A Swot Analysis of Readiness for E-Government:
As a Case of Kurdistan Regional Government

Hedi Mustafa Abdulla[1] & Karwan Hushyar Sherwani [2]

[1]Department of Business and Management, Ishik University, Erbil, Iraq
[1]Department of Business and Management, Ishik University, Erbil, Iraq
Correspondence: Ishik University, Erbil, Iraq.
Hedi Mustafa Abdulla, ishik, Erbil, Iraq. Email: hedi.mustafa93@gmail.com

Abstract: The E-Government's system in Kurdistan Region is not much developed to some extend compared to developed countries. However, there are certain E-Government systems existed and used by the government of Kurdistan Region as (National Card Project, DMS system, Biometric Payment Digital System, and Archive Systems). It is strategically planned by the Government, to adopt E-Government systems, but there were factors impeded the implementations of the plans in their early stages. The Methodology taken for this research is qualitative by conducting interview with key individuals related to this issue, and a SWOT analysis is undertaken to understand the readiness of Kurdistan Regional Government to fully adopt E-Government. A model of the SWOT analysis has been designed and discussed further in the findings.

Key words: Electronic Government, Kurdistan Region, SWOT Analysis, And Strategic Management

1. Introduction

The purpose of this paper is to analyze the readiness of Kurdistan Regional Government (KRG) to adopt Electronic Government (E-Government) system completely. Therefore, a SWOT analysis has been used to determine the Strengths, Weaknesses, Opportunities and Threats of implementing E-Government. Organization's strategy is well-defined as how the organization can gain competitive advantages and develop its competitive advantages. Competitive advantage is a statement that defined as an advantage that one firm has over another firm in the area of competition. The aim of the research is to use electronic government system that offered by Information and Communication Technologies (ICTs) so as to bring better and good services to the public sectors and citizens & businesses could get benefit from it. Information & communication technology can be measured as a vital system that society could get benefit from.

In proposing and establishing an electronic government fundamental step towards a systematic management, but as a new experience, citizens may face many problems during its implementation (Hill & Gareth, 2013). E-government system's contribution is basically reducing the time wasted and managing citizens' applications more efficiently.

(KRG) compared to some neighbor regions and developed countries in the area of (ICTs) is not much developed. However, implementation of E-Government KRG facilitates the emergence of the region

among its neighbors (Shareef, Jahankhani, & Dastbaz, 2012). The achievement of e-government initiatives is extremely belongs to citizens' willingness to change traditional methods to online channels of engaging with government. This online channel would be an obstacle and not user-friendly for elder people whom face difficulty using electronics. Electronic government is the most significant system that government's authority can bring it to the KRGs system, by using this strategy government will fill a gap in the citizen's life, also for government to have an open view toward strategic vision in regard to electronic development planning.

2. Research Aim

To explore the current E-Government systems existed and used by KRG and analyze the readiness of the current Government to completely adopt E-Government. For this purpose, we have analyzed the SWOT of E-Government in KRG.

3. Significance of the Study

Almost all people around the world want easiest way and paths to reach their goods and services. Governments, especially in developed countries always search for new techniques to make the citizens life easier. Because the e-government system is citizen's desire and they are comfortable with the system around emerge countries, thus it going to have its own benefit for Kurdistan Government.

4. Literature Review

4.1 Strategic Management

A strategy is a bunch of linked movements that managers take to rise their company's implementation (Hill & Gareth, 2013). To measure the organization's performance as it heads toward its vision to reach its outcomes, there is a system approach called strategic management. The System is also used to making and identifying the essential changes of the organization's execution (Wells, 1998).

The main elements of the strategic management process are: explaining the mission and vision, and control systems to perform the organization's selected strategies, analyzing the internal and external atmosphere of the organization, defining the task, perspective, and main goals of the organization, taking organizational formation, and selecting a business model and plans that arrange an organization's weaknesses and strengths with outside environmental opportunities and warnings are the main components of the strategic management process (Hill & Gareth, 2013).

4.2 SWOT Analysis

The SWOT analysis is one of the numerous strategic planning tools that are used by business and other institutions to make sure that there is a clear objective explained for the plan and venture, and all those issues that linked to the exertion, both non-negative and non-positive, are recognized and addressed (Tsourela, 2011).

The association of strengths, weaknesses, opportunities, and threats is typically stated to as (SWOT) analysis, the vital aim is to identify the strategies to achieve external opportunities, stand threats, develop and keep company strengths, and destroy weaknesses (Hill & Gareth, 2013). SWOT analysis could lead the firm to go on and on about a solo internal or external factor in expressing strategies (David, 2011). Moreover, the SWOT analysis technique could be also used to assess the planned framework in contradiction of best practice framework in emerging countries (Shareef, Jahankhani, & Dastbaz, 2012).

A SWOT analysis helps to get insights into the past and to come up with possible answers for current problems for both present business and new venture. In SWOT analysis all member of your team have to work in efficient way within the process (Rezazadeh, Hamidi, & Rezazadeh, 2011).

4.3 Electronic Government

The world experienced a quick progress in information and communication technology (ICT) that overtook all anticipations, and therefore wide change in economic, worldwide social change and political freedom. The globalization approach arose and increased the supremacy of internet which blasted because of the World Wide Web. In a few time, the idea of globalization bisected facilities of the internet, changed the world and took it into a worldwide and small village (Shareef, Jahankhani, & Dastbaz, 2012). Likewise, the fast progression of Internet and other digital media inspired professionals, official authorities and advisors to hire ICT in public service division to their customers. As a result, a new idea called electronic government (e-government) appeared, accredited to the use of Internet and other digital media to transfer service and information to people (Shareef, Jahankhani, & Dastbaz, 2012).

Electronic government is defined as the *"use of information technology to enable and improve the efficiency with which government services are provided to citizens, employees, businesses and agencies"* (Carter & Weerakkody, 2008). The term electronic governance shows the important of using information and communication technology for systematizing the government internal actions and its external connections with people inside the country and other agencies (Shastri, Sinha, & Rai, 2009). In addition, E-Government is explained as a progressive governmental organization, which was recognized on the basis of the Information and Communication Technology (ICT). This system is created to maximize computerized service distribution and minimize bureaucrats' connection in monotonous processes (Avny, 2007).

However, automation of internal actions decreases their price and develops their arranged time whereas simultaneously letting government processes to be longer to increase their effectiveness. Computerization of connections with citizens decreases the above for the government and the citizens, therefore generating value for the economy (Shastri, Sinha, & Rai, 2009). Likewise, Eelectronic government are used in all developed countries around the world in order to apply information and communication technology (ICT) to develop those services that offered from the government to the investors and stakeholders (Shareef, Jahankhani, & Dastbaz, 2012). Nevertheless electronic government expected to have an important role in the distribution of government service and governance in the upcoming years, mostly in the emerging countries. These growths caused many and compound

challenges such as technological, political, societal, economical, and cultural (Shareef, Jahankhani, & Dastbaz,2012).

In Addition, the governments purpose in using these kind of systems is to come to be more reachable, efficient, effective, accessible and answerable to their citizens (Shareef, Jahankhani, & Dastbaz, 2012). The main view for e-government is to become major category of governance of the 21st century and will substitute the standard managerial government of the 20th century (Avny, 2007).

4.4 Kurdistan Region e-government:

The idea of electronic government arises from the awareness of converting the government department's work to the Information Technology (IT) requests and communication to develop their implementation and offer effective and efficient services to people and diverse business areas (Dawood, 2012). The most significant aspect of e-government is how to encourage citizen and business faster to their government; also how to make new channel that going to have benefit for public. Moreover, the performance of electronic government varies from the culture of on region to other culture of other region, and it changes from one region to another region (Carter & Weerakkody, 2008).

Kurdistan region was late in information and communication technology (ICT) past to 1991. In the aspect of telecommunication infrastructure improvement, the progress of the fixed phone network through Iraq, particularly Kurdistan region was under anticipation, no mobile communication, no computer in the organizations schools and college, an even no satellite channel (Shareef, Jahankhani, & Dastbaz, 2012). Moreover, according to a study conducted in KRG, the researchers have concluded the dissatisfaction of Kurdistan region's citizens with the current E-Government initiatives (Shareef, Pimenidis, Arreymbi, & Jahankhani, 2010). Therefore, The KRG begun to progress the region, they computerized the administrative organizations by putting computers to the colleges, schools, and universities to progress the education process to be aligned with the global growth and (Shareef, Jahankhani, & Dastbaz, 2012).

5. Methods

The strategy that has been implemented for taken is qualitative by conducting interviews with four interviewees whom they have expertise in (ICT) and electronic government. The paper is a review of journal articles, books, and academic research papers offer secondary data, and the primary data taken from four interviews with expertise in the area of the study in Kurdish language and then translated to English considering the legality. A set of questions were developed to answer the questions of the research and to design a SWOT analysis of E-Government. The interviewees, two were IT managers from Ministry of Municipality, Ministry of Electricity, National Card Project director and an IT expert).

6. Findings and Discussion

Qualitative data is collected from four-interviews with IT managers and expertise of electronic government. The findings are based on the interviews that we conducted with interviewees, the following information on current E-Government systems available in KRG:

1- **National Card Project** (NCP) is a biometric identify card, planned to replace the old Identify card and the citizenship, it also has a *Barcode* (*****) given for every citizen. Moreover, National Card project has started in February 2017 and continues until every citizen receives his/her National Card.

2- **Document Management System (DMS):** is an e-service that used specifically in Ministry of Electricity-KRG. The system protects documents from being lost and it helps the organizations to find the old documents, each document has a code and whenever you supplement the code to the server, it directly gives the electronic document and the system is connected to SMS system to send SMS to a citizen whenever necessary.

3- **Archive System:** is a system used to record documents as electronic archive database and the system is specifically used by Ministry of Municipality-KRG.

4- **Biometric Payment Digital System:** is a biometric digital system started by KRG recently in February 2017, specifically to address the problems of public sector's payroll issues, the system has identified many ghost employees or public citizens receive multiple salary.

7. Conclusion

The purpose of the study was to analyze the SWOT readiness of KRG to adopt E-Government in Kurdistan Region. Qualitative strategy has been taken to conduct interviews with related experts in this area. Based on the findings and analyze, the following table and existing E-Government systems are concluded:

Table 1: SWOT analysis model of Readiness of E-Government for KRG (internal factors)

Strength	INTERNAL FACTORS	Weakness
1- Cooperation between the public and private sectors. 2- Government's support and insistency. 3- The advance of the e-government process in some government entities.		1- Lack of the expert Information Technology employees. 2- Electricity problem in Kurdistan Region. 3- Problem of slow internet connection. 4-Workers and older generations are computer illiterate. 5- Lack of sufficient budget. 6- High level of coordination is needed in IT sector in KRG. 7- Absence of planning. 8- No clear strategic direction

Table 2: SWOT analysis model of Readiness of E-Government for KRG (external factors)

Opportunity	EXTERNAL FACTORS	Threat
1- KRG's protocol connections with other developed countries can contact with the International companies in IT sector to develop Kurdistan's e-government. 2- (Diaspora) of IT experts from developed countries. 3- Falling trade barrier in attractive foreign markets. 4- Expanding Online shopping.		1- For national security it is a risk, because in electronics there are always ways to spy. 2- Financial crisis. 3- An inappropriate ideology. 4-Political clashes and discrepancies between government parties and with central government. 5-The citizens are not willing to use e-government services due to a lack of online services.

KRG has more E-Government systems than discussed in the findings, but the existing electronic services we have discussed were (as (National Card Project, DMS system, Biometric Payment Digital System, and Archive Systems).

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