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Les services gouvernementaux en ligne

Bibliographie sélective

par

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AUSTRALIE

1. Australian Government. **Connected government**. [Site Web accédé : Page accédée le 30 septembre 2005]. <http://www.connected.gov.au/home>

« Le nouveau site Web du gouvernement australien, Connected Government, a été créé afin d'aider les fonctionnaires et les citoyens à mieux comprendre le fonctionnement de l'appareil gouvernemental. L'accent est mis sur les normes et les services communs aux agences, le but étant d'uniformiser certaines pratiques et de faciliter le travail entre les agences. »

2. Australian Government. Information Management Office. **Australians' use of and satisfaction with e-government services**. [Site Web accédé : 30 septembre 2005]. http://www.agimo.gov.au/publications/2005/june/e-government_services

« Dans le présent document, l'Australie propose un bilan de l'utilisation de ses services en ligne par la population. Les nombreuses statistiques présentées permettent de mettre en perspective le degré d'importance de ces services par rapport aux autres modes de prestation. »

3. Dugdale, Anni *et al.* **L'accès à l'e-gouvernement : les obstacles pour les citoyens et les organisations**. *Revue internationale des sciences administratives*. Vol. 71, no 1 (Mars 2005). P. 117-127

« En Australie, tel que démontré dans le présent article, les citoyens qui sont les plus grands utilisateurs des services publics sont ceux qui sont les moins susceptibles d'être connectés à Internet. Qu'est-ce qui peut être fait pour connecter ceux qui ne le sont pas? L'article explore les différentes initiatives que des administrations australiennes ont développées, visant ainsi à améliorer l'accès à Internet par les membres de la collectivité. »

AUTRES PAYS

4. Aibar, Eduard; Urgell, Ferran. **E-government and public services : a case study of the interadministrative portal CAT365 : research report (synthesis document)**. Barcelone : FUOC, 2004. 106 p.
http://www.uoc.edu/in3/pic/eng/pdf/PIC_Generalitat_eng.pdf

« The study analyses the current use of the Internet by the Catalan autonomous administration. Specifically it analyses the rollout of a particular project – AOC, Administració Oberta de Catalunya (Open Administration of Catalonia) – from two principal perspectives: on one side, we study the changes that occur in the relationship between citizens and administration, both with respect to the provision of services and the

mechanisms of public participation in decision making. On the other side, we study the processes and transformations within the administration, which occur as a consequence of the intensive use of the network as a channel for distributing services and as a tool for transversal communication. »

5. Commission européenne; IDABC; eGovernment Observatory. **eGovernment in Sweden**. S.l. European Commission, 2005. 21 p.
<http://europa.eu.int/idabc/servlets/Doc?id=23458>

« This document is not intended to be exhaustive. Its purpose is to give an overview of the general e-government situation in Sweden. »

6. Côté, Sabrina. **Les initiatives norvégiennes en matière de gouvernement en ligne**. *E-Veille*. (Février 2006).
<http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/fevrier.asp#3>

« Située en Europe du Nord, la Norvège compte une population d'environ 4,6 millions d'habitants. Ce petit pays scandinave enregistre l'un des plus hauts taux de pénétration d'Internet : il occupe la dixième position du palmarès 2005 du site Internet World Stats grâce à l'utilisation régulière d'Internet par 68,2 % de sa population. Dès les années 1980, le gouvernement norvégien s'est donné pour mission de transformer les services offerts aux citoyens et de les rendre plus facilement accessibles. Les technologies de l'information se sont avérées un excellent moyen d'y arriver. Le ministère de la Modernisation, appelé maintenant Ministry of Government Administration and Reform, a été créé en octobre 2004. Moteur de la modernisation du secteur public norvégien, ce ministère est responsable de l'élaboration des politiques sur les TI et du gouvernement en ligne. »

7. Lacroix, Éric. **Le gouvernement électronique en Suède : un aperçu**. *E-Veille*. (Février 2006).
<http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/fevrier.asp#4>

« À l'instar des autres pays scandinaves, la Suède est considérée comme un précurseur en matière d'utilisation d'Internet. Ainsi, selon le palmarès du site Internet World Stats, la Suède compterait 6 800 000 usagers d'Internet, 75,2 % de sa population, ce qui la situe au quatrième rang des pays les plus branchés. Un tel taux de branchement constitue certainement un terreau fertile pour la mise en place et le développement du gouvernement électronique. C'est d'ailleurs en 1997 que le gouvernement suédois a lancé le projet Government eLink qui établissait les standards de sécurité encadrant les échanges entre les ministères suédois et les citoyens. »

8. Lau, Adela; Chu, Ruby. **A study on the constructs for citizen utilization of e-government services in Hong Kong**. Hong Kong : Division of Information

Technology, School of Professional and Continuous Education, University of Hong Kong, 2002? 15 p.

http://scholar.google.com/scholar?hl=en&lr=&q=cache:u_ammzYmkLgJ:www.wayneyeun.com/files/papers/FP-099.pdf++%22government+services+online+%22

« One of the haunting problems in the development of the G2C services in the Digital Government era is the utilization and adoption of e-government services by citizens. Researchers so far have concentrated their efforts in devising the potential e-government services to citizens. Indeed much of the success of these G2C services is judged by their rate of utilization. The inability to bridge over the e-government services and their utilization rate is a serious limitation for further development of Digital Government. Thus, this paper describes the theories in studying adoption behaviour. Since different countries have different culture and environmental factors, this study is focus on Hong Kong G2C service development. Basing on the Decomposed Theory of Planned Behaviour (DTPB), a framework is constructed to explore the essential factors for citizen utilization of e-government services. Such results are very helpful to support the planning of related parties in launching e-government services. »

9. Ministry of Information Technology and Investment, Malta. **Electronic identity solution ensures public trust in e-government.** Malta : Ministry of Information Technology and Investment, Malta, 2003. 6 p.
http://download.microsoft.com/documents/customerevidence/6644_Malta_Final.doc

« The Government of Malta has deployed a central Electronic Identity (EID) Solution so citizens and businesses can identify themselves to electronically access services from across government. Active Directory directory service, a central component of Microsoft Windows 2003, provides the central repository and single log-on capability required to conduct transactions securely without compromising convenience. By ensuring confidentiality and authenticity of data, the EID has become the “cornerstone of e-government” and is building public confidence and facilitating the take-up of online public services in Malta. »

CANADA

10. Benyekhlef, Karim. **L'administration publique en ligne au Canada : précisions terminologiques et état de la réflexion.** *Revue française d'administration publique*. No 110 (2004). P. 267-277

« Au-delà des discours laudatifs qui accompagnent souvent la mise en ligne des administrations, l'auteur tente de mesurer les incidences, positives comme négatives, de cette évolution sur les administrés. Une mise au point

terminologique entre les termes « gouvernement en ligne », « gouvernement électronique » et « cybergouvernement », lui permet de repérer les discordances doctrinales existant au sujet d'une évolution qui, pour certains, relève de l'amélioration technique et, pour d'autres, du renforcement de la démocratie. Au regard de cette seconde option, selon l'auteur, il reste maints progrès à accomplir. Il est notamment nécessaire d'assigner des objectifs plus modestes et surtout plus réalistes à la mise en ligne des administrations publiques. Il faut aussi associer plus étroitement la société civile aux débats accompagnant ces réformes, de crainte de générer des effets normatifs et sociaux non souhaités et possiblement dommageables. »

11. Côté, Sabrina. **Survol de l'évolution des prestations de service en ligne et de la cyberdémocratie.** *E-Veille*. (Décembre 2005). P. 15-20
<http://www.services.gouv.qc.ca/fr/publications/enligne/connaissance/e-veille2005/rapportsynthese0405.pdf>

12. D'Auray, Michelle. **The dual challenge of integration and inclusion : Canada's experience with government online.** *The world of e-government*. Curtin, Gregory G.; Michael H. Sommer; Veronika Vis-Sommer. Binghamton, NY : Haworth Press, 2003. P. 31-49
352.3802854678 W927 2003

« The Government of Canada is leveraging the potential of the Internet and related technologies to offer Canadians user-centered, integrated services when and where they want them, no matter how they choose to access them (online, telephone, mail, in-person). This article provides insight into the Government of Canada's use of a "whole of government approach" to address the challenges entailed in ensuring that users' needs drive the service delivery agenda. It discusses the key enablers of service transformation, including information management, privacy, security, interoperability and performance measurement. »

13. Doucet, Kristin. **Canada ranks first in e-government services.** *CMA Management*. Vol. 75, no 4 (June 2001). P. 8
<http://www.allbusiness.com/periodicals/article/787590-1.html>

« Moving up from its fourth-place showing last year, Canada finished ahead of 21 other countries in e-government services, in the second annual global e-government study, recently released by Accenture. »

14. Forum des politiques publiques. **Report on PPF survey of government citizen-centred, web-based service delivery, december 3rd, 2004 - january 3rd, 2005.** Ottawa : Forum des politiques publiques, 2005. 32 p.
<http://www.publicsectorit.ca/publications/PPFSurveyReport-April2005.pdf>

« Le document expose les résultats d'un sondage réalisé par le Forum des politiques publiques qui porte sur la communication électronique entre les différentes juridictions gouvernementales et les citoyens. Des gestionnaires

des paliers fédéraux, provinciaux et municipaux ont été sollicités pour y répondre. »

15. Government of Manitoba. **Online services**. [Site Web accédé : Page Web accédée le 2 décembre 2005]. <http://www.gov.mb.ca/online.html>
16. Vachon, Isabelle. **Sécurité et confiance : des facteurs déterminants pour le succès du gouvernement en ligne**. *E-Veille*. (Janvier 2006). <http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/janvier.asp#3>

« Donner confiance aux citoyens dans la fiabilité des systèmes informatiques et la gestion de leurs renseignements personnels, voilà tout un défi que doivent relever les Administrations d'ici et d'ailleurs. Deux experts canadiens ont présenté leurs travaux sur le sujet lors de la rencontre interministérielle sur le gouvernement en ligne tenue le 4 novembre 2005. »

DANEMARK

17. Commission européenne; IDABC; eGovernment Observatory. **eGovernment in Denmark**. S.l. European Commission, 2005. 23 p. <http://europa.eu.int/idabc/servlets/Doc?id=23439>
18. OCDE. **OECD peer review of e-government in Denmark**. S.l. OCDE, 2005. 192 p. <http://europa.eu.int/idabc/servlets/Doc?id=23133>

« This document is not intended to be exhaustive. Its purpose is to give an overview of the general e-government situation in Denmark. »

« OECD governments are increasingly focusing on the question of how the use of ICT in the public sector can help them do their job better. Today, e-government is clearly more about government than about “e”. This report is one in a series of country reviews undertaken by the OECD to analyse the successes and challenges of e-government in a national context, and to make proposals for action that can help countries improve their e-government efforts. By placing e-government in the context of national public management reform and good governance initiatives, these reviews help countries identify how e-government can best support overall government objectives and performance. With backing from the Danish Government (Ministry of Finance), the OECD e-government Project has conducted this country study of e-government to assess how Denmark’s e-government strategies and solutions contribute, and could contribute in the future, to its objectives in the information age. The report was completed in September 2005. It draws on a survey of Danish State and local government organisations, extensive review of information about public management

and e-government in Denmark, and a series of interviews with Danish officials and other commentators. The report was drafted with the participation of peer reviewers from the governments of Austria, the Netherlands and Sweden. These e-government practitioners played an invaluable role by participating in interviews and contributing to drafting of the report. The analytical framework for the report is based on the OECD synthesis reports “The E-Government Imperative” (2003) and “E-Government for Better Government” (2005). The review was carried out under the auspices of the OECD Network of Senior E-Government Officials, who considered its main findings as part of the work programme of the Public Governance and Territorial Development Directorate (GOV). »

19. Vachon, Isabelle. **Le Danemark : un gouvernement électronique parmi les plus innovants.** *E-Veille*. (Février 2006).

<http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/fevrier.asp#1>

« En novembre 2005, le Danemark a remporté le prix paneuropéen eEurope pour la mise en place d'un système de facturation électronique (e-invoicing). Cette prestigieuse distinction, remise par l'Institut européen d'administration publique et la Commission européenne, visait à récompenser le pays pour son aptitude organisationnelle et sa capacité d'innovation en services d'arrière-guichet (back office). Mais cette initiative n'est pas la seule au Danemark qui mérite d'être soulignée. Ce petit pays scandinave de quelque cinq millions d'habitants compte parmi les plus branchés et les plus ingénieux en matière de gouvernement électronique. »

ÉTATS-UNIS

20. Cook, Meghan E. **What citizens want from e-government.** New York : Center for Technology in Government, University at Albany, 2000. 9 p.
<http://www.netcaucus.org/books/egov2001/pdf/citizen.pdf>

« Governments in the US are using a variety of methods to find out what citizens want from e-government services. Different methods generate different kinds of results, with different levels of reliability. »

21. Curtin, Gregory G. *et al.* **American e-government at the crossroads: a national study of major city uses.** *Journal of Political Marketing*. Vol. 1, no 1 (2002). P. 149-191

« This article reports analyses, findings, conclusions and implications about the first US survey of Web sites of 223 major American cities with populations of 100,000 or more. The national survey sought to provide one of the most comprehensive reviews of, and current and future implications

regarding, Web-site uses by major cities as well as optimal uses by features and user benefits. It made concrete suggestions for future uses of governmental Web-strategy development. Completed in June 2001, the study sought particularly to evaluate how American cities are incorporating online services into their constituency services. Many major US cities were advancing their e-government initiatives and virtually all cities acknowledged the importance of a basic Web presence. However, a large gap still remained between current practice and optimal, full online potential. »

22. Gant, Jon P.; Gant, Diana Burley. **Web portals and their role in e-government.** *Seventh Americas Conference on Information Systems*. Association for Information Systems. 2001. P. 1617-1623
<http://www.mngt.waikato.ac.nz/RESEARCH/conferences%20&%20societies/OverseasconferenceProceedings/amcis2001/pdf/papers/GG020.pdf>

« This paper examines how state governments are using web portals to enhance electronic service delivery. We report the preliminary results of a study that investigate the steps that state governments are taking to create high functioning web portals by strategically designing the functions and features of their websites. We examine the functionality of all fifty state web portals by evaluating their features and the content across four dimensions: openness, customization, usability, and transparency. Reporting the results of a content analysis of the portals, we find that the nearly every state web portal is in the early stages of development. Most web portals have few high-functioning features and mostly serve to provide information and few online services, transaction capabilities, and openness. Nine states are moving beyond this and are making development decisions that enhance the portal's ability to service citizens with many high-functioning features. These states include California, North Carolina, Maine, North Dakota, Pennsylvania, New Mexico, Kansas, Texas and Virginia. »

23. Lacroix, Éric. **Services électroniques entre divers niveaux de gouvernement : quelques initiatives américaines.** *E-Veille*. (Janvier 2006).
<http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/janvier.asp#2>

« Le Center for Technology in Government (CTG) mène présentement le projet de mise en place d'un portail de services intégrés de l'État de New York et des administrations locales, le New York State-Local Internet Gateway Prototype Project. Il a publié en 2004 une analyse de quelques initiatives américaines de prestation de service électronique impliquant plus d'un niveau de gouvernement (G2G). Voici un aperçu de ces travaux. »

24. Mahler, Julianne; Regan, Priscilla-M. **Learning to govern online : federal agency Internet use.** *American Review of Public Administration*. Vol. 32, no 3 (September 2002). P. 326-349

« This research offers a limited empirical study of online service in [US] federal government agencies. The authors are interested in the evolution of online governance and what factors influence the adoption and elaboration of online services. The authors examine online activities that carry out three governmental functions : providing services, collecting information, and soliciting stakeholder comment. Four principal cases were selected : the Social Security Administration's Online PEBES, the Department of Education's National Student Loan Data System, the Securities and Exchange Commission, and the Nuclear Regulatory Commission. The analysis of these cases identifies a partial sequence of steps or stages in development of online services. It appears that this sequence is a result of both learning and the imposition of certain standards of performance based on best practices and legislative mandates. »

25. National Governors Association Center for Best Practices. **The view from the IT industry : what states can do to improve government efficiency and service delivery.** Washington, DC : National Governors Association, 2005. 23 p.
<http://preview.nga.org/Files/pdf/ViewfromtheITIndustry.pdf>

« Le National Governors Association Center for Best Practices a confié à un groupe d'experts dans le domaine des TI le mandat de travailler sur la question de l'amélioration de la prestation de service public. Le présent rapport est consacré aux neuf recommandations faites par le groupe d'experts. »

26. West, Darrell M. **Assessing e-government : the Internet, democracy, and service delivery by State and Federal Governments.** Providence, RI : Brown University, 2000.
<http://www.insidepolitics.org/egovtreport00.html>

« E-government refers to the delivery of information and services online through the Internet or other digital means. Many governmental units have embraced the digital revolution and are putting a wide range of materials from publications and databases to actual government services online for citizen use. Since e-government is still in its infancy, it is a perfect time to measure the extent of web service delivery and compare differences that exist across the 50 states and between the state and federal governments. In this report, we review the current condition of e-government. Using a survey of state and federal chief information officers, a detailed analysis of 1,813 state and federal government websites, and an email response test, we studied what kinds of features are available on-line, what kinds of variation exists across the country as well as between state and national government sites, and how e-government sites respond to citizen requests for information. The analysis was undertaken during summer, 2000. »

27. Wray, Lyle D. **E-government : from in line to online public services.** *Cal-Tax*

Digest. (Mars 2001).

<http://www.caltax.org/member/digest/mar2001/mar01-07.htm>

« Around the world the Internet and related information and communication technologies are being used to dramatically improve public services to citizens, to better provide licensing and regulation of businesses and to provide public servants with better tools to do their jobs. E-Government is being spurred by a desire to both reduce costs and to improve public services. »

ÉTUDES COMPARATIVES

28. Audet, Michel *et al.* **Une approche interpalier de gouvernement pour de meilleurs services aux citoyens et aux entreprises.** *Cahier synthèse des actes du colloque Vers une nouvelle relation entre le gouvernement et les citoyens.* Québec : CEFRIO, 2005. P. 41-43

« À l'heure du eGouvernement où on entend dire que les citoyens et les entreprises se soucient peu de la provenance d'un service et que seules son accessibilité et sa qualité comptent, comment s'assurer d'une collaboration interpalier, d'une sorte de *seamless government* comme on dit plus au sud? La question a été posée à cinq experts provenant des quatre coins du globe. »

29. Auger, Jacques; Charest, Nicolas; Grossemey, Dolorès; Côté-Tremblay, Amélie. **La gestion des inforoutes gouvernementales.** *Télescope*. Vol. 10, no 5 (Novembre 2003). P. 30-31

<http://www.enap.ca/documents-pdf/observatoire/telescope/Telv10n5egouvernement.pdf>

« Dans le cadre d'une recherche commanditée par le Secrétariat du Conseil du trésor (Sous-secrétariat à l'inforoute gouvernementale et aux ressources informationnelles), l'Observatoire de l'administration publique a réalisé une étude comparative sur la gestion des inforoutes gouvernementales au Canada, en France, au Nouveau-Brunswick et en Ontario. Cet article se veut une très courte synthèse de ces travaux. »

30. Chevalleray, François-Xavier. **E-government in the member states of the European Union.** 2nd ed. S.l. Accenture, 2005. 104 p.

http://www.accenture.com/xdoc/ca/locations/canada/insights/studies/leadership_cust.pdf

« Following on from a previous document published in June 2005, this report is the second compilation of the IDABC eGovernment Observatory country Factsheets and presents an overview of the situation of e-government in the 25 EU Member States as of November 2005. As part of its mission to inform the European e-government community about key issues of common interest, the eGovernment Observatory maintains a series of Factsheets presenting the situation and progress of e-government in each

Member State of the EU, providing for each one of them a wide and consistent range of information: Country Profile (basic data and Information Society indicators); History (major past e-government developments and milestones); Strategy (vision, objectives and principles supporting the e-government drive); Legal Framework (main legal texts impacting on the development of e-government); Actors (key organisations involved in the e-government drive); 'Who's Who' (main decision-makers and executives steering and shaping the move to e-government); Infrastructure (key components of the nationwide e-government infrastructure); e-services for citizens and for businesses (online availability and sophistication of services for citizens and businesses, based on the eEurope common list of basic public services). This second compilation report provides the most extensive sum of information to date on the advancement of e-government in the enlarged EU. »

31. Chlivckas, Eugenijus; Paliulis, Narimantas. **E-government impact on public services' quality and costs.** S.l. s.n., 2003? 11 p.

http://www.financ.umb.sk/cd/Prispevky/C%20Prispevky%20do%20zbornika/Prez_%20prispevok%20Paliulis+Chlivickas.pdf

« The main obstacle for the development of electronic public services is the small number of Internet users in Lithuania. Hopefully, the successful implementation of information society development projects, especially in rural areas, will result in the increased number of Internet users. A clear indication of that is the fastest growth of the number of Internet users in Lithuania among all Baltic States in recent years. On the other hand, public institutions are slow to implement electronic public services and fail to take proper care of their websites. Public institutions must be by all means encouraged to improve the quality of online information and communication provided to the citizens. Electronic public services must be developed as fast as possible. The use of modern information technologies in public sector enables the government to act in a transparent way and be more open to citizens, to involve them into the decision-making process related to important issues. The use of technologies is the main tool to provide information to citizens and ensure the necessary public services as well as the involvement of people into the management of the state. Essentially, rather than being treated as customers, the population must be regarded as active citizens of the state able to exert influence on the content of decisions of the government. »

32. Choudrie, Jyoti; Ghinea, Gheorgita; Weerakkody, Vishanth. **Evaluating global e-government sites : a view using web diagnostic tools.** *Electronic Journal of e-Government*. Vol. 2, no 2 (2004). P. 105-114

<http://www.ejeg.com/volume-2/volume2-issue2/v2-i2-choudrie-pp105-114.pdf>

« Several governments across the world have embraced the digital revolution and continue to take advantage of the information and

communication facilities offered by the Internet to offer public services. Conversely, citizens' awareness and expectations of Internet based online-public-services have also increased in recent times. Although the numbers of the different national e-Government web portals have increased rapidly in the last three years, the success of these portals will largely depend on their accessibility, quality and privacy. This paper reports the results of an evaluative study of a cross-section of e-Government portals from these three perspectives, using a common set of performance metrics and Web diagnostic engines. Results show that not only are there wide variations in the spectrum of information and services provided by these portals, but that significant work still needs to be undertaken in order to make the portals examples of 'best practice' e-Government services. »

33. Curtin, Gregory G.; Sommer, Michael H.; Vis-Sommer, Veronika, (ed.). **The world of e-government**. Binghamton, NY : Haworth Press, 2003. 288 p.
352.3802854678 W927 2003

« *The world of e-government* details how e-government is helping to revolutionize democracies across the globe, using case studies, cutting-edge research, and commentary from some of the world's foremost e-government researchers, practitioners, and industry leaders. Topics in this groundbreaking text range from the implementation of Singapore's e-government action plan to Canada's dual challenge experiences with e-government. This book will show you how to best plan for citizen use of e-government, how countries have avoided waste in unnecessary spending, and how e-government may move forward with optimal planning. »

34. Durrant, Fay. **E-government and the Internet in the Caribbean : an initial assessment**. *Electronic Government: First International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings*. Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 101-104 (Lecture Notes in Computer Science).

« Effective e-government requires cultural change, the incorporation of inter-organizational teams, identification and evaluation of knowledge management assets, and incorporation of facilitating information and communication technologies. Government services must harness this range of information resources. Several governments in the Caribbean have recognized the importance of consolidating and exploiting their dispersed knowledge resources. The objectives of e-government are being analysed with a view to determining the most appropriate means of delivering services via electronic means. The paper examines particularly communication with citizens over the Internet, the delivery of Internet based government information, and aids to the citizenry in using these new facilities. Telecentres located in libraries and community centres, in Jamaica and other parts of the Caribbean, demonstrate the early development of facilities for enhancing government communication with citizens over the

Internet, and interaction between citizens and those providing services. »

35. Hai, Tran Thanh. **E-government : toward enhanced governance and best public services**. Singapore : National University of Singapore, 2003. 47 p.
<http://www.thanhhai.com/download/egovernment.pdf>

« E-government is a new trend emerging as a tool to serve well public policy objectives. An insight into this issue is imperative, especially for developing countries, to seize the competitive edge in the digital epoch. This paper discusses the role of e-government in a contemporary society. The paper begins with concepts, origin and evolution of e-government and the policy issues it faces. The study on Singapore's application and deployment of e-government indicates what Singapore has done and why it has been successful, with a particular example of the eCitizen portal. A comparative outlook in the case of Viet Nam and lessons drawn provide more detailed arguments. Conclusion is made with some broad strategic proposals. »

36. Kaaya, Janet. **The emergence of e-government services in East Africa : tracking adoption patterns and associated factors**. *Proceedings of the 6th international conference on electronic commerce*. Gordijn, J.; M. Janseen. New York : ACM Press, 2004. P. 438-445 (ACM International Conference Proceeding Series).

« A study was conducted to determine the pattern of e-government adoption from 1998 to 2003 using the three East African countries of Kenya, Tanzania and Uganda, and 98 websites of their government agencies as case studies. The study also identified the factors that have influenced the observed patterns of adoption. The adoption patterns were determined using the number of websites (which corresponds to the number of government agencies, since each agency had only one official website) created each year and cumulative numbers over a five-year period. The adoption patterns were found to exhibit various degrees of "S" and normal distribution (bell) shapes as described in diffusion of innovation theory. There were a few early adopters in each country, including the embassies representing those countries abroad, and across the region as a whole, and the numbers of adopters increased over the years. However, the patterns of adoption were more gradual for Tanzania and Uganda than those of Kenya, whose rate of adoption was slow, with a sharp increase occurring in 2003, and associated with the establishment of a new government. Although early adopters were mostly embassies, their subsequent adoption patterns showed very low rates (only 3 compared to 16 for government ministry websites per year) in five years. Possible reasons for this trend include resource constraints, lack of pressure from governments, and lack of demand from potential users. This study is important in that it can help both researchers and policy makers to predict the extent and pattern of adoption so that they can assess points that require policy interventions to enhance effective adoption and implementation of e-government services. »

37. Morison, John. **E-government**. Belfast : Queen's University, 2002. 32 p.
<http://www.rpani.gov.uk/egovt.pdf>

« E-government involves using the power of information and communication technology (ICT) to help transform the accessibility, quality and cost-effectiveness of public services and to help revitalise the relationship between citizens and Government through improved consultation and participation in government. The principal ICT is the Internet, accessible primarily through personal computers and other related technology. »

38. Observatoire de l'administration publique, ENAP. **Gestion des inforoutes gouvernementales : synthèse comparative (Canada, France, Nouveau-Brunswick, Ontario)**. Québec : Sous-secrétariat à l'inforoute gouvernementale et aux ressources informationnelles (SSIGRI), Secrétariat du Conseil du trésor, septembre 2002. 65 p.
http://www.services.gouv.qc.ca/fr/publications/enligne/connaissance/synthese_ENAP.pdf

« L'Observatoire relève, pour chaque administration, les caractéristiques de l'implantation, de la gestion et de l'évolution de leur inforoute, plus particulièrement en ce qui a trait à la prestation électronique de services, à la gestion des ressources informationnelles et aux meilleures pratiques. Le rapport est constitué de quatre fiches synthèses (une par administration) présentant l'information sur chacun des thèmes du mandat. Un tableau synthèse des pratiques exemplaires complète chacune des fiches individuelles. »

39. Rhéaume, Pierre. **Marketing des services en ligne**. *Cahier synthèse des actes du colloque Vers une nouvelle relation entre le gouvernement et les citoyens*. Québec : CEFRIO, 2005. P. 69-71
<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/10/827493.pdf>

« On a bien beau mettre en ligne le mieux conçu des sites gouvernementaux, encore faut-il pouvoir le faire connaître, aller chercher les visiteurs et les fidéliser. Autrement, le jeu n'en vaut pas la chandelle. C'est exactement comme pour un site commercial. Or, il se lance en moyenne 1,2 million de nouveaux sites chaque mois, rappelle Pierre Rhéaume, vice-président à la Régie des rentes du Québec. Comment fait-on, alors, pour y trouver sa place, pour faire connaître son magnifique pignon sur Web et y garder ses visiteurs? »

40. Rondeau, Alain. **La transformation vers un gouvernement en ligne : apprentissages et défis : rapport de recherche réalisé dans le cadre du projet du CEFRIO Services électroniques aux citoyens et aux entreprises**. Québec : CEFRIO, 2004. 61 p. (Collection Recherche et études de cas)
http://www.cefrio.qc.ca/projets/Documents/Transformation_vers_un_gouvernement_en_ligne.pdf

« Depuis quelques années, le gouvernement québécois multiplie ses efforts afin d'améliorer sa prestation de service aux citoyens et aux entreprises en intégrant notamment les technologies de l'information dans les processus d'affaires des ministères et organismes. Le Centre d'études en transformation des organisations de HEC Montréal a examiné les paramètres de gestion de l'implantation de la prestation électronique de services et les caractéristiques du processus de transformation suivi pour se faire. Ce rapport présente un bilan des analyses et observations d'initiatives gouvernementales (d'ici et d'ailleurs) allant dans cette direction et vise à dégager les apprentissages et les défis d'ordres stratégique et organisationnel qu'implique le déploiement de ce nouveau modèle d'affaires. »

41. Rubino-Hallman, Silvana. **E-government in Latin America and the Caribbean. Reinventing governance in the information age.** S.l. s.n., 2002. 19 p.
http://portal.cnti.ve/cnti_docmgr/sharedfiles/gobiernoelectronico8.pdf

« This paper is about e-government, or the impact of information and communication technologies have in the improvement of government services allowing for a redefinition of governance, understood as the web of relationships between government and its citizens. Specifically, the following analysis attempts to demonstrate that to invest in the development of a country's information infrastructure is not enough to maximize the benefits of the Information Age, but that much more is required. Creating content is one of the equally important components; another is distributing that content, making it available to all. »

42. Vachon, Isabelle. **Des services plus près des citoyens.** *E-Veille.* (Janvier 2006).
<http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/janvier.asp#1#1>

« Qu'ont en commun Services Nouveau-Brunswick, Service Ontario et Service Colombie-Britannique? Ces entités publiques ont toutes à cœur de fournir aux citoyens des services adaptés et satisfaisants. Chaque province ayant sa réalité propre, les Administrations ont usé de diverses stratégies pour transformer leurs façons de faire. Ces expériences pourront sans doute insuffler de nouvelles idées et inspirer d'autres Administrations qui souhaiteraient faire le saut dans la prestation de service électronique. »

43. West, Darrell M. **Global E-Government, 2002.** Providence, RI : Brown University, 2002. 30 p.
<http://www.alte.de/transfer/downloads/md372.pdf>

« This report presents the second annual update on global e-government, i.e., the delivery of public sector information and online services through the Internet. Many governmental units across the world have embraced the digital revolution and placed a wide range of materials on the web from publications to databases. Since global e-government still is in its infancy, it

is a perfect time to measure the extent of web service delivery, compare differences that exist across nations, and see how the 2002 results compare to 2001. In this report, we study the features that are available online at national government websites. Using a detailed analysis of 1,197 government websites in 198 different nations, we measure the information and services that are online, chart the variations that exist across countries, and discuss how e-government sites vary by region of the world. In general, we found that e-government has shown improvements over the previous year. Every region of the world has improved its e-government performance on nearly every indicator. However, there are continuing problems in the areas of privacy and security that need to be addressed. We close our report by making several practical suggestions for improving the delivery of government information and services over the Internet. »

44. West, Darrell M. **Global E-Government, 2005**. Providence, RI. Center for Public Policy, Brown University, 2005. 26 p.
<http://www.insidepolitics.org/egovt05int.pdf>

« In this report, I present the fifth annual update on global e-government. Using a detailed analysis of 1,797 government websites in 198 different nations undertaken during summer, 2005, I chart the variations that exist across regions and countries, and discuss the pace at which e-government is unfolding around the world. In looking at electronic government from 2001 to 2005, I find that progress is being made, albeit at an incremental pace. Governments are showing steady progress on several important dimensions, but not major leaps forward. On several key indicators, e-government performance is edging up. However, movement forward has not been more extensive in some areas because budget, bureaucratic, and institutional forces have limited the extent to which the public sector has incorporated technology into their mission. Among the significant findings of the research are: 1) 19 percent of government websites offer services that are fully executable online. 2) 89 percent of websites this year provide access to publications and 53 percent have links to databases. 3) 18 percent (up from 14 percent in 2004) show privacy policies, while 10 percent have security policies (up from 8 percent in 2004). 4) 19 percent of government websites have some form of disability access, meaning access for persons with disabilities, up from 14 percent in 2004. 5) Countries vary enormously in their overall e-government performance based on our analysis. The most highly ranked nations include Taiwan, Singapore, United States, Hong Kong, China, Canada, Germany, Australia, and Ireland. 6) There are major differences in e-government performance based on region of the world. In general, countries in North America score the highest, followed by Asia, Western Europe, Pacific Ocean Islands, Middle East, Eastern Europe, South America, Russia and Central Asia, Central America, and Africa. »

ÉTUDES GÉNÉRALES

45. Barkey, Enrique. **Devenir un gouvernement agile : comment s'y prendre.** *Cahier synthèse des actes du colloque Vers une nouvelle relation entre le gouvernement et les citoyens.* Québec : CEFRIO, 2005. P. 13-15
<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/10/827493.pdf>

« Pour déployer avec brio ses services en ligne, un gouvernement doit être dynamique, pouvoir s'adapter rapidement et être capable de perspective. Face aux contraintes budgétaires et à la pression des citoyens qui les forcent à optimiser les coûts et à être plus efficaces, les organismes gouvernementaux doivent faire beaucoup avec peu. Un gouvernement qui doit s'adapter pour offrir ses services en ligne n'a cependant pas la tâche facile, mais selon Enrique Barkey, vice-président, Services publics et Administration chez Hewlett-Packard, le changement est possible si l'institution entreprend un voyage vers l'agilité. »

46. Buckley, Joan. **E-service quality and the public sector.** *Managing Service Quality.* Vol. 13, no 6 (2003). P. 453-462
<http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/Emerald/FullTextArticle/Pdf/1080130603.pdf>

« Definitions of e-service and e-government are considered in seeking to contextualise the discussion, and a distinction is drawn between e-government and e-public service. Current theoretical and empirical work is considered in conjunction with the contribution of the usability school and the commercial literature related to outcome measurement. While profit motivation has little relevance in the public sector, homogeneity of consumers, definability of tasks and finite and measurable outcomes can serve as likely conditions of success in e-public service. The public sector is then considered in light of this knowledge. It is proposed that there is a continuum of public sector organisations based on complexity of task. Initial evidence suggests that e-service delivery has greater potential for success in public sector tasks that have low or limited levels of complexity. Finally, the paper concludes that any discussion of e-public service must take cognisance of the context, both internal and external, in which e-service is delivered. »

47. Carter, Lemuria; Bélanger, France. **The utilization of e-government services : citizen trust, innovation and acceptance factors.** *Information Systems Journal.* Vol. 15, no 1 (January 2005). P. 5

« Electronic government, or e-government, increases the convenience and accessibility of government services and information to citizens. Despite the benefits of e-government – increased government accountability to citizens, greater public access to information and a more efficient, cost-effective government – the success and acceptance of e-government initiatives, such

as online voting and licence renewal, are contingent upon citizens' willingness to adopt this innovation. In order to develop 'citizen-centred' e-government services that provide participants with accessible, relevant information and quality services that are more expedient than traditional 'brick and mortar' transactions, government agencies must first understand the factors that influence citizen adoption of this innovation. This study integrates constructs from the Technology Acceptance Model, Diffusions of Innovation theory and web trust models to form a parsimonious yet comprehensive model of factors that influence citizen adoption of e-government initiatives. The study was conducted by surveying a broad diversity of citizens at a community event. The findings indicate that perceived ease of use, compatibility and trustworthiness are significant predictors of citizens' intention to use an e-government service. Implications of this study for research and practice are presented. »

48. Chen, Yu-Che; Gant, Jon. **Transforming local e-government services : the use of application service providers.** *Government Information Quarterly*. Vol. 18, no 4 (2001). P. 343-355

« This study examines the potential of application service providers (ASPs) to transform electronic government e-government services at the local level. The ASP model helps local governments overcome barriers to offering next wave e-government services such as a shortage of skilled IT staff and limited financial resources. The realization of full potential, however, requires first the adoption of an ASP model. Five conditions that favor the decision to use an ASP are 1) strong top management support, 2) promise of large efficiency gains, 3) enough IT capability on the part of the government unit to identify key piece of technology, 4) less burdensome outsourcing rules and procedures, and 5) a variety of high quality and reliable ASPs from which to choose locally. To ensure the success of an ASP project, local government need to build in-house IT capability to evaluate an ASP and to develop proper performance measures. Management should focus on serving citizens and businesses and develop the capability to negotiate as well as manage service-level contracts with ASPs. Continual top management support is necessary for dealing with possible initial resistance and ensuring interdepartmental communication and cooperation. »

49. Fernandes, Danny; Gorr, Wilpen; Krishnan, Ramayya. **ServiceNet : an agent-based framework for one-stop e-government services.** Pittsburgh, PA : H. John Heinz III School of Public Policy & Management, Carnegie Mellon University, 2001. 15 p.
<http://www.heinz.cmu.edu/wpapers/retrievePDF?id=2001-3>

« One-stop provision of services is a major goal of e-government. Often service delivery requires several steps cutting across multiple departments or

agencies, each with separate eligibility and other rules, data requirements, and processes. For this complex setting, we develop a tiered, intelligent-agent-based framework called ServiceNet. The layers include client problem diagnosis, service planning, and service provision. The central contribution of our framework are corresponding client problem diagnostic, client advocate, and service facilitator agents. We define a service plan to be the steps that a citizen client can take to meet a need. Each service has 1) a rule base of entry requirements, including predecessor and successors steps, that must be satisfied before a client can register for the service; 2) one or more processes; 3) associated database record sets; and 4) a facilitator agent, which provides information on meeting eligibility rules, finding service capacity, scheduling, etc. The client advocate communicates with service facilitator agents to build, execute, monitor, and report on service plans. »

50. Filho, Armando Rech. **E-citizen : why waiting for the governments?** *E-government : towards electronic democracy : International conference, TCGOV 2005, Bolzano, Italy, march 2-4, 2005 : proceedings.* Böhlen, Michael; Johann Gamper; Wolfgang Polasek; Maria A. Wimmer. S.I. Springer-Verlag GmbH, 2005. P. 91 (Lecture Notes in Computer Science).

« The State of the Art in Electronic Government is the delivering of public services to the Citizen by means of integrated web portals, comprising the public agencies in the different levels of government, aiming to hide from the final user the complexity of the State bureaucracy. Ideally, these portals should be designed according to the mental patterns of the individuals, with their navigation oriented by the life events, and not by the logic of bureaucracy. Besides, the services to be provided must match both the Citizens and the States interests. Considering that many e-Government portals do not follow these principles, this article proposes an inversion in the policy of access to public services. By breaking paradigms, it presents the organized society as the drive engine behind the construction of integrated portals, with contents and shape to match citizens interests, rather than waiting for the government action. »

51. Gouscos, Dimitris; Laskaridis, Giorgos; Lioulis, Dimitris; Mentzas, Gregoris; Georgiadis, Panagiotis. **An approach to offering one-stop e-government services - available technologies and architectural issues.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 264-271 (Lecture Notes in Computer Science).

« The right of citizens to high-quality e-government services makes one-stop service offerings an essential feature for e-government. Offering one-stop services presents many operational implications; an one-stop service

provision (OSP) architecture is needed that, by means of a layered approach, provides facilities to refer to, invoke and combine e-government services in a uniform way, in the context of cross-organisational workflows. Although enabling technologies for all the layers of such an architecture are quickly evolving (XML, WSDL, UDDI, WFMS et al) two major issues that need to be solved are (a) abstracting the heterogeneity of the e-government services that need to be integrated and (b) identifying an appropriate style for cross-organisational workflow control, somewhere in between the fully centralised and peer-to-peer extremes. This paper presents an abstract layered OSP architecture, identifies some major enabling technologies and briefly discusses those two issues. »

52. Grönlund, Åke with contributions from Tuomo Kauranne et al. **Managing electronic services : a public sector perspective**. London : Springer, 2000. 238 p. (Practitioner series)
352.38214 G876 2000

« Managing Electronic Services provides an easy to read and practical guide to portal-electronic services development in the public sector. The book takes an organizational perspective, asking 'How do you make things work in your organization and in relation to your customers or users? By integrating the managerial, technical and economic issues, the authors can put them into context with the need to understand user requirements and expectations. »

53. Kunstelj, Mateja; Vintar, Mirko. **Evaluating the progress of e-government development : a critical analysis**. *Information Polity*. Vol. 9, nos 3-4 (2004). P. 131-148

« The development of e-government in most countries is still primarily aimed at developing electronic services that customers can access via the internet. This has been matched by the methods for monitoring e-government development, which fall far short of providing a true overall assessment. Such a narrow focus on e-government has led to a significant slowdown of development in most countries. Countries have used "quick fix, quick win" solutions, while continued development require above all the development of an integrated government portal and reengineering of back-office processes. The more developed countries are therefore increasingly tailoring their e-government strategies in the direction of customer-orientation and instead of persisting with rigid organisational structures are working on integrating services and processes across individual administrative bodies and institutions and even include private businesses. The development of e-government therefore demands a holistic strategic approach that encompasses the entire public administration and is not limited to individual bodies and institutions, or individual sectors and levels of administration. The methods of monitoring, evaluating and benchmarking e-government development will have to follow the same principles. Based

on critical analyses of existing approaches, this paper attempts to define the areas and aspects that must be included within the integrated approach in order to facilitate the progress of e-government towards its strategic objectives, that is the development of services based on user's needs and problems, i.e. integrated services or life-events. »

54. Lemire, Marc. **L'adaptation du gouvernement en ligne aux réalités sociales des citoyens : rapport de recherche réalisé dans le cadre du projet du CEFRIO Services électroniques aux citoyens et aux entreprises.** Québec : CEFRIO, 2005. 53 p. (Collection Recherche et études de cas) http://www.cefrio.qc.ca/projets/Documents/Adaptation_gouvernement_realites_sociales.pdf

« L'adaptation des nouveaux dispositifs aux réalités sociales des citoyens est une condition essentielle de succès des services gouvernementaux en ligne. En découle tout particulièrement la confiance et la satisfaction des utilisateurs à l'égard de la qualité de la prestation de service. D'où l'intérêt d'étudier la capacité des ministères et organismes (M/O) à capter ces réalités sociales, par définition complexes et plurielles, et leur capacité à les traduire dans le développement de services automatisés ou semi-automatisés. Ce document présente une synthèse des analyses et des observations relatives à cette problématique. Une revue documentaire et des études de cas permettent de dégager des constats et de formuler des pistes de recommandations pour l'adoption d'approches et de méthodes mieux adaptées et davantage intégrées. »

55. Litvak, David. **Une seconde génération de typologies pour mesurer la sophistication des services publics électroniques.** *Télescope*. Vol. 10, no 5 (novembre 2003). P. 32-34 <http://www.enap.ca/documents-pdf/observatoire/telescope/Telv10n5egouvernement.pdf>

« Le gouvernement électronique est constitué de plusieurs dimensions, dont l'une, probablement la plus visible, est la prestation électronique de services. Plusieurs mesures permettent d'évaluer le niveau de développement de la prestation électronique de services publics dans un pays. On peut d'abord évaluer la demande pour de tels services – et l'on s'aperçoit qu'il importe de le faire. Mais les premières mesures et celles les plus couramment utilisées concernent l'offre qui se décline en deux variables : la disponibilité et la sophistication (en anglais : width et depth). On peut ensuite mesurer l'utilisation effective des services pour vérifier si la demande est réelle et identifier les éléments à améliorer. Enfin, il importe d'évaluer les impacts des services : les économies de ressources pour un même service ainsi que les améliorations qualitatives du service. »

56. Pappa, Dimitra; Makropoulos, Constantin. **Designing a brokerage platform for the delivery of e-government services to the public.** *Knowledge management in electronic government : 5th IFIP International working conference, KMGov 2004, Krems, Austria, may 17-19, 2004 : proceedings.*

Wimmer, Maria A. S.l. Springer-Verlag GmbH, 2004. P. 178-189 (Lecture Notes in Computer Science).

« The demand for modernizing government to the benefit of the citizens calls for new approaches to traditional practices. The use of technology in government can enhance the access to and the delivery of public services, thus improving the overall efficiency of government. Online joined-up government refers to the integration of public services from a customer of public services point of view. In line with this consumer-centric approach, the principal objective of a one-stop government portal is to facilitate seamless access to integrated services that are shaped around everyday life episodes and business situations and comprise service offerings from several public entities. The implementation of e-Government involves not only a profound transformation in the way government interacts with the governed but also the reinvention of its internal processes and organisation. Back-office interconnection and interoperability are key enablers. »

57. Pfaff, Donovan; Simon, Bernd. **New services through integrated e-government.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traummüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 391-394 (Lecture Notes in Computer Science).

« The New Public Management initiative in the 90`s had a tremendous impact on the principles of public administration. Cost transparency and customer orientation have become strategic goals. The public sector is still in motion: eGovernment is a new trend that also progresses the idea of customer orientation. International studies document that eGovernment has become a well known phrase in many countries worldwide. There are, however, significant differences in their respective development. Many administrations use the internet technology just to provide information. The opportunity to generate additional revenues through integrative IT-solutions is rarely used. The challenge of performing additional tasks within a declining budget forces governments to develop new ideas in order to increase revenues or to reduce costs. This could be a future business for administrations. In the past, most administrations tried to realize e-government by establishing their own website. Current initiatives concentrate on transactional aspects trying to connect specialized systems with the web. Strategic concepts focusing on architecture and service portfolios are becoming more and more important. In addition to the political and administrative part of eGovernment, there is also a commercial aspect of services. In particular those commercial services associated with payment processes require and demand integrated transactions. »

58. Ramsey, Todd S. **Vers un gouvernement à la demande : une transformation au service du citoyen.** *Cahier synthèse des actes du colloque Vers une nouvelle relation entre le gouvernement et les citoyens.* Québec : CEFRIO,

2005. P. 29-31

<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/10/827493.pdf>

« Alors qu'une conjugaison de facteurs compliquera bientôt l'atteinte de leurs obligations sociales, les gouvernements de la planète voient une tempête se profiler à l'horizon. Mais Todd Ramsey, directeur général du Secteur mondial des gouvernements chez IBM, croit que les administrations publiques peuvent dès maintenant. »

59. Wagenaar, René; Janssen, Marijn. **Visualization of the implications of a component based ICT architecture for service provisioning.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 480-483 (Lecture Notes in Computer Science).

« The planning and subsequent nationwide implementation of E-government service provisioning is faced with a number of challenges. Initiatives are confronted with a highly fragmented ICT-architecture that has been vertically organized around departments and with hardly any common horizontal functionality. It is anticipated that in the long run, an architecture based on generic, standardized components in the form of Web services will lead to a more flexible provision of government services over electronic channels. This paper reports on the use of a simulation environment for communicating the advantages of such a component based approach to ICT decision makers within local government. »

60. Wimmer, Maria A. **Integrated service modelling for online one-stop government.** *Electronic Markets.* Vol. 12, no 3 (September 2002). P. 149-156

« One-stop government is an important development within the current initiatives of e-government. It refers to a single point of access to electronic services and information offered by different public authorities. Online one-stop government requires all public authorities to be interconnected and that the customer (citizen, private enterprise or other public administration) is able to access public services by a single point even if these services are provided by different public authorities or private service providers. It further requires that the customer be able to access these services in a well-structured and understandable manner meeting his/her perspectives and needs. Developing a national one-stop government portal calls for an integrated service modeling that requires a holistic reference framework. This paper discusses the general requirements for one-stop government. It then introduces the requirements for providing electronic public services in a one-stop platform. This is followed by an investigation into integrated modeling of online public services. Since modeling electronic public services requires the know-how of different disciplines and expertise, a

holistic reference framework is introduced. The paper concludes with an example of the life event 'marriage' to demonstrate the need for, and value-added of, integrated service modeling. »

61. Wimmer, Maria A.; Holler, Ute. **Applying a holistic approach to develop user-friendly, customer-oriented e-government portal interfaces.** *Universal access : theoretical perspectives, practice, and experience : 7th ERCIM International workshop on user interfaces for all, Paris, France, october 24-25, 2002 : revised papers.* Carbonell, N.; C. Stephanidis. S.l. Springer-Verlag GmbH, 2003. P. 167-178 (Lecture Notes in Computer Science).

« E-government is an important field of application for providing electronic public services to a wide range of users. Especially in the public sector, the customers are very heterogeneous with different expertise and know-how on using electronic media such as the Internet. Moreover, the public sector is characterised by providing a wide range of different kinds of public services varying for the distinct user groups. Developing appropriate, user-friendly portal interfaces for virtual administrations, which offer a broad range of public services to the distinct user groups, requires a careful investigation of the user needs and service requirements. In this contribution, we provide a first examination of usability and easy-to-use requirements in relation to target user groups and process models for electronic public service delivery. We define an overall interface architecture and discuss the required front-office functionality for a user-friendly and intuitive e-government portal serving distinct target groups. »

FINLANDE

62. Finland Ministry of Interior. **JUPA : Julkiset palvelut verkkoon.** [Site Web accédé : Page Web accédée le 19 janvier 2006].
<http://www.jupa.fi/intermin/hankkeet/jupa/home.nsf/pages/indexeng>

« Presentation of the project government JUPA by the Ministry of interior of Finland. »

63. Information Society Advisory Board. **Public services in the new millennium programme of action to promote online government, 2002–2003.** Finland : Ministry of Finance, Finland, 2001. 24 p.
<http://www.vm.fi/tiedostot/pdf/en/40644.pdf>

« This report was prepared by a Task Group on Online Government established by the ISAB and headed by Mr. Jouni Backman, M.P. The Group was active from June to December 2001. The Task Group's mandate was to • define the concepts and aims of online government • review the

present status of government online services • survey the expectations of citizens, firms and other organizations regarding online services • evaluate the need for electronic identification and authentication • draw up proposals for carrying out and coordinating projects for online government • indicate the resources required. The review and proposals were to consider all of Finland's public administration as a whole, thus encompassing central government and its agencies as well as the municipal government sector. In view of the short deadline, the Task Group concentrated its recommendations on a limited number of strategic points and "bottlenecks" to be addressed in the next two years. The Group also developed a vision, extending to the middle of this decade, on the role of public administration in the information society. It has become clear that the development of customer online services can only be successful if the administration's own information systems are in good order and there is proper interoperability among these systems, as well as between the central government and the municipal sector. »

64. Lamy, Catherine. **La Finlande à l'ère numérique. E-Veille.** (Février 2006). <http://www.services.gouv.qc.ca/fr/enligne/connaissance/e-veille/2006/fevrier.asp#2>

« Tout comme les autres nations scandinaves, la Finlande est une figure de proue en matière de gouvernement en ligne. Une enquête menée en 2005 par la firme Capgemini et destinée à évaluer l'évolution de la prestation électronique de services dans 28 pays européens, classe ce pays au 5^e rang pour l'interactivité en ligne et au 4^e pour la disponibilité en ligne. Selon le palmarès du site Internet World Stats, le pays compterait 3 286 000 internautes, soit 62,6 % de sa population, ce qui le place au dix-huitième rang des pays les plus branchés. Il faut d'ailleurs remonter à 1994 pour assister à l'adoption par le gouvernement finlandais d'une stratégie de gestion de l'information gouvernementale, stratégie qui constituait la toute première étape du développement de son gouvernement électronique. »

65. **Online public services for the benefit of citizens. eFinland.** (January 1, 2005). <http://www.e.finland.fi/netcomm/news/showarticle.asp?intNWSAID=31283>

« Presentation of project JUPA. The project for online public services JUPA is part of the Information Society Policy Programme launched by the Finnish Government. The JUPA project which is led by the Ministry of the Interior aims to bring public services online for use by citizens. The project runs 'till 31 December 2005. »

FRANCE

66. Dupin, Ludovic. **Cybercitoyens, connectez-vous! SVM.** No 239 (Juillet-

Août 2005). P. 56

« Le Web promet d'aider les citoyens à se dépêtrer d'une autre toile... celle de l'administration. »

67. Forum des droits sur l'Internet. **Les attentes des Français en matière de démarches administratives sur Internet : résultats détaillés.** France : Forum des droits sur l'internet, Septembre 2002. 19 p.
<http://europa.eu.int/idabc/servlets/Doc?id=22135>

« Le Forum des droits sur Internet apporte un éclairage sur les pratiques et les attentes des Français en matière de démarches administratives sur Internet. À cette fin, la SOFRES a conduit, les 30 et 31 août 2002, une enquête auprès d'un échantillon national de 1000 personnes représentatif de la population âgée de 18 ans et plus, interrogées par téléphone à leur domicile. On trouvera dans la présente note une synthèse des principaux enseignements de cette étude. »

68. Forum des droits sur l'Internet. **Les attentes des Français en matière de démarches administratives sur Internet : synthèse des résultats.** France : Forum des droits sur l'internet, Septembre 2002. 9 p.
<http://europa.eu.int/idabc/servlets/Doc?id=22134>

« Le Forum des droits sur Internet apporte un éclairage sur les pratiques et les attentes des Français en matière de démarches administratives sur Internet. À cette fin, la SOFRES a conduit, les 30 et 31 août 2002, une enquête auprès d'un échantillon national de 1000 personnes représentatif de la population âgée de 18 ans et plus, interrogées par téléphone à leur domicile. On trouvera dans la présente note une synthèse des principaux enseignements de cette étude. »

69. Guillemin, Christophe; Thorel, Jérôme. **Services publics en ligne : les internautes cherchent leurs marques.** *ZDNet France.* (25 août 2004).
<http://www.zdnet.fr/actualites/internet/0,39020774,39168172,00.htm>

« Les sites internet de l'État connaissent un plus grand succès en France qu'en Allemagne ou en Grande-Bretagne. Mais attention aux conclusions hâtives : le recours à de véritables "services publics en ligne" reste minoritaire, bien qu'en augmentation. »

70. Ministère de la Fonction publique, de la Réforme de l'État et de l'Aménagement du territoire. Secrétariat d'État à la Réforme de l'État. **Plan d'action de l'administration électronique (P2AE) 2004-2007.** France : Ministère de la Fonction publique, de la Réforme de l'État et de l'Aménagement du territoire. Secrétariat d'État à la Réforme de l'État, 2003? 50, 470 p.
http://www.adae.gouv.fr/IMG/pdf/adele_plan_d_action-3.pdf [Le rapport]
http://www.adae.gouv.fr/IMG/pdf/adele_fiches_projet-2-2.pdf [Les annexes]

« Le plan d'action de l'administration électronique précise, pour chacune

des décisions prises dans le cadre du plan stratégique de l'administration électronique, les principaux projets menés d'ici 2007 par : a) les services de l'État, b) les collectivités territoriales, c) les organismes de la sphère sanitaire et sociale. Du fait de la multiplicité des actions, et pour plus de clarté, seuls les mesures nouvelles ou les services réellement enrichis sont mentionnés. De même, ces actions sont réparties selon les deux objectifs fixés par le Gouvernement pour construire l'administration de service : I- Proposer des services plus nombreux, faciles d'emploi, accessibles à tous et à tout moment, en créant les conditions de la confiance II- Contribuer à la modernisation des services publics en synergie avec nos partenaires européens, et piloter le développement de l'administration électronique. Chaque mesure du plan d'action fait l'objet, en annexe, d'une fiche détaillée indiquant les objectifs poursuivis, les bénéficiaires, l'organisme chef de file et ses partenaires, l'économie et les échéances du projet. »

71. République française. **Service-public.fr**. [Site Web accédé : 3 octobre 2005]. <http://www.service-public.gouv.fr/>

« Portail de l'administration française, où l'on retrouve l'offre de services publics en ligne du gouvernement français. »

72. Sauret, Jacques. **Efficacité de l'administration et service à l'administré : les enjeux de l'administration électronique**. *Revue française d'administration publique*. No 110 (2004). P. 279-290

« Longtemps réduite à la simple mise en place de téléservices sur internet, l'administration électronique touche en fait aux systèmes d'information et, à ce titre, est progressivement perçue comme un facteur essentiel de la réforme de l'État. En charge, auprès du Premier ministre, de l'Agence pour le développement de l'administration électronique, l'auteur s'emploie à déterminer l'importance stratégique d'un volontarisme public initié dans ce domaine en 2004, et principalement articulé autour de deux priorités : l'efficacité de l'administration et les services rendus à l'administré. »

73. Vitalis, André; Duhaut, Nicolas. **NTIC et relation administrative : de la relation de guichet à la relation de réseau**. *Revue française d'administration publique*. No 110 (2004). P. 315-326

« L'extension des NTIC dans l'administration suscite des formes nouvelles de relations entre les agents et le public. Sur la base d'une enquête relative à l'introduction de cyberprocédures à la Caisse d'allocations familiales (CAF), les auteurs tentent de cerner la façon dont ces techniques modifient profondément les représentations, mais aussi l'attitude et les pratiques des acteurs. Outre un accroissement de l'efficacité du service rendu, le recours à ces techniques entraînerait ainsi une « réhumanisation » inattendue de la relation administrative. »

GRANDE-BRETAGNE

74. Ashford, Ruth; Rowley, Jennifer; Slack, Frances. **Electronic public service delivery through online kiosks : the user's perspective.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 169-172 (Lecture Notes in Computer Science).

« This paper reports a case study of Knowsley Metropolitan Borough's response to the UK Government's White Paper 'Modernising government' [1]. It provides unique data on user behaviour in relation to electronic public service delivery through public access kiosks and highlights some of the issues relating to the 'digital divide', the reduction of social exclusion. It offers a perspective on the uses for which customers perceive public access kiosks to be valuable and indicates barriers to kiosk use for other functions. Some of the messages reflect issues that have been debated in consumer responses to e-commerce and communication over the Internet. This is important because it suggests some consistency in the public reaction to IT-based service delivery, irrespective of the platform. »

75. Curthoys, Noam; Crabtree, James. **SmartGov - Renewing electronic government for improved service delivery.** London : The Work Foundation, 2003. 68 p.
<http://www.theworkfoundation.com/pdf/184373012X.pdf>

« This analysis provides a stage set for the new found urgency of a twin reform agenda within British government: renewal of public services, and the delivery of electronic government. This iSociety publication suggests that e-government, or the provision and organisation of public services through new electronic channels, can help reverse the trend. By helping the state work smarter, and by delivering services to citizens in ways which make sense, it can help to claw back public trust in the competence of the state. As a policy, e-government offers the British public a vision of radically better public services, appealingly designed with citizens in mind. For business it offers to take some of the pain out of dealing with the state. And for government itself, it offers smarter organisation, greater agility, and the possibility of doing this while still saving public money. »

76. eGov monitor Newsdesk. **E-government role for UK online centres.** *eGov monitor.* (April 1, 2005).
<http://www.egovmonitor.com/node/346>

« Pathfinders show UK Online network could deliver 1.5 m new e-government users. The Government's network of UK Online centres could dramatically increase take-up of e-government among substantial numbers of society's most disadvantaged groups, new research claims. Pathfinder

projects which used centres to help citizens access e-government services have achieved resounding success, says an evaluation of the nine pilots seen by eGov monitor. »

77. Evangelidis, Adrianos; Akomode, J.; Taleb-Bendiab, A.; Taylor, M. **Risk assessment & success factors for e-government in a UK establishment.** *Electronic government : first international conference, EGOV 2002, Aix-en-Provence, France, september 2-6, 2002 : proceedings.* Traummüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 395-402 (Lecture Notes in Computer Science).

« In a quest to modernise their activities and underpin their public private partnerships, many governments around the globe have initiated their local e-government programmes. In this regard, best-practice, emerging Information Communications Technology (ICT) and e-business potential are leveraged to provide 24*7 access to online public services, ranging from online tax forms, to online voting. Whilst much may have been achieved towards developing and supporting one-stop shop to a range of online government services, more research is required, for instance, to provide a seamless integration and interoperation of these services, their integration with legacy systems, and risk management strategy. Based on an ongoing research focused on risk modeling and analysis of e-government web services, this paper introduces a categorisation of the main generic risk factors. The paper only elaborates on the first two categories of the risk factors and develops a set of potential success factors for e-government. »

78. Evangelidis, Adrianos; Macintosh, Ann; Davenport, Elisabeth. **Frames towards risk modeling in e-government services : a UK perspective.** *Electronic government : third international conference, EGOV 2004, Zaragoza, Spain, august 30-september 3, 2004. Proceedings.* Traummüller, Roland. S.I. Springer-Verlag GmbH, 2004. P. 270 (Lecture Notes in Computer Science).

« Electronic government transaction services may offer a potential of increased efficiency and quality with the minimum cost in the way the public administration deals with its customers. Recent reports show that this is far from reality, as e-government projects seem to be failing to deliver. Within that context, an ongoing doctorate programme investigates the risk classification of e-government services and explores how a multi-perspective risk assessment framework may assist towards the management of such projects. This article presents the prototype version of the framework. Additionally, this paper describes an initial field investigation that was necessary to validate the prototype framework, a discussion on risk in e-government, as well as the risk taxonomy that is used to support the prototype. »

79. Hazlett, Shirley-Ann; Hill, Frances. **E-government : the realities of using IT to transform the public sector.** *Managing Service Quality.* Vol. 13, no 6

(2003). P. 445-452

<http://www.emeraldinsight.com/Insight/ViewContentServlet?Filename=Published/EmeraldFullTextArticle/Pdf/1080130602.pdf>

« This paper examines how electronic government is being used in the delivery and improvement of public services in the UK, and the actual and potential problems inherent in this. Although there have been examples of very creative use of electronic government in the public sector, there have also been numerous spectacular failures. This paper highlights a number of problematic issues surrounding its use. These include the fact that government's two central aims, namely high quality customer service and value-for-money, could potentially be in conflict; and the lack of evidence to support the claim that the use of technology in service delivery results in less bureaucracy and increased quality. Clearly these tensions and issues need to be much more fully explored so that a "government for people" can be created. The paper concludes by posing the question: Can e-government produce truly innovative, responsive public services, or merely exacerbate electronically, existing shortcomings? »

80. Slack, Frances; Rowley, Jennifer E. **Challenges in the delivery of e-government through Kiosks.** *Journal of Information Science*. Vol. 30, no 4 (2004). P. 369-377

« Kiosks are increasingly being heralded as a technology through which governments, government departments and local authorities or municipalities can engage with citizens. In particular, they have attractions in their potential to bridge the digital divide. There is some evidence to suggest that the citizen uptake of kiosks and indeed other channels for e-government, such as web sites, is slow, although studies on the use of kiosks for health information provision offer some interesting perspectives on user behaviour with kiosk technology. This article argues that the delivery of e-government through kiosks presents a number of strategic challenges, which will need to be negotiated over the next few years in order that kiosk applications can be successful in enhancing accessibility to and engagement with e-government. The article suggests that this involves consideration of: the applications to be delivered through a kiosk; one stop shop service and knowledge architectures; mechanisms for citizen identification; and the integration of kiosks within the total interface between public bodies and their communities. The article concludes by outlining development and research agendas in each of these areas. »

81. United Kingdom Government. **Directgov.** [Site Web accédé : Page Web accédée le 19 janvier 2006]. <http://www.direct.gov.uk/Homepage/fs/en>

82. Stamoulis, Dimitrios S.; Gouscos, Dimitris; Georgiadis, Panagiotis; Martakos, Drakoulis. **Revisiting public information management for effective e-government services.** *Information Management & Computer Security*. Vol. 9, no 4 (October 2001). P. 146-153

<http://www.emeraldinsight.com/Insight/viewPDF.jsp?Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0460090401.pdf>

« Governments are employing modern information and communication technologies to serve society better. Raising the effectiveness and quality of government services is not only a matter of new technologies; it also involves clear vision and objectives as well as a sound business strategy. Information systems need to support internal work within a government's boundaries, serve customers through digital interfaces and leverage digital relationships among social partners. To implement such systems, preparatory work is required in both organization and technology. A new public information management philosophy underlies this significant revamping of the value propositions made to customers. The ongoing enrichment of the Greek Ministry's of Finance e-services follows an ICDT-like business logic. A key factor of all these advances is the re-orientation of information systems for customer-centric service. »

83. Vassilakis, C.; Laskaridis, Giorgos; Lepouras, G.; Rouvas, S.; Georgiadis, Panagiotis. **Transactional e-government services : an integrated approach.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 276-279 (Lecture Notes in Computer Science).

« Although form-based services are fundamental to e-government activities, their widespread does neither meet the citizen's expectations, nor the offered technological potential. The main reason for this lag is that traditional software engineering approaches cannot satisfactorily handle all of electronic services lifecycle aspects. In this paper we present experiences from the Greek Ministry of Finance's e-services lifecycle, and propose a new approach for handling e-service projects. The proposed approach has been used successfully for extending existing services, as well as developing new ones. »

IRLANDE

84. Cap Gemini Ernst & Young. **BASIS (Business Access to State Information and Services) - Feasibility study for candidate e-government services.** Dublin : Department of Enterprise, Trade & Employment, February 2003. 71 p.

<http://europa.eu.int/idabc/servlets/Doc?id=22393>

« The BASIS (Business Access to State Information and Services) initiative arises from a commitment by all levels of government to improve the efficiency and effectiveness of compliance processes which affect businesses in Ireland by delivering electronic information and services based around the “life events” of a business e.g. business start-up and development, payment of taxes and employment of staff. The principal objective of the BASIS project is the delivery of integrated public sector information and services to the business community in a client centred manner over the Internet. In phase 1 of the BASIS project, an extensive study (Public Services Broker Study) was carried out into business transactions with government, with a view to evaluating their suitability for delivery over the Internet. A key aspect of the study was the development of a Business Access Model identifying key events within the business lifecycle, each one comprising a number of sub-categories of activity (episodes) representing bundles of logically grouped specific agency services. 12 events were identified, subdivided into 105 unique episodes. Seven candidate episodes were recommended for e-enablement, comprising a total of 92 individual services of which 45 were prioritised for initial e-enablement. To continue with the strategic development of the project, a study was carried out to assess the business and technical feasibility of delivering these priority services over the Internet. Nine services, forming part of the seven candidate episodes and spanning five government agencies, were selected for detailed analysis. This document summarises the key findings from this study. »

85. Deegan, Sarah. **Electronic government and the Irish public sector.** Dublin : Dublin Institute of Technology, 2003. 20 p.
http://www.comp.dit.ie/rfitzpatrick/MSc_Publications/2003_Sarah_Deegan.pdf

« Electronic government (or e-government) is the use of information technology, in particular the Internet, to improve the delivery of public services. By providing public services online Governments can make them more convenient to the citizen, reduce costs and attract investment to their country. Electronic government will transform not only the way in which most public services are delivered, but also many of the public structures behind those services and thus affect the basic relationship between government and its citizens. E-government promises around the clock convenience, greater accessibility, the option of obtaining government services without ever visiting a government office and reduced costs due to the increased automation. It also contributes to the functioning of government by making dealings between departments more efficient and cost effective. This paper describes electronic government and the services that can be provided through it, how they can be implemented successfully and in particular the steps that have been taken by the Irish Government to

make their services available to their citizens. »

86. Dublin City Public Libraries. **The value of public libraries in the delivery of e-government services.** Dublin : Dublin City Public Libraries, 2005. 4 p.
http://www.dublincity.ie/Images/researche-gov_tcm35-18826.pdf

« E-government is the delivery of public services via the Internet. It ranges from the provision of online information to submitting applications or payments for specific services. Our project demonstrates how public libraries can provide value in the delivery of online public services to the public. The research phase of the project is now completed and a range of pilot services will be implemented and evaluated in selected libraries in Dublin City and Longford County. »

87. Price Waterhouse Coopers. **BASIS Public Services Broker Study.** Dublin : Basis, June 2001. 128 ; 94 ; 81 p.

BASIS Public Services Broker Study :
<http://europa.eu.int/idabc/servlets/Doc?id=22378>

BASIS Public Services Broker Study - Appendices :
<http://europa.eu.int/idabc/servlets/Doc?id=22380>

BASIS Public Services Broker Study - Catalogue of Services :
<http://europa.eu.int/idabc/servlets/Doc?id=22381>

« The BASIS (Business Access to State Information and Services) initiative is aimed at delivering integrated and client-centred electronic information and services to the business community, based around the “life events” of a business e.g. business start-up and development, payment of taxes and employment of staff. In phase 1 of the BASIS project, an extensive study was carried out into business transactions with government, with a view to evaluating their suitability for delivery over the Internet. The Irish Government has decided that an “electronic broker” approach would be adopted for the delivery of online public services to businesses and citizens in Ireland. This Public Services Broker (PSB) will act as an agent to deliver electronic information and services based around the “life events”, manage business identification and other high-level information, and provide access verification and authentication. The Basis Public Services Broker (PSB) thus examines the feasibility and scale of delivering integrated public services to businesses over the Internet, based on the PSB model. It identifies candidate transactions for electronic delivery through the PSB and opportunities for integrated public services, and examines the options and value of implementing a single identifier for business and the concept of “Super Registration”. The study focuses on transaction-oriented services rather than on information-oriented services. »

88. Timonen, Virpi; O'Donnell, Orla. **Development of e-government in Ireland : remaining issues and challenges.** *Administration (Dublin)*. Vol. 51 , no 3

(Autumn 2003). P. 3-20

« Ireland has performed relatively well in a number of recent e-government benchmarking exercises. However, these benchmarks provide only an overview of the complex process of making public services available online. Our study of the public management aspects of e-government in Ireland seeks to deepen the understanding of this process, and is based on original research, undertaken on behalf of the Committee for Public Management Research (www.irlgov.ie/cpmr). It maps out both the institutional framework and service infrastructure in Ireland, and outlines the remaining challenges that have to be met before e-government can reach its full potential. This article discusses some of the themes that are outlined in more detail in the full report. »

89. Timonen, Virpi; O'Donnell, Orla; Humphreys, Peter C. **E-government and the decentralisation of service delivery**. Dublin : Committee for Public Management Research, 2003. 82 p. (CPMR Discussion Paper : 25)
<http://www.cpmr.gov.ie/CPMRDiscussionPapers/CPMR%20Discussion%20Paper%2025.doc>

« E-government is a comparatively recent phenomenon. Within a short period of time, most industrialised countries have embarked upon a programme of making public services and information about the public sector available via the Internet and other Information and Communication Technologies (ICTs). Considerable progress has been made in the online provision of government information to citizens electronically, and it is becoming more common for this information to be organised around citizens' needs and life situations, rather than around administrative structures. This study sets out to provide a clearer understanding of both what e-government is, and where its limits lie; to paint a picture of the developmental stage that Ireland has reached to date; to compare Ireland to other countries with advanced e-government; and to point out ways in which the e-government agenda can be further shaped and advanced. »

PAYS-BAS

90. Hoogwout, Marcel. **Organizing for online service delivery : the effects of network technology on the organization of transactional service delivery in Dutch local government**. *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings*. Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 33-36 (Lecture Notes in Computer Science).

« Dutch central government has, like many other governments, set high aims to offer government services on line. In 2002 about 25 % of all services

should be online. Because over 60 % of all government services are provided by local governments, the challenge is to help these relatively less powerful local government organizations to realise this ambition. Local governments have to operate in an environment where investing in e-government is not evident. To overcome the problems they encounter in improving (online) government services new forms for organizing the service delivery emerge. This paper explores the problems local governments encounter in improving their transactional (online) service delivery and investigates the organizational solutions that arise to overcome these problems. The central question will be to what extent the new organizational forms contribute to the central government aims to realise the high e-government ambitions. »

91. Kraaijenbrink, Jeroen. **Centralization revisited? Problems on implementing integrated service delivery in the Netherlands.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 10-17 (Lecture Notes in Computer Science).

« In the Netherlands, the development of integrated public service delivery has been an important topic for over a decade. Despite the investments, the results are meager. In the literature, an overwhelming and contradictory amount of conceivable problems is mentioned that can explain these lagging results. Four case studies were carried out to find out which of these problems are most pressing in the particular context of integrated public service delivery. These are found to be: (1) indistinct and subdivided responsibilities, (2) focus on the autonomy of the own organization, and (3) insufficient scale. Given these problems, and given their different importance in the four cases, it is argued that the effective development of integrated public service delivery in the Netherlands requires more centralization. »

92. Leenes, Ronald; Svensson, Jörgen. **Size matters - electronic service delivery by municipalities?** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 150-156 (Lecture Notes in Computer Science).

« The development of e-government in the Netherlands shows two different worlds. The large national organisations implement Electronic Service Delivery (ESD) fairly successfully, while municipalities are slow to adopt ESD. This is a pity, since municipalities account for over 70% of the public services. They are expected to implement ESD on their own although they lack the necessary resources and distributed development is inefficient. In this paper we address the role of municipalities in the real and virtual world and argue that development of electronic (local) public services may be organized on a larger scale, depending on the type of service in question. »

PAYS DE L'UNION EUROPÉENNE

93. Cap Gemini. **Online availability of public services : how is Europe progressing? : Web based survey on electronic public services : report of the fifth measurement, October 2004.** [Luxembourg?] : Capgemini, 2005. 67 p.
<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/04/807751.pdf>

« Le présent rapport compare 14 000 sites Internet répartis dans 28 pays d'Europe et met en évidence les progrès réalisés au cours des dernières années dans l'élaboration et la diffusion de services en ligne dans l'ensemble de l'Union européenne. Le rapport contient également certaines prévisions sur l'amélioration et la croissance des services en ligne. »

94. Cap Gemini; TNO. **Does e-government pay off?** S.l. s.n., 2004. 55 p.
<http://www.eupan.org/index.asp?option=documents§ion=details&id=19>

« L'objectif de la présente étude était de déterminer si les initiatives liées au gouvernement en ligne mises en place par différents pays ont eu une réelle incidence sur l'amélioration des services publics. L'étude conclut que des changements sont requis sur le plan de la gestion interne des organismes gouvernementaux afin d'optimiser les bénéfices des initiatives de développement des services en ligne. »

95. Cap Gemini Ernst & Young. **A best practice for every service in Europe.** *UpGrade*. Vol. 4, no 2 (April 2003). P. 28-32
<http://www.upgrade-cepis.org/issues/2003/2/up4-2CapGemini.pdf>

« In this article some of the best online services provided by the European Public Administrations are described, taken from the report "Online Availability of Public Services..." (January 2003), prepared by Cap Gemini Ernst & Young for the European Commission, DG Information Society. »

96. Chevalleriau, François-Xavier. **E-government in the Member States of the European Union.** 2nd ed. S.l. IDABC, 2005. 568 p.
<http://europa.eu.int/idabc/servlets/Doc?id=23432>

« Following on from a previous document published in June 2005, this report is the second compilation of the IDABC eGovernment Observatory country Factsheets and presents an overview of the situation of e-government in the 25 EU Member States as of November 2005. As part of its mission to inform the European e-government community about key issues of common interest, the eGovernment Observatory maintains a series of Factsheets presenting the situation and progress of e-government in each Member State of the EU, providing for each one of them a wide and consistent range of information: Country Profile (basic data and Information Society indicators); History (major past e-government developments and

milestones); Strategy (vision, objectives and principles supporting the e-government drive); Legal Framework (main legal texts impacting on the development of e-government); Actors (key organisations involved in the e-government drive); 'Who's Who' (main decision-makers and executives steering and shaping the move to e-government); Infrastructure (key components of the nationwide e-government infrastructure); e-services for citizens and for businesses (online availability and sophistication of services for citizens and businesses, based on the eEurope common list of basic public services). This second compilation report provides the most extensive sum of information to date on the advancement of e-government in the enlarged EU. »

97. Conseil de l'Europe. Comité des ministres. **Services publics électroniques.** *La gouvernance électronique (« e-gouvernance ») : recommandation Rec(2004)15 adoptée par le Comité des ministres du Conseil de l'Europe le 15 décembre 2004 et exposé des motifs.* Strasbourg : Éditions du Conseil de l'Europe, 2005. P. 9-10, 28-34
B 2005 060

« La recommandation Rec(2004)15 sur la gouvernance électronique (e-gouvernance) définit les orientations dont ont besoin les États membres du Conseil de l'Europe pour concevoir des stratégies de nature à améliorer les relations entre les pouvoirs publics et la société civile, et à définir une vision et une pratique communes de la gouvernance électronique pour renforcer les institutions démocratiques en Europe. »

98. Dobrev, Bojil; Stoewer, Mechthild; Makris, Lambros; Getsova, Eleonora. **E-MuniS - Electronic Municipal Information Services - Best Practice Transfer and Improvement Project : project approach and intermediary results.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 199-206 (Lecture Notes in Computer Science).

« The E-MuniS (Electronic Municipal Information Services - Best Practice Transfer and Improvement Project) aims to improve the best practices of the European Union municipalities regarding the use of information technology in municipal administration working processes and services to citizens and to transfer those results to South-Eastern European municipalities in particular from the Balkan region thus integrating it to the EU municipal network. The project consortium involves as participants couples of local municipality - IT-company partnerships from EU countries and from South East European countries. Within the project solutions for an e-municipality office (as back-office system) and prototypes of e-services to citizens and business (as front-office system) will be developed and implemented. »

99. **Egovernment in the European Union : online availability of public services. I-**

WAYS : Digest of Electronic Commerce Policy and Regulation. Vol. 28, no 2 (2005). P. 92-95

« This is an assessment of progress that has been made in European Union countries to introduce eGovernment in public services. It results from a study conducted by Capgemini under the Commission's eEurope 2005 program. The study focuses on online availability and sophistication of 20 public services, 12 for citizens and 8 for businesses. However, the study does not measure actual use of these services or the impact on cost or time savings. »

100. Fernández, Alejandro. **Towards interoperability amongst European public administrations.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 105-110 (Lecture Notes in Computer Science).

« In this paper we present the technical approach followed in the InfoCitizen project. Its novel approximation to Public Administration necessities lies in the combination of Web Services as providers and Intelligent Agents as consumers of public services. The distributed nature of a Web Service network requires a similarly distributed architecture, that in turn requires an assurance of availability and transparency achieved with the use of Intelligent Agents. »

101. Gareis, Karsten; Cullen, Kevin; Korte, Werner B. **Putting the user at the centre : what it means for the provision of online public services in the EU.** S.l. s.n., 2004. 8 p.
http://www.empirica.biz/empirica/publikationen/documents/Gareis-ea_Online-Public-Services_2004.pdf

« The development of e-government has until now been primarily guided by supply-side factors, in spite of governments' claims that they will use the Internet to improve service provision and to better meet citizens' requirements. There is, however, a consensus emerging that from now on the "user, the individual has to be placed at the centre of future developments for an inclusive knowledge-based society for all". This paper presents first findings from eUSER, a major research and dissemination project which will seek robust evidence for users' real needs regarding e-government offers, as well as providing data about attitudes and take-up levels of public online services. The authors suggest that before online public services will be taken up by large parts of the population, access to ICTs, the level of eSkills and, arguably most important, user motivation must improve considerably. »

102. Georgiadis, Panagiotis *et al.* **SmartGov : a knowledge-based platform for transactional electronic services.** *Electronic government : first*

International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings. Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 362-369 (Lecture Notes in Computer Science).

« Public transaction services (such as e-forms) although perceived the future of e-government have not yet realised their full potential. E-forms have a significant role in e-government, as they are the basis for implementing most of the twenty public services that all member states have to provide to their citizens and businesses. The aim of the SmartGov project is to specify, develop, deploy and evaluate a knowledge-based platform to assist public sector employees to generate online transaction services by simplifying their development, maintenance and integration with already installed IT systems. This platform will be evaluated in two European countries (in one Ministry and one Local Authority). This paper outlines key issues in the development of the SmartGov system platform. »

103. Hernández-Alonso, Juan-Vicente. **The take-off of online public services in Europe.** *Upgrade*. Vol. 4, no 2 (april 2003). P. 46-47
<http://www.upgrade-cepis.org/issues/2003/2/up4-2Hernandez.pdf>

« E-government has evolved from being a somewhat fanciful concept to becoming a reality. E-government is finding its feet and the development of online public services has begun its definitive and inevitable take-off. Europe is on the way to becoming e-Europe, as is shown by the study of these services that we'll be taking a look at in this article. »

104. IDA eGovernment Observatory. **Survey on eGovernment Services to Enterprises.** S.l. European Commission, Enterprise Directorate-general, September 2002. 32 p.
<http://europa.eu.int/idabc/servlets/Doc?id=18430>

« This report presents the survey carried out by the IDA eGovernment Observatory to identify the needs of European enterprises concerning on-line public services, with an emphasis on trans-border services. It describes the chosen approach and methodology, discusses the findings and analyses the individual parts of the survey in a series of graphs. The results of the survey are based on the analysis of 111 questionnaires; 70 were returned by administrations and 41 by enterprises, notably associations of enterprises. The report was presented at the Conference "Pan-European eGovernment Services for Citizens & Enterprises: The Role of IDA", held in Brussels on 19-20 September 2002. »

105. Présidence britannique de l'Union européenne - 2005. **E-accessibility of public sector services in the European Union.** London : Cabinet Office (e-Government Unit), 2005. 84 p.
[http://www.cabinetoffice.gov.uk/e-government/docs/eu_accessibility/pdf/eaccessibility\(eu\)_report.pdf](http://www.cabinetoffice.gov.uk/e-government/docs/eu_accessibility/pdf/eaccessibility(eu)_report.pdf)

« Cette étude porte sur l'accessibilité et la qualité de la présentation des services publics en ligne dans les 25 pays de l'Union européenne. On y retrouve les résultats d'un sondage, une liste des erreurs récurrentes en ce qui concerne la navigation ainsi qu'un grand nombre de recommandations pour les enrayer. »

106. Reis, Fernando. **L'e-gouvernement 2004 : le lien Internet avec les entreprises et les citoyens européens.** Luxembourg : Eurostat, 2005. 8 p.
http://epp.eurostat.cec.eu.int/cache/ITY_OFFPUB/KS-NP-05-035/FR/KS-NP-05-035-FR.PDF

« Ce document présente l'information la plus récente concernant l'utilisation d'Internet pour communiquer ou obtenir de l'information gouvernementale. Il comprend les données des nouveaux États membres de l'Union européenne. Les nombreuses statistiques présentées permettent de connaître le degré d'utilisation des services publics en ligne par les citoyens et les entreprises en Europe. »

107. Tarabanis, Konstantinos; Peristeras, Vassilios. **Requirements for transparent public services provision amongst public administrations.** *Electronic government : first International Conference, EGOV 2002, Aix-en-Provence, France, september 2-5, 2002. Proceedings.* Traunmüller, Roland; Klaus Lenk. Berlin : Springer, 2002. P. 330-337 (Lecture Notes in Computer Science).

« In this paper we analyze the requirements posed by the Infocitizen project that attempts to make feasible the realization of a pan-European view for public service provision. The requirements are analyzed based on the project aims of conducting electronic transactions in multi-agent settings- e.g. multi-country involvement- in a transparent as possible manner for the citizen. Transparent public services provision for the citizen is posed as the requirement that both the inputs needed for the delivery of a service as well as the outputs produced by the service are respectively given and received in a transparent as possible manner for the citizen. That is, the citizen will only need to provide the input that cannot be automatically accessed from its relevant source and also the consequences of the delivered service will be automatically propagated to its relevant destinations. In order to achieve such intelligent provision of public services the forms of knowledge that need to be employed are also discussed. »

108. Union européenne. **L'Europe est à vous. Services publics européens et nationaux en ligne.** [Site Web accédé : 3 octobre 2005].
http://europa.eu.int/youreurope/index_fr.html

« Ce site vous fournit des informations pratiques détaillées sur les droits et opportunités dans l'UE et son marché intérieur ainsi que des conseils sur la

manière d'exercer ces droits en pratique. On y retrouve également des informations relatives aux entreprises et aux entrepreneurs européens qui ont besoin de se mettre en rapport avec l'administration d'un autre pays. »

109. Wimmer, Maria A. **A European perspective towards online one-stop government : the eGOV Project**. Linz, Autriche : s.n., 2001. 13 p.
http://falcon.ifs.uni-linz.ac.at:8080/eGOV/publications/wimmer_icec2001.pdf

« E-Government reflects current visions for public administrations towards modernization and reorganization. Thereof, online one-stop Government targets the improvement of customer-to-government interactions. It provides the electronic public services of distinct public authorities to citizens and businesses in a customer-oriented manner from a single point of access. The customer-oriented approach towards online one-stop Government further offers online public services 24 hours a day from anywhere in an easy-to-use and simple way according to the customers' needs. Structuring public services around citizens' lifeepisodes and businesses' specific situations represents such an approach. To speed up innovative developments in the field, the European Commission has provided substantial funding. eGOV is such an EC-funded project that aims at developing an integrated platform for realizing online one-stop Government. Key innovations of eGOV are: a global access point to enter different governmental services and information at distinct levels of public administration and with different devices; and the development of online one-stop Government process models. To develop an integrated one-stop Government platform, different requirements have to be fulfilled. Here, a holistic development approach provides an important guideline to address different aspects impacting advanced one-stop Government systems. With such a holistic approach, despite of the technical developments, integrated process models for online public service delivery are put forward. Furthermore, legal aspects framing one-stop Government developments and social impacts of such developments for different user groups are investigated. »

QUÉBEC

110. Archambault, Monique. **Les municipalités du Québec et le Web : où en sommes-nous? : une entrevue avec Eric Lacroix**. *Municipalité*. Vol. 35, no 3 (Octobre 2004). P. 8-11
http://www4.bnquebec.ca/pgq/2003/2627740/aut_2004.pdf

« Entretien avec le directeur des enquêtes et de la veille stratégique au CEFRIO (Centre francophone de recherche en informatisation des organisations) qui présente les faits saillants de son rapport "Le Web municipal au Québec : portrait de la situation en 2004" et expose les atouts d'Internet pour les municipalités. »

111. Audet, Michel; Sinassamy, Thierry. **La dimension ressources humaines dans la prestation électronique de services gouvernementaux : rapport de recherche réalisé dans le cadre du projet du CEFRIO Services électroniques aux citoyens et aux entreprises.** Québec : CEFRIO, 2004. 117 p. (Collection Recherche et Études de cas)
<http://www.cefrio.qc.ca/projets/Documents/DimensionGRH.pdf>

« Les défis associés au déploiement du gouvernement électronique relèvent à la fois de la protection des renseignements personnels, de la gestion financière et budgétaire, de la gestion des affaires publiques et du bien commun, de la gestion de l'information et des ressources technologiques, de la gestion du changement ainsi que de la gestion des ressources humaines. C'est dans cette optique que les partenaires du projet du CEFRIO intitulé Services électroniques aux citoyens et aux entreprises ainsi que des chercheurs associés au CEFRIO ont démontré de l'intérêt pour explorer la dimension Gestion des ressources humaines (GRH) dans le déploiement de la prestation électronique de services. »

112. Côté, Sabrina. **Survol de l'évolution des prestations de services en ligne et de la cyberdémocratie.** *E-Veille*. (Décembre 2005). P. 15-20
<http://www.services.gouv.qc.ca/fr/publications/enligne/connaissance/e-veille2005/rapportsynthese0405.pdf>

113. Cousineau, Marie-Ève. **Québec en ligne : veuillez patienter....** *L'Actualité*. Vol. 30, no 19 (1^{er} décembre 2005). P. 32-34

« Les sites des différents ministères sont beaux, bien faits, accessibles. Mais malgré leurs promesses, encore trop souvent inutiles. Le gouvernement en ligne progresse, mais la révolution électronique, annoncée par Jean Charest en 2002, n'a pas encore eu lieu. »

114. Croteau, Anne-Marie. **Gouvernance, architecture et infrastructure technologiques : rapport de recherche réalisé dans le cadre du projet du CEFRIO Services électroniques aux citoyens et aux entreprises.** Québec : CEFRIO, 2004. 49 p. (Collection Recherche et études de cas)
http://www.cefrio.qc.ca/projets/Documents/Gouvernance_architecture_infrastructure.pdf

« Ce rapport de recherche traite des enjeux technologiques liés à la prestation électronique de services (PES) offerts aux citoyens et aux entreprises par le gouvernement du Québec. Plus spécifiquement, la gouvernance, l'architecture et l'infrastructure technologiques font l'objet de cette étude. »

115. D'Amours, Liette. **Gouvernement électronique : 10 pièges à éviter.** *La Presse*. (27 mai 2003). P. D-9
<http://www.cefrio.qc.ca/chroniques/chronique105.cfm>

« Selon un rapport produit par la firme Accenture et portant sur les pays

dignes de mention en matière de gouvernement électronique, le Canada compterait parmi les plus innovateurs dans ce secteur avec les États-Unis et Singapour. Il nous reste toutefois encore bien du chemin à parcourir avant de parler de services électroniques complètement intégrés. Et pour ce faire, quelques pièges à éviter... »

116. Dubois, Christian. **Un Québec en lien et en ligne avec ses citoyens : une entrevue avec Henri-François Gautrin.** *Municipalité*. Vol. 35, no 3 (Octobre 2004). P. 4-7

http://www4.bnquebec.ca/pgq/2003/2627740/aut_2004.pdf

« Entretien avec le député Henri-François Gautrin au sujet du projet du gouvernement en ligne qu'il coordonne et du rapport "Vers un Québec branché pour ses citoyens", rendu public en juin 2005. »

117. Gautrin, Henri-François. **Simplifier l'accès aux services gouvernementaux.** *Vers un Québec branché sur ses citoyens : rapport sur le gouvernement en ligne.* Gautrin, Henri-François. Québec : s.n., 2004. P. 140-149

http://www.hfgautrin.com/egov_pdf/Rapport-Gouvenligne-Fr.pdf

A11E8 G39 2004

« Le gouvernement en ligne vise à simplifier l'accès aux services gouvernementaux, en mettant l'accent sur les centres multiservices, en favorisant l'accès gratuit au réseau, en étendant le réseau à large bande et en prenant en considération les besoins spécifiques des personnes ayant des limitations motrices, sensorielles ou cognitives. »

118. Gautrin, Henri-François; Yates, Stéphanie. **Le gouvernement en ligne : vers une transformation des relations État-citoyen.** *Télescope*. Vol. 10, no 5 (Novembre 2003). P. 9-11

<http://www.enap.ca/documents-pdf/observatoire/telescope/Telv10n5egouvernement.pdf>

« Henri-François Gautrin a été mandaté par le Premier ministre du Québec pour piloter le projet de mise en oeuvre du gouvernement en ligne. Avec la collaboration de Stéphanie Yates, il nous délivre ici un double message : celui de l'expert de la gouvernance numérique et celui de l'acteur engagé à la poursuite d'un idéal politique. »

119. Gosselin, Maurice. **L'influence des pratiques budgétaires et des conventions comptables sur le financement des services gouvernementaux en ligne aux citoyens et aux entreprises : rapport de recherche réalisé dans le cadre du projet du CEFRIO Services électroniques aux citoyens et aux entreprises.** Québec : CEFRIO, 2004. 103 p. (Collection Recherche et études de cas)

http://www.cefrio.qc.ca/projets/Documents/L%27influence_des_pratiques_bug%E9itaires.pdf

« Au cours des dernières années, l'utilisation quotidienne des nouvelles

technologies de l'information et de la communication (NTIC) par les citoyens et les entreprises pour leur échange avec leurs partenaires a grandement augmenté. Afin de faciliter la vie des citoyens et la gestion des entreprises, les gouvernements sont appelés à offrir de plus en plus de services en ligne. L'objectif de ce volet du projet de recherche sur la prestation de services électroniques par le gouvernement du Québec vise à examiner l'influence des pratiques budgétaires et des conventions comptables sur le financement et la mise en oeuvre du e-gouvernement au Québec. »

120. Goupil, Sylvie. **Gouvernance et réseaux de communication : la mise en place de l'inforoute gouvernementale et les mutations de la démocratie : le citoyen-client**. S.l. s.n., 2004. 14 p.

<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/09/822038.pdf>

Présentation au 72^e Congrès de l'ACFAS (mai 2004).

« Cette présentation a pour objectif de mieux cerner l'impact de l'implantation de l'inforoute gouvernementale sur le rapport de l'État au citoyen et l'émergence d'un citoyen client. Ce phénomène sera illustré par une analyse de sites Web des ministères et organismes gouvernementaux du Québec. »

121. Lacroix, Éric. **NetGouv : les Québécois et les services gouvernementaux en ligne**. Québec : CEFRIO, 2005. 27 p.

<http://www.bibliotheque.assnat.qc.ca/01/mono/2005/07/816505.pdf>

« Enquête téléphonique NetGouv 2004 et 2005 au Québec sur l'utilisation des services gouvernementaux en ligne. Ce sondage a été mené entre le 16 avril et le 24 mai 2004 auprès de 3000 citoyens et 1000 entreprises et entre le 15 avril et le 23 mai 2005 auprès de 1004 citoyens. Les questions portent sur deux grands points généraux : les citoyens québécois et les services gouvernementaux en ligne ainsi que la cyberdémocratie (consultation publique en ligne). On retrouve également une partie sur les besoins des non-utilisateurs des services gouvernementaux en ligne. »

122. Pelletier, Jean-Guy. **Pour des services en ligne sécuritaires**. *Le Sablier*. Vol. 10, no 2 (Décembre 2005). P. 29-32

« L'informatisation des systèmes et l'accessibilité croissante des services en ligne permettent aux municipalités de gérer des quantités énormes de renseignements au sujet de leurs citoyens, particuliers et entreprises, de leurs fournisseurs et partenaires, etc. Pour bien remplir leur rôle, coordonner leurs activités et répondre aux attentes des citoyens, les municipalités doivent disposer d'une infrastructure et de systèmes informatisés puissants, robustes, fiables, et facile d'accès. Elles doivent aussi assurer une protection rigoureuse des données qui circulent dans leur réseau. »

123. Plantevin, Jérôme. **La modernisation de l'État passera aussi par Internet.** *Les Affaires*. Vol. 76, no 20 (15 mai 2004). P. 6

« Selon le Plan de modernisation 2004-2007 du gouvernement du Québec, Internet sera au coeur de la réforme de l'État québécois. La mise en ligne des services gouvernementaux doit faciliter la vie aux citoyens et aux entreprises. »

124. Plantevin, Jérôme. **Plusieurs projets pour le ministre du Gouvernement en ligne.** *Les Affaires*. Vol. 77, no 11 (12 mars 2005). P. 24

« Propos d'Henri-François Gauthier, ministre délégué au Gouvernement en ligne, sur ses projets pour améliorer les portails et les services en ligne du gouvernement du Québec. »

125. Québec. Services gouvernementaux. **Zoom sur... les services en ligne de la Régie des rentes du Québec.** *Bulletin du gouvernement en ligne*. (Octobre 2005). <http://www.bulletin.enligne.gouv.qc.ca/102005/fr/article2.html>

126. Trudel, Pierre. **Renforcer la protection de la vie privée dans l'État en réseau : l'aire de partage de données personnelles.** *Revue française d'administration publique*. No 110 (2004). P. 257-266
<http://www.crdp.umontreal.ca/cours/drt6929d/Airespart.trudel.pdf>

« L'administration électronique suppose la circulation accrue d'informations sur les personnes. La tendance de l'évolution législative dans plusieurs pays reflète l'importance de l'information dans le fonctionnement de l'administration publique. Le déroulement en réseau de plusieurs des activités inhérentes aux fonctions de l'État comporte plusieurs avantages. Il favorise une organisation centrée sur le citoyen ou l'utilisateur; il facilite le travail coopératif entre une pluralité d'acteurs, de statut différent. Il accentue les tendances à se démarquer du modèle hiérarchique. Il permet la spécialisation flexible se fondant sur l'échange entre des pôles agissants de connaissance. Dans la plupart des modèles de prestations de service intégrés, l'information nécessaire est en principe disponible à l'organisme qui l'a recueillie initialement. Mais une partie ou certains éléments de l'information peut être disponible dans d'autres organismes; il importe alors de baliser le droit d'y accéder. Il faut que tous ces organismes n'accèdent à l'information que pour des fins légitimes et nécessaires à la réalisation de la prestation concernée, pas plus. Lorsque les renseignements sont dans des environnements d'information auxquels ont accès une pluralité d'organismes gouvernementaux, la protection des renseignements personnels ne résulte plus des limitations intervenant au stade de la collecte ou prohibant la circulation. Une véritable protection nécessite un encadrement strict des conditions auxquelles les ministères et autres autorités publiques ou privées accèdent aux renseignements et les utilisent. Si l'on tient à assurer une actualisation pertinente des principes relatifs à la protection des données personnelles dans les contextes diversifiés du

gouvernement en ligne, il faut consacrer de l'attention aux règles balisant le droit d'accéder et d'utiliser les données personnelles. Le concept d'aire de partage offre une assise à une régulation de protection de la vie privée fondée sur ces paradigmes. Le cadre juridique de l'État en réseau devrait être doté d'un mécanisme transparent par lequel le partage de l'information est reconnu, ses risques et enjeux divulgués, discutés et publiquement évalués. Un grand nombre de modèles de prestations électroniques de services supposent que les renseignements personnels sont conservés de manière à être disponibles dans un environnement d'information accessible à d'autres organismes gouvernementaux. L'aire de partage est établie par une entente à la suite d'un processus public au cours duquel les enjeux et risques sont ouvertement débattus. Elle comporte des garanties conséquentes et situe les responsabilités des entités étatiques participantes. »

127. Turgeon, Danielle *et al.* **Le commerce électronique. Les services publics au bout des doigts.** *Les Affaires*. Vol. 72, no 19 (6 mai 2000). P. 1-18

« Les gouvernements jouent gros [s'ils refusent d'établir un guichet unique, d'autres le feront à leur place] / Danielle Turgeon, 3 -- "Nous sommes parmi les huit sociétés les plus avancées" [entretien avec le ministre québécois Daniel Cliche] / Danielle Turgeon, 4 -- La facture d'Hydro-Québec bientôt sur le Web / Danielle Turgeon, 6 -- Un mouvement contagieux dans les ministères québécois / Danielle Turgeon, 8 -- Un projet titanesque au gouvernement fédéral / Danielle Turgeon, 10 -- Grand ménage informatique à Québec / Danielle Turgeon, 10 -- Le guichet unique de Bell sera électronique / Danielle Turgeon, 12 -- Les villes sont rendues à l'heure des choix / Danielle Turgeon, 13 -- Formation dans Internet : un succès encore mitigé / Michel De Smet, 14 -- L'inforoute au secours du système de santé [création d'une communauté médicale virtuelle au Québec] / Danielle Turgeon, 16 -- Boutique virtuelle pour les gens souffrant d'arthrite / Stéphane Labrèche, 16 -- Un moyen simple et efficace de lever des fonds [Internet vient remplacer le traditionnel porte-à-porte] / André Salwyn, 18. »

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