

Chapter 17

Towards a Business Intelligence Governance Framework within E-Government System

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ABSTRACT

With business growth and crisis from time to time, many questions raised by so many experts, such as if the problem is the business rules or the architecture of the Information System. These questions are more important when discussing national projects like E-government projects. Therefore, we will take E-Government project in Syria as case study to explore, empirically, the main barriers of E-Government project in developing countries; how to take benefits from business intelligence (BI) to build a framework, which could be adopted by developing countries in their E-Government projects.

After reviewing the relevant literatures in Information System, E-Government and BI, we formulated a theoretical framework. This framework was applied in a real case study (E-Government project in Syria), to support data collection. This case study involved semi-structured interviews with senior officials from the public sector; E-Government project teams; a number of IT managers from government organizations; independent experts from the private sector and academics; beside documents analysis included all the key documents relating to the E-Government project published by ministry of communication and technology.

The need for such framework increase or decrease in each country depending on its status and on the relationship existed between business and IT teams.

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INTRODUCTION AND RESEARCH MOTIVATION

The main objective of BI is to have the right information, in the right format, to the right people, at the right time (Sandu, 2008). Gartner (2008) found that there are three key barriers to widespread the use of BI such as: users lack the necessary skills to use complex BI tools, the cost of ownership of deploying traditional BI tools to a large number of users is too high and existing BI tools are difficult to learn and to use.

On the other hand, many governments try to offer services to their citizens by developing E-Government projects, but they fail in their objectives especially in developing countries regardless of high spending on E-Government projects (Heeks, 2003), the problem is the lack of accepted and satisfactory services to citizens because of several factors.

Much IS literatures try to find the E-Government critical success factors (CSFs) (Prananto, 2007) and BI CSF (Yeoh et al. 2008), and some others to find the BI applications (Negash, 2004). However, despite the increasing interest in E-Government system and BI, there has been little empirical research about the factors influencing the implementation the E-Government projects in developing countries, same as the wide use of BI in public sector in general and in Government in specific. The gap in the literature reflected in low contributions to international conferences and journals, which mean that there is a need for more research in both academic and industry in BI and E-government fields. This is because the study of BI and E-Government systems is a relatively new area driven by the IT industry and vendors, and thus there is limited research into identifying the CSFs of E-Government project and the role of BI in it.

While carrying out the research, we answer the following questions:

- What is E-Government, and what are the main failure factors?
- What are the existing E-Government frameworks and what are the weaknesses in these frameworks?
- What are the existing BI frameworks, and how to deal with E-Government system?
- How to utilize BI capabilities to prevent the E-Government failures and improve its success?

RESEARCH OBJECTIVE

Given the introduction and motivation of this research, the researchers used qualitative research to:

Investigate the key factors that affect on the success/failure of E-Government adoption in the developing countries.

Investigate multiple BI and E-Government frameworks, in order to discuss the importance of using BI in E-Government system.

Develop a BI framework within E-Government system, which helps in facilitating and improving E-Government services delivery.

Essentially, the researchers argue that there is a set of factors influencing the E-Government project, a multiple benefits from using BI systems and a big role of multiple factors like process, organizational and people factors using data, information and knowledge of the government to success.

Furthermore, the multiple findings of this research can be consolidated into a framework to provide a comprehensive picture of BI use in E-Government system, and hence allowing government planners and decision makers to optimize their resources and efforts on all levels (strategic, tactical and operational) to ensure E-Government project success.

In this research, the following section describes the research methodology, before elaborating

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