

(2006), which considers democratic practices in three different dimensions: who the participants are, how communication and decision-making occurs, how discussions can promote public policies. It is believed that this model can lead to some answers related to the initial questionings, as it directs to a reflection on participation experiences, in particular, and its real impact in relation to legitimacy, fairness and effectiveness of the experience. The analysis using this model is important for understanding the different possibilities and varieties of participation, and, thus, comprehending different compositions related to the impact of the relationship between government and society.

Keywords: virtual democracy, models of political democracy, participation

IT Project Governance - why IT Projects in Public Administration Fail and What can be Done About it

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Abstract: Based on literature review, this article investigates the reasons why IT projects in public administration fail in terms of IT governance. COBIT control objectives and management guidelines provide indicators for possible improvements. This then suggests a separate project governance model based on checks and balances between the following stakeholders: administrative management, project-initiating centre, finance department and project management. On this basis, a large IT project initiated by the Swiss federal administration, that has since been stopped, is analysed with regard to the interactions presented in the model. In summary, the project governance model is useful when evaluating projects, for example with regard to checks and balances from an administration management point of view.

Keywords: IT governance, project governance, project governance model, checks and balances, tasks, skills and responsibility

Organisational Possibilities for a Public Administration Community Cloud

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Abstract: Starting with the concept of cloud computing, it is interesting to consider the various characteristics, structures and conceptual bases which community clouds may assume in public administration. This article structures organisational

variants with different advantages and disadvantages. The variants are as follows: broker model, open community model, consortial cloud organisation, cloud masterprovider, standard-based cloud, non-community cloud, community cloud based on minimum regulations and shared service cloud. The article substantiates, on the basis of balanced arguments, advantages and disadvantages of the different types for public administration. The article also clarifies which types of community cloud are of special interest for public administration.

Keywords: community cloud, cloud organisation models, public administration, e-Government

A Grounded Theory of Government Website Promotion

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Abstract: The low utilization of government websites is a problem that exists in many countries. There are few studies on the promotion of government websites up to now. In order to improve the utilization of government websites, it is necessary to explore the mechanism of government website promotion. Considering that this is a problem that has not been fully studied, a grounded theory approach is adopted. Semi-structured interviews were conducted with 24 employees who maintain portals or departmental websites of local governments at different levels, 22 citizens and 1 worker of a company that provides services of website building. In addition, related online discussions were collected as supplementary data. After iterative comparison and analysis of collected data, a concept map depicting government website promotion was generated and some promotion strategies were put forward.

Keywords: government websites, website promotion, grounded theory, SEO, e-government

A Pragmatic Approach to the e-Government Maturity in Poland – Implementation and Usage of SEKAP

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Abstract: The goal of our research was to explore and diagnose e-Government maturity in Poland. First, the paper explains the nature of e-Government and identifies major types of e-Government services. Second, various models of e-Government maturity are identified, especially the five level maturity model used in the European Union. Next, the benchmarking indicators of e-Government ma-