ADDIS ABABA UNIVERSITY

COLLEGE OF NATURAL AND COMPUTATIONAL SCIENCES

SCHOOL OF INFORMATION SCIENCE

DESIGNING A FRAMEWORK FOR IMPROVING THE ALIGNMENT BETWEEN E-GOVERNMENT STRATEGY AND ITS IMPLEMENTATION

BY

ASMAMAW GETANEH

JULY, 2020

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BY: ASMAMAW GETANEH

ADVISOR: MILLION MESHESHA (ph.D.)

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Asmamaw Getaneh

Name and signature of Members of the Examining Board

Name	Signature	Date
Million Meshesha (Ph.D.)	_____	_____
Advisor	Signature	Date
Lemma Lessa(Ph.D.)	_____	_____
Examiner	Signature	Date
Rahel Bekele (Ph.D.)	_____	_____
Examiner	Signature	Date

Declaration

This thesis has not previously been accepted for any degree and is not being concurrently submitted in candidature for any degree in any university.

I declare that the thesis is a result of my own investigation, except where otherwise stated. I have undertaken the study independently with the guidance and support of my research advisor Million Meshesha. Other sources are acknowledged by citations giving explicit references. A list of references is appended.

Signature: _____

Asmamaw Getaneh

This thesis has been submitted for examination with my approval as a university advisor.

Advisor's Signature: _____

Million Meshesha (Ph.D.)

DEDICATION

This work is dedicated to my Two Mothers ***Bzualm Adugna*** *and* ***Belayneshe Yayu*** *who inspires me in every moment of my life!*

And above all, to the Almighty ***GOD*** and **MOTHER MARY***!*

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Asmamaw Getaneh

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List of Acronyms

AGH	Agency for government Houses
CCTA	Central computer and Telecommunication Agency
C2G	Customer to Government
DARA	Document Authentications and Registrations Agency
E-government	Electronic government
EGDI	Electronic Government Development Index
EICTDA	Ethiopian Information and Communication Technology Development Agency
FDRE	Federal Democratic Republic of Ethiopia
ETA	Ethiopian Telecommunication Agency
FMHACA	Food, Medicine and Health care Administration and Control Authority
G2G	Government to Government
G2E	Government to Employee
G2B	Government to Business
GTP	Growth Transformation Plan
LDCs	Least Developed Countries
MOFA	Ministry of Foreign Affairs
MUDC	Ministry of Urban Development and construction
MOA	Ministry of Agriculture
MICT	Ministry of Information Communication Technology
MOED	Ministry of Finance and Economic Development

NIP	National implementation program
PKI	Public Key Infrastructure
SMART	Simple Moral Accountable, Responsive and Transparent
IEMIS	Integrated Educational Management Information System
SPSS	Statistical Package for Social Sciences
U N	United Nation

ABSTRACT

E-government in Ethiopia has had a significant impact on government organization, business organization. In all public administration centers ,it changes the environment in which the public services operates, adding new concepts and methods to its operations and giving new services to Ethiopian and other foreign peoples in short period of times everywhere in 7 days a week's /24hours. The purpose of this study is to designing a framework for improving the alignment between E-government strategy and its implementation according to it tried to answer the following research question. "To what extent is the alignment between E-government strategy and its implementation in government organization?" "What alignment framework can be developed for improving E-government strategy and its implementation?" and to what extent is the framework accepted by government and its E-government experts?"

The research has used design science with six common steps. The finding of this study reveal that the alignment of E-government strategy and its implementation were poor awareness in sharing of data electronically between two and more government organization prefer to stayed with manual service delivery mechanism's between government to government, government to employees internally and externally, as we have seen four government organization Accordingly, In this study, expert validation and observation was used to evaluate the proposed framework along with descriptive method, however, the result of the framework evaluation survey was 96%. *According to this study the result implies that for the alignment of E-government strategy and its implementation to be implemented by government organization, but not fully aligned and implemented and not use as electronic service, so they should aligned and implement then use as electronic service, it is a time saving and useful and quick way of getting service in any time everywhere compared with the traditional services. This study has forwarded as recommendations that government organization have transform from manual service delivering to electronically service delivery technology between each other citizens ,build up the alignment of E-government strategy and implementation with each other and the people of Ethiopian.*

Key words:-E-Government, E-Government Strategy, E-Government Implementation, Alignment

CHAPTER ONE

INTRODUCTION

The main aspects of this research are barfly introduced in this chapter. Accordingly, an overview of the study, statement of the problem, research question, objectives, significances and scope of the study are discussed.

1.1.Background

Electronic Government(E-government)is defined as the use of information communication technology(ICTs) to improve the delivery of government services, enhance the quality of government operations, and facilitate E-government interaction amongst individual citizens and organizations(Warkentin et al., 2002).

According to Harroson (2000) E-Government is defined as digital interactions between a government and people. E-government generally refers to the utilization of ICTs, and other web-based communication technologies to improve and develop efficiency and effectiveness of service delivery in the public sector (Harris, 2000). The basic models of E-government are government to citizen, government to employees, government to government and government to business (Rossel and Finger, 2007). E-government should enable people to visit government or portals websites to communicate and interact with employees through the internet, instant messaging, email and audio or video presentations (Kaylor et al., 2001).E-government brings advantages to the public in terms of relevance and ease of use and to government in terms of improved management of public resources, promoting better planning and targeting policies to address problems of communities (Sarpoulaki et al., 2008).

The implementation of E-Government requires strong leadership and a vision. It also requires a comprehensive strategy that is not only benchmarked on global best practices, but also sensitive to existing political and economic conditions and realities. E-Government to become a reality, governments, in consultation with stakeholders, should follow a common nationwide strategic framework, which articulates the government's vision, targets and milestones, technical approach and standards for E-Government systems. Such a framework should also address information privacy, security, maintenance, and interface standards (U N, 2014).

Post (1990) earmarks "digital revolution" where the emergence of internet and parallel development in processing capacity and data storage significantly altering the environment for ICT use across all society and government. As business that fail to recognize the strong 'economic imperative of IT' Would fall behind in an increasingly competitive world, so do government will lag behind in their efficient service delivery if they are not technologically enabled. Otherwise, UN(2014) with insufficient investment in infrastructure and the lack of long-term E-Government Planning, Least Developed Countries (LDCs) will lose out on the crucial benefits of E-Government in making public administrations more cost-effective, efficient, citizen-centric, transparent and accountable.

With this global trend, the UN has been conducting a survey on E-government since 2003 (U N, 2014). The survey evaluates countries based on three dimensions of E-government: provision of online services telecommunication connectivity and human capacity. Based on result of this assessment, survey grouped countries into four categories of E-Government Development Index (EGDI) as very high, high, middle, and low. According to the UN, (2014) report, Ethiopia is classified under the Middle EGID. When compared to previous years, there was an improvement as the country used to be in the low EGID tier in all the previous surveys. However, still the country is out of the top 20 E-Government best performing African countries, which includes such low income neighboring countries as Kenya, Rwanda, and Zimbabwe.

Considering this global trend, the National ICT Policy and Strategy of Ethiopia sets a goal to vigorously promote the ICT sector and enhance its contribution in political, social and economic transformation. As one strategic objective of the document, introduction and utilization of E-Government system is recognized since 2011 as major tool to modernize and streamline public sector management in order to achieve an efficient and effective delivery of public services.

The strategic use of information technology (IT), better known as strategic alignment, has increased its significance as a result of the strong dependence of organizational activity on information systems and their related technologies like E-government. Consequently, organizations want to ensure that information investments are made on those projects that improve business performance and competitiveness (Tallon, Kraemer and Gurbaxani, 2000).

Alignment is seen to assist a firm in three ways: by maximizing return on IT investment, by helping to achieve competitive advantage through IS and by providing direction and Flexibility to react to new opportunities. However, the apparent gap between the decisions to invest in IT and the realization of benefits (Weill and Broadbent, 1998) highlights the Risk of using IT to initiate new strategies and transform business. Strategic alignment of E-government policies with implementation becomes easily attainable if adoption of the e-services is demand-driven as opposed to supply-driven or government creating a service anticipating citizen demands (Walter, 2013).

1.2.Motivation of this study

According to Henderson and Venkatraman (1993) suggested that alignment could be achieved through the selection of appropriate Alignment perspective. One of these perspectives, E-government is technology transformations which is one of the most exciting fields in electronic government Currently there is a several problems in public services like in government organization as so that the government must be implementing E-government to give electronic services to the people .the improvement in development of electronic service in Ethiopia government has to make it holistic and keep sustainability as with any organization((Jember, 2014). This effort is difficult to aligned E-government strategy and its implementation in all government and non-government organization by using information technology but it improve time to time through research to align all organization to give electronic service in short period of time for 24 hour a day and 7days a week.

Several problems with the current alignment of E-government strategy and its implementation system have been identified. The current system would benefit from a centralized in ministry level organization repository and communications platform in which all government and non-government organization are kept and from which statistics and reports may be generated to all organization and peoples in the country. While currently in a region of transition from the old system to the Electronics system, the electronic system assists the people in making services decisions based on a people services progress. Additionally it should improve communication between services users and services provider by using a common interface where information can be retrieved and stored while eliminating the data redundancy issues. Further, it will improve staff and employees efficiency, freeing staff to concentrate on their primary job functions rather than repetitious data entry.

1.3.Statement of the problem

This study focuses on designing a framework for improving the alignment between E-government strategy and its implementation progress and aims to gain a deeper understanding of the E- government implementation to give the services to the society by the government organization in Ethiopians, particularly in Addis Ababa selected government organization. E-government brings with it the promise of greater efficiency and effectiveness of public sector operations. For this reason, an increasing number of services are being important in world wide. The alignment between E-government strategy and its implementation in Ethiopia is still lagging behind in utilizing information and communication technologies for delivering government services online. The findings and implications of this study show that the gap of the alignment between E-government strategy and its implementation.

An E- government strategy is a plan for E- government system and their supporting infrastructure which maximizes the ability of management to achieve organizational objectives (Heeks, 2006).

Ethiopian citizens do not fully understand what E-government is because they cannot use E-government as services to renew their driver license, pay their taxes ,and some of web based E- government services are poor functional Alemayehu (2013).

E-government strategy is prepared to address strategic directions, goals, components, principles and implementation guidelines. But citizen of Ethiopia do not fully understand what E-government is because they cannot use E- government as services for renewing their driver license, paying their taxes ,thus shows that the functionality of web based E- government services are poor functional such as website for information dissemination electronic submission for information department based interactive services integrated portal site to deliver one –stop shop services what the government is doing to protect confidential information and why the government must maintain such secure site.

Strategic alignment, however, has been subject to different interpretations in theoretical and practical studies and it is difficult to find a common agreement, which can see reflection on the variety of definitions found in the literature. Some of these are strategic alignment has been Adopt different assumed name like integration (Weill and broadbend,1988),Linkage(Henderson

and Venkatraman ,1993) and (Walter, 2013). All these definitions, though, focus on how to improve organizational capabilities through technology. One of these technologies is E-government. This research focus on the integration concept on designing a framework to improve the alignment between E-government strategy and its implementation in our country Ethiopia ,have E-government strategy since 2011, which is related to information technology but this strategy lacking the integration or have no good alignment between strategy to implementation, between government organization, no improvement of information sharing electronically, employee empowerment, citizen awareness to use E-government and private organizational capability through technology.

There were attempts related to E-government to investigate various aspects. Samuel (2015) studied the practices, challenges and prospects of E- government in the case Ethiopian revenues and custom authority in large tax payer. Alemayehu (2013) also studied the opportunity and the challenge of E-government in Ethiopia, in the case of toll free 888 call center. Lemma Lessa (2015) also studied sustainability framework for e-government success in case of weredaNet services in Ethiopia. This local works are limited to investigating challenges, prospects, opportunity and sustainability factors rather than alignment between the strategy and implementation. And also researchers recommend further researches on this topic in Ethiopia.

This study designs a framework for improving the alignment between E-government strategy and its implementation. And also helps to improve and maximize utilization of E-government technology and meet the targeted Electronic services by using information technology in all organization.

1.4.The research question

2. To what extent is the alignment between E-government strategy and its implementation in government organization?
3. What alignment framework can be developed for improving E-government strategy and its implementation?
4. To what extent is the framework accepted by government and its E-government experts?

1.5.Objective of the study

1.5.1. General objective

The major objective of this research is to design a framework for improving the alignment between E-government strategy and its implementation of E-government in Ethiopia.

1.5.2. Specific objectives

- To assess the alignment between E-government strategy and its implementation practices.
- To determine the alignment of E-government strategy and its implementation in government organization.
- To design a framework for improving the alignment between E-government strategy and its implementation.
- To evaluate user acceptance of the designed framework.

1.6.Scope and limitation of the study

This study the major topic is the alignment between E-government strategy and its implementation. The study is limited in Addis Ababa which are the sample has in Ministry of Communication and Information Technology office (MCIT)address E-government infrastructure in all government organizations to investigate the alignment between the E-government strategy and its implementation and related to E-government implementation like E-government policy, law and guidelines and also this study limited on the a strategy and implementation of E-government to be suggest from the theory to practical implementation in any government organization.

The accessibility of recent literatures that are published with in the last five years is limited particularly local literatures are limited in alignment topic which ultimately affects the researchers' understanding of the area and the current research findings.

1.7.Significance of the study

E-government is use ICT as services for renewing their driver license, paying their taxes, website for information dissemination, electronic submission of information, department based interactive services, integrated portal site to deliver one –stop shop services .This study is important for the authority to observe its gaps in the alignment between E-government strategy and its implementation in government organization in Ethiopia.

This study is important to government organizations ,academics, decision makers ,strategy implementers specially E-government policy makers in Ministry of Information Communication and Technology and other researchers to investigate more about the alignment between a strategy and implementation of E-government in Ethiopia which was not covered on this research and other study by using design sciences. This research is valuable for other researchers to use it for comprehensive and thorough study on E-government implementation and adoption in Ethiopia.

Hence, the output of this research can be used as an input to do more research on the alignment between E-government strategy and its implementation and also roadmap considering the aspects of functionality, usability and adequacy the alignment between E-government strategy and its implementation framework to the government and private organizational.

It is also believed to offer a feedback to the alignment between E-government strategy and its implementation projects to consider after go-live issues as part of the implementation strategy.

CHAPTER TWO

LITERATURE REVIEW

2.1.Over view of E-government

In the early 1960s, departments in a given organization are seen as refuges for nerds operating far outside the mainstream. Culturally, computer scientists and technicians running IT have little in common with other business executives in terms of education or shared experiences. Therefore, it is difficult for the two groups to relate to each other. Consequently people in non-IT departments were totally unfamiliar with what was going on in IT (Sutter, 2006).

Information is gateway to the future. This fact is recognized by the world and reflects the need for information Society of its members (citizens, companies and public administration) to instantly obtain and share any information from any place and in the way chosen (Telefonica, 2002). This defined stage can only be realized through implementing and exploiting the information and communication technologies in every stage of our everyday lives.

In alignment between E-government strategy and its implementation with the objective of this research, a set of current articles and books, thesis papers that discuss investigation the alignment between E-government strategy and its implementation progress were reviewed. The fulfillment of an organization's goals and objectives seem far from reality as the gap and alignments between E-government strategy and its implementation in Ethiopia that can facilitate the achievement of such goals and objectives are explain.

The main concern of literature review is to provide needed background and information to understand the research subjects, and to achieve their main objectives of study.

This part firstly reviews many definitions and concepts for E-government and explains the term strategy, implementation and alignment. Then it outlines the goal of Ethiopian government E-government, the progress of E-government implementation and its alignment to a strategy.

According to the World Bank (2009) E-government defined as the use of information technologies (such as wide area networks, the internet and mobile computing) by government bodies that have the ability to transform relations with citizens, businesses and other arms of government. This technology can serve several of different users in the public service with better

delivery of government services to citizens, improving interaction with business and industry, government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions (World Bank, 2009).

According to Kanaan(2009),E-government is the use of information and communication technology tools for carrying out of government activities using in order to deliver better services to citizens business and government entities (including government employees). Although they are a wide variety is E-government definition there is a common view. E-government refers the use information and communication technology tools to enhance the provisioning of services from government side to citizens, businesses and other government agencies with less effort, time and cost with more transparency.

2.2.Benefits of E-government

E-government has many benefits; Yimbo (2011) associates E-government with a technology that improves general compliance, citizen access, participation, and service integration. According to the World Bank (2005) the benefits of E-government are stated as follow E-government is: "the use of information technologies (such as wide area networks, internet and mobile computing) by government agencies that have the ability to transform relations with citizens, businesses and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improve interaction with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increase transparency, greater convenience, revenue growth, and/or cost reduction. Yimbo (2011) noted that "the existence of E-government's certify the increased citizen participation in decision making, increased citizen satisfaction with governmental services and activities, and improve trust of citizens to the government. From the side of government, E-government improves accountability and cross-agency collaboration. Moreover, citizens gain more access to information about performance of their government and development of strong relationships with them through a number of collaboration models such as government-to-citizen, government-to-business, government-to-government and government-to-employee (Yimbo, 2011).Establishment of E-government was generally defined as positive move towards leveraging efficiency, effectiveness and accountability of governmental organization and public sectors organization (Cordella, 2007).

(Zeleti, 2010) outlined the following benefits of E-government for a wide range of categories of stakeholders: quicker service delivery to citizens, improve quality service delivery, reduce cost of government service utilization for customers and citizens, increase accuracy and convenience of service delivery for citizens leading to increased comfort in service use, less duplication of services and functions between public sector agencies, reduce number of errors made by employees when processing citizens information and requests as compare to paper format, enhance governmental image and better relationships with citizens, efficient governmental processes, shorter distance between citizens and their government, better and more user-friendly business environment and improve interoperability between service providers and customers.

2.3.E-government implementation

Many advances and stability of the internet and the remarkable success of E-business led and encourage government to consider implementing E-government (Willoughby *et al.*, 2010a; Ho, 2002a). It is believed that first to use the term E-government was Clinton-AL Gore administration's in 1993 (Luna-Reyes *et al*, 2010).

E-government is a huge information system project to be built by government, and offers online services to be businesses, citizens, employees, and government itself (Badriand Alshare, 2008; Arpaci and Arifoglu, 2009; Valdes *et al*, 20011).

E-government implementation started offering simple online services that gradually become complicate and expensive (Coursey and Norris, 2008; Belanger and Hiller, 2006).

When implementing E-government initiatives, beneficiaries can be classified in to four major groups: G2G, G2C, G2B and G2E (Shan *et al*, 2011; Hermana and Silfiani, 2011).

2.3.1. Government to Citizens (G2C)

Government to citizen mean that E-government initiatives offers government information and services to citizens instantly and conveniently (Evans and Yen, 2006; Al Nagi and hamdan, 2009; Rowley, 20011). It is the relationship between the government and the citizens to be post in one place which means that the government is responsible to provided citizen with online services and citizens can access it 24/7 (Curtin, 2006; Norris, 2010a; Rose and Grant, 2010; shareef *et al*, 2009). The citizen can use these E-services to communicate with government and

gain online services such as applying for a government service, renewing a driver's license, and paying traffic fines (Carter and Belanger, 2004; Reinwald and Kraemmagargaard, 2012).

2.3.2. Government to Business (G2B)

This type of E-government implementation initiative includes the interaction between government and businesses (Rowley, 2011). The E-government take various activity between the government and businesses such as dissemination of policies, notes, rules and regulations (Torres *et al*, 2005; Evans and Yen, 2006). The services provide to the business include access to current information, renewing and obtaining licenses, registration of companies and payment of taxes (Fag, 2002; Al Nagi and Hamdan, 2009). In additions, these types of E-government initiatives enable the government to do businesses online. Some of these are paying invoices, purchasing items, gather better information to enhance decision making (Evans *et al*, 2006).

2.3.3. Government to Employee (G2E)

Government to employee initiatives refers to relationship between the government and the employee (Chourabi and Mellouli, 2011). In government to employee initiatives government use to improve their internal processes and decrease administration costs across all public departments which means that giving employees accesses to training, E-mail, E-learning and authorization to access database to gain information needed to complete services (Carbo and Williams, 2004; Ndou, 2004; Sharma and Gupta, 2004).

2.3.4. Government to government (G2G)

This type of E-government initiative is the most important and the backbone of the E-government project (Yong and Koon, 2005). This government to government service delivery initiative allows the government to eliminate redundancy and duplication (Evans and Yen, 2005; Suh *et al*, 2010). This means government departments and agencies deliver their services to each other, sharing databases and resources to enhance the efficiency and effectiveness of E-services (Lee *et al*, 2005; Torres *et al*, 2005). Public agency can use government to government initiatives to extract and share useful knowledge to reduce costs, speed up communications and improve strategic decision-making (Kliachewski, 2011).

2.4.Phases of E-government models

The schema was based on the degree to which the properties of information technology have been utilized to enable the delivery of services electronically. According to United Nation (2003), using this schema, there are five stages of evaluation: presence, interaction, transaction, transformation and networked presence stage. It was important to note that an e-government intuitive does not necessarily have to start at first stage and work its way through all of the stages. Instead a project can skip levels, either from its inception or as it develops (UN, 2003; 2004; 2005).

2.4.1. Emerging Presence

According to this stage E-government presents limited and basic information put online presence comprises a web page and links to one department to other department or one ministry to other ministry in the government organization or to business company and non-government organization to give the service like education, health, social welfare, labor and finance may present or not.

2.4.2. Interaction /Enhanced Presence

The stage which has interactive web-based initiatives that offers streamline and automated government functions. Interactions are relatively simple and generally revolve around information provision. This phase of E-government model evaluation initiatives are designed to help the customers avoid a trip to an office or make a phone call by making commonly requested information forms available around the web. The interaction is important for government, citizens, and Business Company, Employee and non-government organizations.

2.4.3. Transaction presence

The stage in the evaluation of E-government initiatives is transaction. This initiative is more complex than from the above first and second stages that one simply provide information in 24 hours and enable clients to complete tasks electronically .but this type of phase of initiatives effectively create self-service operation electronically by using E-government to finish their tasks such as license renewals, paying taxes, bills and submitting bids for procurement contracts. The government officials can contacted via emails, fax, telephone and post. The site updated with greater regularity to keep the information current up to date for the citizens.

2.4.4. Transformation presence

The highest order of evolution for E-government initiative is transformation. This initiatives facilitate the seamless flow of information and collaborative decision making between ministry, federal, local regions and private organizations and that allow online two-way interaction/communication between the citizens and government .it includes the following services like paying taxes, applying for ID cards, birth certificate /passports, license renewals and other similar C2G interactions by allowing all to submit these online in 24hours and 7 days a week.

2.4.5. Networked Presence

This stage is the most sophisticated level in the online E-government initiatives. It can be characterized by an integration of G2G (government to government), G2C (government to customers), G2B (government to business) and C2G (customers to government) interactions. Most of the time refers as seamless E-governance stage. The government encourages participatory deliberative decision making and is willing and able to involve the society in two-way open dialogue.

2.5.Stages or levels of E-government implementation models

Many researchers suggest various models for E-government implementation stages or levels in the literature (Layen and Lee, 2001; Andersen and Henriksen, 2006; Ghapanchi *et al*, 2008). All models of the E-government implementation include stages or levels starting with the first one are the government only offers basic information to the citizens and businesses and ending with the stage or levels that all the government services are offers online (Baum and Di Maio, 2000; Layne and Lee, 2001).

Many countries using different models have attempted to implement E-government as the most fundamental infrastructure for programs that leverage information technology in facilitating organizational change (Zarei *et al*, 2008). Based on the complexity and levels of integration, (Siau and Long, (2004) provide a taxonomy of the different stage models of E-government implementation. The taxonomy is based on the E-government implementation models: such as Layne and Lee (2001), Moon (2002), United Nations (UN) web presence Measurement Model (2001), Gartner group (Baum and Maio 2000) and Deloitte and Touche (2001). Some of the stages for the different models are similar while others are different.

2.5.1. The UN web presence measurement model

This type of model provides an efficient web based public service whose implementation has five stages of emerging, enhancing, interactive, transactional and seamless web presence (UN, 2001). The emerging web presence has a dormant website for posting information on different activities. The enhanced web presence stage creates and links together websites to enable citizen's access information across ministries. The web sites provide dynamic, specialized and regularly updated information. The interactive web presence is a two way communication stage where citizens and government can exchange information easily. At this stage the government website act as portal to connect users and services provider. At the transactional stage buying and selling of products take place online. Integrated presence stage, a government single and universal website to provide a one-stop portal in which users can immediately and conveniently access all kinds of available services (UN, 2001).

2.5.2. Zarei stage E-government implementation model

This type of model describes a nine stage model for E-government implementation in a developing country has been described (Zarei et al, 2008).The nine stages are strategy development, building infrastructure, building trust, making a physical and electronic portal, initial interactions and stimulation, prototyping, enrichment and multidimensional development, integration, development of the ICT industry. These nine stages are based on the Iranian experience (Zarei et al, 2008).

2.5.3. Layne and Lee's four-stage E-government integration model (2001)

As provided by Layne and Lee's four-stages of catalogue, transaction, vertical and horizontal integration (see figure 2.1). At the catalogue stage, static information is posted on the government website for public viewing, but citizens can neither reply nor make any comments. The major task of the administration is the management of the content published on the web. The transaction stage enables to have two way communication, and they can read, down load forms, fill and submit. The vertical integration stage is where different government ministries and departments are linked or connected together to offer seamless information to citizens, employees and government agencies with regional and local offices within similar functionalities. Horizontal integration involves different departments and sections of different ministries to enable easy exchange and communication of information. The outcome of

horizontal integration is an automated process oriented back-office organization able to interact within different offices in different regions and countries and to share resources (Layne and Lee's, 2001).

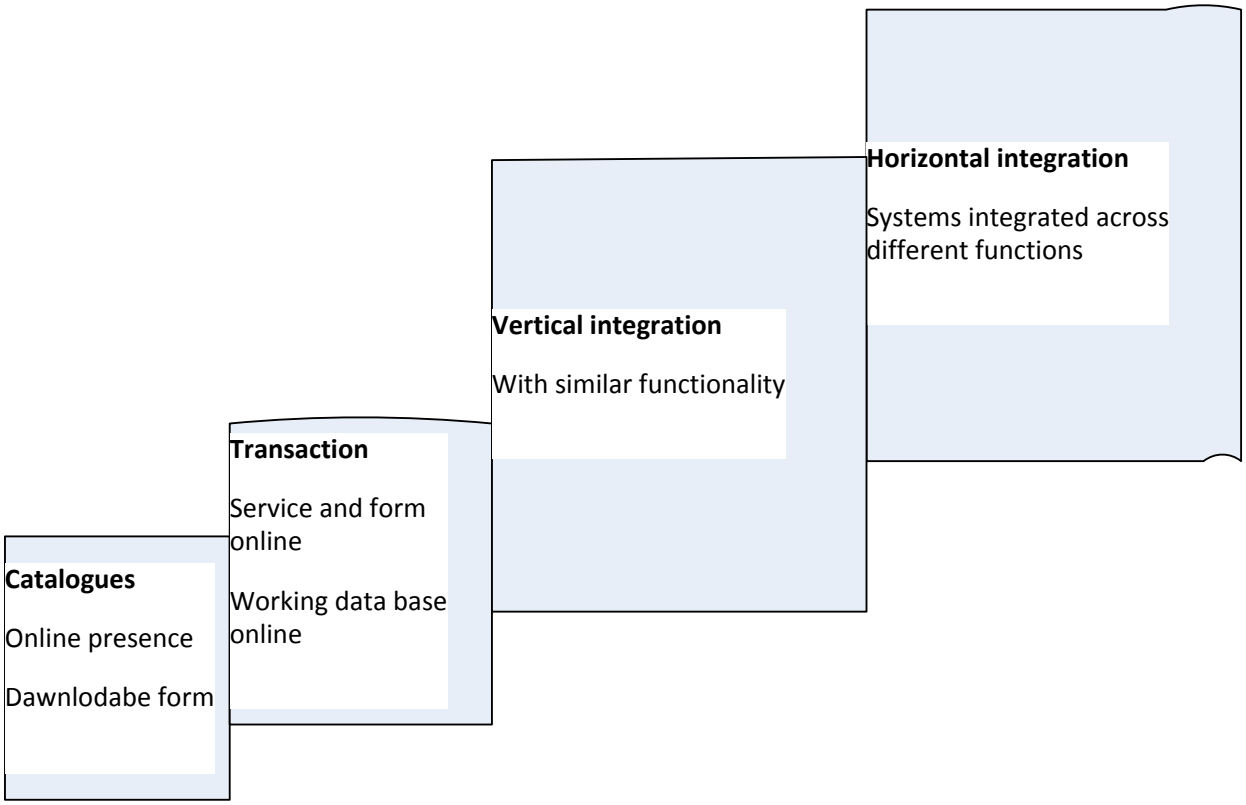

Figure2.1 : E-government stage model of Layne and Lee's four-stage model (2001)

2.5.4. Deloitte and Touche

Deloitte and Touche (2001) six-stage model consisting of information publishing, official two-way communication, multi-purpose portals, portal personalization, clustering of common services and full integration and enterprise transaction. Information publishing is where governments provide users with increased access to information on a website. Official two –way communication stage is where interaction between government agencies and citizens are made possible through use of government websites using information and communication technologies such as digital signatures and security keys. A multi-purpose portal provides information concerning different departments to citizens using a single portal. Portal personalization is where citizens can customize the portals to their needs. Clustering of common service is where governments encourage collaboration and reduce on the mediators purposely to provide a unified

service. Full integration and enterprise transaction offers sophisticated and personalized services to customers basing on their tastes and preference.

2.5.5. Hiller and Be'langer (2001)

This type of model identifies five stages for E-government implementation as information stage, two-way communication, transaction, and integration and participation stage. The information stage is where basic information is put on the government website for public viewing. Two-way communication is where citizens are able to interact with government agency through viewing, downloading, filling and resubmitting forms. Transaction stage enables citizens to carry out online transactions and applications. Integration stage is where all government websites are integrated horizontally and vertically to enable citizen's access information from different ministries and departments at the same time and in one place. Participation stage is where one can vote online or file comments online. This stage requires a very high level of security and privacy and is in its infancy stage throughout the world.

2.6.Policy issues on E-government strategy implementation

The achievement of E-government initiatives and processes are highly reliant on government responsibility in making an effort to adopt proper permissible framework for an E-government process. There is no way E-government will succeed if there are no strong ICT laws and policies enacted by government although other rules ,polices ,laws and legislations are well established in the developed world, developing countries have not yet strengthen the laws and policies on ICT E-government can only be achieve when the legal laws on adoption of digital technology is strengthened (Law,2003).For E-government aspects like e-signatures, Internet usage, data security, crackers, copyrights etc (Ndou, 2004).

According to Kreizman and Fraga (2003) a winning E-government approach necessitates the existence of a foundational support structure, policy and procedure, policy privacy, authentication, web content management, advertising, fees and payments are some of the ideas forwarded by scholars. "Digital policies" present the legal foundation for electronic information exchange, payment and transactions. They are used to institute uniformity between paper and electronic documents, digital signatures, E-banking, verification and electronic contract. Therefore the success of an E-government project and process is vastly reliant on government role in ensuring a paper legal structure for their operation (Lau, 2003, scware and Deane, 2003)

2.7.Strategy

According to (Mintzberg, 1994a) sees formal planning as change pitfalls which are specific by its very nature and an unbendable trail which could create change opposition (Mintzberg, 1994b). Even though ansoff and Mintzberg's views are diametrically opposed, (steiner and kunin ; 1983) are the view of that "plans are sometimes useless but the planning process is always indispensable". Formal planning critics may be justified when managers implement strategies in a rigid manner without making room for adjustments by taking changes into consideration. On the other hand, the implementation are learning strategies without any formalized structure may also lead to failed or in effective implementation of strategy. If the view of the formalized planning approach to strategy formulation and implementation is not addressed it could lead to increased risk of not take into consideration highly emergent discoveries that could break the organization in the long or short term. However, failure to formalize strategies prior to learning from them could create a situation where strategies could be created and implement extempore in a Non-reliable manner. Thus, pragmatically, managers should usually plan ahead of time before they execute any strategy of some sort. Whatever strategy that managers formulate formally, they must be ready to learn from whatever the formalized plan turns out to be in reality and adapt to it. Since strategies cannot be implemented out of thin air.

E- Government strategy implementation is defined and aligned with the organization's business and IT strategies .the organization has a policy that define how and when to perform the E-government strategic planning and IT strategic planning.

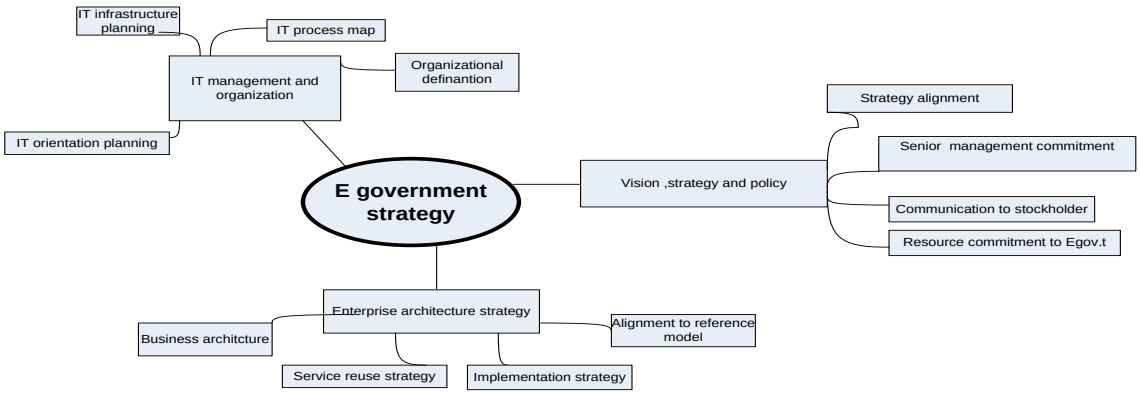

Figure 2.2:- E-government strategy structure adopted from leverage domain (Iribarren et al. 2008)

2.8.Strategy alignment

Strategic alignment, however, has been subject to different interpretations in theoretical and practical studies and it is difficult to find a common agreement, which can see reflection on the variety of definitions found in the literature. One of this are strategic alignment has adopt different assumed name which is known as linkage (Henderson and Venkatraman, 1993).as such effective management of IT will require alignment among complex set of choices reflecting both a strategic and a functional perspective. This paper develops the concept of alignment and its implementation to present a model for IT which means E-government management that is consistent with evolving concepts of strategic management and also addresses the functional complexities of IT management .The strategic alignment Model is developed using two fundamental dimensions such as (1) strategic integration, which builds upon strategic management research relating to the integration of strategy formulation and implementation: and (2) functional integration, which builds upon a tradition of information systems research that focuses on the integration of IT management with the management of other line and functional areas. These two dimensions define four strategic choice domains (Business strategy, information technology strategy, organizational informational infrastructure and processes, and information systems infrastructure and processes) that form the basis for the strategic alignment model. The theory underlying the alignment among these domains is developing using four theoretical concepts (1) consistency in terms of cross- domain relationships, (2) completeness of the process, (3) validity of the process, and (4) comprehensiveness of the process. In the following sections, we define the general alignment model, define and illustrate each of these four theoretical concepts, and then use them as a basis for developing research proposals relating to the effectiveness of strategic IT planning processes. This paper seeks to clarify the nature of linkage or as will define, "alignment". It argues that the strategy IT relationship should be conceptualized in terms of two fundamental dimensions and their alignment:-

(A) Strategic integration involving the alignment between external (marketplace) and internal (organizational) domains. This incorporates the classic open-system view of organization and strategy(Andrews,1980;Lawrence and Lorsch,1967;Thopson,1967)

(B) Functional integration involving the integration between the business and the IT domains. This is consistent with the recent trend towards the integration of different functions to attain competitive advantage.

(C) Cross-Domain alignment involving the relationships among domains that lie along the two diagonals of a matrix implied by the above two dimensions. Thus far, we have mentioned before, the rational of alignment in terms of four basic domains being aligned, namely: business strategy, organizational infrastructure and processes, IT strategy and e-government architectures and processes.

Increasing the access to ICT has encouraging many governments the world to integrate new technology into their development strategies. It is becoming a more and more important public service tool for many government organizations and the extent of activity on the part of public sectors in leveraging IT has increase in volume. The majority public organizations around the world have now established online websites and provide their services to the community (UN, 2012). In the past it is not easy to examine E-government development in both the developed and developing countries.

This section describes E-government development in several more advanced countries. It begins by presenting experiences from advance nations and then moves to projects in the arb world .The definitive aim is to identify issues and lessons that may assist E-government implementation and dissemination and assessment of development strategies used.

According to (UN, 2012) the Republic of Korea, the Netherlands, and the United Kingdom are the world E-government development leaders in 2012.

2.8.1. E- Government in Republic of Korea

E-government implementation in the republic of Korea has become established through several development phases. It originally began between 1987-1992with automation of various tasks. Such as launch of an administrative database. From 1993-2000, the republic of Korea started the second phase with information development and delivering a services information system. From 2001-2002 the republic of Korea created the E-government infrastructure. in 2011 the Republic of Korea introduced a new strategy implementation plan called “smart government”, which covers the period from 2011 until 2015.the main objectives of this plan are : to lead the world as the best mobile, safe and person focused E-government ,system. Smart work aimed at aimed at balancing professional and person live, providing communication-based customized service to citizens, and E-government infrastructure with sound foundations (the Korean Association for policy, 2012). Since 2000 as a result of republic of Korea great efforts to improve E-government,

it is now recognized as having the world's best E-government, as indicated by the UN's assessment, (UN, 2012).

2.8.2. E- Government in the Netherlands

Since 1994, the Netherlands has been striving to obtain a leading position in e-government. In 1994, the ministry of Economy introduced the first National program called "National program Electronic Highways" this program suggested a framework for the different initiatives which are based upon six essential points to support and give the Netherlands a leading position in the area of ICT. Moreover, the Ministry of Internal affairs introduced another program called the "OL2000 project" the key objective of this project was to improve public services by supporting the municipalities in providing their services. Primary areas: E-skills, E-government, interoperability and standards, ICT and public domains, and services innovation and ICT. The National implementation program (NIP) became the Netherlands' E- government strategy until 2011, focusing on the infrastructure and related projects that use such infrastructure. in November 2011,the Netherlands introduced a National Implementation program called "I-NUP" up until 2015, which included three sets of strategies; A one-stop-shop for citizens, digital services for businesses, and a system improve E-government it is ranked as No 2 in the world Un, 2012) for E-government.

2.8.3. E-government in the UK

In 1994, the central computer and Telecommunication Agency (CCTA), under the responsibility of the "Cabinet Office", launched a central government website called ('open.gov.uk') since that time the UK government has been working hard to set up the main requirements for E-government. In 2000, the UK government set the first E-government official strategy called "E-government a strategic framework for public services in the information Age". The target of this strategy was to have all services available for the public online by 2005. This strategy challenged all public sectors organization to innovate and committed all central government departments to the transformation of public activities through applied E-business methods, (European Union, 2011). Based on this strategy by December 2000, the UK government launched its portal called "Uk online.gov.uk" to provide a one stop-shop for public services online. Furthermore, the UK government in 2011 introduced a new government ICT Strategy Cabinet Office, 2011) covering the period between 2011-2013.this strategy focused on a

government cloud, government ICT capability and government end user devices. As result of UK is ranked at No 3 in the world for e-government in the UN assessment UN, 2012).

2.9.E-government statuses in Ethiopia

According to Worku (2016), Ethiopia is far reaching in use and apply internet which is per request for interactive E-government platforms, compare to its population and other African countries. the assessment of E-government readiness index that include191 country undertaken by the United nation in 2001, 2003, 2004, 2005, 2006, 2008, 2011, 2012 of Ethiopia. The consecutive studies used the premise that state of E-government readiness is a function of the combined level of a country's state of readiness, economic, technological development and human resource development. Final products of their analysis were the construction of synthetic indicators named the E-government index and E-government readiness index of Ethiopia is composite measurement of the capacity and willingness comparisons of 191 countries to use E-government for ICT4D.

2.9.1. The web measure index

Web measure index 2005 is based upon a five stage model of E-government framework. These five stages are: emerging enhanced presented, interactive presence, transaction presence and networked presence. These stages are similar to those described in an earlier framework.

2.9.2. Telecommunication infrastructure Index

The telecommunication infrastructure index is a composite weighted average index of six primary measures of a country's ICT infrastructure capacity. These are: Pcs/1000persons; internet users/1000 persons; telephone lines/1000 persons; online population; mobile phones/1000 persons; and TV's /1000 persons.

2.9.3. Human Capital Index

The data for the human capital index relies on the UNDP "education index" which is a composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrollment ration with two third weights given to adult literacy and one third to gross enrollment.

2.9.4. E-participation

The E-participation indexes used to assess the quality and usefulness of information and services provide by a country's government for the purpose of engaging its citizens in public policy issues. This index is indicative of both the capacity and willingness of the country's government in encouraging the citizens in promoting deliberative and participatory decision-making and of the reach of its own socially inclusive governance program.

Table2.1:- Ethiopian E-participation indexes from United Nation E-government Survey (2003-2014)

Year	Index Indicators	Rank of 191 countries
2003	0.128	166
2004	0.1365	170
2005	0.1360	171
,2008	0.1857	172
2010	0.2033	172
2012	0.2306	157
2014	0.25 and above	Middle e-gov't indexes
2016		157
2018		151

Source United Nation E-government Survey (2003-2018)

2.9.5. E-government current status in Ethiopia

The federal Democratic republic of Ethiopia, (FDRE), has a total area of 1.14mil Sq.km consists nine national regional states and two city administrations divided into Zones and woredas (districts with an average population of 100,000). According to the central statistics agency of Ethiopia, the project figures of the population for the year 2013 become 86,613,986 of which 43,715,971 are males and 42.898,015 are females (CSA, web portal).Government of Ethiopia has recognized the power of ICT in a national development plan. Thus, it ratifies the National ICT policy and strategy. From the main achievements of the Ministry of communication and information technology of Ethiopia (MICT), the following could be mentioned primarily. Those are: National ICT policy, Localization of ICT Terminologies, keyboards standards, National Disaster Prevention & Recovery Plan Procedure and Guideline, National ICT HRD strategy, National ICT R&D strategy and Guidelines, E-government strategy, Public Key Infrastructure (PKI), Enterprise Architecture. Ethiopian Government initiatives of E-government, therefore, can be concluded as they give great opportunities .those opportunities can be put in cost reduction, improve quality of service delivery to citizens, increase transparency, increase accountability and increase citizen's participation in decision –making processes.

The E-government strategy for Ethiopia has approved in 2011 envisages the implementation of 219 E-services comprising of 79 informational and 140 transactional services over a five-year period. Implementation is proposed through 12 priority projects and service delivery would be through four primary channels-portals, call centers, mobile devices and common service centers (MICT, 2010).

The government service delivery will be facilitated and strengthened through six core projects, including: the National Payment Gateway, the Enterprise Architecture framework, the Public Key infrastructure, the National Data Set, the National Enterprise Service Bus and the National Integrated Authentication framework.

In addition common applications with will horizontal cut across all ministries are proposed, which include initiatives like E-procurement, Human resource Management System, E-office, E-mail and Financial Management and information system. Ethiopia's E-government strategy has been designed keeping the following guiding principles of E-government

- ✓ E-government is focused in creating a SMART(Simple Moral Accountable, Responsive and Transparent)Government;
- ✓ E-government promotes causes of E-citizen and E-democracy;
- ✓ E-government is not translating processes, however transforming processes;
- ✓ E-government necessitates capacity building within the Government;
- ✓ E-government aims networked and integrated government;
- ✓ E-government is citizen-centric;
- ✓ E-government provides multi-channel delivery of public services;
- ✓ E-government aims in providing convenient access of information to all, and improving a service access and delivery;
- ✓ E-government supports in development and inclusion of private Sector in public service delivery;
- ✓ E-government enables development and participation of all segments of population to reap benefits of IT and also participate in the governance process and be able to voice their opinions more effectively.

Based on the strategy, MICT has launched more than 28 transactional services extracted from the Ministry of Agriculture (MOA), Ministry of Foreign Affairs (MOFA), Ministry of Urban Development and construction (MUDC), Food, Medicine and Health Care administration and control Authority (FMHACA), Agency for government Houses (AGH), and Transport Authority on this portal. More services are to come and integrated each other from various government organizations.

The drivers and vehicles management information system is a web-based but currently used as back office application. The National Records and Library Management information system is also a web-based system. in addition ,the integrated Health information system, Woreda NetProject , SchoolNet Project, Justice information system (a combination of voice and video court-case seen through video conference and tracking of the court case through voice): all those efforts make an increase of transparency and accountability by using video conferences in open discussions on issues like new rules regulations, new policies, tax regulations, etc. it also enhances political discussions between different levels of politicians at different locations. For those reasons, different forms are loaded on the government portals. In general, all they made fewer corruptions because of the systems.

The above are the major area done in last Ethiopia Fiscal year 2012/13. Those done before and after fiscal year are stated according in description. Basic issue is just to show the extent of some E-government project or implementation, even still it is not exhaustive but that including on my research .the remaining WordaNet and SchoolNet projects are presented in the next section which is important for this research study.

2.9.5.1. Woreda Net

As stated above in key actions accomplished by government under E-government in 2012/13 upgrading woredaNet bandwidth from 120 megabyte per second to 420 megabytes per second. The bandwidth upgrading is done following the increase in number of woredas which join this network and the variance in data nature being transferred. Due to this and other like reasons, the stated bandwidth is also upgraded to one gigabyte per second in 2013/14.

The number of woredas connected to woredaNet in respective regions. The connection media depends on the nature of geographical location of wordas and accessibility to telecom infrastructure .according to enable all woredas get connected, ethio-telecom is striving in deploying infrastructure which is more than 10,000 Kms transmission link over the country be fiber optics cable. All woredas are expected to join this huge network until end 2013/14 fiscal year which means one year ahead of GTP plan.

The amount of bandwidth stated above (1gigabyte) is not limited to be used only for the stated number of woredas in the above table. The bandwidth upgrade is made to incorporate other big networked government institutions to this national data center. for example : Integrated Financial Management Information System ,which is under implementation by MoFED in 592 woredas in first phase, construction and housing Development Bureau of Addis Ababa 116 woredas and one additional registration site for housing program and the like are incorporated (Jember Tadele, 2015).

2.9.5.2.School Net

As Hare, 2007 cited in Takeuchi, 2008 the Ministry of Education of Ethiopia Launched the SchoolNet project in 2003 with support from UNDP. Now the project is 11 years old with almost the same trend except adding Integrated Educational Management Information System (IEMIS) which started in 2013/14 .the scope of the project includes all schools from primary first cycle to preparatory. Keep in mind that, when we say SchoolNet project, there are two sub projects since 2013/14. The first which launched in 2003 is focusing on broadcasting which we call Plasma TV to provide standardized education nationally. Currently around 1299 Schools are connected.

The second is Integrated Educational Management Information Systems (IEMIS) which mean enabling schools to have access to broad band internet. This project is initiated in 2013/14. The project is being implemented in those School connected to Plasma and continues side by side the other parallel with broadcasting. As we can see from the table below within the initial year around 500 schools are identified. Of these 359 are already get connected.104 are on progress and 33 are delayed due to resource problem. SchoolNet project is expected to be finalized within GTP one period.

2.10. Related works on E-government

In this section related work about the investigation of the alignment between E-government strategy and its implementation is described. Knowing the methodology they follow, the sampling techniques and the findings of the study contribute a lot as an input for this thesis. Some of these related works are reviewed below.

Related foreign works work: Olusoyi (2014) worked on a research with the objective of investigating the main issues that impact on E-government implementation and to suggest good practice guidelines for successful-government application within the context of developing countries. The study approaches or techniques of the research were judgmental sampling which means that these sampling techniques often used in case study research because it enables judgment to be used to select the cases that will relate to the research objectives and address the questions. The researcher key findings for this study were the factors and characteristics identified as influencing E-government implementation. The existing literature and theories, polices relating to E-government including change management theories that reflects on E-government implementation and soon.

Nibal (2011) has done research with the objective of introducing and developing E-government strategic framework in Palestinian Municipalities. The study's methodology design is qualitative and quantitative approach by using the techniques/methods of purposive and judgmental methods. The finding of researcher were achieving through the matching process between the internal and external factors for E-government at the Palestinian municipal level, which is called the SWOT matrix.

Thabani (2016) has work on the research with the objectives to assess the current state of business processes in a provincial government. The research approaches of this study were qualitative approach with case study techniques. The finding of the researcher is as the majority of the participants claimed that one of the reasons why a business process alignment model was the unknown due to reliance on the way in which all PSGs were derived and formulated with the provincial government in question.

Related local work : Jamber (2014) has worked the research with the objective of assessing the challenges encountered and indicate possible remedies for the E-government program .The research methodology and design follow both qualitative and quantitative and also methods /techniques of the research was purposive sampling method. The researcher key finding for the research were knowledge of the program, culture of electronic service development in Ethiopia ,the extent of User participation, organization capability, strategic readiness for E-government and program governance.

Lemma (2015) has work on the research with the objective of clarify the concepts of E-government success and sustainability, explore the potential relationship between the variables of E-government success and sustainability and develop a sustainability framework for E-government and also check validity of the proposed framework in another related setting. The research approach /methodology and design were qualitative by using case study techniques /methods. The key finding of the researcher was that demonstrated the existing mutual interplay between formation of the woredaNet and changes in the institutional properties as a result of the technology and other socio-historic conditions and other findings.

Worku (2016) has done the research with the objective of exploring the role of E-government on quality public service delivery and good governance in public organizations; from the

experiences of DARA. The researcher in this study using research approach is qualitative and quantitative approach. The researcher is using stratified and systematic random sampling techniques /methods for the study. The researcher key finding were the research has confirmed that e-government platforms implementation has positive effects on improving public service qualities and the effects e-government on customer satisfaction was significant DARA with explained statistically adjusted R2 value of 0.949 with standardized bite coefficient for cost reduction value of 0.731.

Table 2.2: Summery of related works

Authors (Year)	Objective /purpose	Methods /techniques	Key findings
Kiflie Worku(2016)	Exploring the role of E-governance on quality public service delivery and good governance in public organizations; from the experiences of DARA	Quantitative and qualitative approach	The study confirmed that E-government platforms implementation has positive effects on improving public service qualities and satisfaction.
Jamber Tadel(2014)	Assess the challenges encountered and indicate possible remedies for the E-government program	Quantitative and qualitative approach	The key finding of this study are knowledge of the program, culture of electronic service development in Ethiopia, the extent of User Participation, organization capability ,strategic readiness for E-government and program governance
OLusoyi Olatokunbo Richard(2014)	Investigate the main issues that impact on E-government implementation and	Case study research	The factors and characteristics identified as influencing E-government implementation.
Nibal Odeh Abu Jaber (2011)	Introduce and develop E-government strategic framework in Palestinian municipalities	Qualitative and quantitative approach	The finding of this research are achieving through the matching process between the internal and external factors for E-government at the Palestinian municipal level, which is called the SWOT matrix.

Thabani W.Kunene(2016)	To assess the current state of business processes in a provincial government.	Case study methods are used for this research.	The finding of this research is as the majority of the participants claimed that one of the reasons why a business process alignment model was the unknown was due to reliance on the way in which all PSGs were derived and formulated within the provincial government in question.
Lemma Lessa (2015)	Clarify the concepts of E-government success and sustainability, Explore the potential relationship between the variables of E-government success and sustainability and develop a sustainability framework for E-government.	The research techniques are case studies	The study demonstrated that there exists mutual interplay b/n formation of the wordaNet and changes in the institutional properties as a result of the technology and other socio-historic conditions.

2.11. Summary of chapter two

The research gap in which this study comes to fill recognized and explained as follows. The study focuses only investigating the alignment between E-government strategy and its implementation so the research gap are factors of alignment, alignment quality and alignment of organization in E-government system.

CHAPTER THREE

Methodology of the Research

3.1.General approaches and design of the research

As stated in chapter one, the aim of this research is to design a framework for improving the alignment between E-government strategy and its implementation. This chapter describes the possible approaches that could be taken within research in general.

The research method is the significant part of a research because it helps researchers to decide how to achieve the specified objective, what data to collect, how to collect and analyses the data in order to solve the problem area. Therefore, it needs much attention on choosing the appropriate methods which can provide the desired outputs. In this chapter the research approach and sample used to achieve the study's objective and data collection methods is covered. The general objective of the research is to design a framework for improving the alignment between an E-government strategy and its implementation .This study aim is to design a framework for improving the alignment between E-government strategy and its implementation. In this study we use design science research approach. The design science approach focuses on introducing new IT artifacts into an organization in order to solve a problem (Peffers *et* al.2007). For this study, the methods outlined by peffers *et* al (2007), is used which contribute to (1)problem identification ,(2)defining objective solutions,(3),design and development (4)demonstration ,(5)evaluation ,(6)communication as show in the following figure 3

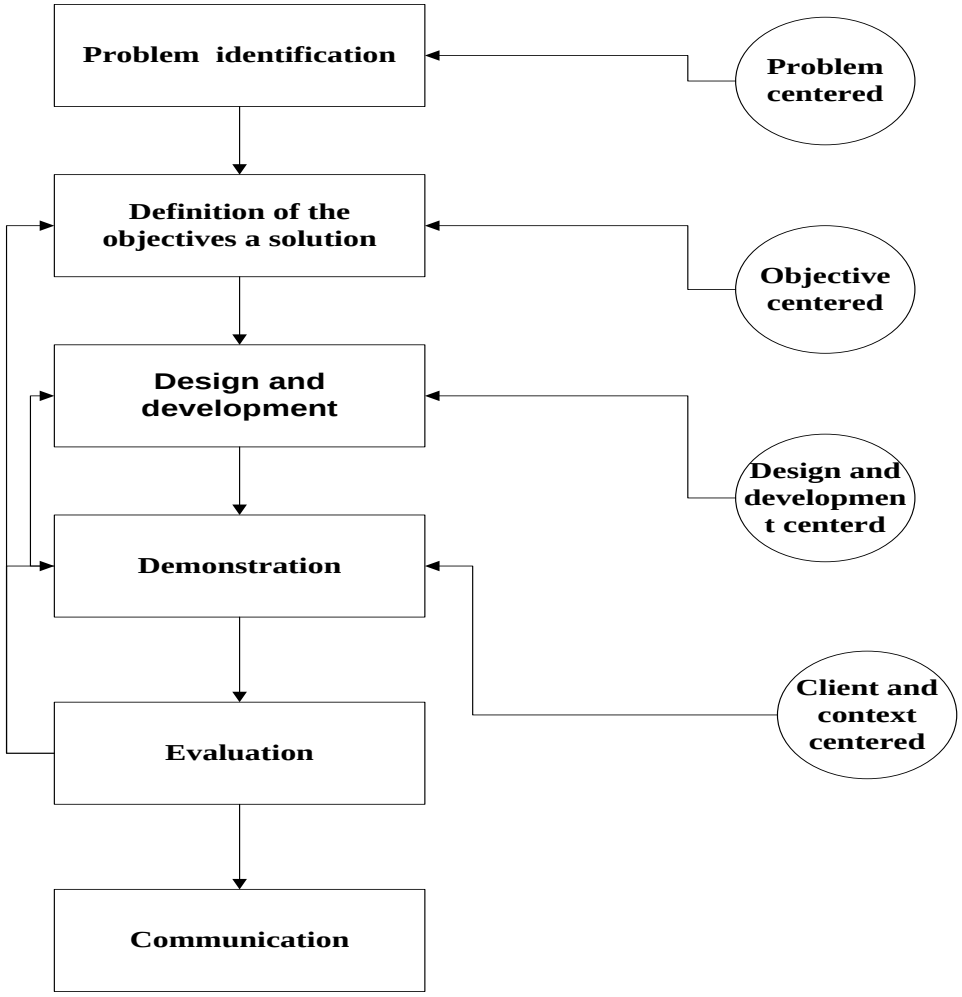

Figure 3.1: DSR Process Model (Peffers et al, 2007)

3.2.Identification of the Problem

The design science research process typically starts with the identification of the research problem and the justification of its relevance (Peffers et al., 2007). The selection of research approach is depends on the research problem, research questions and objectives of the research based on this the study used design sciences approach, which is aimed to design a framework of the alignment between E-government strategy and its implementation.

This study use Quantitative and qualitative approach involves the generation of data in quantitative and qualitative form which can be subjected to rigorous data analysis in a formal , rigid and subjective assessment of attitudes, opinions and behaviors Research fashion. In order to do this, the researcher used questioner, interview and the literature review as data collection technique to gather relevant requirements from Addis Ababa Education office, Job creation and

Food Security Agency, Ministry of Urban House Development and Construction and Ministry of Communication Information and Technology which the participants or respondents are employers for E-government implementation, ICT experts and also ICT related experts such as SchoolNet experts, wordaNet experts, and software developers were parts of the research. This study, based on research objective and research design different kinds of data collection methods were used for research studies. The goal of data collection is to gain rich data that suits to achieve the research objective. Data collection from two or more sources helps to support and improve the quality of the research result (Kumar, 1996). Generally; there are two types of data sources: primary data sources (documents) that will be collect by the researcher from original sources. On the other hand, secondary source of data will be collect and compile by others .in this regard data collect from the respondents mainly uses primary data collection methods through questionnaire, document analysis and interview. In addition, secondary data from publication annual reports, organization profile and bulletins of E-government strategies and its implementation owner will be consult .collecting data from different sources strengths the limitation of each methods and yields the data that are more valid for the output of the research(Marshall, 2006).The researcher organized and analyzed quantitative data by using descriptive statistical tools(SPSS) version 20 such as frequency , percentages ,tables and qualitative analysis is not a sequential process, but rather used to an interactive that includes three coexisting activities: data reduction, data display and conclusions verification to describe the results.

This stage aims to state the problems and identify the requirements to design a framework model that checking the alignment between E-government strategy and its implementation in selected government organization.

The sampling technique used for this study is purposive sampling which was selected because from all total population of four selected government organization employees the number of respondent are selected by purposes and some of those respondents are administration officers, ICT mangers, E-government strategy developers or implementers, web developers, ICT sinner officers, employers and users of E-governments systems on those organizations in government organization. the sampling techniques is purposive sampling which is better to be determine the

specific respondents and it is more accurate to select core system users and employers for E-government implementation validation.

3.3. Definition of Objectives and a Solution

The second stage of DSR is inferring objectives of a solution from the problem definition (Peffers et al., 2007). Solution objectives are the objectives that the developed solution shall fulfill. In the stage initial requirements which are identified in the previous stage are reviewed in order to organize them. Based on the requirements, we design a high level architecture with components that shall meet the requirements. Finally, we describe the purpose of each component.

3.4.Design and Development

The third phase in DSR is creating the art factual solution (Peffers et al., 2007). Before we start to actually develop the artifact, we first analyze whether existing artifacts can be reused for the components of our E-government framework system. The analysis is based on the requirements from the previous process. In cases where an existing artifact partially fulfills the requirements, the artifact may be extended before its reuse. In cases where no suitable existing artifact can be found, a new artifact has to be developed from scratch according to the requirements.

3.5.Demonstration and evaluation

We combined the activities "demonstration" and "evaluation" (which are originally separated in DSRM) to one process due to the tight interaction of demonstration and evaluation. Demonstration is the application of the developed artifact to the problem domain (Peffers et al., 2007). Evaluation identifies how well the developed artifact fulfills its intended use (Peffers et al., 2007). Therefore, it is typically performed based on information that has been collected during the demonstration (Peffers et al., 2007).After the development of the artifact has been finished, the "Demonstration and evaluation" process as applied in this study. For this study, the important of the artifact to solve the problem is demonstrated in team and individual desiccations. After the development of the alignment between E-government strategy and its implementation framework model has been finished, the researcher initially demonstrates the artifact as a model in government organization environment as a practical case study. We have to select 20 participants with different experts in government organization to evaluate the applicability of the framework.

3.6. Communication

The final stage of DSR is communication that allow communicate the problem and its importance, the artifact, its utility and novelty, the rigor of its design, and its effectiveness to researchers and other relevant audiences (Peffers *et al*., 2007). For this study, communication is being done through this paper as a form of thesis report.

This study in addition of design sciences that was used to both qualitative and quantitative approach, which is aimed to design a framework of the alignment between E-government strategy and its implementation. This study adopted a mixed-methods research procedure in order to enjoy the benefits of both quantitative and qualitative approaches. This method is used because data collection from various sources increases the trust worthiness and validity of data (Todd, 1979; Yin, 2003; Saunders *et* al, 2003).

3.7.Conceptual framework

The framework will be used as a tool to analyze the E-government implementation and development changes during implementation (Maryam M.Khamis, 2016). The study identified the alignment and its implantation of E-government in government organization public services as the dependent variable. This study use McKinsey 7S framework conceptual framework which is useful tool that can be used to diagnose and solve organizational problems.it depicts an organization as collection of seven interconnected elements: by considering how each of these elements impacts on the others, it is possible to take a holistic approach to organizational change (Rober H. Waterman,Jr Thomas J.Peters and Julien RPhillips,1980) . The Mckinsey 7S Model was developed in early 1980s by Tom Peters Robert Waterman,two consultants working at the Mckinsey &Company consulting firm and has been used to analyze over 70 large organization since then. the seven variables which the authors termed "levers" all beginning with the letter "S" include" structure", "strategy", "system", "skills", "style", "staff", and "shared values/superordinate goals(Peters &Waterman, 1982).

It was believed that for long-term benefit, these variables should be changed to become more congruent as a system effective organizations achieve a fit between these seven elements .these elements are categorized in so called hard S's and soft S's. The hard elements (strategy, structure, and systems) are feasible and easy to identify. The four soft S's (shared values, skills, staff, and style) however, are hardly feasible. The external environment is not mentioned in the Mckinsey 7S model, although the authors do acknowledge that other variables exist and that they depict only the most crucial variables in the model ((Peters and Waterman, 1982)

In this study, the alignment between E-government strategy and its implementation as dependent variable included; strategy, structure, skill, staff, system, style, in the alignment between E-government strategy and its implementation. Seven(7) items were used to represent service level to the government organization sector: improved quality of output in service delivery; increased citizen performance; provide other means to access the information collected, generated and disseminated by the government; improved communication with citizens about public issues with using information technology. The study operated the construct, feedback, under the following three items: giving feedback about overall cost of services, administration and others for the agency cheaper cost of doing business than the traditional way, increased job satisfaction.

According to this study Shared values take as the alignment and Implementation is taken to be dependent on various variables related to the nature and type of e-government strategy implementation effect on E-government infrastructure which means ICT Infrastructure consists of the physical facilities and equipment to carry out e-government activities. The term ICT infrastructure classifies the economic activities that are related to Information and Communication Technology. It includes communication channels and all available ICT equipment, both hardware and software (Briceno-Garmendia and Estache, 2004; ITU, 2009), E-government implementation model or stage level, E-government strategy policy and E-government strategy standards. This study attempted to explore how these independent variables influenced the alignment and its implementation of E-government in Ethiopia government organization sector and specifically in Addis Ababa.

This study attempted to explore how these independent variables influenced the alignment and its implementation of E-government in Ethiopia government organization sector and specifically in Addis Ababa.

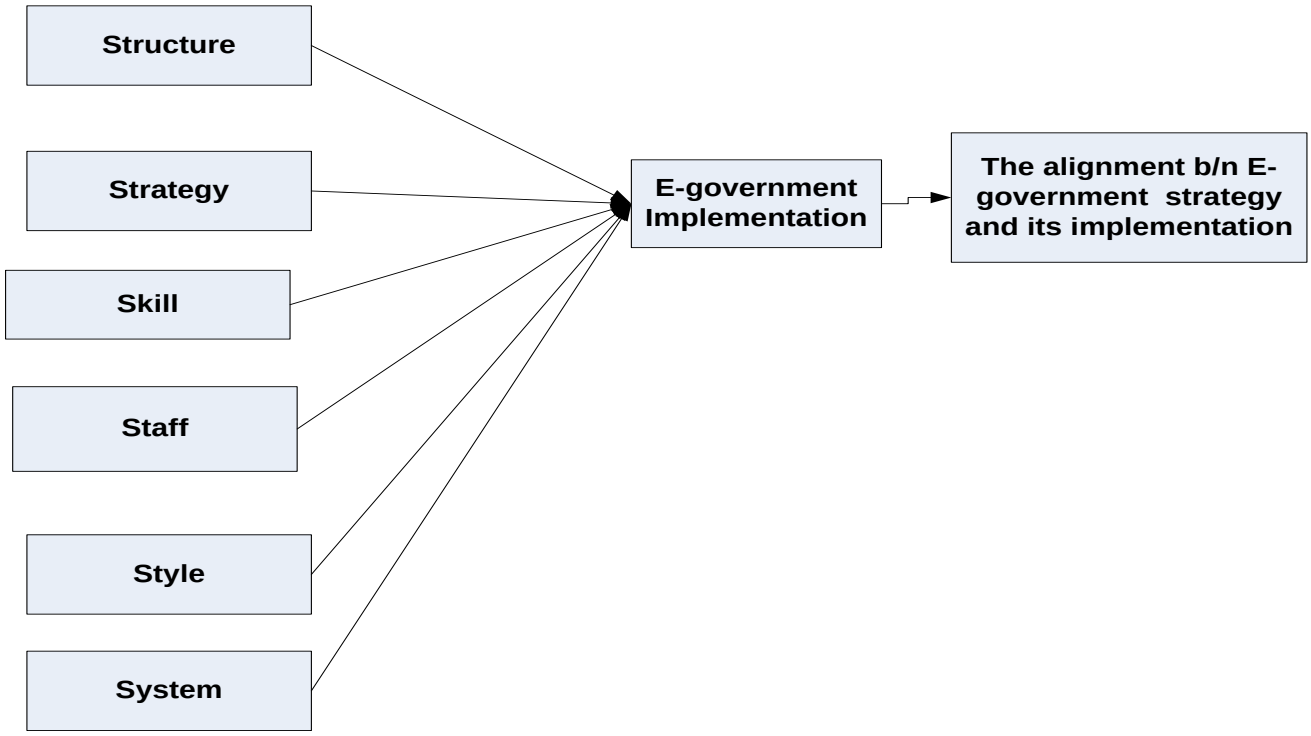

*Figure 4.1***:-**proposed the alignment between E-government strategy and its implementation framework adopted from ((RoberH, 1980)).

CHAPTER FOUR

Problem Identification

In this chapter, data obtained from various sources are presented, analyzed and discussed based on the specific objectives and in line with the existing theory. Analysis and discussion is made across the collected data and the literature. Before presentation and analysis of the data, it could be important to describe the process of data collection. As indicated in the methodology questionnaires, interviews and document analysis.

One hundred four questionnaires were distributed to two Ministry offices, one federal agency office and one Addis Ababa office which were engaged in E-government strategy development and implementation, deployment of E-government project like woreda Net and School Net and the like. In addition, ten key informants were interviewed to collect the required data out of the total questionnaires distributed to ICT related directorates, executives and experts, ninety four were properly filled out and used for analysis.

The first section incorporates quantitative data presentation, analysis and discussion and the second part consists of the qualitative data analysis and discussion. In the first section, characteristics of the respondents, E-government strategy and its implementation, alignment between E-government strategy and its implementation, E-government implementation issues, and the level or stages of E-government implementation models are also presented, analyzed and discussed. Moreover, the finding descriptive analysis is discussed in order to identify the E-government strategy implementation plan progress. In the second section, qualitative analysis and discussion is presented according to the data obtained through the interview which was conducted based on the interview questions outline. In addition, triangulation is conducted by referring the findings of quantitative analysis in the qualitative discussion and vice versa.

4.1.Structure

Table 3:- E-government structure

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency
In your organization E-government strategy has been implemented in all G2G, G2C, G2E and government to Non-government organization	18.5	17	42.4	39	21.7	20	10.9	10	6.5	6
The Exiting E -government strategy has been implemented in all branches of your organization.	29.3	27	22.8	21	28.3	26	12.0	11	7.6	7
Your organization strategically integrated in all government organization by preparing and using E-government?	17.4	16	19.6	18	32.6	30	20.7	19	8.7	8
In Ethiopia, the E- government developer, implementer using functionally integrated E-government online	28.3	26	28.3	26	22.8	21	17.4	16	3.3	3
E-government implementation structure has easy in your working procedure	18.5	16	42.4	20	43.3	23	22.3	12	3.3	3

Source Field Survey 2020

The table show the result that 18.5 % ,42.4% ,21.7% 10.9% and 6.5% of the respondents were strongly disagree ,disagree, undecided ,agree and strongly agree respectively that E-government strategy has been implemented in all G2G, G2C, G2E and government to Non-government organization.

The result of 29.3 %,22.8% ,28.3%,12.0% and 7.6% the respondents were strongly disagree, disagree, undecided ,agree and strongly agree respectively that the Existing E-government strategy has been implemented in all branches of government organization.

According to the respondent, the result shows that 17.4 % , 19.6% ,32.6%,20.7% and 8.7% of the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively that your organization strategically integrated in all government organization by preparing and using E-government?.

The result shows 28.3 % , 28.3%, 22.8%, 17.4% and 3.3% of the respondents were strongly disagree, disagree, undecided ,agree and strongly agree that In Ethiopia, the E- government developer, implementer using functionally integrated E- government online.

According to the respondent, the result show that 18.5%, 42.4%,43.3%,22.3% and 3.3% of the respondents were strongly disagree, disagree ,undecided ,agree and strongly agree respectively the E-government implementation has easy in your working procedure.

4.2.Strategy

Table 4:- E-government strategy

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency
E- government strategy has clear achievable goals	21.7	20	27.7	25	29.3	27	16.3	15	5.4	5
Implementation of E- government has a guideline and policy	37.0	32	23.9	26	22.8	19	12.0	10	5.4	5
Implementation of E-government in your organization enhance the effectiveness and efficiency of service provision for the society and business organizations	32.6	30	16.3	15	27.3	25	16.3	15	7.6	7
E-government strategy has been implemented on time schedule in your government organization by using different projects like woredaNet, school Net and other	9.8	9	31.5	29	39.1	36	14.1	13	5.4	5
E-government strategy is implemented and applicable in your organization.	34.8	32	25.0	23	29.3	27	6.5	6	4.3	4

Source Field Servey2020

According to the respondent, the result shows that 21.7 %, 27.7%, 29.3%, 16.3% and 5.4% the respondents were strongly disagree, disagree, undecided, agree and strongly agree respectively E-government strategy in having clear and achievable goals.

According to the respondent, the above table show that the result of 37.0%, 23.9%, 22.8%, 12.0% and 5.4% the respondents were strongly disagree, disagree, undecided, agree and strongly agree respectively Implementation of E- government has a guideline and policy.

According to the respondent, the above table show that the result of 32.6% ,16.3,27.2%,16.3% and 7.6% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively The Implementation of E-government in your organization enhance the effectiveness and efficiency of service provision for the society and business organizations.

The analysis show that the result of 9.8 %,31.5%,39.1%,14.1%, and 5.4% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively e-government strategy that has been implemented on time schedule in government organization by using different projects like woreda Net, school Net and other.

The result show that 34.8%,25.0%,29.3%,6.5% and 4.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively the E-government is implemented and applicable in your organization.

4.3. Skill

Table 5:- E-government usage and awareness of skill

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency
Implementation of E-government improve productivity of managers in government organization	26.1	24	37.0	34	22.8	21	8.7	8	5.4	5
Using E-government in online improve employee and government organization job performance	28.3	26	28.3	26	22.8	21	17.4	16	3.3	3
Implementation of E-government improve a decision making for managers	18.5	17	42.4	39	21.7	20	10.9	10	6.5	6
Implementation of E-government in your organization has improved employees in information management.	28.3	26	28.3	26	22.8	21	17.4	16	3.3	3
E-government improved management of public resources, promoting better planning and targeting policies to address problems of society.	35.9	33	21.7	20	29.3	27	9.8	9	3.3	3

Source Field servey2020

The result shows that 26.1% ,37.0%,22.8%,8.7% and 5.4% of the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively the Implementation of E-government improve productivity of managers in government organization.

According to the respondent, the result shows that 28.3 %, 28.3%, 22.8% 17.4% and 3.3% of the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively that using E-government in online improves employee and government organization job performance.

The result show that 18.5 %,42.4, 21.7, 10.9% and 6.5% of the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively the implementation of E-government helps decision making for managers in government organization.

The result of 28.3%, 28.3%,22.3%,17.4 and 3.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively that Implementation of E-government in your organization has improved employees in information management.

According to the respondent, the result show that 35.9%, 21.7%, 29.3%, 9.8% and 3.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively The E-government implementation should enable people to visit government or portals or websites to communicate and interact with employees through the internet, instant messaging, email and audio or video presentations.

4.4.Staff

Table 6:- E-government staff

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency
E-government implementation has improved working performance of all employees in your organization.	28.3	26	39.1	36	18.5	17	8.7	8	5.4	5
Employees in government organization have taken training to use E-government service	29.4	27	41.3	38	19.6	18	6.5	6	3.3	3
Online information has been used in your organization to make decision	30.4	28	37.0	34	14.1	13	13.0	12	4.3	4
Implementation of E-government in your organization has improved employees in information management.	10.9	10	26.1	24	26.1	24	28.3	26	8.7	8
Implementation of E-government increases the use of internet in your organization.	34.8	32	29.3	27	22.8	21	8.7	8	4.3	4

Source Field servey2020

The result show the that 28.3%,39.1%,18.5%,8.7% and 5.4% the respondents were strongly disagree, disagree, undecided, agree and strongly agree respectively E-government implementation has improved working performance of all employees in your organization.

The result shows that 29.4%, 41.3%, 19.6%, 6.5% and 3.3% the respondents were strongly disagree, disagree, undecided, agree and strongly agree respectively Employees in government organization have taken training to use E-government service.

The result of 30.4%,37.0%,14.1%,13.0% and 4.3% of the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively Online information has been used in your organization to make decision.

The result show that 10.9%, 26.1%, 26.1%, 28.3% and 8.7% of the respondents were strongly disagree, disagree, undecided, agree and strongly agree respectively the Implementation of E-government has improved employees information management.

The result show that 34.8%,29.3%,22.8%,8.7% and 4.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively the Implementation of E-government increases the use of internet in any employees in your organization.

4.5.System

Table 7:- E- government system

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequenc	%	Frequenc	%	Frequenc	%	Frequenc	%	Frequenc
Implementation of E- government has allowed information sharing	43.5	40	30.4	28	7.6	7	15.2	14	3.3	3
The E-government system support cooperative partnership in the government organization and other Non-government organization.	33.7	31	10.9	10	35.9	33	15.2	14	4.3	4
Implementation of E-government has enabled citizens to access government facilities online	58.7	54	14.1	13	9.8	9	14.1	13	3.3	3
In our country, Implementation of E-government system is undertaken following E-government implementation models strategically.	37.0	34	23.9	22	22.8	21	12.0	11	1.1	1
Implementation of E-government system is used to provide information for strategic decision in all organization.	29.3	27	28.3	26	21.7	20	15.2	14	5.4	5

Source Field servey2020

The result show that 43.5% ,30.4% ,7.6% ,15.2% and 3.3% the respondents strongly disagree , disagree, undecided, agree and strongly agree respectively Implementation of E- government has allowed information sharing.

The result show that 33.7%,10.9%,35.9%,15.2% and 4.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively The E-government system support cooperative partnership in the government organization and other Non-government organization.

The result show that 58.7%,14.1%,9.8%,14.1% and 3.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively Implementation of E-government has enabled citizens to access government facilities online.

According to the respondents that result show that 37.0%,23.9%,22.8%,12.0% and 1.1% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively In our country, Implementation of E-government system is undertaken following E-government implementation models strategically.

The result show that 29.3%, 28.3%, 21.7%,15.2% and 5.4% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively The Implementation of E-government system is used to provide information for strategic decision in all organization.

4.6.Style

Table 8:- E-government style

Items	Strongest disagree		Disagree		Undecided		Agree		Strongly agree	
	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency
the Implementation of E-government style has reduced the costs of delivering services in your organization	16.7	15	46.7	44	15.2	15	18.1	16	3.3	3
Implementation of E-government style has delivered effective, efficient and transparent administrative governance in your organization.	27.2	25	38.0	35	18.5	17	14.1	13	2.2	2
E-government implantation has been tackles administrative corruption and reducing the opportunities for corruption to infiltrate in all government organization.	33.7	31	27.2	25	21.7	29	10.9	10	6.5	6
Implementations of E-government style to provide service in different government organization affect the life of all society.	23.9	22	41.3	38	20.7	19	8.7	8	5.4	5

Source Field servey2020

The result show that 16.7%, 46.7%,15.2%,18.1% and 3.3% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively the Implementation of E-government style has reduced the costs of delivering services in your organization.

The result show that 27.2%,38.0%,18.5%,14.1% and 2.2% the respondents were strongly disagree , disagree, undecided, agree and strongly agree respectively The E-government implementation has delivered effective, efficient and transparent administrative governance in your organization.

According to the respondents, the result show that 33.7% the respondents were strongly disagree, 27.2 % were disagree 21.7 % of respondents were undecided, 6.5% were agree and 10.9 % of the respondents were strongly agree with E-government implantation has been tackles administrative corruption and reducing the opportunities for corruption to infiltrate in all government organization.

The result show that 23.9% the respondents were strongly disagree, 41.3 % were disagree, 20.7 % of respondents were undecided, 8.7 % of the respondents were agree and 5.4 % of the respondents were strongly agree with Implementations of E-government style to provide service in different government organization affect the life of all society.

4.7.Alignment

Table 9:- E-government alignment.

Items	**Strongest disagree**		**Disagree**		**Undecided**		**Agree**		**Strongly agree**	
	%	Frequency	**%**	Frequency	**%**	Frequency	**%**	Frequency	**%**	Frequency
E–government implementation has been allowed to information flows vertically and horizontally in all government organization to deliver service and make decision timely.	35.9	33	16.3	15	32.6	30	13.0	12	2.2	2
The alignment between E-government strategy and its implementation has improved communication in government organization.	27.2	25	32.6	30	21.7	20	10.9	10	7.6	7
all Ethiopian citizens and Non-government organization has an awareness on using E-government service in 24 hour /7 days a week online	8.7	8	29.3	27	26.1	24	27.2	25	7.6	7
E-government strategy vision has included the mission and vision of government and Non-governments organization.	26.1	24	31.5	29	30.4	28	6.5	6	5.4	5
Implementation of E-government has been allowed to align Your organization with other government organization.	23.9	22	41.3	38	20.7	19	8.7	8	5.4	5

According to the respondents, the result show that 35.9 % the respondents were strongly disagree, 16.3 % were disagree, 32.6 % of respondents were undecided, 2.2% were agree and 13.0 % of the respondents were strongly agree with E–government implementation has been allowed to information flows vertically and horizontally in all government organization to deliver service and make decision timely.

The result show that 27.2% the respondents were strongly disagree, 32.6 % were disagree, 21.7 % of respondents were undecided 10.9 % of the respondents were agree and 7.6 % of the respondents were strongly agree with The alignment between E-government strategy and its implementation has improve communication in government organization.

According to the respondents, the result show that 8.7 % the respondents were strongly disagree, 29.3 % were disagree, 26.1 of respondents were undecided, 27.2 % of the respondents were agree and 7.6 % of the respondents were strongly agree that all Ethiopian citizens and Non-government organization has an awareness on using E-government service in 24 hour /7 days a week online.

The result show that 26.1% the respondents were strongly disagree , 31.5 % were disagree, 30.4 % of respondents were undecided, 6.5 % of the respondents were agree and 5.4 % of the respondents were strongly agree with the with E-government strategy vision has included the mission and vision of government and Non-governments organization.

The result show that 23.9% the respondents were strongly disagree , 41.3 % were disagree, 20.7 % of respondents were undecided, 8.7 % of the respondents were agree and 5.4 % of the respondents were strongly agree with the Implementation of E-government has been allowed to align your organization with other government organization.

4.8.Requirement analysis

Requirement analysis is the process of studying and analyzing the E-government strategy implantation and its alignment in all government and private organization needs to arrive at a definition of the problem and systems requirements using information communication technology, E-government is approaching the citizens to provide them in web-based services at lower cost and higher efficiency. Among the various components of E-governments of E-government, using G2B, G2G, G2C and G2E the citizens can directly interact with. Citizens will be reluctant to use the web based services and privacy concerns (Backus, 2001).

Requirements gathering are necessary for the development of system that satisfy the E-government service users and E-government implementers' expectations, support the clear design, development, and test producers for E-government system development.

Structure:

Table 10:-Gap& requirement based on E-government structure

Items	Gap	**Requirements**
In your organization E-government strategy has been implemented in all G2G, G2C, G2E and government to Non-government organization	Not implemented online in government and private organization	Online service
The Exiting E -government strategy has been implemented in all branches of your organization.	No functional ICT infrastructure	ICT infrastructure
Implementation of E-government has been allowed to align Your organization with other government organization	No E-government technology use align organization each other	E-government technology
Your organization strategically integrated in all government organization by preparing and using E-government?	No service in one shops	Service integration

The survey shows that E-government strategy implementation has implemented in Ethiopia based information communication technology by owner of Ministry of information communication technology. E-government structure is basic tools and technology for all government and private organization in structural dimensions improvement. One can mention commonly cited structural dimensions as service integration, E-government technology and online services in web based.

In this study, the research focused on the service integration in one shops, E-government technology, and online Electronic services for all citizens which are believed to be adequate for assessing technology – structure relationships (Donaldson, 2001).

The proposed alignment between E-government strategy and its implementation should have easily understandable, expendability and integrated online service by using information technology in government organization and private organization to achieve the strategic and goals of E-government implementation infrastructure functionality by enabling citizens.

Strategy:

Table 11:-Gap& requirement based on E-government strategy.

Items	Gap	**Requirements**
E- government strategy has clear achievable goals	Some E-government objectives not achieved the goals	Goals and objectives
Implementation of E-government has a guideline and policy	The guideline and police of E-government implementation objective does not yet known in organization	Objectives
E-government strategy vision has included the mission and vision of government and Non-governments organization.	Mission and vision Not yet included	Vision and mission
Implementation of E-	Know E-government service was	effective and efficient

government in your organization enhance the effectiveness and efficiency of service provision for the society and business organizations	not effective and efficient	services

The survey shows that E-government strategy implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. E-government strategy is basic tools and technology for all government and private organization in strategy improvement specifically E-government strategy implementation. Organization must be aware of why E-government strategy implemented in government organization by identifying business goals, determining the strategic business issues and strategic identification are essential elements of E-government strategy. This study in E-government strategy focuses mission, vision, goals, strategic ICT action plan and effective and efficient strategy. Today, businesses need strategic planners to continually evaluate goals and define the information system capabilities required to support these goals (Stratiman &Roth, 2002).

The proposed alignment between E-government strategy and its implementation should have mission, vision and strategic goals by using information technology effectively and efficiently in government organization and private organization to achieve the strategic goals of E-government strategy implementation by enabling there employees and all citizens.

Skill:

Table 12:-Gap& requirement based on skill.

Items	Gap	**Requirements**
Implementation of E-government improve productivity of managers in government organization	Some mangers they promote the use of ICT but they have no idea in E-government in there organization.	Promote the use of ICT,
Using E-government in online improve employee and government organization job performance	There is a training for experts not for all employees or users for improving online services	Training the use of ICT
Implementation of E-government improve a decision making for managers	In some extent they are communicating in information level but they have no improvement in services	Communication
E-government implementation has easy in your working procedure.	Performing Daly work by using ICT is good progress but not final	Easley performing Daly work by using ICT

The survey shows that E-government strategy implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. E-government skill is basic tools and technology for all government and private organization in skill improvement to use E-government service anywhere specifically E-government implementation and alignment improvement was important for government organization by promoting their service and Easley performing daily work by using E-government to achieve organization goals by employees and citizens.

This study in E-government skill focuses promote the use of ICT and E-government service , attending training and education , communication and performing daily work by using ICT . Skill is the distinctive competences and what the company does best (Peters &Waterman, 1982).

The proposed alignment between E-government strategy and its implementation should have by promote the use of ICT and E-government service , attending training and education ,

communication and performing daily work by using ICT in government organization and private organization to achieve the strategic goals of E-government strategy implementation by enabling their employees and all citizens.

System:

Table 13:-Gap& requirement based on E-government system

Items	Gap	**Requirements**
Implementation of E- government has allowed information sharing	Functional integrated system for information sharing is on the way but does not aligned	Functional ingrate system
The E-government system support cooperative partnership in the government organization and other Non-government organization.	There is progress but it does not full linkage each organization	Linkage
Implementation of E-government has enabled citizens to access government facilities online.	E-government service facility not online but it is in-person	Use service any where
In our country, Implementation of E-government system is undertaken following E-government implementation models strategically.	E-government implementation model is known by experts	Implementing E-government according implementation model
Implementation of E-government system is used to provide information for strategic decision in all organization.	Only information in some way	Use information in the daily work

The survey shows that E-government strategy implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. E-government system is basic tools and technology for all government and private organization in system improvement to use E-government system anywhere specifically E-government implementation and alignment improvement was important for government organization by implementing their systems ,integrating E-government system,

use service anywhere, linking all organization by using system and Easley accessing information for daily work by using E-government system to achieve organization goals by employees and citizens.

This study in E-government implementing their systems, integrating E-government system, use service anywhere, linking all organization by using system and Easley accesses information for daily work by using E-government system. System refers to formal and informal procedures and systems that support the strategy and structure (Peters &Waterman, 1982).

The proposed alignment between E-government strategy and its implementation should have by implementing their systems ,integrating E-government system, use service anywhere, linking all organization by using system and Easley accessing information for daily work by using E-government system in government organization and private organization to achieve the strategic goals of E-government strategy implementation by enabling their employees and all citizens.

Staff:

Table14:-Gap& requirement based on staff

Items	Gap	**Requirements**
Employees in government organization have taken training to use E-government service	E-government online service reducing cost	Reducing cost of expense
Online service and information has been used in your organization to make decision.	Online service is not fully functional at all	Talking administrative corruption
Implementation of E-government has improved employees information management.	Not mentioned	Improve service quality
Implementation of E-government increases the use of internet in any employees in your organization.	Yes but not fully functional	Increase responsibility and accountability

According survey result, the alignment between E-government strategy and its implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. Staff refers to people /human related to E-government services and thus basic tools and technology in all government and private organization in system usage improvement to use E-government service access anywhere specifically E-government implementation and alignment improvement was important for government organization by implementing their staffs aware to all citizens and employees reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government systems and services to achieve organization goals by employees and citizens.

This study in E-government strategy and its implementation in the organization, reducing cost of expense, tackling administrative corruption, improve service quality and increase responsibility and accountability by using E-government system.

The proposed alignment between E-government strategy and its implementation should have by implementing their staff reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government system in government organization and private organization to achieve the strategic goals of E-government strategy implementation to enabling their employees and all citizens.

Style:

Table 15:-Gap& requirement based on style

Items	Gap	**Requirements**
Implementation of E-government style has reduced the costs of delivering services in your organization.	Still not full but there is some improvement	Improving work performance
Implementation of E-government style has delivered effective, efficient and transparent administrative governance in your organization.	Some of they use effectively and efficiently	Helping decision making
Implementation of E-government style tackles administrative corruption and reducing the opportunities for corruption to infiltrate in your government organization	Improve	Improve accountability and transparency
Implementations of E-government style to provide service in different government organization affect the life of all society.	Improved sometimes	Improve quality of decision

According survey result, the alignment between E-government strategy and its implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. Staff refers to people /human related to E-government services and thus basic tools and technology in all government and private organization in system usage improvement to use E-government service access anywhere specifically E-government implementation and alignment improvement was important for government organization by implementing their staffs aware to all citizens and employees reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government systems and services to achieve organization goals by employees and citizens.

This study in E-government strategy and its implementation in the organization, reducing cost of expense, tackling administrative corruption, improve service quality and increase responsibility and accountability by using E-government system.

The proposed alignment between E-government strategy and its implementation should have by implementing their staff reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government system in government organization and private organization to achieve the strategic goals of E-government strategy implementation to enabling their employees and all citizens.

Alignment between E-government strategy and its implementation:

Table 16:-Gap& requirement based on alignment b/n E-government strategy and its implementation.

Items	Gap	**Requirements**
E–government implementation has been aligned to information flows vertically and horizontally in all government organization to deliver service and make decision timely.	Not actual integrated service	Integrated service
The alignment between E-government strategy and its implementation has improved employees communication in government organization	Half of employee shared beliefs	Shared beliefs
The alignments of E-government in All Ethiopian society, government and Non-government organizations have the awareness to use E-government service 24 hours and 7 days a week online.	Some of the people have awareness but not all	Create awareness
E-government strategy vision and mission has aligned with the mission and vision of governments and Non-governments organization.	In some way but not full	Share information
The E-government strategy and its Implementation has been allowed to align Your organization with other government organization vertically and horizontally	Not integrated in service level but they are integrated by information sharing	Vertical and horizontal integration

Source Field servey2020

According survey result, the alignment between E-government strategy and its implementation has implemented in Ethiopia based information communication technology by owner of ministry of information communication technology. Staff refers to people /human related to E-government services and thus basic tools and technology in all government and private organization in system usage improvement to use E-government service access anywhere specifically E-government implementation and alignment improvement was important for government organization by implementing their staffs aware to all citizens and employees reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government systems and services to achieve organization goals by employees and citizens.

This study in E-government strategy and its implementation in the organization, reducing cost of expense, tackling administrative corruption, improve service quality and increase responsibility and accountability by using E-government system.

The proposed alignment between E-government strategy and its implementation should have by implementing their staff reducing cost of expense, tackling administrative corruption , improve service quality and increase responsibility and accountability by using E-government system in government organization and private organization to achieve the strategic goals of E-government strategy implementation to enabling their employees and all citizens.

In general, in this study, the researcher identify problems and define initial requirements for the proposed the alignment between E-government strategy and its implementation requirement analysis. The next stage one is Definition of the objectives of a solution which refine initial requirements and design an architecture proposed framework.

4.9. Definition of the objectives of a solution

4.9.1. Proposed frame work for the solution

A framework is a model artifact that provides a broad overview or skeleton of interlinked items which helps as a guide to achieve a specific objective (Kiriwandeniya et al., 2013). According to Zachman (2003), a framework helps to analyze organizational subjects to leverage the required level of integration, reusability and interoperability towards the targeted result. In addition to the various issues to be considered in the framework of E-government implementation, Olusoyi Olatokubo (2014), in his latest work indicated the implementation realization framework of E-government.

In view of the above, different researchers designed frameworks in different ways. For instance Olusoyi Olatokubo (2014) has developed framework for E-government implementation simply by identifying the major factors, pre and post implementation of E-government challenges and proposing corresponding solutions for each challenges without defining directional boundary.

The objective of E-government framework and it implementation strategy were to improve service. Improve revenue collection, reduce cost and to give citizens a voice (Mhlanga, 2013) .In this study, the designed framework is the solution of 'the alignment between E-government strategy and its implementation 'in government organization and private organization. As can be seen in below figure, the high level representation of the framework indicates the core issues/ activities that were proposed to be executed to ensure the alignment of E-government strategy and its implementation.

4.9.2. Functional Requirement

Functional requirement defines a function of a system or its component that specify particular results of the system (Liming et al., 2016). It describes the behaviors (functions or services) of the system that support the goals, tasks or activities. It also describes the interaction between the system and the E-government services users from employees and citizens. The functional requirements for the proposed framework of the alignment between E-government strategy and its implementation are listed as follows:-

Strategy: as to strengthen the strategy of E-government framework program, types of technology, procurement rout, services are listed with action plan and strategy that allowed adopters /stakeholder/developers of E-government to be involve at the beginning such as during strategy design and implementation then the alignment b/n E-government strategy and its implementation practice in all government organization and private organization.

Structure: the E-government implementation stage model recommend two way communication from government to people or one government organization to other government organization or private organization to government organization. Such communication allowed by the government such as between government stakeholder and the role of each government ministry and agencies through a round table discussion as strengthening a current alignment b/n E-government strategy and its implementation .

System: E-government is the use of information technology.it is pointed out that information technology (IT) is vital to implement E-government in all over the national level to improve tendering ,planning ,monitoring, distribution, logistic and cost comparison processes ,cost reduction ,talking administrative corruption by establishing integrated E-government service and accurate and effective information delivering in 7weeks and 24hour in the right place .the aim of E-government implementation is to enable joint up information and service management between the people of the country and the government.

Staff: awareness and training of E-government program can be considered as integrated part of an organization learning and change to give integrated services to the society .the primary rational for training between government integrated services workforce is to addressing skill deficiencies in developing E-government, use and serving the society to use E-government service and to adapt employee's qualification to job requirement.

Skill: Really, it is imperative that an E-government and ICT stakeholders and experts require new skill and knowledge appropriately employed in government organization, private organization and Non-government organization capable in developing E-government strategy and its implementation action plan and giving Electronic service in web based to the society.

Styles: a new approach and style of command in E-government implementation and its electronic services framework system can increase flexibility and versatility preferred by people due to its low cost, getting service in one shop in anywhere compered to in-person getting services .a key strategy for E-government is giving and getting information and service in integrated manner at one place to the people.

Shared values :the pre-requisite depends to a large extent on the establishment of strategy, meeting of employees ,peoples and in general human capability and capacity and last improve in E-government implementation processes and aligned all government, private organization and peoples in one services .the government through their ministry and agencies shall give full support to all E-government strategy align with business strategy ,mission ,vision and its implementation of national level agenda.

4.9.3. Non-functional requirement

The non-functional requirements describe how well the system supports the functional requirements (John, 2004). They include a description of the system, availability, usability and performance.

Availability: Any system needs to be available whenever it is required to be accessed. The development of a web-based E-government system improves this requirement. This system is expected to be available at anytime and anywhere when services users need to use the system.

Performance: if E-government system is a web-based E-government system, it runs on any system capable of running web browsers. Although clients can run on a computer, tablet and phone and the server handle requests from the client. The proposed of the alignment between E-government strategy and its implementation is designed to run on the existing network infrastructure in government and private organization.

Scalability: the ability to support large number of concurrent E-government services users and process large volume of services or information. Moreover, it has to integrate geographically E-government services user employees and citizens.

Expandability: The proposed alignment between E-government strategy and its implementation should incorporate open standards and have the capability for integrating existing E-government services and future E-government services and upgraded by using IT.

CHAPTER FIVE

Design, Demonstration and Evaluation of Framework

5.1. Designing and Development.

For this study, designing a framework for the alignment between E-government strategy and its implementation is proposed as an artifact to solve the identified problems. Designing a framework for the alignment between E-government strategy and its implementation provides a variety of importance that promotes the implementation of E-government strategy within the government organization. The goal of designing this framework for the alignment between E-government strategy and its implementation is to facilitate the implementation of E-government strategy and its usage of E-government services by employees and all citizens' activities in order to increase efficiency and effectiveness of the staffs within government and private organization. The framework is developed based on the requirements gathered from the survey.

The strategy of E-government framework program was the action plan in national level and regional level with the implementation of types of technology, procurement rout, services were listed with its budget and strategy that allowed adopters of E-government to be involve at the beginning such as during strategy design and implementation then the alignment b/n E-government strategy and its implementation practice in all government organization and private organization. this study under the strategy variables focuses on mission and vision ,objective and goals of E-government projects like E-service ,worda net, school net ,Tel-medicine ,E-city projects and strategic planning

Vision and mission: it is an essential to a clear vision and mission for the alignment between E-government strategy and its implementation in all government and private and Non-government organization.

Goal and objective: The objective of E-government framework and it implementation strategy are to improve service. Improve revenue collection, reduce cost and to give citizens a voice (Mhlanga, 2013:16). In this case goal and objective of the strategy is the important part for the strategy alignment in the country level alignment between E-government strategy and its implementation in all organization performance achievement.

Strategic E-government plan: the alignment of Information system planning and business planning is one of the top problem reported by executives and IS managers (Ho and Lin, 2004; Somers and Nelson, 2003). Thus problems solve by the alignment between E-government strategy and its implementation strategic E-government plan to align the government and business organizations.

the E-government implementation stage model recommend two way communication from government to people or one government organization to other government organization a current alignment b/n E-government strategy and its implementation .

Online service :the structure of government and other business or Non-government organization needs friendly user online services for the purpose of giving or getting services for the peoples /employees /users at time and cost saving.

ICT infrastructure: E-government in a nature use ICT infrastructure such as hardware and software in the organization and adequate ICT infrastructure was crucial for successful alignment of E-government strategy and its implementation.

E-government technology: E-government services enable all people to use online service in all organization from anywhere, however the alignment between E-government strategy and its implementation needs the installation of E-government technology like hardwires and software in all government and business organization.

Co-operation: in the alignment between E-government strategy and its implementation concept is getting and giving information and service in one shop through this Co-operation is important.

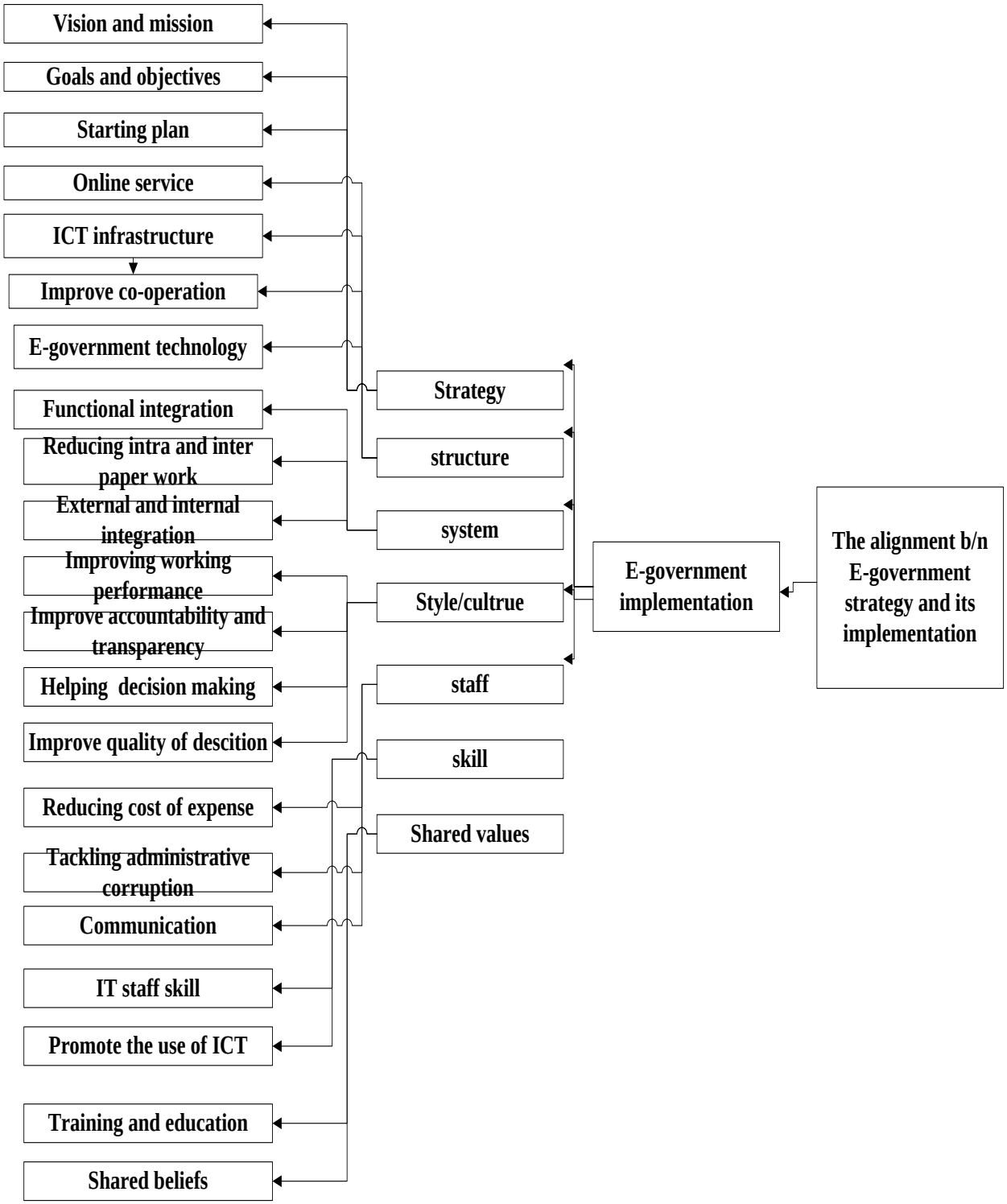

Figure 5:-Factors for alignment between E-government strategy and its implementation.

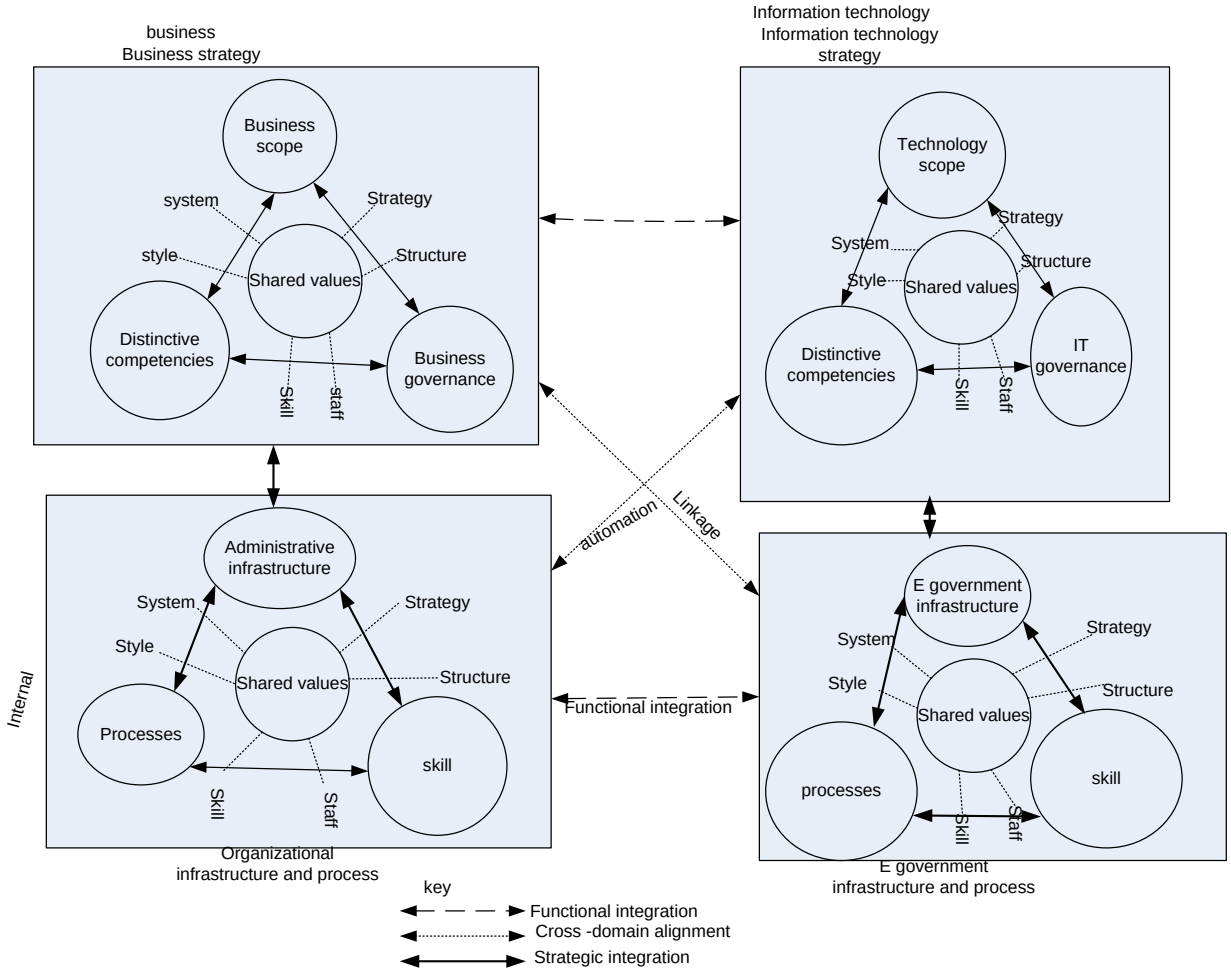

Figure 6:- Proposed framework for aligning between E-government strategy and its implementation (adopted from, Henderson and Venkatraman, 1993)

From the above figure (6) show that the strategic alignment Model is developed using two fundamental dimensions such as (1) strategic integration, which builds upon strategic management research relating to the integration of strategy formulation and implementation: and (2) functional integration, which builds upon a tradition of information systems research that focuses on the integration of IT management with the management of other line and functional areas. These two dimensions define four strategic choice domains (Business strategy, information technology strategy, organizational informational infrastructure and processes, and information systems infrastructure and processes) that form the basis for the strategic alignment model (Henderson and Venkatraman, 1993***)***. This study focus on the alignment between E-

government strategy and its implementation as one strategic alignment with some modification of the model for more functional and strategic integration and implementation .functional integration is integrating all organization using business strategy and information technology strategy implementation in addition internally and externally shared services and information by aligning strategy, system, style, structure, shared value, staff and skill for the purpose of the alignment between E-government strategy and its implementation .

5.2. Demonstration and evaluation of result for the proposed framework

Before to evaluate the frame work the researcher communicate to the expert of ICT, E-government implementers, woredaNet project experts, school net experts and other concerned experts to explain how this framework core issues can be integrated and improved in one government and private business organization aligned by using the alignment between E-government strategy and its implementation in order to attention electronica service. On the other hand, this study attempted to explain what actions to be carried out for each identified core issues or activities in all organization. Moreover, this study proposes solutions for the identified core issues by considering multiple dimensions alignment (strategy, structure, system, staff, shared value, staff and skill) in order ensure the alignment between E-government strategy and its implementation view of the solution government and private business organization . Then after the introduction about the formwork how to work under the issue that raised 7S model the expert goes to evaluation.

Descriptive analysis (mean and standard deviation) of the survey result is computed. The mean result of the evaluation variables is found to be greater than 3 which indicated that the respondents agreed on the clarity, completeness, usefulness, correctness of the proposed framework. The overall rating of the proposed framework is 12.26 which represent the category of ‘Very Good’. This indicates that the IT experts participated on the evaluation survey confirmed completeness, correctness and clarity, applicability of the proposed framework.

5.3. Evaluation the result of the proposed framework:

A framework, as a model artifact, needs to be evaluated in order to demonstrate its quality, utility and efficacy. This helps to improve the framework in an iterative manner to ensure the quality of the proposed solutions of that it can solve real world business problems (Hevner, 2004). According to Hevner (2004), an IT artifact can be evaluated in terms of fit with the organization, functionality, completeness, reliability, usability, and other relevant quality attributes. An artifact can be evaluated by observational, analytical, experimental, testing, expert validation, and descriptive methods (Hevner, 2004). In this study, expert validation and observation was used to evaluate the proposed framework along with descriptive method.

Expert validation is chosen to gain different views of the E-government strategy developers and implementers experts who work in four selected government organization in various positions. The E-government strategy knowledge of the experts along with their expertise in IT is believed to be crucial to gain valuable inputs. Moreover, majority of the experts have no more than one two years of experience in the case organization and management position which adds value to their holistic view of the proposed the alignment b/n E-government strategy and its implementation framework. It was also believed that the experts' experience in government organization can help to evaluate the framework whether it fits to the organization or not. According to Hevner (2004) fit to the organization can be one of the criteria to evaluate an IT artifact.

Accordingly, all the invited 15 participants completed the survey. Hence, the response rate of the framework evaluation survey was 96%. The survey data is give in hand by hard copy and soft copy and then copied to SPSS software for analysis purpose. The evaluation result is further analyzed in the table 17.

Table 17:- Mean and standard deviation of the Framework Evaluation Survey.

Items	**Strongest disagree**		**Disagree**		**Undecided**		**Agree**		**Strongly agree**	
	%	Frequen	**%**	Frequen	**%**	Frequen	**%**	Frequen	**%**	Frequen
The proposed framework is comprehensive in terms of coverage	1.5	3	1.4	2	1.7	3	0.9	1	1.5	1
The objective of the seven dimensions (strategy, structure, system, style, staff, skill and shared value) is comprehendible.	2.3	3	1.8	3	0.3	1	2.0	1	1.6	1
The objective of the framework is comprehensible	1.4	1	2.6	3	0.6	2	2.7	3	1.7	2
The content of the proposed framework is clear.	2.3	2	2.3	2.6	2.8	3	1.4	1	1.3	1
The content of the proposed framework is correct.	1.5	2		1.4		3	1.3	2	2,0	3
The content of the proposed framework is complete.	2.2	3	1.3	1	2.6	3	1.3	2	1.2	1
The proposed framework is applicable	1.2	2	1.6	2	1.7	2	1.5	1	1.3	2
The implementation of the proposed framework links with	2.7	3	0.3	1	1.3	2	1.2	1	1.3	2

the organization E-government strategy and its implementation.										
the organization and presentation of the framework is suitable	1.1	2	2.5	3	0.4	1	1.5	2	2.4	3
Valid N (list wise)										

Source Field servey2020

5.4. Discussion of a Major Findings

The discussion begins with the discussion of main of the study, followed up with the summary of limitations, implications and contributions of the study. These limitations and implications of the study are discussed on an aggregate level whereas the contribution of the study is on a per research question basis. The research problem for this study was presented in the form of a high-level question.

This research problem was broken down into 4 research questions as follows' to what extent is the alignment between E-government strategy and its implementation in government organization? What alignment framework can be developed for improving E-government strategy and its implementation? To what extent is the framework accepted by government and its E-government experts? .These research question and objectives of the related summaries of the main findings can be discussed. "To what extent is the alignment between E-government strategy and its implementation in government organization?"

The study of this research was designing a framework for improving of the alignment between E-government strategy and its implementation. A country, a city or a particular government organization was to develop E-government is concerned with application and utilization of technologies such as the internet to improve the processes of governance, functions and the basic public services (Halpin, 2013; Heeks,1999; Heeks, 2001; Moon, 2002). Offering this crucial technology for Ethiopia was important to policy makers and decision makers, E-government strategy plan developers and implementers and any ICT concord system developers in the right direction was the most prominent reason for having aligned between E-government strategy and

its implementation. This research presented the alignment between E-government strategy and its implementation in government sectors in Ethiopia ,E-government implementation in selected government organization .

The result of this research highlights the important of E-government implementation. This Indicates that E-government implementation has had improve the working procedure, improve communication ,database sharing, it create cooperative partnership , provide strategic decision, improve productivity of managers in all over the country, delivers service online for all peoples ,enable people to use internet and Email, improve record management in web based, it enables all people to visit government websites and others , increase performance of the government organization and with each other in the country like Ministry, federal Agency office , sub cities and woreda in the country in all national level and regional level and the alignment of all government organization to government organization , to business organization or company and government to customers and government to citizens by using the alignment between E-government strategy and its implementation. "What alignment framework can be developed for improving E-government strategy and its implementation?" The result of this research show that designing a framework for improving the alignment between E-government strategy and its implementation progress in Ethiopia currently in progress do develop a framework for improvement of E-government strategy and its implementation which is to provide online electronic service for their customers in all organizations but still under expected or in low level or which means that from the research point of view or selected area all government organization were not connect each other by using internet so they did not full align by using implementing E-government.

The results showed that 10.9% of the respondents agree on E-government strategy have been implemented in all G2G, G2C, G2E and governments to Non-government organization to aligned all structure of government and non-government organization whereas 42.3% of the respondents were disagree. 6.5% of the respondents strongly agree on E-government strategy have been implemented in all G2G, G2C, G2E and governments to Non-government organization. "To what extent is the framework accepted by government and its E-government experts?" Respondents were agreeing on the Implementation of E-government in their organization to enhance the effectiveness and efficiency of service provision for the society and

business organizations of 16.2% whereas other respondents disagree on implementation of E-government in their organization to enhance the effectiveness and efficiency of service provision for the society and business organizations (16.6%) followed by strongly agree that they are with alignment of E-government strategy and its implementation of 7.6%. 17.4 % respondents satisfied or agreed and were good in using E-government in online improves employee and government organization job performance given followed by 28.3 % of respondents using E-government in online to improves employee and government organization job performance that were not satisfied and remarks as very weak about the using E-government in online improves employee and government organization job performance. In general, the results of this study, according to the respondent of participants ,the study reveal that designing a framework for improving of the alignment between E-government strategy and its implementation with 7s models or variables which were in structure ,strategy ,staff ,style ,system, skill and shared values or alignments of result shows that below the standard, from this it the government should improve the alignment of E-government strategy and its implementation in all organization as electronic service.

In general, the results of this study, it could be tentatively recommended to use the findings for filling gaps, designing a framework for improving E-government strategy and its implementation' needs action plan for further practical online E-government services to government and private organization customers can be use the information for the improvement of the E-government program and it would show the real gaps between government and business center and their customers need. This research was aimed to shed light on designing a framework for improving the alignment between E-government strategy and its implementation and explores the alignment of E-government strategy and its implementation problems by conducting a comprehensive study of E-government strategy and implementation of service providers at Addis Ababa in four government organizations. To achieve its main goals an intensive literature review was done and a conceptual research model was employed that alignment model and 7s model. To answer the research questions, the study mainly focused on the effect of the following issues or variables on the alignment of E-government strategy and its implementation: Strategy ,Structure ,Systems, , Style/culture, ,Staff, Skill and Shared values . Quantitative survey research was conducted to collect data from four selected government

organization. These were Ministry of Information Communication and Technology, Addis Ababa Education Office ,Federal Urban Job Creation and Food Security Agency and Ministry of Urban House and Development who have been E-government system like strategy development , school net, MIS system and Woreda net system respectively and the respondents were ict mangers, e-government strategy directorates ,E-government strategy developers or implementers, web developers ,ICT senior officers and users of E- governments systems on in an organization. Out of 104 questionnaires that have been distributed in all organization to respondents, 94 valid Questionnaires were collected and used for data analysis use to software of SPSS version 20.The proposed model was tested using a group discussion and Accordingly, In this study, expert validation and observation was used to evaluate the proposed framework along with descriptive method, however, the result of the framework evaluation survey was 96%..

Hence, this study can be valuable to different categories of stakeholders; industries, researchers, the governments as well as other interested institutions involved in the alignment between E-government strategy and its implementation of online services. As this experiment was yet conducted only at four government organization locations in Addis Ababa government organization, further studies needed for reliable recommendation.

CHAPTER SIX

Conclusion and Recommendation

This chapter provides the conclusions and recommendations of the study based on the objectives of the study. The study aimed at designing the framework of the alignment between E-government strategy and its implementation in Ethiopia. In addition, this chapter presents conclusions drawn from the study and some recommendations based on the evidences presented during the course of the study and also suggestions for future research.

6.1.Conclusion

In light of the findings of the study the following conclusions are drawn.

This result implies that for the alignment of E-government strategy and its implementation to be implemented by government organization, but not fully aligned and implemented and not use as electronic service, so they should aligned and implement then use as electronic service, it is a time saving and useful and quick way of getting service in any time everywhere compared with the traditional services. A government of Ethiopia design actionable and implementable ICT policy, more specifically electronic government policy in both government and private organization that can be give public service electronically to achieve the electronic government objective. Many of internationally operating organizations consider E-government strategy, programs and services implementation as an essential information technology solution and governance to survive and prosper in today's competitive technology environment. Ministry of Information Communication and Technology, implemented E-government strategy starting from 2011-2018 still know ; in order to adopt best practices imbedded based on information technology , streamline real-time process-integration, tackling corruption, facilitate decision making by delivering availing real-time information, and improve efficiency and effectiveness of the government organization .

The E-government strategy has their goals, vision, and missions for one country. E-government in Ethiopia is determined by the awareness of using information technology to deliver services to the people and all government employees make a decision in short period of time.

The area of this study are, Ministry of Information Communication and Technology office, Ministry of House and Development Office, Federal Job creation and Food Security Agency and

Addis Ababa Education Office are considered as a center organization to examine the alignment between E-government strategy and its implementation utilization of the implemented E-government system during emerging-implementation phase. This study was set out to designing a framework to improving the alignment between E-government strategy and its implementation, E-government strategy and E-government implementation issue of progress in Ethiopia.

In order to best answer the research questions and achieves the objective of the study, a design science approach was used to validate the findings of the output of this study.

Extensive literature review was conducted to define a research model which consists of the relevant constructs of the alignment between E-government strategy and its implementation, which are the alignment, E-government strategy and E-government implementation , the alignment compresses full alignment ,partially alignment, mostly alignment ,majority alignment and deviated and also the implementation are functional aliment and strategically alignment. The E-government strategy consists mission, vision, guidelines, laws, standards, goals, achievements and polices and E-government implementation which consists E-government implementation model such as stages or levels, phases, vertical integration, horizontal integration.

The data collection instruments were prepared based on the research model. The questionnaire consists of different variables under the umbrella of the identified constructs. Some of the questionnaire items were partially adapted from reviewed literatures and other research's (Emishaw Tefera, 2017) and the rest were newly designed to meet the objective of the research. Consequently, the content of the interview outline has drawn from the subjects of the questionnaire items. Moreover, document analysis has been conducted to get additional information of the fore mentioned constructs. The utilization of design science, quantitative and qualitative approach helped to get better output.

In summary, by way of answering the research questions, the study has been able to identify: to what extent the alignment between E-government strategy and its implementation in government organization? ,What alignment framework can be developed for improving E-government strategy and its implementation? To what extent the framework accepted by government and its

E-government experts, Based on the analysis and the findings, the following conclusions are drawn from the study:

- ✓ The alignment between E-government strategy and its implementation in progress Ethiopia is on progress but it has not sustainable in line with the government organization, None – government and private organization in Ethiopia is going to achieve as more than 60% of the respondent median show strongly disagreement and disagreement to the raised questionnaire items on the alignment between E-government strategy and its implementation.
- ✓ E-government strategy is a plan that prepared in top–level document that addresses strategic directions, goals, components, principles and implementation guidelines and must be easily understandable and usable to the service of E-government online to the people of Ethiopia, some of such service are renew their driver license, pay their taxes ,and some of web based E-government services integrated functional such as, website for information dissemination, electronic submission information ,department based interactive services ,integrated portal site to deliver one stop shop services are must be implemented in national level. The study concludes that the alignment between E-government strategy and its implementation in government organization enables database sharing everywhere for all citizens , governments ,None-governments and employees in Ethiopia to facilitate works in short period of time in lower costs and give services in 7 days a week /24 hours a day.
- ✓ An E- government strategy is a plan for E-government systems and their supporting infrastructure implementation which maximizes the ability of management to achieve the good governance and to make good decision in government and Non-government organizational objectives in Ethiopia
- ✓ E-government is a huge information system project in Ethiopia, some of this projects School Net, WoredaNet, MIS, E-Visa, E-services Automated system and other web based systems that must be built by government, and offers online services to the businesses, citizens, employees, and government itself and also E-government implementation started offering simple online services that was gradually become complicate and expensive in person face to face services. When implementing E-government initiatives, beneficiaries must be classified in to four major groups: G2G, G2C, G2B and G2E according to their needs Ethiopian government and Non-government organizations.

- ✓ This study is good for using to design a framework by using the 7s model as variable and strategic alignment framework but does not include web based practical prototype.

6.2. Implication of the study

Electronic Government (E-government) is defined as the use of information communication technology (ICTs) to improve the delivery of government services, facilitate E-government interaction amongst individual citizens and organizations and Technology is changing rapidly, so this study is only a milestone in a continuous long journey, not a conclusion. This study employed and tested a proposed framework model, with which different variables for the designing a framework for improving the alignment between E-government strategy and its implementation are analyzed. The question of which variables are driving the intention of a framework is addressed. The following implications are concluded to the government, private business to customers of them and to researchers regarding designing a framework for improving the alignment of between E-government strategy and its implementation for the purpose of Electronic services online.

6.3. Theoretical implication of the research

This research has contributed to theory in that considering the shortage of literature that currently exists in general about E-government, electronic online services in particular the alignment between E-government strategy and its implementation in government organization of Ethiopia, so that it will be used to aligned E-government strategy and its implementation in government and private organization and related literature by exploring different E-government technology and also help as the springboard for other researchers for the future work on the area.

6.4. Practical implication of the research

The results are of relevance to the government of Ethiopia, private business and to their customers in general. This study will help them to understand and implement strategy towards providing better framework of electronic service of the alignment between E-government strategy and its implementation to create a suitable environment to speed using electronic service in short period of time in a least price. Results may support decision-makers-government strategy developers, ICT officers on which a framework should be considered, and to what extent, when increased use intention is desirable. The study made a significant Contribution to understanding the nature of the Electronic services mindset when making a decision to use or not to use or to

implement or not implement a framework for improving the alignment between E-government strategy and its implementation based on functional and Non-functional requirements on the data analysis made with the proposed framework.

6.5. Recommendations

Based on the findings of this study and the conclusions drawn, the following recommendations are forwarded for further research.

The result of this study is believed to provide guidance to managers, decision makers ,government organization, Non-government organization, E-government strategy implementer and developer, IT professionals and consultants concerning the core activities which can influence positively the development of the alignment between E-government strategy and its implementation progress in Ethiopia that realize the government and peoples of Ethiopia.

This study suggests that alignment between E-government strategy and its implementation progress in Ethiopia has potential to provide better services delivery in lower costs ,increase public government efficiency ,effectiveness ,communication ,minimize corruption and improve the accountability , decrease the administrative cost, increase good governance, transparency and responsiveness of the public governments.it is ,however, acknowledged that such initiatives of E-government in alignment between E-government strategy and its implementation are fraught with numerous challenges that includes the awareness of the people ,services functionality , services usages ,services infrastructure and technology security ,administrative corruption and others .

The alignment between E-government strategy and its implementation is the role play and influence all over the country to control the above challenges therefore, the researcher proposed a group of recommendation to assist the policy ,guidelines ,law makers in developing and implementation E-government strategy vision and mission and also the action plan implementers for the future to overcoming the challenges and others in the road map for E-government strategy and its implementing Ethiopian developing the alignment between E-government strategy and its implementation .some of the recommendation are as follows

- ✓ The developer provider of E-government system that must create a favorite environment by supporting the alignment between E-government strategy and its implementation in

national levels in all over the country of the Ethiopia with multiple local languages and foreign languages.

- ✓ There must be a communication plan and advertising campaigns using one stop shop, broadcasting, E-print, E-media and web portals for each government and private organizations where citizens can know and learn about the Ethiopian government alignment between E-government strategy and its implementation services.
- ✓ To achieve alignment between E-government strategy and its implementation in Ethiopia, the government gives attention for E-government strategy and its implementation plan of action in each government organization and then train the citizen of Ethiopia.

6.6. Suggestion for future research work

The researcher suggests that, since this thesis was new work and use descriptive research methods, it is more concerning with the alignment between E-government strategy and its implementation but it needs more researches with other research methods case study and others with regression and correlational analysis.

- ✓ This study is only design a framework by using the 7s model functional and non-functional requirement to design a framework for improving the alignment of E-government strategy and its implementation .It need more research by include web based practical prototype.
- ✓ Further studies may also consider selecting respondents from other areas outside of Addis Ababa to explore the problem at the country level.
- ✓ Perceptions of E-government developers and service users may change over time when E-government developers and service users have gained more experience. It may be useful to redo and re-evaluate this research and the study after a certain period of time as the results may be affected by the passage of time.
- ✓ Finally, this study was under taken from four selected companies in Ethiopia. Therefore, further studies should be directed towards identifying or investigating the alignment between E-government strategy and its implementation with security issues, infrastructure issues, and technology issues for better's service delivery online in 7 days a week and 24 hours a day.

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Appendix A: Survey questioner outline

Structure questionnaire for **designing a framework for improving the alignment between E-government strategy and its implementation**.

Subject information sheet

Dear Respondent,

I am Asmamaw Getaneh, who is currently a postgraduate student at Addis Ababa University. This questionnaire is prepared to collect data so as to investigate "**Design a framework for improving the alignment between E-government strategy and its implementation**" for my Master's thesis.

The purpose of the survey is to identify the progress of the alignment between E-government strategy and its implementation.

We guarantee that your responses will be strictly confidential and used for the purpose of academic purpose only. All of the data will be summarized and no one will be identified from these summarized results.

Your dedication is most valued and appreciated. Thank you in advance for your kind participation in fully the survey questionnaire.

Best Regards:

Asmamaw Getaneh

PART 1: Demographic Information of the Respondent

Date ----------

1: Gender

- Male
- Female

2: Age

- 18-24
- 25-30
- 31-40
- 41-50
- Above 50

3: Educational level

- Diploma
- Bachelor Degree
- Masters Degree
- PhD

4: Which of the following categories indicate your current position in organization?

- CIO (Chief Information Officer)/ IT Director
- E-government strategy Director
- E-government strategy developer
- E-government implementation expert

- IT Expert
- Software developer
- Website developer
- Other, please specify - ---------- ----------

5: How long have you been worked in the organization?

- Below 2 Years
- 2 -5 Years
- 5 - 7 Years
- 7 – 10 Years
- Above 10 Years

Part 2:- The E-government alignment b/n e-government strategy and its implementation

The following statement is mean to identify E-government and its implementation attributes to the government organization, please use the following scale to describe your response most closely matches with alignments, E-government strategy and implementation.

1= Strongly Disagree (SD), 2=Disagree (D), 3=Undecided (UD), 4=Agree (A) and 5=Strongly Agree (SA)

	Part 1:-the following question about E-government structure with the alignment of e-government strategy and its implementation in Ethiopia.	1	2	3	4	5
1	In your organization E-government strategy has been implemented in all G2G, G2C, G2E and government to Non-government organization.					
2	The Exiting E -government strategy has been implemented					

	in all branches of your organization.					
3	Your organization strategically integrated in all government organization by preparing and using E-government?					
4	In Ethiopia, the E- government developer, implementer using functionally integrated E- government online.					
5	E-government implementation structure has easy in your working procedure.					
Part 2:-the following question about E-government strategy with the alignment of e-government strategy and its implementation in Ethiopia.						
1	E- government strategy has clear achievable goals					
2	Implementation of E- government has a guideline and policy					
3	Implementation of E-government in your organization enhance the effectiveness and efficiency of service provision for the society and business organizations					
4	E-government strategy has been implemented on time schedule in your government organization by using different projects like worda Net, school Net and other.					
5	E-government strategy is implemented and applicable in your organization					
	Part 3:-the following question about E-government skill with the alignment of e-government strategy and its implementation in Ethiopia.					
1	Implementation of E-government improve productivity of managers in government organization					
2	Using E-government in online improved employee and government organization job performance					
3	Implementation of E-government improves a decision making for Employees.					

4	The implementation of E-government enable society to visit government portals and websites to communicate and interact with employees through via the internet, single instant messaging, email and audio video presentations.					
5	E-government improved management of public resources, promoting better planning and targeting policies to address problems of society.					
	Part 4:-the following question about E-government Staff with the alignment of e-government strategy and its implementation in Ethiopia.					
1	E-government implementation has improved working performance of all employees in your organization.					
2	Employees in government organization have taken training to use E-government service.					
3	Online information has been used in your organization to make decision.					
4	Implementation of E-government in your organization has improved employees in information management.					
5	Implementation of E-government increases the use of internet in any employees in your organization.					
	Part 5:-the following question about E-government System with the alignment of e-government strategy and its implementation in Ethiopia.					
1	Implementation of E-government system has allowed information sharing.					
2	The E-government system support cooperative partnership in the government organization and other Non-government organization.					
3	Implementation of E-government has enabled society to access government facilities online.					
4	In our country, Implementation of E-government system is undertaken following E-government implementation models					

	strategically.					
5	Implementation of E-government system is used to provide information for strategic decision in all organization.					
	Part 6:-the following question about E-government implementation Style with the alignment of e-government strategy and its implementation in Ethiopia.					
1	Implementation of E-government style has reduced the costs of delivering services in your organization.					
2	Implementation of E-government style has delivered effective, efficient and transparent administrative governance in your organization.					
3	Implementation of E-government style tackles administrative corruption and reducing the opportunities for corruption to infiltrate in your government organization					
4	Implementation of E-government style to provide service in different government organization affects the life of all society.					
	Part 7:-the following question about the alignment of E-government strategy and its implementation in government organization in Ethiopia.					
1	E–government implementation has been aligned to information flows vertically and horizontally in all government organization to deliver service and make decision timely.					
2	The alignment between E-government strategy and its implementation has improved employees communication online in government organization					
3	The alignment of E-government in All Ethiopian society, government and Non-government organizations has the awareness to use E-government service 24 hours and 7 days a week online.					
4	E-government strategy vision and mission has aligned with					

	the mission and vision of governments and Non-governments organization.					
5	The E-government strategy and its Implementation has been allowed to align Your organization with other government organization vertically and horizontally.					

I hope you find completing the questionnaire enjoyable, and thank you for taking the time to help me. A summary of the findings will be published on the digital library of Addis Ababa University. If you have any queries or would like further information about this thesis, please call me on 0922825119/84752907 or **email** me on **asmamawinfo04@gmail.com**. Thank you for your help.

Appendix B **interview questioner guideline**

Title:- Designing a framework for improving the alignment between E-government strategy and its implementation.

Details of Interviewee.

O Name	Age		Sex	Education level	your current position in organization
	20-30				
	31-40				
	41-50				
	Above50				

Date of Interview:_____

1. What is your organization's strategy in implementing e-government?

1.1. School Net strategy

1.2. Worda Net strategy

1.3. MIS strategy

1.4. E-service strategy

1.5. Automated system strategy

1.6. Other web based e-government strategy

2. What type of e-government implementation projects are implemented and used in your organizations

2.1. Worda Net

2.2. School Net

2.3. MIS

2.4. Automated system

2.5. E-visa

2.6. E-services

2.7. Other Web Based System

3. Any reason why your organization using e-government services like wordaNet, SchoolNet and other service for all citizens and government organizations?

4. Do you believe e-government could assist in achieving the electronic government strategy and its implementation or web based service strategy of any governmental or other organization? Yes /no if say yes why? If you say No why?……
……
……

5. The existing guidelines, standa rds, laws and policy of e-government strategy and its implementation for Ethiopian government in General are important and useful to achieving e-government implementation goals? Yes /no

6. Do you think your organization to communicate with other government organization, Non-government organization and employees by using electronic government? Yes/no if say yes why? If you say No why?----------

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7. What are the bases of your organization's levels or stages of e-government strategy and its implementation model?
    - Cataloging
    - Transaction
    - Vertical Integration
    - Horizontal Integration
8. what are the base of your organization 's stages or Phases of e-government model
    - Emerging presence
    - Interaction/Enhanced presence
    - Transaction presence
    - Transformation presence
    - Networked presence
9. What are the base of your organization 's e-government strategy and its implementation alignment from other government organization such as Ministry, Federal Agency and Non-government organization
    - Fully align
    - Majority align
    - Mostly align
    - Partially align
    - Deviated

10. Do you think that e-government strategy is aligned with the implementation of e-government implementation in your organization ?Yes/No

I hope you find completing the questionnaire enjoyable, and thank you for taking the time to help me. A summary of the findings will be published on the digital library of Addis Ababa University. If you have any questions or would like further information about this thesis, please call me on 0922825119 /84752907 or email me on asmamawinfo04@gmail.com. Thank you for your help.

Appendix C: Framework evaluation survey questioner

Addis Ababa University

College of Natural Science

School of Information Science

Dear Sir or Madam:

In partial fulfillment of the requirements for the Degree of Master of Science in Information Science, I am undertaking a research on "**Designing a framework for improving the alignment between E-government strategy and its implementation.**" at Addis Ababa University. Based on the field of expertise discussion held on September 5, 2019, I have amended the proposed framework and accordingly prepared this survey questionnaire. The objective of the survey is to evaluate the proposed framework with respect to its comprehensiveness, clarity, completeness, correctness, and applicability.

This research is believed to produce results that can improve the alignment between E-government services in government organization, other sectors and private organizations.

Thank you for your dedication to provide your genuine feedback regarding the proposed framework.

Thank you again!

Asmamaw Getaneh

General

1. The proposed framework is comprehensive in terms of coverage

Strongly Disagree Disagree Neutral Agree Strongly Agree

2. The organization and presentation of the framework is suitable.

Strongly Disagree Disagree Neutral Agree Strongly Agree

3. The objective of the seven dimensions (strategy, structure, system, style, staff, skill and shared value) is comprehendible.

Strongly Disagree Disagree Neutral Agree Strongly Agree

4. The objective of the framework is comprehensible

Strongly Disagree Disagree Neutral Agree Strongly Agree

Regarding the content of the framework

5. The content of the proposed framework is clear.

Strongly Disagree Disagree Neutral Agree Strongly Agree

6. The content of the proposed framework is correct.

Strongly Disagree Disagree Neutral Agree Strongly Agree

7. The content of the proposed framework is complete.

Strongly Disagree Disagree Neutral Agree Strongly Agree

Regarding utility and applicability of the framework

8. The proposed framework is applicable.

○ Strongly Disagree ○ Disagree ○ Neutral ○ Agree ○ Strongly Agree

9. The implementation of the proposed framework links with the organization E-government strategy and its implementation.

○ Strongly Disagree ○ Disagree ○ Neutral ◉ Agree ○ Strongly Agree

10. The applicability of the proposed framework can improve the alignment between E-government strategy and its implementation success.

○ Strongly Disagree ○ Disagree ○ Neutral ○ Agree ◉ Strongly Agree