:

- All strategies considered are granted to be correct. This thesis will not consider evaluating the strategy itself. For example, this thesis will not discuss if the Palestinian e-Government strategic plan should really incorporate other sub-strategies such as data sharing strategy, performance management and communication strategy or a legislative strategy. This thesis will consider that all these strategies are justified and should be implemented.

- Strategy process follows the classical model of strategy definition, which starts by examining and analyzing strategic factors and end up with evaluation and monitoring.

2.1.2 What is E-Strategy?

The use of the term e-Strategy should not be perceived as an electronic strategy, but rather should be perceived as how the strategy could be supported by incorporating Information and Communication technologies. Actually, there is not enough literature review about how this term is perceived, but the

common use of the term e-strategy is to indicate how ICT will help in achieving the overall economic, social and development objectives of the country (Adamali et al. 2005).

e-Government is one component or a main thematic area of e-Strategy, other components are related to e-business , e-Health, IT HR Development , ICT Industry, Infrastructure ,IP networks, e-Applications/e-Services (serving fields such as e-Agriculture, e-Commerce, e-Education, e-Government and e-Health), multipurpose community telecentres (MCTs), cybersecurity, e-Legislation and ICT awareness (Adamali et al. 2005; World Bank 2005; ITU 2006)

Moreover, some resources refer to e-Strategy as another synonym for "national ICT plan" and "national ICT strategy" (Adamali et al. 2005; World Bank 2005). According to this toolkit, which was published by the World Bank there, should be a Development Strategy "D-Strategy" preceding in time the development of the e-Strategy as shown in Figure (2). Objectives of the later should be tied to the former.

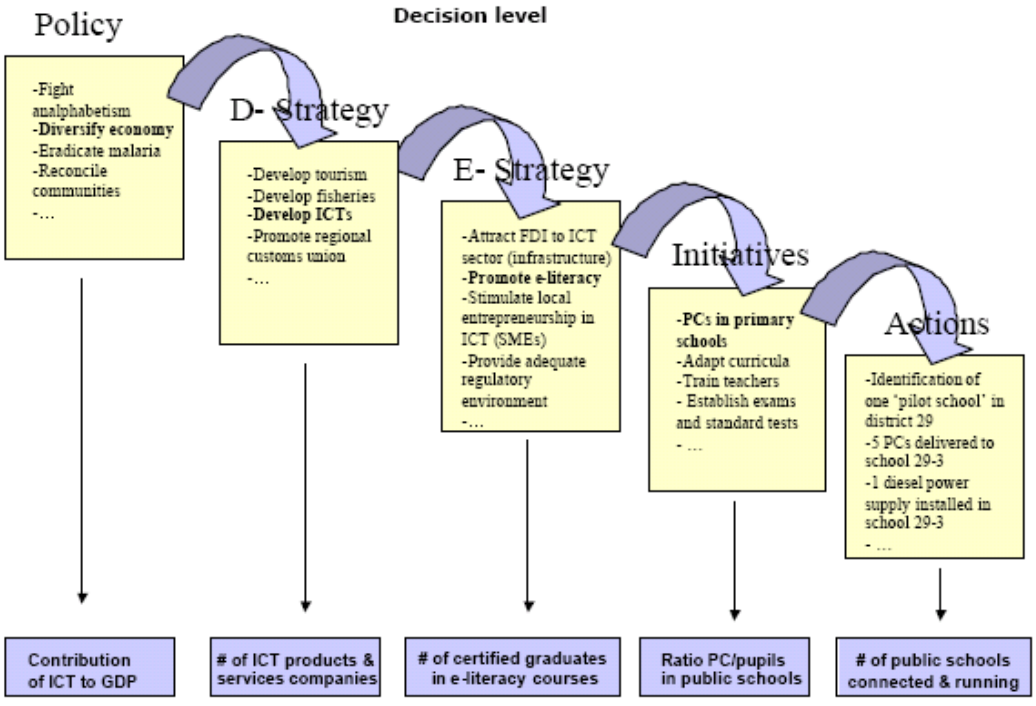


Figure 2- Development Strategy and e-Strategy

(Source: World Bank 2005, p. 9)

2.1.3 Reasons to strategies failure

Strategy failure remains one of the most critical challenges facing executives. If some strategies are success and some are failure, then it is valuable to identify **where** mostly the strategy fails and **why** the strategy fails.

A successful strategy if executed right meets the expectations and produces the desired outcomes and targeted results of the organization. Therefore, a strategy that is binded in a file and never has been read or executed is out of scope of our interest. Usually a strategy is crafted to answer the following four questions:

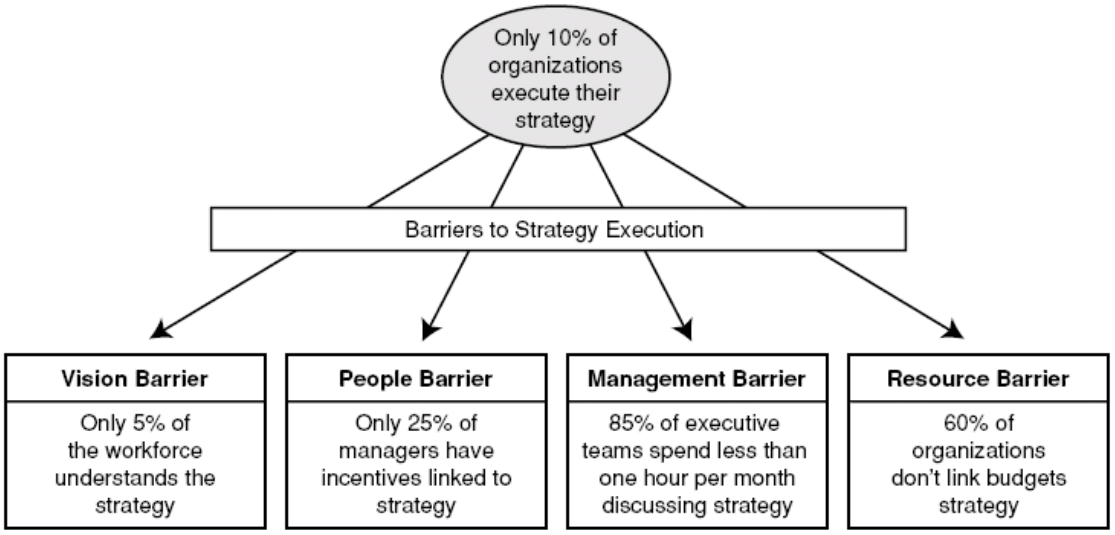
- Where are we now?
- Where we want to go?
- How we go there?
- How we measure our progress or success?

Then it is expected that failures might be caused by having wrong answers to the previously asked questions as follows:

- Unable to identify and assess the current position
- Formulating wrong strategies
- Execution difficulties and challenges
- Unable to monitor and control

Although organizations may successfully develop an intended strategy, there are several problems related to the implementation of that strategy. Niven (2002, pp. 9-10) lists the following challenges that organizations face when trying to effectively implement strategy:

1. **The Vision Barrier** – This occurs when the organization fails to translate its mission and visions to actionable activities, mainly as result of not understanding the vision and mission. Only 5% of the workforce understands the strategy.
2. **The People Barrier** –Related to incentives and conflict between long and short term objectives and how employees perceive these objectives .Only 25% of managers have incentives linked to strategy.
3. **The Management Barrier** – Related to getting a too late feedback or getting feedback on one aspect. Eighty Five percent (85%) of executive teams spend less than one hour per month discussing strategy.
4. **The Resource Barrier** – 60% of organizations do not link budgets to strategy.



Adapted from material developed by Robert S. Kaplan and David P. Norton.

Figure 3-Barriers to Strategy Execution

(Source: Niven 2002 , p. 9)

Robert Kaplan highlighted another major threat to strategy success when he reported that most organizations do not have a strategy execution process and many key management processes remain disconnected from strategy (Lagace, 2006).

The Quantum Solutions Inc (Why Strategies Fail, 2006) list different reasons to why strategic plans fail. Matching and categorizing their reasons will yield the following summarized list.

- Failure to understand the customer
- Inability to predict environmental reaction
- Over-estimation of resource competence
- Failure to coordinate
- Failure to obtain senior management commitment
- Failure to obtain employee commitment
- Under-estimation of time requirements
- Failure to follow the plan
- Failure to manage change
- Poor communications
- Unrealistic or improperly defined objectives
- Creators of strategy lack experience
- Lack of vision

- Poor planning
- Lack of focus
- Confusion
- Bad timing
- Poor implementation
- Improper phase or stage planning
- Lack of discipline
- Lack of education of need for and benefits of strategy
- Lack of, or improper communication
- Not enough teamwork
- Not enough feedback
- Strategic miscalculations
- Lack of management or mismanagement
- Lack of leadership
- Lack of decisiveness
- Lack of persistence
- Lack of follow through

Furthermore the Health and Safety department in the United Kingdom (STRATEGY FAILURE: MANAGING THE RISKS, 2002) categorize causes of strategy failure into five main categories. The first category lists several reasons related to strategy formulation – Failure to frame the right strategy – such as inadequate and sufficient resources and capacities stemmed out from insufficient /inaccurate data or misread political and economic environment. The second main reason is related to employees' commitment and engagement. These reasons are related to failure to implant strategy in organization due to failure to communicate the strategy or to gain understanding and acceptance. In addition, the health and Safety departments listed several reasons that are related to failure to deliver on the strategy. Under this category, reasons are related to feedback, monitoring systems, dealing with changing elements and incorrect definition of measurements and measurement objectives. The main two last categories are failure to demonstrate that strategy is delivering value and failure to anticipate challenges to strategy.

In summary the Health and Safety department in the United Kingdom pointed out that causes of strategy failure are:

- **Failure to frame the right strategy**
- **Failure to implant strategy in organization**
- **Failure to deliver on the strategy**
- **Failure to demonstrate that the strategy is delivering benefits**
- **Failure to anticipate challenges to our strategy**

As we have noticed, strategy fails even when implemented by a single firm or organization. However, many strategies require that more than one party should be involved in the implementation. E-Government strategies are one kind of strategies requiring a long run and involvement of many parties in the creation and implementation. We expect that the rate of failure will be even higher due to the different nature of e-Government strategies. This is confirmed by many reports and studies such as the one conducted by Richard Heeks who has gone to show that a percentage as high as 85 of e-government projects in developing countries are of either total or partial failure. Heeks estimated that 35% are total failures; 50% are partial failures; and only some 15% can be fully seen as successes (Heeks 2003)

In addition to causes of failure discussed so far, designing a strategy for multiple organizations or cross-sectoral like e-Government strategies would definitely bring more challenges to strategy formulation or execution. E-Government strategies, for example, need to deal with the possible deficiencies from internal and external departments at the same time

E-Government strategies fail due to different reasons. Failures often occur because departments work in isolation , departments hesitate to relinquish ownership, different sectors/ organizations/ governments use different systems and speak different languages ,difficulties to involve all stakeholders , partnership building difficulties due to lack of resources, government policies that conflict , lack of common policy framework to guide an integrated approach to a common goal , conflicting information , consistency of information (Healthy Living Strategy,2003). The Public Consultation to Inform the Integrated Pan-Canadian Healthy Living Strategy Roundtable Summary Report classified the challenges facing the implementation of the Healthy Living Strategy by challenges facing individuals, Challenges for organizations, professionals and governments, Challenges associated with funding ,challenges for working together, challenges particular to specific settings such as workplaces, schools, communities, challenges at the policy level , challenges in the area of research and data , societal barriers, Communication and public information challenges. (The Alder Group 2003).

At the implementation level, e-Government projects are associated with different challenges. A study from the United States done by CISCO Systems Inc. has identified that the main weakness highlighted in the U.S Government Accounting Office (GAO) assessment of the implementation of e-Government initiatives in the United States was poor management accountability. Another important aspect –such as collaboration and customer focus – had not been addressed in the early program plans for many of the projects. (Badger and Johnston 2004)

The revision of National Strategy for Local e-Government in Great Britain identified seven strategic risks to the Local e-Government programme by 2005. One of the risks identified is associated with the failure of central government to deliver essential infrastructure or deliver the policy/legislative structure – for example broadband, authentication/gateway and data protection and failure to deliver joined up e-

business plans– between central government departments and between central and local government (local e-government 2003)

Going back to e-Strategy definition, we recall that ICT is an integral part of e-Government strategies. ICT is a vital component; however, ICT projects are so expensive and expose e-Government to new risks and challenges. e-Strategies require a substantial knowledge and experience in project management. Several failures are caused by disconnected projects and bad project management practices. In the contest of e-Government, the National Audit Office and the Office of Government Commerce OGC in UK have identified eight common causes of project failure at the national level. Most of these failures are related to lack of clear link between the project and the organization's key strategic priorities, Lack of effective engagement with stakeholders, lack of skills and proven approach to project management and risk management, too little attention to breaking development and implementation into manageable steps, evaluation of proposals driven by initial price rather than long-term value for money, level of understanding of and contact with the supply industry at senior levels in the organization, lack of effective project team integration between clients, the supplier team and the supply chain (Office of Government Commerce OGC 2003).

The Expert meeting on Management of Large Public Sector, which was held in Paris between 26-27 October 2000, listed a number of lessons learned from viewing the failure of projects to achieve its objectives fully from the point of view of risk indicators. The main lessons focused on finding the major risks through indicators before difficulties arise. Priority must be given to looking for such indicators, and if they are found, prompt action must be taken. More detailed lessons as listed by this meeting were:

- Pressure on a project to succeed can arise from a number of quarters. A high degree of pressure can lead to increased risk.
- New technology can bring high risk to a project.
- Management inexperience leads to increased risk.
- Major organizational change brings high risk.
- Human relationship difficulties in a complex project lead to increased risk.
- The complexity inherent in major IT projects leads to increased risk.
- Inexperience and inappropriate technical skills in a major IT project bring with them increased risks. (OECD-PUMA ,2000)

2.1.4 Summary of Section 1:

This section of the Literature review was conducted to find out answers for the following two questions:

- **Where mostly e-Strategies fail?**
- **Why e-Strategies fail?**

Answers were sought focusing on e-Government strategies and projects. From different cultures and countries, we found many commonalities among different implementers who faced the same failures. The first interesting finding noticed is that ICT occupies a small space in the failure arena. Most of failures were caused by managerial errors.

An equal chance of failure is expected in each e-Strategy step. Each step might be faced by different barriers or challenges, which indicate that e-Strategies should be managed by a holistic process oriented methodology. Table (3) summarizes the finding of this part of the literature review and lists the causes of failure along few major categories as shown below.

Table4 - A summary of variables causing strategy failure – Single Organization

Category	Primary Cause	Secondary Cause
Management	Lack of clear accountability for strategy delivery	
	Failure to implant strategy in organization	Employee commitment and Management commitment
	Resistance	
	manage change	
	Lack of communication	
	Improper communication	
	Lack of incentive to execute the strategy	
	Lack of understanding	
	Aggressive time to market	
	critical path analysis	
	Bad timing	
Capacity & Capability	Not enough teamwork	
	Training	

	Budget	
	Lack of resources to support the strategy	
Stability	Political	
	Procedures	
Performance Management	Failure to monitor progress against strategic objectives	
	Failure to access information, which would show delivery weaknesses.	
	Not enough feedback	
	Inappropriate design (Poor) measurement systems	
	Measuring the things that matter	
frame the right strategy	Confusion	
	Lack of focus	
	Lack of experience	
Infrastructure	Lack of infrastructure	Diverse data sources
Strategy Dynamics	Failure to pick up changing elements in the external operating environment	
	Inability to predict environmental reaction	
	Unrealistic or improperly defined Objectives	

Section Two: The Balanced Scorecard (BSC)

2.2.1 Introduction

After discussing the concepts of Strategy, e-Strategies and causes of failure, The Balanced Scorecard framework was selected based on the significant number of organization in both private and public sectors adopting it to execute Strategies. This section is focusing on the global experience of adopting the BSC in Strategic management and performance management.

Historically BSC was designed for commercial organizations, but today BSC is widely used and supported by both private and public sector organizations. The Balanced Scorecard is used by public sector for performance management in many agencies and countries like USA , JAPAN , UK and North Europe. In the Arab World , balanced scorecard is gaining popularity and will be used in some e-Government initiatives . As recently announced on 7/2/2006 by the Dubai Chamber of Commerce & Industry (DCCI) , Dubai eGovernment and Dubai Chamber of Commerce have plans to Implement Balanced Scorecard System in 2007. "The new system is a communication tool to make the Chamber's strategy clear to everyone. It is yet a way to balance financial and non-financial views of the organization's performance and a system that is made to increase the accountability and the commitment to change" (DCCI, 2006)

According to the DCCI announcement , DCCI aims by using the Balanced Scorecard to translate the strategy into potential terms, mobilize change through strong and effective leadership, make strategy a continual process and make strategy everyone's job , also DCCI sees that the Balanced Scorecard system is a continuous process for tracking and monitoring strategy execution in four main areas that include creating and linking, clarifying and translating the vision and strategy, planning and target setting and the strategic feedback and learning (DCCI, 2006).

Reflection in Literature review and practice give us clear evidence that BSC could be used by any type of organization. The Balanced scorecard was implemented in Small –Medium and Enterprise organizations. "In their book, The Strategy Focused Organization, authors *Kaplan and Norton* use part of the first chapter to describe a number of successful Balanced Scorecard organizations. *Included are such well-known companies as Mobil, CIGNA, and Chase. Proving the Scorecard applies to smaller organizations or other sectors, they also discuss a Florida-based citrus grower (Southern Gardens Citrus), a university (University of California, San Diego), and a hospital (Duke Children's Hospital), among others"*. (Niven 2002,p.34).

Balanced Scorecard is a proven management tool in many large multinational corporations (Siemens, AT&T Canada, BMW, Siemens, Cigna, Du Pont, Mobil, etc.). There are many BSC implementations in public sector too (City of Charlotte, North Carolina – USA, The May Institute Inc, The United Way of Southeastern New England, U.S. Department of Defense, U.S. Department of Veterans Affairs, Procurement Division in the U.S. Department of Transportation, etc.). (Gueorguiev I et a.l 2005, p. 30)

Dubai e-Government (DEG) considered the work of Norton and Kaplan as the well-known latest approaches in strategic management and used the BSC to build Dubai eServices Strategy Map as illustrated in figure (4) (DEG eServices Strategy Map , 2006) . As seen in DEG strategy map the building blocks of the map start by the Learning and Growth perspective (Competency Perspective) and end up with financial perspective.

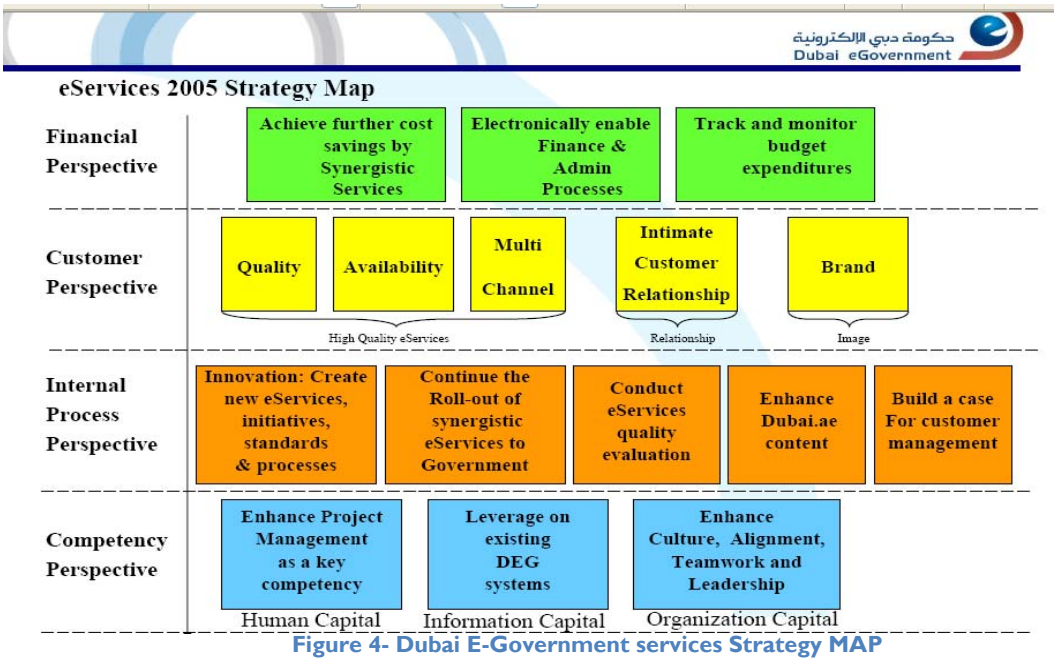


Figure 4- Dubai E-Government services Strategy MAP

(Source: DEG eServices Strategy Map, 2006)

Another important example, which is presented in Figure (5), illustrates the use of the balanced scorecard to achieve 'balanced e-Government. According to the study conducted by the Bertelsmann Foundation a good government could be achieved by bringing the balance between e-administration and e-democracy which means combining electronic information-based services for citizens (e-administration) with the reinforcement of participatory elements (e-democracy) (Balanced E-Government,2002) .

This study uses the balanced scorecard with the following four perspectives

Benefit: This first scorecard area relates to the quality and quantity of the services and therefore to the benefit that the citizens derive from the service offering. Eleven assessed criteria fall into this category.

Efficiency: A total of 16 criteria are examined in the second scorecard area. They serve in the analysis of the extent to which actual improvements in efficiency are realized.

Participation: This part of the matrix is concerned with the question of whether the services are designed so as to promote political communication and enable a higher degree of citizen participation:

Transparency: Whether e-government contributes to the realization of the transparent state is recorded here.

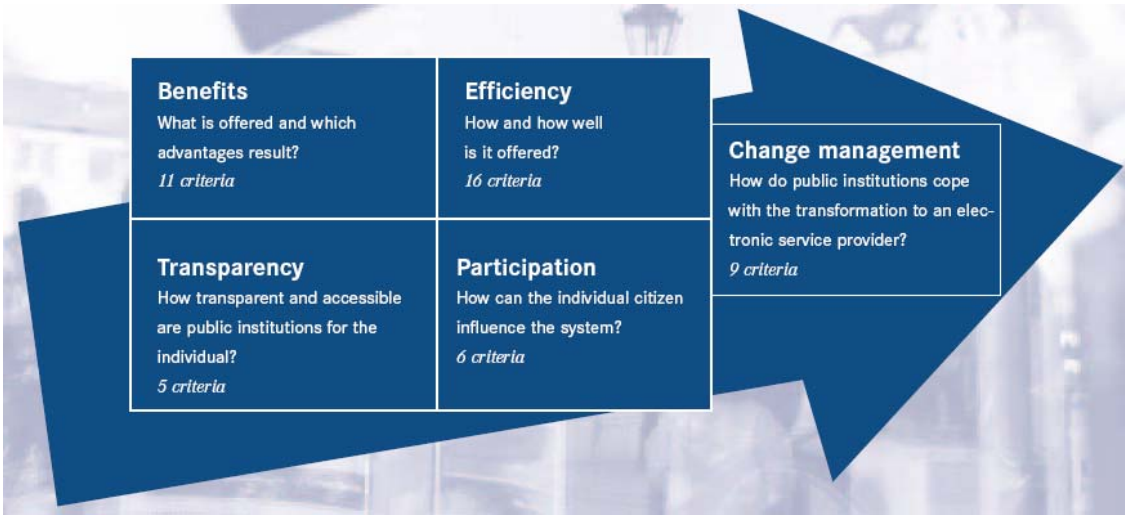


Figure 5- Balanced E-Government

(Source: Balanced E-Government, 2002, p 7)

In addition to using the BSC at a higher level, for balanced government or a group of strategies (e-Services), the BSC could also be used to support one single e-government strategy like the government service delivery strategy. As illustrated in Figure (6) , Lawson-Body and Glenn (2004) designed a government web portal Balanced Scorecard framework that is intended to integrate web portal projects effectively with e-government service delivery performance.

Empirically, a Bulgarian team composed of the Coordination Center for Information Communication and Management Technologies, Information Services PLC and the State Administration Directorate at the Council of Ministers developed a pilot web-based management information system for e-Government strategy implementation. This pilot project used the Balanced Scorecard methodology to monitor 42 key indicators in 17 ministries. The main reason that motivated the team to adopt BSC was "the Balanced Scorecard (BSC) methodology (Norton D. & Kaplan R.) was selected because it ensures the appropriate logical model that translates the strategy into operational terms. BSC also provides the appropriate interface for different types of users: from the highest strategic level to the very operational level in every single administration included in the process." Gueorguiev I et al,2005, p 30)

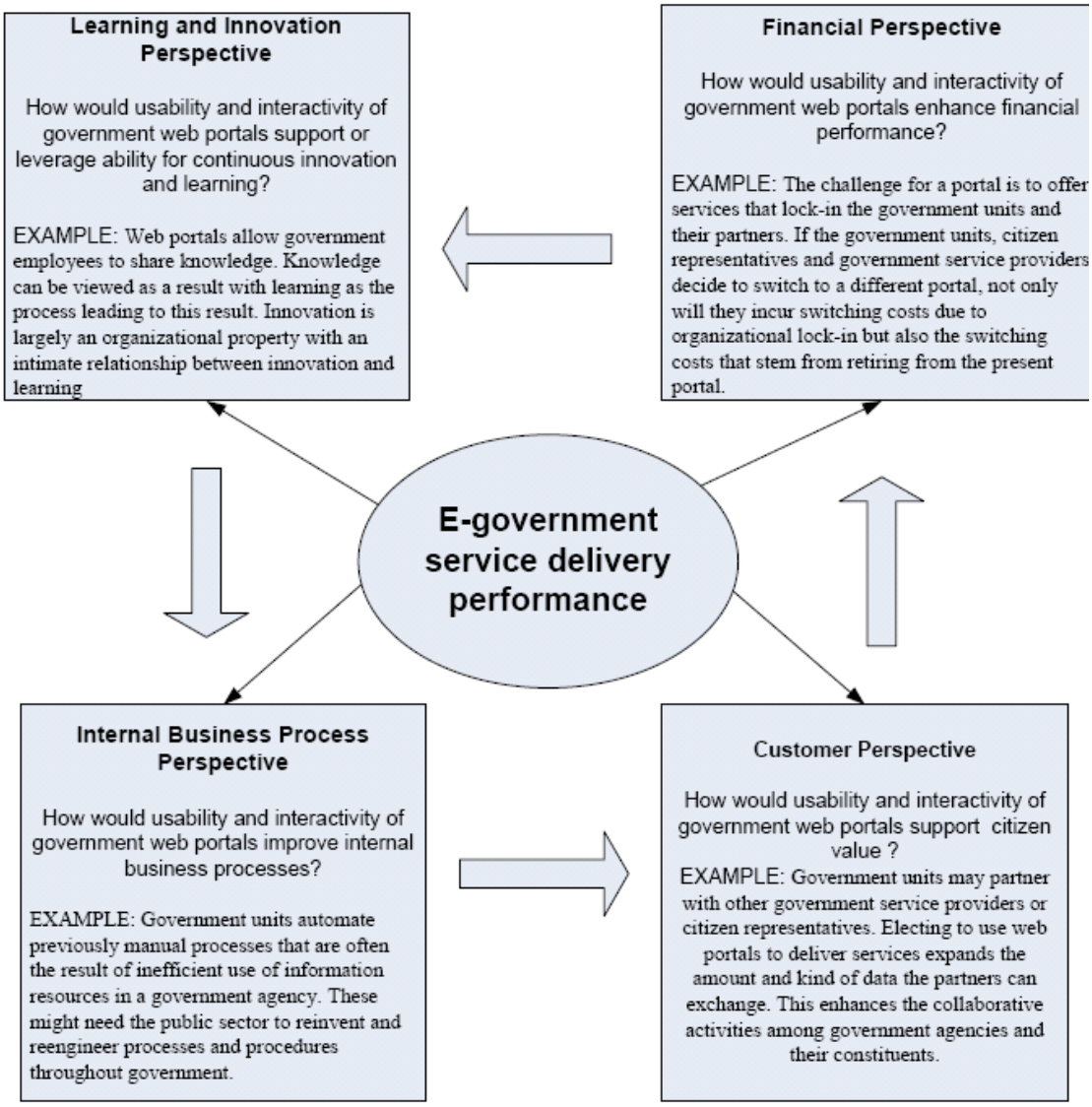


Figure 6- Government web portal Balanced Scorecard Framework from G2G perspective

Source: Lawson-Body and Glenn, (2004), p 29

2.2.2 The Main Concept of Balanced Scorecard

In the following sections we will introduce the following concepts of Balanced Scorecard:

1. A Balanced measurement system
2. Strategy Map
3. Dynamic Balanced Scorecard
4. Cascading balanced scorecard.

2.2.2.1 A Balanced measurement system

The basic idea that Kaplan and Norton presented in their researches is that the financial measures and the operational measures should be aligned so that senior executives can set performance targets and focus on critical business areas .The BSC first Generation aimed to design a measurement system emphasizing on making the balance between the four perspectives illustrated in Figure (7) and how to select and report on the limited number of measures spread across the four clusters. (Kaplan and Norton, 1992a) The second BSC generation presented the causality model between strategic objectives that was initially recognized as the "The Strategic Linkage Model'. However, this Model was found to be less helpful when used for broadcast communication of Strategy. The difficulty to use the linkage model in communicating the strategy urged for another enhancement in the design of the BSC. The Third Generation of BSC presented a new technique called the 'Destination Statement'. It was found that management teams can easily use the Destination Statement to start thinking about Strategic Objectives and linkage in a top-down model starting by the 'Destination Statement' as the first activity (Cobbold and Lawrie, 2002)

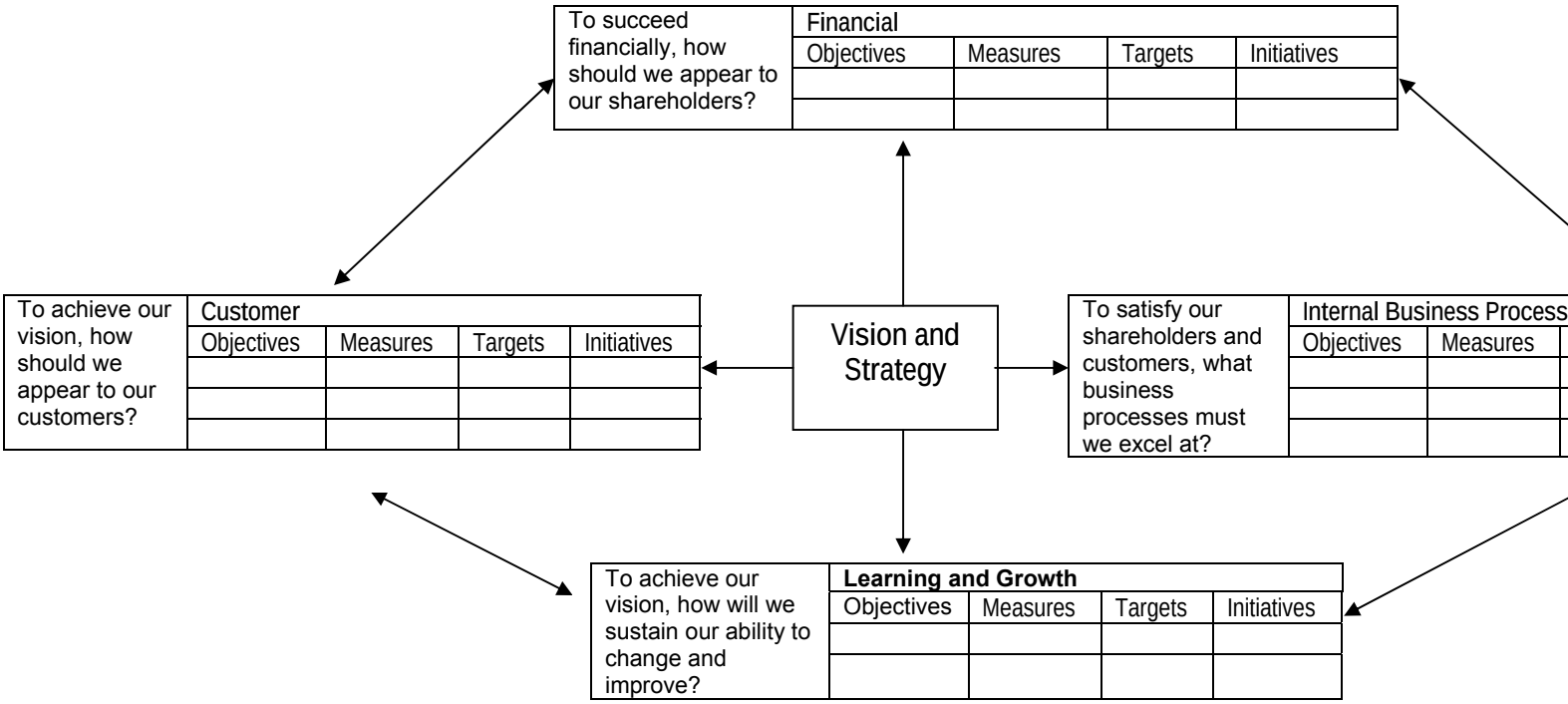


Figure 7-The Main Framework of Balanced Scorecard

(Source: Kaplan and Norton, 1996b, p. 76)

The evolution of BSC has passed through three distinct generations. When it was first introduced in 1990 Balanced Scorecard was used as a measurement system (Kaplan and Norton, 1992a). Since then BSC evolved continuously transiting into a management system (Kaplan and Norton, 1996b) and then into a framework for organizational change (Kaplan and Norton, 2000c ;Morisawa, 2002). Table (4) presents the chronological evolution of the BSC.

Table 5-Historic overview of BSC development

1987 Relevance Lost (Book by Kaplan & Johnsson)		Critique of financial focus in performance measurement and management accounting.
1992 The BSC: Measures that drive performance. (HBR Article)		Balanced and forward-looking view of company measurement perspectives.
1993 Putting the BSC to work. (HBR article)		Link measures to strategy Exemplified with Apple, Rockwater, AMD etc.
1996 Using the BSC as a strategic management system. (HBR article) The BSC: Translating strategy into action (Book)		• Translate the vision • Communicate and link • Business Planning and Goals • Feedback and Learning. • Introduction of generic causal chain
1999 The Strategy Focused Organization (Book)		Higher focus on BSC as the center of the management system.
2000 Having Trouble with Your Strategy? Then Map It. (HBR article)		Introduction of strategy maps
2003 Strategy Maps: Converting Intangible Assets Into Tangible Outcomes.		BSC evolves into strategy maps, with intention of creating a language to discuss strategies. Focus on how to create a strategy, what it is, and how to communicate it.

Source : (Hallman 2005,p 22)

In Figure (8) – the three generation of BSC are summarized. As shown , each new generation includes the previous generations and do not substitute them.

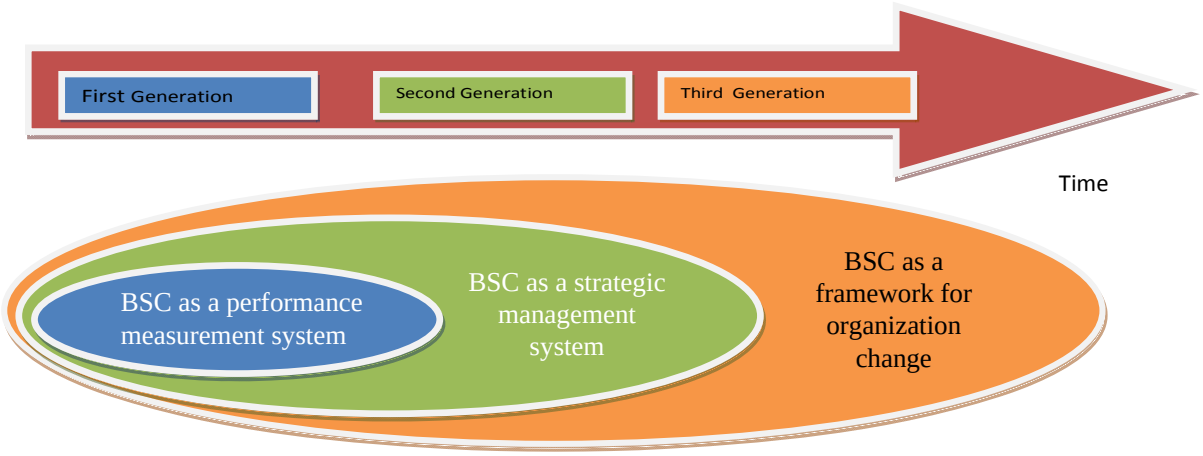


Figure 8 – BSC Generations

2.2.2.2 BSC Strategy MAP

The Balanced Scorecard provides a framework for developing a strategy map for an organization. First, the strategic objectives are organized into four categories:

1. Financial – strategy for growth, profitability, and risk from the shareholder's point of view.
2. Customer – strategy for creating value and differentiation from the customer's point of view.
3. Internal business process - strategic priorities for various business processes that create customer and shareholder satisfaction.
4. Learning and growth - priorities that create a climate that supports organizational change, innovation, and growth. The foundation for the strategy.

The Balanced Scorecard translates an organization's mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system. The Balanced Scorecard enables companies to track financial results while simultaneously monitoring progress in building the capabilities and acquiring the intangible assets they need for future growth (Kaplan and Norton, 1997).

As was mentioned in section 2.2.1 the 'Strategic Linkage Model' was the main improvement done on the traditional BSC. The Strategy Linkage Model or the strategy map is used by organizations to determine their goals (Top Perspective) and then work down as they plot the path that leads to the realization of the goals. For example, if the top goal is to satisfy citizens (Citizens perspective) then we need to reduce cost (financial perspective) this requires improving the cycle time or procurement steps

(Internal processes perspective) which in return requires the improvement of staff skills. (Learning and Growth perspective).

This could be illustrated in the simple diagram depicted below.

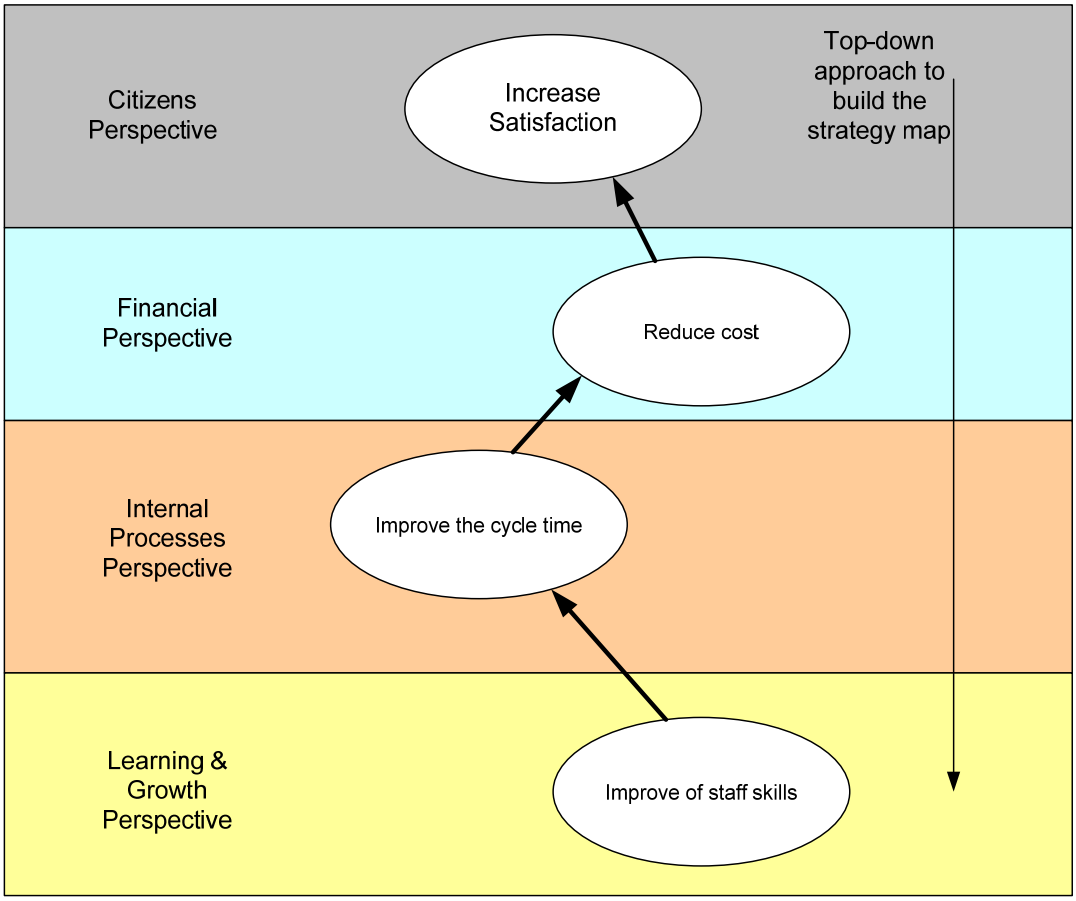


Figure 9- A simple Strategy Map

(source : researcher)

As illustrated in Figure (9) the use of cause and effect relationship is the core concept used to build the strategy map. In developing the strategy map each measure should be chosen to be part of the cause or effect relationship. However, despite the importance and usefulness of these techniques several criticisms were made against the static design of strategy map. The main deficiencies identified are related to the nature of Cause and effect which is seen as one-way that doesn't support two-way cause and effect (feedback). The second main deficiency identified is related to the fact that there might be a delay between the time when the cause occurs and the time when the effect occurs (Todd, 2000).

Kaplan & Norton aimed to use the Strategy Map to articulate the Strategy between everyone in the organization and enable what they called a Strategy focused Organizations. The benefits of using a

Strategy map as was described by the authors are : "*Strategy [The strategy] consists of a series of linked hypotheses. A strategy map specifies these cause-and-effect relationships, which makes them explicit and testable. The key then, to implementing strategy is to have everyone in the organization clearly understand the underlying hypotheses, to test the hypotheses continually, and to use those results to adapt as required."* (Kaplan & Norton, 2000, p. 176)

2.2.2.3 The Dynamic Balanced Scorecard

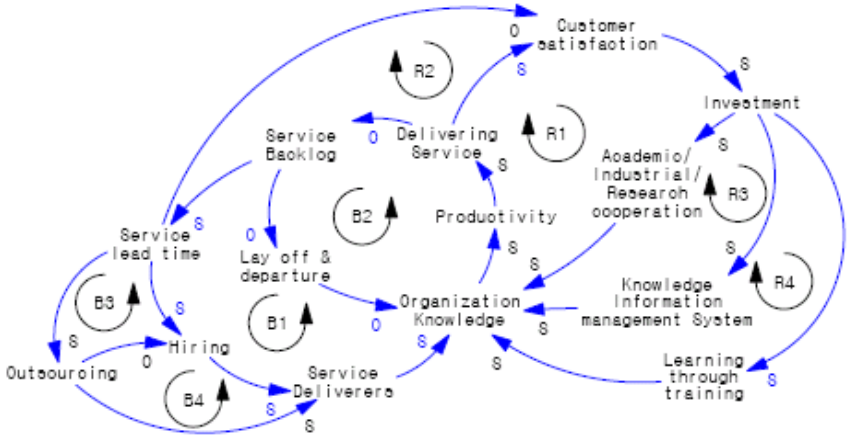
To remedy the static behavior of the BSC that is characterized by failing to capture dynamic interactions among the key indicators involved over time and have no way of taking into account the impact of delayed feedback (Kim et al,2003) and to remedy the representation and usage deficiencies characterized by the difficulty to identify lead metrics ,non experiential Communication ,equal weighting of measures (Todd, 2000) a dynamic BSC model using the system dynamics concept was introduced.

Many have criticized the Strategy Map Bubble Diagram for its being Holistic but simple at the same time (Rydzak et,al ,2002) . Rydzak quoted the following three major limitations found in the Strategy map that may result in Strategy failure:

1. It expresses only one-way relations instead of feedback loop pattern
2. It doesn't capture delays and fundamental factors of dynamics in any environment
3. It doesn't help to predict the answers for questions starting by "What if …"?

Akkermans and Oorschot (2000) have explained in more details the shortcomings found in the static Strategy Map . They blamed the causal-loops of the Strategy Map as being so problematic because these loops do not capture the notion of strategic factors accumulating and depleting. They also share the same criticism to the Strategy Map of not showing the time lag between cause and effect. They also added that Strategy Map has No mechanisms for validation in which there is no mechanism to validate if the right number of measures has been chosen .They also stated that Strategy Map has Insufficient links between strategy and operations in which they criticize the top-down approach of the Strategy and the lack of integration with operational strategies (bottom-up integration). Also they pointed out in their analysis that the Strategy Map is Too internally focused which means that Strategy Map doesn't take into consideration external factors.

For all the aforementioned reasons the dynamic scorecard concept was introduced. This new concept is a combination of the original BSC and System Dynamics Modeling (SDM). New notations are introduced to present relationships and feedback (bi-directional) and used the SD notions of stocks and flows. As illustrated in Figure (10) the diagram presents time delays [B1 , B2 , B3, …] and feedback loops { R1 , R2 , R3, …} between cause and effects components



<Figure 1> Causal Loop Diagram: Internal Process and Learn & Growth

Figure 10- Sample of Strategy Map using System Dynamics

Source :(Kim et al, 2003, pg 4)

2.2.2.4 Cascading Balanced Scorecard

Niven defines cascading BSC as *"Cascading refers to the process of developing Balanced Scorecards at each and every level of your organization*." (Niven, 2000,p 202). This definition complies with the vision of Kaplan and Norton (2001a, 2001c) who pointed out the importance of making strategy a continual process and making strategy everyone's everyday job. Cascading the BSC allow employees to exhibit how their daily work contributes to the overall organization strategy. By Cascading the Scorecard organizations give all employees the opportunity to demonstrate how their day-to-day activities contribute to the company's strategy (Niven, 2000).

Mohan Nair points out four main benefits achieved by cascading BSC the first of these is to build awareness to the key strategies and objectives by articulating the overall strategy objectives across the organization. Also this could help to build agreement among team members across the organization, in addition to building action-orientation when performance measures are attached to each objective and strategy (Nair,2004)

To illustrate the concept of cascading, Imagine that e-Government is a Vehicle that only moves forward only if all its Gear components are synchronized and aligned to each other. As illustrated in Figure (11) we assume that one component is presenting the Government Unit BSC , the second for Ministry BSC , the third for Directorate BSC and the fourth for the Department BSC .

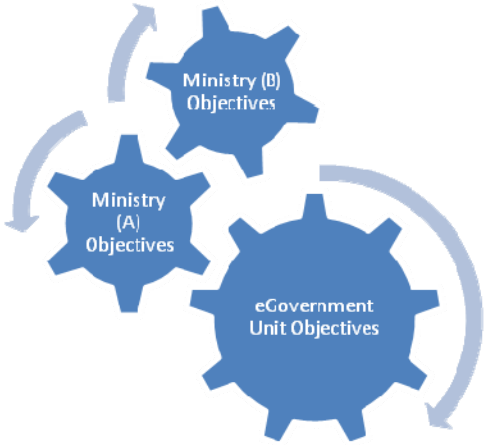


Figure 11- e-Government Gear components

(source : researcher)

Cascading BSC could also be designed and implemented at any level of the organization. Cascading is useful to communicate strategies and priorities throughout the organization (PMMI, 2006). The Improvement through performance management, measurement and information project (PMMI) initiated

by the Audit Commission and the Improvement and Development Agency (IDeA) in United Kingdom adapted from the Balanced Scorecard, Public Sector Benchmarking Service, 2003. www.benchmarking.gov.uk

A diagram showing how cascading BSC could be used at the board , business unit and individuals or team level is found in Figure (12).

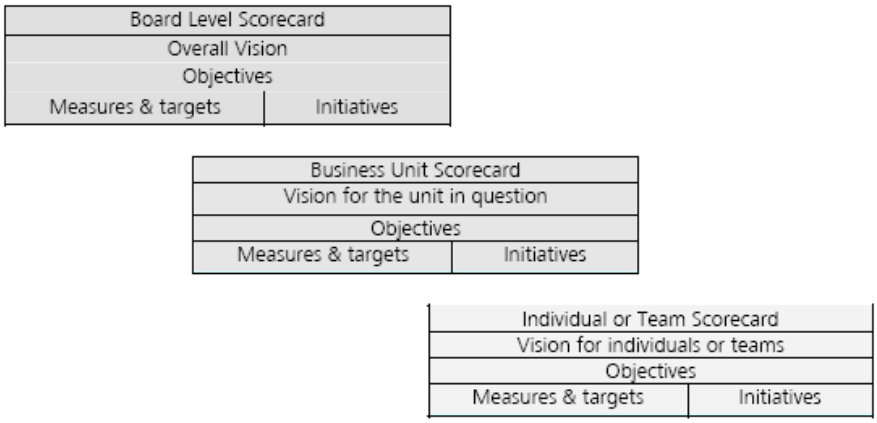


Figure 12- Cascading scorecards sample

Source : adapted from The Balanced Scorecard ,Public Sector Benchmarking Service,2003. www.benchmarking.gov.uk

Cascading BSC could also be used for Multi-National organizations such as UNDP which "uses *the BSC to align the entire organization to the strategy, UNDP's 130 country offices and the main headquarters central services departments have their own Balanced Scorecard composed of the same set of strategic measures against which they establish their annual or quarterly targets and see their performance measured. Values aggregate up at the regional levels (aggregation of country office results for Africa, Arab States, Europe and CIS." (UNDP Corporate Balanced Scorecard Report for the year 2002 , p 2)*

UNDP BSC uses six perspectives to translate its strategic objectives into actional terms which are: programme countries perception, resources perception, policy perception ,partnerships perception, performance and people perception. Each perception as shown in Figure (11) illustrate those uses of strategic objectives derived from the Administrator's Business Plans and each strategic objective is associated with one or two strategic measures.

UNDP Management Results Framework - 2002 Balanced Scorecard Report

All UNDP Country Offices — **Targets achieved or within acceptable range: 83%** — **Positive trends: 71%**

STRATEGIC MEASURE	2001 RESULT	2002 RESULT	UNIT	2002 TARGET	PERFORMANCE	TREND
Resources						
Compliance with GLOC	18,349.55	**21,150.46**	Thousands of dollars	22,100.00	Within acceptable range	↗
Cost recovered from non-core resources	3.54	**3.40**	Percentage	2.64	Target achieved	↘
Non-core resources received	1,512.36	**1,738.80**	Millions of dollars	1,525.00	Target achieved	↗
Programme Countries Perception						
Client satisfaction	64.16	**75.54**	Index	75.00	Target achieved	↗
Policy (Positioning)						
Influence	*Not available*	**19.28**	Number	12.97	Target achieved	
Internet website	*Not available*	**4.47**	Pts.	8.00	Target missed	
Knowledge Sharing	*Not available*	**6.53**	Number	3.00	Target achieved	
SRF Goal 5 expenditure	102,651.19	**153,501.65**	Thousands of dollars	61,978.73	Target achieved	↗
Substantive media coverage	6,275.00	**10,119.00**	Number	5,669.00	Target achieved	↗
Performance (Efficiency)						
Audit recommendations implemented	39.88	**56.80**	Percentage	100.00	Within acceptable range	↗
Internet bandwidth	47.95	**94.26**	Kbps	64.00	Target achieved	↗
Operational Support Costs	32.30	**32.33**	Percentage	29.11	Within acceptable range	↗
People						
Implementation of RCA	29.09	**26.92**	Index	17.00-20.00	Target missed	
Staff days invested in learning	80,827.03	**62,840.65**	Number	49,121.48	Target achieved	↘
Staff perception	66.31	**66.93**	Index	75.00	Within acceptable range	↗
Workforce transition	1.79	**3.28**	Index	1.88	Target achieved	↗
Partnerships						
Partners satisfaction	62.42	**66.03**	Index	75.00	Within acceptable range	↗

Figure 13- Sample of Key Performance Indicators used by BSC

(Source : adapted from UNDP Corporate Balanced Scorecard Report for the year 2002 , p 2)

As Figure (13) illustrate the main advantages of using a few performance indicators for each perspective. Generally, the BSC prescribes that only three to five measures should be developed for each of the perspectives used (Neely 1998).

2.2.3 *Summary of this section:* BSC and e-Government synthesis

The previous sections have detailed two literature areas, (1) e-Strategy causes of failure (2) BSC as a Strategy Execution and Management tool. This section outlines a possible synthesis of the findings found in the two areas. Essentially, the matching as presented in Table (5) suggests that BSC could be used not only to execute the strategy but also helps in developing the strategy itself.

Kaplan and Norton refer to this as the principles of strategy focused organization. The five principles are:

1. Translate the strategy into operational terms
2. Align the organization to the strategy
3. Make strategy everyone's everyday job
4. Make strategy a continual process
5. Mobilize leadership for change

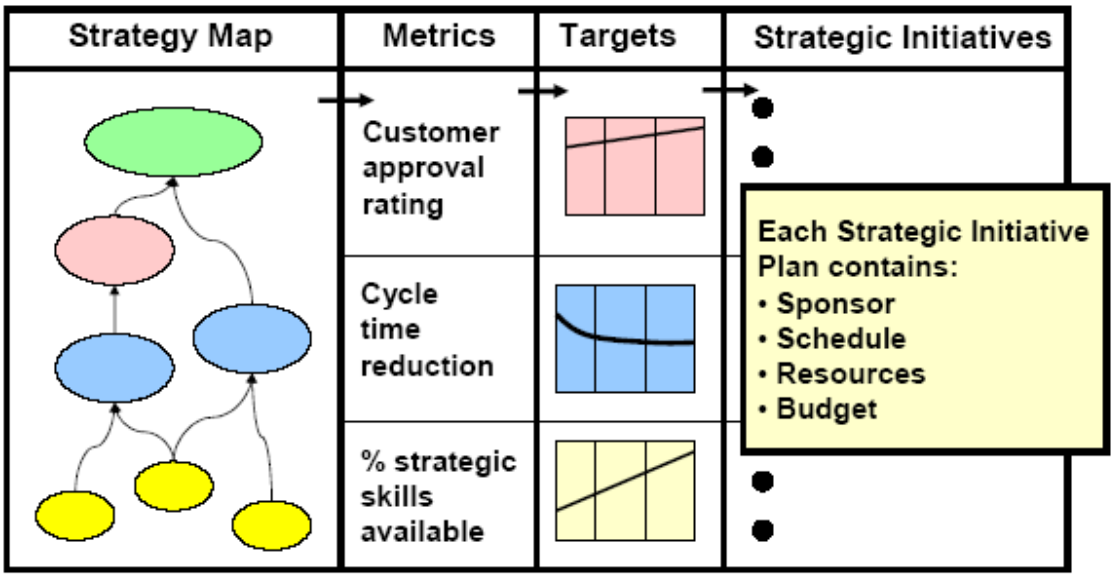


Figure 14- Example of Strategic Plan

(Source: Adapted from: Arveson, 2003, p 16)

Table 6- BSC and e-Government synthesis

Strategy Phase	Reasons of Failures	BSC Contribution
Situational Analysis	• Failure to understand the customer • Inability to predict environmental reaction • Unrealistic or improperly defined objectives • Mismatch of strategy with corporate culture	Strategy map , destination statement , performance indicators for well defined objectives ;Strategy map and cascaded BSC to match strategy with corporate culture
Formulation	• Over-estimation of resource competence o Can the staff, equipment, and processes handle the new strategy o Failure to develop new employee and management skills • Creators of strategy lack Experience • Lack Of Vision • Improper phase or stage planning • Poor planning • Strategic miscalculations • Lack of management or mismanagement • Bad timing	For each perspective in the BSC building the 1. Cause-and-effect relationships 2. Performance drivers 3. Linkage to financials Will contribute in defining the competencies and Strategic initiatives, which includes resources, budgets, and schedules to achieve strategic measures.
Implementation	• Failure to coordinate o Reporting and control relationships not adequate Organizational structure not flexible enough • Failure to obtain senior management commitment o Failure to get management involved right from the start o Failure to obtain	As Kaplan and Norton said The Balanced Scorecard is primarily a mechanism for strategy implementation, not for strategy formulation. Following three principles are achieved by using the BSC to execute the strategy: 1. “translate the strategy into operational terms” 2. “align the organization to the

	sufficient company resources to accomplish task • Failure to obtain employee commitment o New strategy not well explained to employees No incentives given to workers to embrace the new strategy • Under-estimation of time requirements No critical path analysis done • Failure to follow the plan o No follow through after initial planning o No tracking of progress against plan o No consequences for above • Failure to manage change o Inadequate understanding of the internal resistance to change o Lack of vision on the relationships between processes, technology and organization • Poor communications o Insufficient information sharing among stakeholders o Exclusion of stakeholders and delegates Not enough teamwork Lack of leadership Lack of decisiveness	strategy" (Kaplan and Norton, 2001c,2001a) 3. The third principle "Make strategy everyone's everyday job" means that the BSC should be used to communicate and educate the organization about the strategy
Feedback & Control	• Not enough feedback • Lack of follow through • failure of systems to monitor and evaluate outcomes • failure to carry conviction with the stakeholder community as to what our strategy is achieving	BSC is used for to enhance the strategic feedback and learning not only tactical feedback. (Kaplan & Norton ,1996 e) "Managers in organizations today do not have a procedure to receive feedback about their strategy and to test

		the hypotheses on which the strategy is based. The Balanced Scorecard enables them to monitor and adjust the implementation of their strategy, and, if necessary, to make fundamental changes in the strategy itself." (Kaplan & Norton ,1996 e, p 15)

Chapter 3 : e-Government Framework Design

3.1 Introduction

The previous sections have detailed two literature areas:

(1) e-Strategies: we found that many factors influencing the success or failure of any e-Strategy but each of these factors was discussed separately and the interrelationships between these factors were not identified**.**

(2) BSC as a Strategy Execution and Management tool.

Based on the previous literature review in section I and 2 , this section intends to show the interrelationships between these factors and identify the type of this intervention. Based on these interrelationships, this chapter proposes a logical framework to execute e-Government with the following major objectives:

1. Present a model that can bring harmony and cohesiveness to e-Government, in an environment of constant change where many e-Government initiatives and projects still striving to bring this harmony.
2. Provide an improved approach of implementing and managing e-Government. Where there is a need for pursuing multiple strategies simultaneously and monitoring strategic and operational performance at both central government and line agencies (Ministries or Municipalities).
3. Respond to the need for a standard process or a road map methodology that could be used by e-Government parties to understand the real values and contribution of their e-initiatives and better understand the foundation blocks required for initiating the execution of these demands.

This chapter proposes a framework derived from the Balanced Scorecard to execute and manage e-Government strategies. This framework is designed to respond to most challenges and barriers facing e-Government execution which are characterized by the following features:

3.2 Main characteristics of e-Government in Palestine

3.2.1 Multiple strategies implemented in parallel

According to the Palestinian e-Government Strategic plan several strategies will be executed during the first 3 years. During 2006 many strategies were planned to be executed in parallel as depicted in table (6).

Table 7-Palestinian e-Government Strategic Plan- Phase I

Group	Strategy	Implementation Timeframe
Citizen participation and empowerment	Citizen communication Strategy	2006
Palestine as the Hub of knowledge Economy	Global Marketing and Communication Strategy	2006
Responsive Government	ICT Shared Services Strategy	2006
Government Excellence	Government Performance Management and Communication Strategy	2006
Health and Public Safety	Palestine e-Medical Record Management Strategy	2006

(Source :Adapted from Palestine National Authority e-Government Strategic Plan 2006)

Strategies are realized through initiatives and projects , for example, US Commonwealth of Massachusetts started by implementing 27 partial project, Canton Zurich started by implementing 16 partial projects , Canton Basle started by the implementation of 26 partial projects, in particular 15 services that are requested most frequently by citizens (Lazer and Binz-Scharf , _____) . The US e-Government Task force have selected 22 projects intended to increase government efficiency 11 will assist individual citizens and businesses the other 11 E-Government projects are designed to improve inter-agency operations (online , http://www.egovnews.org/?p=2303)

3.2.2 Synchronize vs. Asynchronies implementations of e-Government (Lag vs. Lead)

In many cases, Line agencies (Ministries) start incorporating e-Services before the official formulation of e-Government strategy and before gaining an overall vision of e-Government. Based on internal vision, and due to absence of the e-Government Unit, several ministries start implementing e-Services. In Palestine, The ministry of National economic and Prime Minister Office are two examples of early implementers for e-Government services. For the Ministry of National Economic, it started by implementing the Ministry Portal (www.MNE.Gov.ps) then it replicated its portal to the Ministry of Local Government (www.molg.gov.ps). At a micro-level, Ministry of National Economic had partially failed to achieve its objectives. After one year of the initial implementation, the management realized that the process should be reengineered and the internal team structure which was responsible for the implementation should be rebuilt.

3.2.3 e-Government is implemented by cross-agency teams (multi-culture)

To understand how e-Government Strategic plans respond to the need of cross-agency teams to implement e-Government, a sample from different countries was selected and analyzed. The sample included a thorough review of the following e-Government governance structure from Palestine (Palestine National Authority e-Government Strategic Plan 2006), Jordan (e-Government Strategy 2006), USA (E-Government Strategy 2003), Austria (Administration on the Net An ABC Guide to E-Government in Austria 2004) , and New- Zealand (New Zealand E-government Strategy 2003).

New-Zealand E-government Strategy Update on 2003 identified three dimensions for public sector governance responding to the needs of having shared inputs (joint use of information), shared outputs (integrated service delivery), and governance across levels of government (central and local). Austria established the e-Government Platform, which acts under the leadership of the Federal Chancellor and governorate the e-cooperation board and the ICT Board. The E-Cooperation Board is composed of all ministries, provinces, association of local authorities, association of municipalities and interest groups while the ICT Board is composed of all the CIO of the ministries who are responsible for comprehensive coordination of the ICT planning activities of the Federal Government, provinces, municipalities, and local authorities.

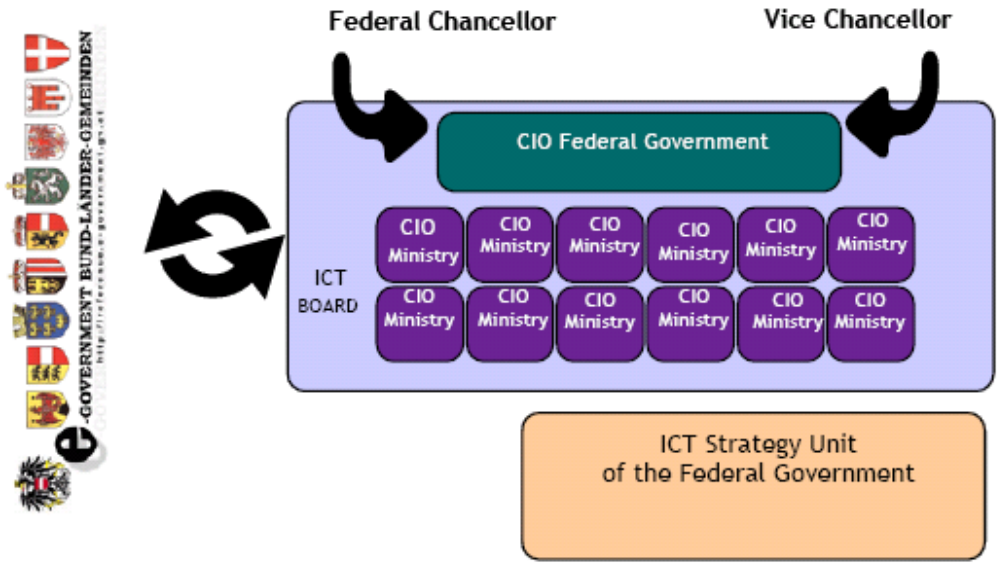


Figure 15- Sample of Multi-Agency Governance Structure (Austria)

(Source: Administration on the Net An ABC Guide to E-Government in Austria , p 23)

The USA governance structure was built around the portfolio of programs identified out from the four dimensions of e-Government: Government to Citizens G2C, Government to BusinessG2B, Government-to-Government G2G and Internal Efficiency G2E. In implementing the Action Plan, the daily management and leadership will be provided by:

- Senior agency officials who comprise the President's Management Council;
- The Office of the Associate Director of OMB for IT and E-Government and other OMB staff;
- Members of the CIO, CFO, and Procurement Executive and Human Resources Councils

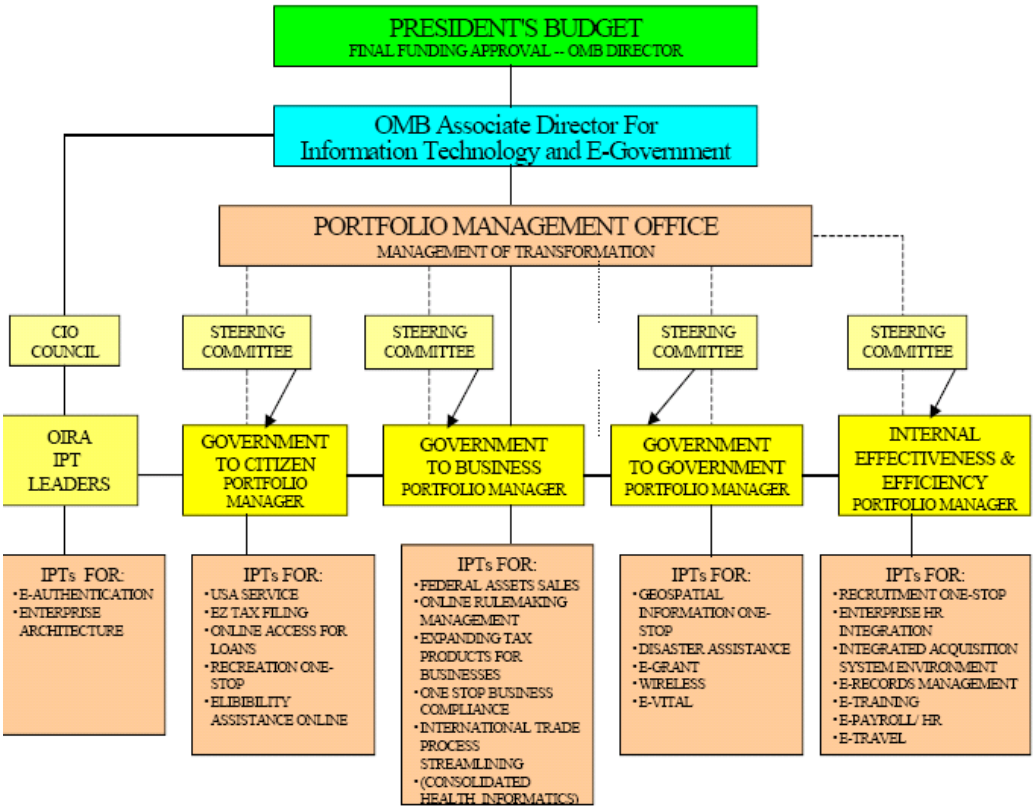


Figure 16- Sample of Multi-Agency Governance Structure (USA)

(Source : E-Government Strategy Simplified Delivery of Services to Citizens 2002 , p 21)

The Palestinian Governance structure (Matrix Structure) was built around five groups : Citizen Participation and Empowerment , Palestine as the Hub of knowledge Economy , Responsive Government , Health and Public Safety , Governance Excellence .

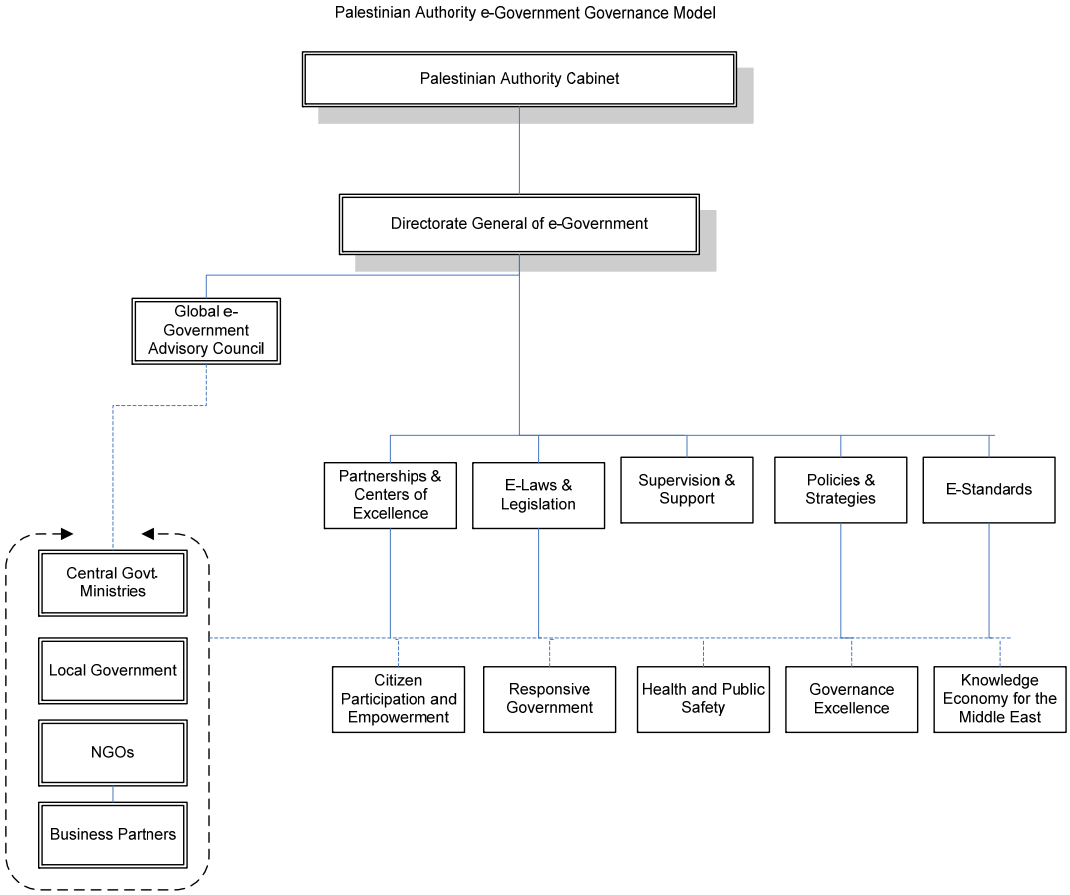


Figure 17- Palestinian Authority e-Government Governance Model

(Source: Palestine National Authority e-Government Strategic Plan 2006, p 21)

In Jordan, the overall e-Government architecture was based upon a federated, service-oriented architecture called the e-Government Federated Architecture Framework (EFAF). The EFAF is a framework that defines common or shared architecture standards across autonomous program areas. This enables government entities to maintain diversity and uniqueness, while providing interoperability. These entities will operate collaboratively within a federated approach, meaning that governance is divided between a central authority and constituent units.

The framework suggested by this paper represents the Governance structure by a Government Unit which is responsible for enabling a new environment fostering cross-agency decision making , collaboration and responsible for horizontal/vertical integration between line agencies and Central Government

3.3 A Framework to execute e-Government

While there are many forces acting on e-Government , we need a framework that can respond efficiently to the previous challenges. This framework shall enable the successful building of a baseline for parallel implementation, foster common language between multi-agency teams and support asynchronies implementation.

This framework was derived from the Strategy Linkage Model or the strategy map of the Balanced Scorecard (BSC), which offers any e-Government Unit the opportunity to use a flexible and adaptable framework toward being a result oriented, or Customer-Centric. The four perspectives of the framework elements or components were constructed by following a logical framework and tested up to the realization of the values.

To build and name the four perspectives of the Framework as depicted in Figure (18) at the left side , the vision, mission and components of five e-Government strategic plans were analyzed for a purpose of prioritizing the top two levels. The following strategic plans were analyzed for this purpose: Palestine (Palestine National Authority e-Government Strategic Plan 2006), Jordan (e-Government Strategy 2006), USA (E-Government Strategy 2003), Austria (Administration on the Net An ABC Guide to E-Government in Austria 2004) , and New- Zealand (New Zealand E-government Strategy 2003) The five strategic plans gave more priority to customers (Citizens and Businesses) than achieving internal performance efficiency and productivity. Therefore the stakeholder perspective was given a higher priority than the financial one.

3.3.1 e-Government Strategy Map

The framework focuses on building the internal elements of the e-Government strategy Map which is a diagram showing the cause & effect relationships between e-Government components. Both the Customer and Financial levels are outcomes caused by the Internal Processes and Capacity Perspectives. The framework could be applied to the entire dimensions of e-Government or to any subset of it. The framework is practically useful for aligning line agency initiatives with the Central e-Government vision and goals. The major elements of the framework are classified under four groups which are **Foundation**, **Integration**, **Efficiency** and **Value**. These elements are used to build the FIVE Index model (stands for the first letter of each group and switching the last two letters).

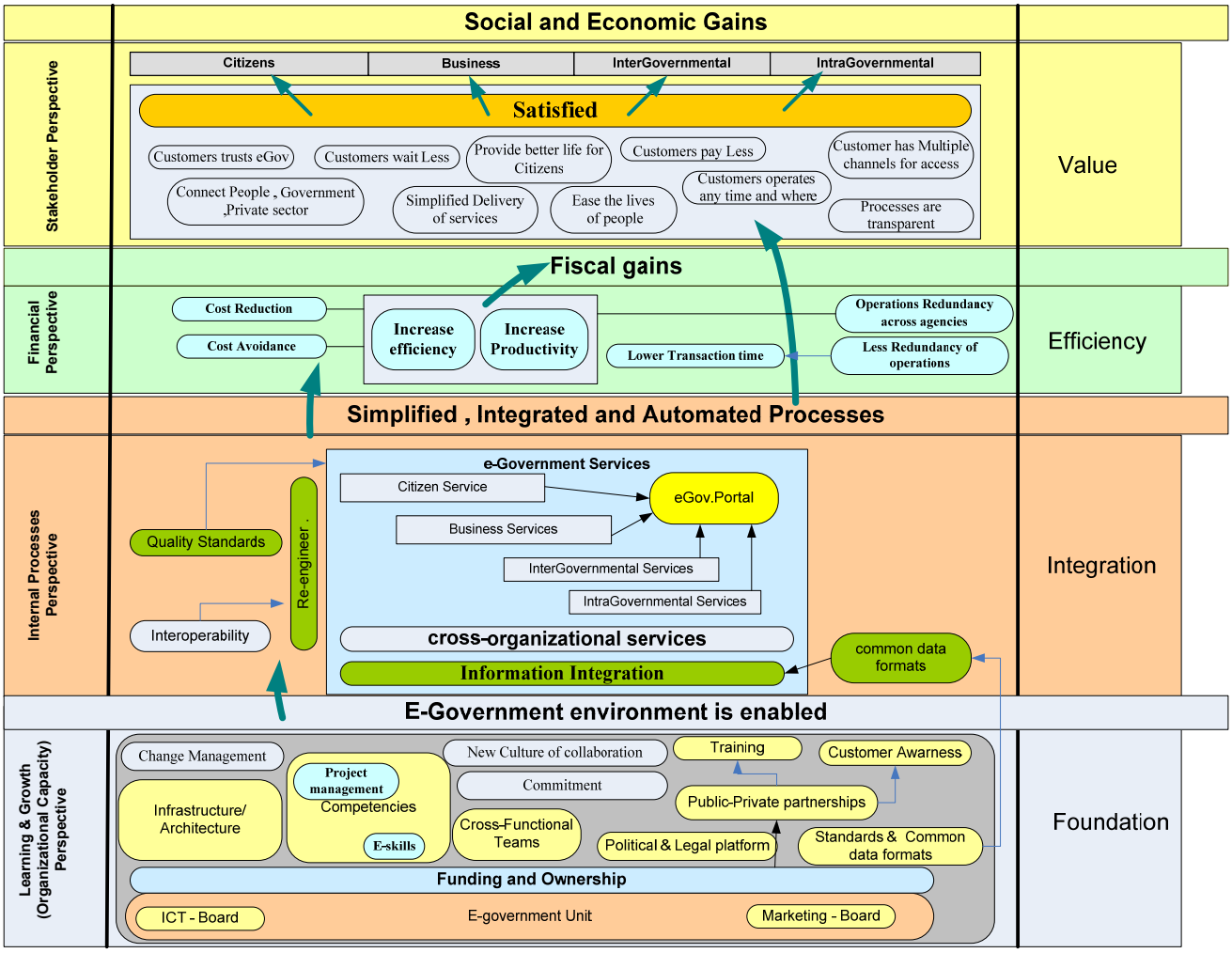


Figure 18- e-Government Strategy Map

3.3.2 FIVE MODEL Methodology

In order to realize the usefulness of the framework, in this section we will use the FIVE Index Model, depicted on the right side of Figure (18) to evaluate e-initiatives options. Evaluation will use the four perspectives Strategy Map components and build quantitative measures for each element. This applies for both financial and non-financial measures in a structured manner. The main advantage of using this methodology is achieved by bringing balance between all stakeholders and by linking the e-initiative evaluation criteria to the overall goals of e-Government.

The framework uses four indexes to facilitate the comparison between e-initiatives and to justify priority selection. All components will have different measures and each measure will have one of the following values as shown in table (7) below:

Table 8-Palestinian e-Government Strategic Plan- Phase I

Score	Meaning	Example
+1	Indicates that the e-initiative has positive value	saves money and time
(0)	Indicates that the e-initiative measure is not applicable	
-1	Indicates that the e-initiative has negative value	Takes long time to achieve or resources are not available.

The four indexes used within the framework are:

Foundation Index - Learning & Growth (Organizational Capacity) Perspective

The index value will rise if less foundation tasks are needed or if this e-initiative will build the founding basis for other e-initiatives. For enabler components the Index value will be high if the capacity or capability of the e-Government will be established at the national and cross-agencies level. The Index will solicit more information about the following components as shown in table (8):

Table 9-Learning & Growth perspective components

Components	Sample of Measures
Political & Legal platform	Will use an existing law; Special standard is needed such as Metadata standards; Service is highly dependent on other services; The service will be used by multiple agencies
Cross-Functional Teams	
Competencies	
Infrastructure/Architecture	
Standards	
Leadership Commitment	
Public-Private partnerships	
E-government Unit	
Funding	

Integration Index - Internal Processes Perspective

This index will measure the level of integration between line agencies and how much shared data is needed to accomplish the e-initiative. If the e-initiative fosters using common data between agencies the value of the index should rise. The major components used are presented in table (9)

Table 10-Internal Processes perspective components

Components	Sample of Measures
Quality Standards	Quality Standards for the service is complex to prepare; Deploying period; benefits from simplifying the underlying processes or unifying infrastructure and operations across agency
Interoperability	
Business Process Re-engineering	
Cross-organizational services	
Specification Analysis & Identification	
Enablers : e-Authentication , privacy protection and security	
Common data formats	

Efficiency Index - Financial Perspective

For e-Government, fiscal value is usually measured by efficiency improvement. Efficiency is one outcome of simplifying, integrating, and re-engineering the business processes. The two common dimensions which are usually measured are cost avoidance and cost saving. The efficiency Index value will rise if the e-initiative contributes to cost avoidance and saving. At the Operational, level fiscal value is realized by several dimensions such as minimizing data errors, decreasing the level of duplication and productivity increase as shown in table (10).

Table 11-Financial perspective components

Components	Sample of Measures
Cost Reduction	ROI, paper work reduction, transaction time, Risk avoidance
Cost Avoidance	
Operational Values : Operations Redundancy across agencies	
Transaction time	
Response time to Customers	
Revenue Generation by the Service	

Value Index – Customer Perspective

The Value Index measures direct tangible values to Customers for which they are willing to pay in order to get the service, or are cross-sectional values such as social values, trusting e-Government services and better accountability and democracy. Indirect services such as protecting privacy and security are considered enablers and are handled under the Integration Index. This is presented in table (11).

Table 12-Customer perspective components

Components	Sample of Measures
Customers pay for getting the service	Operation hours, feedback, response time to customers, cartel elimination, accountability.
Customer General satisfaction	
Access to services : Operation hours	
Access to services : Service Delivery channels	
Government accountability	
Connect People , Government ,Private sector	
Transparency of government processes	

3.4 Quick Wins- Options Analysis Based on the Strategy Map

For illustration purposes the usefulness of this approach will be shown by evaluating one of the Quick Wins as was suggested by the Palestinian e-Government Strategic Plan. Table (12) illustrates the six initiatives that are considered candidates for Quick Wins.

Table 13-Quick Wins Candidates

Initiative/project	Dimension	Ministry
e-Government Portal	G2C	General
e-Procurement	G2B	General
Jericho Boarder crossing Portal and Database	G2C	Ministry of Interior
e-Cabinet	G2G	Prime Minister Office
e-Services Initiatives [e-registration, e-Certificates]	G2C	Ministry of Interior
e-registration initiatives	G2B	Ministry of National Economy

For this purpose we will use the FIVE Index Model to evaluate if the e-procurement initiative is a real candidate for one of the Quick Wins projects or not. The final scores for this initiative are shown in Table (13) which indicates that e-procurement will not be a good candidate for Quick Wins. The Index as a whole was given a value of Green, Red and Yellow while each single measure was given the value of (+1, 0,-1) and for simplicity the details of the calculation will not be shown.

Table 14-e-Procurement FIVE Index values

Initiative/project	F.Index	I.Index	V.Index	E.Index	FIVE Index
e-Procurement	Red	Red	Green	Green	Red

Following are some of the evaluation criteria used to evaluate the Framework components for the e-procurement initiative.

3.4.1 Foundation index

Table 15-e-Procurement Foundation index

Component	Value	KPI
Political & Legal platform	-1	The legislative framework for electronic public procurement procedures is not established : No Digital Signature and certificates legislative laws
Competencies	-1	No previous experience, need for technical competencies, lack of project management experience, weak change management competencies, and e-skills are low
Infrastructure/Architecture		
Standards & Common data formats	-1	Government Interoperability Framework : XML schema design guidelines; Commodity Code Systems; Price Modeling are not ready
Funding Source		Ownership Model : such as B-O-T .Probably this will be a donor-funded public sector project and not a Public Private Partnership model due to difficult economic situation
Leadership Commitment:	-1	The strategy was formulated by using a top-down approach which might need more efforts for buy-in by middle management
Training	-1	This project needs training for both government employees and suppliers.
Timing	-1	This is a Finish-To-Start project and there is a need to accomplish some of the pre-requisites to start such as common data formats, coding systems and other guidelines.

3.4.2 Integration index evaluation:

Table 16-e-Procurement Integration index

Component	Value	KPI
Interoperability	-1	Interoperability might not be needed for all suppliers, but for large enterprises electronic integration is needed. Without common data formats or structures it will be difficult to integrate or scale-up
Maturity Level:	-1	e-procurement is at the transactional interactive level
Business Process Re-engineering	-1	e-procurement needs substantial business analysis, process-mapping and re-engineering to cover most modules such as e-awards, e-invoice, e-order, etc.
Enablers:	-1	e-Authentication , privacy protection and security standards and guideline are not ready
Quality Standards	-1	setting quality standards for e-procurement portals, web site navigations and others are not ready
Cross-organizational services	-1	e-procurement design should fit within "One size fits all". A team representing all departments should be involved for change management and making the liaison with the implementer

3.4.3 Financial Index:

For the Financial Index, in most countries where e-procurement was implemented the ROI was positive (The World Bank 2006) and (Strategic Guide to e-Procurement 2006).

Table 17- e-Procurement Financial index

Component	Value	KPI
Cost Reduction	+1	due to the reduction of paper-based documents, such as request for proposals,

		advertisement , and purchase orders, staff , communication
Cost Avoidance	+1	By using shared infrastructure , hardware, software individual implementation cost will be avoided
Transaction time:	+1	Reduction in tender cycle time due to automated workflow and clear accountability with online monitoring and tracking
Risks	+1	reduce direct risks such as Tampering of tender files, manual movement of files, Physical threats to bidders
operational values	+1	e-procurement builds a platform for self-services, monitoring, and tracking and reduces human errors and efforts to collect data by applying a Supplier Management system and product catalogues.

3.4.3 Value Index

Table 18- e-Procurement Value index

Component	Value	KPI
Customers pay less for getting the service	+1	The documents can be downloaded free of charge
Response time to Customers	+1	In general the tender cycle time is reduced and interactive feedback could be achieved through the e-procurement portal
Operation time	+1	the suppliers can access the portal at any time any where
Delivery channels	+1	e-procurement gives another channel to get the service and simplify the procedures of delivery
accountability	+1	by electronic means all the transaction are logged and automated workflow can show where a bottle neck is probably occurred

Transparency	+1	e-procurement gives better opportunities to smaller suppliers and prevents cartels
feedback	+1	instant feedback is analyzed for better services through emails or e-procurement portal

3.5 Conclusion

In this section we used the static balanced scorecard model that was originally designed by Norton and Kaplan to build an e-Government framework. This model could be further enhanced by using a dynamic balanced scorecard model that is capable of responding to the dynamic nature of e-Government and incorporate advanced features like what-if-analysis and analyzing the systems dynamic between perspectives. However, this model is still useful to build a complete performance and management system and yet is a simple tool to articulate the vision between different e-Government agencies. By using The FIVE Model, Strategy Map, cascading balanced scorecard each line agency or sub e-government unit can utilize the framework to build an internal and external consensus about its e-initiative. The framework draws the linkage between components and leverages the level of understanding of e-Government building blocks needed to streamline its value chain. The framework helps to evaluate each e-initiative strength and weakness for each perspective and builds quantitative balanced measures. Furthermore, this framework improves the process of decision making and strategic management.

Chapter 4 Methodology

4.1 Introduction

The chapter revisits the aim of this research and discusses the research type and design, research sampling, research instruments, data collection and reliability and validity of the research in addition to highlighting the limitations encountered during the research process.

The research aims to investigate the problem definition

"Can Balanced Scorecard be used to execute e-Government Strategies?

As have been shown in chapter 2 and chapter 3, the Literature Review and the theoretical framework supports positively this hypothesis. And since we can't apply BSC As-Is in our organizations and establish a 'Lab like experiment and test the results', a Framework was designed and crafted before being implemented. The design of this framework will be used for two purposes:

- Give a proof-of-concept by design to the validity of the assumption that BSC could be used in executing e-Government Strategies
- Contributes to and elaborate the 'How' dimensions of this usage.

4.2 Research Approach

This research took the approach of Applied Research, which is when compared to pure research, applied research uses model construction to understand phenomena under investigation and form a basis for further analysis and theory testing (Williams, 2001). As was presented by Ddembe Williams in table (18) the differences between the two research approaches is mainly in the use of Model construction in the applied research and Theory in the pure research

Table 19-Comparisons of Pure and Applied Research Approaches

Pure Research	Applied Research
Observation	Formulating the Problem
Generalization	Model Construction
	Derivation of the Solution
Experimentation	Testing the Model and Implementing the Solution

Source: (Williams, p 3)

Furthermore Williams illustrated as depicted in Figure (19) that the Model Construction becomes an integral part of theory validity and understanding since the theoretical principles are best learned by abstraction from models.

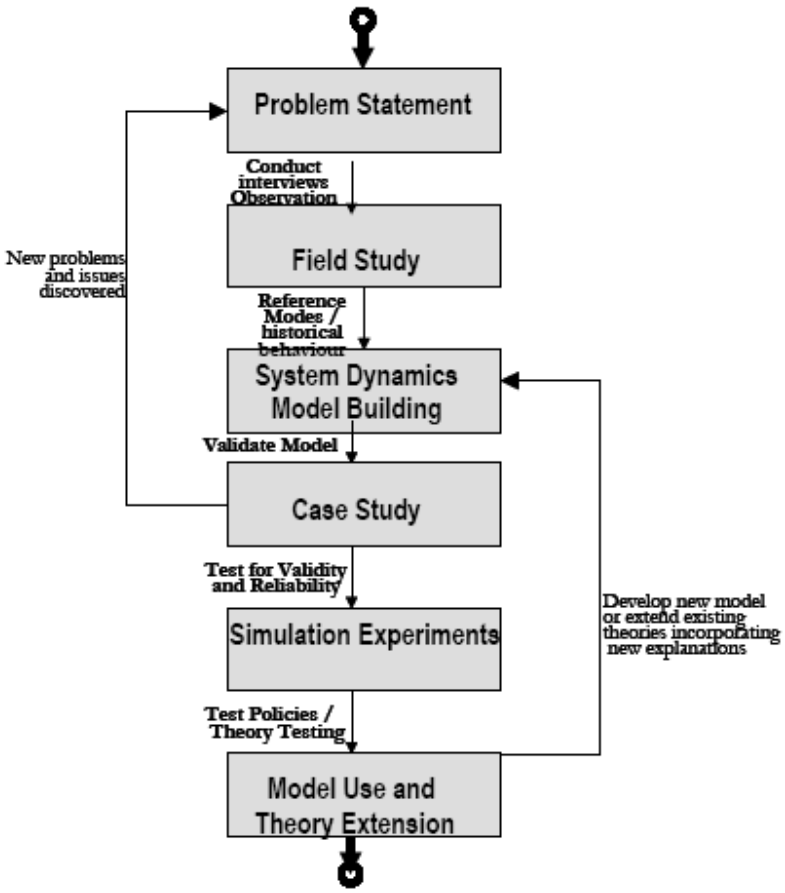


Figure 19- Dynamic Synthesis Methodology Research Design

(source: Williams , 2001 , p 11)

As have been shown in the Theoretical framework chapter, a modeling technique and proof-of-concept by design was chosen to show the credibility of the model. The research builds a conceptual model derived from the Balanced Scorecard. An abstract model (or conceptual model) is defined by specifying five types of structure :(a) systemic structure, (b) geometric structure, (c) object structure, (d) interaction structure, (e) temporal (event) structure. (Hestenes,2006)

The researcher believes that the model he constructed will be useful, if verified and proved to be dependable then this research will contribute to the theoretical and practical knowledge in the area of e-

government implementation. Therefore, this chapter will discuss the Methodological epistemology used in this research to apply BSC in executing the e-Government strategies.

The problem with this model as the case with any modeling technique is the validity. Conceptual model validation' is the process of determining that the theories and assumptions underlying the conceptual model are correct and that the model representation of the problem entity is "reasonable" for the intended purpose of the model. 'Computerized model verification' is the process of determining that the model implementation accurately represents the developers' conceptual description of the model and the solution to the model (Martis, 2006). This conceptual model could also be examined using a simulation technique. Simulation is an increasingly significant methodological approach to theory development in the literature focused on strategy and organizations (JASON et. al, 2007).

4.3 Research design

This research is exploratory and is undertaken to explore more about the situation in hand, where little information is available on how similar problems or research issues have been solved in the past (sekaran 2000). The research question by itself is hard to examine for the following major reasons:

1. In Palestine e-Government Strategies are pre-mature, under development and never have been implemented on a large scale.
2. Balanced Scorecard is a new concept for most Palestinian organizations and never been implemented in a public organization in Palestine
3. The research aims to use a model in which limited research has been conducted about.

For the aforementioned reasons it was not possible to adopt a field experiment methodology similar to natural experiment which would allow the researcher to compare the using of BSC before and after a "treatment" is given.

This research used Qualitative methods to evaluate e-services programs or initiatives that have been implemented in different ministries in Palestine. Qualitative research is used for evaluations of programmes, services or interventions, these include identifying the factors that contribute to successful or unsuccessful delivery; identifying outcomes (intended or unintended) and how they occur; examining the nature of requirements of different groups within the target population; exploring the contexts in which policies operate; and exploring organizational aspects of delivery (Spencer et al 2003). This research used different qualitative research methods, such as interviews, documents, case study and participant observation data, to understand and explain the phenomena.

The case study which was used by this research focused on exploring the success and failure factors that were behind the failure or success of implementing e-Services initiatives in the Ministry of National Economic. The case study was mainly used to examine if there is a need to have a performance management system and never aimed to explore the success or failure of implementing a performance management system ,because this was never been implemented . This framework shall be the basic (fundamental) study that contributes to increase the knowledge in this area and could be used in the future to execute e-Strategies.

In order to answer the main question of the problem statement, other dimensions have been identified and different variables for each dimension were examined. One major dimension was to examine whether the strategy:

(a) is a continuous process in the Palestinian Governmental organizations environment
(b) their ability to adopt a performance management and measurement system such as BSC
(c) Their progress in implementing e-Services and main causes of success and failure

This dimension was tested using quantitative method by designing a survey questionnaire, which was crafted to measure these dimension variables. The same instrument (survey) was also used to measure the variables for the following dimensions :

- **Performance Measurement**
- **Performance Measurement Reporting**
- **Quality Improvement**
- **Project Management**
- **e-Services Progress and e-Government readiness**

This combination of qualitative and quantitative methods in addition to the personal observation and experience of the researcher as a consultant in this field, (a triangulation approach) was necessary to test the consistency of findings and to increase the overall control of the multiple threats influencing the results.

4.4 Unit of Analysis

The survey was conducted between March and June 2007. The total survey population was 47 different managers, consultants, project managers and General Managers from four Palestinian Ministries. The respondents worked in

(a) Ministry of Education and Higher Education
(b) Ministry of National Economic

(c) Prime Ministry Office
(d) Ministry of Local Government.

To increase the quality of findings, because at the time of conducting the survey most of the Palestinian Ministries were on strike, the researcher used several sources of information. These include interviewing key persons, meeting with individual employees, going through internal documents related to strategic planning and management. Another important source of information was through the daily observation of the researcher to the ongoing operations in the Ministries. This was possible because the researcher was also working as a consultant for the Ministry of Local Government and Ministry of Education.

However, the researcher could not use the full number of surveys distributed because a number of employees had not answered all the surveys, particularly the surveys distributed to the Ministry of local government.

The reasons for selecting the four mentioned Ministries were:

1. **E-Service and e-Strategies initiatives:** These four ministries started at different scales to implement e-services. The Ministry of National Economy through its Portal (Web site) enabled local companies to do some online transactions such as company registration and information search. Prime Minister Office started an initiative called e-Cabinet and was planning to disseminate the Cabinet sessions and decisions electronically. The Ministry of Education and Higher Education started an ambitious e-learning initiative; this initiative was called Palestine Education Initiative (PEI). This initiative was initiated by the World Economic Forum (WEF) . The Ministry of Local Government started to use its Portal (Web Site) to publish information related to local government projects, laws and other information.
2. **E-Government Dimensions:** Each ministry could present different model or dimension of e-Government. Most of the customers of the Ministry of National Economic are from Business, so online services are a sample for Government to Business (G2B) services . Prime Minister Office are mainly suited to study Government to Government (G2G) transactions . Ministry of Education and Higher Education uses its Portal , called Zagil , to channel its services to Citizens (Students teachers and Parents) . So this model could be used to study the Government to Citizen (G2C) dimension. Ministry of Local Government main customers are local Government Units, Citizens and Internal Employees. The main concerns for Ministry of Local Government are to facilitate the communication with its employees who are operating in the district offices in each city.
3. **Reform and re-Structuring:** During the period of this research two of the Ministries [Ministry of Local Government and National Economy had started two funded projects to design a new organizational structures.

4. **Strategic Planning:** it was easy to find some documents related to strategic planning or five years plans in these Ministries.

4.5 Sampling

For the quantitative research, the survey was distributed on a sample of employees who were chosen based on **convenience** sample. The population of the sample was all the managers, general managers, consultants and project managers.

Sample Size

Following figures illustrates the distribution of the sample by Ministry, Job Level and years of experience.

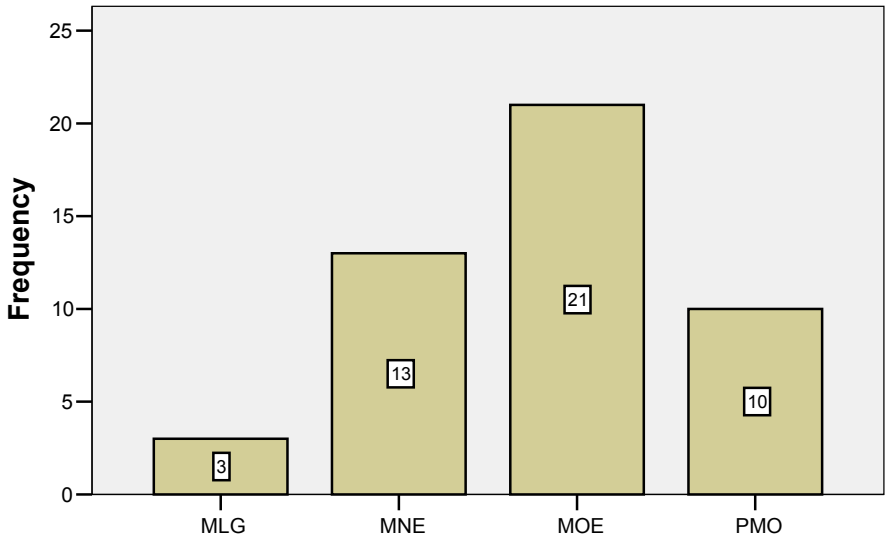


Figure 20- Number of respondents by Ministry

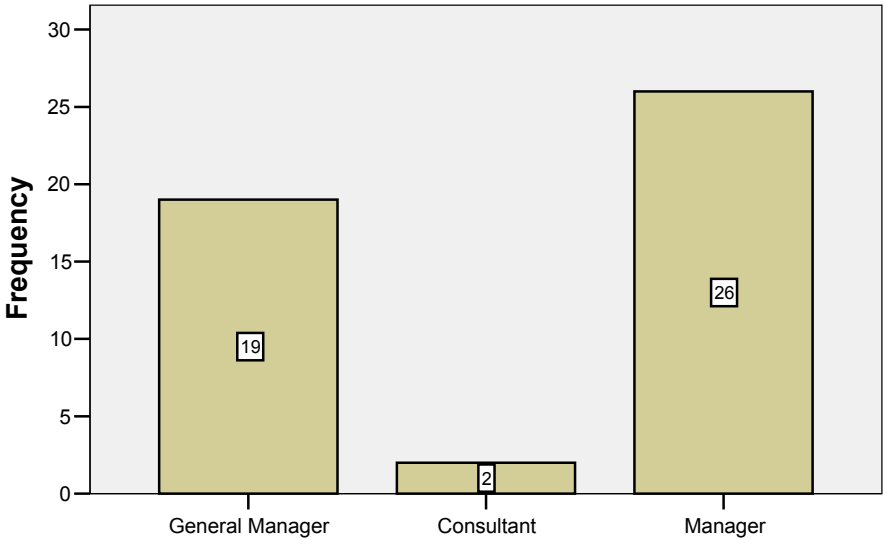


Figure 21- Number of respondents by Job Title

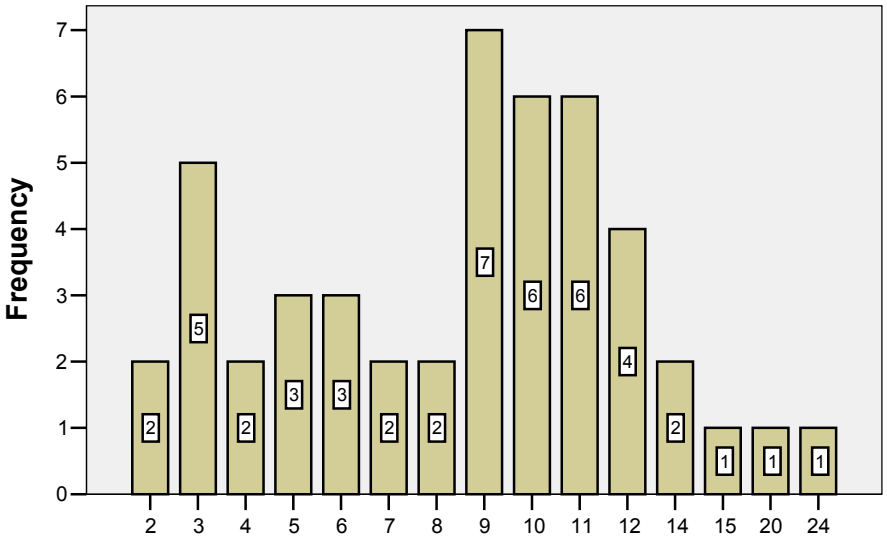


Figure 22- Respondents by years of experience

4.5 Data Collection

4.5.1 Mail Questionnaires: [the main advantage of using mail questions is that the number of cases where BSC is used to execute e-Government strategies are relatively small and widely dispersed geographically]. In chapter 2, the Literature Review and background information chapter, the researcher found that BSC was used or planned to be used in public sector. A selected number of persons or groups were identified from the Literature Review and were sent an email with only one question to be answered. "Did you use the BSC to execute or implement any e-Government strategy? Many of the emails found on the LR were obsolete and many others didn't respond at all. Only three responses were

retrieved back from Australia , Germany and USA. Most of the answers confirmed that BSC was not used practically to implement and execute e-Government projects.

4.5.2 Structured Interviews:

At the time the data collection was conducted, between March and June 2007, small group of persons mostly administered e-services or electronic initiatives. In order to cover the research from different angles four different interviews were conducted. Most interviews lasted for one hour at least. The researcher himself logged the respondents' answers. After analyzing the data, the researcher discussed the results with two of the interviewees, validated, and elaborated some ambiguity and contradiction in the answers.

Interviews were scheduled with participants that fit the background requirements, based on a purposive sampling approach. The unit of analysis for this data collection was e-Services or online services, so hands-on experience with this subject was required .The interviews were conducted using a printed, standardized instrument as an interview guide for semi-structured interviews.

The interviewing process involved:

1) A pilot interview to refine the instrument and questions

2) Final instrument review with committee members

3) Final instrument designed

4) Interviews scheduled and conducted

5) Analysis of interview data was completed.

4.5.3 Survey Questionnaires:

The questionnaires were distributed through the official channels in the ministries and were also collected through these channels. Questions in general were closed ended. Explain more # of questions, put the dimensions that were measure here

4.5.4 Observation:

During site visits, the researcher had the chance to observe on site different operations and practices related to the topic under study.

4.5.6 Documentation review: This considers the gathering and study of organizational documents such as published or un-published strategic plans, administrative reports, agendas, letters, for each of the organizations included in the study sample.

4.6 limitations of the research unit

It was not possible to conduct a quantitative research with an experiment that measures the effect of implementing a Balanced Scorecard as a strategic management tool. Since none of the Ministries included in the sample had used BSC or any other different quality system or strategic management , therefore, the research focus has been on exploring the current environment and gauge the readiness of these ministries to implement Balanced scorecard or any other similar strategic management tool.

Another possible shortage regarding the research unit was the focus on the four job titles: Managers, General Managers, Consultants and project managers. Choosing only managers to respond on the survey or questionnaires might be misleading, since managers might find it difficult to criticize their Strategic management skills, thinking or practices.

As indicated earlier, the number of surveys completed by Ministry of Local Government was too low, only three surveys, due to the full strike at that time. However, the researcher believes that the total number of returned and completed surveys was sufficient.

4.7 Reliability and validity

In addition to using quantitative methods, the research also used several qualitative methods such as eMail, interviews, Collection and analysis of documents, administrative data and observation. For this combination of multi research methods, a special concern was given to the different techniques and best practices to ensure the quality of data collected or the validity of the instruments used. "*In quantitative research, Researchers refer to the terms validity and reliability while in qualitative research the research is seen as credible or not depending on the ability and effort of the researcher".* "(Golafshani, 2003, p. 600). In qualitative research method, analyses of qualitative data are too-often informal, ad-hoc and emergent, with low reliability and validity (Mittman 2001).

Researchers have identified many threats accompanying the qualitative methods such as the ability of the researcher and who conducted the data collection, procedures used for collecting, recording, distinguish description from researcher commentary, description of conventions for taking field notes (e.g. to identify what form of observations were enquired/to distinguish description from researcher commentary/analysis) (Spencer et. Al, 2003)

On whether the researcher has influenced the analysis unit or has been influenced by it; it is difficult to determine. The interviews conducted with the key persons were not revealed to the respondents and the researcher didn't use any form of leading questions such as "explain or Why questions".

To avoid any problem stemming out of being unable to distinguish description from researcher commentary or respondents answers. A predefined tabular form of two columns was prepared to log

respondent's answers in one column and researcher comments on the second one. Interviews were not recorded in order not to influence the general atmosphere of the interviews which was in general good and no disturbance occurred during it.

The content (answers) of the interviews was double-checked by doing a second review with same person and other peers. The interview content was found to be consistent between different peers or colleagues.

To test the design and validity of the formulated quantitative research instrument, questions were distributed to a small group of experts which have related experience in the field. Experts were from different countries [Greece, Dubai, Jordan and Palestine] . The comments were considered and reflected in the design of the questions before distributing them to the Ministries. The internal consistency reliability of the measures used in this study can be considered to be good . The Corinbach's Alpha for questions q1 to q21 in section 15 in the survey is found to be .912 as shown in table (19) which is above .7 the acceptable value in social studies (sekaran,2000).

Table 20- Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.912	21

During site visits the researchers accessed many documents such as strategic plans, organization charts and job descriptions of key persons, these documents were used to validate the findings and strengthen the survey questionnaires used after that to assess the Ministries readiness to implement Strategic Management tools.

4.8 Conclusion

This chapter discussed the methodological epistemology used in this research to apply BSC in executing e-Government strategies and in the next chapter we will describe the actual analysis of the survey which is focused on assessing the readiness of the Palestinian public organizations to start working on a new performance and strategic management system and analyzing the key success and failure factors that were faced during the implementation of some of the e-initiatives in Palestine.

Chapter 5 : Analysis

5.1 Introduction

Chapter Five presents patterns of results and analyzes them for their relevance to the research questions. Discussion of the findings in this chapter will be done within the next chapter [chapter 6) and all the implications of the results will be drawn in the next chapter in order to avoid any repetitive conclusions and or confusion.

Related to the problem statement under discussion and as we explained in chapter 3, we used the e-Government execution framework as a proof-of-concept and proof-by-design to answer the following questions

Q1. Is Balanced Scorecard a solution to e-Strategy Execution?

Q2: Can the Balanced Scorecard be used to harmonize and control many sub-strategies if pursued at once while executing the main e-Government strategy?

Q3: What perspectives and measures should be used to insure that e-Government Strategies are creating value for different stakeholders?

In chapter Three, the e-Government Framework based on the causal model of the strategy map, was claimed to be an efficient tool that could be used to harmonize and control the different sub-strategies by controlling their inputs and outputs (first and second perspective) by linking them with the expected outputs and outcomes through a collection of Key performance indicators along the four perspectives of e-Government.

In this chapter, we move the discussion beyond the acceptance of using BSC framework to execute e-Government and start to examine the Palestinian ministries' readiness to accept any strategic performance management or measurement frameworks. As country e-Readiness is a mandatory pre-requisite to e-Government execution, it is extremely difficult to implement a strategic management system without a strategy. The transition from a measurement system to a strategic management system is a natural evolution for a successful Balanced Scorecard (Niven 2003). The following questions were used to gauge the readiness of the Palestinian Ministries to adopt an e-Government framework based on Balanced Scorecard. The main dimensions to test are performance measurement practices, performance management culture and practices, project management skills and above all, the availability of a strategy

The analysis covers the following main propositions:

- Strategy is a continuous process in the Palestinian Governmental environment.
- Palestinian ministries are able to adopt a performance management and measurement system such as BSC

In summary, all the fore coming questions were designed to measure if there Is **a history of data-driven decision making in the Palestinian Ministries?** The Following questions were used to measure this dimension

Q4. Is it possible to start implementing BSC in Palestinian governmental Organizations?

We need to evaluate:

The readiness of Palestinian Ministries to use BSC for Strategic Management
Whether Strategic Management is generally practiced in Palestinian Ministries
Whether Palestinian Ministries have appropriate performance culture
Whether Palestinian Ministries have established effective communication systems
If Palestinian Ministries have clear vision and strategy
If Strategic management is part of the public organizations' culture
Whether Project management is part of the public organizations' culture
If Quality systems and Quality control are part of the public organizations culture

Section 1: Strategy

Q1. Is Balanced Scorecard a solution to e-Strategy Execution?

The first step toward implementing Balanced scorecards is to check if we have a strategy in place or not. As Niven said strategy remains at the core of the Scorecard system, regardless of the type of the organization using it, whether it's a local company, city government, Fortune 500 company, or a mom and pop store (Niven,2003).

To examine the strategy existence, a group of direct and indirect questions were prepared and collected from the Ministries. The main questions related to strategy had the following major purposes:

1. Examine the strategic plan format.
2. Examine if strategic planning is a continuous process
3. Examine if strategic plans are communicated and articulated across the organization.
4. Examine if there is an integration between strategy formulation and budget preparation

The following data was gathered to answer whether strategy is a continuous process in the Palestinian Ministries

1. What is the strategic plan format?
2. When was the last strategic plan formulated?
3. When was each strategic plan reviewed?
4. Who formulate the strategic plan?

Many respondents were using the term strategy and planning interchangeably. This confusion in interpretation was examined by a direct question through questioning several respondents from different Ministries about their perception and interpretation of the term strategy. Most of the respondents had no clear definition of the term Strategy and most of them could not identify the steps that should be followed to formulate a strategy. Anyhow, the distribution of answers for the first question (Strategic Plan format) seems reasonable (42.56 % for “Five years plan”; 14.9% for “Strategic plan”; 29.8% for “Separate plan for each directorate” ; 6.4% for “format not clear”; and 6.4% for “No Strategic plan”).

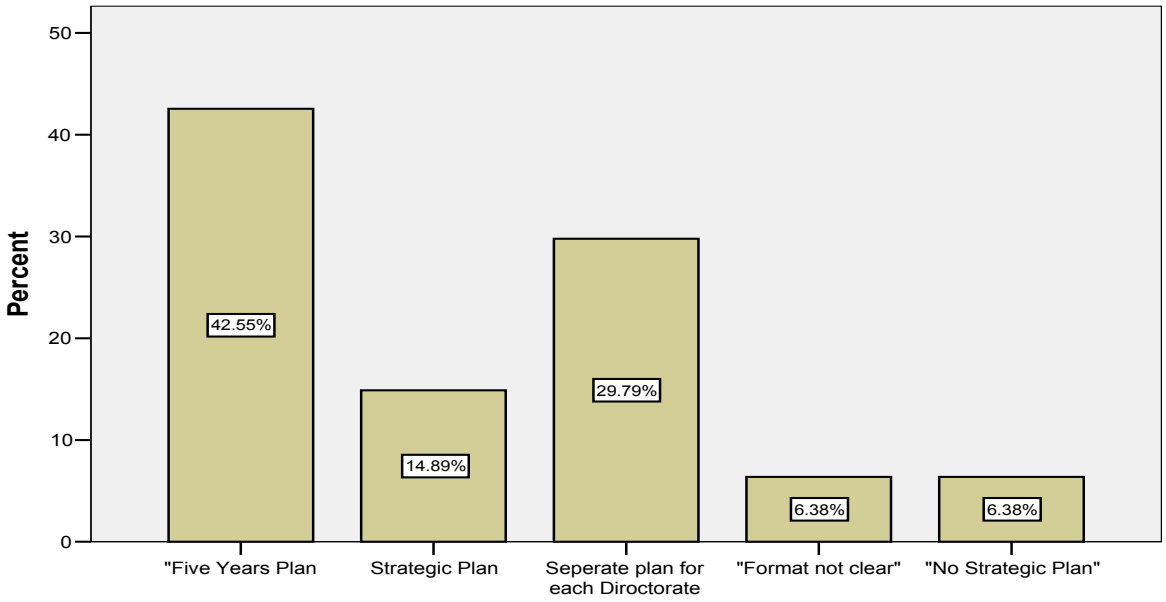


Figure 23- Format of the Strategic Plan in Palestinian Ministries

The general findings presented above need further investigation to elaborate on how each Ministry responded and compare that of what the researcher knows from his personal observation and from the actual documents found at each Ministry. For the Ministry of National Economic 38.46% responded that they have a Strategic Plan , while 53.85 % responded that they have a separate plan at the level of each Directorate or department while 7.69% expressed that the format is not clear. From our observation we

know that the Ministry started to work in the year 2004 on a comprehensive strategic plan for the Ministry as part of a funded project aiming at re-forming the governance structure of the Palestinian Ministries.

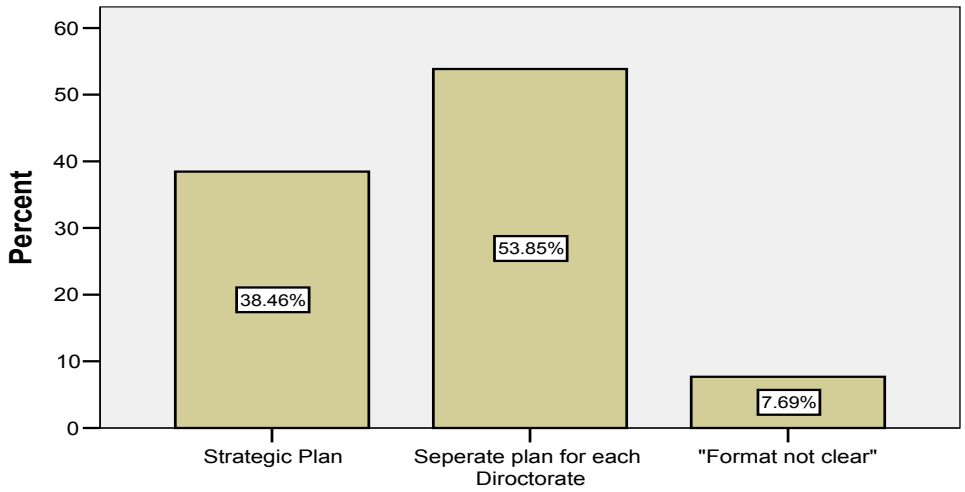


Figure 24- MNE Strategic plan format

For the Ministry of Education and Higher Education, the results were also reasonable since we know that the Strategic planning at the ministry is usually done through a Five years plan. We found that 86.71% stated that they use a Five years plan while a small number of respondents 4.76% said that they use separate plans for each Directorate and finally 9.25% said that they don't have any Strategic Plan.

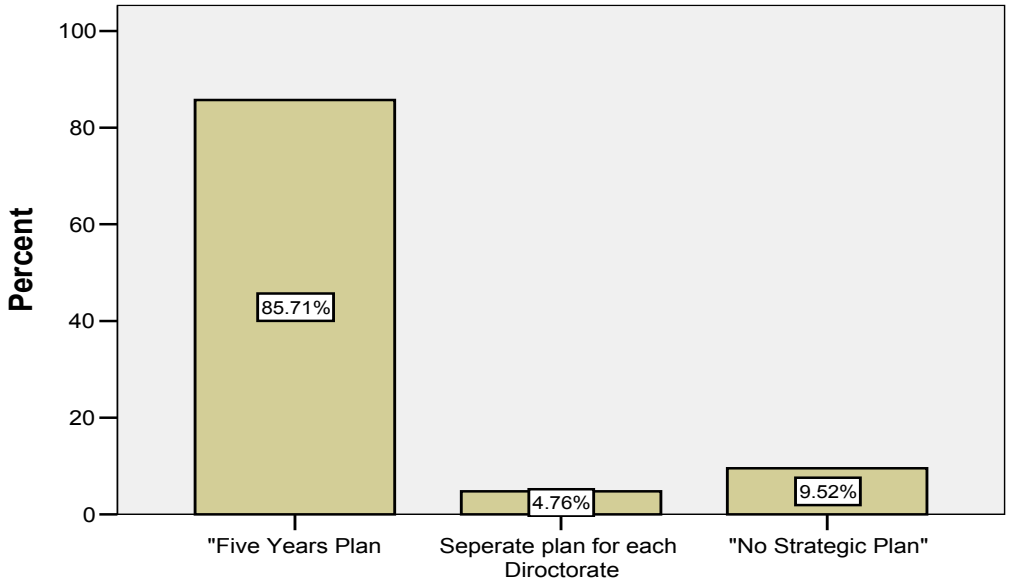


Figure 25- MOEHE Strategic plan format

The results at the Prime Minister Office were so diverse but giving much weight to having a strategic plan at the level of each directorate , which is about 50% while they gave 20% for a Five years plan and 20% for a Strategic Plan and finally 10% said that they don't use any kind of strategic plans.

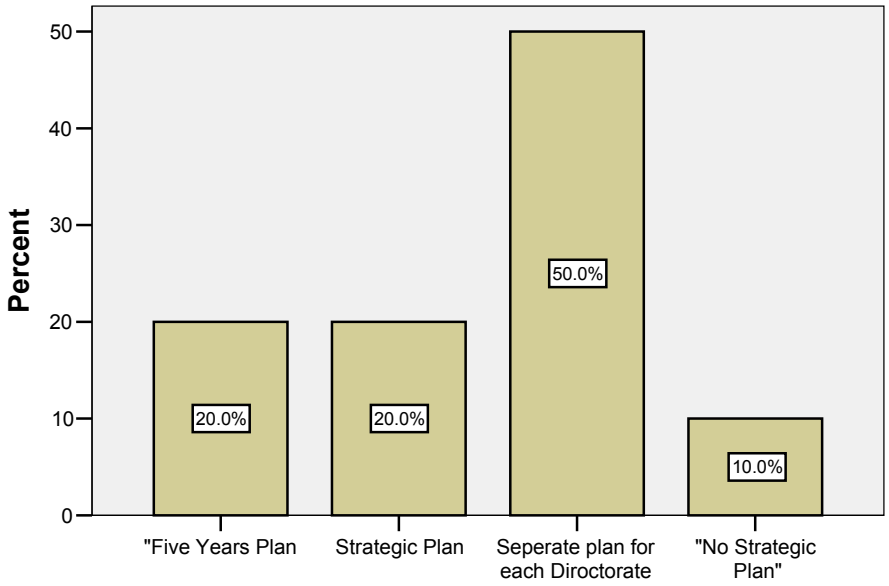


Figure 26- PMO Strategic plan format

For Ministry of Local Government, The Ministry outsourced building its strategic plan to external consultant through a project funded by the UNDP. Due to the political circumstances and frequent changing in Ministries this strategic plan was never approved and still bouncing back and forth since 2005.

Answers for this particular question illustrated consensus about having no strategic planning format. The implication of this problematic finding will be further discussed in the next chapter where we should explain how it is possible to find different answers for the same question in the same Ministry.

Even when different strategic plan formats are used, the number of managers who responded positively on whether they have a periodic review to the strategy was low. Figure (27) illustrates the frequency and percentage on the period of review reflecting a weak commitment to strategy review in general.

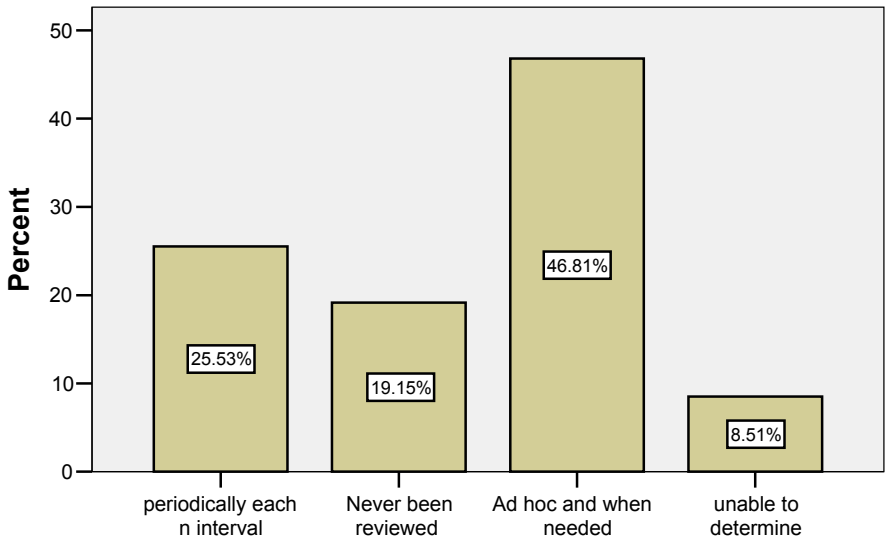


Figure 27- Is Strategic Plan being reviewed each period?

As we can see from the results, most strategy reviews occur on and Ad hoc basis (46.81%; n= 47) and almost fifty percent of the respondents (50%; n=47) disagree that the review is done using a predefined and well known performance indicators to evaluate the strategy. While only about 39% agree on having such indicators. The following figure illustrates the distribution of answers on the following question:

On a scale from 1 to 5 (5 being strongly agree) A clear and defined performance indicators were used when the strategy review was conducted?

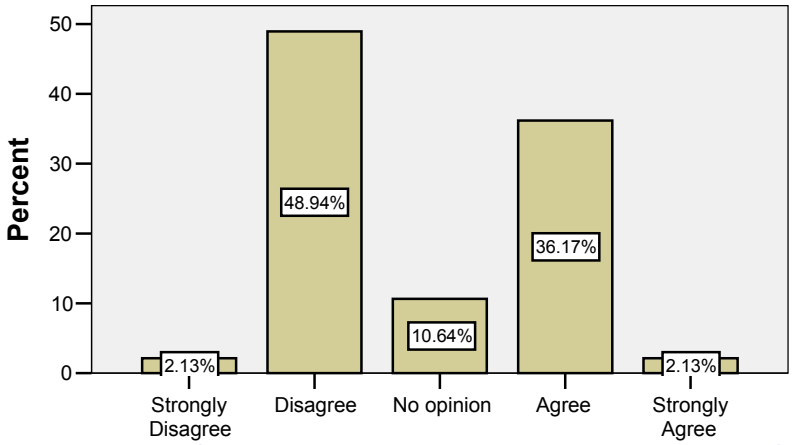


Figure 28- Are Performance indicators used to conduct the strategy review?

The majority of the results as seen in Figure 28 support the fact that performance indicators are weakly used to conduct the strategy review. As per the results about 52% said that they do not use any performance indicators while 10.64 % expressed no opinion about this while only about 39% said that they use performance indicators. It was also interesting to find out that those who use performance

indicators are using them as part of their department level indicators. When several documents were studied, especially from the Ministry of Education, we found that most of these indicators are **output** indicators.

To implement a BSC in any organization a clear vision and mission should be communicated and articulated across the organization. On a scale from 1 to 5 (five being strongly agree) , respondents' answers on the following question were as follows :

Do you agree that the Ministry has developed its mission and vision statements in a written format and they were articulated to all employees?

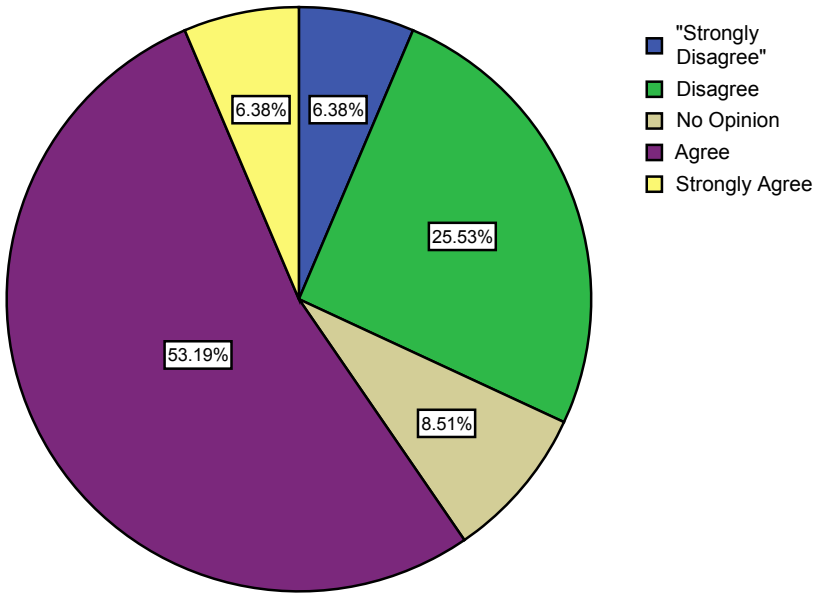


Figure 29-The Strategy was written and articulated to employees

The findings were also very interesting because the researcher found that employees can access the current or previous plans in most cases, however they have different interests in these documents. Since about 60% of the managers said that they know about the strategy and its mission and vision, individual interviews didn't support these results and in most cases individual managers cannot rehearse the mission and vision of their organizations.

To examine the last aspect of strategy which is the linkage between strategy, Fund and Budget preparation?

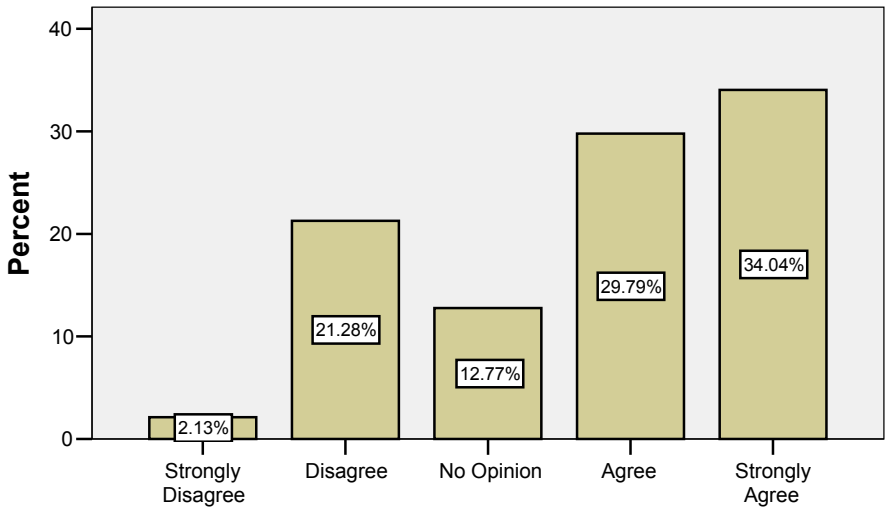


Figure 30-The main factor influencing the budget preparation is the available fund not the Strategy

The majority of managers- about 64%- believe that budget is prepared based on the availability of fund and not based on the strategy. While 12.77 % of the sample has no opinion about this linkage, about 24% believe that budget is prepared based on the strategy. To validate these findings, the survey also indirectly asked about the cooperation between budget departments and planning departments in the Palestinian ministries. The results also supported the lack of integration between these departments. As shown in Figure (31) about 63% said that there is no integration between budget and planning departments while 25.53% has no idea on such relationship and only 21.28 agree that there is integration between both departments.

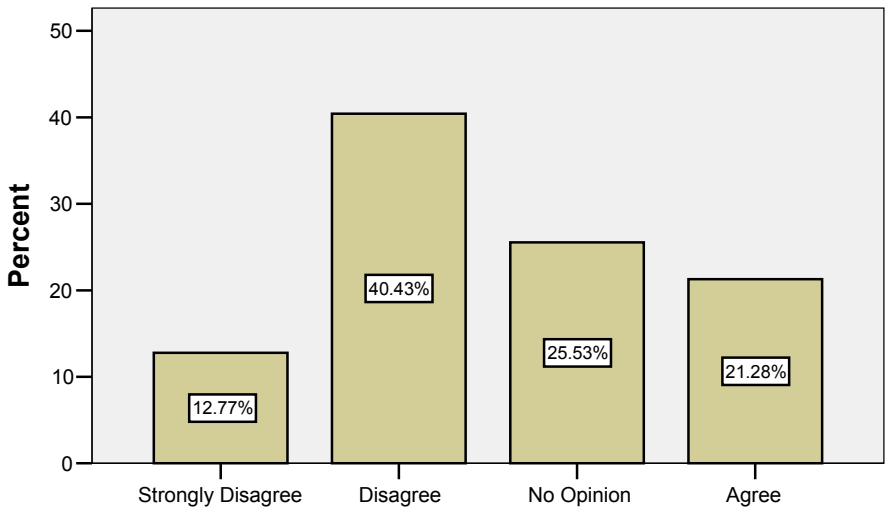


Figure 31-Integration between the Strategic planning and Budget Departments

This ends the analysis on section 1 , where our major aim was to see if strategy is a continuous process at the Palestinian ministries . This section is summarized in the following table (20):

Table 21- Findings summary on strategy thinking

Question	Rational	Results
What is the Strategic Plan format?	Examine the maturity level in Strategic planning and management	"Five Years Plan" ,and Separate plan for each Directorate are mostly used.
Strategic Plans is reviewed each period	Examine if strategy is a continuous process	Ad hoc and when needed and Never been reviewed are mostly dominating
Performance indicators used to conduct the strategy review	Examine how reviews are conducted	Key performance indicators are rarely used to review strategies
The strategy is written and articulated between employees	Examine if strategy is communicated across the organization	The results were positive and supports this fact
The main factor influencing the budget preparation is the available of fund not the strategy	Examining this fact is important because it reflects an increasing risk of being supply driven and not strategy driven	Results proved that strategy and budget are not linked together
There is an integration between the Strategic planning and Budget Departments	This is another method to examine the strategy formulation process and integration between departments	The results support lack of horizontal integration between internal departments

Findings Conclusion

The findings do not support the following research question

Is strategy a continuous process in the Palestinian Ministries?

The findings show that executive teams are not aligned around a well clear, articulated mission, vision and strategy. Moreover, the findings do not support that strategic priorities are continually communicated through multiple media across and down the organization.

Section 2: data-driven decision making

The second pillar next to strategy in using BSC is the practice of measurement. Measurement was considered as an integral component of BSC. The first generation of BSC was used as performance measurement tool. Along the four perspectives of BSC, we use different performance measures and indicators to gauge how much progress was achieved in each perspective. BSC needs different types of measures to be collected and analyzed during the course of implementation. Mohan Nair (2004) lists the following four types of Measures used with the BSC:

1. Output measures
2. Input measures
3. Outcome measures
4. Feedback measures (Nair, 2004)

To build a performance measurement system based on BSC each public organization needs to define in addition to its Strategic themes a set of objectives with clear measures and targets. In many situations objectives and measures should be cascaded and mapped according to the cause-and-effect model found in the strategy Map. The effectiveness of this performance measurement system relies on the information available and knowledge extracted out of this information.

In this section, we will study if the Palestinian Ministries are ready to use a performance measurement and management system such as BSC based on its current practices. The majority of the questions in this section will focus on measuring how the Palestinian Ministries use performance measurement, monitoring, and evaluation.

The readiness of the Palestinian Ministries to use BSC as a measurement and management performance system is challenged by the following question:

Is the readiness of Palestinian Ministries to use BSC as a Strategic Management tool high?

To validate this proposition, the following statements were examined:

1. There is dedicated staff or department to monitor and control performance
2. Performance measures are reviewed and tested every period
3. Employees are trained to measure and monitor their performance
4. There are procedures and policies to connect performance with Strategic Plans
5. Key performance areas are identified and focused on.

6. Performance results are published and can be reviewed and monitored by different stakeholders

For the first point above, those who disagree or strongly disagree are 63.8 % of the total population (n=47) and if we add those who generated no opinion (14.9%) to this, we get 78.7 that do not support this proposition. Only about 21% agree or strongly agree that a dedicated staff or department for monitoring and controlling actually exist. This fact is much supported by the Organization structures found for the Palestinian ministries, where among the four ministries; only the ministry of National Economic had introduced a new department to this area. A personal interview with the head of this department foreshadows the positive role that could be played by this department.

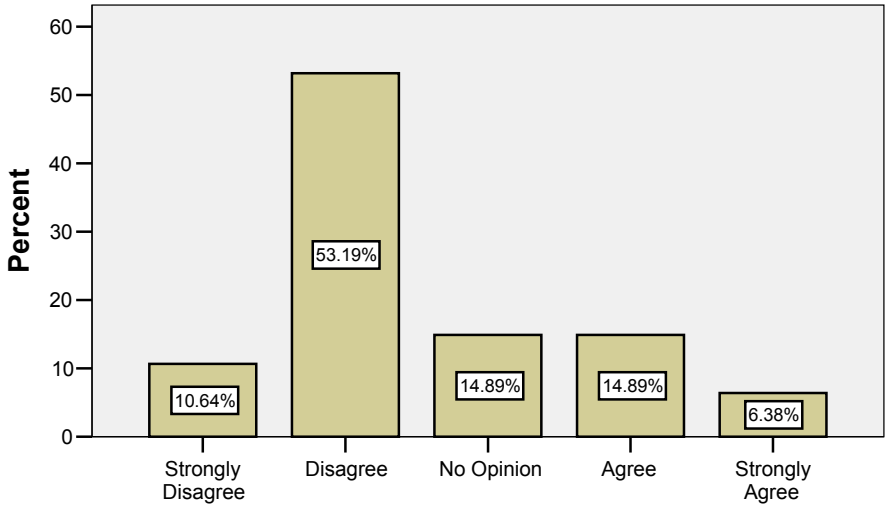


Figure 32- Is there a dedicated staff or department to monitor and control performance

Logically the non-existence of a separate body for monitoring and controlling was also reflected in the low support for reviewing performance measurement. Among the 47 respondents 38 didn't perform performance reviews periodically while only 19.1 % said that they perform a periodic review of performance.

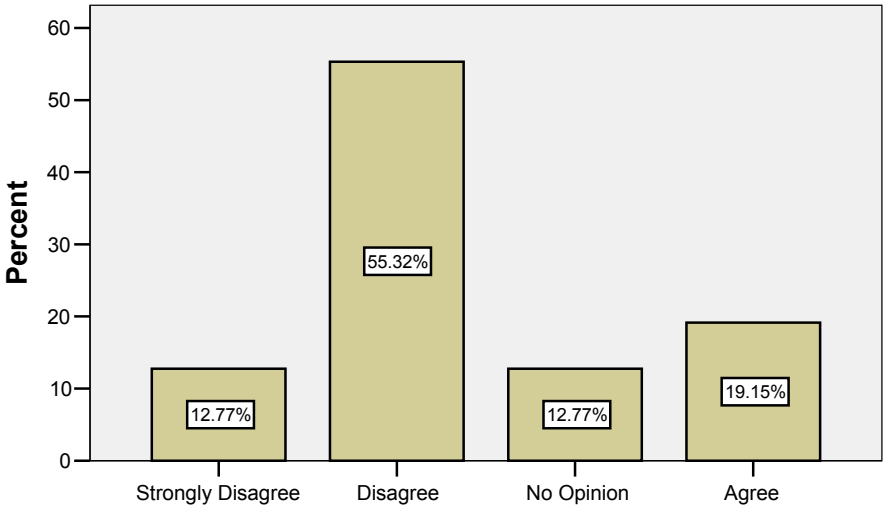


Figure 33- Performance measures are reviewed and tested every period

Other areas to measure performance culture in Palestinian Ministries include having enough training on how to use or identify key performance areas and indicators. For the training issue 14.9% disagree strongly while 66 % disagree that they receive any training on performance measurement and monitoring. Only 21.3 % of respondents mentioned that they receive training on performance measurement.

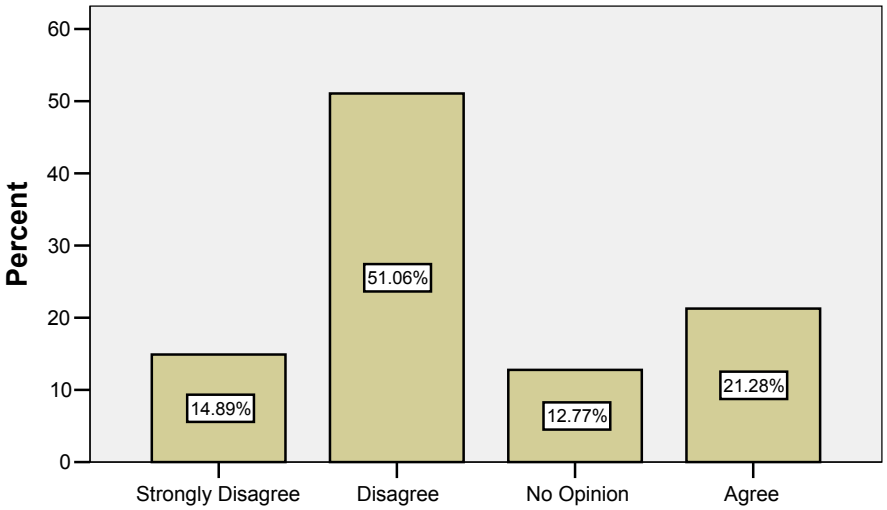


Figure 34- Employees are trained to measure and monitor their performance

Not far from the results shown in Figure (34) for having training on performance measures, managers tend to disagree that they know well about key performance areas (KPA) . Almost 51.1 % of respondents disagree that KPAs are identified , 19.1% of them have no opinion while only 29.8% said that key performance areas are identified and focused on.

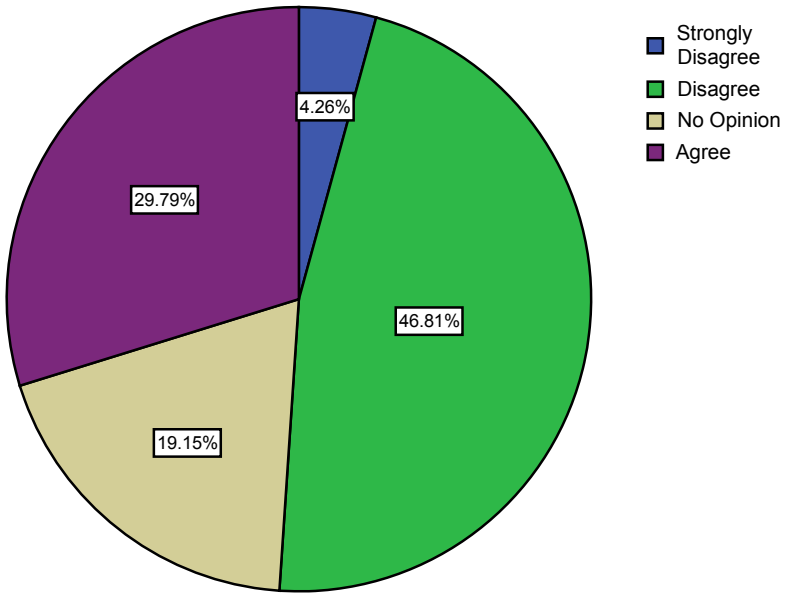


Figure 35- Key performance areas are identified and focused on

Among the 47 respondents only 6 managers agree that key Performance results are published so different stakeholders can review and monitor them. The 76.6 who disagree with that and those who generated no opinion on it (10.6%; n=47) indicates that Palestinian ministries are poorly driven by performance results.

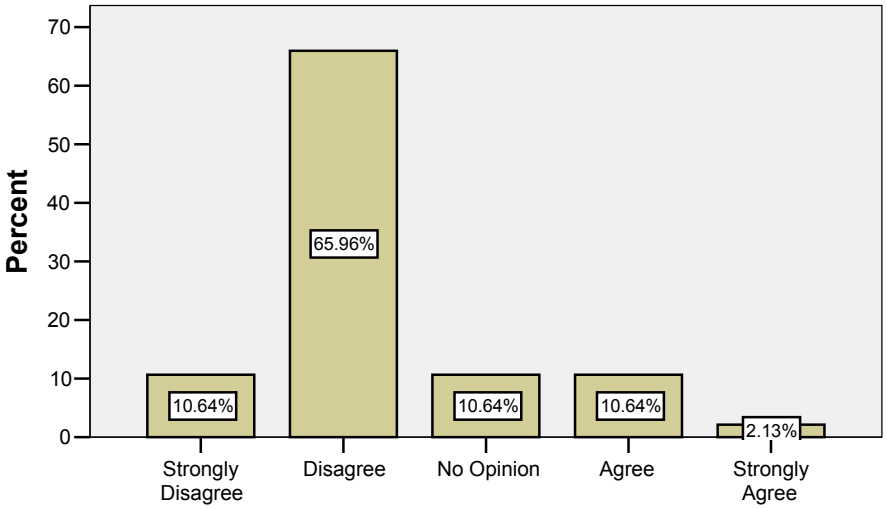


Figure 36- Key performance areas are identified and focused on

As in the previous section, integration was also tested. The survey tested what kind of procedures and policies are used to connect performance with Strategic Plans. The results as indicated in Figure (37) shows that eleven respondents (23.4%) agree that there are procedures and policies to connect performance with strategic plan while about 76.6% said that they disagree (61.7%) or have no opinion (14.9%)

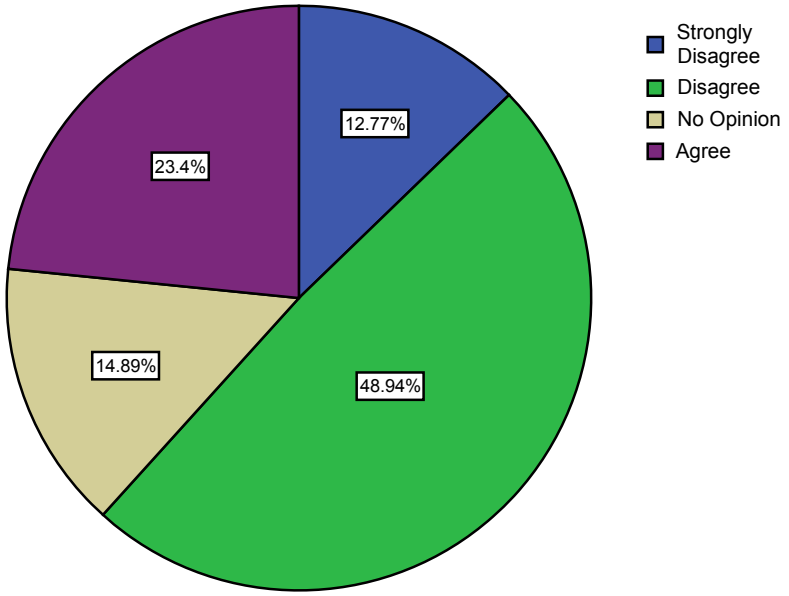


Figure 37- Are procedures and policies used to connect performance with Strategic Plans

Section 2 Summary

Question	Rational	Results
There is dedicated staff or department to monitor and control performance	Examine the accountability and quality control issues	More than 75% disagree or have no opinion, which means a lack of accountability and quality control in our organizations.
Performance measures are reviewed and tested every period	Examine the usefulness of the KPI if any	More than 75% disagree or have no opinion
Employees are trained to measure and monitor their performance	Examine if during the implementation employees refer to the strategic performance indicators and know how to use them	More than 75% disagree or have no opinion
There are procedures and policies to connect performance with Strategic Plans	Examine if strategy and performance management or measurement are integrated	More than 75% disagree or have no opinion
Key performance areas are identified and focused on	Examining if KPI are useful and derived from key performance areas. this should be aligned with the strategic themes if any in the organization	More than 70% disagree or have no opinion
Performance results are published, reviewed and monitored by different stakeholders	This is another indicator for having performance as an integral part of the organization's culture	More than 85% disagree or have no opinion

These results do not support that the readiness of Palestinian Ministries to use BSC as a Strategic Management tool is high.

Section 3: e-Service Case Study

While the previous two sections concentrated more on evaluating BSC readiness, this section focuses on evaluating other aspects related to e-Government readiness. In fact, there are some areas were both concepts share the same dimensions. BSC and e-Government need the support and commitment from leadership, they both need a strategy on the ground, both need a well defined KPI and KPA.

Since the purpose of this Thesis is to use BSC to execute e-Government initiatives, in this section we focus only on the experience of Ministry of National Economic because this Ministry was a pioneer in implementing e-Services. They have implemented few services related to business and the implementation took about two years of internal work and passed through many obstacles and challenges. To get more insight on this experience, the researcher chose to study this experience through site visits and by conducting several interviews with key persons.

The Interviews focused on studying the following main issues:

1. Evaluation of e-services success and failure factors
2. Governance structure
3. Performance measurement and quality control

The main interview was conducted with the IT Directorate General Manager, who was the leader of the e-services implementation team. According to the e-services staff, this experience has gone through two main stages, where the first stage was failure and lasted for one year and the second stage was a kind of treatment to failure causes.

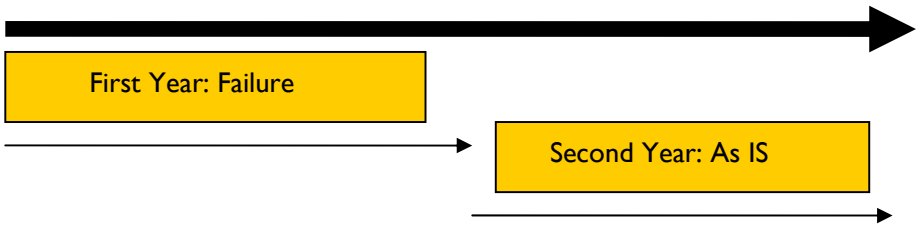


Figure 38- Timetable – eServices Implementation – Ministry of National Economic

The thorough analysis of the failure causes in the Ministry revealed the following factors.

- Change in the structure is not communicated to the middle management
- Frequency of changing the Government and Ministers → changing the structure
- Effectiveness
- Reform and restructure is undergoing while the strategy is being implemented
- Pressure from top management to achieve in a short time
- Measurement systems are difficult to implement
- Simplicity
- Automation
- Internal resistance
- Lack of infrastructure
- Different laws between Gaza & West Bank
- Lack of understanding
- Time, effort and resource required
- Applications databases are not complete
- Diverse data sources for the same information
- Lack of incentive to execute the strategy

- Lack of resources to support the strategy
- Duplicate data and applications
- Lack of communication about the strategy
- Lack of support from top management
- Different agendas
- Wrong decisions by the minister or his deputies
- Scope is always changing

Reasons why strategies fail – independent variables

The dependent variable is Strategy failure, which is the variable of primary interest, the variance, is explained by the following independent variables

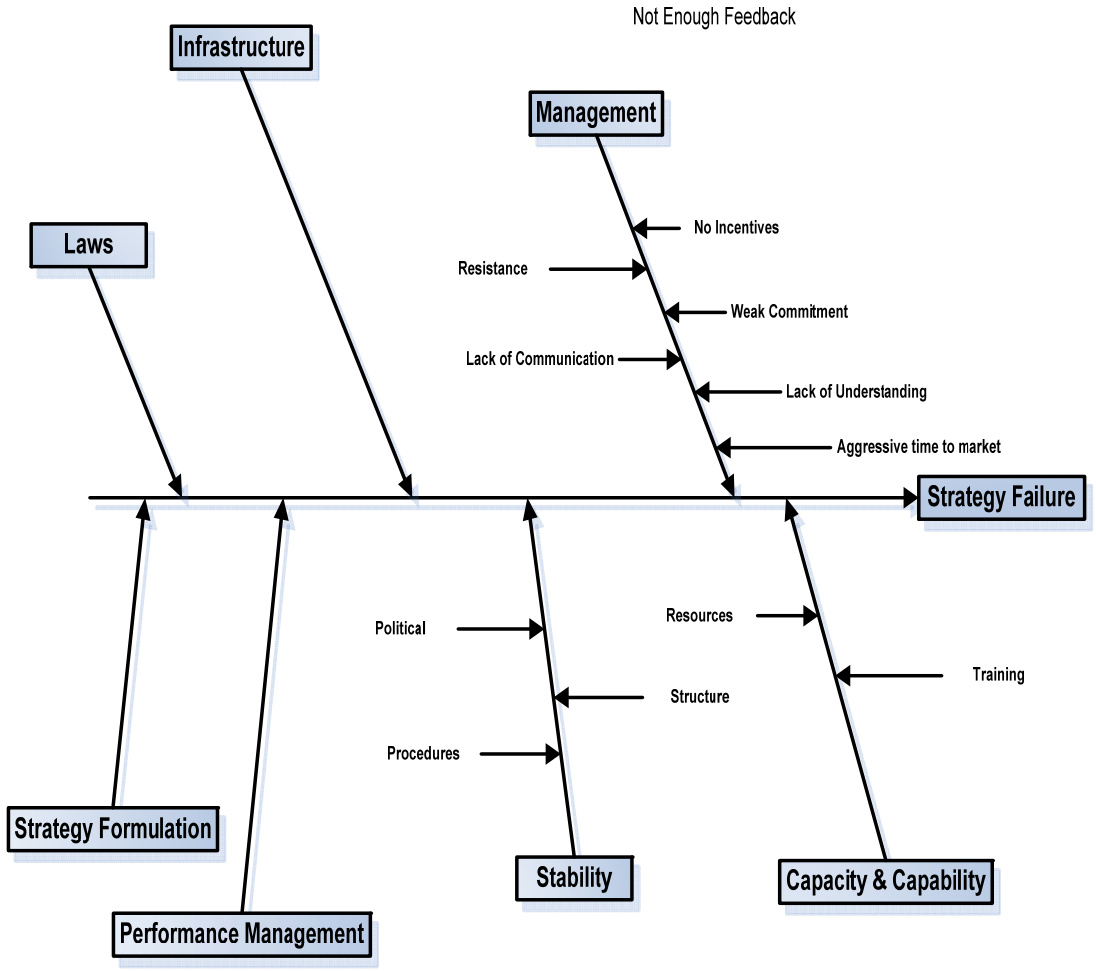


Figure 39- Strategy Failure fish Bone

- The Ministry staff had also realized the importance of having a good structure for the e-services teams. In contrary to the first year implementation team which was mainly composed of IT staff, the Ministry rebuilt this team from different departments. The domain experts were changing according to the nature of service and the type of business it covers. As shown in Figure (40), balance has been introduced to the whole structure of the team.

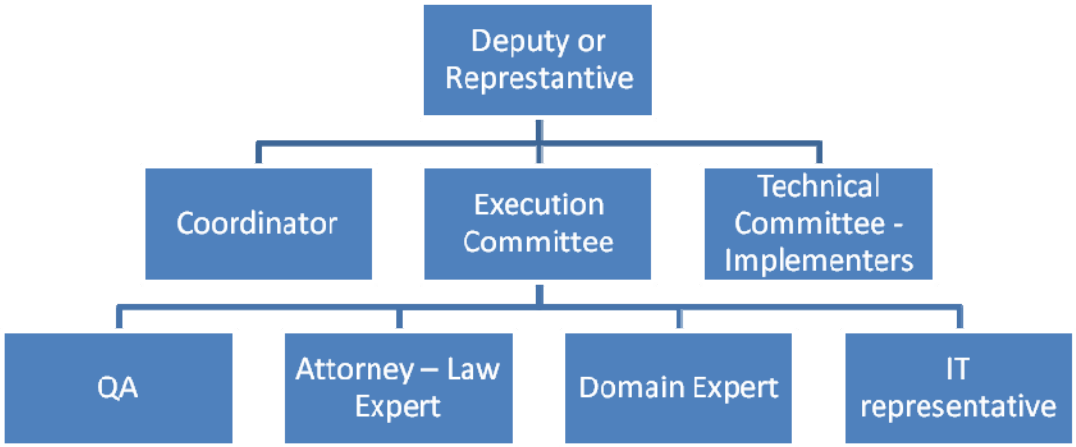


Figure 40- e-Service Team Structure / Ministry of National Economic

Another important lesson learned from the Ministry experience is the introduction of a new department responsible for the Quality Assurance. This department with the help of external consultants chose to use ISO 20001 as a quality system. In general, when the staff of four ministries were asked about the Quality Systems used, given the option to choose from a list of quality systems as shown in table (21)

Table 22-List of Quality Systems Used

TQM	
ISO 20001	
Performance Prism	
Value Management	
Balanced Scorecard	
Public Service Excellence Model	
The Big Picture	
EFQM Excellence Model	
No method stated	
Six Sigma	
Investors in People	
Feedback from service users /	

government	
Compare performance against targets	
Others (Please Specify)	

Most of the responses reflect a lack of depending on a quality system. The results were as follows:

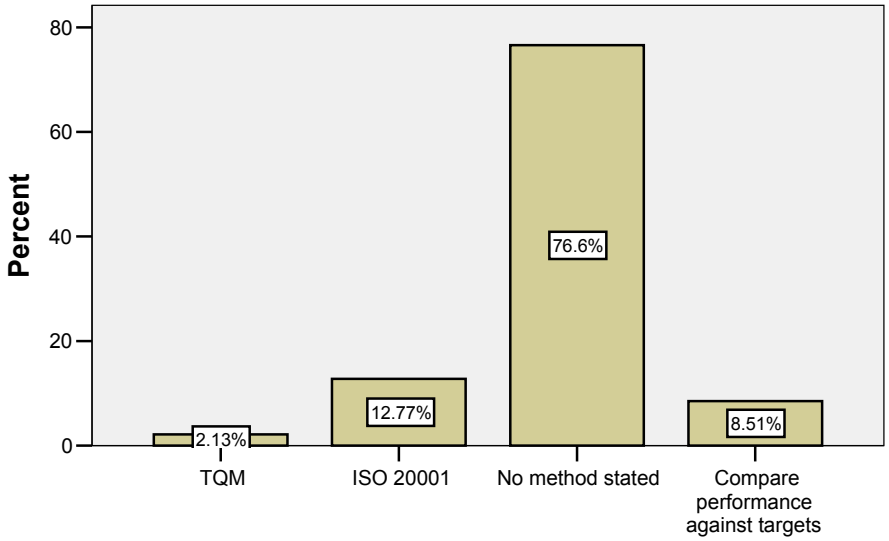


Figure 41- Quality Systems Used

With reference to the list of variables causing strategy to fail, there was in the main categories a list of variables (critical path analysis, Bad Timing) that indicate a poor knowledge in project management. Project management knowledge is a precursor and imperative for the successful implementation of e-Government initiatives. Considering the substantial resources' capacity and the length of implementation characterizing e-Government projects, the said projects' efficiency has a direct impact on virtually all spheres of government bodies' activities (Accounts Chamber, 2004)

This was also the subject of one of the questions that lists some of the famous project management standards as listed in table (22).

Table 23-list of famous project management standards

Depends on the project manager /internal	
PMI Standards (PMBOK)	
PROMPT	
PRINCE	
BPMM	
SDPP	
Other Please Specify.....	

Most of the mangers 95.7 % said that the project management methodology depends on the project manager self-techniques and not on a standard methodology like PRINCE2 or PMI. Only 2% of the

respondents chose a known standard as their project management methodology.

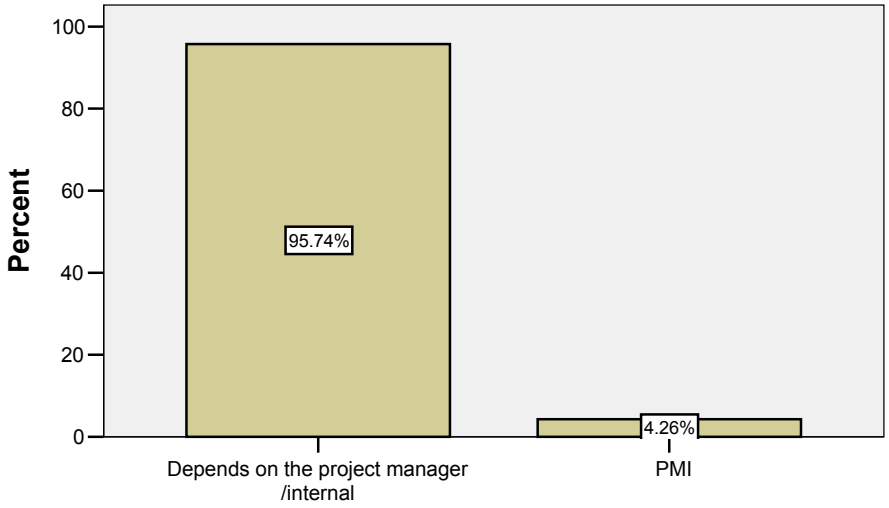


Figure 42- Project management methodologies in use

In addition to project management, managers were asked to rank on a scale of 1 to 6 (6 being the highest) the top 6 reasons that cause strategy to fail. Most managers gave the highest rank to "Instability in policies and political situation" , as shown in table (23), where the least ranked was "the Lack of Human Resources and sufficient training ".

Table 24-list of famous project management standards

Causes of strategy failure	Ranking
Instability in policies and political situation	highest
Insufficient Budgets	
Lack of upper management support	
Lack of accountability	
Lack of Change Management programs	
Lack of Human Resources and sufficient training	lowest

The above two results: project management and causes of strategy failure were highly supported by the facts found at the Ministry of National economic. The interview with the e-services team has found explicitly that one of the major challenges was the disintegration between the top management seniors. As found, each time a new Minister was elected a new policy and vision was introduced. In most cases there was a gap between the Minister and his deputies from one side and between the new Minister and the previous one on the other hand.

In the Ministry of National Economic case study we found that the causes of failure are much more similar to those found in chapter 2. While at the Governance structure, we found that the Ministry had to change its e-services team structure after one year of implementation to reflect more the nature of services provided and to represent all the involved parties. The new structure involved parties from the domain experts, legal and quality representatives as well as IT. The case study also supports the findings of the survey where the e-services projects were implemented without a baseline for any performance

measurement system.

Chapter 5 Summary

On the three major propositions discussed in section 1, 2 and 3, the findings do not support th**at Strategy is a continuous process in the Palestinian Ministries**

Also findings show that executive teams are not aligned around a well clear, articulated mission, vision and strategy. In addition, findings do not support that strategic priorities are continually communicated through multiple media across and down the Organization. Moreover, these results do not support the statement that claims The readiness of Palestinian Ministries to use BSC for Strategic Management is high. The analysis of the quality systems and quality control at the four ministries has proven that these ministries do not rely heavily on the existing information for their decision making processes and have weak data-driven decision making processes.

Many employees in the public sector undermine strategy process, thinking that strategy has less priority in volatile circumstances. Even when strategy exists , usually as a result of external pressure , it is common that few persons know about it or have read it .In fact we can find evidence that strategic planning is viewed as duty that is imposed by external players and is adopted for the purpose of securing fund from external sources . Ministries or organizations are rarely perceive that Strategy is an investment, and too often they formulate their strategies once and never think of reviewing it or observe what are their achievements and what are the goals that have never been achieved.

To summarize our findings, the analysis proved that according to question 4, it is not possible to start implementing BSC in our Organizations

1. The readiness of Palestinian Ministries to use BSC for strategic management is not high
2. Strategic management is not well known and is not generally practiced in Palestinian Ministries
3. The four Palestinian Ministries do not have an appropriate performance culture
4. The four Palestinian Ministries didn't establish an effective communication system
5. The four Palestinian Ministries do not have a clear vision and strategy
7. Project management is not part of the public organizations' culture
8. Quality systems and quality controls are not parts of the public organizations' culture

The next chapter will present the major conclusions drawn from this study. The general findings will be highlighted and the contribution of this research to the theoretical and practical knowledge will be emphasized.

Chapter 6: Conclusions and Implications

This final chapter outlines the major issues addressed by this research and the conclusions reached. The first section comments on the major findings in Chapter 5 and gives more elaboration to the issues addressed. The second section addresses the contributions that this research has made, with particular reference to the fields of performance and strategic management of e-Government initiatives from theoretical and practical perspectives. The third section summarizes the limitations of the research. The chapter concludes with an outline of future research possibilities.

6.1 Introduction

The main objective of this research was to design a framework that could be used to execute e-Government strategies while at the same time is capable to respond efficiently to the deficiencies found in most of the public sector organizations. The suggested framework, which was built using the Balanced Scorecard, integrates performance measurement, performance management, strategic thinking and systems dynamics in one framework. The framework incorporated performance measurement from the grass root to the top of the pyramid in a natural way. From a design point of view, the framework was designed to be flexible and adaptable and could be tailored to the needs of the Central Government and line agencies. Central Government could use the framework to illustrate its vision at the Macro level, while each line agency {Ministry, Local Government Unit, or even Directorate} could use the framework to map its strategies.

6.2 Conclusions about research questions

This section discusses the main research questions and comments on the findings found in chapter *5.*

Q1. Is Balanced Scorecard a solution to e-Strategy Execution?

In chapter 2 we found that e-strategies fail for many reasons. Causes of failure were categorized under the following seven areas: Management; Capacity & Capability; Stability; Performance Management; frame the right strategy; Infrastructure; Strategy Dynamics. Also the literature review highlights that there are many ways to categorize challenges such as: Planning and vision, infrastructure, the digital divide, institutional frameworks, budgetary barriers, legislative and regulatory frameworks, and take-up of services (Salem 2003). Also Niven categorizes the barriers based on Norton and Kaplan work into four main areas: The Vision Barrier, The People Barrier, The Management Barrier, and The Resource Barrier (Niven 2002). The main question stemmed out from these findings, is that finding barriers and identifying them is much important as on how to prioritize these barriers and overcome them during the course of execution.

Prioritizing and executing e-Government components in coherence and harmonization was the direct target for building and designing the e-Government framework in which we could prove by design that this framework is useful by the following means:

1. The framework shows the cause-and-effect relationship between e-strategies components and sub-components
2. The framework shows the strategy gaps : Elements or sub-components that are missed and unfulfilled
3. We know the barriers ,and by the Strategy Map we could prioritize them
4. The framework brings strategic management thinking to e-Government execution
5. The framework enables a demand-driven environment
6. The framework highlights the multi-disciplinary and multi-dimensional of e-Government

In this context, the researcher believes that the framework designed in chapter 3 is a potential solution to e-Strategy Execution. However and as suggested in the Implications for further research section the framework needs to be tested.

Q2: Can the Balanced Scorecard be used to harmonize and control many sub-strategies if pursued at once while executing the main e-Government strategy?

The answer to this question is best illustrated by using an example from the Palestinian e-Government Strategic plan that was crafted at the beginning of the year 2006. From this strategic plan, we found that initiatives and strategies are grouped by what is called the business outcomes, which are: Citizens Participation and empowerment; Palestine as a Hub of knowledge Economy; Responsive Government; Governance Excellence and Health and Public Safety. Each business outcome consists of strategies and initiatives that shall be implemented during the period of three years. By using the BSC to build the e-Government framework, two major enhancements could be introduced to the design of Palestinian e-Government strategy:

1. Find a link between the business outcomes themselves and thus create a better opportunity to link the different strategies of these components.
2. Identify and define Key performance areas and key performance indicators for each strategic objective.

The current strategy is crafted by defining the strategies and initiatives for each outcome alone as we could be seen in Figure (43).

Citizens Participation and empowerment

Phase I	Phase	Phase

	II	III
Citizen information and Architecture Taxonomy	…	…
…		

Palestine as a Hub of knowledge Economy

Phase I	Phase II	Phase III
Business Service Delivery Model	…	…
…		

Responsive Government –

Phase I	Phase II	Phase III
ICT shared services strategy	…	..
…		

Governance Excellence

Phase I	Phase II	Phase III
Government Performance management and communication strategy	…	…
…		

Health and Public Safety

Phase I	Phase II	Phase III
Palestine eMedical record strategy	…	…
…		

Figure 43- Palestinian e-Government Strategic Plan Business outcomes structure

By using the e-Government Framework, the components could be allocated along the four perspectives thus making them more readable and logically connected and harmonized. The new structure is partially depicted in Figure (44).

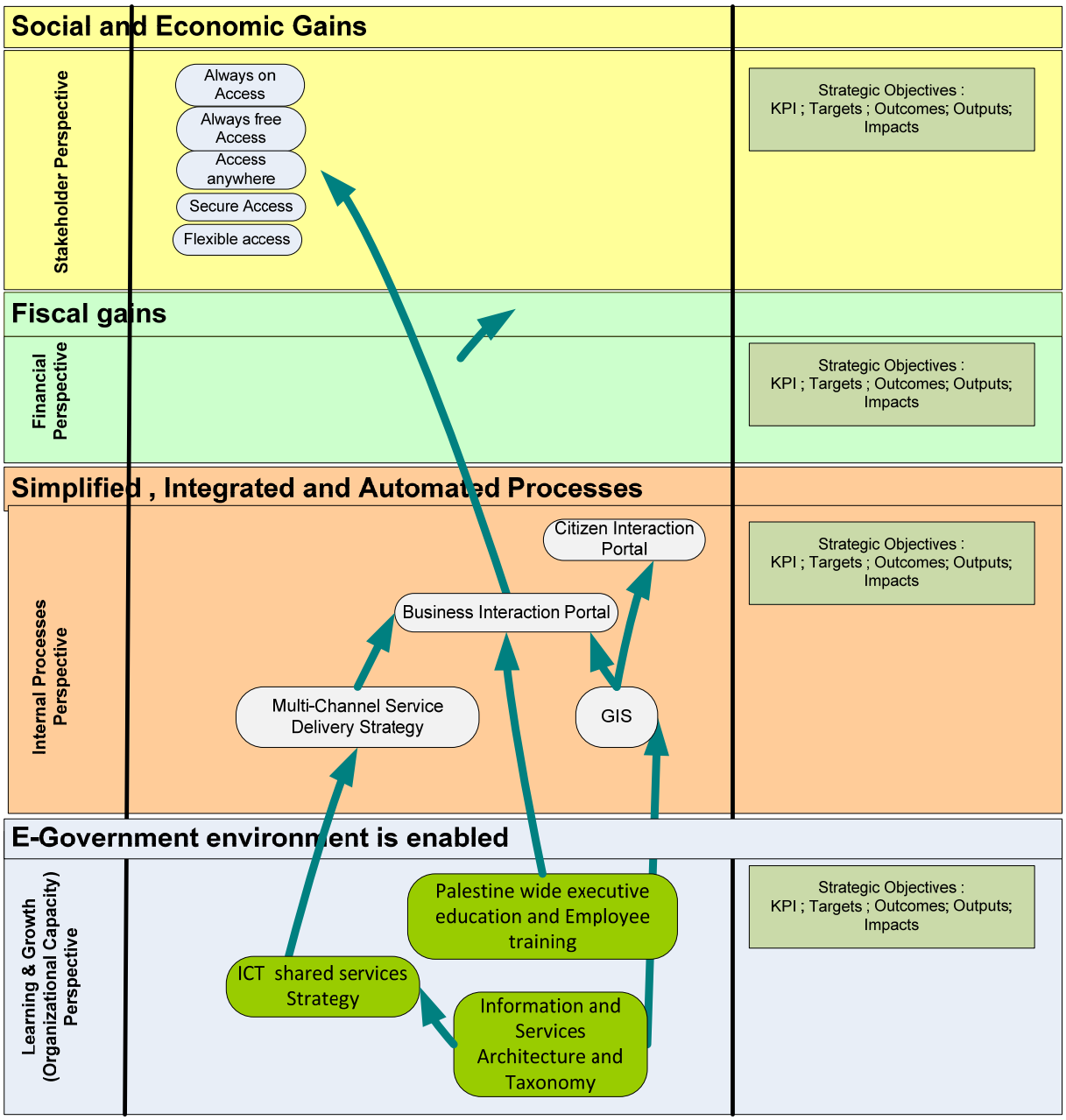


Figure 44- Palestinian e-Government Strategy Map

Figure 44 was used to show the linkage between components at the Macro level , in addition to that , this model could be extended to illustrate the Micro relationships between components. Showing linkages at the Micro level is also useful in illustrating how we could use the model to build the interrelationship between indicators. To explain this, two elements from the e-Government strategy Map are used to illustrate the relationship between Competencies and Cross-Functional teams.

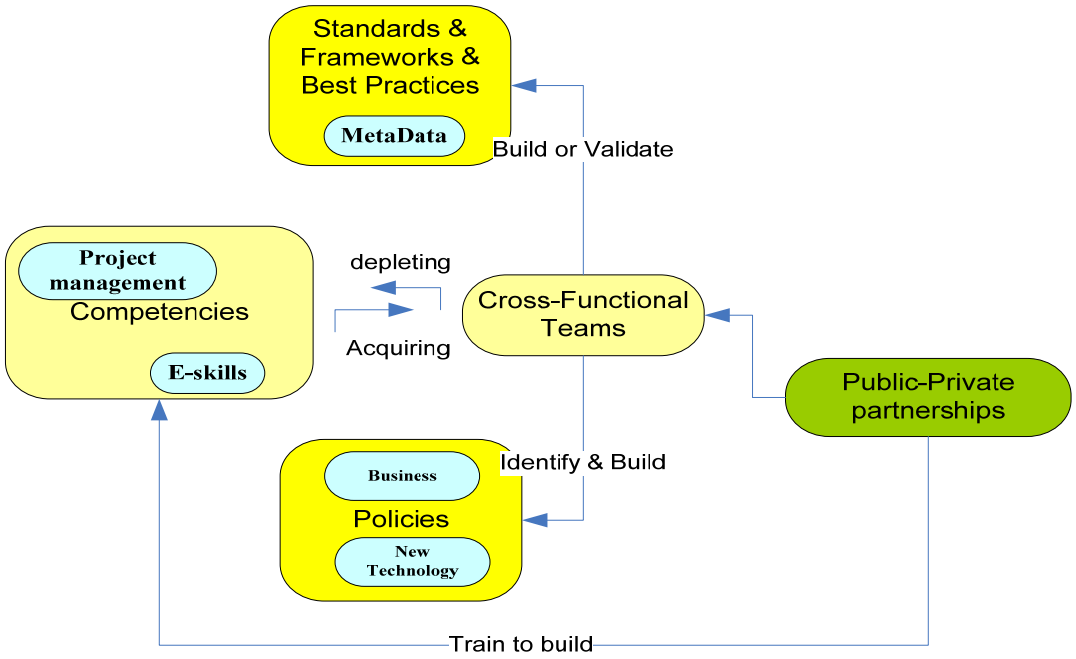


Figure 45- e-Government Strategy Map – Micro level example 1

As shown in Figure (45) cross-functional teams are dynamic by nature and many intervening factors such as brain drain might occur any moment during the implementation and has immediate consequences on the team efficacy. To highlight more on this important issue and by taking another element from the strategy map related to Citizen Awareness, but this time the example is used to fulfill another purpose. The linkage model between e-Government elements could be used to ask and answer "**What if questions**" such as the following:

What if fund is not available?

What if Citizens are not aware?

What if appropriate technology was not introduced?

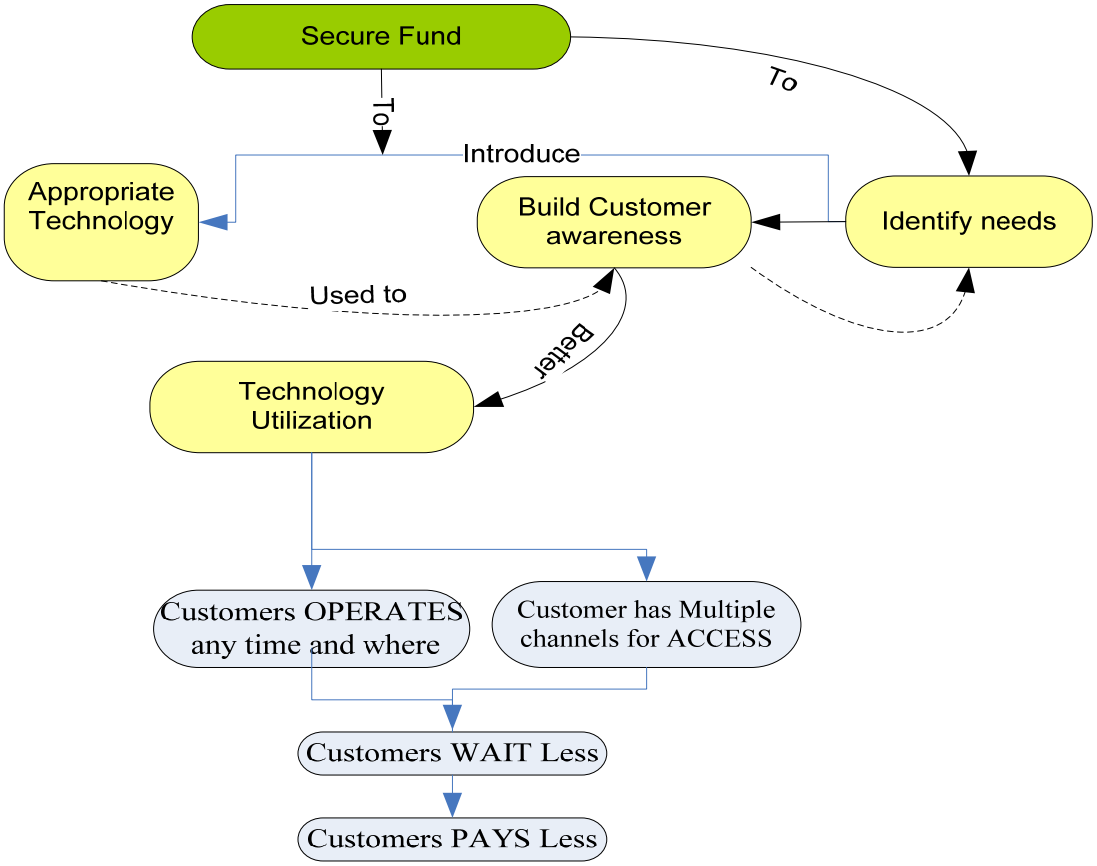


Figure 46- e-Government Strategy Map – Micro level example 2

1: Strategy is not a continuous process in the Palestinian Ministries

In chapter 5, we found that strategy is not a continuous process and the analysis questions revealed that Palestinian Ministries have different formats to define their Strategies. Palestinian executives do not distinguish clearly between Strategies and plans. Literature found that many Strategists refuse this mix between planning and strategy process and claim that planning process is likely ill suited to strategy formulation (Campbelland Alexandar ,1997). Also According to Henry Mintzberg, "Many practitioners and theorists have wrongly assumed that strategic planning, strategic thinking and strategy making are all synonymous, at least in best practice." (Mintzberg 1994)

The diverse formats used in the Palestinian Ministries indicate that Palestinian Organizations in most cases refer to Five years plan or local plans at the level of each directorate. In many cases, the answers were diverse and managers opt to choose different answers in the same Ministry, which indicates that strategy is a onetime activity and Ministries do not hold strategic planning sessions on a regular basis to update new employees or update and review their existing plans.

1. The readiness of Palestinian Ministries to use BSC for Strategic Management is not high

From the results we found in Chapter 5, we have to distinguish between two areas of concern :

1. Palestinian public organization need to the Balanced Scorecard.
2. Palestinian organizations readiness to implement the Balanced Scorecard

The answer to the first question is “Yes”. To support this proposition, we will use the test designed by Paul Niven to examine if the Organization needs a BSC. The survey results support the following conditions in the Palestinian Ministries:

1. Employees do not have a solid understanding of the vision and strategy
2. Employees do not know how their day to day actions contribute to the organization’s success
3. Nobody owns the performance measurement process at our organization
4. Numerous initiatives are taking place at our organization, and it’s possible that not all are truly strategic in nature.
5. Priorities at our organization are often dictated by current necessity or “fire-fighting
6. Employees at our organization tend to work best within their own “silo” or functional home.
7. There is little accountability for results at our organization
8. We do not have clearly defined performance targets for both financial and non-financial indicators
9. We cannot clearly articulate our strategy in a one page document or “map.”
10. Budgeting at our organization is very political and based largely on historical trends.
11. We rarely review our performance measures and make suggestions for new and innovative indicators
12. If we did not produce our current Performance Reports for a month nobody would notice.

But for the second question, we found it difficult to think of implementing a BSC unless the following issues are being considered before the real implementation. The pre-conditions that should proceed the adopting of a BSC methodology are:

- Having an executive sponsorship “champions” who believe in the need of a new performance management system to formulate, implement, monitor, and control the Organization strategies.
- Executive sponsorship and “Champions” should bolster the development of a new environment that adheres to strategic thinking and strategic management best practices. This requires building a new paradigm of performance thinking based on measuring objectives related to different perspectives

- Build a clear vision about e-Strategies and how the Cascaded BSC could be used to articulate the vision and objectives at different levels and layers.
- Employees and managers should be trained on the new concepts, ideas, and terminologies and be well acquainted with the skills, tools to think and act in the same direction.

Lessons learned: Case Study at Ministry of National Economic

From the case study: e-Services implementation at the Ministry of National Economic, we found that barriers to e-government are much alike. e-Government barriers could be :

1. Common barriers
2. Unique barriers

In the Palestinian context and according to the findings in table (24) we found that employees ranked the "Instability in policies and political situation "on the top of the list for reasons that cause strategy to fail. We noticed that the top three reasons are not related to any implementation issues which is normal since in many Palestinian Ministries, strategies or plans are always changing with each cabinet reshuffle. Also the second rank complies with the findings of another survey conducted by the Dubai School of Government and found that the top priority for the Arab countries "would be creating a "pan-Arab e-government fund". The e-government directors in the Arab world gave this option an average of 4.3 out of 5 points. In comparison, the second ranked priority was forming a "regional e-leadership program" that focuses on promoting the role of the leader as a "change agent" in the knowledge society, followed by the need for "change management" skills on the leadership, government and development levels. This prioritization survey indicates that the e-government directors in most Arab countries perceive funding, lack of leadership and change management skills as the main barriers to e-government development in their countries". (Salem ,2003 ,p 8)

Table 25-Rank of the top 6 causes of Strategy failure

Causes of strategy failure	Ranking
Instability in policies and political situation	1
Insufficient Budgets	2
Lack of upper management support	3
Lack of accountability	4
Lack of Change Management programs	5
Lack of Human Resources and sufficient training	6

Even after the e-services project has passed through two stages as described in chapter 5 . The e-Services team had confirmed that they didn't develop any key performance indicators to evaluate the real values of their initiatives. The main reasons for that were the lack of experience in developing and adopting a suitable framework to do that. This left the Ministry employees armless when trying to evaluate how much progress is done compared with the level of effort spent on developing the online services.

From the researcher standing point, the problem of having a weak performance, accountability and quality control systems besides internal reasons is caused from the nature of the projects that are usually initiated by external stakeholders. The lack of upper management involvement and vision, left most of these projects to be initiated by donors who care less to values [outcomes and impacts] and focus more on the short term outputs.

6.3 Conclusions about the research problem

In the e-Government literature, research works addressing issues regarding value proposition, strategic management, and performance measurement are very limited (Yu 2007) . For public sector in particular, the balanced scorecard can be hard to implement because it is primarily a top-down management tool that tend to hamper bottom-up initiatives (Hoff and Holving, 2002). There is a challenge in accounting for the strong experienced and creative forces from the lower levels of the organization (Flak and Dertz, 2004)

This research has direct contribution to the body of knowledge in its immediate discipline/field of implementing a performance management and measurement system. As have been seen in the theoretical framework the Five Model could be used to evaluate e-Government initiatives and understand the options of identifying Quick Wins.

From a practical perspective, the research firstly has proven through the design that the Scorecard is a valid and viable performance measurement and management system. The Dynamic Scorecard is able to resolve a number of e-Government deficiencies, related to the diversity and multi-dimensional and multi-disciplinary nature of e-Government.

6.4 Implications for theory

This research tried to understand how different elements of e-Government work together. The study aims to look at the whole picture in one holistic view. This is somehow resembles the approach of systems dynamics which avoid the understanding of the individual elements and then synthesizing them to build the complete picture. In systems dynamics and systems thinking a computer model or simulation is used to show the inter-relationships between elements of the system. This enables the investigation of the whole structure and inspects its behavior, thus examining its strengths and weaknesses.

In the e-Government framework suggested by this research the focus was kept on the strategy map of the e-Government. This proposes a new method to understand how e-Government works, as a one complete system, rather than living with its different elements in isolation. Elements such interoperability,

e-readiness and change management are well analyzed and investigated but rarely where studied in adjacent with other components or elements.

6.5 Implications for policy and practice

For public sector analysts and managers this research highlights the need for the following new government policies and training. The following checklist was prepared and incorporates the research findings from chapter 5:

6.5.1 Policies

1. Renew the Ministry mission and strategic objectives
2. Explicitly support the implementation of a new performance management system with a strong support from executives and top management
3. Use an information-technology based solution in implementing Balanced Scorecard. By Implementing an IT based solution this shall help the organization to overcome the following data malfunctions
    - Avoid data disintegration
    - Avoid context insensitive information
    - Invalid data caused by fitness of sources.
    - data dimensionality
    - No timeliness data
    - data usefulness is rare

This will bolster the creation of data-driven environments that collects data from few resources in a timeless and of high quality. Data should be multi-dimensional that covers all perspectives and areas of concern

4. Link strategy with budget preparation and integrate both departments with a seamless process
5. Implement quality management systems
6. Define procedures to measure performance on :
    - Outputs
    - Outcomes
    - Impact
7. Establish a merit-based performance culture and create incentives for those who perform well
8. Ministries should hold strategic planning sessions on regular basis (quarterly or yearly, for example), and those meetings should have a high degree of process regularity.

6.5.2 Training

1. Design a program to train individuals on how to acquire the expertise in strategic thinking
2. Build and adopt a training program that coaches employees on performance measurement and management. Employees shall be trained on how to identify key performance areas , key performance indicators , implementation of performance measures and gauge how much of these indicators are contributing to the accomplishment of the whole strategy
3. Build a comprehensive training program to coach the employees on how to adopt and apply project management standards and tools

6.6 Limitations

Sample Limitations:

One of the limitations of the research is that it involved in-depth interviews with a relatively small number of individuals. In addition, improvements in research procedure, such as the use of multiple interviewers, will go some way towards increasing the reliability of the research findings.

The research results is limited by the sample of the study which is limited to choosing an arbitrary sample composed of General Managers from three to four Palestinian Ministries from GAZA and West Bank.

6.7 Implications for further research

Unfortunately, the implementation of the Balanced Scorecard process was not anchored in this research. As a consequence, the results of the research cover only the high level design of the framework and couldn't discuss the impact of implementing and testing it in any of the public sector organizations. However, these issues are of highest importance and should be a priority in future research. The research may actually address the following issues.

Use the Balanced Scorecard to integrate the budgeting and planning processes and make the linkage between them more obvious. Studying the impact of implementing this recommendation will prove one of the main concepts introduced by the Balanced Scorecard.

At the conceptualization and theory level, implementing a Balanced Scorecard using the static model of the Strategy Map might not give answers to all barriers facing e-Government Strategies. A Strategy Map based on the dynamic model of the Balanced Scorecard might be the subject of a new research. A dynamic Balanced Scorecard supporting two ways of communication and using double loops will fit more within the Systems dynamics and Systems thinking models.

Use the Balanced Scorecard as a tool for strategy formulation and implementation, thus making one step forward to use a performance management and measurement system in one or two Palestinian organizations.

From the field experience, many of the non-for-profit organization in Palestine are still striving to build and own a performance measurement to monitor and control the outputs, outcomes, and impacts of their activities. Building a software system, which is capable of measuring these different results with features of conducting complex planning such as implementing “what-if” scenarios and be flexible and adaptable enough to accommodate useful data from different sources are still a hot area of research. In this context, building a software system based on the Balanced Scorecard framework will be a natural choice and of great benefit especially if it incorporates collecting and measuring multi-dimensional data that covers all the perspectives.

From a practical standpoint, it is interesting to investigate why Palestinian Ministries are not using any performance measurement or management system. Furthermore, it is also worthy inspecting and revealing the reasons why quality control systems and project management standards have weak penetration in our public sector organizations. Having known the reasons, a better opportunity to introduce such systems will be created.

Appendixes

Appendix I – Survey Questionnaires

إستبانة

1. المسمى الوظيفي : ☐ مدير عام ☐ مستشار ☐ مدير مشروع ☐ مدير
2. عدد سنوات العمل في الوزارة : ---------- سنة
3. مكان العمل في الوزارة (الأدارة /الدائرة) : .....
4. هل سبق وأن شاركت في إعداد الخطط الأستراتيجية الخاصة بوزارتك

☐ نعم ☐ لا

5. هل سبق وأن شاركت في إعداد الخطط الأستراتيجية الخاصة بوزارات أو مؤسسات أخرى

☐ نعم ☐ لا

6. هل التخطيط الأستراتيجي للوزارة موثق على شكل .

الرجاء وضع إشارة √ بجانب الأجابة المناسبة

	خطة خماسية
	إستراتيجية واحدة شاملة
	عدة إستراتيجيات على مستوى الأدارات المختلفة
	الآلية غير واضحة
	لا توجد خطط إستراتيجية موثقة

7. متى تم بناء الخطة الإستراتيجية للوزارة

	أقل من سنة
	ما بين سنة وثلاث سنوات
	ما بين ثلاث سنوات وخمس سنوات
	أكثر من خمس سنوات
	هناك خطة لبناء إستراتيجية جزئية أو شاملة
	لا أستطيع التحديد الرجاء تحديد السبب .....

8. هل الأشخاص القائمين على وضع الخطط الأستراتيجية عادة من

	الأدارات العليا داخل المؤسسة
	الأدارات العليا داخل المؤسسة والأدارات العليا في المؤسسات الأخرى ذات العلاقة
	الأدارات العليا بالأضافة إلى خبراء خارجيين
	يتم إعداد الخطط الأستراتيجية من قبل هيئة ممثلة لكل الأدارات

	كل إدارة تعمل على وضع خططها ثم ترفع ذلك للأدارات العليا
	الآلية غير واضحة الرجاء التوضيح .....

9. تتم مراجعة الخطط الأستراتيجية في الوزارة

	كل فترة معينة الرجاء تحديد الفترة بالشهور .....
	لا تتم مراجعتها مطلقا
	تتم مراجعتها بشكل غير مدروس أو محدد وعند الحاجة
	لا أستطيع التحديد الرجاء تحديد السبب .....

10. الرجاء الأشارة بعلامة (صح) بجانب الأجراء المتبع في الوزارة

	السؤال	موافق بشدة	موافق	لا رأي	غير موافق	غير موافق بشدة
	توجد مقاييس أداء واضحة يتم إستخدامها عند مراجعة الخطط الأستراتيجية في الوزارة					
	الدور الذي يلعبه التخطيط الأستراتيجي في تحقيق الأهداف العامة للوزارة مهم جدا					
	قامت الوزارة بتطوير رؤيتها ومهمتها بشكل مكتوب يسمح لجميع الموظفين الأطلاع عليها					
	هناك تكامل بين دوائر التخطيط والموازنات في الوزارة					
	العامل الأساسي في تحضير الموزانات المختلفة هو التمويل الموجود وليس الأستراتيجية.					
	تعتقد بأن التخطيط الأستراتيجي في الوزارة يحتاج إلىالربط مع الخطط الأستراتيجية في الوزارات الأخرى					
	الدور الذي تلعبه أنظمة المعلومات في التخطيط الأستراتيجي مهم جدا					

11. كيف تقيم الأنجاز الذي تم تحقيقه في تطبيق الأستراتيجيات داخل الوزارة ؟

	نجاح كامل

	نجاح جزئي
	لا رأي
	لدينا إستراتيجية لم يتم تطبيقها
	فشل جزئي
	فشل كامل

12. الرجاء ترتيب الأسباب التي تؤدي إلى فشل التطبيق الكامل للأستراتيجيات حسب الأهمية (6 أكثر أهمية و 1 أقل ترتيب)

	عدم كفاءة برامج إدارة التغيير
	عدم وجود أشخاص أو دوائر مسؤولة عن نجاح أو فشل تطبيق الأستراتيجيات
	عدم كفاية الميزانيات التي يحتاجها التطبيق
	عدم وجود كوادر بشرية كافية ومؤهلة كفاية لتطبيق الأستراتيجيات
	ضعف التأييد والدعم من الأدارات العليا وعدم تبني الأدارات العليا
	عدم إستقرار السياسات وإستمرارية تغييرها

13. هل تقوم الوزارة باستخدام أحد الأطر المنطقية التالية لأدارة الجودة أو أحد أنظمة الجودة التالية ؟

TQM	
ISO 20001	
Performance Prism	
Value Management	
Balanced Scorecard	
Public Service Excellence Model	
The Big Picture	
EFQM Excellence Model	
No method stated	
Six Sigma	
Investors in People	
Feedback from service users / government	
Compare performance against targets	
Others (Please Specify)	

14. هل تدفق المعلومات داخل المؤسسة يتم ؟ إختر الحالة التي هي أقرب إلى واقع مؤسستك

	من أعلى- لأسفل مارا بجميع الدوائر المعنية
	من أسفل- لأعلى مارا بجميع الدوائر المعنية

	داخل كل إدارة فقط ويتم إرسال نسخة للأدارات العليا المعنية
	الآلية غير واضحة
	لا أستطيع التحديد

15. الرجاء الأشارة بعلامة (صح) بجانب الأجراء المتبع في الوزارة

#	السؤال	موافق بشدة	موافق	لا رأي	غير موافق	غير موافق بشدة
1	تعتمد الوزارة سياسة معينة في إعطاء حوافز لتحسين الأداء					
2	هناك إجراءات وآليات لربط الأداء بالخطط الأستراتيجية					
3	الأدارات العليا تعطي أهمية واضحة لتحسين الأداء					
4	المعايير المعتمدة لقياس الأداء نابعة من طبيعة الأعمال التي تقوم بها الدوائر					
5	هناك دوائر أو أشخاص معينين لأدارة الأداء					
6	يتم إختيار المقاييس التي يتم إعتمادها لقياس الأداء وفق معايير وإجراءات واضحة					
7	يتم إختبار معايير وأهداف قياس الأداء كل فترة					
8	هناك برامج تدريب واضحة لمساعدة الموظفين على قياس ومراقبة الأداء العام					
9	هناك أكثر من مشروع / برنامج / دائرة أو مؤسسة تستخدم وتتشارك في نفس مقاييس الأداء وأهداف الأداء					
10	أهداف ومقاييس الأداء تعتمد على معلومات من أكثر من برنامج / مشروع / دائرة أو مؤسسة					
11	نقوم بأستخدام نظام جودة ولكن لم نلحظ أي فرق على النتائج المتوقعة بعد تطبيقه					
12	تم تحديد الجوانب الأكثر أهمية والتي يجب التركيز عليها عند مراقبة الأداء وتحقيق الأهداف					
13	يتم تداول معايير , مقاييس , أهداف ونتائج الأداء بين الدوائر والمديريات المختلفة والأطراف الفاعلة					
14	يتم نشر نتائج الأداء بحيث يستطيع المواطن والأطراف الفاعلة الأطلاع عليها بسهولة					

15	الأتصالات الداخلية بين الأقسام والدوائر فعالة					
16	الأتصالات الخارجية بين الوزارة والوزارات الأخرى فعالة					
17	يتم إستخدام نظام معلومات لجمع المعلومات وتحليلها					
18	تمتلك الوزارة الكفاءة والقدرة على تحويل البيانات ونتائجها إلى قرارات في وقت مناسب					
19	في المشاريع التي تديرها الوزارة يتم التركيز على الأهداف الأدارية مقابل تركيز أقل على الأهداف التقنية والفنية					
20	يتم إدارة المشاريع المشتركة بين الدوائر والأدارات من قبل فريق عمل من جميع هذه الأدارات					
21	قبل التنفيذ المباشر للمشاريع يتم تحديد الأجراءات الأدارية المتأثرة بالتطبيق المباشر للمشاريع					

16. هل سبق وأن شاركت في إتخاذ قرار بوقف العمل في أحد أو مجموعة من المشاريع ؟

☐	نعم الرجاء توضيح طبيعة هذه الأسباب ....
☐	لا

17. عملية إدارة المشاريع الممولة من الجهات المانحة ؟

	تتم إدارة معظم النشاطات من قبل طواقم الوزارة
	تتم إدارة معظم النشاطات من قبل ممثلين عن الجهات المانحة
	بشكل متساو بين الوزارة وممثلي الجهات المانحة
	عن طريق طرف ثالث من القطاع الخاص

18. هل يوجد هيئة لأدارة جميع المشاريع PMO Office ؟

☐	نعم
☐	لا

.

19. عدد المشاريع التي تفوق تكلفتها الأجمالية أكثر من 100,000 دولار أمريكي والتي تم تنفيذها في الوزارة خلال الأعوام الثلاث الماضية

	3 -1

	5-4
	10-5
	15-10
	أكثر من 15
	لا أستطيع التحديد

20. يتم إستخدام أحد الطرق التالية المعروفة في إدارة المشاريع

	بالأعتماد على إجراءات خاصة بمدير المشروع أو المؤسسة
	PMI Standards (PMBOK)
	PROMPT
	PRINCE
	BPMM
	SDPP
	أخرى الرجاء التحديد .....

21. هل لعملك علاقة أو مسؤولية عن إدارة وتطبيق مشاريع لها علاقة بالحكومة الألكترونية أو بالخدمات الألكترونية ؟

☐	نعم الرجاء توضيح طبيعة هذه المشاريع ....
☐	لا

22. الرجاء إختيار إجابة واحدة فقط , الأولوية في مشاريع الخدمات الألكترونية e-services في وزارتك يجب أن تعطى إلى :

	تحسين الخدمات المقدمة للمواطنين
	تحسين الخدمات المقدمة للقطاع الخاص
	تحسين الخدمات المقدمة للوزارت والمؤسسات الحكومية الأخرى
	تحسين الأداء الداخلي للموظفين وخفض التكلفة في العمليات التشغيلية
	بناء قاعدة مشتركة للمعلومات بين جميع الوزارات
	الخدمات الألكترونية يجب ان لا تعطى أولوية في الوقت الراهن

23. الرجاء إختيار إجابة واحدة فقط , عندما تم إعادة هيكلية الوزارة تم الأخذ بعين الأعتبار إستحداث جسم جديد يكون مسؤولا عن تطوير الخدمات الألكترونية e-services :

	تم إستحداث دائرة كاملة للخدمات الألكترونية
	تم إستحداث منصب أو عدة مناصب داخل دائرة تكنولوجيا المعلومات
	تم إستحداث فريق عمل من عدة دوائر
	لم يتم أخذ ذلك بعين الأعتبار
	لم يتم إحداث أي تغيير على هيكلية الوزارة أو تطوير لها منذ تأسيسها

24. قامت الوزارة بدور معين في صياغة إستراتيجية الحكومة الألكترونية التي تم الأعلان عنها في شهر 2006/1 :

	لم تقم الوزارة بأي دور معروف لدي
	قامت الوزارة بتزويد معلومات على شكل إستبيان
	شاركت الوزارة في اللجان التي تم تشكيلها لصياغة الأستراتيجية
	شاركت الوزارة بتزويد المعلومات ومراجعة الأستراتيجية قبل الأعلان عنها

25. أفضل وصف تختاره لتعريف الحكومة الألكترونية هو :

	هي المشاريع التي تقوم بها الحكومة لتحسين الأداء الداخلي لها وتعزيز مشاركة المواطن وتحسين الخدمات المقدمة عن طريق إستخدام أنظمة وتكنولوجيا المعلومات والأتصالات
	هي تقديم الخدمات الحكومية عن طريق شبكة الأنترنت أو طرق تكنولوجية مختلفة مثل التلفاز أو الأجهزة المحمولة باليد .
	هي تحول جذري في الطريقة والمفهوم التي يتم بها عمل الحكومة والناتج عن إدخال أنظمة وتكنولوجيا المعلومات والأتصالات في جميع مجالات عمل الحكومة .
	هي الخدمات الألكترونية التي تقدمها الحكومة للمواطنين والقطاع الخاص والقطاع الحكومي والموظفين العاملين فيها عن طريق إستخدام أنظمة وتكنولوجيا المعلومات والأتصالات

وفقا لمعرفتك بوضع الوزارة والظروف المحيطة حدد مدى جاهزية الوزارة للأنتقال إلى تقديم الخدمات الألكترونية :

10 %0	90 %	80 %	70 %	60 %	50 %	40 %	30 %	20 %	10 %
☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

Appendix II – List of e-Government Strategies

- An ABC Guide to E-Government in Austria
- State Information and Communications Policy - e-Czech 2006
- National Plan for Telecommunication and Information- Arab Republic of Egypt
- Implementing e-government GUIDELINES FOR LOCAL GOVERNMENT - England
- The national strategy for local e-government - England
- Note stratégique du Secrétaire d.Etat à l.Informatisation de l.Etat – France
- The Government's guidelines for the development of the Information Society – Italy
- New IT Reform Strategy -Japan
- Jordan e-Government Program – Jordan
- e-Korea Vision 2006 – Korea
- Changing Korea with e-Government - Korea
- THE E-GOVERNMENT STRATEGIC PLAN (PSAE) 2004-2007 - France
- The EU Lisbon Strategy – A Norwegian Perspective – Norway
- e-government A STRATEGIC FRAMEWORK FOR PUBLIC SERVICES IN THE INFORMATION AGE - England
- E-Government Strategy – USA
- Information and Communication Technologies (ICTs) - Republic of Mozambique
- E-government Strategy – New Zealand
- e-Government Strategic Plan - Palestine
- eReadiness Assessment of Romania - Romania
- ICT SECTOR DEVELOPMENT FRAMEWORK - SOUTH AFRICAN
- City of Hickory, North Carolina e-Government Strategic Plan - USA

Also the researcher downloaded many of the e-Government Strategic Plans from the following links published by the World Bank.

Web address at which the strategy can be found	Country (or region)
http://www.undp.org.al/?elib,428	Albania
http://www.uneca.org/aisi/nici/Angola/angola.htm	Angola
http://www.nicts.az:8101/	Azerbaijan
www.bccbd.org/html/itpolicy.htm	Bangladesh
http://www.dit.gov.bt/bips/documents/documents.htm	Bhutan
http://www.aladi.org/nsfaladi/ecomerc.nsf/0/E8147919B55D97A403256BEA004D2EDA/$File/lineamientos.pdf?OpenElement	Bolivia
http://www.agendadigital.cl/agenda_digital/agendadigital.nsf/vwDocumentosWebLink/27363116E8E6631704256E5800549FE3?OpenDocument	Chile
http://www.info.gov.hk/digital21/eng/strategy2004/strategy_main.html	China (Hong Kong)
http://www.agenda.gov.co/	Colombia
http://www.micr.cz/scripts/detail.php?id=1288	Czech Republic
http://www.edominicana.gov.do/interfaz/contenido.asp?Ag=1&CategoriaNo=3	Dominican Republic
http://www.uneca.org/aisi/nici/Egypt/egypt.htm	Egypt
http:://www.tietoyhteiskuntaohjelma.fi/esittely/en_GB/introduction	Finland
http://www.uneca.org/aisi/nici/Ghana/ghana.htm	Ghana
http://www.gipi.org.in/ITPolicyInIndia.php	India (National)
http://www.gipi.org.in/state_policy/andhra.pdf	India (Andhra Pradesh)
http://delhigovt.nic.in/icetpolicy.pdf	India (Delhi)
http://www.gipi.org.in/state_policy/haryana.pdf	India (Haryana)
http://www.gipi.org.in/ITPolicyInIndia.php	India (Orissa)
http://www.sdnbd.org/sdi/issues/IT-computer/policy/indonesia.pdf	Indonesia

http://www.taoiseach.gov.ie/index.asp?locID=181&docID=1773	Ireland
http://unpan1.un.org/intradoc/groups/public/documents/CARICAD/UNPAN009931.pdf	Jamaica
http://www.kantei.go.jp/foreign/policy/it/index_e.html	Japan
http://www.reach.jo/	Jordan
http://www.ipc.go.kr/ipceng/public/public_view.jsp?num=2007&fn=&req=&pgno=3	Korea
http://ncb.intnet.mu/ncb/downloads/Downloads/Reports%20and%20surveys/Others/finalntp.doc	Mauritius
http://www.markle.org/downloadable_assets/mz_final_ict_strategy.pdf	Mozambique
http://www.uneca.org/aisi/nici/Documents/ICT%20Policy%20Document%20Ver%208.2.pdf	Namibia
http://www.uneca.org/aisi/nici/Documents/IT%20policy%20for%20Nigeria.pdf	Nigeria
http://odin.dep.no/nhd/engelsk/publ/rapporter/bn.html	Norway
http://www.informatyzacja.gov.pl/_d/files/projects/epoland-the_strategy_on_the_development_of_the_information_society.pdf	Poland
http://unpan1.un.org/intradoc/groups/public/documents/UNTC/UNPAN016044.pdf	Romania
http://www.e-rus.ru/eng	Russia
http://www.uneca.org/aisi/nici/Documents/rwanpap2.htm	Rwanda
http://www.ida.gov.sg/idaweb/aboutida/infopage.jsp?infopagecategory=&infopageid=I226&versionid=2	Singapore
http://unpan1.un.org/intradoc/groups/public/documents/UNTC/UNPAN015723.pdf	Slovenia
http://www.tsicanada.com/documents/Strategy.pdf	South Africa
http://www.tanzania.go.tz/pdf/ictpolicy.pdf	Tanzania
http://www.nectec.or.th/intro/e_nationalpolicy.php	Thailand
http://www.gov.tt/nict/	Trinidad & Tobago
Hard copy only	Tunisia

http://www.e-ukraine.com.ua	Ukraine
http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/60/69/04006069.pdf	United Kingdom
http://www.mct.gov.ve	Venezuela
http://mpt.gov.vn/english/introduction/?thucdon=in	Viet Nam

Source : World Bank (a) ,p 79

** Over time, these links may become outdated. Visit http://www. worldbank.org/ict to link to the online version the latest links.

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