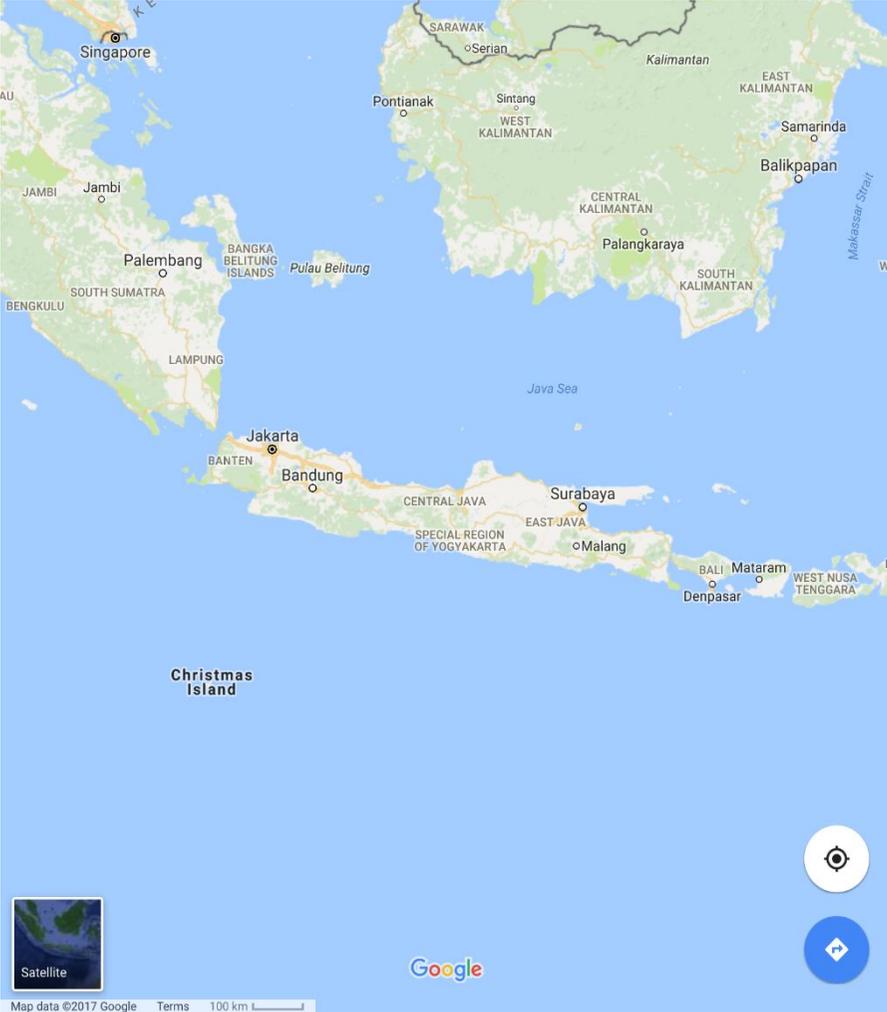
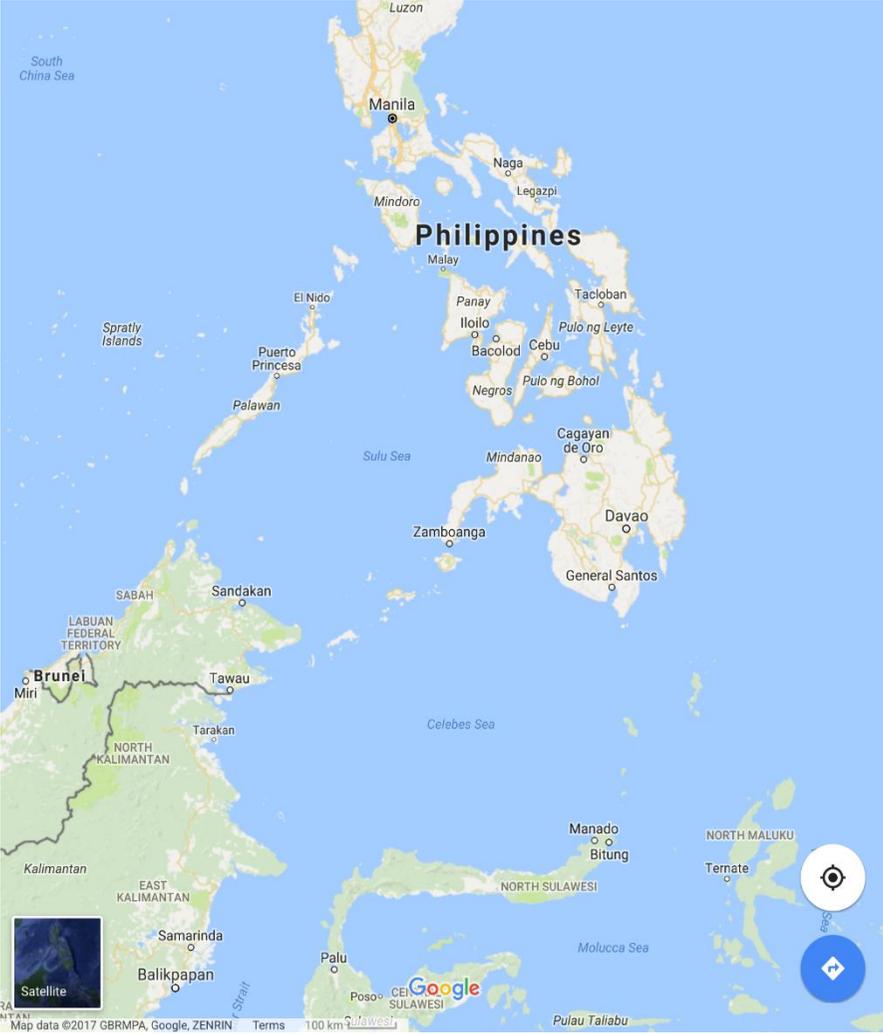


Appendix 1 Location map of Surabaya, Indonesia



Appendix 2 Location map of Davao, Philippines



Appendix 3 Survey Questionnaire

A. Profile Data

Instruction: Please put a check mark (✓) on the blank space corresponding to your answer.

1. Age: _____ 21-35 _____ 36-45 _____ 46-55 _____ 56-65

2. Number of years working in the city government:

_____ 0-5 _____ 6-10 _____ 11-15 _____ 16 and more

3. Position in the city government:

_____ City Administrator/Chief Data Officer/Chief Information Officer
_____ Department/Division Head
_____ Staff

B. Level of agreement with statements on transforming e-government.

In transforming e-government, new ICT systems are important. It must make optimal use of Web 2.0 technologies, implement Open Data, and utilize text-based mobile short message service (SMS) technology.

It also requires redesigning processes so that the local government can provide citizen-centered services, set up 'one-stop-shop' or single-point entry portal, integrate various processes, and deliver service through multiple channels.

In addition, organizational structuring must be done in the following ways: establishment of ICT department; institutionalizing professional leadership and management of ICT through Chief Information Officer/Chief Data Officer; shifting of back-office activities to front-office; and vigorous human resource training and re-tooling.

Further, e-government transformation necessitates cultural and behavioral change which involves collaborative leadership in the organization, shared services within the organization and among organizations, and citizen service-centeredness in carrying-out the job.

Given this background, this research seeks your thoughts on e-government transformation in your department and your city government in relation to the key activities briefly discussed above. Please encircle the number corresponding to your response for each statement, the numbers having the following meanings:

- 1- Strongly disagree
 2- Disagree
 3- Neither agree nor disagree
 4- Agree
 5- Strongly agree

Response statements	Use new ICT systems	Adopt process redesign	Adopt organizational structuring	Adopt cultural and behavioral change
1. Tasks would be completed in less time and at less cost.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
2. Set goal and objectives of the department would be achieved.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
3. Service quality would be enhanced.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4. Overall productivity of the department would be increased.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
5. Implementing would be easy.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
6. Using and adopting would be easy.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
7. Interaction with co-workers would be unproblematic.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
8. Adjustment would be uncomplicated.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
9. It must be done because other cities are doing it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
10. It must be done because other departments/divisions are doing it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
11. It must be done because citizens expect it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
12. It must be done because citizens demand it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
13. I have the knowledge and skill for it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
14. Technical support and assistance would be available.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
15. Financial support is available.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
16. The city administration supports it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
17. I am hesitant in using or doing it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
18. I worry that it will not work out as expected.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
19. I feel overwhelmed by it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
20. I am concerned that citizens will not like it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
21. It is a good idea.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
22. It is a worthwhile thing to do.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
23. I like it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
24. It is a nice thing.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
25. I intend to do it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
26. I predict that I would do it.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
27. I plan to do it very soon.	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Aside from your responses, what can you say about the use and adoption of e-government transformation in your department and city government? Please feel free to comment.

Appendix 4 Interview Guide

Name of interviewee: _____

Position/Designation: _____

Date of interview: _____

Time started: _____ ended: _____

	1. What changes has the city's e-government done in terms of:	2. What are the issues and challenges faced in the use and adoption by the employees?	3. What are the prospects for future transformation or changes?
a. new ICT systems (use of Web 2.0 technologies, Open Data, and utilization of text-based mobile short message service (SMS) technology)			
b. redesigning processes (setting up 'one-stop-shop' or single-point entry portal, integrating various processes, and delivering service through multiple channels)			
c. organizational structuring (establishment of ICT department; institutionalizing professional leadership and management of ICT through Chief Information Officer/Chief Data Officer; shifting of back-office activities to front-office; and vigorous human resource training and re-tooling)			
d. cultural and behavioral change (collaborative leadership in the organization, shared services within the organization and among organizations, and citizen service-centeredness in carrying-out the job)			