



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Scoping and developing the potential for SAPS online service delivery

by

Nelly Elizabeth Sonderling

**Submitted in fulfilment of the requirements for the degree of
Master's in Information Science (specialising in Publishing)
in the Department of Information Science
Faculty of Engineering, Building Environment
and Information Technology**

University of Pretoria

**Study leader:
Prof TJD Bothma
2003**

Acknowledgements

Sincere acknowledgements to the following persons and institutions:

- Professor Theo Bothma, as study leader, for his support and constructive input into this research
- Cilliers Willers of Sita, for his advice and his expertise, which he so generously shared with me
- My employer, the South African Police Service, for giving me permission to undertake the research
- The National Research Foundation (NRF) for financial assistance in conducting this research. Opinions expressed and conclusions arrived at are those of the author and are not necessarily to be attributed to the NRF.



Summary

Scoping and developing the potential
for SAPS online service delivery

by

Nelly Elizabeth Sonderling

Study leader: Prof TJD Bothma
Department Information Science
MIS (specialising in Publishing)

This study gives guidelines to enhance online service delivery by the South African Police Service (SAPS) by means of its website. It makes various recommendations to achieve this, following various investigations.

The SAPS describes its primary goal as “service to the public”. This is in line with the South African government’s *Batho Pele* (“People first”) initiative to improve the delivery of public services.

However, as society is changing in response to the demands of the Internet Age, service providers (for the purpose of this study, police agencies) must, too, adjust. The application of e-Governance will enable these agencies to serve the public with a wide variety of information and services. This study makes recommendations in this regard as well.

In the initial study for this work user needs regarding the establishment of the SAPS website were assessed. Subsequently a study was conducted to determine best practices in various English-speaking countries, using an evaluation framework compiled for this purpose. Based on the results gained a measuring instrument was designed to evaluate the SAPS website. Four expert evaluators were then requested to do so.

This resulted in an assessment of possible shortcomings of the SAPS website and recommendations for enhancing online service delivery and e-Governance.

KEYWORDS: South African Police Service (SAPS); SAPS website; SAPS website audit; e-Government; *Batho Pele* (people first); service delivery; police agency; user needs; website best practices; websites evaluation framework; websites evaluation instrument; expert evaluators

Contents

Acknowledgements

Summary

CHAPTER 1 – INTRODUCTION AND FIELD OF STUDY	1
1.1 Introduction	1
1.1.1 Service delivery	1
1.1.2 Online presence for the SAPS.....	3
1.2 The SAPS customer expectations measure	5
1.2.1 Ask Africa methodology	5
1.2.2 Design and sample	6
1.2.3 Analysis	6
1.2.4 Ask Africa final report.....	6
1.2.5 Conclusion and recommendations	7
1.2.6 Criticism of Ask Africa survey	8
1.3 Aims of study	9
1.4 Methodology	9
1.5 Demarcation of field of study	10
1.6 Definition of concepts	10
1.7 Organisation of dissertation.....	11
1.8 Conclusion	12
CHAPTER 2 – SURVEY OF LITERATURE	14
2.1 Introduction.....	14
2.2 Guidelines for an effective website	17
2.2.1 A user-centric website	17
2.2.2 Differences: Web-based and print publications.....	19
2.2.3 Content and information management	20
2.2.4 Information architecture	21
2.3 e-Government	22
2.4 Gartner Group’s e-Government model.....	24
2.5 Web strategy	25
2.6 User needs assessment.....	26
2.7 GCIS website evaluation or audit.....	27
2.7.1 SAPS website audit	27
2.8 Conclusion	28
CHAPTER 3 – REQUIREMENT OF THE SAPS WEBSITE AS A SERVICE DELIVERY TOOL	30
3.1 Introduction.....	30
3.2 Objective of SAPS website query analysis	31
3.3 Research design	31
3.4 Analysis of queries.....	33
3.4.1 SAPS website: Internet queries from users: April 2001	33
3.4.2 Biographical details of SAPS website users who e-mailed queries (April 2001 to May 2002).....	34



3.4.3	Queries grouped in categories (see also <u>Appendix 1</u> (2001 to May 2002))	34
3.4.4	Major issues categorised in rank order	35
3.4.5	Scams	35
3.4.6	Contact details	36
3.4.7	Jobs	37
3.4.8	Human Resources and Resource Management	38
3.4.9	Laws, Acts and legal issues	40
3.4.10	Statistics	41
3.4.11	Stolen goods	41
3.4.12	Reservists	42
3.4.13	Steps/ procedures	42
3.4.14	Police priorities/ objectives	43
3.4.15	Women and children	43
3.4.16	Structure/design of website, etc.	44
3.4.17	Results	45
3.5	Findings	45
3.6	Conclusion	46
CHAPTER 4 – WEBSITE BEST PRACTICES – A PRACTICAL APPLICATION		47
4.1	Introduction	47
4.1.1	Police agency website best practices	47
4.1.2	Objective of evaluation	48
4.1.3	Selection of websites	48
4.1.4	Expert evaluation	49
4.2	Best practices evaluation	49
4.2.1	Evaluation of website content	50
4.2.2	Evaluation of website architecture	52
4.2.3	Evaluation of website technology	53
4.2.4	Evaluation of website style	53
4.2.5	Evaluation of website service delivery	54
4.3	Questionnaire for webmasters	56
4.4	Website evaluation	57
4.5	Website: Essex Police Service	58
4.5.1	Evaluation: Essex Police Service website	58
4.5.2	Interview/questionnaire: Essex Police Service webmaster	60
4.5.3	Comments: Essex Police Service website best practices	62
4.6	Website: London Metropolitan Police Service	63
4.6.1	Evaluation: London Metropolitan Police Service website	63
4.6.2	Interview/questionnaire: London Metropolitan Police Service web team	65
4.6.3	Comments: London Metropolitan Police Service website best practices	67
4.7	Website: Lothian and Borders Police Service	68
4.7.1	Evaluation: Lothian and Borders (Edinburgh) Police Service website	68
4.7.2	Interview/questionnaire: Lothian and Borders Police Service web team	70
4.7.3	Comments: Lothian and Borders Police Service website best practices	72
4.8	Website: Strathclyde Police Service	72
4.8.1	Evaluation: Strathclyde (Glasgow) Metropolitan Police Service website	72
4.8.2	Interview/questionnaire: Strathclyde Metropolitan Police Service webmaster	75
4.8.3	Best practices identified: Strathclyde Metropolitan Police Service website	77
4.9	Website: Australian Federal Police Service	78
4.9.1	Evaluation: Australian Federal Metropolitan Police Service website	78
4.9.2	Interview/questionnaire: Australian Federal Metropolitan Police Service web team	80



4.9.3	Best practices identified: Australian Federal Metropolitan Police Service website	82
4.10	Website: Hong Kong Metropolitan Police Service	83
4.10.1	Evaluation: Hong Kong Metropolitan Police Service website	83
4.10.2	Interview/questionnaire: Hong Kong Metropolitan Police Service webmaster	85
4.10.3	Best practices identified: Hong Kong Metropolitan Police Service website	86
4.11	Website: Princeton Borough (New Jersey, USA) Metropolitan Police Service	87
4.11.1	Evaluation: Princeton Borough Police Service website	87
4.11.2	Interview/questionnaire: Princeton Borough Police Service webmaster	88
4.11.3	Best practices identified: Princeton Borough Police Service website	90
4.12	Best practices identified	90
4.12.1	Introduction	90
4.12.2	Best practices identified	92
4.12.3	Interviews with/Questionnaire for webmasters	95
4.13	Conclusion	95
CHAPTER 5 – DEVELOPMENT OF A WEBSITES EVALUATION INSTRUMENT		97
5.1	Introduction	97
5.2	Development of instrument	97
5.2.1	Findings: Customer Expectations Measure	97
5.2.2	Findings: Literature review	98
5.2.3	Findings: GCIS audit of government websites	98
5.2.4	SAPS website audit	99
5.2.5	Findings: SAPS website query analysis	99
5.2.6	Findings: Evaluation of best practices of other police agency websites	100
5.3	Instrument design	100
5.3.1	Evaluation criteria	101
5.3.2	Evaluation of website content	101
5.3.3	Evaluation of website architecture (overall design)	105
5.3.4	Evaluation of information architecture (information structure)	107
5.3.5	Evaluation of website technology	108
5.3.6	Evaluation of website style	109
5.3.7	Evaluation of service delivery	111
5.3.8	Evaluation of SAPS delivery of e-Government service	113
5.4	Peer evaluation	115
5.5	Conclusion	115
CHAPTER 6 – EVALUATION OF SAPS WEBSITE		117
6.1	Introduction	117
6.2	Evaluation of SAPS website content	117
6.2.1	Evaluators' ratings and notes	117
6.2.2	Recommendations	120
6.3	Evaluation of SAPS website architecture (overall design)	121
6.3.1	Evaluators' ratings and notes	121
6.3.2	Recommendations	123
6.4	Evaluation of SAPS information architecture (information structure)	123
6.4.1	Evaluators' ratings and notes	123
6.4.2	Recommendations	124
6.5	Evaluation of SAPS website technology	125
6.5.1	Evaluators' ratings and notes	125
6.5.2	Recommendations	125



6.6	Evaluation of SAPS website style	126
6.6.1	Evaluators' ratings and notes	126
6.6.2	Recommendations.....	127
6.7	Evaluation of SAPS website service delivery	128
6.7.1	Evaluators' ratings and notes	128
6.7.2	Recommendations.....	129
6.8	Evaluation of SAPS e-Government service	130
6.8.1	Evaluators' ratings and notes	130
6.8.2	Recommendations.....	132
6.9	SAPS website measured against Gartner Group's e-Government model	132
6.10	Assessing the responses	134
6.11	Benchmarking the SAPS website and service delivery	134
6.12	Comparison to previous measures	137
6.12.1	Ask Africa survey (1997).....	137
6.12.2	GCIS study.....	138
6.12.3	Content updates.....	139
6.13	Conclusion	139
CHAPTER 7 – CONCLUSION AND RECOMMENDATIONS		140
7.1	Study overview	140
7.2	Achieving the aims and confirming the hypotheses	140
7.2.1	Aims and hypotheses	140
7.2.2	Methodology	140
7.2.3	Findings: Aims	141
7.2.4	Findings: Hypotheses	142
7.3	Implementation of recommendations	143
7.4	Stumbling blocks in implementing recommendations	143
7.5	An online service delivery strategy	144
7.6	Further research	145
7.7	Conclusion	146

Bibliography



LIST OF TABLES

Table 1	SAPS website: Internet queries from users: April 2001.....	33
Table 2	Biographical details of SAPS website users who e-mailed queries (April 2001 to May 2002)...	34
Table 3	Queries grouped in categories of issues (April 2001 to May 2002).....	34
Table 4	Major issues categorised in rank order.....	35
Table 5	Category: Scams	35
Table 6	Category: Contact details.....	36
Table 7	Category: Jobs.....	37
Table 8	Category: Human Resources and Resource Management.....	38
Table 9	Category: Laws, Acts, legal issues	40
Table 10	Category: Statistics	41
Table 11	Category: Stolen goods	41
Table 12	Category: Reservists.....	42
Table 13	Category: Steps/procedures	42
Table 14	Category: Police priorities/ objectives.....	43
Table 15	Category: Women and children	43
Table 16	Category: Structure/design of website, etc.....	44
Table 17	Evaluation of website content.....	50
Table 18	Evaluation of website architecture	52
Table 19	Evaluation of website technology	53
Table 20	Evaluation of website style.....	53
Table 21	Evaluation of website service delivery.....	54
Table 22	Questionnaire for webmasters.....	56
Table 23	Evaluation data collection and reporting plan.....	57
Table 24	Website evaluation instrument: Preliminaries.....	101
Table 25	Evaluation of content	101
Table 26	Evaluation of site architecture.....	105
Table 27	Evaluation of site architecture (information structure)	107
Table 28	Evaluation of site technology	108
Table 29	Evaluation of website style.....	110



Table 30 Evaluation of service delivery	111
Table 31 Evaluation of e-Government service delivery	113
Table 32 SAPS website measured against Gartner Group's e-Government model	133
Table 33 SAPS website measured against the best practices identified.....	135
Table 34 Correlation with "Ask Africa survey" findings	137
Table 35 Correlation with GCIS audit findings.....	138

LIST OF FIGURES

Figure 1 Gartner Group's e-Government Model (Baum & Di Maio 2000)

LIST OF ANNEXURES

ANNEXURE A: EVALUATION OF SELECTED POLICE AGENCY WEBSITES

- 1 Evaluation of Essex Police Agency website
- 2 Questionnaire completed by Essex Police Agency webmaster David White
- 3 Evaluation of London Metropolitan Police Agency website
- 4 Questionnaire completed by London Metropolitan Police Agency webmaster Sam Farrow
- 5 Evaluation of Lothian And Borders Police Agency website
- 6 Questionnaire completed by Lothian and Borders Police Agency webmaster Malcolm Robertson
- 7 Evaluation of Strathclyde Police Agency website
- 8 Questionnaire completed by Strathclyde Police Agency webmaster David Christiansen
- 9 Evaluation of Australian Federal Police Agency website
- 10 Questionnaire completed by Australian Federal Police Agency web team
- 11 Evaluation of Hong Kong Police Agency website
- 12 Questionnaire completed by Hong Kong Police Agency web team
- 13 Evaluation of Princeton Borough Police Agency website
- 14 Questionnaire completed by Princeton Borough Police Agency webmaster Mike Bender

ANNEXURE B: EVALUATIONS OF SAPS WEBSITE BY EXPERT EVALUATORS

- 1 SAPS website evaluation by Evaluator 1
- 2 SAPS website evaluation by Evaluator 2



- 3 SAPS website evaluation by Evaluator 3
- 4 SAPS website evaluation by Evaluator 4

ANNEXURE C: SUMMARY OF RECOMMENDATIONS FROM SAPS WEBSITE EVALUATION REPORTS

CHAPTER 1 – INTRODUCTION AND FIELD OF STUDY

1.1 Introduction

1.1.1 Service delivery

All police agencies world-wide have a common purpose: To deliver effective service to the communities in which they are situated. Consequently police agency websites also aim for service delivery.

The South African Police Service (SAPS), too, in essence stands for service delivery. This is underlined by the national strategy of the SAPS (SAPS 2002a: 6), which emphasises the importance of providing service to its clients, namely the members of the South African public. This is in line with its own mission and with government strategy, which is very clear on its purpose of service delivery. This, too, is embodied in the Service Delivery Improvement Programme (SDIP) of the SAPS: “The primary goal is service to the public” (SAPS s.a.: 78). Recent research by the Institute for Security Studies (ISS) at 45 of the 219 SAPS priority police stations indicates that most people who dealt directly with the police were satisfied with the services they received. This is in sharp contrast to general public perceptions of the police (ISS 2001).

The SAPS has a service delivery improvement programme (SDIP) that seeks to improve service delivery to communities at local level. The programme provides police station managers with practical tools to improve service delivery while seeking to inculcate a culture of participative management and increased community involvement. In this regard Groenewald (in North 1998:13) emphasises that an approach of ownership in development is important and that people should be empowered to take part in the process.

The SDIP also ties in with the South African government’s *Batho Pele* (“People first”) initiative to improve the delivery of public services. Improving service delivery is one of the government’s eight priorities as set out in the White Paper on the Transformation of the Public Service (cf. Department of Public Service and Administration 2002).

The eight priorities are the following:

- **Consultation with citizens** – about the level and quality of the public services they receive



- **Service standards** – citizens should be told what level and quality of public services they will receive
- **Access** – citizens should have equal access to the services to which they are entitled
- **Courtesy** – citizens should be treated with courtesy and consideration
- **Information** – citizens should be given full, accurate information about the public services they are entitled to receive
- **Openness and transparency** – citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
- **Redress** – should the promised standard of service not be delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy
- **Value for money** – when the complaints are made, citizens should receive a sympathetic, positive response; and value for money (cf. Department of Public Service and Administration 2002)

Service delivery within the SAPS includes determining and meeting the public's information needs that pertain to safety and security and crime-combating and prevention. The vision of the SAPS Information and Systems Management (ISM) Strategic Framework is "to enable the optimal use of information by the SAPS in creating a safe and secure environment for all people in South Africa" (SAPS 2002a).

In many respects, the SAPS service delivery is satisfactory. Multilingualism, for example, is regarded as important in the SAPS and the police agency endeavours to service members of the public in the language of their choice. In order to realise this, the SAPS launched a pilot project for the Telephone Interpreting Service for South Africa (TISSA) under Senior Superintendent Karen Calteaux in March 2002. The pilot project provides for immediate access to an interpreter in any of the official languages of the country via a landline and a speaker-telephone. TISSA is currently available at 70 police stations across the country (SAPS Journal 2002b: 26).

In the Communication Strategy of the government's Justice, Crime and Security (JCPS) Cluster (which includes the SAPS), circulated in June 2002, the objectives include

- promoting a sense of security and safety in communities by communicating the efforts of the SAPS and government in implementing service delivery; and
- informing and educating the public on the role, progress and campaigns of the SAPS and other departments in the JCPS cluster (JCPS Cluster 2002:7).

The SAPS website, one of the tools utilised to cater for the public's information needs, was established in 1997. It has since grown to be a sizeable online publication. In July 2002 the content of the website was printed and it amounted to almost 2 000 A4 pages.

In line with the concept of “e-Government”, which is fast gaining recognition worldwide and in South Africa, it is important for the SAPS, as a government department, to start looking into how its website could implement the relevant principles.

e-Government is defined as “the use of information technology, in particular the Internet, to deliver public services in a much more convenient, customer oriented, cost effective and altogether different and better way. It affects the Government’s dealing with its citizens, business and other public agencies as well as its internal business processes and employees” (Mwanza 2002).

e-Government is, in other words, the application of e-commerce concepts to a government department’s processes in its dealing with citizens or with other government departments. To expand on this definition, Hoekman (2002) explains that e-Government aims at transforming the existing governance systems through digital means by increasing participation, efficiency and effectiveness in order to foster democracy and economic and social development. However, “e-Government is much more about transforming relationships than about technology. There is no smooth transition from “government” to “e-Government” (Di Maio 2001).

1.1.2 Online presence for the SAPS

Investigation into the establishment of the SAPS website produced few results. No documentation was recorded at the SAPS itself. The SAPS Internet Policy document (SAPS 2000) makes little mention of the SAPS website, although it does reflect indirectly on it. This document which was compiled “to ensure the correct usage of the Internet within the SAPS”, states that the Internet “aims to open a window into the SAPS for the public to establish shared trust and to enhance communication by

- promoting public involvement through sharing the responsibility of crime prevention;
- supplying information;
- supplying crime related information and education; and
- adhering to general requests from the public” (SAPS 2000).

Promoting greater involvement of the private sector in rendering assistance to the SAPS would portend well for the future. If the system of cooperation between the community and the SAPS could be made to work successfully, this could add a further vital contribution towards mobilising all available resources in the battle to prevent and combat the incidence of crime.

The Government Communication and Information Systems (GCIS), which was established in 1998, in 2000 encouraged government departments to establish an online presence in the form of

a website (GCIS 2000). The SAPS website, which was already in existence, was thus a forerunner in terms of government online communication.

In 2001 an audit undertaken by GCIS into existing government websites indicated various shortcomings in the SAPS website regarding content, organisation, navigation, design and layout (GCIS 2001). These findings are given in Chapter 2 of this study. This chapter also deals with literature findings on effective websites in general.

By 2001 various factors pointed to the need for the effectiveness of the SAPS website to be assessed; one of the main reasons being that some of the information furnished was not regularly updated. There were a number of concerned and dedicated officials who submitted information for publication from time to time. However, the task was not clearly allocated to specific staff, and various persons at different offices worked at it, when their other tasks permitted.

The task of streamlining and keeping the contents and structure of the SAPS website up to date has been and is complicated by the fact that in terms of legislation, the State Information Technology Agency (SITA) is responsible for establishing and maintaining all government websites. SITA is the IT service agency for the South African government. Its stated aim is to “develop the powerful Internet platform” (Blom & Willers 2001).

SAPS staff members are responsible for providing the content. SITA then places it on the website, and updates the design, structure and navigation. This ‘remote control’ of the website – SPS headquarters, where the content is gathered, is situated in the Pretoria CBD, while SITA is on the outskirts of Pretoria – complicates the process, especially regarding the time factor and the proximity of role-players.

Yet there can be no doubt as to the importance of the World Wide Web for the SAPS, or any police agency for that matter, in carrying out its functions and rendering service to its clients today. Commander Dave Pettinari of the Pueblo County Sheriff’s department sums it up neatly “... if you come to work without the Internet it will be like a patrolman coming to work without his patrol car. The Internet will be that critical in accomplishing our mission by virtue of more efficient and timely access to information” (in Reynecke & Fourie 2001:31).

The SAPS website must be assessed in terms of its service delivery, which is required of it as a government communication medium (cf. GCIS 2001). However, if it is to meet the information needs of its online users it must also be an effective website, and, specifically, an effective police agency website.

There is no dearth of literature on the requirements of effective websites in general. However, information as to what makes for an effective police agency website specifically could be not found in secondary sources.

Given these factors, it was decided to undertake an investigation into possible guidelines for an effective police agency website. This would be done by examining primary sources – firstly, the needs of users of the SAPS website and, secondly, other police agency websites. From this, guidelines to improve the existing SAPS website could be compiled.

1.2 The SAPS customer expectations measure

An outside research company, Ask Africa, undertook a customer expectations measure in 1997 (Ask Africa 1997). The SAPS approached Ask Africa, a Pretoria-based research company, to conduct such research, with a view to determine needs that users of the proposed SAPS website would have.

Although the SAPS – according to Ask Africa – had already contacted relevant stakeholders, it was necessary for the public to be consulted (Ask Africa 1997:4). Ask Africa agreed that it was necessary for the SAPS to see the public as its customers (Ask Africa 1997:4).

The objective of the expectations measure was to provide the SAPS with guidelines to be used in deciding on initial content for its website. The aim of the research was to describe what specific information the public would like to receive from the SAPS in general and on a web page (Ask Africa 1997:6).

The research design was qualitative (Ask Africa 1997:6). A telephone survey was undertaken and the sample size was 222 respondents. For the second phase of the study 12 police stations were contacted to determine what police members regarded as important information (Ask Africa 1997:7).

According to Ask Africa, it was necessary that the following questions be asked: What were customers' needs and expectations, and which needs did they regard as the most important? (Ask Africa 1997:4).

1.2.1 Ask Africa methodology

Ask Africa initially defined the objective of its research as follows:

- To provide the SAPS with guidelines to be used in deciding on the initial content for its website (Ask Africa 1997:6).

Ask Africa described the aims as follows:

- To describe what specific information the general public would like to receive from the SAPS in general and on a website
- To validate the five major categories identified at a SAPS Internet workshop held earlier (Ask Africa 1997:6)

1.2.2 Design and sample

Ask Africa described the survey as qualitative: a descriptive telephonic survey undertaken to determine the policing information needs of the public. The respondents were asked to indicate what information they would like to receive from the police (Ask Africa 1997:6). However, Ask Africa did point out that as a number of respondents were not entirely familiar with Internet browsing, they were asked what information they would like to receive from the police in any medium (Ask Africa 1997:6).

A sample consisting of 222 respondents was drawn up. The sample was stratified regionally (six regions, namely Gauteng, North Eastern, Southern, Western, Central and Eastern), and the major centres in each of the regions were used from which the sample was drawn. The latest telephone directories from the major metropolitan centres were used as the sampling frame. The directory was used to randomly select the sampling elements. All regions had equal representation in that 37 telephone interviews were conducted for each region. Most of the respondents were white (171) and 139 of the interviews were conducted in English (Ask Africa 1997:8,9).

The questionnaire was designed to assess the policing information needs of the public (Ask Africa 1997:9).

A second phase of sampling was used, namely to target respondents with specific characteristics. For this phase 12 police stations were contacted in order to ascertain what information they regarded as being important.

1.2.3 Analysis

Responses received from customers were, according to Ask Africa, qualitatively analysed by means of content analysis (Ask Africa 1997:9). Kerlinger (in Wimmer & Dominick 1987:166) defines content analysis as a method of studying and analysing communication in a systematic, objective, and quantitative manner for the purpose of measuring variables.

1.2.4 Ask Africa final report

In the final report submitted to the SAPS in 1997, Ask Africa summed up its findings as follows as follows:

The major categories of customer information needs were identified as follows:

- Crime statistics
- Criminals
- Missing persons
- Community policing
- Structures and strategies

Other important points to consider were listed as follows:

- Crime statistics
- Policing strategy
- Success rates
- Area specific crime rates
- Wanted criminal information
- Missing persons information
- Channels for community involvement in the fight against crime
- Safety tips (Ask Africa 1997)

The survey indicated that 50% of the respondents were familiar with the Internet, while 50% were not.

According to Ask Africa, the categories identified at the SAPS workshop and those identified by the general public coincided (Ask Africa 1997:18).

1.2.5 Conclusion and recommendations

Ask Africa consequently recommended the following content for the SAPS website:

- Reports (crime statistics per area/success rate per type of crime, arrests and convictions)
- Structure of the SAPS (information on service type, quality of service/important contact numbers/judicial procedure)
- Strategies and priorities (current strategy on crime prevention/high profile crimes)
- Community policing (information on community policing/community involvement/media statements to improve SAPS public image)
- Projects (criminal information/wanted criminals/missing persons)

It further recommended that

- a facility be provided whereby visitors to the SAPS website could provide feedback in terms of content and style; and

1.5 Demarcation of field of study

In this study the SAPS website is regarded as a service delivery tool within the South African government and the SAPS - both of which clearly state their roles as service providers. The study is undertaken against this background.

Equally important is the fact that the SAPS website is an online publication. This positions the SAPS as an online or so-called 'New Media' publisher. In this role the SAPS faces daunting albeit exciting challenges. In this regard, North (1998:120) makes the observation, "changing technology will change a man's style, but will not change his objectives".

This specific function brings about responsibilities, as Britz (in North 1998:136) states because the publisher is working with the intellectual goods of others. "Like a librarian, the publisher is an information intermediary, and he must

- i. accept responsibility for the integrity of the content,
- ii. accept responsibility for making the information accessible to others ...".

The publisher, in general, is described as a matcher or a connector: S/He puts people and information together to achieve a certain goal. S/He is an information ecologist - who understands that the environment is constantly changing and, therefore, so are information needs. S/He is a change agent - who makes things happen that would not have happened otherwise (cf. Bailey 1970; Dessauer 1974; Ponelis & Fairer-Wessels 1998; St Claire 1995).

The publisher's objective has been and continues to be to gather and disseminate information. In the modern-day era, there is, however, an emphasis on repackaging information in such a way that value is added.

The SAPS, in its role as publisher, must also claim ownership of such characteristics.

1.6 Definition of concepts

The following terms are defined for the purpose of this dissertation. The definitions are based on the researcher's understanding of the terms found in the literature survey undertaken.

<i>Batho pele</i>	A Sotho term, when translated means "people first". In SA government context it is an initiative by the SA government to transform delivery of public services, with the emphasis on service delivery to the citizen.
Benchmarking	A technique for comparing an organisation's internal performance, products, and services to the external standards of excellence by quantitative and qualitative measures. This information is then used to attain and sustain the best in class performance.



Best practices	Good practices that have worked well elsewhere. They are proven and have produced successful results. Government organisations need to share best practices internally and externally. When implementing processes and systems, it pays to look at what has succeeded - and failed - in the past.
Chunking	Chunking is breaking down information into separate topics, modules or units.
Consistency	Consistency gives a web page a unified “look and feel”. A consistent design for a website is a method of providing repetition. Users know what to expect and do not need to relearn what to expect.
Democracy	Landow (1992:78-94) provides answers: “Used in the sense of textuality, it in effect means levelling the playing fields for the reader and the writer, i.e. the writer and the reader become counterparts... Anyone using electronic text can ply it to make his own interest the <i>de facto</i> principle. The point of focus depends on the reader [...] This empowers the reader and makes it possible for him to choose his way through text”.
Digital divide	The imbalance in access to information technology among diverse groups. It usually describes a lack of access to telephones, personal computers, the Internet and online resources of specific communities, compared to how widely technology is used in that country or community.
Information architecture	That which involves the design of organisation and navigation systems to help people find and manage information more successfully.
User-centric	In a user-centric approach, systems are developed in which the user needs and desires are considered paramount.

1.7 Organisation of dissertation

Chapter 1 – Introduction

Introduces the objectives of the study. It introduces the principles of *Batho Pele*, the South African government’s initiative for improving service delivery in the public service. The hypotheses are followed by an exposition of the methodology. Service delivery within the SAPS is discussed as the website is one of the tools used to render service to SAPS clients. This is followed by a definition of the concepts. The chapter division discusses the document contents.

Chapter 2 – Literature study

The literature survey includes both print and online material on website structure and content and specifically on police agencies and their websites. It analyses the requirements for a modern police agency and other public service websites as is gained from relevant consulted sources.

Further, the audit of government websites and, specifically, the SAPS website, undertaken by the GCIS in 2001 is discussed. The Gartner Group e-Government model is also introduced.

Chapter 3 – Requirement of the SAPS website as a service delivery tool

This chapter deals with requirements for police agency and other government websites as gained from the following two sources:

- Relevant literature
- A survey of the response of users of the SAPS website over a period of one year

Chapter 4 – Website best practices – a practical application

This chapter contains an analysis of the content and structure of and services delivered by several international police agency websites. From this an attempt was made to record the typical nature and functions of police agency websites and to derive guidelines for such websites. It further includes the results of personal and e-mail interviews with webmasters of various police agency websites. The webmasters also completed a questionnaire.

Chapter 5 – Development of a websites evaluation instrument

An evaluation instrument is developed for analysing the effectiveness of a police agency website. The criteria is extracted from the following: The customer expectations measure, the literature review, the GCIS audit of government websites, the SAPS website query analysis and the evaluation of best practices of other police agency websites.

Chapter 6 – Evaluation of the current SAPS website

This chapter summarises the opinion of the evaluators of the current SAPS website, using the evaluation instrument developed in Chapter 5. It is structured into the seven categories of website content, website architecture, information structure, technology, style, service delivery and e-Government.

Chapter 7 – Conclusion and Recommendations

The concluding chapter shows how the study of the SAPS website has achieved the aims and confirmed the hypotheses set out in the initial chapters. It summarises the main findings and discusses the possible implementation of the recommendations. Recommendations concerning a SAPS online service delivery strategy and the migration route are also made. It further gives pointers to possible future research.

1.8 Conclusion

The SAPS website must be seen within the wider context in which it functions. It is therefore essential to assess it as a tool that is used for service delivery. For this purpose, research



hypotheses are stated. Subsequently the needs of its users must also be considered. The study investigates relevant literature, it assesses users' apparent needs, investigates other police agency websites and develops a tool to assess the SAPS website. It makes recommendations regarding the development of the website and suggests possible future research.

CHAPTER 2 – SURVEY OF LITERATURE

2.1 Introduction

As is stated in Chapter 1, there is no dearth of literature on principles for an effective website. Given the increasing amounts of information being generated in this era (of information), it is not surprising that in a relatively short span of time, the field of website design and content has been well analysed and documented. Author Tom Peters states (Peters 2000:5) that “the world is going through more fundamental change than it has in hundreds, perhaps thousands, of years”. He refers to it as ‘time compression’. “Where it took 37 years for the radio to get to 50 million homes, the World Wide Web got there in four”. Similarly tutoring in the do’s and don’ts of website design and content development has not lagged behind.

This chapter refers briefly to literature surveyed about this. It also mentions guidelines for an effective website. No website functions as a stand-alone. What goes for websites in general, also goes for police agency websites and for the SAPS website specifically. Therefore, guidelines for an effective website are given, but not discussed in detail in this chapter.

Supplementary to the discussion of guidelines for a successful website, this chapter deals with the principles of e-Government and the Gartner Group’s e-Government model. The GCIS audit of government websites (GCIS 2001) – which also looks into the weaknesses of the SAPS website and through that suggests ways of improvement – is set out.

In 2000 the SAPS introduced its Service Delivery Improvement Plan (SDIP). The purpose of the SDIP is to provide excellent service to all communities of South Africa. Further, the SDIP focuses upon satisfying customer needs. (SAPS s.a.:78).

The SAPS website, which aims to satisfy customer needs, could thus be regarded as an SDIP tool as well.

(Of interest here is that the SAPS is regarded as one of the biggest investors in telecommunications and information technology in Africa. Access to this type of technology is regarded as essential in service delivery and crime fighting (Intelligence 1997:34-38).)

The service that the SAPS website should and could deliver is to inform the community (and SAPS employees) about what is happening within the organisation and what the SAPS is doing, in accordance with its vision, to “create a safe and secure environment for all people of South Africa” (SAPS 2002c:39).

Further, the government's ideal of "democratic outreach" should be achieved through the SAPS website. Through this ideal the government wants its departments to reach out to communities - in this case via the Internet - and to render service to them. This would, *inter alia*, entail making online forms available to the public and creating online discussion forums and public opinion polls (GSIC 2000).

The term 'democracy' means equality and freedom. What does it mean in the context of online government publishing? Landow (1992:78-94) provides answers: "Used in the sense of textuality, it in effect means levelling the playing fields for the reader and the writer, i.e. the writer and the reader become counterparts [...] Anyone using electronic text can ply it to make his own interest the *de facto* principle. The point of focus depends on the reader [...] This empowers the reader and makes it possible for him to choose his way through text."

In addition, the SAPS website should make it possible for the community to also exchange information with the SAPS; to give opinions on how the SAPS and the SAPS website could better serve them (cf. Bosman in Reynecke & Fourie 2001:32).

Trowler (in Jones & Jones (1999:13) refers to such exchange as 'digital liberation'. He substantiates this by saying that consumers acquire more choices. Interaction can take place directly and instantaneously. Democratisation of users increases as information becomes more freely available.

Such 'liberation' in the form of exchange between the service provider and the client is part and parcel of "interactivity" as it is understood in online or web-based publishing. It includes community involvement in decision-making that focuses on specific priorities and needs of the community (in this case as far as the SAPS website is concerned).

Verwey (1990:103) points out that such feedback and exchange has an effect on interrelationships and consequently with management, and how the environment (in this case, the website) will be adapted or influenced.

Such community involvement (including the Internet community) in policing is becoming a worldwide trend. In a telephonic interview with Sir John Stevens, the London Metropolitan Police commissioner, in December 2001, he iterated that policing in partnership with the community was becoming increasingly significant in policing in the UK (telephonic interview, 22 December 2001).

In the USA so-called community policing has also been established. Reiner states “Community policing has now become an influential movement among progressive police chiefs in the United States and elsewhere” (Reiner 1992:96).

Goldstein urges police administrators to work with the communities they serve to define the problems that need addressing (Goldstein 1979:246). Bayley (1996) repeatedly expresses the view that in a give-and-take atmosphere, police officials and the public can come to understand each other’s perspectives.

Wadman and Bailey (1993:91) maintain that crime is a community problem and requires community involvement and accountability. Crime prevention is also described as a shared responsibility between law enforcement and the citizen (Ohio Crime Prevention Association 1995:49).

There is therefore a very definite rationale for involving SAPS website users – as a specific community – in the development and maintenance of the SAPS website.

For a police agency website, and, in this case, the SAPS website to be effective and to deliver service, it must cater for the needs of its users. But as Nielsen (1993: Executive Summary) points out users do not always know what is best for them. Members of the public who visit the SAPS website for various reasons do not necessarily know whether the website has been optimally designed in terms of user-friendliness and whether it does meet their needs as effectively as it could and should. Trenner (in Oppenheim, Citroen & Griffiths 1990:64) describes user-friendliness as the way a system “handles user errors sympathetically and efficiently, provides support and orientation, accommodates user levels and has a friendly output”.

Hugo (in Oosthuizen 1994:34) warns that “Any media centre that ignores its external environment may end up delivering the right products for the wrong needs”.

It is therefore the responsibility of the owner of the website to ensure that user needs are attended to.

Despite an extensive search, no relevant literature could be found on specific guidelines for an effective police agency website. One of the aims of the research project, is do to just that, i.e. to determine such guidelines.

2.2 Guidelines for an effective website

The literature consulted has consensus on what makes for an effective website. The golden rule is:

A website must be user-centric in terms of both content and structure.

To achieve this, the following six major determinants could be surmised from the literature:

- A web-based ‘publication’ and a print publication are not the same and cannot be developed in the same way.
- Content management is vitally important.
- Information architecture (the design and structure of the website) is equally important.
- A website strategy should be considered.
- Needs of the specific website users should be determined.
- An evaluation or audit of the website should be undertaken.

2.2.1 A user-centric website

Like any other customer, the online or website customer/user is also king. Website users must be given the best service and therefore a website must be user-centric. To achieve this, a website must cater for user needs. This, primarily, means information needs, i.e. the content of the website. However, the way the content is made available, i.e. the structure and design of the website, is equally important.

The assumption of this study is therefore that a user-centric website, specifically in terms of contents and structure and design, is the ultimate aim of any organisation’s online presence. In years before the WWW was established, Martyn, Vickers and Feeney (1990:267) explained that a user-centric approach meant that more attention must be paid to users’ responses; there must be more interactivity and more of a professional relationship. Oboler (1983:103) backs this: “provide the pertinent information in the appropriate amounts to be useful in the patron’s evaluation, assimilation and utilization of the information”.

Erstwhile media guru Marshall McLuhan stated some four decades ago that technology must be used to extend a person’s consciousness (McLuhan 1964:4). This implies that technology must be applied to satisfy the needs of a person - or a user. Referring to the ‘electric age’, he maintains, “We see ourselves being translated more and more into the form of information, moving towards the technological extension of consciousness” (1964:7). “All technologies are extensions of our physical and nervous systems. These extensions serve the purpose of increasing power and speed” (McLuhan 1964:90).

Stover (in Dahnke & Clatterbuck 1990:71) says that communication technologies are extensions of the capability for communication.

Marchionini (1995:40) argues that electronic systems should amplify our natural abilities rather than create new methods and tools that must be learned. He adds that the information extracted from a message by a particular recipient will strongly depend on the knowledge he or she already has and the kinds of knowledge states that are possible for and desired by him or her. The extracted information may only be marginally related to what the source intended to convey – either because the source information is not clearly expressed or distributed by the channel or because of the focus of attention of the recipient.

Norman, too, emphasises the importance of what the user wants. According to him, society has fallen into a machine-centred orientation to life. He explains that such orientation forces persons into a role that supports technology, for which they are unsuited. This is inappropriate, for the machine-centred point of view judges everything on artificial terms. Norman advocates a reversal to a person-centred point of view, where technology serves people and complements their abilities (cf. Norman 1993: Preface).

Nielsen states that in essence user-centric design is “nothing else than making life easier for the user” (Nielsen 1993:Executive summary). He warns “remember that your system will be tested for usability even if you don’t do it yourself. Your customers will do it for you, as they struggle to use the system” (Nielsen 1993: Executive summary).

Shneiderman concurs: “The egocentric style of the past must yield to humility and a genuine desire to accommodate the user’s skills, wishes and orientation” (1992:473).

Osswald emphasises that websites must from time to time be subjected to user testing (Osswald 2001).

Evans states that the user-oriented approach to information products and services unites various disciplines of science today. It is important to identify and analyse those who seek information and the environments in which they work as these are fundamental concerns of the information providers (Evans 1998).

Steve Yelvington concludes: “(Online sites) succeed when they create in the customers’ mind a perception of unique value. Note that I say *unique value* and not *added value*” (Yelvington 2000).

2.2.2 Differences: Web-based and print publications

One of the most salient points to be borne in mind when considering the effectiveness of a website is the importance of distinguishing between a web-based ‘publication’ and a print publication.

Novices starting a website do not necessarily know this or take it into consideration. When Ask Africa undertook the customer expectations measure for the SAPS (Ask Africa 1997) in 1997, it looked into content needs and not structure and design regarding a website. Once the differences between the two types of ‘publication’ are understood, however, the differing structure and design of a website also become crucial elements to consider.

A web-based ‘publication’ and a print publication are not the same and cannot be developed in the same way. This is a mistake often made by corporations and organisations when they establish a website. The SAPS has fallen into this trap. When it decided to publish its 2001/2002 Annual Report on its website, it simply copied the CD. Some pages appear vertically and page numbers appear that do not coincide with the references given (SAPS 2002c).

A website is, of course, not a ‘publication’ in the traditional sense of the word. Such publication implies the use of paper to produce the publication. Robin Peek (1998) questions this assumption: “What is a publication if it is not on paper? Is it the paper that is the priority or the function? Not so long ago, we had a clear idea what we meant by the term *publishing*. For centuries the world of publishing was ink to paper. Other forms of mass media, like television and radio, informed us, but society has not considered these to be published works.” He elaborates: “There is more to this concept of publishing than mere print. Perhaps, in the not-so-distant future, it will be time to offer the dictionaries another definition of publishing” (Peek 1998).

Despite the few similarities between conventional publishing and online publishing, the traditional newspaper does serve as a useful metaphor, according to McAdams (1995). “The newspaper metaphor provides a superior structural model for an online service”. Her viewpoint is that such metaphor could help a person in understanding an online system. “A person’s assumptions about how an online system works and what it can and cannot do come largely from this metaphor [...] The newspaper metaphor uses the front page as the entry point to the system, it relies on headlines to tell users what items in the system are most important, and it employs division into sections similar to the sections of a large metropolitan daily. It also promotes an assumption that users can follow a typical organizational structure to find any information they want.”

This metaphor could be applied to the home page of a website. Equally, it could be applied to the home page of the SAPS website.

Nielsen (1993) points out the major differences in a web-based publication and a print publication, namely difference in layout and design, interactivity, and the use of multimedia. He explains that layout and design differ in that with a web page the user scrolls up and down a web page; in the case of the printed page the user looks or glances through the information.

Regarding navigation, Nielsen explains the difference as follows: “In print, navigation mainly consists of page turning; an ultra-simple user interface, which is one of the printed medium’s great benefits. Because page turning is so limited, it is often not even thought of as a design element. Hypertext navigation is a major component of web design, requiring decisions such as appearance of links how to explain where users can go and where each link will lead information architecture”.

A web-based publication – versus a print publication – brings about interactivity. Nielsen explains interactivity as “.... the ability to control the information coming at you, to be an active rather than a passive participant”. Development of true multimedia-journalism, according to Nielsen, is also a distinguishing feature for an online publication. Active use of multimedia content is still largely missing from online publications. This is particularly true in the case of police agency websites. The Hong Kong Police Service is the only website assessed in this study that applied multimedia.

Buddle as quoted in De Wet (1997:29) believes that the ability to direct readers to vast amounts of information is what most distinguishes e-papers (and electronic publishing) from traditional publishing.

2.2.3 Content and information management

Content and information management are vital concepts in website development. Information management includes information transfer, which “is concerned with all the process involved in transferring information from sources to users” (Vickery & Vickery 1987:6).

A website could be regarded as a tool to manage the information an organisation deems important to improve its (the organisation’s) performance. Information scientists have described such a tool as an “information system”.

Taylor’s model of information systems (in Oppenheim *et al.* 1990:163-174) could be applied to assess the quality and effectiveness of such a system. Taylor lists various features. According to him, an information system is effective if information is easily accessible and the system has an

overall structure and is easy to use. Satisfactory linkage to internal and external sources is important. Information should be made available without errors being introduced by the system. Information should be current, i.e. new information should be rapidly included within the system.

Content management is an important component of website development and maintenance. Stratigos (2001) explains that technology is but the enabler that makes content relevant. She adds that in deciding on content it is important to assess users' content needs and preferences; to evaluate and select content from numerous sources and to facilitate the receipt, organisation, presentation and deployment of content.

When it comes to content design, Nielsen (1993) advocates short text and plain language. His view is that users are lazy when it comes to scrolling, therefore coherent page chunking is important. To ensure optimum legibility, he recommends highly contrasting colours and plain or subtle backgrounds. He advises that text should be kept static as moving text is harder to read. To make it easy and intuitive for users to find information, he suggests logical grouping together of content options. Speedy page downloading is very important, he emphasises.

2.2.4 Information architecture

Information architecture incorporates the design and structure of a website. It is as important for an effective website because it helps people find and manage information.

Louis Rosenfeld defines information architecture as that which "involves the design of organization and navigation systems to help people find and manage information more successfully" (Rhodes 1999).

In this website interview, Rosenfeld give various tips for well-planned information architecture. These include the following:

- A web strategy, with the customer's need at the centre, must be compiled.
- A logo must be placed on each page and linked to the home page.
- Style sheets must work.
- No more than two fonts must be used.
- Suggested colour links are blue for unvisited and purple or red for visited.
- Good links add value. More local navigation as well as links to external sites are required. Links from other websites are extremely important. If good resources are provided and other sites feel it will benefit their users, they will use the link.
- Illustrations should be kept small, except for secondary pages where users have requested an enlarged product photo.

- Printable versions of any long documents should be provided.
- Simplicity is the goal of page design. Users focus on content (Rhodes 1999).

2.3 e-Government

“Technology has offered us a vast array of information carriers, as diverse as the human imagination – from cave walls to papyrus, parchment and paper. The most recent information carrier is a form of energy which, in its basic form, is weightless and re-usable and whereby information can be spread at the speed of light: the electronic information carrier” (Taylor: 2002).

Taylor adds that society is changing in response to the demands of the Internet Age. The electronic information carrier concept demands that we need to reconsider the role of government in modern society. He states that the digital revolution offers unprecedented opportunities for improving virtually all forms of public service delivery. Rather than relying on government employees to respond to inquiries, through the use of e-Government, the public can serve themselves to a wide variety of information and services (Taylor 2002).

Electronic government (e-Government) could be described as the application of e-commerce concepts to a government department’s processes in its dealing with citizens or with other government departments. Hoekman (2002) explains that e-Government aims at transforming the existing governance systems through digital means by increasing participation, efficiency and effectiveness in order to foster democracy and economic and social development.

USA e-governance is a pace-setter in this regard. The e-Government initiatives are improving the delivery of government services to the citizen and the federal government is using technology as a tool to better serve citizens and improve efficiency. “All of the projects are providing higher quality information often at a lower cost to the government. People are better able to choose how and when to access information and transact business” (Office of Management and Budget 2003). The three guiding principles for USA e-governance are the following:

- Citizen-centred, not bureaucracy or agency-centred
- Results-oriented, producing measurable improvements for citizens
- Market-based, actively promoting innovation (Office of Management and Budget 2003)

FirstGov.gov - another example of US online service delivery - is America’s “Front Door” to a wealth of information, services and transactions available from the US government.

FirstGov.gov provides citizens with access to more than 180 million pages of online government, including resources from state and local governments, in addition to those of the federal government. FirstGov.gov also provides information on other customer channels the public can choose from, including phone, fax, e-mail and mail (FirstGov.gov 2003).

Microsoft, a sponsor of the Regional Workshop on building e-governance capacity in Africa – held in Johannesburg from 28 – 31 October 2002, explains that government agencies worldwide are evolving into e-Governments to provide better access and service to the public and businesses (Microsoft 2002).

Referring to the African scenario, Okpaku (2002) at the above workshop, emphasises that African governments must draw up strategic policy containing compelling commitments to “acquire attributes others require of us as *essentiale* to our right of passage to global citizenship”. The New Partnership for Africa’s Development (Nepad) has a vital role to play in developing the continent’s common agenda of development, including the development of information and communication technology, he states.

The workshop indicated that African governments and their departments – including those of the police (that have the prime aim of providing service) – would increasingly have to look into ways of adopting e-Government principles.

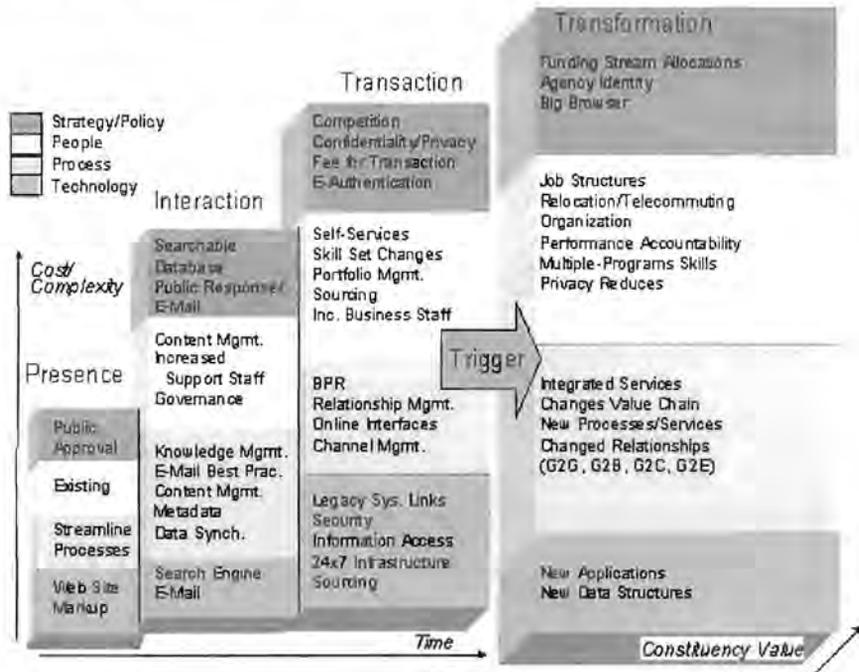
The South African government recognises that e-governance will “transform the nature of interaction between government and recipients of services [...] and will also have a profound effect on the current structures and processes of government, pushing existing institutions towards greater economies of scale, efficiency and service delivery improvement. The internal information and communications environment within government will also be transformed, enabling internal users to benefit equally from the system. The enormous value government will gain from being able to provide better services will be enormous, according to Taylor (2002).

Although quite a lot seems to be happening in the e-Government space in SA, it is, however, unlikely that the public will see any major improvements in its user experience with government departments in the near future (Humphries 2002). South Africa's government has given itself a 10-year horizon to get from standing in line services to online services. It is probably going to need that decade and more before a comprehensive e-Government structure is in place.

2.4 Gartner Group's e-Government model

The Gartner Four Phases of e-Government Model is shown in the figure below (Baum & Di Maio 2000).

Figure 1 1 Gartner Group's e-Government Model (Baum & Di Maio 2000)



The figure shows the Gartner Four Phases of e-Government Model (Baum & Di Maio 2000). It provides a framework for positioning e-Government initiatives, demonstrates the progression of e-Government in the connected environment, and identifies the strategy and other factors that contribute to success in each phase.

Baum and Di Maio (2000) state that the model provides a reference framework for positioning e-Government initiatives. The model demonstrates the progression of e-Government in the connected environment, and identifies the strategy and other factors that contribute to success in each phase. It helps to measure progress for e-Government initiatives and to establish a roadmap to achieve the desired levels of constituency service. In this study the levels of police agency service delivery are measured against this model. The phases are as follows:

Phase 1: Presence: This phase informs the public about government agencies. It is to simply have a cyberspace placeholder on the Internet for posting information and possibly some official documents.

Phase 2: Interaction: A websites has basic search capabilities, host forms to download, links to relevant sites, and e-mail addresses of offices or officials. This stage enables the public to access

critical information online and receive forms that may have previously required a visit to a government office.

Phase 3: **Transaction:** Users can conduct entire tasks online. In this stage self-service applications are built for the public to access online, and to use the Web as a complement to other delivery channels. It highlights benefits of 24x7 availability and provides opportunities to develop cross-agency shared services.

Phase 4: **Transformation:** This is about redefining government service delivery – providing a single point of contact and making the government organisation transparent to citizens. Users participate directly in government activities (“virtual agencies”) online (cf. Baum & Di Maio 2000).

2.5 Web strategy

Strategy planning for any organisation or project is not dissimilar to building plans for a building. It is indisputably indispensable.

Roodt et al (in Cochrane s.a.:19) state that the vision and mission of any organisation (or project) must be translated into specific short-term, medium-term and long-term strategic objectives and goals. In order to attain these goals, strategies have to be formulated.

In 2002 the SAPS published its *Strategic Plan for the South African Police Service* (SAPS 2002a). The document states that the plan “indicates the Department’s priorities and strategies ... for the purpose of addressing crime effectively and improving service delivery [...] and a linkage to relevant departments and society to ensure an multi-disciplinary approach [...]” (SAPS 2002a: 45).

The website of any organisation has the ability to facilitate optimal use of information and it should play a central role in an organisation’s strategy. “It is seen as one of the powerful external mechanisms today” (SITA 2002:2).

It follows that the Web should receive attention in the organisation’s strategic framework.

The Vision of the Information and Systems Management (ISM) Strategic Framework in the Strategic Plan is stated as “To enable the optimal use of information by the SAPS in creating a safe and secure environment for all people in South Africa (SAPS 2002a: 39). No mention is, however, made of the SAPS website under this section (SAPS 2002a: 39-42) or elsewhere in the Strategic Plan.

Further, from the above, it almost speaks for itself that a Web strategy is equally important. In this regard SITA is a forerunner in the field of South African government online publishing. It compiled a website strategy discussion document in June 2002 (SITA 2002).

Personal interviews conducted with the webmasters of the Lothian and Borders (Edinburgh), Essex and London Metropolitan Police Services all indicated that no such documents had been compiled prior to or subsequent to the establishment of their websites (Boland 2002, White 2002 and Farrows 2002). Ms Boland of the Lothian and Borders Police Service, however, indicated that this was something that she was considering (Boland 2002).

2.6 User needs assessment

Where service delivery underlines the vision and mission of an organisation, the people it serves must be assessed to determine what services they require. Such assessment should not be a once-off, but should be undertaken periodically.

Misunderstanding regarding user needs is sometimes the result of police making assumptions about what people want. Illustrative of this is where the police in Victoria, Canada held meetings with the community to learn about its concerns. They thought the public would want to discuss the increase in crime. Instead the members of the public complained about noisy parties, vagrants and skateboarders (cf. Jesilow & Parsons 2000:163).

When the SAPS decided to establish a website in 1997 it requested an outside research company to conduct a survey regarding customer expectations (Ask Africa 1997). This survey is discussed in Chapter 1 of this study. Although criticism on the survey is recorded, it nonetheless was an attempt to ask the prospective clients or users what they would want published on such a website.

The survey further recommended that a feedback mechanism be built into the website to facilitate interaction with the SAPS in this way. The current website does have such a mechanism: Website users were furnished with an Internet communication official's e-mail address to direct queries, hints, concerns, etc. This mechanism has enabled the website to stay in touch with its users.

For the purpose of this study, the queries directed to this e-mail address for the period April 2001 to May 2002 were analysed. A total of 608 queries were broken down into categories and subcategories to determine what users wanted to see on the website. This analysis is the subject matter of Chapter 3 of this study.

2.7 GCIS website evaluation or audit

Any project or campaign launched by an organisation needs to be assessed from time to time in order to determine its effectiveness. The SAPS is in the fortunate position that the GCIS conducted an audit of government websites and its own website in 2001.

The GSIC undertook an audit of all national government websites in 2001 (GCIS 2001) in order to assess their effectiveness in providing access to information (GCIS 2001).

One of the main conclusions of the audit was that most of the existing government sites are not user-centric. Instead of focusing on what users require, most of the websites simply give information on their specific departments.

The purpose of the audit was “to identify issues that influence the usability of government websites and to identify issues that influence information and functionalities that could be added” (GSIC 2001).

The audit revealed the following:

- It is difficult to find information on most sites. This is attributed to factors such as poor information organisation and navigability, design and layout that could be improved and the need for improved search engines.
- Interactivity takes place to a limited extent only.
- The choice of main categories on the home pages is often not logical.
- Information is sometimes presented in confusing categories.
- The choice of headings (also for links) is often not logical.
- Hierarchical structures are often deep – this requires many clicks to get to the actual information.

Other factors include a lack of clearly defined aims, insufficient indication of publication dates, a lagging behind in updating websites, and poor indication that web pages form part of a specific website.

The GCIS audit, in addition to the general comments on the shortcomings of government websites, also provides comments to individual departments on their websites. In this way the SAPS also received a critique of its website.

2.7.1 SAPS website audit

The SAPS website was audited between 20 and 23 February 2001. The audit report pointed out the following (cf. GCIS 2001):

- Pages on the website have their own look and feel.

- In many cases the source and dates are not provided.
- Headings are not always descriptive of what is to be expected.
- Certain important information is missing, for example, a statement on the aim of the website, the vision and mission, contact details, CVs of some high-profile role-players, announcement of activities and events, and an annual calendar of events.
- The content is not organised logically
 - It is difficult to navigate the site. The only link to main options is via a home button at the bottom of all pages.
 - There are dead/broken links and pages with no link to any other pages.
 - There is no search facility.
 - There is limited interactivity, which is brought about by the fact that there are two e-mail addresses given on the website.
 - There are too many large graphics and attention-getting devices, e.g. large images.
 - Backgrounds are busy.
 - Document formats are not consistently indicated.
 - No indication is given of applicable browsers with which the site may be viewed.
 - Script error messages appear often.
 - No indication is given of applicable browsers.

This audit of the SAPS website adds value in that:

- it gives direction in terms of how the website should be improved and developed; and
- it is incorporated in the guidelines (see Chapter 6) compiled for this study to assess the SAPS.

2.8 Conclusion

This chapter shows that the SAPS website could be regarded as a tool to promote service delivery and, further, that it should develop its capabilities of delivering e-Government services. Service delivery in the SAPS, which has been transformed since the new government came to power in 1994, rests on consultation and interaction between the SAPS and its clients. This is in line with the international trend of community involvement in policing, which, in turn, has brought about community or partnership policing.

To promote service delivery, therefore, the SAPS website has to involve its community of users in its development and maintenance.

Further, to be an effective service delivery tool, it must meet the requirements for websites in general. This specifically applies to website content and design and structure. What goes for websites in general, also goes for the SAPS website.



In addition, to be an effective communication tool for the South African government, the SAPS website should stand to meet the requirements of optimal service delivery. In this regard, the principles of e-Government are discussed.

Further major requirements in developing and improving a website is the development of a website strategy to show the way forward, an assessment of user needs (the latter should also be done periodically), and an audit – and subsequent audits from time to time – of the website.

CHAPTER 3 – REQUIREMENT OF THE SAPS WEBSITE AS A SERVICE DELIVERY TOOL

3.1 Introduction

Website users have needs that must be addressed. Chapters 1 and 2 elucidate this.

The Ask Africa survey (1997) discussed in Chapter 1 identifies the five major customer information needs of SAPS website users, namely information on criminals, crime statistics, missing persons, community policing and structures and strategies.

Chapter 2 discusses the Service Delivery Improvement Plan (SDIP), which focuses on satisfying customer needs (SAPS s.a.:78). Chapter 2 further describes users as part of the website “community” and that community involvement is important in ensuring the success of the website.

In addition, the literature survey in Chapter 2 advocates the importance of a website being user-centric and not organisation-centred, both in terms of content and structure. This emphasis on a user-centric approach is supported by the GCIS audit, which is also discussed in Chapter 2.

This chapter deals with the assessment of user needs by analysing the queries directed to the Internet communication official responsible for receiving such e-mail queries via the SAPS website.

The SAPS website furnishes an e-mail address for the Internet communication official at the SAPS (namely response@saps.org.za) to which visitors can mail their queries about the SAPS, and specifically about the SAPS website. There is a possibility that this facility was created as a result of the recommendation made by the SAPS expectations measure (Ask Africa 1997) discussed in Chapter 2. However, this could not be verified.

The function of the Internet communication official is to re-direct all queries received to divisions within the SAPS that could and should respond to the specific queries. It follows that where certain queries recur repeatedly, they cover issues that should be addressed on the SAPS website.

For the purposes of this study, the queries for the period April 2001 to May 2002 were analysed.

3.2 Objective of SAPS website query analysis

The objective of the analysis of the SAPS website queries is to help provide guidelines in deciding how the existing SAPS website should be improved to make it meet the requirements of its users more effectively.

To achieve this

- specific information SAPS website users would like to see on the website is described; and
- major categories and subcategories of user needs are compiled.

3.3 Research design

The person to whom all SAPS website queries are e-mailed is known as the SAPS Internet communication official. This official is responsible for recording all queries. For the period April 2001 until May 2002, 608 queries were recorded. Of these, 150 were queries related to the so-called Nigerian scam. There was an upsurge of the distribution of these “Nigerian letters” in 2001/2002 (De Beer 2001). Persons receiving such letters approached the SAPS website in order to notify the police about it and to seek advice. The fact that they did so, does indicate that the website is regarded as an avenue for communication by the public.

The number of queries per month differs. The reasons for this are the following:

- Server problems from time to time result in a decrease in the number of mails being received. For example in March 2002 new cables were installed at SAPS Head Office and SAPS e-mail users could not use their e-mail facility for some three weeks. There was a marked decline in e-mail traffic.
- The PC used by the Internet communication official gave problems at various times in the period under review and data stored was lost.

The research design used for this study is quantitative. Neuman describes a quantitative data collection technique as “the collection of data in the form of numbers” (2000:33). “Analysis proceeds by using statistics, tables or charts and discussing how what they show relates to hypotheses” (Neuman 2000:123). In this study the number of queries received are tabulated, categorised, and then analysed. Leedy and Ormrod (2001:14) describe descriptive quantitative research as “An approach that involves either identifying the characteristics of an observed, pre-existing phenomenon or exploring possible correlations among two or more phenomena”.

Content analysis is used in this study. “Content analysis is a technique for gathering and analyzing the content of text” (Neuman 2000:292). Neuman’s explanation for content analysis is that it uses “objective and systematic counting and recording procedures to produce a quantitative description of the symbolic content in a text” (2000:293). “Content analysis lets a

researcher reveal the content in a source of communication. It lets him or her probe into and discover content in a different way from the ordinary way of reading a book or watching a television program” (2000:293). Leedy and Ormrod (2001) describe content analysis as a detailed and systematic examination of the contents of a particular body of material for the purpose of identifying patterns and themes. They add that the purpose of content analysis is to identify the specific characteristics of a body of material and “that the method of collection is “the coding of material in terms of predetermined and precisely defined characteristics” (2001:157).

According to Leedy and Ormrod (2001:157) the method of data analysis is the tabulation of the frequency of each characteristic, and descriptive analyses. In this study the number of e-mail queries the SAPS website received from its users is counted and recorded, tabled and analysed to give a quantitative description.

A researcher samples in order to draw inferences from the sample to the population (Neuman 2000:217). For this study non-random sampling that is purposive is used. By non-randomness is meant that the sample size is not determined in advance and there is limited knowledge of the larger group or population from which the sample is taken (Neuman 2000:196). Neuman defines purposive sampling as “an acceptable kind of sampling for special situations [...] it selects cases with a specific purpose in mind [...] With purposive sampling the researcher never knows whether the cases selected represent the population” (Neuman 2000:198). Leedy and Ormrod (2001:219) explain that in purposive sampling units are chosen for a particular purpose.

Further, regarding purposive sampling, Babbie and Mouton (2001:166) explain that sometimes it is appropriate for a researcher to select a sample on the basis of his or her knowledge of the population, its elements and the nature of the research aims (based on judgment and the purpose of the study). They add that “ [...] the study findings would not represent any meaningful population [...] This study would be considered a test run, however, rather than a final study” (Babbie and Mouton 2001:166).

The sampling method for this study fits a requirement for purposive sampling in that “the researcher never knows whether the cases selected represent the population” (Neuman 2000:198). The queries received from e-mail users are used. However, there can be no way of telling whether these 608 queries are representative of what visitors to the SAPS website would like to know.

Further, this study could also be described as applied research, according to Neuman (2000: 24-25). He explains that its main strength is its immediate practical use (Neuman 2000:24). Mouton

(1996:72) describes applied research as “programme evaluation research” (1996:72). Neuman adds that applied researchers try to solve specific problem or help practitioners accomplish tasks and that “theory is less a problem to them than seeking a solution to a specific problem for a limited setting” (Neuman 2000:24).

Neuman further states that where basic researchers emphasise “high scientific standards and try to conduct near-perfect research [...] applied researchers may compromise scientific rigor to get quick, usable results” (Neuman 2000:24). Mouton (1996:104) upholds the view that the primary purpose of applied research is “to make a contribution to real-life issues” (1996:104). Neuman adds that applied researchers balance rigour against practical needs. “The primary concern is with the ability to generalise findings to areas of interest to sponsors” (Neuman 2000:25). They must, however, be aware of the consequences of compromising standards (Neuman 2000:24-25).

3.4 Analysis of queries

What this study does is that it tables all queries received for the period April 2001 to May 2002. Various tables have been compiled. The information for each month is captured, indicating (i) the nature of the query, and (ii) whether the person sending the e-mail was from South Africa or elsewhere (iii) male or female, and (iv) student or pupil, if indicated.

The data was first compiled per month – Table 1 illustrates this.

3.4.1 SAPS website: Internet queries from users: April 2001

Table 1 SAPS website: Internet queries from users: April 2001

Nature of query	Number	SA	Other	M	F	Student	Pupil
Info: Stephen Harvey murder trial in Vereeniging	1		1		1		
Policing priorities and objective	1	1					
Deaths in police custody as result of police acts	1		1	1		1	
Police acts since 1994	1	1					
Police ethics	1	1			1	1	
SA: fairness/corrupt/equal/(f) of legal system	1		1	1			
Wet op Gesinsgeweld (Afrikaans version)	1	1			1		
Graphical info on woman abuse in SA	1	1			1		
Mail address Norwood station	1	1		1			
Total	9	6	3	3	4	2	

Tables for all other months, i.e. May 2001 to May 2002, were also compiled. These 14 tables (April 2001 to May 2002) were consolidated to give the information in Table 2 and 3 below.

3.4.2 Biographical details of SAPS website users who e-mailed queries (April 2001 to May 2002)

The biographical details of the SAPS website users who e-mailed queries for the period April 2001 to May 2002 are presented in Table 2.

Table 2 Biographical details of SAPS website users who e-mailed queries (April 2001 to May 2002)

SA queries	Other country queries	Country not indicated	Male	Female	Gender not indicated	Students	Pupils
397	188	23	427	131	50	35	10

3.4.3 Queries grouped in categories of issues (April 2001 to May 2002)

Table 3 gives the identified categories of issues about which queries were received. It indicates the number of queries about each issue per month.

Table 3 Queries grouped in categories of issues (April 2001 to May 2002)

ISSUES	4.01	5.01	6.01	7.01	8.01	9.01	10.01	11.01	12.01	1.02	2.02	3.02	4.02	5.02	Total
Scam								1	1		1	11	26	110	150
Contact details	1	8	5	12	6	5	2	6	5	16	8	3	16	6	99
HRM	1	6	14	5	2	7		6	5	9	4	4	10	6	79
Jobs		1		6	5	6	4	6	3	19	10		14	5	79
Laws/Acts	1	2	3	3	4	2	2	2	1	2	5	3	2	2	34
Statistics	2	1	3	5	1	3	1	2	5	7	1				31
Stolen goods			1			3	6		1		1		1	4	17
Reservists		1	3	1		1	1	1		3	3			1	15
Steps and Procedures		2	3	2			1		1		2	3			14
Priorities/objectives	1	3	2		2			1			2		2		13
Women and children	2		1		1			1				1	4	2	12
Website structure		1	2	2						3			2		10
Missing persons		1	1	1							1	1	1	1	7

Scorpions				1	3	1		1			1				7
Firearms						1	1		1	1		1		2	7
Criminal records		1						1		1	1		2		6
Internet crime	1	1				1		2		1					6
Other		2	1	1	2	2	1	2	3	1	2	2	1	2	22
Total	9	30	39	39	26	32	19	32	26	63	42	29	81	141	608

3.4.4 Major issues categorised in rank order

Table 4 gives an exposition of the number of queries received for each issue (in rank order).

Table 4 Major issues categorised in rank order

	Scam	Contact details	HRM	Jobs	Laws/Acts	Statistics	Stolen Goods	Reservists	Steps/Procedures	Priorities/Objectives	Women and children	Website structure, etc.	Scorpions	Firearms	Missing persons	Crime records	Internet crime	Other	Total
No	150	99	79	79	34	31	16	15	14	13	12	10	7	7	7	6	6	22	608

Following the identification of major categories (as shown in Table 4 above), subcategories were identified, as in the tables below. Tables are given for the issues in respect of which 10 or more queries were received, that is, the 11 issues that ranked the highest.

3.4.5 Scams

Table 5 Category: Scams

Subcategory	No
All queries were related to the so-called Nigerian Scam	150
Total	150

Most of the queries from visitors to the SAPS website were about the so-called Nigerian scam. Referring back to Table 3, it is evident that this issue for the first time reared its head in queries to the SAPS website in November 2001. Known as Nigerian-advance Fee Fraud or 4-1-9 (after a section of the Nigerian penal code), the scam has recently emerged as one of the most lucrative

fraudulent activities perpetrated by organised crime elements within the Nigerian community. According to information the SAPS has, the fraudsters have set up a home base in South Africa from where they disseminate scam letters locally and do foreign business. In this way they try to obtain money or goods from companies or individuals (De Beer 2001).

Persons receiving such letters approached the SAPS website in order to notify the police and to seek advice. The fact that they did so, does indicate that the website is regarded as an avenue for communication by the public.

Recommendations:

- That information about the Nigerian scam be placed on the SAPS website.
- Queries about the Nigerian scam could also be answered under 'Frequently asked questions' (FAQs) on the website.
- That persons receiving such letters be advised by e-mail where to find further information on the website.

3.4.6 Contact details

Table 6 Category: Contact details

Subcategory	No
Contact details for police stations	35
Commissioner, snr superintendent, high ranking officers, Comm Selebi, specific members	17
How to find other persons	5
Divisions	4
Human resources	4
Occult division	3
Child Protection Unit (wrong number is said to appear)	3
Scorpions	3
Media liaison officers	3
Public relations	3
Computer crime unit	2
Dog and dog breeding unit	2
Police clearance	2
Forensics	2
Gold and diamond unit	1
Fraud unit	1
Polmed	1
Crime stop – 2 different numbers given	1

City morgue	1
Criminal Record Centre e-mail	1
Special task force	1
Whom to contact: info on illegal software	1
SAPS museum	1
Regional inspectorates	1
List of toll free numbers for area offices	1
SAPS at Johannesburg International Airport	1
Total	99

The subcategories in Table 6 indicate what contact details users require. It is clear that there is a need for contact information for various divisions and units to be published on the website, as well as contact information regarding certain individuals.

Recommendation:

- That the contact details of all departments, units and divisions be published on the web. This should include physical addresses, postal addresses, telephone numbers and e-mail addresses. Where contact details of individuals in their official capacity as spokespersons or contact persons for their departments or units could be furnished, this should be done.

3.4.7 Jobs

Table 7 Category: Jobs

Subcategory	No
How to join	12
Vacant posts	12
Job opportunities	10
Work for non-citizens	8
Career in forensics investigation	6
How to join Scorpions	5
How to re-join	4
Recruitment policy	3
Applied for position – no response	2
Procedures to become a policewoman	2
Where to find job info	2
How to find ads for jobs	2
How to specialise in police interrogation	2
Career in criminal profiling	2



Career as crime mapping analyst	1
Posts for matriculants	1
Where to find posts advertised for forensic experts	1
How to join task force	1
Info on training for forensics	1
Exchange programme for police internationally	1
Information on police as career	1
Total	79

This table shows that SAPS website users want to know more about jobs and career opportunities in the SAPS. Although vacancies appear on the SAPS website, there is no space made available for more information on careers within the SAPS.

Recommendation:

- That a web page be created that deals exclusively with job vacancies and career possibilities within the SAPS. This page should cover career and training opportunities in the various specialised units and divisions, recruitment and reappointment policies and other career matters within the SAPS.

3.4.8 Human Resources and Resource Management

Table 8 Category: Human Resources and Resource Management

Subcategory	No
Info on human resources in units and divisions	13
Contact details of the Human Resources department	9
Rank structure	7
Pension	4
Where to complain of poor service	4
Details of National Commissioner	4
SAPS training/promotions/job descriptions	3
Request for police badges	3
Details of HR department	2
Details of commissioners in different areas	2
Photos of police commissioners	2
HR general details	2
General info on ranks	2
Organigram for HR department	2
Info on police training college	1



Old passing out parade video	1
Leave benefits	1
Number of members of SAPS	1
Exchange transfers for SAPS members	1
How to verify a police member's death	1
Where to give positive feedback	1
Info on police vehicles	1
Info on officers who fall asleep while on duty	1
What if killed as reservist in line of duty	1
Info on police chiefs in 1920s and 1930s	1
Number of black legal advisors in SAPS	1
Vehicle insurance programme within SAPS	1
Whether ordinary citizens may wear stab resistant vests	1
Death/disability benefits for SAPS members	1
Police service in small rural areas	1
Possibility of community involvement – e.g. home-based detectives	1
Number of police motorcyclists in SAPS	1
How to improve communication network within SAPS	1
Physical fitness standards for SAPS	1
Total	79

The subcategories dealt with under human resources show that information is required on a wide range of information pertaining to human resources and resource management. It is evident from the queries that the following information specifically is required:

- Details about the human resources department
- Details about human resources in divisions and units
- Details about specific staff members, for example the commissioners in SAPS areas
- Information on other human resources issues, ranging from job descriptions, ranks, training, promotions, to the number of black legal advisors in the SAPS

Recommendation:

That a section ‘Human Resources and Resource Management’ be created on the SAPS website. Such a section should then incorporate the subcategories given in Table 8.

3.4.9 Laws, Acts and legal issues

Table 9 Category: Laws, Acts, legal issues

Subcategory	No
SAPS acts and regulations	6
Laws regarding police clearance	5
How to obtain interdict/restraining order	3
Act in terms of using SAPS logo	2
Fairness of SA legal system	2
Family Violence Act details	1
Legal system in SA: Access to records	1
SA law on dactyloscopy	1
Laws on skateboarding	1
Act in terms of SAPS officers that could be deployed as part of international peace-keeping	1
Laws regarding rights of minors	1
Laws governing security groups working in SA	1
How many black legal advisors in SAPS?	1
Legal issues concerning transfer of documents in online environment	1
SA laws on computer crime and Internet security	1
Legality i.t.o. passing on press releases to individuals	1
Issues of legal sexuality	1
Info on anti-terrorism laws in SA	1
Details on what crimen injuria is	1
Deaths in police custody as result of police action	1
Act on self-defence	1
Total	34

This section indicates that SAPS website users require more information on laws and acts as well as various legal issues. It is of interest that there are five queries about the SAPS Act. The SAPS Act does, in fact, appear on the website.

Recommendations:

- That the two issues here that received the most queries, namely legislation regarding police clearance and the SAPS Act receives attention. In the former case, details of how to go about getting police clearance should be given and it should be easy to find. As users seemingly have problems in finding the latter, namely the SAPS Act, this should also receive attention. It indicates that the logic of the structure of the website needs to be assessed.

- That links be provided to relevant Acts published on other government websites.
- That serious consideration be given to implementing a search engine on the website.

3.4.10 Statistics

Table 10 Category: Statistics

Subcategory	No
SAPS statistics in general	20
Crime statistics – where on web	1
Crime statistics – comparison between areas	1
Localised crime statistics	1
Crime statistics updates on web	1
Seriousness of crime rate	1
Info on juvenile crime	1
Suicide statistics	1
Statistics on missing children	1
Vehicle hijacking statistics	1
Info on Decembers statistics	1
Police suicide statistics	1
Total	31

The table indicates that queries are received about statistics. Statistics do appear on the SAPS website and there is a link on the SAPS home page. It is therefore surprising that one user did ask where it could be found on the website.

Recommendation:

- As with the category Laws, Acts, Legal Issues, information is published on the website. Again, it is clear that the logic of the website structure must be assessed.

3.4.11 Stolen goods

Table 11 Category: Stolen goods

Subcategory	No
Stolen Ids/passports	7
Stolen goods general, e.g. how can one ascertain whether something purchased has been stolen?	5
Stolen cellphones	2
Procedures on searching for stolen goods	1
Info on stolen and cloned cheques	1



List of cars mostly stolen	1
Total	17

In 2001 the Minister for Safety and Security launched a SAPS project to make communities aware of the dangers of buying and selling stolen goods. Queries of this nature directed to the SAPS website reveal that there is a need to know more about issues such as these.

Recommendation:

- That all campaigns that are launched be published on the SAPS website. This includes the campaign on Stolen Goods as information requested by users will then be furnished.

3.4.12 Reservists

Table 12 Category: Reservists

Subcategory	No
How to become a reservist	12
Info on community policing and volunteerism	3
Total	15

Recommendation

- That information on how to become a reservist and how to become a volunteer at police stations be placed on the website.

3.4.13 Steps/ procedures

Table 13 Category: Steps/procedures

Subcategory	No
How is police performance monitored and measured?	2
Joining procedure	2
Procedures of arrest	2
Examples of various reports/forms	1
Procedures for dealing with bank and ATM robberies	1
What is the punishment for first-time offenders	1
Information on how to report incidents of road rage	1
Where to submit hints for better policing	1
More information required on destruction of stolen vehicles	1
Details of SAPS field operations	1
Procedures for investigating deaths	1
Total	14

This category shows that SAPS website users want to know more about general policing. They want to know how to go about submitting complaints against the police, how to report incidents of road rage, how to submit hints for better policing, etc. They also seek information on procedures for investigations and on joining the SAPS.

Recommendation:

- Note should be taken of general policing procedure that the users want to know more about. Various procedures could be placed on various appropriate places on the website. Alternatively a web-based procedure manual containing various procedures could be published.

3.4.14 Police priorities/ objectives

Table 14 Category: Police priorities/ objectives

Subcategory	No
General information on the SAPS strategic plan, basic service delivery and human rights policy	4
General information on police priorities	3
Information on best practices policy	2
General information on police ethics	2
Furnish vision and mission	1
Information on recruitment policy	1
Total	13

Table 14 indicates that SAPS website users want to know more about police policies, priorities, objectives and strategy.

Recommendation:

- That all these issues be covered on the website. The SAPS vision and mission must also be published on the website.

3.4.15 Women and children

Table 15 Category: Women and children

Subcategory	No
Details about Child Protection Unit	6
Information on women abuse in SA	2
Information on domestic violence	2
What to do if a boyfriend abuses a woman	1

Information on child abandonment	1
Total	12

Crimes against women and children are reason for serious concern in South Africa. This was highlighted by Schonteich (2001:76-80). Although this issue is covered on the SAPS website, the nature of the queries shows that it should receive more attention.

Recommendation:

- That the coverage regarding the issue of women and children be further researched. The logic of the website structure regarding this issue must also be assessed and necessary improvements made.

3.4.16 Structure/design of website, etc.

Table 16 illustrates queries and comment about the structure and design of the website, etc. These queries were grouped under ‘Other’ in Tables 3 and 4.

Table 16 Category: Structure/design of website, etc.

Subcategory	No
Why no link to Servamus (a journal dealing predominantly with police service issues)?	2
Why no link to traffic authorities?	1
There is a “site unavailable” message when trying to link to stolen identity information	1
Why not create a facility to e-mail press releases on request?	1
Why not create a web page where crimes could be reported anonymously?	1
The site is unfriendly.	1
Why does the website not have a search engine?	1
Press releases dating back to 2001 cannot be accessed.	1
The site is of a poor quality.	1
Total	10

Comments such as “the site is unfriendly” or “of a poor quality” should, ideally, be substantiated, but SAPS website users who e-mail such criticism do not necessarily do so.

Recommendation:

- That cognisance be taken of criticism against the website and that ways of improving the website be looked into. The suggestions made, for example, acquiring a search engine on the website and making the press releases dating from 2001 accessible, also need urgent attention.

3.4.17 Results

For the period April 2001 to May 2002 a total of 608 queries were received from visitors to the SAPS website. These queries were tabulated and the nature of the queries was established.

The queries dealt with the following (in rank order) issues (only issues for which more than 10 queries were received are listed):

- Nigerian scam
- Contact details of various police division/units and individuals
- Jobs
- Human resource management
- Laws, Acts
- Statistics
- Stolen goods
- Reservists
- Steps/ procedures
- Police priorities/ objectives
- Women and children

The fact that throughout the period under review queries pertaining to these issues were received indicates that SAPS website users require further information. Such requirements should be addressed.

An analysis of the queries indicates that website users require the following:

- Specific content on the website
- A website that ‘works’ for them and delivers service. They want to know how to go about doing certain things, for example, obtaining police clearance.
- Interactivity. In the case of the so-called Nigerian letters, for example, they want to know what to do about the letters they receive. However, they, in turn, also want to inform the SAPS about what is going on.

3.5 Findings

As is stated earlier, the analysis draws inferences from the sample to the population. It gives limited knowledge of the larger group from which the sample is taken (Neuman 2000:196, 217). It does, however, give us a glimpse of reality. The analysis has distinct categories and numerous and diverse subcategories. From the subcategories generalisations can be made. Table 6, for example, which indicates the need for contact details, could have various subcategories. Contact details for various divisions and police stations are required. This does not mean that the contact

details for only these divisions and stations are required – the implied generalisation would be that users require contact details for all SAPS divisions and stations. Comprehensive contact details must be supplied.

3.6 Conclusion

The SAPS website query analysis finds its strength in its immediate practical usability to generalise findings (cf. Neuman 2000:25). The results of this analysis can be applied – as is apparent from the recommendations made in this chapter.

The analysis indicates that SAPS website users are primarily concerned with the content and less with the structure of the website.

The user needs indicated in this chapter can be integrated with the evaluation that follows in Chapters 6 to ultimately enable the SAPS website to enhance service delivery. Chapter 6 determines the best practices derived from an evaluation of a number of police agency websites. In Chapter 6 these standards of best practices are then applied to evaluate the SAPS website. The user needs identified by the analysis in this chapter (Chapter 3) will add value to the final recommendations on SAPS website improvement.

CHAPTER 4 – WEBSITE BEST PRACTICES – A PRACTICAL APPLICATION

4.1 Introduction

Chapter 3 deals with the identification of SAPS website user needs. Overall it is found that for the SAPS website to meet the information needs of its users it cannot only meet the requirements for a website in general – as a police agency website it has other specific requirements. The user needs analysis in Chapter 3 specifically points to what type of content users require. This means that the information architecture and technology and website style must be applied in such a way that it presents the content optimally. It is the task of the website manager/developer and team to do so.

4.1.1 Police agency website best practices

In this chapter, the best practices of a number of police agency websites are evaluated. In this regard Gurton (1998/99:24) states that when implementing processes and systems, it pays to look at what has succeeded – and failed – in the past. This is what constitutes best practices.

An evaluation of online best practices of other police agencies is of substantial value in developing the SAPS website, in terms of both requirements for an effective website in general and also the broad policing purpose, i.e. service delivery. Based on such evaluation a further evaluation framework is subsequently designed to evaluate the SAPS website (see Chapter 5).

To determine best practices of the websites, the evaluation focuses on their content, architecture, technology, style, and service delivery. Service delivery includes the strategy of the website, i.e. whether the website meets its objectives – stated implicitly or explicitly – concerning the target audience.

To set about this, the following is done:

- The list of websites selected for evaluation is given.
- A website evaluation framework (see Tables 17 – 21) is applied to seven police agency websites.
- A questionnaire is compiled for the police agency webmasters (see Table 22: Questionnaire for webmasters).
- The data collection and reporting plan is given in Table 23. Subsequently a descriptive evaluation of each website and its best practices derived from the evaluation and the questionnaire are set out.



4.1.2 Objective of evaluation

The objective of the evaluation is to determine best practices for an effective police agency website.

The websites evaluation will provide information in order to design an evaluation framework/instrument to evaluate the SAPS website. The evaluation is summative. Morris, Fitz-Gibbon, Taylor and Freeman (1987:27) describe summative evaluation as “ (nearly always) written and detailed with charts and graphs to deliver a clear, precise message”.

4.1.3 Selection of websites

Four of the seven websites selected for evaluation represent the UK Police Services, namely Essex, the Metropolitan Police (London), Lothian and Borders (Edinburgh) and Strathclyde (Glasgow). The reason for this is the very close working relationship between the UK Police Services and the SAPS. The two police services have numerous co-operation agreements and exchange programmes for police members.

While there are hundreds of police services in the world, from small to very large, the examples selected offer a cross-section of services that have to cope with similar situations as the SAPS. Regarding the UK sites it was possible to have personal discussions with the webmasters of three of those websites, as the researcher visited the United Kingdom in June/July 2002.

The last three, the Australian Federal, the Hong Kong and the Princeton Borough police agency websites were selected because of their locations; being from different continents. Princeton Borough, specifically, was selected because it has received five awards for excellence.

The URLs of the police agency websites selected for evaluation are as follows:

<u>Police Agency</u>	<u>URL</u>
Essex (England)	http://www.essex.police.uk
London Metropolitan (England)	http://www.met.police.uk
Lothian and Borders (headquarters in Edinburgh, Scotland)	http://www.lbp.pnn.police.uk
Strathclyde (headquarters in Glasgow, Scotland)	http://www.strathclyde.pnn.police.uk
Australian Federal Police	http://www.afp.gov.au
Hong Kong Police	http://www.info.gov.hk/police
Princeton Borough, New Jersey, USA	http://www.princetonborough.org

4.1.4 Expert evaluation

Hawkins (1979:216) defines an expert as “a person with great knowledge or skill in a certain thing”. Osterbauer, Köhle and Grechenig (s.a.) explain that expert evaluation of a website comprises of “a short description of a website ... assigning it an overall value”. In some cases the sites are evaluated “using a few criteria rather than assigning them just a single value”.

According to David Norfolk (Norfolk 1998/99:21), experts bring “a breadth of experience and insight”. The researcher has knowledge and experience in the field of website development, which has been gained over the past four years. This includes training in web page design and, as a police officer in the SAPS, the responsibility (assigned in 2002) of researching and developing the SAPS website. However, as Babbie (1999:412) cautions, “We need to realize that social science researchers are going to act like human beings, and we must take this into account into assessing their findings. It does not invalidate their findings; it just needs to be taken into account”.

4.2 Best practices evaluation

Based on the findings of Chapters 1, 2 and 3, and various website evaluation criteria and sources, a websites evaluation framework has been compiled to assist in assessing the best practices of police agency websites.

The justification for consulting the specific evaluation criteria and sources is their clarity and the comprehensiveness of their evaluation scope. The limitation of these criteria for this study is that they were designed to evaluate websites in general – they were not tailor-made to evaluate police agency websites. In an attempt to overcome this shortcoming, additional elements (among others, police-specific elements) that seem to have become apparent in practice are addressed in the evaluation framework. Some of these elements have been identified in the findings of Chapters 1, 2 and 3 of this study. Others, again, are based on what may be described as common sense observations, by visiting various police agency websites and working on the SAPS website.

Authoritative sources consulted are Nielsen (2000), Rhodes (1999), Sammons (1999), and GCIS (2001), as well as website evaluation criteria compiled by various universities and other institutions (cf. Webpage evaluation sources consulted under Bibliography). Guidelines were also gathered from work on website evaluation done by the Giga Information Group (<http://www.gigaweb.com/mktg/wssc/default.asp>) – an acknowledged international IT

consultant, and the Urban Development Forum

(<http://www.urbandevelopmentforum.org/WebsiteEvaluation/KeyResearchActivities.html>).

The website evaluation framework is set out in Tables 17 – 21 on the pages that follow. It gives checkpoints to establish standards, key qualities and effective procedures.

The application of the evaluation framework to each of the seven websites evaluated appears in the annexures (Annexures A: 1, A: 3, A: 5, A: 7, A: 9, A: 11, and A: 13) to this study. The interpreted summaries of the evaluations of each website are given below (see 4.5 – 4.11).

4.2.1 Evaluation of website content

Table 17 Evaluation of website content

Website content refers to the meaning conveyed by the text and graphics.

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Does it immediately engage user in contents of website?
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> • Is purpose of site clear?
Purpose	<ul style="list-style-type: none"> • Has the mission of site been clearly stated?
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information? • To make contact and get feedback from intended audience? • Value-added services – self-service, on-line access to resources, etc.?
Press releases/ role player speeches	<ul style="list-style-type: none"> • Furnished and up to date?
Organisation structure	<ul style="list-style-type: none"> • Organigram presented? • Leadership presented, with photographs, if possible?
Calendar of events	<ul style="list-style-type: none"> • Furnished and updated?
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches published?
User support	<ul style="list-style-type: none"> • Level of user support on the site – help documentation, e-mail help, and fax-back service, etc.?
Authorship	<ul style="list-style-type: none"> • Are there links to authors of content and website team?
Content quality	<ul style="list-style-type: none"> • Site content current, credible and relevant?
Language	<ul style="list-style-type: none"> • Language such that layperson can understand? • Terminology clearly defined? • Abbreviations defined?



General	<ul style="list-style-type: none"> • Subject focus: broad context or narrow focus? • Comprehensive, timely coverage? • Intended audience clearly defined? • Breadth of coverage: Are all aspects of subject covered? • Depth of coverage: To what level of detail does it go?
Glossary	<ul style="list-style-type: none"> • Glossary for terms used on website? Glossary link on menu bar?
Where to find us	<ul style="list-style-type: none"> • Address given? • Physical location given? • Map given? • E-mail links?
Dates	<ul style="list-style-type: none"> • Is the date/update on the home page, every page? • Date format consistent throughout site?
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience?
Timely	<ul style="list-style-type: none"> • Is content new or old? Does content reflect topics of interest to the assumed target?
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences, or characterised by dense, complex writing? Paragraphs short and to the point?
Verification	<ul style="list-style-type: none"> • Are there references to other sources (print and Internet sources)? • Where information is derived from a print version, is it clear which edition it is derived from?
Organisation	<ul style="list-style-type: none"> • Are headings and subheadings clear? Easy to understand how information is organised on the site?
Quality control	<ul style="list-style-type: none"> • Is there evidence that information is checked and verified?
What's New?	<ul style="list-style-type: none"> • Does the site include a 'What's New' section or highlight recent changes?
FAQs	<ul style="list-style-type: none"> • Comprehensively dealt with? • Updated?
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Available online?
Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Yes/No?
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available online?
Hints	<ul style="list-style-type: none"> • Any given on safety precautions, etc?
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given?
Emergency situations	<ul style="list-style-type: none"> • Advice in case of emergency given?
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback?

URL	<ul style="list-style-type: none"> • Is the site clearly identified – police service, country?
Vision and mission of police agency	<ul style="list-style-type: none"> • Available online?
Statistics	<ul style="list-style-type: none"> • Latest crime figures provided?
Successes reported	<ul style="list-style-type: none"> • Updated information?
Community participation	<ul style="list-style-type: none"> • Details of projects involving community?

4.2.2 Evaluation of website architecture

Table 18 Evaluation of website architecture

Website architecture refers to the effectiveness of the overall design, structure, and navigation within the site.

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, uncluttered? • Neat? • Consistent look and feel throughout? • Is it easy to use?
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion?
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information – not too long or too short?
Navigation	<ul style="list-style-type: none"> • Can user easily find way backward and forward? Is structure apparent and logical? Navigation functions consistent across all pages? Move about without returning to home page?
Tracing	<ul style="list-style-type: none"> • Website clearly identified? • Available on search engines?
URL	<ul style="list-style-type: none"> • Gives clear indication of police service? • Does each page have a unique URL?
Links	<ul style="list-style-type: none"> • External and internal links adequate? • Not too many or too few links? • Links back to home page from each page? Are links relevant/appropriate? • Each page ends with link to home page? • Linked information correctly linked? • External links well selected?
Flow	<ul style="list-style-type: none"> • Pages follow on logically? Does each page begin with a clear transition?
Top menu bar	<ul style="list-style-type: none"> • Does top menu bar provide links to frequently used pages/functions?



Background	<ul style="list-style-type: none"> • Does a background image, where present, overwhelm the page? Does it affect site's readability? • Do background and text work well together?
Site Map	<ul style="list-style-type: none"> • Is there a map that provides a hierarchical structure of all the main pages on the website?

4.2.3 Evaluation of website technology

Table 19 Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> • Do pages require vertical and horizontal scrolling? Where pages are long, are there adequate navigation aids within the page leading to the top/end of document?
Search facility available	<ul style="list-style-type: none"> • On home page? • On every page?
Lack of script errors	<ul style="list-style-type: none"> • Are all pages error-free in the most widely used web browsers?
Images	<ul style="list-style-type: none"> • Does use of thumbnail images speed page download and give viewer choice as to whether or not to download full-size image? • Images have captions or identified in text?
Multimedia	<ul style="list-style-type: none"> • Applied?
Index	<ul style="list-style-type: none"> • Is an "A to Z index" available?
Forms	<ul style="list-style-type: none"> • Easy to understand and complete? • Privacy and security guidelines followed? • Alternative to form provided?
Downloads	<ul style="list-style-type: none"> • Detailed information provided about downloadable material? • Alternative formats provided?

4.2.4 Evaluation of website style

Table 20 Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site.

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> • Is site interesting and appealing? Is first impression enticing? Consistent look?

Readability	<ul style="list-style-type: none"> • Ease of reading? • Readable fonts throughout? • Optimum paragraph and sentence length? • Text not too big or small? • Not too much bold, italics, capitals? • Not too many font types?
Visual appeal overall	<ul style="list-style-type: none"> • Do visual aspects add to page without distracting the user?
Legibility	<ul style="list-style-type: none"> • Contrast between text and background, font size. Limited mix of type styles?
General impression in keeping with purpose	<ul style="list-style-type: none"> • Does the site project an appropriate image? • Efficient? • Home page designed attractively?
Use of graphics	<ul style="list-style-type: none"> • What is the quality of the graphical images? • Do images enhance or distract from the content?
Text	<ul style="list-style-type: none"> • Text: Font type and size clear and easy to read?
Consistency	<ul style="list-style-type: none"> • Consistent look and feel throughout the web site – page colour, fonts used, font size, logos used, etc.?
Writing style	<ul style="list-style-type: none"> • Acronyms, jargon, and complex words? • Clear and simple style? • Content free of material that could be generally considered offensive? • Correct punctuation and spelling?

4.2.5 Evaluation of website service delivery

Table 21 Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> • Are objectives concerning target audience stated? • Is it clear who the target audience is? Does website contain definition of target audience?
Purpose	<ul style="list-style-type: none"> • Is statement of purpose given?
Ways for user to make contact or ask details	<ul style="list-style-type: none"> • Furnished?
Interactive feature	<ul style="list-style-type: none"> • Explained?
E-mail links	<ul style="list-style-type: none"> • Adequate?
Comment/feedback/input	<ul style="list-style-type: none"> • Encouraged?
Relevant Acts	<ul style="list-style-type: none"> • Published?



Relevant publications /documents/procedures, etc.	<ul style="list-style-type: none"> • Published?
FAQs	<ul style="list-style-type: none"> • Adequate and updated?
Community involvement	<ul style="list-style-type: none"> • Encouraged – e.g. to report crime?
Digital democracy (discussion forums, public opinions, online forms)	<ul style="list-style-type: none"> • Is this present?
Surveys on user needs (results available online)	<ul style="list-style-type: none"> • Questions on navigation. Purpose of visits, site aesthetics. Also type of people who visit the sites. Is it stated that aim of survey is to improve the site?
Usability testing	<ul style="list-style-type: none"> • Is this undertaken? Are results published online?
User-matching	<ul style="list-style-type: none"> • Does the website appear sensitive to the different user types?
Confidentiality/ privacy	<ul style="list-style-type: none"> • Is this ensured?
Customisation	<ul style="list-style-type: none"> • Is site customisable? Is it possible to uniquely define topics of interest?
Interactivity	<ul style="list-style-type: none"> • Does site offer users information customised to specific needs? • Can users submit content to website? • Can users subscribe to a newsletter? • Are useful links given?
Feedback	<ul style="list-style-type: none"> • Is there any incentive for feedback?
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> • Do they receive special attention?
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> • Yes/No?
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback?
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> • Does it include contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback?
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency situations and non-emergency situations?
Emergency service	<ul style="list-style-type: none"> • Are emergency users advised to contact a certain telephone number?
Statistics	<ul style="list-style-type: none"> • Latest crime figures given?
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches given?
Organisation structure	<ul style="list-style-type: none"> • Is organigram presented, where applicable? • Is leadership introduced, with photographs?

4.3 Questionnaire for webmasters

The questionnaire for webmasters was based on the following two considerations:

- Whether the website meets the requirements generally regarded to be important for an effective website.
- Whether the website is aligned with the strategy of the police service agency concerned, i.e. that there is evidence that it strives to meet the aims of the agency.

The literature survey and the analysis of user needs in earlier chapters of this study were used as point of departure in compiling the questionnaire.

Table 22 Questionnaire for webmasters

	Topic	Question
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?
2	Policy	Did you develop a specific website policy? Is it aligned with your government's policy?
3	Guidelines	Do you have guidelines documents for your website?
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?
6	Target audience	Was it developed with a specific target audience in mind? Who was that?
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?
10	Needs analysis	Are there unique requirements for an effective police agency website?
11	Ongoing development	What do you do in terms of ongoing development of your website?
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?
14	Publications	Do you distribute e-newsletters or off-line publications through the website?
15	e-Government efforts	In what way do you support the e-Government efforts of your government?
16	Service delivery	Can you name a few instances where the website directly supports

		policing service delivery?
17	Enabling the citizen	Can you name a few examples how the website enables the citizen to participate and support police objectives?
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?
19	Website team	Does your agency have a dedicated team for developing and maintaining the on-line services?
20	Content management process	Is there a well-defined process for generating, maintaining and improving website content?
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?
	Other	If there are any other examples or information that will support the above topics mentioned, please feel free to add this below.

4.4 Website evaluation

Evaluation, data collection and reporting plan

The objectives of the evaluation, the websites evaluated, the collection method and period are given in Table 23. The evaluation was done online, with the sites accessed from Pretoria, South Africa. Apart from the questionnaire for webmasters, no feedback was requested from actual users in the various countries. It is assumed that the experience of the website will be similar to that of the target audience, that is, users in the country or region that service delivery is aimed at.

The sites were evaluated in the time period stated in Table 23.

Table 23 Evaluation data collection and reporting plan

Objectives	Websites evaluated	How data is collected	Collection period
To obtain data on contents of each website	London Metropolitan, Strathclyde, Lothian and Borders, Essex, Australian Federal Police, Hong Kong, Princeton	Evaluation and personal and/or e-mail interviews	Jul – Oct 2002
To obtain data on architecture, technology and style of each website	London Metropolitan, Strathclyde, Lothian and Borders, Essex, Australian Federal Police, Hong Kong, Princeton	Evaluation and personal and/or e-mail interviews	July – Oct 2002
To obtain data on service delivery aspects of each website	London Metropolitan, Strathclyde, Lothian and Borders, Essex, Australian Federal Police, Hong Kong, Princeton	Evaluation and personal and/or e-mail interviews	July – Oct 2002

4.5 Website: Essex Police Service

4.5.1 Evaluation: Essex Police Service website

(A summary of the evaluation is given below. See Annexure A: 1 for detailed evaluation of the website.)

(a) Content

The home page is attractive and immediately engages the user in the content of the website. The logo for the Essex Police Service, as is stated on the home page, is *Taking the lead in making Essex safer*. The content of the website supports the efforts of the Essex police in doing so. Overall, the content is neatly and attractively presented. The content reflects topics of interest to the assumed target audience. It is current, credible and relevant. The home page gives the date of update of the site (which is almost daily). One slip-up is apparent in the section “Unsolved crime” (which was last updated in June 2001).

Police-specific content includes guidelines for reporting crime, safety hints, information on mobile safety, community action and the Essex police authority. Press releases and the annual report are published online. There are details on how to join the Essex police. There is a special section for the youth.

(b) Site architecture

The location of the Essex Police Service website is easy to find and the URL is logical. The information is written and presented clearly. The site is intuitively designed in that the search for information follows an easy-to-understand pattern. The home page layout is simple and uncomplicated.

The website is clearly identified. It is available on search engines.

The website is not static. New information is published regularly and press releases are put on the site as soon as they are released.

The content is logically organised, with the home page giving clear pointers. The information is presented coherently – and it is neither too long nor too short.

Various information channels are offered, namely telephone numbers and physical addresses, although e-mail details are omitted. The webmaster’s e-mail address is given, but not those of other police staff. Interaction is therefore limited.

Navigation is good. The user can easily find the way backward and forwards. The structure is apparent and logical.

Both the external and internal links are adequate.

A search facility is provided on the home page.

(c) Site technology

Links are well selected. A user can easily return to the originating location. Once a user is searching for information it will not take long to find it. Most of the information can be found in three or fewer mouse clicks.

Downloadable documents are given on the website, i.e. the 2001/2002 Performance Plan and the 2001/2002 Annual Report.

Scrolling is limited – except for the Offbeat section the pages are not too long.

No thumbnail images are used. Very few images are used throughout the website and they do not distract from the content.

(d) Style

The language usage is good. Few errors could be traced, such as inconsistencies in spelling. The overall presentation is neat and interesting. There is a consistent look and feel throughout the site.

The visual appeal is satisfactory. The font size and type are clear.

The content is both readable and legible. Copy is well written. Paragraphs are short and to the point. In short, an appropriate website writing style has been adopted and this is maintained throughout the website. The subject focus is broad, but topics are not covered in great depth.

(e) Service delivery

The site offers community benefits (service delivery). It is easy for the user to find a broad spectrum of information on policing in the Essex county, including its structure and strategy. The latest crime statistics are given. There is a special section on community action and one dedicated to the youth with an online youth journal, known as *The episode*. There are also pages for younger children.

There are channels for reporting crime. Information on all the police divisions and units are given. There is a section on job recruitment.

The section on community action indicates how to make complaints about the police. There is a facility to make comments on the website as well. FAQs – specifically about firearms – are published. Users are informed how and where to lodge complaints. Further, the section “Essex police in the community” deals with domestic violence, victim support schemes and drugs. There is a page on “your concerns”. A stolen goods catalogue is published. These are all aspects indicating police involvement in the community.

Community participation in combating non-emergency crime is encouraged through the PITO initiative. PITO, the Police Information Technology Organisation in the UK, aims to support the UK police by providing information and communication technology solutions. It has provided a non-emergency minor crime notification system for use by all UK police service websites. This Internet-reporting portal is run by PITO on behalf of the UK police services. The system automatically forwards information to the relevant police service (see <http://www.pito.org.uk>).

The website also has a link to the Crimestoppers website. The Crimestoppers Trust works in partnership with the UK police. Users are requested to call Crimestoppers (telephone number given) should they have information on a crime. Callers may remain anonymous.

Feedback is not encouraged – except for giving comments about the website.

The website does not have printable online forms. Electronic transactions are therefore not yet possible.

4.5.2 Interview/questionnaire: Essex Police Service webmaster

(a) Personal interview

A personal interview was conducted with David White, webmaster of the Essex Police Service website in June 2002 (White 2002). White indicated that an outside web design company had offered to help plan initial content as a sponsorship deal. Three members of the media and public relations department had worked together to supply content. Deciding on sections within which to place content was the basis for the initial structure. Extra sections had been added since the launch. The target audience had been defined as the public of Essex with emphasis on young people. The site supported initiatives that follow the long-term and annual policing plans.

No website policy had been adopted but a style guide and procedural guide had been provided by the design company. According to White, development of the site has been “ad hoc”. Very few ideas are proposed from within the police service. He chooses key area based on service objectives that are fairly easy to achieve at low cost.

White further indicated that in June 2002 the Society of IT Management judged the site to be one of the top five UK police service websites.

(b) Questionnaire response

(See Annexure A: 2 for questionnaire returned from Essex Police Service webmaster.)

Webmaster David White submitted the following responses:

The Essex Police Service website has not been designed in accordance with the service's strategic plan. A website policy is in progress.

The built-in design of the pages provides the design guidelines but there are no formal guidelines. Initially PR staff planned the content; later on key staff members around the force started contributing. Responsibility for review and accuracy is with the content originators. Two full-time staff members maintain the website.

The website was developed with a specific target audience in mind: The citizens of Essex. Specific social groups are catered for within specialist sections.

Two usability studies have been undertaken. Both merited the site's simple, colour-coded navigation systems. No surveys have been conducted among users although much has been learned by the analysis of user activity via log files. The log files have shown a steady increase in visits to the site.

The need to present a united design among all UK police services website has emerged as a unique requirement for effectiveness.

To bridge the digital divide all essential publications and information continue to be published in the traditional manner. There are very few 'web only' services.

All content is monitored as it goes onto the site.

In terms of ongoing development of the site, the webmaster strives to improve the quality and quantity of content and the ease with which it can be accessed. The website team is making efforts to stimulate growth from a static web presence to a dynamic service approach.

The website is promoted by means of promotional material such as writing paper, posters and pens. The website team links with the PR department to actively promote the website on all promotional posters, leaflets and corporate documents.

Most corporate documents are reproduced online.

e-Government efforts are supported by attending national meetings of police web managers and by contributing to the communication group responsible for e-policing in the UK.

Policing service delivery is supported through the online crime notifications and also applications for jobs and subject access requests.

The police service agency supports investment in the appropriate technologies for continued improvement in service delivery.

4.5.3 Comments: Essex Police Service website best practices

The site is appealing and well organised. The content gives a user a comprehensive overview of the police service. There are special sections dedicated to community safety and the youth. Involvement of the community in combating crime is highlighted – through the PITO initiative and Crimestoppers. Users are also told how they can lodge complaints. Feedback on the website is invited. The site is user friendly in that it is easy for a user to navigate backwards and forwards. The search facility makes it easy for the user to find what s/he is looking for. The site offers limited interaction, but electronic transactions are not possible. Content is updated regularly and the date of update is given on the home page.

Specific social groups are catered for.

The website has a style guide and a website policy is being devised. The site supports initiatives that follow the long-term and annual policing plans.

The website indicates an awareness of development in the field of e-Government. It is regarded as being in phase 1 of development in this field – in terms of the Gartner Group's model for e-Government (see Chapter 2) as online transactions do not feature prominently and there is little opportunity for interaction.

It is possible to download annual reports in totality, or certain required sections only.

It is clear that the police agency is using the website to meet its objective, namely to make Essex safer.

Two usability studies have been undertaken.

The website is promoted by means of promotional material, which is distributed.

4.6 Website: London Metropolitan Police Service

4.6.1 Evaluation: London Metropolitan Police Service website

(A summary of the evaluation is given below. See Annexure A: 3 for detailed evaluation of the website.)

(a) Content

The logo for the London Metropolitan Police Service, stated on the home page, *Working for a safer London*, is supported by the content of the website.

The home page is attractive and energetic – creating the impression of a busy and dynamic police service – and immediately engages the user in the content of the website.

The intended audience is implicitly defined through the content that is offered. The content is relevant to the target audience. It is current, credible and relevant. However, no dates of updates are given.

The subject focus is broad, while the depth of coverage is adequate.

The text is excellently written and it is brief and to the point. No spelling or grammar errors are to be found.

References to other sources are limited. Details of authors of content are not given either. There is no evidence that the content is checked and verified.

The content is in line with the mission of the police agency (which is given on the website).

The site offers a wide range of information. The latest news is available. It tells about the structure, leadership and history of the police. Press bulletins, details of conferences and the latest crime figures are given. Various publications are available, for example annual reports and excerpts from *The Job*, which is the official newspaper of the London Mets.

Police-specific content includes the following: Safety hints, advice in the case of emergency, basic guidelines for reporting crimes, extensive contact number of police departments, stations and members, information on successes and community participation.

From the content provided, it is evident that the website aims to provide text information.

However, it also endeavours to establish contact and get feedback from its audience. It offers limited value-added services.

(b) Site architecture

The overall layout is simple, uncomplicated and uncluttered. The home page is neat and attractive.

The site is organised in a logical fashion. The look and feel is consistent throughout the website.

The site location is easy to find. The URL is logical. The information is written and presented clearly. It is easy for the user to find the information. The site is developed in such a way that the search for information follows an easy-to-understand pattern, in other words the search is intuitive.

The information is chunked together coherently and in digestible blocks.

An alphabetical index is available.

The external and internal links are adequate and appropriate. The pages follow logically.

(c) Site technology

Pages require vertical and horizontal scrolling. Where pages are long, navigation aids within the page leading to the top/end of the document are adequate.

The user can easily navigate backwards and forwards. The structure is apparent and logical. The navigation functions are consistent across all pages – it is possible to move about without returning to the home page.

There are a number of downloadable forms.

Quick answers are to be found. It does not take a user long to search for information – probably in less than four clicks.

(d) Style

The website is presented in an interesting and appealing manner. The content is both readable and legible. Visual aspects/graphics add to the website without distracting the user.

The style of writing is clear and simple. Spelling and punctuation are correct.

(e) Service delivery

Physical addresses and telephone and fax numbers are given. E-mail addresses are given for a wide variety of sections and units. The site further states that personal visits to police headquarters (Scotland Yard) could be arranged. It goes even further and encourages the community to impart information by offering a prize (a visit to Scotland Yard).

The site offers a number of community benefits. It informs the community about the latest policing news (including successes). It announces campaigns and launches. It offers hints for crime prevention and furnishes contact numbers to report crime. Topical issues receive attention. Statistics (crime) are given.

Community participation in combating crime is – as in the case of the Essex Police Service – encouraged through the PITO initiative. A London Crimestoppers telephone number is given on the site, and makes it possible for people to phone and give information on crime.

Some forms that users may require are available online.

FAQs are adequate and updated regularly.

The confidentiality/privacy of the user is ensured.

4.6.2 Interview/questionnaire: London Metropolitan Police Service web team

(a) E-mail interview

An e-mail interview was conducted with Sam Farrow, a web team member of the London Metropolitan Police website in August 2002 (Farrow 2002).

The site was established to make the workings of the metropolitan police accessible to the public, to inform the public of changes and development in policing in the city and to provide an opportunity for the community to help in the task of tackling crime.

The webmaster explained that the police service was committed to ensuring that the services were as accessible as possible to the whole of the community it served. It particularly recognised the need to take reasonable steps to enable access to the website for those with impaired sight or other disabilities. Farrow added that they were facing the challenge “that the website has a large amount of legacy content dating from the time when accessibility was not so well recognised as a design issue”. Further, they were also working with finite resources. Upgrading the site was therefore a gradual and staged process that would take a considerable time to complete. It was, however, evolving.

(b) Questionnaire response

(See Annexure A: 4 for questionnaire returned from London Metropolitan Police Service web team member.)

Web team member Sam Farrow submitted the following responses:

The website has been designed as a method for disseminating key information and an increasingly important first contact point for members of the public to access information about the Metropolitan Police Service.

The material on the website is dictated by strict guidelines, as published in a guidelines document.

The website was formally planned initially and recently re-planned to take into consideration local divisional requirements. The content depends on the subject but typically the public affairs department processes it.

It was originally planned as a web presence and medium for general information but increasingly focuses on divisional information.

The webmaster is not sure whether usability studies have been undertaken. No surveys have been undertaken and the effectiveness of the website has not been quantitatively measured.

The unique requirements for an effective police agency website depend on the initial goals and resources available.

Regarding ongoing development of the website, the web team is looking at using the site as a means of appealing to the public for information in specific geographic areas. There are no efforts to stimulate growth from a static web presence to a dynamic service approach.

According to the webmaster, the website is not promoted to the target audience. No e-newsletters or off-line publications are published through the website.

e-Government efforts are not supported. Citizens are enabled to participate in and support police objectives by means of the appeals for information made via the website.

The police agency does not have a strategy for investing in appropriate technology, although it should.

Three team members are responsible for maintaining and developing the online services.

There is no well-defined process for generating, maintaining and improving website content.

The agency does not have a strategy for bridging the digital divide. The website is bound by legal frameworks.

4.6.3 Comments: London Metropolitan Police Service website best practices

There are extensive possibilities for users to interact with the police service and the website.

There are contact numbers for non-crime situations. This includes general enquiries, local police, joining the police, firearms and shotguns, help for victims of crime and site feedback. There are also contact details for individuals to obtain copies of certain information that may be held about them by the police. E-mail contact points are given for general enquiries, the commissioner, community safety units, diversity strategy, drugs directorate, police dogs training, the racial and violent crimes unit, rape and sexual offences unit, the traffic division and wildlife crime. There is an e-mail address for the website team. There are also e-mail addresses for other specific divisions. Various e-mail addresses are given for reporting crime in emergency situations and non-emergency situations, through the PITO initiative and Crimestoppers. Specific situations can also be reported by e-mail, for example, computer or Internet-related crime, domestic violence, frauds and scams, homophobic crime, paedophile pornography, racial crime, rape and sexual assault and terrorism. Addresses and contact details are also furnished for London's 33 borough operational command units.

Comment and feedback are encouraged. A website feedback form is furnished. This measures visitors' views of the site and also enables the website staff to gather basic information on the type of people who visit the site.

Digital democracy is present in that feedback is requested and some forms are available online for users. Surveys on user needs are undertaken. Usability tests have not been done.

Provision is being made for access to the website for those with impaired sight or other disabilities.

The website strategy is set out in a section on the website. It is in line with the overall vision and mission. The concept of partnership policing is underlined throughout.

In terms of the Gartner Group's e-Government model (see Chapter 2), this website is fairly advanced into the second phase, that is, it enables the public to access critical information online and receive forms that may have previously required a visit to a police station.

The heading of the website is titled *The Metropolitan Police on the Net*. This immediately adds a new dimension – right at entry point to the website. It tells the user that this is an encounter with police on the Internet. The website is introducing the user to *e-policing*, much along the lines of *e-Government*, advocated by GCIS in Chapter 2 (GCIS 2001). By e-Government is meant

delivering service electronically. In the case of e-policing the same would apply: The police agency is offering service via the Internet.

A definite value-adding feature appears next on the left-hand side navigation bar: Website info. Its subheadings are *General info*, *Accessibility*, *Content* and *Feedback*. This offers information and invites dialogue with users by means of the feedback facility.

Offering the possibility of winning a trip to New Scotland Yard (where the Metropolitan Police Service is situated) further encourages interactivity with users. Titled *Consulting London*, the paragraph states: “We want to know what you think about our policing priorities”. Links are then provided to further information.

The website makes reports available on its plans and performance, and crime statistics, as well as its annual reports in PDF format. It is stated that such availability is in keeping with “the desire for openness and accountability” (<http://www.met.police.uk/about/plans.htm>).

It has a section on Frequently Asked Questions (FAQs). Interestingly, most of these questions are about contact details. This is in line with the Internet query analysis for the SAPS website (see Chapter 3).

4.7 Website: Lothian and Borders Police Service

4.7.1 Evaluation: Lothian and Borders (Edinburgh) Police Service website

(A summary of the evaluation is given below. See Annexure A: 5 for detailed evaluation of the website.)

(a) Content

The logo for the Lothian and Borders Police Service does not appear on the home page. The home page gives a list of topics and publications – all underlined. The page could be more imaginative.

The impression is gained that the website merely aims at imparting information. It states that it aims “to provide information on the service” and “to bring the latest news”.

The website does not publish press releases, there is no calendar of events, and no organigram is presented. No website strategy is available. However, the website does pay attention to the youth and racial minorities and information for and about these groups is available.

There is no indication of updates. It is therefore not possible to determine whether the content is fresh.

The text is well written. The language is clear and to the point. The subject focus is broad, while not dealt with in depth.

Regarding police-specific content, basic guidelines are given for reporting crime in emergency and non-emergency situations. Contact details are limited to physical addresses and telephone numbers. E-mail addresses are not furnished. Advice in case of an emergency is given, as are hints on crime prevention.

Community participation involves a web page dealing with community safety and community relations. It announces that the police service has a 24-hour telephone interpreting service.

(b) Site architecture

The location is easy to find using search engines. However, the URL could be unclear. Lothian and Borders Police is abbreviated to “lbp” and for most users beyond the Edinburgh borders this would most probably be confusing.

The information on the site is written and presented clearly. The site is designed in such a way that it is easy to search for information. It is also easy to navigate within the site.

The website is organised in a logical fashion. The pages also follow on logically. Information is coherently chunked together.

Both external and internal links are adequate and appropriate.

A site map is given.

(c) Site technology

Users will not take long to find what they want on the site, owing to the limited coverage and clear linking.

There is no search facility. Thumbnail images are not used.

(d) Style

The style is consistent throughout the website.

The site is satisfactory both in terms of legibility and readability.

Images, where present, enhance the content. The writing style is clear and simple.

(e) Service delivery

Contact details are limited to telephone numbers. No e-mail contacts are given.

The site conveys the benefits the police service offers to the community. The section “Community Safety” emphasises assistance given when sought by members of minority ethnic communities. In addition it has a register of official interpreters whom the public can approach at any time of the day or night. It also has a language line – a 24-hour telephone facility available to all personnel when dealing with non-English speaking people.

The website serves the community through the information it provides and by indicating how the community benefits from the police service. The PITO online crime notification system is also used on this website.

The website is anticipating a makeover and current information availability is limited in scope. There is information on the service management and the information centre. Personal safety advice is offered to the community. A youth strategy is spelt out. A number of documents, including the annual reports, are available and can be downloaded. The website also deals with road safety.

There is no interactivity at this stage. No e-mail links are given. No online transactions are available. No user surveys have been undertaken. The site is still in the phase of imparting information (in terms of the Gartner Group’s e-Government model [see Chapter 2]).

4.7.2 Interview/questionnaire: Lothian and Borders Police Service web team

(a) Personal interview

A personal interview was conducted with web team member Hannah Boland in June 2002 (Boland 2002). Boland indicated that the site was to undergo a major rebuild in the near future. The aims were to improve the look and feel of the site to bring it in line with or improve upon current commercial practice and to enhance the available features. It was envisaged that the site would provide many interactive features, such as the recently introduced online reporting of minor crime using the PITO portal. The initial planning meeting had come to the conclusion that none of the other 61 police websites in the UK was suitable as a template for a new site. According to the meeting, all of the sites studied were built around promoting the police from within, with the emphasis on structure, location, etc. They specifically required a site with a customer-centric approach, providing information and services based on public expectations. This was in line with current government guidelines. Where possible the new site will make use of the PITO portal for applications rather than developing them in-house. PITO is to increase the

range of applications a new site would require. These include things such as online applications for firearms and “what to do if” scenarios.

The website communication strategy, according to Boland, is to improve relationships with the public and other stakeholders by involving them through consultation and participation.

(b) Questionnaire response

(See Annexure A: 6 for questionnaire returned from Lothian and Borders Police webmaster.)

Webmaster Malcolm Robertson submitted the following responses:

The website has been designed in accordance with the police service’s strategic plan. A website policy – which is in line with the police service policy – has been developed. No guidelines document has been developed for the website.

The initial structure was formally planned. A new site is being planned. The content is planned and generated by the police agency’s corporate communications department.

The target audience is the public at large, with emphasis on their own region. Usability studies have not been undertaken but are being planned.

Disabled viewers are not catered for. But this is also being planned for the near future.

Unique requirements for an effective website are seen to be the ability to instill confidence in the security of any transactions. The website should also reflect a professional approach.

A full-time web developer has been appointed to ensure ongoing development of the website. Efforts to stimulate growth from a static web presence to a dynamic service approach include building a new site to incorporate online applications as and when they are developed centrally by PITO. Some applications may be developed locally.

The website is promoted to the target audience through the press and by using letterheads and vehicle advertising. There are no measures to determine whether such promotion is improving the image of the police service agency.

e-Newsletters and off-line publications are not published online. However, this is being planned.

e-Government efforts are being supported by implementing e-Policing initiatives, e.g. through PITO. The website supports policing service delivery by making it possible to report crime online. Other interactive areas are being planned.

The police agency does not have a strategy of investing in the appropriate technologies to develop the website. Budget allocation is sporadic and ad hoc and on an individual issue basis.

A dedicated web team ensures ongoing development and maintenance of online services. A well-defined process has been developed for generating, maintaining and improving the website content. Central government policy and directives lead the web team regarding the bridging of the digital divide the web team.

The website is bound by specific legal frameworks.

4.7.3 Comments: Lothian and Borders Police Service website best practices

The website has a communication strategy that strives to involve the community through consultation and participation. It is clear that the web developers are aiming at establishing a website that will deliver service to the community and will be user-centric. The website strategy is not available on the website. The website has, however, been designed in accordance with the police agency's strategic plan.

It offers a number of downloadable documents. It gives various safety tips. The youth is targeted and a considerable volume of information is made available to them.

There is an awareness of e-Government efforts and interactive development for the website is underway. In terms of the Gartner Group's model for e-governance the website is rated as being in phase 1 (see Chapter 2).

Its register of interpreters whom the public can approach and the language line are unique features.

The website is promoted through the press, letterheads and vehicle advertising.

4.8 Website: Strathclyde Police Service

4.8.1 Evaluation: Strathclyde (Glasgow) Metropolitan Police Service website

(A summary of the evaluation is given below. See Annexure A: 7 for detailed evaluation of the website.)

(a) Content

The logo for the Strathclyde Police Service, as is stated on the home page, is *Working together – Building safer communities*.

Information furnished is comprehensive. The date of update is given on the home page. The latest annual reports are available (downloadable in PDF). Press releases are published. Job vacancies are furnished. The policing area is indicated as well as information on the senior management team and the joint police board. Operations and units are covered. Information on specialist work, selection and training of staff, displays, presentations and forthcoming events are available.

The home page is attractive and immediately engages the user. The thumbnail images enhance the content.

Chief Constable William Roe states the purpose of the site. It is to provide text information. Feedback from the targeted audience is not promoted. Only two e-mail addresses are given: one for recruitment and one for contacting the Strathclyde police.

Press releases and speeches and a calendar of events are not given. An organigram for senior management is presented. Campaigns and launches are not published.

No links to authors of content and website team are given.

The site content is current, credible and relevant. The language usage is good. No errors were found. Content reflects topics of interest to the assumed target audience – the residents in the Strathclyde policing area and the broader community.

Headings and subheadings are clear. It is easy to understand how the information is organised on the site.

There is no evidence that the information is verified and checked. The content of the website is in line with its strategy/purpose.

Regarding police-specific content the police agency strategy is available online. The vision and mission are also available. Basic guidelines are given for reporting crime in emergency and non-emergency situations. Advice in case of emergency is given. There are contact details (physical addresses and telephone numbers) for reporting crime, and local police stations, and to join the police.

The Spotlight Initiative (to help reduce crime and to dispel the fear of crime) and other community projects are expounded on. Crime statistics are provided.

Recruitment receives prominent attention.

Successes are reported on.

(b) Architecture

The home page layout is simple, uncomplicated and uncluttered. The website has a consistent look and feel throughout. It is organised in a logical fashion.

The location is easy to find and the URL is logical. It is easy for the user to find the correct information. The information is written and presented clearly. The site is designed in such a way that the search for information follows an easy-to-understand pattern.

Users can easily navigate backwards and forwards. There are navigation functions across all pages – it is possible to move about without returning to the home page.

The URL gives a clear indication of the police service. Each page has a unique URL.

External links are lacking, except for one to the PITO portal. There are links back to the home page from each page. The internal links are adequate.

The pages flow on logically.

The top menu bar provides links to frequently used pages.

(c) Site technology

Once a user is searching for information, it does not take long to find it – no more than three clicks.

Few pages require vertical and horizontal scrolling. Thumbnail images are used in such a way that they add to the appeal of web pages. Only one form – for job application – can be e-mailed on request.

A few documents are downloadable.

(d) Style

The site is interesting and appealing. There is a consistent look and feel. The text is both readable and legible.

The language is of a high standard. No errors were encountered. The writing style is clear and simple.

The site projects an appropriate image.

(e) **Service delivery**

Contact details are limited to physical addresses and telephone numbers. E-mail contact addresses are lacking (except in the case of applying for a job). There is no indication how the webmaster could be contacted.

The site offers hints to the community on how to combat crime. It gives contact details for reporting violent, serious and non-serious crime. Community participation in combating crime is encouraged through the PITO initiative. It gives details on the Spotlight Initiative, which is the strategy to reduce violent crime, disorder and the community's fear of crime. Adding warmth to the website, the Chief Constable, William Rae, in the section About Us, welcomes users to the Strathclyde Police website. It includes a page on the Office of the Chief Constable with details on how to complain about unsatisfactory police service.

No search facility is provided.

No online forms/transactions are available. No feedback facility is provided. Digital democracy is not present. There are no discussion forums and no contact details for the webmaster or other staff members. No surveys on user needs have been undertaken. Usability testing has not been undertaken.

4.8.2 Interview/questionnaire: Strathclyde Metropolitan Police Service webmaster

(a) **Personal interview**

An informal discussion was conducted with webmaster David Christiansen (June 2002). He had recently been appointed in the position and felt that the website was still in early stages of development. He explained that he worked closely with the corporate communications department and most of the copy came from that department.

(b) **Questionnaire response**

(See Annexure A: 8 for questionnaire returned from Strathclyde Metropolitan Police webmaster.)

Webmaster David Christiansen submitted the following responses:

The website has been designed in accordance with the police service's strategic plan. A website policy has been developed. At the beginning of the website project a management group was formed with individuals from departments dealing with force policy, IT, data protection and

executive departments. The role of the group was to form an overall force policy on the publication and management of the website and its content.

A guidelines document for design and authoring has been developed by the IT and corporate communications department. The corporate communications department is responsible for the content of the website. IT is responsible for the infrastructure and graphical content.

The structure was planned before the initial development commenced. However, unexpected issues arose during the initial phases proving that the phase 1 structure was not feasible. The initial structure was never attained. However, throughout the life of the website there has always been and always will be a structure planned before development.

The content was generated by the division itself and by corporate communications reporters. It was edited by corporate communications. Initial teething problems were experienced with the division not knowing what was suitable and what was not. Now, individuals in all divisions and departments have been appointed as Internet liaison officers. Their role is to provide information regularly to populate their specific areas on the website. At present, all such information is being collated.

The general audience is the public. A children's website is under construction.

No usability studies have been undertaken. No user surveys have been undertaken either. The effectiveness of online service delivery has not been measured. However, log analysis does take place.

There are no unique requirements for a police agency website. Accuracy of information and effective content management are what count.

The technical facilities do not at present support a dynamic user experience on the web. However, there are plans for the website to become more personalised to the user. Identification of key information about the user, from the user, will allow for the information being displayed on the website to be geared towards the user location, interests, age groups, etc.

To promote the website to the target audience, it is advertised in all advertisement campaigns, on all recruitment adverts and on all new livery police cars. Other than log analysis, there has been no official measurement processes on the results of any one campaign.

No e-newsletter or offline publications are published online.

Providing a hyperlink to the electronic reporting of a non-urgent crime facility supports e-Government efforts. The website further supports service delivery by publishing information on any major police campaign or public event, e.g. road safety.

By distributing information about the police service agency and its role and strategy citizens are informed about and invited to participate in police objectives.

The IT department invests in the website's technical requirements. The corporate communications department has invested in personnel to support the development of the website. The web team consists of two developers, one author and two editors. The team is responsible for the website content. A web author is responsible for the content of the website and to organise departments and divisions to produce relevant information.

To bridge the digital divide multimedia terminals as part of a wider-reaching concept are being considered. Such terminals could be hosted at key areas throughout town centres within the policing area. Government plans exist to promote the use of the Internet and getting the capabilities into most households.

Various legal frameworks apply to the website.

4.8.3 Best practices identified: Strathclyde Metropolitan Police Service website

The purpose of the website is clearly spelt out in Chief Constable William Rae's Welcome to Strathclyde Police Service website, namely to "provide comprehensive at-a-glance information on the framework, objectives and activities of Scotland's largest police service. It aims to bring you the latest news from the Force area, including appeals for information on crimes. It also features the initiatives being run by the Force". His welcome adds a personal touch to the site – as does the section Office of the Chief Constable explaining to users how to lodge complaints. The fact that it is brought to the users' attention that the police are concerned about the community's fear of crime adds a further dimension of caring. This is a very special feature of the site.

The website has a guidelines document for design and authoring. There are also indications that meticulous planning goes into the structuring of the website.

The website developers are planning to make the website more personalised. For this purpose, they are looking into identifying key information about users.

Promotion of the website takes place through advertising, e.g. in police campaigns and on police vehicles.

There is an awareness of e-Government plans.

Consideration is being given to installing multimedia terminals with access to the website in an effort to bridge the digital divide.

In terms of the Gartner Group's model for e-Government, this website is regarded as being in phase I.

4.9 Website: Australian Federal Police Service

4.9.1 Evaluation: Australian Federal Metropolitan Police Service website

(A summary of the evaluation is given below. See Annexure A: 9 for detailed evaluation of the website.)

(a) Content

The home page is attractive and invites the user to look further.

The logo for the Australian Federal Police Service, as is stated on the home page, is *To fight crime together and win*. The content reflects this partnership approach to policing. It, for example, promotes community-based programmes, gives opportunities for volunteers in policing, offers support for victims of crime and has children's games.

Information is available about the Australian Federal Police, its units, its management and structure, crime prevention and education and employment. National news of significance pertaining to law enforcement is also published on the site.

Press releases and a calendar of events are published. Contact details are fairly extensive.

The content is fresh (date of update given on home page). It covers a wide field and the depth of coverage is satisfactory. The language used is clear (headings and text) and error free.

References are given to sources used – it is therefore possible to verify content. However, names of authors are not given.

The content is relevant to the target audience. The target audience is not explicitly given, but is clearly based on the topics covered.

Regarding police-specific content, the following is published: the police agency strategy, vision and mission, basic guidelines for reporting crime, contact details, extensive hints for various situations and community projects.

(b) Site architecture

The location is easy to find. It is also available on search engines. It is not easy to deduce what “afp” stands for until actually encountering the site. The URL could therefore lead to confusion.

The site is designed in such a way that the search for information does not give any problems. The information on the site is presented with great clarity, in terms of architecture, layout and readability and legibility of text.

The menu bars at the top and on the left-hand side are repeated on most pages and make navigation easy. However, there are some pages that do not have a top menu and therefore no “Home” button.

The home page has six major headings, each one with a short description on what it covers. This is very useful.

The site is logically organised. The information is chunked in digestible blocks and it is coherently presented. The pages flow on logically.

The links (both internal and external) are appropriate.

The site map is extensive.

(c) Site technology

The website is the only one evaluated that applies an animated Gif on the home page. It is surmised that the police service is trying to depict its community involvement – each image shows police members interacting with the public. However, the images are very small and detract attention, rather than add to the appeal of the site.

A user searching for information is usually two to three clicks away from it. The site has a search facility as well as an advanced search facility and it also offers search help.

Pages require vertical and horizontal scrolling. Where pages are long, there are adequate navigation aids within the pages leading to the top/end of the document.

The downloadable forms are easy to understand and complete. Privacy and security guidelines are followed. Detailed information is provided about downloadable material.

(d) Style

The website style is consistent throughout. The text is both readable and legible.

Language usage is clear and error free. Images are not always used optimally, e.g. the picture of the client service team under AFP Service Charter is outdated.

(e) Service delivery

Contact lists are extensive and in most cases give telephone numbers, physical addresses and e-mail addresses.

The site offers many services to users. Numerous online forms and police documents are downloadable. Users are advised how to report crime. This site also links to an Australian Crimestoppers website to report information on crime anonymously. Telephone numbers are also furnished to enable users to report emergency and non-emergency crime. According to the webmaster, the site is currently being improved to ensure it meets disability standards. Persons with disabilities who are experiencing problems accessing certain information are requested to e-mail him. His e-mail address is furnished.

Users are notified that they have the right to complain should they be dissatisfied with service rendered by the police. Contact addresses are furnished. Client satisfaction is a priority for the service. In this regard the police service regularly conducts client satisfaction surveys.

A site map also facilitates the task of searching. External and internal links are useful.

There is information on the website itself. Users are offered help if they encounter problems. Feedback on the site is encouraged.

Digital democracy is apparent through the channels for feedback and the downloadable forms.

Relevant documents/publications are published. Campaigns, launches and press releases are published.

The website overall promotes an understanding of the police agency.

**4.9.2 Interview/questionnaire: Australian Federal Metropolitan Police
Service web team**

(a) Interview

No interviews were conducted.

(b) Questionnaire response

(See Annexure A: 10 for questionnaire returned from the Australian Federal Police (AFP) web team.)

The AFP web team submitted the following response:

The website has been designed and populated in accordance with the police service's strategic plan. A specific website policy has been drawn up. The AFP also has website content standards.

External consultants were appointed to plan the initial structure of the website. The structure has been maintained. To develop the website, the initial content was analysed and research undertaken to ensure that the content was up to date and informative. The content available had to satisfy government requirements.

The target audience is defined as the Australian public and client organisations.

A usability specialist reviewed the website six months after implementation. The site is frequently reviewed to ensure that requirements are met.

A user survey has been undertaken. Negative comments were received regarding font size (the font size is now in the process of being modified). Survey results have also enabled the website developers to focus on areas of the site most valued by users.

IT security has always been a major consideration for the web team.

Regarding ongoing development of the site, the web team investigates ways of providing online services such as reporting crime, online recruitment, and online referral for client agencies.

There are efforts to stimulate growth from a static to a dynamic web presence. Security and workflow issues must, however, first be resolved.

To promote the website its URL is included in all police agency advertisements, correspondence and media releases. (The web team, however, points out that it does not have any measurement of the way this improves the AFP image.)

Annual reports, police magazines and research reports are published on the website.

The website supports e-Government efforts by observing the requirements of NOIE (national office for the information economy).

The website supports service delivery by providing information/forms for criminal history checks, firearms licences and other needs. The website further has links to "Crime stoppers", the national missing persons unit, and the most wanted information. It also gives information on crime prevention.

Examples of making citizen participation possible include the children's section, the opportunities published for volunteers in policing, the support for victims of crime, and several community-based programmes.

The agency gives strong IT infrastructure support for the development of the website.

The authoring function for the website is centralised – this means that the website team mostly prepares and publishes content.

The information is regularly reviewed and updated.

The website is bound by specific legislation.

4.9.3 Best practices identified: Australian Federal Metropolitan Police Service website

The website is neatly structured. It invites users because its organisation is uncluttered and the presentation and writing style are clear.

The date of update is given on the home page. It has a site map. Its search facility also makes provision for advanced search (it is the only website evaluated that has such a search facility).

It offers resources for teachers and parents, and also for the youth. It educates on safety and security in general, road safety, and drug awareness.

It has strong agency support for its IT development.

The content of the website is analysed continually to ensure that it is current and relevant. A usability study and user needs surveys have been undertaken.

The website was developed based on the police agency strategic plan. It has a website policy and content guidelines in place.

In terms of the Gartner Group's e-Government model, the site could be regarded to be in Phase 2. The web team investigates ways of improving online service delivery on an ongoing basis. It provides search capabilities, hosts forms to download, has linkages to other sites and gives e-mail addresses of offices or officials. Users can access critical information online and receive forms that may previously have required a visit to a government site.

Users experiencing problems in navigating the website, etc. are invited to contact the web team.

It is also investigating ways of addressing the needs of users with disabilities.

The website is promoted by furnishing the URL on correspondence, press releases and advertisements.

4.10 Website: Hong Kong Metropolitan Police Service

4.10.1 Evaluation: Hong Kong Metropolitan Police Service website

(A summary of the evaluation is given below. See Annexure A: 11 for detailed evaluation of the website.)

(a) Content

The home page immediately engages the user in the contents of the website. It is bustling and busy, offering a wide variety of news and activity.

The mission statement of the police agency is given. The goals of the site are clear. It informs, it makes contact and encourages interactivity and it offers value-added services.

Press releases are furnished. An organigram is presented and the leadership and photographs are displayed. Campaigns and launches are published.

There are no links to authors of content, but there is a link to the website team.

The site content is current, credible and relevant. The subject focus is broad and the depth of coverage is sufficient.

The language used is clear and error-free. Sentences are clear and simple. Paragraphs are short and to the point.

Physical addresses are given. E-mail contacts are extensive.

The content is relevant to the audience. The website caters for a wide range of needs (of different audiences).

FAQs are dealt with.

No web strategy is available online. However, the content of the website does enhance knowledge of the police agency.

Regarding police-specific content, the mission of the agency is available. There are basic guidelines for reporting crime in emergency and non-emergency situations. There are numerous hints on safety precautions and also advice in case of emergency.

The latest crime figures are given. Successes are reported. There are details of community projects and community participation in policing matters.

Information is given on wanted and missing persons, recruitment, organisation structure, business opportunities and tenders, traffic issues and crime prevention. There are downloadable documents, sections for children, and a discussion forum for former staff.

(b) Site architecture

The location is easy to find.

The home page layout is clear and neat. There is a consistent look and feel throughout.

The site is organised logically. The information on the site is clearly presented. The user can choose between English and Chinese versions. The site is designed in such a way that the search for information is not difficult. The navigation backwards and forwards works well. It is possible to move about without returning to the home page. A shortcoming is that not all pages have “home” buttons.

The website URL makes it easy to identify. Each page has a unique URL.

External and internal links are adequate.

Pages flow logically.

A top menu bar provides links to frequently used pages/functions. However, this is also omitted on some pages.

A site map is provided.

(c) Site technology

No search facility is provided. Multimedia is available. There is a webcam of the Hong Kong traffic.

Online forms are easy to understand. Privacy and security guidelines are followed.

(d) Style

The website is interesting and appealing. It has a consistent look and feel throughout. It projects an appropriate and efficient image. It is readable and legible.

The writing style is clear and simple.

(e) Service delivery

The site is expansive in that it contains details on the city of Hong Kong. It also links to the “Interactive government services directory”. This latter site contains a host of online government department forms. In addition, the police website has extensive online forms for its own service

(e.g. “Complaint of noise report form”, “Complaint against police form”, “Feedback to webmaster” and “Application for access to information”). Such forms can be e-mailed directly or printed and faxed. E-mail addresses and fax numbers are given in all cases. In terms of service delivery this puts this website in the forefront.

It makes use of multimedia. A webcam gives views to the traffic in Hong Kong – providing an excellent service to users who have to make their way through this megalopolis.

Advice is given on various issues, e.g. the latest con tricks, drinking and driving, the rights of crime victims and witnesses, and what to expect in court.

Numerous contact details are given for reporting crime – including police hotlines.

E-mail links are extensive, as are contact details for reporting crimes, local police stations, joining the police, etc.

There are basic guidelines for reporting crimes in emergency situations and non-emergency situations.

Relevant publications and documents are published.

Campaigns and launches are publicised.

Comment and feedback are encouraged.

Confidentiality and privacy are ensured.

Interactivity is promoted. Users can subscribe to a newsletter. Useful links are given.

Topical issues receive attention.

The website promotes an understanding of the police agency.

In terms of the Gartner Group’s model for e-Government, this website is rated as being in phase 3. Users can conduct entire tasks online. In this stage self-service applications are built for the public to access online, and to use the Web as a complement to other delivery channels. It is the only one of the seven evaluated that has evolved to this phase.

4.10.2 Interview/questionnaire: Hong Kong Metropolitan Police Service webmaster

(a) Interview

No interview was conducted.

(b) Questionnaire response

(See Annexure A: 12 for questionnaire returned from the Hong Kong Metropolitan Police Service web team.)

The website has not been designed in accordance with the police agency's strategic plan. No website policy has been developed. There are, however, internal guidelines for the website.

The website structure changed recently – to meet the requirements for dynamic design. Contents for the website are generated in-house. A local design house was recently contracted to help improve the website.

The website's target audience are the citizens of Hong Kong and the rest of the world.

Various surveys have been undertaken. The web team aims at providing a very user-friendly interface. Therefore a usability test, which includes a test for the disabled reader, was undertaken. A survey has also been undertaken to gauge user requirements. Further, the agency has a statistical system that calculates the daily transactions done via online report forms and e-mail – thus measuring the effectiveness of its online service delivery.

The website provides a government-to-citizens service to support the e-Government initiative. Citizens are encouraged to participate and support police objectives by the provision of e-report room functions.

The government has provided district digital centres to serve citizens in remote and undeveloped areas.

The Hong Kong government is currently running a corporate “Common Look and Feel” project to standardise all government bodies' websites. The next revamp is being planned – and is to be implemented during the course of the year.

The website is not promoted.

It does not distribute offline publications or e-newsletters through the website.

4.10.3 Best practices identified: Hong Kong Metropolitan Police Service website

The site is the most advanced of all seven websites evaluated in terms of service delivery. None of the other websites offers online services to the extent that this site does. In terms of the Gartner Group's e-Government model, this website is would be classified as being in phase 3.

The web developers have undertaken survey to assess its usability and whether the website meets user requirements.

It makes contact between users and members and divisions/units of the police service extremely convenient by furnishing all available contact details.

Multimedia is used. A webcam shows the traffic at various places in Hong Kong.

4.11 Website: Princeton Borough (New Jersey, USA) Metropolitan Police Service

4.11.1 Evaluation: Princeton Borough Police Service website

(A summary of the evaluation is given below. See Annexure A: 13 for detailed evaluation of the website.)

(a) Content

The home page is a “welcome page”. It states “Welcome to Princeton Borough Department”.

The list of contents is presented in a table. The user can click on the content (in the table) s/he wants to view.

From the content it is clear that the website only aims at imparting information. There are no interactive features – the only e-mail address is the one for the webmaster.

The content is credible and relevant. However, it is static, in that most of the information remains the same – it does not need to change.

There are no press releases, no FAQs and no calendar of events.

There are no links to authors of content. Information cannot be verified.

The mission of the police agency is given.

Regarding police-specific content, the mission of the agency is given, but not the strategy. There are various crime prevention tips.

There are no basic guidelines for reporting crime. No advice in case of emergency is given.

(b) Site architecture

The location is easy to find. However, the URL is confusing. The URL

(<http://www.princetonboro.org>) gives no indication that it is a police agency website.

The information on the site is written and presented clearly. From the home page it is easy to find the correct information. However, once on other pages no other links are provided back to the home page or – with the exception on one page – to other pages on the site. The page that lists the programmes of the police service does have a few links to some (but not all) of the pages with information on the programmes. The website is thus not intuitively designed.

Internal links are not adequate.

(c) Site technology

No search facility is available – but this is understandable because the website is small. There are no thumbnail images.

There are no forms. There is no index.

(d) Style

There is no consistent style for this website. The layout appears to be a hodge-podge of various elements used. On the home page the US flag is to be seen billowing and the lights of a police vehicle flash.

The text is legible and readable.

(e) Service delivery

On the website only two telephone numbers are given, that of the Chief of Police and 9-1-1 to dial in case of emergency. The webmaster's e-mail address is furnished and feedback on the website is requested.

In terms of service delivery, the site only gives information – and this, too, is limited. There is very limited interaction between users and the website.

Community participation is not a major feature on the site. Information is given on the history of the police service, the Mission, employment opportunities and the personnel. Crime prevention tips are published.

**4.11.2 Interview/questionnaire: Princeton Borough Police Service
webmaster**

(a) E-mail interview

An e-mail interview was conducted with webmaster Mike Bender. According to him they had no specific goal when establishing the site. "The general idea was to have a site that people could

look at that would show our officers, with a short bio for each, a list of what services we provide, the history of our department, special notices such as employment opportunities and general information about our town and department” (Bender, e-mail interview 11 April 2002).

The website developed later. Bender describes it as a “constantly changing document”. It now advertises vacancies and printable applications are available online. “Most applications are printed from the website, instead of being picked up in person at our station,” he states.

His conclusion is that in designing a website the major motivation must be fun.

(b) Questionnaire response

(See Annexure A: 14 for questionnaire returned from Princeton Borough Police webmaster.)

Webmaster Mike Bender submitted the following responses.

No strategy plan was used in the development of the site. The site was designed based solely on what the chief of the police department thought the police could use as a community relations tool and what he thought would look good.

The agency has no website policy. Should an officer want an idea posted on the website, s/he approaches the webmaster. The idea is then discussed with the chief. If he thinks it is suitable it is placed on the web. There is nothing in writing on what should be posted on the site.

The webmaster designed the initial structure. No guidelines at all were used. He spent time studying other websites and looking at their designs. He then started putting information on the site and the structure developed gradually. The structure has remained the same.

The target audience is the residents of Princeton and persons who have an interest in police departments. No usability tests and no user surveys have been undertaken. The effectiveness of online service delivery has not been measured. No needs analysis has been done. The webmaster posts information that the police department thinks users would like to have on the website. No crime prevention tips and no crime statistics are furnished.

Regarding ongoing development new information is posted when required. There are no plans to change from a static to a dynamic website.

The site is promoted in the local press. It is also listed on numerous law enforcement-related websites that have listings of local police departments. There is no measurement to determine whether the site improves the image of the police service. They do have a hit counter (according to this the site’s popularity has increased considerably since it started – from on average 10 hits to 100 hits per day).

No e-newsletter or offline publications are posted onto the site.

e-Government is not supported. Citizen participation is not encouraged. There is no strategy to invest in technology for website development.

The website team consists of the webmaster only. He is also a patrolman. If there is an update he does it when he works night shift.

Ways to overcome the digital divide are not a consideration. Princeton is an exceptionally well-developed area.

4.11.3 Best practices identified: Princeton Borough Police Service website

Princeton Borough Police Department website has received five awards: The Police Associations Award for Excellence in Web Design in April 1999, the Police Guide Award for excellence in November 1998, the Policemans Homepage Meritorious Award as it was “found to be one of the top law enforcement sites on the web” in April 1997, the Gold Tin Award by the Hudson County Sheriff’s Dep Website given to “sites that truly communicate to the viewer the great deal of time and effort put into its creation” in 1997; and the Family-Friendly Award for being a site that “fits all the criteria to be able to display” the award (<http://www.princetonboro.org>).

Based on the number of awards received it was gathered that data on best practices could be gathered from an evaluation of the website. This is not the case.

A major target audience is the youth. Specific mention of the youth is made in the mission statement. A “Drug Abuse Resistance Program” (DARE) is published online. The site also announces other seminars and prevention programmes the service offers.

In terms of the Gartner Group’s e-Government model, the site could still be regarded to be in Phase 1 – it still predominantly serves the purpose of an information website. There is very limited possibility of interaction and transaction.

4.12 Best practices identified

4.12.1 Introduction

The SAPS website could benefit from considering the identified best practices of the above police agency websites. Overall, taking all the best practices into consideration, the conclusion that the aim of these website owners is to strive for improved service delivery would be correct. It is further clear that the websites range from being almost static to dynamic. But that police agency websites will increasingly become dynamic almost goes without saying. Internationally,

policing is growing more complex and a police service web presence needs to be dynamic. Websites evaluated all show an awareness of the need for their websites to continuously evolve. In most cases, the apparent aim is to increasingly apply a user-centric approach and to involve the community in the process.

Website developers realise that online resources can assist in transforming policing service delivery. Websites can no longer remain in a phase of imparting information only. Interactivity is required to involve the community in the task of policing. This enables the community to lodge complaints, to seek advice, and to give feedback online, immediately and direct.

The websites evaluated are in varying stages of transformation. Such transformation is in line with e-Government principles. E-Government (and therefore e-policing) further entails delivering service online. This includes transactions that would normally be conducted at a physical location, for example, enabling the community to complete and submit forms electronically.

Some of the websites have website strategies in place. Most of them do not – but webmasters do indicate that the websites do support the police agency strategies.

Various best practices of the seven websites are listed below. All are important factors that merit attention.

One salient aspect, which many websites – those of police services and others – possibly overlook, is that of introducing a feeling of warmth and community to the website. The Essex police website has showed some insight in this regard. It recognises the importance of a “personal touch” on the website. The Chief Constable in the section “Office of the Chief Constable” extends a welcome to the users of the website and invites them to give feedback. The Strathclyde police website also adds a dimension of caring by announcing that the police service is investigating the community’s fear of crime. In the age of faceless interaction, striving to make a website personal is recommended.

Evidently not many police agency websites are promoted by their agencies. In cases where this is done, websites are advertised on police vehicles, on stationary, in the media and on police documents, for example media releases. This aspect needs attention.

From the evaluations of the given websites, it is clear that police agencies do not yet sufficiently invest in technology to develop their websites. Some police agencies (Essex, Strathclyde and AFP) do invest substantially in their websites, others do not. Police financial managers need to be educated about the growing importance and need for sophisticated, service-delivery websites.

4.12.2 Best practices identified

Best practices for a police service agency website – based on the seven websites evaluated – include the following:

(a) Content

- Website strategy. A website strategy, which determines the overall putting together of the website, should be available.
- Audience-specific content. Content should be compiled for the specific target audience(s). It therefore follows that there should be clarity on who the target audience(s) is(are).
- Cultural sensitivity. Police agency websites serve communities with different cultures and needs. Catering for different language groups is an example. This should be a major consideration in putting content together.
- Logo significance. The logo on the home page should spell out what the police and the website are striving for. The content should further be in line with the mission of the police service agency. This implies that the mission should also appear on the website. It should communicate with the audience defined as its target audience.
- Breadth and depth of information. Information should be broad and cover as many aspects of the police agency as possible. Information should also have sufficient depth to satisfy users' need for specific information.
- Source reference. There should be reference to the sources from which the material is gained. Further, authors should be mentioned and contactable to verify content. Dates should be given.
- Police-specific content should include the structure, leadership and history of the police service agency. Media releases, crime statistics, and details of campaigns, launches, successes, employment opportunities and conferences, etc. should be posted on the website. The Australian Federal Police website also publishes national news pertaining to law enforcement on the site. This is something to be considered.
- Contact details. Extensive and adequate contact details should be provided. This includes contact details for emergency and non-emergency situations.
- Availability of publications. Various police agency publications, e.g. the annual reports, should be available on the website.
- Guidelines. The web developers should adhere to strict guidelines in designing the website and content.
- Surveys. Usability studies and surveys of user needs should be undertaken.
- Digital divide. A strategy for bridging the digital divide should receive attention.
- Comment and feedback. Interactivity should be encouraged.
- Community participation. This should be encouraged.

(b) Site Architecture

- Location. The location should be easy to find. The URL should be clear. It should also be available on search engines.
- Overall layout. The overall layout should be simple and uncomplicated.
- Site organisation. The site should be organised logically.
- Consistency. It should have a consistent look and feel throughout.
- Information chunking. Matching information should be chunked together in digestible blocks.
- Intuitiveness. The site should be designed in such a way that the search for information follows an easy-to-understand pattern.
- Menu bars must be understandable and guide users to where they want to be on the site.
- Home page: The home page must be informative, inviting, concise and easy-to-read. The identity of the police service and the type of services offered must be immediately visible to the user.
- Search facility. A search facility should support a user-centric approach.
- Restrained use of graphics: Content should be given priority over flashiness and cumbersome graphics that slow down downloading. An uncluttered appearance promotes usability.
- Consistent use of menus: A side, top and (sometimes) a bottom menu bar should be used to ease navigation, especially in large websites.
- Site maps/indices. This feature adds value. It makes searching much easier for the user.
- Updates. There should be an indication when the website was last updated.

(c) Technology

- Click-throughs. It should not take too many mouse clicks to get to required information.
- Links. Both external and internal links should work well, be useful and be designed in such a way that the user can easily return to the originating location.
- Documents on the website – such as annual reports – should be downloadable.
- Where scrolling is required, pages should have adequate navigation within leading to the top/end of the document.
- Investment in technology. Police service agencies should invest in appropriate technology to develop their websites. They do not seem to regard this as a priority yet.
- Privacy and security. The privacy of users and confidentiality should be ensured.
- Visual aspects. Graphics must not slow down downloading time.

(d) Style

- Consistency. Layout and language style should be consistent throughout.
- Text. Text should be interesting, appealing, readable and legible.
- Visual aspects. Graphics add to the attractiveness of the page.

(e) **Service Delivery**

- e-Government principles. Certain governments provide formal guidelines for the development of governmental websites, and the use of these guidelines is enforced. This includes accuracy and completeness of information, usability, and transformation of online services to a full e-Government model. There should be evidence that e-Government principles are coming into play.
- Welcoming and fun. These are worthy elements recommended for a police agency website. Welcoming users to a website creates a sense of community. The Princeton website manager states that the website should be fun. Fun brings lightness – the more so with regards to matters as serious as policing. It also helps attract and keep the attention of the youth – a major segment of police agencies’ target audience.
- Latest policing news. The latest policing news, new campaigns and launches should be available.
- Forms and processing. The website should provide easy access to forms, which could be submitted electronically.
- Publications. Important and updated publications/bulletins/leaflets/posters should be placed on the website and should be downloadable.
- Identification: The website URL should be easy to identify.
- Appeal to a universal audience. Cultural sensitivity should be present.
- Contact details. Users should have access to contact details of the persons/departments in the police service agency they would need to contact.
- Benefits. The benefits that the specific police service offers to the community should be made clear in the content
- Language and language usage should be clear and error free.
- Mission, vision and strategy of police agency and website. The latter supports the former. Both should be published on the website.
- Logo on home page. This makes it clear how the police agency and website are pursuing its goal of service delivery. It effectively “builds the brand” for the website.
- A dedicated community relationship section. Police agencies worldwide are emphasising the need for partnership policing. It is a requirement today that the community needs to be involved in policing.
- Multicultural diversity section. Communities are becoming increasingly diverse. For a website to render optimal service, this must be taken into consideration. The Lothian and Borders websites, for example, accommodates groups from ethnic minorities by informing them of the official interpreters and language lines that are available.
- Accessibility for disabled persons. This is an e-Government principle in most governments. Police agencies as part of government need to consider the universal accessibility principles.
- Youth focus. Most of the websites have dedicated specific sections to young children and to the youth. In this age of serious concern about juvenile crime, the electronic media has a definite role in the education of children and getting a higher level of involvement in crime awareness and crime fighting.

- Education. A police service agency website should play a strong role in educating people on issues such as drug abuse.
- Research: Ongoing research should be conducted in order to develop the website.
- Complaints. Users should be informed how to lodge complaints against the police service. This enhances community participation.
- Website feedback. Users should be able to give feedback. This is a valuable way of assessing user needs and opinions.
- Surveys. Surveys on user needs as well as usability studies should be undertaken. This is valuable in gauging user needs and opinions.

(f) **Aspects not always present on websites, but which could add value**

- Glossary. Given the numerous policing-specific terms, a glossary could be helpful for most users.
- A to Z (alphabetical) index. This could add value.
- Updated information. Furnishing of an update notice that indicates the freshness and currency of the published information. It should clearly identify news or information that has been added in the past two weeks.
- References and author. References and indications of the author(s) make content on the web more credible because it can be verified. Contact details will also be useful.
- Usability testing. Usability testing will point out shortcomings that website developers could then rectify.
- Section on missing/wanted persons. Some websites have such sections, while some do not. This is a contentious issue. Placing details of a wanted person on a website, and not removing it when s/he is no longer being searched for, could result in legal proceedings against the police service.

4.12.3 Interviews with/Questionnaire for webmasters

Feedback – as reflected in the “Questionnaire for webmasters” – from webmasters indicated that websites and online services have gained in importance in the past few years.

Formal processes for site maintenance and content management are usually employed.

A website team has mostly been described in the responses. There are, however, distinct roles defined for the information owner, the web master, the web author, and supporting roles such as graphics designer.

4.13 Conclusion

This chapter applies an evaluation framework for best practices (as shown in Tables 17 – 21) to seven police agency websites. The evaluation framework assesses content, architecture, technology and style of each website as well as the extent of its service delivery.

Based on the best practices derived from the evaluation of the seven websites, the interviews with the webmasters and the findings in the foregoing chapters, an instrument is designed to assess the SAPS website. This is described in Chapter 5.

CHAPTER 5 – DEVELOPMENT OF A WEBSITES EVALUATION INSTRUMENT

5.1 Introduction

In order to assess the SAPS website, a websites evaluation instrument was subsequently developed. Its development was based on the findings and recommendations derived from the following:

- The Customer Expectations Measure (see Chapter 1)
- The literature review (see Chapter 2)
- The GCIS audit of government websites (see Chapter 2)
- The SAPS website query analysis (see Chapter 3)
- The evaluation of best practices of other police agency websites (see Chapter 4)

5.2 Development of instrument

As is pointed out above, the websites evaluation instrument was developed based on various findings and recommendations. These are discussed below.

5.2.1 Findings: Customer Expectations Measure

In Chapter 1 it is pointed out that to be effective, a police agency website must pay attention to satisfying user needs. It cannot succeed if it does not combine valuable content with good information architecture and is delivered by effective technology.

In the early days of the establishment of the SAPS website, the Customer Expectations Measure (Ask Africa 1997) – despite its many shortcomings – indicated what would-be users would want in terms of content.

Ask Africa, the design company that undertook the survey, then recommended the following content and information infrastructure for the SAPS website:

- Reports (crime statistics)
- Strategies and priorities (current strategy on crime prevention/high profile crimes)
- Community policing (information on community policing/community involvement/media statements to improve SAPS public image)
- Projects (criminal information/wanted criminals/missing persons)
- A mechanism that would enable to user to give feedback

5.2.2 Findings: Literature review

The literature makes it clear that there is one overriding factor if a website is to succeed in what it wants to achieve: It must have a user-centric approach. This means that it must cater for its users' needs, and it must be easy for users to use (i.e. it must be user friendly).

A website with a user-centric approach has the following features:

- Service delivery is the prime reason for the website. Web developers must ensure that this message is conveyed clearly by the website.
- It is interactive or it is striving to be more interactive. Users must be given the facility to give feedback, to ask questions and to request certain information or services.
- It is continuously evolving. Like the progression of e-Government, a website must develop from giving information only, to making interaction and transactions possible. Its ultimate aim should be transformation – where users could obtain all the services they would usually find at a physical police station or office via the website.
- A website strategy serves as an important guideline in meeting the organisation's vision and mission.
- Basic website rules apply. These include many aspects: The look and feel must be appealing. The website should have a specific identity and this should be clear on any web page. Information should be easily accessible, the website should have an overall content structure, internal and external linkages should be satisfactory and information should be current. Illustrations should be small. Printable versions of long documents should be available.
- User needs assessments or website audits are undertaken. Usability tests should be considered.

5.2.3 Findings: GCIS audit of government websites

The audit revealed the following:

- It is difficult to find information on most sites. This is attributed to factors such as poor information organisation and navigability, design and layout that could be improved and the need for improved search engines.
- Interactivity only takes place to a limited extent.
- The choice of main categories on the home pages is often not logical.
- Information is sometimes presented in confusing categories.
- The choice of headings (also for links) is often not logical.
- Hierarchical structures are often deep – this requires many clicks to get to the actual information.

Other factors include a lack of clearly defined aims, insufficient indication of publication dates, a lagging behind in updating websites, and poor indication that web pages form part of a specific website.

The GCIS audit, in addition to the general comments on the shortcomings of government websites, also provided comments to individual departments on their websites. In this way the SAPS also received a critique of its website.

5.2.4 SAPS website audit

The SAPS website was audited between 20 and 23 February 2001. The audit report pointed out the following (cf. GCIS 2001):

- Pages on the website have their own look and feel.
- In many cases the source and dates are not provided.
- Headings are not always descriptive of what is to be expected.
- Certain important information is missing for example a statement on the aim of the website, the vision and mission, contact details, CVs of some high-profile roleplayers, announcement of activities and events, and an annual calendar of events.
- The content is not organised logically
 - It is difficult to navigate the site. The only link to main options is via a home button at the bottom of all pages.
 - There are dead/broken links and pages with no link to any other pages.
 - There is no search facility.
 - There is limited interactivity because only two e-mail addresses are given on the website.
 - There are too many large graphics and attention-getting devices, e.g. large images.
 - Backgrounds are busy.
 - Document formats are not consistently indicated.
 - No indication is given of applicable browsers with which the site may be viewed.
 - Script error messages appear often.

5.2.5 Findings: SAPS website query analysis

Questions/feedback that SAPS website users directed to the SAPS Internet communication official during the period April 2001 to May 2002 were processed and categorised into major categories and subcategories in terms of user needs.

The queries predominantly indicated the following requirements:

- Specific content
- A website that delivers online service
- Interactivity

Regarding content, the following needs for information on the following issues appeared to be most important:

- Trends in crime, e.g. the Nigerian scam
- Contact details of various police division/units and individuals
- Work opportunities
- Human resource management
- Laws, Acts
- Statistics
- Stolen goods
- Reservists
- Steps/ procedures
- Police priorities/ objectives
- Issues involving women and children

5.2.6 Findings: Evaluation of best practices of other police agency websites

The best practices generally identified in the seven websites that were evaluated are given in Chapter 4 (see 4.12.2).

5.3 Instrument design

The various findings and recommendations elaborated on above were applied to develop the websites evaluation instrument. In addition, sources used to develop the website evaluation framework in Chapter 4 (cf. 4.2 and Web page evaluation sources consulted under Bibliography) were also consulted. The purpose of developing this instrument is to assess the SAPS website.

The website evaluation instrument has seven categories, namely content, architecture (overall design), information architecture (information structure), technology, style, service delivery and delivery of e-Government services.

Table 24 below was compiled to glean information from the four evaluators approached to evaluate the website.

Table 24 Website evaluation instrument: Preliminaries

Evaluator information	
Name	
Date	
Screen Resolution	
Browser	
Internet connection	
Site information	
Internet site address (URL)	http://www.saps.org.za
Name of the site	SA Police Service
Author, editor, institution	South African Police Service
Webmaster	sandra.stewart@sita.co.za
Currency	No indication of last update
Purpose of the information	To inform the user (SA citizens), to explain the structure and services of the South African Police Service and to persuade them to come involved in fulfilling the SAPS mission, i.e. to serve and protect all people in South Africa.

5.3.1 Evaluation criteria

The following rating system was used to evaluate the SAPS website.

3	Full compliance – all aspects of the criteria are covered
2	Evidence of compliance to most aspects of the criteria
1	Some evidence of compliance; comply to some of the aspects
0	Do not comply at all
–	Could not be evaluated

5.3.2 Evaluation of website content

Website content refers to the meaning conveyed by the text and graphics.

Table 25 Evaluation of content

Topic	Description	Rating	Notes
1. General			
Identification	<ul style="list-style-type: none"> The site clearly identified (especially the home page, but other pages as well) 		



Home page	<ul style="list-style-type: none"> • Immediately engages user in contents 		
Home page quality	<ul style="list-style-type: none"> • Home page uncluttered, informative, inviting, concise and easy-to-read 		
Home page coverage	<ul style="list-style-type: none"> • Scope of the site easy to identify from the home page 		
Target audience and relevancy	<ul style="list-style-type: none"> • Intended audience clearly specified • Content relevant to the target audience 		
Reason to return	<ul style="list-style-type: none"> • Style, quality and freshness of content sufficient reason to return to the website 		
Website alignment	<ul style="list-style-type: none"> • Content of website is in line with its strategy/purpose 		
2. Content			
“About us” page	<ul style="list-style-type: none"> • An “About us” page provided, with correct information on (or links to) pages such as Introduction, Mission and Vision, Structure, Leadership, History 		
“Where to find us” page	<ul style="list-style-type: none"> • Address given • Physical location given • Map given • E-mail links given 		
Organisation structure	<ul style="list-style-type: none"> • Organigram presented • Leadership presented, with photographs 		
Press releases/official news	<ul style="list-style-type: none"> • Press releases furnished and up to date • Speeches from main role-player provided 		
Calendar of events	<ul style="list-style-type: none"> • Furnished and updated 		
Reports	<ul style="list-style-type: none"> • Annual report published on the site • Other high-profile reports published 		
Initiatives	<ul style="list-style-type: none"> • Detail provided on special projects, campaigns, launches and other initiatives 		
‘What’s New’ section	<ul style="list-style-type: none"> • The site includes a ‘What’s New’ section, or highlights recent changes 		
FAQs (Frequently Asked Questions) section	<ul style="list-style-type: none"> • FAQs comprehensive, and updated 		
Glossary	<ul style="list-style-type: none"> • Glossary for terms used on website. Glossary link on menu bar 		
3. Credibility			
Content authority	<ul style="list-style-type: none"> • Content has an authority listed (i.e. the user knows whom to contact about content issues) 		



Authorship	<ul style="list-style-type: none"> • Links to authors of content and website team 		
Author	<ul style="list-style-type: none"> • Clear who is authoring the page. Author can be contacted for clarification 		
Content style	<ul style="list-style-type: none"> • Source of the content credible (does not read like a brochure – with no way of verifying content) 		
References	<ul style="list-style-type: none"> • Bibliographies or references given 		
Accuracy	<ul style="list-style-type: none"> • Material supported by evidence. Information is reliable. Free from factual errors 		
Objectivity	<ul style="list-style-type: none"> • Site content balanced and does not indicate a level of bias 		
Completeness	<ul style="list-style-type: none"> • Adequate coverage of the subject with no obvious omissions 		
Breadth of coverage (comprehensiveness)	<ul style="list-style-type: none"> • All aspects of intended subject covered 		
Depth of coverage	<ul style="list-style-type: none"> • Site goes to the level of detail as per the mission and purpose; user gets entire idea 		
Timeliness of coverage	<ul style="list-style-type: none"> • Fresh content provided • Reflects changing information needs of an e-enabled user 		
Verification	<ul style="list-style-type: none"> • References to other sources (print and Internet sources) • Where information is derived from a print version, it is clear which edition derived from 		
Content currency	<ul style="list-style-type: none"> • The date the article was written/site created given • Indicated when article/site was last updated or revised • Indicated how often the information/site is revised or updated 		
Dates and updating	<ul style="list-style-type: none"> • Date/update on the home page, every page • Date format consistent throughout the site • Indicated how frequently the site content is updated 		
4. Content quality			
Quality control	<ul style="list-style-type: none"> • Evidence that information is checked and verified • Attention to detail • Absence of mistakes, inaccuracy and incongruities 		



Quality of verbal expression	<ul style="list-style-type: none"> • Site measures up in terms of readability • Clarity of grammar and use of language • Articulation of complex concepts • Lack of typographical errors – spelling, punctuation, etc • Absence of duplication and repetition 		
Clear and concise wording	<ul style="list-style-type: none"> • Composition – an appropriate literary style adopted • Content constructed of simple, clear sentences (as against dense, complex writing) • Paragraphs short and to the point (as against long and convoluted) • Vocabulary appropriate for the perceived target audience 		
5. Legal issues			
Terms of use	<ul style="list-style-type: none"> • Link provided to the terms/conditions of use statement, including copyright notice, privacy policy statement and disclaimers 		
Copyright notice	<ul style="list-style-type: none"> • Copyright notice appears prominently for copyrighted material • Indicated if some material is in the “public domain” 		
Disclaimer	<ul style="list-style-type: none"> • Disclaimer included, describing the limitations, purpose, scope, authority, and currency of the information • Sources of information disclosed (copyright issues) • Disclaimer clear and unambiguous • Disclaimer brought to the attention of the user 		
Privacy statement	<ul style="list-style-type: none"> • Privacy statement included on the home page • Clearly stated what information is collected about individuals when they visit the website, how it is used and if it is disclosed • Clearly stated that confidentiality is ensured 		
Content suitability	<ul style="list-style-type: none"> • Content non-offensive and non-discriminatory 		

5.3.3 Evaluation of website architecture (overall design)

Website architecture refers to the overall design, structure, and navigation within the site. The principles of user-centric design must be applied:

- The website structure should organise the site’s content, information flow and categories (subjects) in such a way that users can logically navigate the site, track their progress and determine their location within the site on any web page.
- The user should not need to have an understanding of the internal structure of the department or agency to find information or services.
- A complex structure that requires multiple layers of subcategories, or a long series of steps before reaching the required information is avoided. All content should be accessible within three or four mouse clicks.
- The navigation system should be intuitive to help users easily locate information or services. It should require an economy of user’s time and action.
- Links to the home page, high-level site categories, and the search facility should be provided on every page. These links allow users to easily navigate from one area of the site to another.
- The size, shape, position, and function of important elements should remain constant. Inconsistency leads to confusion and frustration.

Table 26 Evaluation of site architecture

Topic	Description	Rating	Notes
1. Website structure			
User-centric structure	The site’s content is structured to allow information to flow according to the usage pattern of the average/typical user		
Positioning clear	The information is categorised to allow users to logically move through the site with ease, track their progress and determine their location within the site on any web page		
Intuitive structure	User does need to have an understanding of the internal structure of government or individual agencies in order to find information or services		
User-centric layout	<ul style="list-style-type: none"> • Site designed to follow the user’s thought process • Site is simple, internally consistent, and easy to use, neat with an appealing look and feel 		
Balanced design	Website “range” not too wide, and information not hidden too deeply, forcing the user to hunt for it		



Site organisation	Site organised in logical fashion. Headings and subheadings clear. Easy to understand how information is organised on the site		
2. Navigation			
Consistent link structure	Links to the home page, high-level site categories, and search facility provided on every page		
Commonly used web navigation labels	Consistency with commonly used web navigation labels (such as Home, About Us, What's New, Media Releases, Publications, Search, Contact Us, Useful Links, Site Map, Feedback and Help)		
Easy to navigate	User can easily find way backward and forwards. Structure is apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page. Navigation intuitive and consistent		
Easy to find	<ul style="list-style-type: none"> • Website clearly identified • Available on search engines 		
Image maps	<ul style="list-style-type: none"> • Where image maps are used, they are clear as to where they lead (or a text description is included to assist) • Hotspots (sections containing links) on image maps clearly defined • Text links provided in tandem with image links (to facilitate viewers who turn off image displays or use browsers that cannot display images) 		
Site map	Map provides hierarchical structure of all main pages on website		
Index	Index or table of contents guides user (an "A to Z index")		
Flow	Pages must follow on logically – pages should begin with clear transition		
Background	<ul style="list-style-type: none"> • Background image, where present, does not overwhelm page; does not affect site's readability • Background and text work well together 		
Indication of page position	Site structure is such that it is always clear where the user is within the site		
Navigation aids and scrolling	Where pages are long, there are adequate navigation aids within the page leading to the top end of document, for easier reading. Internal page links avoid excessive scrolling and bring user directly to a particular location within page		



3. Links and menus			
Links (internal)	<ul style="list-style-type: none"> • Adequate internal links provided to navigate the website • Links checked regularly and point to pages still in use 		
Links (external)	<ul style="list-style-type: none"> • Hyperlinks provided to other relevant resources • External links well selected and maintained • Links checked regularly and point to pages still in use • Expired or dead links (web page) not found 		
Link description	Links descriptive enough to clearly indicate where and to what they lead. External links clearly indicate user is leaving the site		
Link colour	Site implements link colour changes (on hover, activated)		
Links back 'home'	Links back to the 'home' page from each sub-page		
Top menu bar	Top menu bar provides links to frequently used pages/functions		
Menu bar	Menu bar consistent throughout the site		

5.3.4 Evaluation of information architecture (information structure)

Information architecture refers to the overall structuring of the information presented on the website.

Table 27 Evaluation of site architecture (information structure)

Topic	Description	Rating	Notes
Information architecture (structure)	Coherent presentation of information		
Information construct clarity	Information chunked in digestible blocks Short pages provided		
Coherent presentation of information	Packaging of information effective – not too long or too short		
Effective categorisation	Hierarchical groups or categories allow users to find information in multiple ways		

Use of menus for finding information	Menus provide an overview of basic elements of site		
Menus provide effective grouping	Menus show approximate breadth and depth of site by indicating how many subsets exist under each grouping		
Organisation (clear headings, subheadings)	<ul style="list-style-type: none"> • Site's information organisation clearly marked • Headings and subheadings clear and they make sense • Easy to understand how information is organised on the site 		
Information access	Content rating systems, usability, search facility, site map, steps to destination, readability, effectiveness of image maps		
Uncluttered/easily scanned	Pages not dense with links and content, and with plenty of "white space". Presentation organised to facilitate scanning the page – not necessary to read all the content to discern content of interest		
Attention to detail	Absence of dead ends and outdated pages		

5.3.5 Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

Table 28 Evaluation of site technology

Topic	Description	Rating	Notes
1. Features and facilities			
Search facility	<ul style="list-style-type: none"> • Site has internal search facility • Instructions and tips for searching • Search facility accessible from every page • Advanced search function available 		
Forms	<ul style="list-style-type: none"> • Easy to understand and complete • Privacy and security guidelines followed • Alternative to forms provided 		
Downloads	<ul style="list-style-type: none"> • Detailed information provided about downloadable material • Alternative formats provided • All material tested and confirmed as virus free 		

Browser support	<ul style="list-style-type: none"> • All pages display on various browsers and platforms • Lack of script errors • All pages error-free in the most widely used web browsers • All pages print properly 		
2. Multimedia			
Innovative use of technology	Innovative use made of multimedia – e.g. audio and video broadcast and streaming media		
Interactivity	<ul style="list-style-type: none"> • Useful and relevant links at appropriate places • Adequate number of links – not too many or too few • Effective use made of e-mail lists, newsletters, newsgroups, chat, bulletin boards • Other value-added services provided 		
Singularity of purpose	Absence of unrequested intrusions (e.g. pop ups), no “attention clash”		
Responsiveness and connectivity	Speed of connection, response time, download time satisfactory		
3. World Wide Web factors			
URL	<ul style="list-style-type: none"> • URL clarity – rate the domain distinctiveness, memorability, competitive positioning, and address permanence • Site clearly identified – police service, country • URL gives a clear indication of police service • Each page has a unique URL 		
Website management	Evidence of effective maintenance and management process		

5.3.6 Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site. It is important for a designer to establish a strong visual identity and apply it throughout the web site.

The branding of a website can be established by incorporating common design elements such as colours, logos, styles, etc., into every page. This presents a professional and consistent visual identity as well as informing users where they are.



Table 29 Evaluation of website style

Topic	Description	Rating	Notes
1. General style			
General impression in keeping with purpose	<ul style="list-style-type: none"> • Site projects an appropriate stylish, image • Home page designed attractively – entices user to further exploration 		
Overall visual appeal	Consistent visual identity established		
Visual aspects functionality	Visual aspects add to website pages without distracting the user		
Overall presentation	Site interesting and appealing at first impression		
Ease of reading	Complex components simplified, e.g. the use of synopses and summaries		
Readability	<ul style="list-style-type: none"> • Readable fonts throughout • Optimum paragraph and sentence length • Text not too big or small • Not too much bold, italics, capitals • Not too many font types 		
2. Specific elements			
Relevancy of graphic images	<ul style="list-style-type: none"> • Appropriate use of images (not just ‘eye-candy’) • Use of thumbnail images to speed page download and give viewer choice as to whether or not to download full-size image • Images have captions or identified in text 		
Use of graphics (style)	<ul style="list-style-type: none"> • Quality of the graphical images good • Graphics prove functional and contribute to usability • Images enhance the resource and do not distract from the content 		
Legibility	Addresses user’s ability to recognise words on the web pages. Contrast between text and background sufficient. Font size not too small for continuous reading. Limited number of practical type styles and typefaces		



Writing style	<ul style="list-style-type: none"> • Content written in a style appropriate for the World Wide Web • Acronyms, jargon, and complex words avoided • Content clear and simple • Content free of material that could be generally considered offensive • Succinct, easily “scannable”, plain English used • Correct spelling and punctuation used 		
Consistent use of fonts	Standard fonts used throughout the website Font type and size clear and easy to read		
Consistent colour scheme	<ul style="list-style-type: none"> • Consistent look and feel throughout the web site • Consistent colour scheme applied from the 216 colour browser-safe palette 		
Ease of use	Perceptual clarity, focus of attention, visibility of functions		
Titles	Title of the site and the pages descriptive of the content		
Usability testing	Usability testing undertaken, and the results published online		
User matching	Website appears sensitive to the needs of different user types		

5.3.7 Evaluation of service delivery

Table 30 Evaluation of service delivery

Topic	Description	Rating	Notes
1. Police-specific content			
Target audience identification	<ul style="list-style-type: none"> • Objectives concerning target audience stated • Target audience clear • Website contains definition of target audience 		
Content relevancy	Content and language relevant to all online segmented users		
Police Service strategy	Strategy available online		
Vision and mission of police service	Vision and mission available online		



Organisation structure	<ul style="list-style-type: none"> An organigram presented (where applicable) Leadership presented (with photographs) 		
Police Service Acts	Relevant acts and ordinances published		
Policy documents	Policies and white papers published		
Police Service documents	Relevant publications, documents, procedures, etc. published		
Statistics and crime statistics	Latest crime figures provided		
Successes reported	Updated information on police service successes		
Community participation	<ul style="list-style-type: none"> Details of projects involving community published Community involvement encouraged (e.g. reporting crime) 		
Customisation	<ul style="list-style-type: none"> Possible to uniquely define topics of interest Possible to set keywords for personal e-mail 		
Emergency service	Emergency contact numbers furnished		
Special attention to topical issues	News and advice provided on topical issues, e.g. on Nigerian scams		
Attention to high-profile crime	Checklists and tip sheets provided for high-profile crime that affects all citizens, e.g. hijacking of cars, housebreaking		
Other services	Value-added services, hints and advice, e.g. safety precautions, crime prevention		
2. Contacting the police			
Reporting crime (emergencies)	Basic directions and numbers for reporting crime in emergency situations easy to locate. Clear there will be a response		
Reporting crime (non-emergencies)	Basic directions and numbers for reporting crime in non-emergency situations easy to locate		
Reporting crime by e-mail	Users enabled to report crime by e-mail		
Contacting the police for reasons other than reporting crime	Includes general enquiries, data protection, firearms and shotguns, help for crime victims and website feedback		
Single point of contact (simple enquiries)	Electronic mail contact info: A single e-mail address (contact person) provided for service enquiries		

Contact information for head office	Head office contact information (address, phone, e-mail, person to contact, etc) easy to find		
Contact information for head office	<ul style="list-style-type: none"> • Multiple methods of contact (phone, fax, e-mail) • Multiple routes of contact that facilitate different objectives 		
Contact information for head office	Search function available within the contact information – helps steer user to the right information		
Contact info for local offices	<ul style="list-style-type: none"> • Local office addresses, phone, e-mail easy to find • Site lists physical business locations • Locations can be searched by geographical area • Hours of operation provided 		
Response to enquiries	Indication that a person will respond to every piece of electronic correspondence, route it to another person as necessary and follow up to ensure that service has been delivered		
Languages supported	Citizen can receive service in the language of his/her choice		

5.3.8 Evaluation of SAPS delivery of e-Government service

Table 31 Evaluation of e-Government service delivery

Topic	Description	Rating	Notes
1. General			
Self-service	Provision for self-service, online access to resources, etc.		
Portals	Portals employed for enhancing access		
“Life events” approach	Site structured around the user’s life events and activities (rather than the police service’s internal organisation structure).		
Digital democracy	Discussion forums, public opinions, online forms available that enhance the concepts of digital democracy available		
Links	Links provided to the main government / departmental websites		



Appropriate security	Sufficient level of security provided for e-Government services. Appropriate authentication mechanisms (e.g. certificates) must be used to support self-service		
Database integration	Proper database integration in place to support self-service functionality		
Customer service and respect	Evidence of customer service management, e.g. effective management of requests and complaints from customers (evaluate the ease of contact and responsiveness)		
Matches user sophistication level	Website matches likely technological savvy of the user <ul style="list-style-type: none"> • Site targeted to average users should not require plug-ins to use key features • Site appears sensitive to different user types such as average vs. power users • Site differentiates its services between remote access vs. office users 		
Personalisation: The ability to create "my site"	Site is customisable. Possible to uniquely define topics of interest and how they are presented		
2. Interactive features			
Interactivity	<ul style="list-style-type: none"> • Site offers users information customised to specific needs • Users can submit content to website 		
Newsletter	Users can subscribe to an on-line newsletter or e-mail newsfeed		
E-mail links	Adequate e-mail links provided for all online services provided		
Feedback	<ul style="list-style-type: none"> • Comment, feedback and input encouraged • Incentives for feedback given 		
Vacancies	Information on vacant positions and joining the police		
Emergency situations	Sufficient advice provided to handle emergency situations		
Initiatives	Information provided online on the police service's campaigns and initiatives		
Surveys on user needs (results available online)	Questions on navigation, purpose of visits, site aesthetics, and type of people who visit the sites		
Promotion of police service objectives	Website effectively promotes understanding of police service		

Ensured reaction	One phase higher than just offering an electronic brochure on the WWW		
Contact information	Contact information (e.g. e-mail) for the webmaster given.		
User support	<ul style="list-style-type: none"> • Level of user support on the site – help documentation, e-mail help, and fax-back service adequate • Interactive feature sufficiently explained. 		

5.4 Peer evaluation

Evaluators were requested to undertake the evaluation of the SAPS website during December 2002 to March 2003, using the websites evaluation instrument. This was requested at a later stage as evaluation near completion of the research would ensure its currency.

Mouton (1996:31) explains the purpose of peer evaluation, namely to serve as a control mechanism in the search for truth. “The search for truth is not just another option or a matter of choice. Scientists who are engaged in scientific research are bound, as it were, in a ‘moral contract’ to commit themselves to the search for truth” (Mouton 1996:31). Mouton (1996:57) refers to “the market of intellectual resources”; such “market” could include peer evaluation as an item. Further, he explains (1996:57) that there are two types of resources, theoretical and methodological resources. Methodological resources include all the methods and approaches in the research process. Peer evaluation would be one such approach.

Four persons were approached and appointed as evaluators of the police agency websites. They are the following

- Evaluator 1: A website designer. She was selected because of her experience and ongoing work in the field.
- Evaluator 2: An independent website consultant
- Evaluator 3: A visitor to the SAPS website (she is a regular visitor) who surfs the World Wide Web daily and has experience in collating information for websites.
- Evaluator 4: A technology designer. He was also selected because of his experience and ongoing work in the field.

5.5 Conclusion

This chapter discusses the recommendations and finding of earlier research that are used in the development of the websites evaluation instrument.



The instrument has seven categories, namely content, architecture (overall design), information architecture (information structure), technology, style, service delivery and delivery of e-Government services.

The evaluations of the SAPS website by the four evaluators, using this instrument, are discussed in Chapter 6.

CHAPTER 6 – EVALUATION OF SAPS WEBSITE

6.1 Introduction

This chapter summarises the evaluation of the current SAPS website, using the websites evaluation instrument, as discussed in Chapter 5. Four evaluators expressed their expert opinion, in the seven categories of website content, website architecture, information structure, technology, style, service delivery and e-Government.

The rating system used to evaluate the SAPS website is as follows:

3	Full compliance – all aspects of the criteria are covered
2	Evidence of compliance to most aspects of the criteria
1	Some evidence of compliance; comply to some of the aspects
0	Do not comply at all
-	Could not be evaluated

The sequence of ratings and notes are presented from Evaluator 1 to 4. (Refer to the websites evaluation instrument given in Chapter 5 and the evaluations in Annexure B, namely those of Evaluator 1 (Annexure B: 1), Evaluator 2 (Annexure B: 2), Evaluator 3 (Annexure B: 3), and Evaluator 4 (Annexure B:4).)

The *italicised* inserts following the ratings and notes are recommendations that could contribute directly to developing the SAPS website and to SAPS online service delivery.

Annexure C contains a summary of the recommendations.

6.2 Evaluation of SAPS website content

6.2.1 Evaluators' ratings and notes

(a) General

- Identification (Ratings 2, 1, 2, 2): The ratings indicate that the site is fairly clearly identified.
- Clarity of purpose (Ratings 1, 0, 2,1): The evaluators differ on this item, which has to do with the purpose of the website, i.e. to inform, make contact, get feedback and interaction, or to provide value-added service. *Stating the purpose of the website therefore needs to be addressed.*
- Home page (Ratings 2, 1, 1, 2): Ratings are average, indicating that users are not immediately engaged in the website. *The matter of establishing engagement in the website needs attention.*

- Home page quality (Ratings 2, 0, 2, 2): The ratings show that the quality is fairly satisfactory, except in the case of Evaluator 2 who states that there is no compliance to criteria.
- Home page coverage (Ratings 1, 1, 3, 2): The ratings indicate that the evaluators do think that the scope of the site can be identified from the home page.
- Target audience and relevancy (Ratings 2, 2, 2, 2): The evaluators agree that the website is relevant to the target audience.
- Differentiation and branding (Ratings 3, 3, 3, 3): The evaluators are positive about this item. As Evaluator 2 states “the police star makes it fairly unique”.
- Reason to return (Ratings 2, 0, 1, 2): The evaluators differ here. Two comments “No reason to return” and “Content outdated and old” indicate need for attention. *Establishing reasons to return needs to be addressed.*
- Website alignment (Ratings 2, 1, 1, 1): Ratings are low. They do, however, indicate that the content is – to a degree – in line with the website’s purpose.

(b) Content

- “About us” page (Ratings 0, 0, 2, 2): The ratings indicate divergent opinions. Evaluator 1 states that it is difficult to find information (it should be more prominent). Evaluator 2 states that there is “nothing from front page”. However, there is evidently (based on the others’ evaluation) some compliance to criteria. *Such a page should be considered.*
- “Where to find us” page (Ratings 0, 0, 2, 0): Generally, the evaluators are negative. Evaluator 1 states that it is difficult to find information (it should be more prominent). Evaluator 2 indicates that there is only an e-mail address for web information. Evaluator 4 refers to the *Servamus* site (a law enforcement-related website that has important contact details) and he suggests that SAPS should follow suit urgently. *This aspect needs to be addressed.*
- Organisation structure (Ratings 1, 2, 3, 2): The ratings indicate that the SAPS website is on the right track here.
- Press releases/ official news (Ratings 2, 3, 3, 3): The ratings indicate that the SAPS website is on target here.
- Calendar of events (Ratings 0, 0, -, 0): The ratings indicate an undeniable shortcoming. *A calendar of events should be considered.*
- Reports (Ratings 2, 2, 2, 3): The rating indicate that the SAPS website is on the right track. Evaluator 2, however, cautions that the reports are not up to date. *Updated reports should be posted on the website.*
- Initiatives (Ratings 1, 1, -, 3): The evaluators differ widely on this item. *Attention needs to be paid to this.*
- “What’s New” section (Ratings 1, 0, -, 2): The evaluators differ on this item. The evaluators’ notes are telling: “Overdone on menu items”, and “Not a section, but flashing graphics indicate new sections”. *Such a section could be developed.*
- FAQs (Ratings 2, 1, 2, 1): The evaluators indicate that there is some compliance to criteria. The notes are important: “Shortage of info”, “No dates provided” and “Not what is usually provided in FAQ. Only three questions answered”. *The FAQ section needs to be developed.*

- Glossary (Ratings) 0, 0, -, 0); No glossary given. *A glossary could add value to the website.*

(c) **Credibility**

- Content authority (Ratings 0, 0, -, 1): Overall the evaluators indicate that users do not know whom to contact about content issues. Evaluator 4 indicates that there is one “e-mail us” address. *This should be addressed.*
- Authorship (Ratings 1, 0, 1, 1): The evaluators indicate that only contact details for the webmaster are given and not for the team and that only on some pages authors’ details are given. *This needs to be considered.*
- Author (Ratings 0, 0, 3, 1): The evaluators – with the exception of Evaluator 3 – feel that it is not clear who the authors are. *Consideration should be given to this.*
- Content style (Ratings 2, 0, 3, 2): The evaluators’ views are diverse. Evaluator 2 is negative, while the others are more positive.
- References (Ratings 1, 0, 2, 2): Evaluator 2 gives a negative rating. The others’ ratings are more positive. Evaluator 4 states that “official documents” are identified.
- Accuracy (Ratings 2, 2, 2, 2): The content is regarded as accurate.
- Objectivity (Ratings 1, 1, 3, 2): The objectivity is on average rated as fair. Evaluator 4 states that this is a government site and that “it seems objective”.
- Completeness (Ratings 2, 1, 2, 2): The ratings indicate that coverage is regarded as fairly complete.
- Breadth of coverage (Ratings 2, 1, 3, 2): The evaluators’ rating differs – but all feel that coverage is fairly wide. Evaluator 4 states “Contact numbers and addresses omitted”.
- Depth of coverage (Ratings 2, 1, 1, 2): The evaluators concur that there is a degree of depth of coverage. However, information could sometimes possibly be buried too deep, i.e. require too many clicks to find it. Evaluator 4 cautions, “sometimes good information is four levels deep”. *This aspect should be looked into.*
- Timeliness of coverage (Ratings 2, 1, 1, 2): The evaluators do share the opinion that fresh content is provided and that content reflects topics of interest to the assumed target. Evaluator 2, however, states that new information is occasional.
- Verification (Ratings 1, 0, 0, 2): This item is generally rated negatively, but Evaluator 4 does mention the reference to *Servamus*, the law enforcement-related journal. *Verifying reports by referring to print versions, where applicable, is recommended.*
- Content currency (Ratings 2, 0, -, 1): Ratings vary, but there is an indication that the dates of articles are written is not given, updates are not indicated and revision is not indicated. *Giving dates when copy is published online should be considered.*
- Dates and updating (Ratings 0, 0, 0, 0): Ratings indicate that there are no updates. *Updates should be considered.*

(d) Content quality

- Quality control (Ratings 1, 1, 1, 2): Ratings indicate that there is a degree of quality control, i.e. there is evidence that the information is checked and verified, there is attention to detail and there is an absence of mistakes. Evaluator 4 indicates that it is “Adequate to good”.
- Quality of verbal expression (Ratings 2, 2, 1, 2): The ratings indicate that the site measures up in terms of readability and that grammar and language usage are fair. Evaluator 4 advises “Brevity and clarity of writing could improve substantially”.
- Clear and concise wording (Ratings 1, 1, 2, 2): The ratings indicate that an appropriate literary style has been adopted. Evaluator 4 states that the “Style could generally be improved”.

(e) Legal issues

- Terms of use (Ratings 2, 1, 3, 0): The evaluators differ on this item. Evaluator 4 states that there is “No separate page”. *It should be determined whether the provision made is adequate.*
- Copyright notice (Ratings 2, 1, 0, 2): Evaluator 4 indicates that this is given on the home page. Evaluator 3 states it is not given (perhaps this is an oversight on her side). *It should be ensured that the copyright notice is conspicuous.*
- Disclaimer (Ratings 2, 2, 3, 3): This item is rated as satisfactory.
- Privacy statement (Ratings 0, 0, 0, 0): *A privacy statement should be considered.*
- Content suitability (Ratings 2, 2, 3, 3): Ratings are good.

6.2.2 Recommendations

The four evaluators’ assessments of the SAPS website content indicate that there is scope for improvement.

The following recommendations regarding content are given:

(a) General

- The purpose of the website should be spelt out clearly.
- Attempts could be made to make the home page more engaging.
- More reasons to return should be built into the website content.

(b) Content

- An “About us” page should be considered.
- A “Where to find us” page should be considered.
- A Calendar of Events should be established.
- Updated reports should be posted on the website.
- Initiatives should be published regularly.
- A “What’s new” section should be considered instead of the flashing “New” notices on the home page.

- A glossary could add value to the website.

(c) **Credibility**

- Giving contact numbers for content providers should be considered.
- Giving contact numbers for the web team – and not only the webmaster – should be considered.
- Contact details for authors of articles should be considered.
- An attempt could be made to limit the depth of content to three clicks, or less, away.
- Reports could be verified by referring to print copies, where applicable.
- Dates of articles should be given.
- Updates should be provided.

(d) **Legal issues**

- Terms of use should be clear.
- Copyright conditions should be displayed conspicuously.
- A privacy statement should be attached.

6.3 Evaluation of SAPS website architecture (overall design)

6.3.1 Evaluators' ratings and notes

(a) **Website structure**

- User-centric structure (Ratings 0, 0, 3, 1): The evaluators' differ widely on this item. Evaluator 4 states, "It is not designed for an intuitive flow". *This needs attention.*
- Positioning clear (Ratings 1, 1, 3, 1): Overall, the opinion is that the positioning is not clear and that the information is not categorised to allow logical movement through the site. *Information should be positioned in such a way that users would logically find it.*
- Intuitive structure (Ratings 1, 0, 3, 1): The evaluators differ on this item. This links to the previous two items and there is scope for improvement.
- User-centric layout (Ratings 1, 1, 2, 1): There is consensus – to a degree – that the layout is designed to follow the user's thought processes and that it is easy to use. This response may seem contradictory to the previous two responses. However, it was the evaluators' prerogative to respond as they wished. The notes "Unappealing look" and "Information sometimes in unexpected places" need to be considered.
- Balanced design (Ratings 1, 0, 3, 2): The evaluators differ on this item. Evaluator 2 is negative. The others state the "balance is okay".
- Site organisation (Ratings 2, 0-1, 3, 2): The evaluators differ on this item. Overall it could be taken that the organisation is regarded as fair.

(b) Navigation

- Consistent link structure (Ratings 2, 0-1, 2, 1): Indications are that the link structure is consistent.
- Commonly used web navigation labels (Ratings 1, 1, 1, 2): The ratings indicate that they exist. Evaluator 3 states that only two exist. Evaluator 4 suggests that pages for “About us”, “Contact us”, “Site Map”, “Feedback” and “Help” would be helpful. *This should be considered.*
- Easy to navigate (Ratings 1, 0, 1, 3): Evaluator 3 makes the point: “Not possible to move without returning to the home page”. *This should be addressed.*
- Easy to find (Ratings 1, 2, 3, 3): Ratings are good. Evaluator 2 makes the suggestion: “In terms of SA’s language policy details on search engine could be in more than one official language”. *This should be considered.*
- Image maps (Ratings 1, 0, 1, -): Ratings negative. Evaluator 4 points out image maps are not used.
- Site map (Ratings 0, 0, -, 0): No site map. *This should be considered.*
- Index (Ratings 0, 0, -, 1): Although there is no table of content or index, Evaluator 4 points out that there are some indices on pages. *A site map is recommended.*
- Flow (Ratings 1, 1, 3, 1): Ratings differ. Evaluator 4 states that there is little flow or transition. *Flow on the SAPS website should be investigated.*
- Background (Ratings 2, 0, 3, 2): Divergent views on background. Criticisms noted are “Children’s page background overwhelming”, and “Backgrounds sometimes overwhelming and ... backgrounds differing widely”. *This needs to be addressed.*
- Indication of page position (Ratings 1, 0, 2, 0): The overall view is that the site is not always structured to make it clear where the user is in the site. *This needs to be addressed.*
- Navigation aids and scrolling (Ratings 1, 0, 0, 0): The ratings are low. The evaluators draw attention to the speeches and the History page. *Use of navigation aids should be looked into.*

(c) Links and menus

- Links (internal) (Ratings 1, 1, 0, 3): The evaluators differ on whether internal links are adequate. *This indicates that the matter should be revisited.*
- Links (external) (Ratings 2, 0, 0, 2): The evaluators differ on whether external links are adequate. Evaluator 4 points out that there is a dead link. *This indicates that the matter should be revisited.*
- Link description (Ratings 1, 1, 0, 3): The evaluators differ on this item. *It is therefore important to assess whether the link descriptions are indeed descriptive enough to clearly indicate where and to what they lead to.*
- Link colour (Ratings 2, 1, 0, 3): The evaluators differ on this item. *This therefore needs to be checked.*
- Links back ‘Home’ (Ratings 2, 2, 3, 3): The evaluators are positive about this.
- Top menu bar (Ratings 0, 0, 0, 0): *The ratings indicate that this needs attention.*

- Menu bar (Ratings 0, 0, 0, 0): *The ratings indicate that this needs attention.*

6.3.2 Recommendations

The four evaluators' assessments of the SAPS website architecture (overall design) indicate that there is scope for improvement.

The following recommendation regarding architecture are given:

(a) Website structure

- Design for an intuitive flow should be looked into: Positioning of information should be logical – information should be categorised to allow easy movement through the site. The structure and layout should be user-centric.

(b) Navigation

- More navigation labels should be considered, such as “Site map”, “Feedback”, “Contact us”, and “Help”.
- It should be possible to navigate within the website without returning to the home page.
- A site map would add value to the website.
- The quality of backgrounds used in the website should be investigated.
- The indication of page positions should receive attention: Users need to know where they are on the site.
- Greater use of navigation aids should be considered: Where text is long and vertical scrolling is required, navigation aids in the text – such as indicating “Back to top” – could be used.

(c) Links and menus

- All links – external and internal – should be revisited to ensure that they are adequate and that dead links are removed. The issue raised that it is not possible to navigate within the site without each time returning the home page should be rectified.
- A top menu bar should be implemented and the other menu bars should be examined to determine whether they should be improved.

6.4 Evaluation of SAPS information architecture (information structure)

6.4.1 Evaluators' ratings and notes

- Information architecture (information structure) (Ratings 1, 1, 2, 2): Ratings regarding coherent presentation of information are fair. Evaluator 4 points out the following: “Child abuse is not expected between the colouring pages of Kiddies' Corner,” and “Farms attacks addressed on two different pages”. *The structure of information on the entire web page needs to be checked.*

- Information construct clarity (Ratings 1, 1, 2, 2): Ratings are fair. Evaluators share the opinion that information is chunked together in digestible blocks.
- Coherent presentation of information (Ratings 1, 1, 3, 2): Ratings are fair, i.e. packaging of information is effective – not too long or too short.
- Effective categorisation (Ratings 0, 0, 3, 1): Evaluators differ on this. *This needs attention.*
- Use of menus for finding information (Ratings 1, 1, 3, 2): Evaluators differ on this, but do indicate that menus are used. Evaluator 4 indicates that all menus have a different look and feel. *This should be looked into.*
- Menus provide effective grouping (Ratings 0, 0, 3, 1): Evaluators differ on this. Evaluator 4 points out that this is not always clear. *This needs to be addressed.*
- Organisation (Clear headings, subheadings) (Ratings 1, 0, 3, 2): Evaluators differ on this. Evaluator 1 notes that this aspect could improve. Evaluator 4 sums it up: “Information organisation mostly clean, some pieces in unexpected places”. *Some tidying up of information is thus recommended.*
- Information access (Ratings 1, 0, 3, 1): Evaluators differ on this. Evaluator 4 points out that it is not always clear where the information is. *This needs attention.*
- Uncluttered/easily scanned (Ratings 1, 1, 2, 2): Evaluators indicate that the SAPS website is on the right track here.
- Attention to detail (Ratings 0, 1, 1, 2): Evaluators indicate that attention is paid to detail, but there is scope for improvement. Evaluator 4 points out that there are some dead links.

6.4.2 Recommendations

The four evaluators’ assessments of the SAPS website architecture (information structure) indicate that there is scope for improvement.

The following recommendations regarding information structure are given:

- The structure of information on the entire website should be re-assessed. Child abuse is, for example found under the Kiddie’s Corner – where it should not be. Hints on how to act to prevent/counter farm attacks are given on two separate pages.
- Following from above, an overall check-up should be undertaken to determine whether information is categorised effectively.
- Menus have a different look and feel, according to one evaluator. Consistency should be striven for in order to contribute to the website identity.
- Regarding information access, it is not always clear where to find information. This shortcoming needs to be addressed.

6.5 Evaluation of SAPS website technology

6.5.1 Evaluators' ratings and notes

(a) Features and facilities

- Search facility (Ratings 0, 0, -, 0): None present. *This needs to be considered.*
- Forms (Ratings 1, 0, -, 0): None available. *This needs to be considered.*
- Downloads (Ratings 2, 0-1, -): None available, according to evaluators. (The annual report is, in fact, downloadable.)
- Browser support (Ratings 1, 0, -, -): Evaluator 4 points out that this cannot be evaluated. He states that it “displays well in IE 5.5”. Evaluator 2 suggests the following “Specify on which browser and resolution (best viewed by...)”. *This should be considered.*
- Innovative use of technology (Ratings 0, 0, -, 0): This is not done, e.g. no use of multimedia. Evaluator 1 notes that it is not used, but cautions that it must be use carefully.
- Interactivity (Ratings 0, 0, 1, -): Evaluator 3 states that there is some interactivity. The others disagree. *This aspect should be considered.*
- Singularity of purpose (Ratings 1, 1-2, -, 2): Two evaluators agree that there is no “attention clash”. However, Evaluator 4 states that the home page animation is a hindrance. *This should be considered.*
- Responsiveness and connectivity (Ratings 2, 1, -, 3): Speed of connection, response times and download time seem to be satisfactory.

(b) World Wide Web factors

- URL (Ratings 2, 0, -, 3): The URL is not seen to be satisfactory, except in the case of Evaluator 4 – who, in any case, suggests that it should be a “gov” domain and not “org” as is the case. He adds that not everybody would know what SAPS stands for. The URL needs to be reconsidered.
- Website management (Ratings 1, 1-3, 1, 0): Ratings on this differ. Evaluator 1 notes that this could improve. Evaluator 4 indicates that there is no evidence of this. *It is recommended that evidence be given.*

6.5.2 Recommendations

The four evaluators' assessments of the SAPS technology indicate that there is scope for improvement.

The following recommendations regarding technology are given:

(a) Features and facilities

- A search facility should be implemented.
- Downloadable forms should be considered.

- Interactivity is limited to e-mail to the Internet communication official (response@saps.org.za). More interactivity should be encouraged.
- Browser support could be indicated, i.e. it could be specified on which browser the website is best viewed.
- Technology is not used innovatively, e.g. no use of multimedia. This could be considered.
- The URL could be reconsidered.
- There is little attention clash on the website. However, the flashing “New” on the home page could be distracting. This could be looked into.

(b) **World Wide Web factors**

- The evaluators are not sure how much website management is undertaken. Such management could be indicated, by, for example indicating when information is updated and by regularly announcing new initiatives.

6.6 Evaluation of SAPS website style

6.6.1 Evaluators’ ratings and notes

(a) **General style**

- General impression in keeping with purpose (Ratings 1, 0, 1, 2): Ratings differ. Evaluator 4 states that it is “Functional rather than attractive”. Not one evaluator sees it as very stylish or attractive. *There is scope for improvement.*
- Overall visual appeal (Ratings 1, 0, 2, 1): The overall visual appeal is not rated highly. Evaluator 4 states that there is no consistent visual identity or look and feel. *This needs attention.*
- Visual aspects’ functionality (Ratings 1, 0, 2, 1): This item is not rated highly. Evaluator 4 states “flashing graphics distracting”. *This needs attention.*
- Overall presentation (Ratings 1, 0, 1, 1): This item is not rated highly. Evaluator 4 states that it is “Functional rather than enticing or professional”. *This item needs attention.*
- Ease of reading (Ratings 1, 1, 2, 1): Evaluator 4 indicates “Wording sometimes lengthy and clumsy in conveying facts”. *Evaluations indicate scope for improvement.*
- Readability (Ratings 2, 2, 3, 2): Ratings indicate that readability is acceptable.

(b) **Specific elements**

- Relevancy of graphic images (Ratings 2, 1, -, 1): The ratings are low. Evaluator 4 notes that “Images not used very effectively” and “SAPS logo not very sharp”. *This needs attention.*
- Use of graphics (style) (Ratings 2, 0, -, 1): Ratings are low. Evaluator 4 notes “ Images seem old-fashioned and grainy”. *This needs attention.*
- Legibility (Ratings 1, 1, 1, 1): Ratings are low. Evaluator 4 notes: “Widely varying backgrounds, usually readable, except bright blue text such as ‘Local partnership policing’”. *This needs attention.*

- Writing style (Ratings 2, 1, 1, 2): Ratings are fair. Evaluator 4 notes: “Wording sometimes too lengthy, technical, not aimed at average SA citizen”. *This needs attention.*
- Consistent use of fonts (Ratings 2, 2, 1, 2): Ratings are fair. Evaluator 2 notes: “Problems with printing of page”. Evaluator 4 notes: “Not always the same. Usually readable”. *This aspect could be addressed to improve quality.*
- Consistent colour scheme (Ratings 1, 0, 1, 0): Ratings are low. Evaluator 4 notes “Widely varying backgrounds and styles – seems like 13 different websites”. *This needs attention.*
- Ease of use (Ratings 1, 0, 1, 2): Ratings are low. Evaluator 4 notes: “Sometimes confusing, but it works”.
- Titles (Ratings 2, 2, 3, 2): Ratings are good.
- Usability testing (Ratings -, 0, -, 0): Not undertaken. *Needs to be considered.*
- User matching (Ratings 0, -, 0): Not done.

6.6.2 Recommendations

The four evaluators’ assessment of the SAPS website style indicates that there is scope for improvement.

The following recommendations regarding style are given:

(a) General style

- The website is described as “functional” rather than attractive. However, to be optimally functional by attracting users, a website needs to be attractive. Work needs to be done to make it more attractive.
- The visual appeal is lacking and there is no consistent look and feel or identity. This needs to be addressed.
- Visual aspects are not always functional, for example the flashing graphics on the home page are described as “distracting”. The functionality of graphics needs to be examined.
- The information on the website is written in such a way that it is sometimes clumsy. All material should be edited before being posted on the website. In addition to impeccable language use, the writing style should be adapted for websites. Sentences and paragraphs should be short. Entire documents should be brief, if possible.

(b) Specific elements

- Legibility is not always good. It is sometimes hampered by incorrect use of backgrounds. All text on the website should be examined for legibility and distracting backgrounds changed or removed.
- Backgrounds and style are widely divergent. Consistency is necessary to establish an identity.
- Usability testing could add value because it could result in features that hamper usability being changed.

6.7 Evaluation of SAPS website service delivery

6.7.1 Evaluators' ratings and notes

(a) Police-specific content

- Target audience identification (Ratings 1, 1, 2, 0): Ratings are low. Target audience should be clearly identified and objectives concerning target audience stated.
- Content relevancy (Ratings 1, 2, 2, 2): The rating is fair.
- Police service strategy (Ratings 2, 3, 3, 0): The ratings are contradictory. This is possibly because Evaluators 2 and 3 saw the link to the strategy but did not click on it. Evaluator 4 did – and found a dead link. This needs to be rectified.
- Vision and mission of police service (Ratings 1, 0, 0, 0): Three of the four evaluators could not find it. It should be placed prominently on the website.
- Organisation structure (Ratings 2, 1, 3, 3): Ratings are good – except for Evaluator 2 who is of the opinion that the structure should be more comprehensive. This should be looked into.
- Police Service Acts (Ratings 2, 3, 3, 3): Ratings good. This is available.
- Policy documents (Ratings 2, 0, 3, 2): Published – but Evaluator 2 is of the opinion that they are not complete. This should be looked into.
- Police service documents (Ratings 2, 0, 0, 2): Ratings. Evaluator 4 notes: “A few – should be more”. This aspect needs attention.
- Statistics and crime statistics (Ratings 1, 0, 1, 1): Ratings low. Notes by evaluators are that the statistics are outdated. This needs to be addressed.
- Successes reported (Ratings 1, 0, -, 0): This needs to be addressed.
- Customisation (Ratings -, 0, -, -): Introducing customisation could be investigated, although there is a general feeling that this is not required for a police agency website.
- Emergency service (Ratings 1, 0, 0, 0): Emergency contact number not furnished. This needs to be addressed.
- Special attention to topical issues (Ratings 2, 0, 0, 1): Ratings are low. Evaluator 4 indicates there are some – but more needed. This needs to be addressed.
- Attention to high-profile crime (Ratings 2, 1, 1, 2): Ratings are generally low. Evaluator 4 states that the website reports “Between Jan and Aug 1996, there were 8 740 hijackings in South Africa of which 5 251 were in Gauteng”. So what, he asks? No hotspots mentioned. Advice should be given on what to do during a hijacking. This should be followed up.
- Other services (Ratings 1, 1, 2, 1): Ratings are low. Evaluator 4 suggests more services should be given. This should be followed up.

(b) Contacting the police

- Reporting crime (emergencies) (Ratings 1, 0, 0, 1): The ratings are low. Evaluator 4 makes the following comments:

- 0800 11 12 13 is hidden under 'CrimeStop Schematic presentation of how crime operates' – not directly on the home page
- 'Crime Stop' page listed as No 13 on the Home Page menu – no indication of 'emergency services'
- 10111 described as alternative
- 08600 10111 (Share-Call Service) listed separately – purpose the same?
- Childline buried very deep – 080 055555
- Procedure explanation clumsy across many pages
- No clarity on emergency status of the call

These aspects need attention.

- Reporting crime (non-emergencies) (Ratings 1, 0, 0, 1): Ratings are low. *This needs attention.*
- Reporting crime by e-mail (Ratings 1, 0, 0, 1): Ratings are low. Evaluator 4 notes two places where e-mail addresses are given. *This needs attention.*
- Contacting the police for reasons other than reporting crime (Ratings 1, 0, 0, 1): Ratings are low. Evaluator 4 notes: "Difficult to find, not much on offer, no search function to hunt it down". *This needs attention.*
- Single point of contact (simple enquiries) (Ratings 1, 0, 0, 0): Ratings show that evaluators do not think there is a single point of contact. *This should be addressed once e-Government principles are adopted.*
- Contact information for head office (Ratings 1, 0, 0, 0): This is not given. *This needs attention.*
- Contact information for local offices (Ratings 1, 0, 0, 1): Ratings are low. As Evaluator 4 notes; "This is buried deep under 'Organisational Profiles' – this is not intuitive. Only telephone and fax numbers are given – no physical addresses". *This needs attention.*
- Response to enquiries (Ratings 1, 0, 0, 1): Ratings are low – although there is such contact e-mail address. *This needs attention.*
- Languages supported (Ratings 2, 0, 0, 1): Ratings are low as this is not available. *This needs attention.*

6.7.2 Recommendations

The four evaluators' assessments of the SAPS service delivery indicate that there is scope for improvement.

The following recommendation regarding service delivery are given:

(a) Police-specific content

- The target audiences should be clearly identified and the objectives regarding the audience stated.

- Although the police service strategy has been posted on the web, the one evaluator encountered a dead link in trying to access it. This should be rectified.
- The vision and mission should be placed on the website.
- Policy documents and police service documents do appear on the website. However, there are not many. More major documents should be accessible.
- Police service successes should be published on the website.
- The statistics on the website that are outdated should be updated.
- Topical issues, for example the Nigerian scam and the spiralling drug abuse, should receive far more coverage on the website.
- Details of emergency services should be prominently displayed on the website.
- Ways of presenting high-profile crimes need to be addressed. As is stated in the evaluation, it serves no purpose to relate incidences of hijacking. Users should be told how to avoid this happening and what to do when it happens.
- More services offered by the police should be promoted on the website.

(b) Contacting the police

- Reporting emergency and non-emergency crime, as well as matters other than crime, is not sufficiently aided on the website. In the case of emergency service, emergency contact numbers are, in some cases, “hidden” somewhere on the website, or buried deep – requiring many clicks – or are confusing. Non-emergency contact numbers are not given. This matter needs to be rectified.
- Reporting crime via e-mail is not encouraged. This is an important service that could be rendered and should be addressed.
- Contact numbers for head office divisions and departments are not given. This should be addressed.
- Contact numbers for police stations are difficult to find (under profiles). This should be changed to make it easy for users to find.
- South Africa has 11 official languages. Contacting the police in emergency situations and other situations should be facilitated for people belonging to language groups other than English. This aspect needs attention.

6.8 Evaluation of SAPS e-Government service

6.8.1 Evaluators’ ratings and notes

(a) General

- Self-service (Ratings 1, 0, -, -): Low rating. However, evaluators mostly note this is not applicable.
- Portals (Ratings 1, 0, -, -): Low rating. However, evaluators mostly note this is not applicable.

- “Life events” approach (Ratings 1, 0, -, -): Low rating. However, evaluators mostly note this is not applicable.
- Digital democracy (Ratings 1, 0, 0, 0): *This needs attention.*
- Links (Ratings 2, 1, 3, 2): Ratings vary, but this is discussed in earlier categories.
- Appropriate security (Ratings -, 0, -, -): Low rating. However, evaluators mostly note this is not applicable.
- Database integration (Ratings -, 0, -, -): Low rating. However, evaluators mostly note this is not applicable.
- Customer service and client respect (Ratings 1, 0, 0, 0): *This needs attention, as there is no evidence of customer service management.*
- Matches user sophistication level (Ratings 2, 0, -, 1): Ratings are generally low. Evaluator 4 comments, “Most users would be able to read basic content. Historically disadvantaged users would battle to find information”. *This needs investigation.*
- Personalisation: The ability to create “my site” (Ratings 1, 0, -, -): Low rating. However, evaluators mostly note this is not applicable. Evaluator 2 comments “Do not think there is a need for this now”.

(b) Interactive features

- Interactivity (Ratings 1, 0, 0, 0): *This needs attention.*
- Newsletter (Ratings 1, 0, -, -) Low rating. However, evaluators mostly note this is not applicable.
- E-mail links (Ratings 1, 0, 0, 0): *This needs attention.*
- Feedback (Ratings 1, 0, 0, 0): Evaluator 4 notes: “2 in CrimeStop and in a few other places”. *This needs attention.*
- Vacancies (Ratings 1, 2, 3, 3): Ratings high. Evaluator 2 notes “Details on vacancies, but nothing on how to join the police”. Evaluator 4 notes: “only to be submitted by mail or hand”.
- Emergency situations (Ratings 1, 0, 0, 0): Evaluator 4 notes “Not easy to find”. *This needs attention.*
- Initiatives (Ratings 1, 0, 3, 2): Ratings vary. Evaluator 4 notes: “Basic information. Does not seem to be updated often”. *This needs looking into.*
- Surveys on user needs (results available online) (Ratings 1, 0, 0, 0): *This should be addressed.*
- Promotion of police service objectives (Ratings 1, 0, 2, 2): These ratings indicate that the evaluators generally rate the promotion of objectives as fair.
- Ensured reaction (Ratings 1, 0, 0, 1): Evidently evaluators do not rate the website as being one phase higher than an electronic brochure. Evaluator 4 notes: “Not very inspiring”. *This needs attention.*
- Contact information (Ratings 2, 1, 3, 3): The ratings are fair here. See, however, ratings above.
- User support (Ratings -, 0, 0, 0): *This needs attention.*

6.8.2 Recommendations

The four evaluators' assessments of the SAPS website e-Government service delivery indicate that there is scope for improvement.

The following recommendations regarding architecture are given:

(a) General

- Digital democracy needs to be promoted – possibly in the form of discussion forums, online forms and feedback mechanisms.
- The customer service offered via the response@saps.org.za should be promoted. The Internet communication official responds to queries and complaints received via this e-mail address. However, there is no indication on the website how this is managed. Posting such information on the website would let users know that needs are catered for.
- The website should match user sophistication level. Where South Africa has 11 official languages and many communities from historically disadvantaged backgrounds, these aspects need to be considered in upgrading and developing the website.

(b) Interactive features

- Interactivity should be promoted on the website. This could be done by allowing users to submit content to the website and by enabling more feedback mechanisms and e-mail communication.
- The SAPS journal (a print publication) could be published on the website – giving users more access to SAPS-related information.
- Police initiatives should be published and kept up to date.
- There should be more information on how to deal with emergency situations.
- Vacancies are published, but users are not advised on how to join the SAPS. This should be done.
- User support should be developed.
- Surveys on user needs should be regularly conducted.

The Gartner Four Phases of e-Government Model is discussed in Chapter 2. It is used in measuring progress of e-Government initiatives and to establish a roadmap to achieve the desired levels of constituency service. It could be of value if used in the development of the SAPS website.

6.9 SAPS website measured against Gartner Group's e-Government model

From the results of the evaluation done in this chapter, the current SAPS website is rated as follows, using the Gartner Group's e-Government model:

Table 32 SAPS website measured against Gartner Group’s e-Government model

Phase	SAPS website
Phase 1: Presence	The SAPS site informs the public about its role and functions. It provides some basic documents to users.
Phase 2: Interaction	<ul style="list-style-type: none"> • The public can access some critical information online through the website. • Some links to relevant sites are given. • e-Mail addresses are provided for offices and officials. • No search capability is provided. • No forms can be downloaded.
Phase 3: Transaction	<ul style="list-style-type: none"> • No self-service applications can be built for public online access. • No tasks can be conducted online by SAPS users (the public). • Not many services can be gained by using the website. • Not much shared services with other government departments or agencies.
Phase 4: Transformation	<ul style="list-style-type: none"> • The SAPS website does not represent a new definition of government service delivery. • It does not provide a single point of contact, making government department organisation transparent to users. Users do not participate directly in government activities. • No government information is pushed to citizens, with seamless interfaces back to the SAPS.

It is clear that (as far as online service delivery is concerned) the SAPS website is mostly in Phase 1 of the Gartner framework (Presence), with a few functions from Phase 2 (Interaction). No features exist in phases 3 or 4, as no transactions can be conducted, and services are not transformed by the use of online media.

In the South African context, this finding is not surprising, as most other government departments and agencies are still in the early days of this form of service delivery. The finding should, however, be seen against the South African government’s clear statement of intent of providing online service delivery in meeting the needs of its constituency.

What should be borne in mind that the introduction of e-Government services is not about technology; it is about service delivery. Technology is the ‘tool’ used to deliver the service. Di Maio is clear on this

“E-Government is much more about transforming relationships than about technology. There is no smooth transition from “government” to “e-Government.” In going from just a presence on the Web to a profound transformation, with new services and processes and a seamless integration inside and across agencies, government organizations must resolve four sets of issues:

- 1) Existing strategies and policies may be inadequate to address new kinds of internal and external relationships, and to exploit new delivery channels;
- 2) people may strongly oppose changes;
- 3) bureaucratic processes developed for a hierarchical organization may prove inadequate to support constituent-centricity; and
- 4) new technologies and architectures must be managed.

Progressing through e-Government phases implies increasing costs and complexity, but also greater constituent value. Most of the technology challenges are faced in Phase 3, when online transactions require unprecedented reliability, availability and security levels. In Phase 4, people, organization and process challenges become the main stumbling block to overcome. Policy and regulatory impact will be considerable in Phase 3 and Phase 4. While most initiatives try to achieve Phase 4, effective transformation, they must be rooted into the social, constitutional, legal, economic and technological context which they will influence” (Di Maio 2001).

6.10 Assessing the responses

Evaluators’ ratings usually clustered around an average value. In some cases the evaluators’ ratings varied by 1 or 2 points for the same criterion. This could possibly be attributable to factors such as the following:

- The criteria for evaluation were not stated in great detail. The meanings attributed to terms was the general meaning, which could be interpreted differently.
- The sample size was very small.
- All the evaluators did not look at the same version of the SAPS website, as their evaluations were spread over a period of four months.
- The possibility of bias in the case any evaluator (e.g. always rating much lower than the average is not excluded.
- In some instances certain web pages seemed to be dead links on specific dates.

Taking all factors into consideration, the value of the evaluations lie in the consensus opinion, which still provides a clear statement on the quality of the SAPS online services in early 2003.

6.11 Benchmarking the SAPS website and service delivery

In section 4.12 the best practices for a police service agency website were identified, based on the seven international websites evaluated. In Table 33 the SAPS website is measured against identified best practices.

Table 33 SAPS website measured against the best practices identified

Topic	Evaluation of SAPS web presence
Website content	<p>Website strategy: A link to strategy is provided, but it did not function properly.</p> <p>Audience-specific content should be provided: Very little content is audience-specific, e.g. the web pages for children.</p> <p>Cultural sensitivity, catering for language groups: Cultural sensitivity is not indicated. The only language used is English.</p> <p>Logo significance. The logo on the home page should spell out what the police and the website are striving for.</p> <p>The content should be in line with the mission of the police service agency: The content is in line with the mission. But the mission does not appear on the website.</p> <p>Breadth of information: The breadth of information is adequate.</p> <p>Source reference: Sources references are lacking.</p> <p>Police-specific content: (The structure, leadership and history of the police service agency. Media releases, crime statistics, and details of campaigns, launches, successes, employment opportunities and conferences, etc.): This is covered fairly widely.</p> <p>Contact details (for emergency and non-emergency situations): Contact details are minimal and need to be extended.</p> <p>Availability of publications (police agency publications): The annual report is published. More publications could be published.</p> <p>Consistency of website design guidelines: No guidelines are given.</p> <p>Surveys to ensure usability: No such surveys undertaken.</p> <p>Strategy for bridging the digital divide: No strategy is in place.</p> <p>Comment and feedback: There is an avenue for comment and feedback.</p> <p>Community participation: This is limited to the single “response” address given on the website.</p>
Website architecture (overall design)	<p>Ease of finding location (clarity of URL): Satisfactory</p> <p>Overall layout: It is fairly easy to use and follow.</p> <p>Site organisation: The organisation of the site is fair.</p> <p>Consistent look and feel: The look and feel is not consistent.</p> <p>Intuitiveness of design: There is scope for improvement.</p> <p>Useful menu bars: More menu bars would add value. More effective grouping of menus is required.</p> <p>Home page informative, inviting, concise and easy-to-read: The home page does not immediately engage users in it. This should be worked on.</p> <p>Police service identity and services visible to the user: The logo makes it identifiable. Various services are indicated.</p> <p>Search facility: There is no internal search facility.</p> <p>Uncluttered appearance and restrained use of graphics: The appearance is not</p>

	<p>overall attractive. Graphics are not used optimally.</p> <p>Consistent use of menus: Menus have a different look and feel.</p> <p>Site maps/indices: No site map is given.</p> <p>Indication of website and pages updates. There is no indication of updates.</p>
Information architecture (information structure)	<p>Effective information chunking: Chunking of information is overall fair. But some organisation is still required.</p>
Website technology	<p>Efficient click-throughs: Click-throughs are fairly satisfactory.</p> <p>Effectiveness of external and internal links: Both need to be addressed and updated.</p> <p>Downloadable documents: Only the annual report is downloadable.</p> <p>Adequate navigation on pages: This needs to be improved, e.g. more navigation labels should be considered.</p> <p>Investment in technology: This needs to be researched.</p> <p>Ensuring user privacy and security: This is not given.</p> <p>Visual aspects – effective graphics: Graphics are not used effectively.</p>
Website style	<p>Consistency. Layout and language style should be consistent throughout: Consistency is lacking.</p> <p>Text. Text should be interesting, appealing, readable and legible: This needs to be improved.</p> <p>Visual aspects. Graphics add to the attractiveness of the page: This needs to be improved.</p>
Service delivery	<p>User welcome, a sense of community and fun: This is lacking.</p> <p>Latest policing news: This is given in the form of press releases. More successes and campaigns, etc, should be given.</p> <p>Electronic forms: Not available.</p> <p>Downloadable publications: Only the annual report.</p> <p>Identification: Police websites is generally well identified: it is questionable whether the “saps” in the URL is internationally known.</p> <p>Appeal to a universal audience: This needs to be researched.</p> <p>Delivering service to the community: Still in phase one (of Gartner Group’s model – interaction limited and transactions absent).</p> <p>Contact details: This needs to be expanded. It is very limited.</p> <p>Benefits of police service to the community: This needs to be developed.</p> <p>Glossary of policing-specific and web-based terms: Not available.</p> <p>Mission, vision and strategy of police agency and website: Mission and vision not given. The link to the SAPS strategy is dead.</p> <p>Motto and brand building: This needs to be developed.</p> <p>Community relationship section and partnership policing: This needs to be developed.</p> <p>Multicultural diversity section: No available.</p>

	<p>Disabled person's accessibility: Not available.</p> <p>Youth focus: Attention is given to this, but it needs to be developed.</p> <p>Educational use: Fair – but needs improvement.</p> <p>Campaigns: They are posted but not extensively.</p> <p>Research, e.g. investigation of the fear of crime among community members: Not done.</p> <p>Complaints against the police service (community participation): Only through response@saps.org.za.</p> <p>Website feedback: Only through response@saps.org.za.</p> <p>Surveys regarding the website and service delivery: Not undertaken.</p> <p>Business specific content: Needs to be developed.</p>
Delivery of e-Government services	Evidence that e-Government principles are coming into play: There is no evidence of this.

6.12 Comparison to previous measures

6.12.1 Ask Africa survey (1997)

This survey was discussed at length in Chapter 1. The objective of the expectations measure was to provide the SAPS with guidelines to be used in deciding on initial content for its website. The aim of the research was to describe what specific information the public would like to receive from the SAPS in general and on a web page. It did not go into great detail on the design and technology of the website.

In the final report submitted to the SAPS in 1997, Ask Africa identified customer information. The extent to which these needs have been addressed is indicated in Table 34.

Table 34 Correlation with “Ask Africa survey” findings

Ask Africa: Need identified	Instrument findings
Crime statistics	Not addressed satisfactorily
Criminals	Not addressed (reasons for this given elsewhere)
Missing persons	Not addressed
Community policing	Not addressed satisfactorily
Structures and strategies	Satisfactory
Policing strategy	Not addressed satisfactorily
Success rates	Not addressed satisfactorily
Area specific crime rates	Not addressed satisfactorily

Wanted criminal information	Not addressed (reasons for this given elsewhere)
Missing persons information	Not addressed
Channels for community involvement in the fight against crime	Not addressed satisfactorily
Safety tips	Not addressed satisfactorily

The correlation between the findings of the Ask Africa survey and the present evaluation is clear.

6.12.2 GCIS study

The shortcomings pointed out in the GCIS audit (2001) included issues in the content, organisation, navigation, design and layout of the SAPS website. It has remained largely unchanged since that audit. The findings of this study largely correlate with those of the GCIS audit, especially several of the shortcomings identified. Table 35 shows the correlation:

Table 35 Correlation with GCIS audit findings

GCIS audit finding	Instrument findings
1. It is difficult to find information on most sites. This is attributed to factors such as poor information organisation and navigability, design and layout that could be improved and the need for improved search engines.	This is found in some instances.
2. Interactivity only takes place to a limited extent.	Agree
3. The choice of main categories on the home pages is often not logical.	Agree
4. Information is sometimes presented in confusing categories.	Agree
5. The choice of headings (also for links) is often not logical.	In some instances
6. Hierarchical structures are often deep - this requires many clicks to get to the actual information.	Agree
7. A lack of clearly defined aims.	Agree
8. Insufficient indication of publication dates.	Agree
9. A lagging behind in updating web sites.	Agree
10. A poor indication that web pages form part of a specific web site.	In some instances

It is clear that the findings of the present evaluation largely correlate with the GCIS audit findings.

6.12.3 Content updates

A major issue with websites is that the information is usually not regularly updated. This is regarded as a policy issue, with providing for sufficient skilled manpower to attend to content matters. It is not strictly a technology issue, although technology solutions could be used effectively to support the designated officials in executing their tasks. Such software tools are called Web Content Management (WCM) solutions. Solutions could be obtained from a simple to a very sophisticated level of control. It is recommended that SAPS management plan for the use of such automated techniques, by raising the issue with its service provider, SITA.

6.13 Conclusion

Chapter 6 discusses the evaluation of the SAPS website by four evaluators who applied the websites evaluation instrument. The evaluations of all seven categories in the evaluation instrument are followed by recommendations for improving the SAPS website and SAPS online service delivery. A summary of the recommendations is given in Annexure C.

In each of the above sections recommendations were compiled based on the evaluators' ratings and opinions expressed on each of the seven main evaluation areas. These evaluations will be presented to the website owner, and to the website team responsible for the redesign of the SAPS website.

The successful evaluation of the SAPS website proved the effectiveness of the website evaluation framework developed in Chapter 5. The framework is a reflection of current best practices. Adherence to the specific issues addressed in the framework will ensure that the SAPS website communicates effectively to its target market, the South African public. This will ensure that electronic media is used optimally in supporting the SAPS national strategy.

CHAPTER 7 – CONCLUSION AND RECOMMENDATIONS

7.1 Study overview

The concluding chapter summarises the main findings and shows how the evaluation of the SAPS website has contributed in achieving the main aims of the study and confirmed the hypotheses set out in the initial chapters.

It discusses the possible implementation of the recommendations. It further gives pointers for possible future research.

7.2 Achieving the aims and confirming the hypotheses

7.2.1 Aims and hypotheses

In the introductory chapter, the aims of the study were stated as the following:

- To determine how police online resources could provide service delivery by a study of international best practices in the online (website) policing domain
- To assess the current state of the SAPS web presence by evaluating the current SAPS website
- To make recommendations regarding the development of the SAPS website from being a basic web presence to a dynamic service delivery tool – in line with e-Government principles

The study has two hypotheses.

- Hypothesis 1: In an increasingly connected world, the task of policing is growing more complex and a “static” web presence is inadequate in serving the constituency.
- Hypothesis 2: The use of online resources could assist in transforming police service delivery and involve/enable the citizen in directly supporting policing goals.

7.2.2 Methodology

The following methodology was used in the study:

- Literature study
- Requirement analysis
- Survey of “state of the art” police agency websites
- Development of a websites evaluation instrument
- Evaluation of the current SAPS website
- Recommendation: Developing the SAPS website from its present state to an e-Government service delivery tool.

7.2.3 Findings: Aims

- (a) **Aim: To determine how police online resources could provide service delivery by a study of international best practices in the online (website) policing domain.**

At the outset the study looks into what makes for best practices for websites. It makes it clear that much has been written and researched about the requirements for an effective website in general (and that such requirements also apply to police agency websites).

Fundamentally the literature survey in Chapter 2 shows that a golden rule applies if an online resource (in this case a website) is to provide service delivery: A website must be user-centric in terms of both content and structure. Such a “user-centric” approach is vital. Information must be presented in an intuitive fashion, allowing even the most inexperienced user to find his way around.

The study refers to the Gartner Group’s e-Government model. The model demonstrates the progression of e-Government in the connected environment, and identifies the factors that contribute to success. By adopting e-Government principles, a police agency website can migrate from a static phase to dynamic service delivery – as is illustrated by this model.

The GCIS audit of government websites (including the SAPS website) is subsequently discussed. One of the main conclusions of the audit is that the websites assessed were not user-centric and therefore not geared towards service delivery. The audit gives direction in terms of how the SAPS website should be improved and developed to provide greater service delivery.

This study examined international efforts in the online (website) policing domain. Contacts in other countries were established to determine the requirements for police agency websites specifically. The effectiveness of these resources was tested by conducting personal/e-mail interviews and by surveys with webmasters and by the questionnaires they completed.

Several international police agency websites were analysed for their content, architecture, information structure, technology, style and services delivered. From this, the typical nature and functions of a police agency website were deduced. The “best practice” guidelines for such websites could also be derived.

The first aim was thus achieved: It was possible to determine how online resources in the policing domain could provide service delivery.

- (b) **Aim: To assess the current state of the SAPS web presence by evaluating the current SAPS website.**

To evaluate the current SAPS website, a websites evaluation instrument was developed. Its development was based on the requirements indicated by the early Ask Africa survey (which preceded the establishment of the SAPS website – cf. Chapter 1), the literature survey (discussed above – cf. Chapter 2), the analysis of the requirements of SAPS website users over a period of a year (cf. Chapter 3), and the best practices of several police agency websites (cf. Chapter 4).

The current state of the SAPS website was assessed and this second aims thus achieved.

Regarding this current state the following was found: The SAPS website is still predominantly in phase 1 of the Gartner Group’s model of e-Government (Presence), with a few functions in phase 2 (Interaction). No features exist in phases 3 or 4, as no transactions can be conducted, and services are not transformed by the use of online media.

- (c) **Aim: To make recommendations regarding the development of the SAPS website from being a basic web presence to a dynamic service delivery tool – in line with e-Government principles.**

In Chapter 6 recommendations are made regarding the development of the SAPS website. These recommendations – if and when implemented – will assist developing the SAPS website to enhance its service delivery capabilities. This aim is therefore achieved.

7.2.4 Findings: Hypotheses

- (a) **Hypothesis 1: In an increasingly connected world, the task of policing is growing more complex and a “static” web presence is inadequate in serving the constituency.**

The study supports Hypothesis 1. Where police agency websites – as government websites – are primarily concerned with service delivery, static websites are no longer making the grade.

Websites must be user-centric. Up-to-date information is crucial in serving the community. The mere presence of a website is no guarantee of repeat visits. Users who visit a website twice and find the same information, more often than not do not return to that website. Providing information that has been left static for months or years reduces the site to an electronic version of a brochure, with the resultant lack of interest by users. In today’s world of abundant information on offer – also on the World Wide Web – websites compete fiercely for usership. A static web presence is indeed an obsolete presence.

Further, the international best practices (as set out in Chapter 4) also confirm the hypothesis. The overriding opinion shared by all four evaluators who assessed the SAPS websites is that a dynamic “web presence” is required.

(b) Hypothesis 2: The use of online resources could assist in transforming the police service delivery and involve/enable the citizen in directly supporting policing goals.

The study confirms Hypothesis 2. Police service delivery is about serving the community. As is pointed out in Chapter 1, service delivery within the SAPS includes determining and meeting its clients' information needs that pertain to safety and security and combating crime and prevention, as well as rendering other services they require.

This ties in with the South African government's *Batho Pele* initiative to improve the delivery of services to the people. By using online resources police service delivery can be transformed. A website has basic search capabilities, it can host forms to download, and has links to relevant sites, and e-mail addresses of offices or officials. It can give members of the public access to critical information online and enable them to receive forms that previously required a visit to a government office. Users can conduct entire tasks online. A website could therefore enable the transformation of police service delivery and make it possible for users to participate directly.

7.3 Implementation of recommendations

Following the analyses and assessments in earlier chapters, numerous recommendations were made in Chapter 6 as to how the SAPS website and associated service delivery could be improved.

The implementation of such recommendations would, however, require streamlined management of the website. In the case of the SAPS website – as is pointed in Chapter 1 – there has been the problem of inadequate staff allocation and consequently lack of planning. In the past the task was not clearly allocated to specific staff, and staff members at different offices would attempt to develop the website when their other tasks permitted.

It is thus clear that the management aspect of the SAPS website must be developed before recommendations could be implemented successfully. Recent discussions with staff at the SAPS department of communication and liaison – which has recently been given the task of overseeing the SAPS website – indicate that this much needed function is now being addressed. Staff has recently been appointed permanently to develop the website.

7.4 Stumbling blocks in implementing recommendations

Various stumbling blocks exist within the SAPS for implementing these recommendations. It could include the following:

- Existing strategies and policies could possibly be inadequate in addressing new kinds of internal and external relationships, and in exploiting new service delivery channels.
- There could be staff members who could strongly oppose change. A reasons for this could that police agencies worldwide are known to be conservative.
- The perception is still fairly common that an online presence is a “nice to have” but that it is not vital. This is especially true in the South African context. A very small percentage of the South African population has access to computer technology and websites. The question is often asked what portion of the SAPS constituency could actually benefit by online service delivery.
- Bureaucratic processes developed for a hierarchical organisation may prove inadequate in supporting the new constituent-centric approach.

New technologies and architectures must be managed. Budgetary constraints are a daunting factor in this regard. The SAPS is “fighting” a serious war against crime and funds are required and applied first and foremost in the direct crime-combating arena. Its information systems division must state its business case clearly to ensure sufficient investment in technology in the next few years, thereby realising the potential of online services.

An online service delivery strategy needs to address such stumbling blocks.

7.5 An online service delivery strategy

A vital aspect that goes hand in hand with such development would be the drawing up of an online service delivery strategy and guidelines and a development roadmap for the way forward.

A strategy and guidelines are indispensable in raising the maturity level and quality of the SAPS website. Such a strategy would show what the SAPS would like to achieve with its online service, analyse the current situation, and devise plans for achieving the goals. It would further spell out how the website supports the vision and mission of the organisation it represents – which, in the case of the SAPS, is primarily about service delivery.

Management support from executive level is a very high priority in this regard, as considerable resources could possibly be necessary consistently to support the implementation of such strategy. Support from senior management also underlines its dedication to service delivery, which will give the initiative the required momentum to go from planning to development and implementation. In the long run, senior management support is the critical factor that will determine the success of the effort.

In this regard, Unruh (1997:336 – 337) gives the following three essential conditions for organisations that want to fully use information as resource:

- Senior management that acknowledges the importance of information management to add value to client service
- An organisation culture that encourages and support knowledge-sharing
- Acknowledgement of the importance of the best possible technological infrastructure as an empowering factor in value-creation.

Oleson (1997: 31) cautions that “technology alone is not going to win the race for you”. A flexible management team, which can cope with change brought about by development in technology is required.

A development roadmap is equally important. The purpose of such roadmap is the continued development of the SAPS online services to ensure an effective policing service. Such a roadmap for the SAPS could be based on the detail found in the Gartner Group’s Model for e-Government.

7.6 Further research

At the Regional Workshop on Building e-Governance Capacity in African countries, held in Johannesburg in October/November 2002, issues such as whether Africa is “e-ready” were discussed. Arguments persist that Africa does not need computers, but water and clothes and other necessities.

The counter-argument made by South African public service and administration minister Geraldine Fraser-Moleketi was that service delivery to all citizens could be improved by making use of technology. She emphasised that slow forms of development in this field had to be leapfrogged (Emdon 2002).

The concept of e-governance is still fairly new to the world at large. It is definitely a form of transparency and democratic behaviour that has not been considered much by police agency websites. This is made clear by the assessments of police agency websites of other countries in this study (see Chapter 4).

The adoption of e-governance by police agencies therefore requires in-depth research. This is especially true for police agencies in Africa, where the digital divide is an undeniable reality. E-Government is primarily about access – creating access to services for citizens through the means convenient to them.

The SAPS could benefit by further research into how e-governance could impact positively on police service delivery. The following research areas are indicated:

- A strategy and guidelines for improving the quality of the SAPS website, supported by a roadmap that provides more detail on the steps required in the development of online services.

- Measuring the impact that electronic media could have on the South African citizen's life as far as safety and security is concerned. This may include increased awareness of high-crime areas, scams, incidence of vehicle thefts, etc.
- Mechanisms the SAPS should apply for bridging the digital divide, in order to deliver its services online to the large part of its constituency that does not have access to information and communication technologies.
- Ways that South Africa, as a leader in the use of telecommunications on African continent, could assist other African countries in combating crime and ensuring a peaceful and fair society, through the use of online service delivery methods.
- The use of automated mechanisms to ensure updated content on a website such as the size of the SAPS website. This should be supported by clear policy that states the responsibility for content.
- The role of Nepad and its role-players in drawing up an African development plan for information and communication technologies – and, specifically, the SAPS participation in this regard.
- The role of electronic government and information systems in supporting the fight against crime.
- The role of the electronic media in improving the image of SAPS with the constituency – including ways in which this media could support the government's commitment to transparency and good governance.
- Ways that the SAPS electronic media could be used in supporting the SAPS training and development goals, such as by creating an internal awareness of the SAPS national strategy, and of its special programmes and objectives.
- The development of a measurement tool for quantifying the impact of online services on the SAPS in reaching the eight objectives of the South African government's *Batho Pele* ("People first") initiative.

7.7 Conclusion

In the initial study for this work, it was found that a framework for measuring an effective police agency website was not readily available. This was confirmed in discussions with several police agencies elsewhere in the world.

A study was conducted to determine current best practices in some of the English-speaking countries. A measuring instrument was designed that reflected current best practices.

Knowledgeable evaluators measured the current website and provided feedback on its features.

This resulted in a clear definition of the weaknesses of the current website, with pointed recommendations for enhancing online service delivery and e-governance by using a solid online service deliver strategy and a development roadmap.



The evaluation of the SAPS website proved the effectiveness of the website evaluation framework. Adherence to the specific issues addressed in the framework will ensure that the SAPS website communicates effectively to its target market, the South African public. This will ensure that electronic media are used optimally in supporting the SAPS national strategy.

BIBLIOGRAPHY

- Ask Africa. 1997. Customer Expectations Measure. Pretoria: Ask Africa.
- Babbie, Earl. 1999. *The basics of social research*. Belmont, CA: Wadsworth. 1999.
- Babbie, Earl & Mouton, Johann. 2001. *The practice of social research*. New York: Oxford University Press.
- Bailey, Herbert S. 1970. *The art and science of book publishing*. New York: Harper & Row.
- Bakken, Clarence & Armstrong, Sara. 2000. *Web page evaluation checklist*. [Online]. Available: <http://web.edi/~ddoak/net/webpageeval.htm>
- Baum, Christopher & Di Maio, Andrea. 2000. *Gartner's four phases of e-Government model*. [Online]. Available: <http://www4.gartner.com/resources/94200/94235/94235.pdf>
- Bayley, D.H. 1996. *What works in policing*. New York: Oxford University Press.
- Blom, A. & Willers, J.C. 2001. *SITA Internet and Intranet web site policy*. Document No. SQSD-00050. Pretoria: SITA.
- Cochrane, Kim. s.a *The role of communication in a diverse workforce. Organisational Communication Honours Theme Three*. Rand Afrikaans University.
- Dahnke, G.L. & Clatterbuck, G.W. 1990. *Human communication: Theory and research*. Belmont: California.
- De Beer, Johan. 2001. *News media statement by the divisional commissioner, detective service: Commissioner Jan de Beer: Public warning: Nigerian circular "419" letter scam*. 12 December. Pretoria.
- Department of Public Service and Administration. 2002. *Batho Pele*. [Online]. Available: <http://www.dpsa.gov.za/projects/batho-pele/faqs.htm#q1>
- Dessauer, J. 1974. *Book publishing: What it is, what it does*. New York: R.R. Bowker Company.
- De Wet, Sonja. 1997. *Newspapers in the New Media world: Evolution of extinction? A perspective on change*. MA thesis. Stellenbosch: University of Stellenbosch.
- Di Maio, Andrea. 2001. The European E-Government Scenario, Gartner Group European Spring Symposium, 28–30 March 2001, Florence, Italy.
- Emdon, Clive. 2002. E-governance can advance aims of Nepad. *Business Day*. 8 November.
- Evans, Mary. 1998. *Web design: An empiricist guide*. University of Washington. Spring 1998. [Online]. Available: <http://www.skeet.com./poynter99/tools/webdesign.pdf>
- FirstGov.gov. 2003. *About FirstGov*. [Online]. Available: <http://www.Firstgov.gov/About.shtml>
- Giga Information Group. *Website evaluation project: Key research activities*. [Online]. Available: <http://www.gigaweb.com/mktg/wssc/default.asp>
- GCIS. 2000. *Presentation to the Parliamentary Portfolio Committee on Communications on 7 March 2000*. GCIS: Pretoria.
- GCIS. 2001. *Audit of government web sites February/March 2001*. GCIS: Pretoria.
- Goldstein, H. 1979. Improving policing: A problem-oriented approach. *Crime and delinquency*, 25, pp. 236–258.
- Gurton, Annie. 1998/99. Best practices. *Police, Justice & Identification* (98/99:24–27).

- Hawkins, Joyce, M. 1979. *The Oxford paperback dictionary*. Oxford: Oxford University Press.
- Hoekman, Arie. 2002. e-Governance and the promotion of transparency in governance. *Regional workshop on building e-governance in Africa*. October 28–31. Johannesburg.
- Humphries, Fay. 2002. *From standing in line to going on-line*. [Online]. Available: <http://www.itweb.co.za/sections/features/e-government/feature020520.asp?O=FPH> 20 May.
- Intelligence. 1997. *Technology fights crime: IT warfare*. July: 34– 8.
- ISS. 2001. A critical distance: Public perceptions and police service. [Online]. Available: <http://www.iss.co.za/PUBS/CRIMEINDEX/01VOL5NO3/critical.html>
- JCPS Cluster. 2002. *Communication strategy*. Pretoria.
- Jesilow, Paul & Parson, Deborah. 2000. Community policing as peacemaking. *Policing and society*. 10(2): 163.
- Jones, Marsha & Jones, Emma. 1999. *Mass media*. London: MacMillan.
- Landow, G.P. 1992. *Hypertext – The convergence of contemporary critical theory and technology*. Baltimore: The John Hopkins University Press.
- Leedy, Paul, D. & Ormrod, Jeanne Ellis. 2001. *Practical research – Planning and design*. (7th ed). Upper Saddle River, New Jersey: Prentice-Hall.
- Marchionini, Gary. 1995. *Information seeking in electronic environments*. Cambridge series on human-computer interaction 9. Cambridge: Cambridge University.
- Martyn, John, Vickers, Peter, & Feeney, Mary. (eds.) 1990. *Information UK 2000*. London: Bowker-Saur.
- McAdams, Mindy. 1995. Driving a newspaper on the data highway. 12 December. [Online]. Available: <http://www.well.com/user/mmcadams/online.newspapers.html>
- McLuhan Marshall. 1964. *Understanding media. The extension of man*. London: Routledge and Kegan Paul.
- Microsoft. 2002. Driving technology for e-Government. *Regional workshop on building e-governance in Africa*. October 28–31. Johannesburg.
- Morris, Lynn Lyons, Fitz-Gibbon, Carol Taylor and Freeman, Marie, E. 1987. *How to communicate evaluation findings*. London: Sage.
- Mouton, Johann. 1996. *Understanding social research*. Pretoria: Van Schaik.
- Mwanza, Joel, J. 2002. Integrated financial management system – the Tanzanian case. *Regional workshop on building e-governance in Africa*. October 28–31. Johannesburg.
- Nielsen, Jacob. 1993. *Usability engineering*. Boston: AP Professional.
- Nielsen, Jacob. 2000. *Designing web usability*. Indiannapolise, Indiana: New Riders Publishing.
- Neuman, W, Lawrence. 2000. *Social research methods – Qualitative and quantitative approaches* (4th ed.) Needham Heights, MA: Pearson Education Company.
- Norman, Donald A. 1993. *Things that make us smart*. Reading, Massachusetts: Perseus Books.
- Norfolk, David. 1998/99. Expert knowledge. *Police, Justice & Identification* (98/99:20–23).
- North, C.A. 1998. 'n Verkennende ondersoek na die aard en funksies van 'n uitgewershuis vir die Universiteit van Pretoria. MA thesis. Pretoria: University of Pretoria.
- Oboler, Eli M. 1983. *To free the mind*. Littleton, Colorado: Libraries Unlimited.

- Office of Management and Budget. 2003. *USA: E-Government strategy*. [Online]. Available: <http://www.whitehouse.gov/omb/egov>
- Ohio Crime Prevention Association. 1995. *The guidebook to community policing in Ohio*. Ohio: Crime Prevention Association.
- Okpaku, Joesph, O. 2002. The role of ICTs in the development agenda. *Regional workshop on building e-governance in Africa*. October 28–31. Johannesburg.
- Oleson, D.E. 1997. Making technology matter. *Vital speeches of the day*. LXIII(11, March 15: 313–316.
- Oosthuizen, S.J.P. 1994. *The role of audiovisual service units within organisations*. Stellenbosch University: Stellenbosch.
- Oppenheim, Charles, Citroen, Charles L, & Griffiths, José. 1990. *Perspective in information management. 2*. London: Bowker-Saur.
- Osswald, Mike. User testing: Does your site need it? *Hanson News*, vol 1, Issue 7. July 30, 2001. [Online]. Available: <http://www.hanson.com/newsletter/news-i7.asp>
- Osterbauer, Christiaan, Köhle, Monika & Grechenig, Thomas. s.a. *Web usability testing: A case study of usability testing of chosen sites (banks, daily newspapers, insurances)*. [Online]. Available: <http://alpha.swt.tuwein.ac.at/publications/papers/ausweb2k/paper.html>
- Peek, Robin. 1998. Information publishing today. *Info Today*. 14(6):56–57, 60.
- Peters, Tom. *Time*. 29 May 2000:5.
- Police agency Australian Federal Police. [Online]. Available: <http://www.afp.gov.au>
- Police agency website Essex (England). [Online]. Available: <http://www.essex.police.uk>
- Police agency website Hong Kong. [Online]. Available: <http://www.info.gov.hk/police>
- Police agency website London Metropolitan (England). [Online]. Available: <http://www.met.police.uk>
- Police agency website Lothian and Borders (headquarters in Edinburgh, Scotland). [Online]. Available: <http://www.lbp.pnn.police.uk>
- Police agency website Princeton borough, New Jersey, USA. [Online]. Available: <http://www.princetonboro.org>
- Police agency website Strathclyde (headquarters in Glasgow, Scotland). [Online]. Available: <http://www.strathclyde.pnn.police.uk>
- Ponelis, S. & Fairer-Wessels, F.A. 1998. Knowledge management: A literature overview. *South African Journal of Library and Information Science*. 66(1):1–9.
- Reiner, Robert. 1992. *The politics of the police*. (2nd ed.) New York: Harvester Wheatsheaf.
- Reynecke, Frik & Fourie, Marius. 2001. *Police management beyond 2000*. Landsdowne: Juta.
- Rhodes, John.S. 1999. *Information architecture revealed*. [Online]. Available: <http://www.Webword.com/interviews/Rosenfeld.html> 24 May.
- Sammons, Martha, C. 1999. *The Internet writer's handbook*. Boston: Allyn and Bacon.
- SAPS. 2000. *SAPS Internet Policy document*. Pretoria: SAPS Head Office.
- SAPS. 2002a. *Strategic Plan for the South African Police Service*. Pretoria: SAPS Head Office.
- SAPS. 2002b. *SAPS Journal*. December. Pretoria: Government Printer.

- SAPS. 2002c. *2001/2002 Annual Report*. [Online]. Available: <http://www.saps.org.za>
- SAPS. s.a. *Transforming of the SAPS through Service Delivery Improvement*. Pretoria: SAPS Head Office.
- Schönteich, Martin. 2001. *Lawyers for the people*. ISS monograph series. No53, March 20001. Pretoria: ISS.
- Shneiderman, Ben. 1992. (2nd ed.) *Strategies for effective human-computer interaction*. Reading, Massachusetts: University of Maryland.
- SITA. 2002. *SITA web site strategy outline* (draft for discussion only). 2002/06/13.
- St Claire, Guy. 1993. *Customer Service in the information environment*. London: Bowker-Saur.
- Stratigos, Anthea, C. 2001. *Content is still king*. [Online]. Available: <http://www.cio.com/archive.101501.re.html>
- Taylor, David. 2002. The art of the state: cutting back on red tape by e-Government. [Online]. Available: <http://www.itweb.co.za> 15 November.
- Unruh, J.A. 1997. Mining the gold in your organization. *Vital speeches of the day*. LXIII(11), March 15: 336–339.
- Urban Development Forum. *What is the website scorecard?* [Online]. Available: <http://www.urbandevelopmentforum.org/WebsiteEvaluation/KeyResearchActivites.html>
- Verwey, S. 1990. *Die rol van kommunikasieklimaat in persepsies van organisasieklimaat van die formele organisasie*. Johannesburg: Rand Afrikaans University.
- Vickery, Brian L & Vickery Alina. 1987. *Information science in theory and practice*. London: Butterworth.
- Wadman, Rovert C. & Bailey, Sir Stanley, E. 1993. *Crime and community policing*. Chicago: University of Illinois.
- Wimmer, R.D. & Dominick, J.R. 1987. *Mass media research*. Belmont, CA: Wadsworth.
- Yelvington, Steve. 2000. *E-mail to Steve Yelvington*. [Online]. Available online-news@planetraynews.com]. 13 August 2000.

WEBPAGE EVALUATION SOURCES CONSULTED

- Beck, Susan. 1997. *Evaluation criteria. The good, the bad & the ugly: or, why it's a good idea to evaluate web sources*. [Online]. Available: <http://lib.mmsu.edu/instruction/evalcrit.html>
- Checklist for evaluating web resource quality. [Online]. Available: http://www.coe.missouri.edu/~is334/projects/Project_LIS/inforesources.html
- Duke University. *Evaluating Web Pages*. [Online]. Available: http://www.lib.duke.edu/libguide/evaluating_web.htm
- Eastern Illinois University. *Webpage evaluation criteria*. [Online]. Available: <http://www.ux1.eiu.edu/~cfmgb/web/htm>
- Evaluating web resources. [Online]. Available: <http://www.clubi.ie/webserch/resources/index.htm>
- Five criteria for evaluating Web pages. [Online]. Available: <http://www.ala.org/acrl/undwebev.html>
- Giga. *Web site evaluation*. [Online]. Available: <http://www.gigaweb.com/mktg/wssc/default.asp>



Guide to minimum web site standards. [Online].

Available:<http://www.govonline.gov.au/projects/strategy>

John Hopkins University. *Evaluating information found on the Internet*. [Online]. Available: <http://www.library.jhu.edu/elp/useit/evaluate/index/htiml>

Montana State University. *Critical Web Page Evaluation*. [Online]. Available: http://www.lib.montana.edu/~bcoon/web_eval.html

San Diego City Schools' Educational Technology Department. *Rubric for evaluation*. [Online]. Available:<http://edtech.sandi.net/rubric>

Spieler, Geri, Berg, Tom, & Wecksell, Joel. 2002. *Quality Criteria for Website Excellence World Best Website Awards*. [Online]. Available: <http://www.worldbestwebsites.com/criteria.htm>

Sussex University. *ATC Web Page Evaluation Form*. [Online]. Available: <http://www.cogs.susx.ac.uk/lab/nlp/gazdar/teach/atc/atcform.html>

Thomas, Neal. 2000. SD Webworks. [Online]. Available: <http://sdgateway.net/webworks/architecture/navigation.htm>

University of Idaho Library. *Website evaluation criteria*. [Online]. Available: <http://www.lib.uidaho.edu/reference/webcriteria.html>

University of Tennessee. *Webpage evaluation checklist*. [Online]. Available: <http://web.utk.edu/~ddoak/net/webpageeval.htm> Duke University. *Evaluating Web Pages*. [Online]. Available: http://www.lib.duke.edu/libguide/evaluating_web.htm

Website Evaluation Guidelines. [Online]. Available: <http://www.urbandevelopmentforum.org/WebsiteEvaluation/EvaluationGuidelines.html>

PERSONAL/TELEPHONIC INTERVIEWS

Boland, Hannah. 19 June 2002. Edinburgh. Scotland.

Christiansen, David. 17 June 2002. Glasgow. Scotland.

Stevens, Sir John. 22 December 2001. Pretoria. South Africa.

White, David. 26 June 2002. Chelmsford. England.

E-MAIL INTERVIEWS

Bender, Michael. Princeton Borough Police Department. E-mail address: PBPolice@iol.com

Farrow, Sam. August 2002. London. England. E-mail address: press.bureau.mps@gtnet.gov.uk

**ANNEXURE A: EVALUATION OF SELECTED POLICE
AGENCY WEBSITES**

ANNEXURE A: 1

EVALUATION OF ESSEX POLICE AGENCY WEBSITE

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Immediately engages user in contents of website
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> • Goals of site are clear.
Evaluation of main purpose	<ul style="list-style-type: none"> • Provides text information • Makes contact and gets feedback from intended audience • Value-added services – self-service, on-line access to resources
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • Furnished and up to date
Organisation structure	<ul style="list-style-type: none"> • No organigram presented • Leadership not presented
Calendar of events	<ul style="list-style-type: none"> • Not furnished
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches published
User support	<ul style="list-style-type: none"> • Level of user support on the site - e-mail help
Authorship	<ul style="list-style-type: none"> • Links to website team
Content quality	<ul style="list-style-type: none"> • Site content accurate, current, credible and relevant
Language	<ul style="list-style-type: none"> • Language such that layperson can understand • Terminology clearly defined • Abbreviations defined
General	<ul style="list-style-type: none"> • Subject focus: broad context • Comprehensive, timely coverage • Intended audience clearly defined • Breadth of coverage: Aspects of subject covered • Does not cover to great depth
Glossary	<ul style="list-style-type: none"> • No glossary
Where to find us	<ul style="list-style-type: none"> • Address given • Physical location given • Map given • E-mail links limited
Dates	<ul style="list-style-type: none"> • No date/update
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience
Timely	<ul style="list-style-type: none"> • Content fresh. Content reflects topics of interest to the assumed target audience.
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences • Paragraphs short and to the point
Verification	<ul style="list-style-type: none"> • No references to other sources • No evidence that information is checked and verified
Organisation	<ul style="list-style-type: none"> • Headings and subheadings are clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • No errors found in language composition, grammar or spelling.
What's New?	<ul style="list-style-type: none"> • Changes/updates to information not clearly identified. No 'What's New' section.
FAQs?	<ul style="list-style-type: none"> • Comprehensively dealt with. • Updated
Web strategy/policy/ aims given online?	<ul style="list-style-type: none"> • No website strategy given
Content of website in line with police strategy/purpose	<ul style="list-style-type: none"> • Yes

POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available
Safety/ emergency hints	<ul style="list-style-type: none"> • Given
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given
Emergency situations	<ul style="list-style-type: none"> • No advice in case of emergency given
Contacting the police	<ul style="list-style-type: none"> • Various ways to make contact, but interaction is limited. E-mail address given for help. An e-mail address given for the webmaster.
URL	<ul style="list-style-type: none"> • Site is clearly identified - police service and country
Vision and mission of police agency	<ul style="list-style-type: none"> • Long-term strategy under "About us"
Statistics	<ul style="list-style-type: none"> • Not provided
Successes reported	<ul style="list-style-type: none"> • Not provided
Community participation	<ul style="list-style-type: none"> • Limited encouragement

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, uncluttered • Neat • Consistent look and feel throughout. • Easy to use
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> • User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page.
Tracing	<ul style="list-style-type: none"> • Website clearly identified. • Available on search engines.
URL	<ul style="list-style-type: none"> • Gives clear indication of police service. • Each page has a unique URL.
Links	<ul style="list-style-type: none"> • External and internal links adequate. • Not too many or too few links • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked. • External links well selected.
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begin with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • Top menu bar provide links to frequently used pages/functions.
Background	<ul style="list-style-type: none"> • No background images
Site Map	<ul style="list-style-type: none"> • No site map

Table 19: Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> • Except for "Offbeat section" pages are not too long
Search facility available	<ul style="list-style-type: none"> • No search function
Lack of script errors	<ul style="list-style-type: none"> • All pages are error-free in the most widely used web browsers
Images	<ul style="list-style-type: none"> • No thumbnail images • Images have captions or are identified in text
Multimedia	<ul style="list-style-type: none"> • Not applied
Index	<ul style="list-style-type: none"> • A to Z index not available
Forms	<ul style="list-style-type: none"> • Forms available
Downloads	<ul style="list-style-type: none"> • No detailed information about downloadable information

Table 20: Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site.

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> • Site is interesting and appealing and first impression fairly enticing. • Consistent look and feel.
Readability	<ul style="list-style-type: none"> • Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> • Visual aspects mostly add to page without distracting the user.
Legibility	<ul style="list-style-type: none"> • Contrast between text and background, font size fair. Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> • Site projects an appropriate image. • Home page designed attractively.
Use of graphics	<ul style="list-style-type: none"> • Quality of the graphical images could be improved. • Images do not distract from the content, but do not particularly enhance either.
Text	<ul style="list-style-type: none"> • Text: Font type and size clear and easy to read.
Consistency	<ul style="list-style-type: none"> • Consistent look and feel throughout the website.
Writing style	<ul style="list-style-type: none"> • Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> Objectives concerning target audience not stated, but are implicit. Clear who the target audience is – derived from various sections, etc. But website does not contain definition of target audience.
Purpose	<ul style="list-style-type: none"> Statement of purpose not given.
Ways for user to make contact or ask details	<ul style="list-style-type: none"> Furnished.
Interactive feature	<ul style="list-style-type: none"> Very little interactivity.
E-mail links	<ul style="list-style-type: none"> Adequate.
Comment/feedback/input	<ul style="list-style-type: none"> Only feedback to webmaster invited.
Relevant Acts	<ul style="list-style-type: none"> Not published.
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> Published.
FAQs	<ul style="list-style-type: none"> No FAQs.
Community involvement	<ul style="list-style-type: none"> Not extensively encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> Not really present.
Surveys on user needs (results available online)	<ul style="list-style-type: none"> No indication.
Usability testing	<ul style="list-style-type: none"> No indication.
User-matching	<ul style="list-style-type: none"> Website does not appear sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> Not ensured.
Customisation	<ul style="list-style-type: none"> Site not customisable.
Interactivity	<ul style="list-style-type: none"> Site does not offer users information customised to specific needs Users cannot submit content to website. Users cannot subscribe to a newsletter. Useful links given.
Feedback	<ul style="list-style-type: none"> No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> Topical issues do receive attention.
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> Yes
Contacting the police	<ul style="list-style-type: none"> Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> Does it include contact details for general enquiries, firearms and shotguns, help for crime victims and website feedback?
Reporting crime	<ul style="list-style-type: none"> Basic guidelines for reporting crime in emergency situations and non-emergency situations given.

Annexure A: 2

Questionnaire completed by Essex Police Agency webmaster David White

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	No. The site is currently a first generation site which has been enlarged since its launch in 1998.
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	A web site policy is in process and will be aligned with other policies.
3	Guidelines	Do have guidelines documents for your website?	The in-built design of the pages provides the design guideline but there are no formal guidelines for content as a central team maintain the site.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes. We still keep to the same structure although some additional sections have been added.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	Initial content was planned by members of PR staff but content is now contributed by key staff around the force.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	Yes - target audience are the citizens who live and work in the county of Essex. UK. Specific social groups are catered for within specialist sections.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	2 usability studies have been undertaken, both of which merited our simple, colour coded navigation system. Our site translates reasonably well for use by screen readers but more work is currently being done to conform with W3C accessibility guidelines. The site was judged to be one of the top 5 UK police web sites in a survey conducted by the Society of IT Managers in June 2002.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No surveys have been conducted yet although much has been learned by the analysis of user activity via log files
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	The log files have shown a steady increase in visits to the site from about 8 per day in 1998 to over 1,000 per day in 2002. This has justified the employment of 2 permanent staff to manage content.

10	Needs analysis	Are there unique requirements for an effective police agency web site?	The need to present a united design amongst all UK police services has emerged
11	Ongoing development	What do you do in terms of ongoing development of your website?	Improve quality and quantity of content and the ease with which it can be accessed. Implement processes to ensure content is legal, appropriate, targeted, reviewed and maintained as efficiently as possible.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Yes - We are looking at CMS but are waiting to see how the UK police portal site will be marketed first. CMS will be required in order to effectively serve public documents from internally stored data under the Freedom of Information Act due soon.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	Via letterhead writing paper, posters and pens. Tie ins with PR department to actively promote the website on all promotional posters, leaflets and corporate documents.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes - Most of our corporate documents are reproduced on line.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	Attend national meetings of police web managers and contribute to Chief Officer communication group responsible for E Policing in the UK.
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Online crime notifications are available through the UK police portal and locally we support applications for jobs and subject access requests.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	News items promote events and open days for the public to attend. Special campaigns for hate crime and drinks spiking and responsible motorcycling are featured to support crime reduction.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes - there are no investment issues preventing development of improved on line services.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes - 2 full time staff members within the Media and Public Relations Department.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes - Content is generated by specialists around the force and published by the web team. Responsibility for review and accuracy is with the content originators.

21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	All essential publications and information continue to be published in the traditional manner. There are very few 'web only' services.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	Data Protection and Freedom of Information legislation. We monitor content as it goes onto the site and assess a suitable review period.

Annexure A: 3

Evaluation of London Metropolitan Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Immediately engage user in contents of website.
Clarity of purpose	<ul style="list-style-type: none"> • Objective of site clear.
Purpose	<ul style="list-style-type: none"> • Purpose of site clear.
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information. • To make contact and get feedback from intended audience. • Limited value-added services.
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • Furnished and up to date.
Organisation structure	<ul style="list-style-type: none"> • Organigram presented. • Leadership presented, with photographs.
Calendar of events	<ul style="list-style-type: none"> • Not given.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches published.
User support	<ul style="list-style-type: none"> • Level of user support on the site – Limited e-mail help.
Authorship	<ul style="list-style-type: none"> • No links to authors of content. Links to website team given.
Content quality	<ul style="list-style-type: none"> • Site content current, credible and relevant.
Language	<ul style="list-style-type: none"> • Language such that layperson can understand. • Terminology clearly defined. • Abbreviations defined.
General	<ul style="list-style-type: none"> • Subject focus: broad context. • Comprehensive, timely coverage. • Intended audience clearly defined. • Breadth of coverage: Aspects of subject covered. • Depth of coverage: Adequate.
Glossary	<ul style="list-style-type: none"> • No glossary for terms used on website.
Where to find us	<ul style="list-style-type: none"> • Address given. • Physical location given. • Map given. • Various e-mail links given.
Dates	<ul style="list-style-type: none"> • Date/update on the home page, every page not given.
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience.
Timely	<ul style="list-style-type: none"> • Content fresh and reflects topics of interest to the assumed target.
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences. Paragraphs short and to the point.
Verification	<ul style="list-style-type: none"> • References to other sources limited. • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	<ul style="list-style-type: none"> • Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • No evidence that information is checked and verified.
What's New?	<ul style="list-style-type: none"> • "Latest News" column on the right-hand side of the screen.
FAQs	<ul style="list-style-type: none"> • Comprehensively dealt with. • Updated.
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Not explicitly given.

Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Strategy not given, but in line with police agency mission.
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available online.
Hints	<ul style="list-style-type: none"> • Some hints, e.g. advice for rape victims and how to secure a home.
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	<ul style="list-style-type: none"> • Advice in case of emergency given.
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
URL	<ul style="list-style-type: none"> • Site clearly identified - police service, country
Vision and mission of police agency	<ul style="list-style-type: none"> • Available online.
Statistics	<ul style="list-style-type: none"> • Latest crime figures not provided.
Successes reported	<ul style="list-style-type: none"> • Updated information.
Community participation	<ul style="list-style-type: none"> • Details of projects involving community given

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, uncluttered. • Consistent look and feel throughout and neat. • Easy to use.
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> • User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages - possible to move about without returning to home page.
Tracing	<ul style="list-style-type: none"> • Website clearly identified. • Available on search engines.
URL	<ul style="list-style-type: none"> • Gives clear indication of police service. • Each page has a unique URL.
Links	<ul style="list-style-type: none"> • External and internal links adequate. • Not too many or too few links. • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked. • External links well selected.
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begin with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • Top menu bar provide links to frequently used pages/functions
Background	<ul style="list-style-type: none"> • No background images
Site Map	<ul style="list-style-type: none"> • A - Z index available

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> Pages require vertical and horizontal scrolling. Where pages are long, navigation aids within the page leading to the top/end of document are adequate.
Search facility available	<ul style="list-style-type: none"> Not available
Lack of script errors	<ul style="list-style-type: none"> Pages error-free in the most widely used web browsers.
Images	<ul style="list-style-type: none"> Limited use of thumbnail images. Images have captions or identified in text.
Multimedia	<ul style="list-style-type: none"> Not applied.
Index	<ul style="list-style-type: none"> "A to Z index" available.
Forms	<ul style="list-style-type: none"> Easy to understand and complete. Privacy and security ensured.
Downloads	<ul style="list-style-type: none"> Detailed information provided about downloadable material. Alternative formats provided.

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> • Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	<ul style="list-style-type: none"> • Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> • Visual aspects add to page without distracting the user?
Legibility	<ul style="list-style-type: none"> • Contrast between text and background, font size. Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> • Site project an appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	<ul style="list-style-type: none"> • Quality of the graphical images satisfactory. • Images do distract from the content.
Text	<ul style="list-style-type: none"> • Text: Font type and size clear and easy to read?
Consistency	<ul style="list-style-type: none"> • Consistent look and feel throughout the web site – page colour, fonts used, font size, logos used.
Writing style	<ul style="list-style-type: none"> • Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> • Objectives concerning target audience implicitly stated. • Clear who the target audience is although website does not contain definition of target audience.
Purpose	<ul style="list-style-type: none"> • Statement of purpose not explicitly given.
Ways for user to make contact or ask details	<ul style="list-style-type: none"> • Furnished.
Interactive feature	<ul style="list-style-type: none"> • Explained.
E-mail links	<ul style="list-style-type: none"> • Some given.
Comment/feedback/input	<ul style="list-style-type: none"> • Encouraged to a degree.
Relevant Acts	<ul style="list-style-type: none"> • Not published.
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> • Published.
FAQs	<ul style="list-style-type: none"> • Adequate and updated.
Community involvement	<ul style="list-style-type: none"> • Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> • Not present

Surveys on user needs (results available online)	<ul style="list-style-type: none"> • Not indicated.
Usability testing	<ul style="list-style-type: none"> • Not indicated.
User-matching	<ul style="list-style-type: none"> • Website appears to be sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> • Ensured.
Customisation	<ul style="list-style-type: none"> • Site not customisable.
Interactivity	<ul style="list-style-type: none"> • Site offers users information customised to specific needs. • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • Useful links given.
Feedback	<ul style="list-style-type: none"> • Incentive for feedback: Visit to Scotland Yard to be won.
Topical issues, e.g. danger of drug abuse	<ul style="list-style-type: none"> • They do receive special attention.
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> • Yes
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> • Does it include contact details for general enquiries, data joining the police, firearms and shotguns, help for crime victims and website feedback.
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency situations and non-emergency situations given.
Emergency service	<ul style="list-style-type: none"> • Emergency users are advised to contact a certain telephone number.
Statistics	<ul style="list-style-type: none"> • Latest crime figures given.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches given.
Organisation structure	<ul style="list-style-type: none"> • Organigram presented. • Leadership introduced, with photographs.

Annexure A: 4

Questionnaire completed by London Metropolitan Police Agency webmaster Sam Farrow

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes we do have a specific web site policy
3	Guidelines	Do have guidelines documents for your website?	We have content standards.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes we had external consultants who assisted us in this process, and we have maintained that structure.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The original information was analysed and more research was done to ensure the content was up to date and informative. The content that was available had to satisfy government requirements.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The Australian public, our client organizations and ACT citizens.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	The site was reviewed by a usability specialist 6 months post implementation. The key finding was that the AFP website provides good user experience. This has been achieved by the separation of navigation and content, and consistency in style. The website meets the W3C Priority 1 website accessibility requirements. The site is frequently reviewed to ensure the requirements are being met.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	Yes. Negative comments were received regarding font size – the font size is in the process of being modified.
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes – the online survey provides quantitative results. The results have enabled the group to focus on areas of the site most valued by users.

10	Needs analysis	Are there unique requirements for an effective police agency web site?	IT Security has been a major consideration.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Investigating ways for providing online services such as reporting crime, online recruitment, online referral for client agencies.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Dynamic services are under consideration, once security and workflow issues have been resolved.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The url is included on all of our advertisements, correspondence and media releases, however we do not have any measurement of the way it improves the AFP image.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes we have annual reports, police magazines and research reports.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We observe the requirements of NOIE (national office for the information economy): www.govonline.gov.au
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	We provide information/forms for criminal history checks, firearms licenses and other needs. We have links to crime stoppers, national missing persons unit, most wanted information, plus information about crime prevention.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Kenny Koala – children’s info/games, opportunities for volunteers in policing, support for victims of crime, plus several community based programs including neighbourhood watch and safety house.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes we have very strong IT infrastructure support.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Centralised authoring function so the team mostly prepares and published content for the organization.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We review the information regularly and keep authors up to date with content changes.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in	The AFP provide assistance for people in East Timor and the Pacific Islands.

		remote and undeveloped areas?	
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We observe NOIE requirements as well as legislation regarding the AFP.

Annexure A: 5

Evaluation of Lothian and Borders Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Not attractive home page. It contains a list of topics and publications - all underlined. The page is not inviting • Does not clearly identify site. "LBP" for Lothian and Borders Police is not clear. •
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> • Impression that is gained is that the website merely wants to impart information. It does not attract users.
Purpose	<ul style="list-style-type: none"> • It states clearly that it aims "To provide information on the service" and " to bring latest news".
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information • Does not make contact and get feedback from intended audience. • No value-added services
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • No press releases
Organisation structure	<ul style="list-style-type: none"> • No organigram presented
Calendar of events	<ul style="list-style-type: none"> • Not furnished
Initiatives	<ul style="list-style-type: none"> • Announcements, e.g. drug information site launched.
User support	<ul style="list-style-type: none"> • No user support
Authorship	<ul style="list-style-type: none"> • No links to authors of content and website team?
Content quality	<ul style="list-style-type: none"> • Site content current, credible and relevant – but limited.
Language	<ul style="list-style-type: none"> • Language such that layperson can understand
General	<ul style="list-style-type: none"> • Subject focus: broad context • Coverage not comprehensive • Intended audience: The youth, racial minorities and the public as a whole
Glossary	<ul style="list-style-type: none"> • No glossary
Where to find us	<ul style="list-style-type: none"> • Address and maps given. No e-mail address •
Dates	<ul style="list-style-type: none"> • No indication of updates
Target audience	<ul style="list-style-type: none"> • General public, youth, racial minorities are given recognition
Timely	<ul style="list-style-type: none"> • No indication whether timely.
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences. Paragraphs to the point.
Verification	<ul style="list-style-type: none"> • No indication that information is checked and verified.
Organisation	<ul style="list-style-type: none"> • Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • A few errors in language composition found.
What's New?	<ul style="list-style-type: none"> • Changes/updates to information not clearly identified. No 'New' section.
FAQs	<ul style="list-style-type: none"> • FAQs given
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Not furnished

Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> No web strategy available. But the website does stress the youth and racial minorities and information for and about these groups is available.
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> Not available online
Hints	<ul style="list-style-type: none"> On crime prevention
Reporting crime	<ul style="list-style-type: none"> Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	<ul style="list-style-type: none"> Advice in case of emergency given.
Contacting the police	<ul style="list-style-type: none"> Contact details (addresses). No e-mail addresses. No indication how to contact the webmaster.
URL	<ul style="list-style-type: none"> URL not clear
Vision and mission of police agency	<ul style="list-style-type: none"> Available online
Statistics	<ul style="list-style-type: none"> No crime stats given.
Successes reported	<ul style="list-style-type: none"> Successes not reported.
Community participation	<ul style="list-style-type: none"> It has a web page dealing with community safety and community. Announces that police service has a Language Line - a 24-hour telephone interpreting service. Announces a register of official interpreters.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> Home page layout dull, not appealing.
Site organisation	<ul style="list-style-type: none"> Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> Easy to find way backward and forwards. Structure apparent and logical.
Tracing	<ul style="list-style-type: none"> See "URL" in next row Available on search engines
URL	<ul style="list-style-type: none"> URL contains "lbp" (Lothian and Borders Police) – this could be unknown Each page have a unique URL
Links	<ul style="list-style-type: none"> Links very limited
Flow	<ul style="list-style-type: none"> Pages follow on logically. Each page begins with a clear transition.
Top menu bar	<ul style="list-style-type: none"> Top menu bar provides links to frequently used pages/functions.
Background	<ul style="list-style-type: none"> No background image, where present, does not overwhelm the page.
Site Map	<ul style="list-style-type: none"> No site map.

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> • No problem with scrolling
Search facility available	<ul style="list-style-type: none"> • No search facility
Lack of script errors	<ul style="list-style-type: none"> • All pages error-free in the most widely used web browsers.
Images	<ul style="list-style-type: none"> • No thumbnail images
Multimedia	<ul style="list-style-type: none"> • Not applied
Index	<ul style="list-style-type: none"> • "A to Z index" not available
Forms	<ul style="list-style-type: none"> • No forms
Downloads	<ul style="list-style-type: none"> • No downloads

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> • Site not interesting and appealing
Readability	<ul style="list-style-type: none"> • Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> • Visual aspects add to page without distracting the user.
Legibility	<ul style="list-style-type: none"> • Contrast between text and background, font size good Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> • Site project an appropriate image
Use of graphics	<ul style="list-style-type: none"> • Images do not particularly enhance or disrtact from content.
Text	<ul style="list-style-type: none"> • Text: Font type and size clear and easy to read
Consistency	<ul style="list-style-type: none"> • Consistent look and feel throughout the web site
Writing style	<ul style="list-style-type: none"> • Clear and simple style • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> Objectives concerning target audience not clearly stated. Not stated who target audience is.
Purpose	<ul style="list-style-type: none"> Purpose not given
Ways for user to make contact or ask details	<ul style="list-style-type: none"> Furnished
Interactive feature	<ul style="list-style-type: none"> None
E-mail links	<ul style="list-style-type: none"> No
Comment/feedback/input	<ul style="list-style-type: none"> No
Relevant Acts	<ul style="list-style-type: none"> Not published
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> Published
FAQs	<ul style="list-style-type: none"> Furnished
Community involvement	<ul style="list-style-type: none"> Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> In beginning stage
Surveys on user needs (results available online)	<ul style="list-style-type: none"> No indication
Usability testing	<ul style="list-style-type: none"> No indication
User-matching	<ul style="list-style-type: none"> Website appear sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> Ennsured.
Customisation	Site not customisable
Interactivity	<ul style="list-style-type: none"> Site offer does not offer users information customised to specific needs. Users may not submit content to website No newsletter given Useful links given
Feedback	<ul style="list-style-type: none"> No incentive for feedback
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> They do receive special attention
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> Yes
Contacting the police	<ul style="list-style-type: none"> Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback?
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> Does it include contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback.

Reporting crime	<ul style="list-style-type: none">• Basic guidelines for reporting crime in emergency situations and non-emergency situations
Emergency service	<ul style="list-style-type: none">• Emergency users are advised to contact a certain telephone number.
Statistics	<ul style="list-style-type: none">• Crime figures not given
Initiatives	<ul style="list-style-type: none">• Campaigns and launches mentioned
Organisation structure	<ul style="list-style-type: none">• Organigram presented

Annexure A: 6

Questionnaire completed by Lothian and Borders Police agency webmaster Malcolm Robertson

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes
3	Guidelines	Do have guidelines documents for your website?	Not specifically for the website
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes. The look and feel have changed once since. A new site is being planned
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	Content planned and generated by Corporate Communications. Changes as updates are published, e.g. Annual Report
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	Developed to serve the public at large, with emphasis on our own catchment area
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	Not as yet, but yes to both for the next build
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	No
10	Needs analysis	Are there unique requirements for an effective police agency web site?	It should instill confidence in security of any transactions, and reflect a professional approach.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Full time web developer
12	Transformation	Are there efforts to stimulate growth from a static web presence	We are building a new site to incorporate on-line applications

		to dynamic service approach? Please elaborate.	as and when they are developed centrally by PITO. We may also develop some local applications, e.g. for change of keyholders.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	Press, letterhead and vehicle advertising. No measures.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Not yet, but planned for next build.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We lead on the implementation of e-Policing initiatives, via ACPOS and PITO
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Crime reporting on line. Other interactive areas planned
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Crime reporting on line. Other interactive areas planned.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	No. Budget allocation is sporadic and ad-hoc, on an individual issue basis.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	We are led by central government policy and directives.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We ensure that future developments are in line with government legislation, e.g. disability act.

Annexure A: 7

Evaluation of Strathclyde Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Immediately engage user in contents of website.
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> • Goals of site clear – although not explicitly stated.
Purpose	<ul style="list-style-type: none"> • Purpose of site been clearly stated by Chief Constable William Rae.
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information. • Not to get feedback from intended audience • No value-added services – self-service.
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • Not furnished.
Organisation structure	<ul style="list-style-type: none"> • Organigram presented for senior management • Leadership presented – only senior management.
Calendar of events	<ul style="list-style-type: none"> • Not given.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches not published.
User support	<ul style="list-style-type: none"> • Level of user support on the site – Not given.
Authorship	<ul style="list-style-type: none"> • No links to authors of content and website team.
Content quality	<ul style="list-style-type: none"> • Site content current, credible and relevant.
Language	<ul style="list-style-type: none"> • Language such that layperson can understand. • Terminology clearly defined. • Abbreviations defined.
General	<ul style="list-style-type: none"> • Subject focus: broad context. • Comprehensive, timely coverage. • Intended audience clearly defined – not explicitly. • Breadth of coverage: Many aspects of subject covered. • Depth of coverage: Adequate depth.
Glossary	<ul style="list-style-type: none"> • No glossary for terms used on website.
Where to find us	<ul style="list-style-type: none"> • Address given. • Physical location given. • No map given. • No e-mail links given.
Dates	<ul style="list-style-type: none"> • No date/update on the home page.
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience.
Timely	<ul style="list-style-type: none"> • Content fresh. Content reflects topics of interest to the assumed target.
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences. • Paragraphs short and to the point.
Verification	<ul style="list-style-type: none"> • No references to other sources.
Organisation	<ul style="list-style-type: none"> • Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • No evidence that information is checked and verified?
What's New?	<ul style="list-style-type: none"> • Site does not include a 'What's New' section or highlight recent changes.
FAQs	<ul style="list-style-type: none"> • No FAQs.
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Aims spelt out by Chief Constable Rae.

Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Yes.
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available online.
Hints	<ul style="list-style-type: none"> • None given on safety precautions.
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	<ul style="list-style-type: none"> • Advice in case of emergency given.
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts for joining – not for site feedback
URL	<ul style="list-style-type: none"> • Site clearly identified - police service, country (Strathclyde could be unknown to many users)
Vision and mission of police agency	<ul style="list-style-type: none"> • Available online.
Statistics	<ul style="list-style-type: none"> • Latest crime figures provided.
Successes reported	<ul style="list-style-type: none"> • Updated information.
Community participation	<ul style="list-style-type: none"> • Details of projects involving community.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, uncluttered. • Neat. • Consistent look and feel throughout. • Easy to use.
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> • User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages - possible to move about without returning to home page.
Tracing	<ul style="list-style-type: none"> • Website clearly identified. • Available on search engines.
URL	<ul style="list-style-type: none"> • Gives clear indication of police service. • Each page has a unique URL.
Links	<ul style="list-style-type: none"> • No internal links. • Possibly too few links - no external. • Links back to home page from each page. Links relevant/appropriate. • Each page ends with link to home page. • Linked information correctly linked.
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begins with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • Top menu bar provides links to frequently used pages/functions.
Background	<ul style="list-style-type: none"> • No background images
Site Map	<ul style="list-style-type: none"> • No site map.

Table 19: Evaluation of website technology

Website technology refers to the use of specific technology elements, features and facilities.

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> • Few pages require vertical and horizontal scrolling. Where pages are long, - no navigation aids within the page leading to the top/end of document.
Search facility available	<ul style="list-style-type: none"> • On home page - click-through to search facility.
Lack of script errors	<ul style="list-style-type: none"> • Pages error-free in the most widely used web browsers.
Images	<ul style="list-style-type: none"> • Thumbnail images used.
Multimedia	<ul style="list-style-type: none"> • Not applied.
Index	<ul style="list-style-type: none"> • No "A to Z index" available.
Forms	<ul style="list-style-type: none"> • Only one form - for job application - on request to be e-mailed.
Downloads	<ul style="list-style-type: none"> • Detailed information provided about downloadable material.

Table 20: Evaluation of website style

Website style refers to the aesthetics – the appearance and visual appeal of the site.

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> • Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	<ul style="list-style-type: none"> • Ease of reading. • Readable fonts throughout. • Optimum paragraph and sentence length. • Text not too big or small. • Not too much bold, italics, capitals. • Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> • Visual aspects add to page without distracting the user.
Legibility	<ul style="list-style-type: none"> • Contrast between text and background, font size. Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> • Site projects an appropriate image. • Efficient. • Home page designed attractively.
Use of graphics	<ul style="list-style-type: none"> • Quality of the graphical images. • Images minimally enhance content.
Text	<ul style="list-style-type: none"> • Text: Font type and size clear and easy to read.
Consistency	<ul style="list-style-type: none"> • Consistent look and feel throughout the website – page colour, fonts used, font size, logos used.
Writing style	<ul style="list-style-type: none"> • Clear and simple style. • Content free of material that could be generally considered offensive. • Correct punctuation. • Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> • Objectives concerning target audience stated by Chief Constable Rae. • Clear who the target audience is – although not implicitly stated. Website does not contain definition of target audience.
Purpose	<ul style="list-style-type: none"> • No statement of purpose given – but spelt out by Chief Constable Rae.
Ways for user to make contact or ask details	<ul style="list-style-type: none"> • Virtually absent.
Interactive feature	<ul style="list-style-type: none"> • No interactivity.
E-mail links	<ul style="list-style-type: none"> • Only one – for application forms.
Comment/feedback/input	<ul style="list-style-type: none"> • Not encouraged.
Relevant Acts	<ul style="list-style-type: none"> • Not published.
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> • Only Public Performance Report (Annual Report)
FAQs	<ul style="list-style-type: none"> • None
Community involvement	<ul style="list-style-type: none"> • Minimally encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> • Not present.

Surveys on user needs (results available online)	<ul style="list-style-type: none"> • Not indicated.
Usability testing	<ul style="list-style-type: none"> • Not indicated.
User-matching	<ul style="list-style-type: none"> • Website appears to be minimally sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> • Not ensured.
Customisation	<ul style="list-style-type: none"> • Site not customisable.
Interactivity	<ul style="list-style-type: none"> • Site does not offer users information customised to specific needs. • Users cannot submit content to website. • Users cannot subscribe to a newsletter. • Useful links not given.
Feedback	<ul style="list-style-type: none"> • No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> • Do receive special attention.
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> • Yes
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: For reporting crime, police stations, to join the police. One e-mail contact to join – no site feedback
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> • Does not include contact details for general enquiries.
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency situations and non-emergency situations.
Emergency service	<ul style="list-style-type: none"> • Emergency users advised to contact a certain telephone number?
Statistics	<ul style="list-style-type: none"> • Latest crime figures given.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches given.
Organisation structure	<ul style="list-style-type: none"> • Senior management team presented – only photo of Chief Constable Rae.

Annexure A: 8

Questionnaire completed by Strathclyde Police Agency webmaster David Christiansen

Questionnaire for webmasters

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes, In the beginning of the website project a management group was formed with individuals from Force Policy, IT, Data protection and executive departments. The role of this group was to form an overall force policy on the publication and management of the website and its content.
3	Guidelines	Do have guidelines documents for your website?	Yes, A website style guide for design and authoring has been produced by the IT and corporate communications department. The corporate communications department are responsible for the content of the website. IT is responsible for the infrastructure and graphical content.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	The structure was planned before initial development commenced. However, unexpected issues arose during the initial fazes which proved that the phase one structure was not feasible. This initial structure was never reached. However, Throughout the life of the website, there has always and always will be a structure planned before development.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The content was generated by divisions themselves and reporters from Corporate communications and edited centrally by corporate communications. Initial teething problems were experience in the beginning with the divisions not knowing what was suitable and what wasn't. Now, individuals in all divisions and departments have been appointed the role as Internet liaison officer. There role is to provide information regularly to populate their area on the website. At present, we are at a stage of collating this information.

6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The general audience of 'public' was the target. At present a children's website is under construction.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	No, not at present.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	No
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	No, however log analysis does take place
10	Needs analysis	Are there unique requirements for an effective police agency web site?	No, The requirements from a police agency website are the same as any other website. The same medium, the same requirements. It is whether a police agency attends to these requirements. Such as accuracy of information, effective content management. Etc.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Forward planning for content. Planning in association with external related parties and departments. Looking into new technologies as they come onto the market.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	At present our technical facilities would not support a dynamic user experience on the website. However, there are plans for the website to become more personalised to the user. Identification of key information about the user, from the user, will allow for the information being displayed on the website to be geared towards the users location, interests, age group etc.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The website is advertised on all advertisement campaigns, on all recruitment adverts, and on all new livery police cars.. Other than log analysis, there have been no official measurements processes on the results of any one campaign.
14	Publications	Do you distribute e-newsletters or off-line publications through	No

		the web site?	
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We provide a Hyperlink to the electronic reporting of non-urgent crimes facility.
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	Support information for any major force campaign or public event, e.g. road safety, fire strikes.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Distribution of information about the force and its role and strategy, will inform individuals that are interested.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	The IT department invest in the website's technical requirements. The corporate communications department have invested in personnel to support the development of the website.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Yes., 2 Developers 1 Author 1 or 2 Editors
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	Yes, We have a dedicated professional web development team responsible for the website content. A web author is responsible for the content of the website, and organising departments and divisions to produce relevant information. Two web developers are responsible for the creation and maintenance of the actual source code.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Multimedia terminals are under consideration as part of a wider reaching concept. These terminals could be hosted at key areas throughout town centres within the policing area. Government plans exist to promote the use of the internet and getting the capabilities into most households.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	There are guidelines for development and design to make the website more compatible with all browsers and to make it more accessible for people with disabilities. The freedom of information act will affect the website's role in the near future.

Annexure A: 9

Evaluation of Australian Federal Police website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Immediately engages user in contents of website.
Clarity of purpose	<ul style="list-style-type: none"> • Purpose of site clear.
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information • To make contact and get feedback from intended audience • Value-added services provided – a number of forms downloadable
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • Furnished and up to date
Organisation structure	<ul style="list-style-type: none"> • Organigram presented • Leadership presented, with photographs LEBO CHECK
Calendar of events	<ul style="list-style-type: none"> • Furnished and updated.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches published
User support	<ul style="list-style-type: none"> • Level of user support on the site – satisfactory: indicated as site help.
Authorship	<ul style="list-style-type: none"> • No links to authors of content • Links to website team
Content quality	<ul style="list-style-type: none"> • Site content current, credible and relevant
Language	<ul style="list-style-type: none"> • Language such that layperson can understand • Terminology clearly defined
General	<ul style="list-style-type: none"> • Subject focus: broad context • Comprehensive, timely coverage. • Intended audience clearly defined – by means of selected contents • Breadth of coverage: Aspects of subject sufficiently covered. • Depth of coverage: Adequate depth
Glossary	<ul style="list-style-type: none"> • No glossary for terms used on website.
Where to find us	<ul style="list-style-type: none"> • Address given. • Physical location given. • Map given • E-mail links.
Dates	<ul style="list-style-type: none"> • No date/update on the home page, or any page.
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience.
Timely	<ul style="list-style-type: none"> • Content fresh. Content reflect topics of interest to the assumed target.
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences. • Paragraphs short and to the point?
Verification	<ul style="list-style-type: none"> • References to other sources (print and Internet sources) given • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	<ul style="list-style-type: none"> • Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • No evidence that information is checked and verified.
What's New?	<ul style="list-style-type: none"> • Site includes a 'What's New' section - Under: News - Forthcoming events.
FAQs	<ul style="list-style-type: none"> • No FAQs
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Available online.
Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Yes

POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available online.
Hints	<ul style="list-style-type: none"> • Comprehensive
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	<ul style="list-style-type: none"> • Advice in case of emergency given.
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
URL	<ul style="list-style-type: none"> • Clearly identified as an Australian government site. Not clear that it the Australian Federal Police. Overseas visitors to the site would not necessarily know the acronym AFP.
Vision and mission of police agency	<ul style="list-style-type: none"> • Available online.
Statistics	<ul style="list-style-type: none"> • Latest crime figures provided.
Successes reported	<ul style="list-style-type: none"> • Updated information.
Community participation	<ul style="list-style-type: none"> • Details of projects involving community.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, uncluttered. • Consistent look and feel throughout • Easy to use
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> • User can easily find way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. Move about without returning to home page.
Tracing	<ul style="list-style-type: none"> • Website clearly identified (AFP acronym may not be known) • Available on search engines
URL	<ul style="list-style-type: none"> • Does not gives clear indication of police service. • Each page has a unique URL.
Links	<ul style="list-style-type: none"> • External and internal links adequate. • Not too many or too few links • Links back to home page from each page. Links relevant/appropriate. • Pages do not ends with link to home page. Given on top menu bar. • Linked information correctly linked. • External links well selected.
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begins with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • Top menu bar provides links to frequently used pages/functions?
Background .	<ul style="list-style-type: none"> • No background images.
Site Map	<ul style="list-style-type: none"> • Excellent site map

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> Pages require vertical and horizontal scrolling. Where pages are long, there are adequate navigation aids within the page leading to the top/end of document.
Search facility available	<ul style="list-style-type: none"> Not available.
Lack of script errors	<ul style="list-style-type: none"> Pages are error-free in the most widely used web browsers.
Images	<ul style="list-style-type: none"> No thumbnail images. Animated Gif on home page - possibly gimmicky and does not enhance site.
Multimedia	<ul style="list-style-type: none"> Not applied.
Index	<ul style="list-style-type: none"> "A to Z index" available in form of site map.
Forms	<ul style="list-style-type: none"> Easy to understand and complete. Privacy and security guidelines followed.
Downloads	<ul style="list-style-type: none"> Detailed information provided about downloadable material Alternative formats provided

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> Site interesting and appealing. First impression enticing. Consistent look and feel.
Readability	<ul style="list-style-type: none"> Ease of reading. Readable fonts throughout. Optimum paragraph and sentence length. Text not too big or small. Not too much bold, italics, capitals. Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> Visual aspects do not enhance pages - but do not distract user either.
Legibility	<ul style="list-style-type: none"> Contrast between text and background, font size satisfactory. Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> Site projects an appropriate image. Efficient. Home page designed attractively.
Use of graphics	<ul style="list-style-type: none"> Few used. One on home page not impressive. Image of client service team under AFP Service Charter outdated. Do not enhance content.
Text	<ul style="list-style-type: none"> Text: Font type and size clear and easy to read.
Consistency	<ul style="list-style-type: none"> Consistent look and feel throughout the website - page colour, fonts used, font size, logos used, etc.
Writing style	<ul style="list-style-type: none"> Acronyms, jargon, and complex words not used Clear and simple style Content free of material that could be generally considered offensive Correct punctuation Correct spelling

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> Objectives concerning target audience not stated – but implicit throughout website. Target audience identifiable through content selected.
Purpose	<ul style="list-style-type: none"> Statement of purpose not given.
Ways for user to make contact or ask details	<ul style="list-style-type: none"> Furnished.
Interactive feature	<ul style="list-style-type: none"> Explained.
E-mail links	<ul style="list-style-type: none"> Adequate.
Comment/feedback/input	<ul style="list-style-type: none"> Encouraged.
Relevant Acts	<ul style="list-style-type: none"> Not published.
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> Published.
FAQs	<ul style="list-style-type: none"> None.
Community involvement	<ul style="list-style-type: none"> Encouraged – e.g. to report crime.
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> To a degree. Online forms available.
Surveys on user needs (results available online)	<ul style="list-style-type: none"> Not indicated.
Usability testing	<ul style="list-style-type: none"> Not indicated
User-matching	<ul style="list-style-type: none"> Website appears sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> Ensured.
Customisation	<ul style="list-style-type: none"> Not customisable.
Interactivity	<ul style="list-style-type: none"> Site does not offer users information customised to specific needs. Users can submit content to website. Users subscribe to a newsletter. Useful links given.
Feedback	<ul style="list-style-type: none"> No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> They receive special attention.
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> Yes.
Contacting the police	<ul style="list-style-type: none"> Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback.
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> Includes contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback.

Reporting crime	<ul style="list-style-type: none">• Basic guidelines for reporting crime in emergency situations and non-emergency situations given.
Emergency service	<ul style="list-style-type: none">• Emergency users advised to contact a certain telephone number.
Statistics	<ul style="list-style-type: none">• Latest crime figures not given.
Initiatives	<ul style="list-style-type: none">• Campaigns and launches given.
Organisation structure	<ul style="list-style-type: none">• Organigram presented.• Leadership introduced, with photographs.

Annexure 10

Questionnaire for webmasters: Australian Federal Police Service

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	Yes
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	Yes we do have a specific web site policy
3	Guidelines	Do have guidelines documents for your website?	We have content standards.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Yes we had external consultants who assisted us in this process, and we have maintained that structure.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The original information was analysed and more research was done to ensure the content was up to date and informative. The content that was available had to satisfy government requirements.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The Australian public, our client organizations and ACT citizens.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	The site was reviewed by a usability specialist 6 months post implementation. The key finding was that the AFP website provides good user experience. This has been achieved by the separation of navigation and content, and consistency in style. The website meets the W3C Priority 1 website accessibility requirements. The site is frequently reviewed to ensure the requirements are being met.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	Yes. Negative comments were received regarding font size – the font size is in the process of being modified.
9	Measurement (quantitative)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes – the online survey provides quantitative results. The results have enabled the group to focus on areas of the site most

	measurement)		valued by users.
10	Needs analysis	Are there unique requirements for an effective police agency web site?	IT Security has been a major consideration.
11	Ongoing development	What do you do in terms of ongoing development of your website?	Investigating ways for providing online services such as reporting crime, online recruitment, online referral for client agencies.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	Dynamic services are under consideration, once security and workflow issues have been resolved.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	The url is included on all of our advertisements, correspondence and media releases, however we do not have any measurement of the way it improves the AFP image.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	Yes we have annual reports, police magazines and research reports.
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We observe the requirements of NOIE (national office for the information economy): www.govonline.gov.au
16	Service delivery	Can you name a few instances where the web site directly supports policing service delivery.	We provide information/forms for criminal history checks, firearms licenses and other needs. We have links to crime stoppers, national missing persons unit, most wanted information, plus information about crime prevention.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	Kenny Koala – children’s info/games, opportunities for volunteers in policing, support for victims of crime, plus several community based programs including neighbourhood watch and safety house.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes we have very strong IT infrastructure support.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	Centralised authoring function so the team mostly prepares and published content for the organization.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We review the information regularly and keep authors up to date with content changes.
21	The digital divide	Does your agency have a strategy for bridging the digital divide	The AFP provide assistance for people in East Timor and the

		and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Pacific Islands.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	We observe NOIE requirements as well as legislation regarding the AFP.

Annexure A: 11

Evaluation of Hong Kong Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> • Immediately engages user in contents of website
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> • Mission statement given
Purpose	<ul style="list-style-type: none"> • Mission of site clearly stated – but clear from content.
Evaluation of main purpose	<ul style="list-style-type: none"> • To provide text information. • To make contact and get feedback from intended audience • Value-added services – self-service, on-line access to resources, etc.
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> • Furnished and up to date.
Organisation structure	<ul style="list-style-type: none"> • Organigram presented. • Leadership presented, with photographs.
Calendar of events	<ul style="list-style-type: none"> • Some events announced.
Initiatives	<ul style="list-style-type: none"> • Campaigns and launches published.
User support	<ul style="list-style-type: none"> • Level of user support on the site – help documentation, e-mail help available.
Authorship	<ul style="list-style-type: none"> • No links to authors of content, but to website team
Content quality	<ul style="list-style-type: none"> • Site content accurate, current, credible and relevant
Language	<ul style="list-style-type: none"> • Language such that layperson can understand • Terminology clearly defined • Abbreviations defined
General	<ul style="list-style-type: none"> • Subject focus: broad context • Comprehensive, timely coverage • Intended audience clearly defined
Glossary	<ul style="list-style-type: none"> • No glossary for terms used on website
Where to find us	<ul style="list-style-type: none"> • Address given • Physical location given • No map • E-mail links given
Dates	<ul style="list-style-type: none"> • No updates
Target audience	<ul style="list-style-type: none"> • Content relevant to target audience
Timely	<ul style="list-style-type: none"> • Content is new
Clear and concise wording	<ul style="list-style-type: none"> • Clear and simple sentences. • Paragraphs short and to the point.
Verification	<ul style="list-style-type: none"> • There are references to other sources (print). • Where information is derived from a print version, it is clear which edition it is derived from.
Organisation	<ul style="list-style-type: none"> • Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> • No evidence that information is checked and verified.
What's New?	<ul style="list-style-type: none"> • Does the site include a 'What's New' section or highlight recent changes?
FAQs	<ul style="list-style-type: none"> • Comprehensively dealt with • Updated
Web strategy/policy/ aims	<ul style="list-style-type: none"> • Not available online

Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Yes
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Available online
Hints	<ul style="list-style-type: none"> • Hints on safety precautions
Reporting crime	<ul style="list-style-type: none"> • Basic guidelines for reporting crime in emergency and non-emergency situations given
Emergency situations	<ul style="list-style-type: none"> • Advice in case of emergency given
Contacting the police	<ul style="list-style-type: none"> • Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
URL	<ul style="list-style-type: none"> • Site clearly identified - police service, country
Vision and mission of police agency	<ul style="list-style-type: none"> • Available online
Statistics	<ul style="list-style-type: none"> • Latest crime figures provided
Successes reported	<ul style="list-style-type: none"> • Updated information
Community participation	<ul style="list-style-type: none"> • Details of projects involving community

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple, uncomplicated, . Cluttered • Neat • Consistent look and feel throughout • Easy to use
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short
Navigation	<ul style="list-style-type: none"> • User easily finds way backward and forwards. Structure apparent and logical. Navigation functions consistent across all pages. However, not all have a return to the home page
Tracing	<ul style="list-style-type: none"> • Website clearly identified • Available on search engines
URL	<ul style="list-style-type: none"> • Gives clear indication of police service • Each page has a unique URL
Links	<ul style="list-style-type: none"> • External and internal links adequate • Not too many or too few links • Links back to home page from some pages. Links relevant/appropriate. • Not each page ends with link to home page. • Linked information correctly linked • External links well selected
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begins with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • Top menu bar provides links to frequently used pages/functions
Background	<ul style="list-style-type: none"> • No distracting backgrounds
Site Map	<ul style="list-style-type: none"> • No map

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> Pages do not require vertical scrolling.
Search facility available	<ul style="list-style-type: none"> None
Lack of script errors	<ul style="list-style-type: none"> Pages error-free in the most widely used web browsers
Images	<ul style="list-style-type: none"> No thumbnail images
Multimedia	<ul style="list-style-type: none"> Applied – webcam of traffic
Index	<ul style="list-style-type: none"> No "A to Z index" available
Forms	<ul style="list-style-type: none"> Easy to understand and complete Privacy and security guidelines followed Alternative to forms provided
Downloads	<ul style="list-style-type: none"> Detailed information provided about downloadable material? Alternative formats provided?

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> Site interesting and appealing, first impression enticing. Consistent look and feel.
Readability	<ul style="list-style-type: none"> Ease of reading. Readable fonts throughout. Optimum paragraph and sentence length. Text not too big or small. Not too much bold, italics, capitals. Not too many font types.
Visual appeal overall	<ul style="list-style-type: none"> Visual aspects add to page without distracting the user.
Legibility	<ul style="list-style-type: none"> Contrast between text and background, font size pleasing Limited mix of type styles.
General impression in keeping with purpose	<ul style="list-style-type: none"> Site project san appropriate image. Efficient. Home page designed attractively.
Use of graphics	<ul style="list-style-type: none"> Quality of the graphical images good. Images enhance content?
Text	<ul style="list-style-type: none"> Text: Font type and size clear and easy to read.
Consistency	<ul style="list-style-type: none"> Consistent look and feel throughout the web site.
Writing style	<ul style="list-style-type: none"> Clear and simple style. Content free of material that could be generally considered offensive. Correct punctuation. Correct spelling

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> Objectives concerning target audience implicit Clear who the target audience is although no definition of target audience is given
Purpose	<ul style="list-style-type: none"> No statement of purpose given
Ways for user to make contact or ask details	<ul style="list-style-type: none"> Furnished
Interactive feature	<ul style="list-style-type: none"> Explained
E-mail links	<ul style="list-style-type: none"> Adequate
Comment/feedback/input	<ul style="list-style-type: none"> Encouraged
Relevant Acts	<ul style="list-style-type: none"> No
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> Published
FAQs	<ul style="list-style-type: none"> Adequate and updated
Community involvement	<ul style="list-style-type: none"> Encouraged - e.g. to report crime
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> Present
Surveys on user needs (results available online)	<ul style="list-style-type: none"> No
Usability testing	<ul style="list-style-type: none"> No
User-matching	<ul style="list-style-type: none"> Website appears sensitive to the different user types
Confidentiality/ privacy	<ul style="list-style-type: none"> This is ensured
Customisation	<ul style="list-style-type: none"> Not customisable
Interactivity	<ul style="list-style-type: none"> Site does offer users information customised to specific needs Users cannot submit content to website Users can subscribe to a newsletter Useful links given
Feedback	<ul style="list-style-type: none"> Little incentive for feedback
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> They receive special attention
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> Yes
Contacting the police	<ul style="list-style-type: none"> Contact details for the following: Reporting crime, other circumstances, local police stations, to join the police, e-mail contacts and site feedback
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> Does include contact details for general enquiries, data protection, joining the police, firearms and shotguns, help for crime victims and website feedback

Reporting crime	<ul style="list-style-type: none">• Basic guidelines for reporting crime in emergency situations and non-emergency situations
Emergency service	<ul style="list-style-type: none">• Emergency users advised to contact a certain telephone number
Statistics	<ul style="list-style-type: none">• Latest crime figures given
Initiatives	<ul style="list-style-type: none">• Campaigns and launches given
Organisation structure	<ul style="list-style-type: none">• Organigram presented, where applicable• Is leadership introduced, with photographs

Annexure A: 12

Questionnaire completed by Hong Kong Police web team

	Topic	Question	Response
1	Strategy alignment	Has the website been designed and populated in accordance with the police service's strategic plan?	No.
2	Policy	Did you develop a specific website policy? Is it aligned with your police service's policy?	No.
3	Guidelines	Do have guidelines documents for your website?	Yes, we have internal guidelines for our website. However, they are all for internal reference only.
4	Structure	Was the initial structure formally planned and do you still keep to that structure? What has changed?	Initially, we've suggested the statistic structuring for our Police website. Recently, we have changed our structuring to meet the technology requirement that is using dynamic design.
5	Content guidelines	How was the initial content planned? Where is the content generated? What has changed?	The initial content planned for the informative purpose that emphasized on the missing persons, wanted persons area. The contents are generated by the in-house technical staff. Recently, we have introduced additional service provided by Hong Kong local designer houses. It did help us to improve the creativity and flexibility in the content management.
6	Target audience	Was it developed with a specific target audience in mind? Who was that?	The target audience is all citizens in HK as well as all people in the world. Frankly, we don't have specific target audience in mind.
7	Usability	Have any usability studies been undertaken? If yes, what have the studies revealed? Do you cater for the disabled reader?	We aimed at providing a very user-friendly interface. We have usability test which include the well-known Bobby Test for the

		studies revealed? Do you cater for the disabled reader?	disabled reader.
8	Survey (subjective experience)	Have you done any surveys among your website users on the impact of the on-line services, and what were the key results and changes effected?	We have conducted a survey that the major goal is to define the user requirement on our on-line service. The key results mainly focused on the target and the objectives that the services we provided.
9	Measurement (quantitative measurement)	Do you quantitatively measure the effectiveness of your on-line service delivery and what changes did that bring about?	Yes, we have a statistical system to calculate the daily transaction of our on-line report forms and email.
10	Needs analysis	Are there unique requirements for an effective police agency web site?	We don't have unique requirement in our website development. Nevertheless, we would emphasize on the integrity and the correctness of the information we provided.
11	Ongoing development	What do you do in terms of ongoing development of your website?	HKSAR Government is running a corporate "Common Look and Feel" project to standardize all governmental bodies website. We have planned to have next revamp within this year.
12	Transformation	Are there efforts to stimulate growth from a static web presence to dynamic service approach? Please elaborate.	As mentioned before, we have evaluated a plan that will change our static web presence to dynamic service.
13	Promotion	How do you promote your website to the target audience? Do you have a measurement of the way it improves the image of the police service?	We don't have special promotion. Our target audience is the all-public citizens.
14	Publications	Do you distribute e-newsletters or off-line publications through the web site?	We don't have e-newsletters or off-line publications
15	e-Government efforts	In what way do you support the e-Government efforts of your government?	We provide G2C (Government to Citizens) service to support our e-Government initiative.
16	Service delivery	Can you name a few instances where the web site directly	Example where the website directly supports policing service

		supports policing service delivery.	delivery.
17	Enabling the citizen	Can you name a few examples how the web site enables the citizen to participate and support police objectives.	We encourage HK citizens by providing the e-Report room functions.
18	Investment	Does your agency have a strategy of investing in the appropriate technologies (supported by the budget), for continued improvement in service delivery?	Yes, we have sustainable investment in continued improvement for our service delivery.
19	Web site team	Does your agency have a dedicated team for developing and maintaining the on-line services?	We have a dedicated technical team for developing and maintaining our on-line services.
20	Content management process	Is there a well-defined process for generating, maintaining and improving web site content?	We're following the well-known PRINCE2 methodologies in generating, maintaining and improving our web site content.
21	The digital divide	Does your agency have a strategy for bridging the digital divide and how is that implemented? E.g., how do you assist people in remote and undeveloped areas?	Our central government provided the district digital centre to serve the citizens in remote and undeveloped areas.
22	Legislation	Are there any applicable laws and policies and in what way do you abide by these legal frameworks?	No.

Annexure A: 13

Evaluation of Princeton Borough Police Agency website

Table 17: Evaluation of website content

GENERAL CONTENT	
Home page	<ul style="list-style-type: none"> Does not immediately engage user in contents of website. The home page is a welcome page as in "Welcome to Princeton Borough Police Department".
Clarity of purpose (goals and objective)	<ul style="list-style-type: none"> Goal is clearly to inform.
Purpose	<ul style="list-style-type: none"> Mission/ purpose not stated.
Evaluation of main purpose	<ul style="list-style-type: none"> To provide text information.
Press releases/ roleplayer speeches	<ul style="list-style-type: none"> Not furnished
Organisation structure	<ul style="list-style-type: none"> No organigram Leadership not presented.
Calendar of events	<ul style="list-style-type: none"> Not furnished.
Initiatives	<ul style="list-style-type: none"> Campaigns and launches not published.
User support	<ul style="list-style-type: none"> No user support.
Authorship	<ul style="list-style-type: none"> No links to authors of content and website team.
Content quality	<ul style="list-style-type: none"> Site content accurate, current, credible and relevant.
Language	<ul style="list-style-type: none"> Language such that layperson can understand Terminology clearly defined. Abbreviations defined.
General	<ul style="list-style-type: none"> Subject focus: broad context. Comprehensive, timely coverage. Intended audience not clearly defined – but implicit. Breadth of coverage: Aspects of subject broadly covered. Depth of coverage: Does not go to great depth.
Glossary	<ul style="list-style-type: none"> No glossary for terms used on website.
Where to find us	<ul style="list-style-type: none"> Address given. Physical location not given. Map not given. E-mail link for webmaster given.
Dates	<ul style="list-style-type: none"> No date/update given.
Target audience	<ul style="list-style-type: none"> Content relevant to target audience.
Timely	<ul style="list-style-type: none"> Content fresh. Reflects topics of interest to the assumed target.
Clear and concise wording	<ul style="list-style-type: none"> Clear and simple sentences. Paragraphs short and to the point.
Verification	<ul style="list-style-type: none"> No references to other sources.
Organisation	<ul style="list-style-type: none"> Headings and subheadings clear. Easy to understand how information is organised on the site.
Quality control	<ul style="list-style-type: none"> No evidence that information is checked and verified.
What's New?	<ul style="list-style-type: none"> Site does include a 'What's New' section or highlight recent changes.
FAQs	<ul style="list-style-type: none"> No FAQs
Web strategy/policy/ aims	<ul style="list-style-type: none"> Not available.

Content of website in line with web strategy/purpose	<ul style="list-style-type: none"> • Strategy not given. But implicit – namely to convey information.
POLICE-SPECIFIC CONTENT	
Police agency strategy	<ul style="list-style-type: none"> • Not available online.
Hints	<ul style="list-style-type: none"> • Some crime prevention tips.
Reporting crime	<ul style="list-style-type: none"> • No basic guidelines for reporting crime in emergency and non-emergency situations given.
Emergency situations	<ul style="list-style-type: none"> • No advice in case of emergency given.
Contacting the police	<ul style="list-style-type: none"> • Contact details not given
URL	<ul style="list-style-type: none"> • Site not clearly identified – no indication that it is a police service or in which country it is.
Vision and mission of police agency	<ul style="list-style-type: none"> • Not available online
Statistics	<ul style="list-style-type: none"> • Latest crime figures not provided.
Successes reported	<ul style="list-style-type: none"> • No updated information.
Community participation	<ul style="list-style-type: none"> • Details of projects involving community given.

Table 18: Evaluation of website architecture

WEBSITE ARCHITECTURE	
Layout	<ul style="list-style-type: none"> • Home page layout simple – merely gives a welcome. • No consistent look and feel throughout • Easy to use
Site organisation	<ul style="list-style-type: none"> • Site organised in logical fashion.
Information structure	<ul style="list-style-type: none"> • Information chunked in digestible blocks. Coherent presentation of information - not too long or too short.
Navigation	<ul style="list-style-type: none"> • User easily find way backward and forwards, Structure apparent and logical. Navigation functions not consistent across all pages, however. Difficult to move about without returning to home page.
Tracing	<ul style="list-style-type: none"> • Website not clearly identified. • Available on search engines.
URL	<ul style="list-style-type: none"> • Does not clear indication of police service. • Each page has a unique URL.
Links	<ul style="list-style-type: none"> • External and internal links not adequate. • Does not link back to home page from each page. • Pages do not end with link to home page.
Flow	<ul style="list-style-type: none"> • Pages follow on logically. Each page begin with a clear transition.
Top menu bar	<ul style="list-style-type: none"> • No top menu bar.
Background	<ul style="list-style-type: none"> • No background images.
Site Map	<ul style="list-style-type: none"> • No site map.

Table 19: Evaluation of website technology

WEBSITE TECHNOLOGY	
Scrolling	<ul style="list-style-type: none"> Some pages require vertical and horizontal scrolling. Where pages are long, there is no adequate navigation aids within the page leading to the top/end of document.
Search facility available	<ul style="list-style-type: none"> No search facility available.
Lack of script errors	<ul style="list-style-type: none"> Error free.
Images	<ul style="list-style-type: none"> No thumbnail images. Images do not have captions; not identified in text
Multimedia	<ul style="list-style-type: none"> Not applied.
Index	<ul style="list-style-type: none"> No "A to Z index" available.
Forms	<ul style="list-style-type: none"> No forms.
Downloads	<ul style="list-style-type: none"> No downloads.

Table 20: Evaluation of website style

WEBSITE STYLE	
Overall presentation	<ul style="list-style-type: none"> Site not interesting. First impression not enticing.
Readability	<ul style="list-style-type: none"> Ease of reading. Readable fonts throughout. Optimum paragraph and sentence length Text sometimes too big. Not too much bold, italics, capitals.
Visual appeal overall	<ul style="list-style-type: none"> Do visual aspects tend to distract.
Legibility	<ul style="list-style-type: none"> Fairly legible.
General impression in keeping with purpose	<ul style="list-style-type: none"> Site projects an appropriate image. Home page needs working on.
Use of graphics	<ul style="list-style-type: none"> Graphical images not the best. Images could distract from the content.
Text	<ul style="list-style-type: none"> Text: Font type and size clear and easy to read. But too big.
Consistency	<ul style="list-style-type: none"> No consistent look and feel throughout.
Writing style	<ul style="list-style-type: none"> Clear and simple style. Content free of material that could be generally considered offensive. Correct punctuation. Correct spelling.

Table 21: Evaluation of website service delivery

WEBSITE SERVICE DELIVERY	
Target audience	<ul style="list-style-type: none"> Objectives concerning target audience stated – but implicit. Clear who the target audience but website does not contain definition of target audience.
Purpose	<ul style="list-style-type: none"> Statement of purpose not given.
Ways for user to make contact or ask details	<ul style="list-style-type: none"> Not furnished.
Interactive feature	<ul style="list-style-type: none"> No interactivity.
E-mail links	<ul style="list-style-type: none"> Not adequate.
Comment/feedback/input	<ul style="list-style-type: none"> Not encouraged.
Relevant Acts	<ul style="list-style-type: none"> Not published.
Relevant publications/documents/procedures, etc.	<ul style="list-style-type: none"> Not published.
FAQs	<ul style="list-style-type: none"> Not given.
Community involvement	<ul style="list-style-type: none"> Not encouraged.
Digital democracy (discussion forums, public opinions, online forms available)	<ul style="list-style-type: none"> Not present.
Surveys on user needs (results available online)	<ul style="list-style-type: none"> No indication.
Usability testing	<ul style="list-style-type: none"> No indication.
User-matching	<ul style="list-style-type: none"> Website does not appear sensitive to the different user types.
Confidentiality/ privacy	<ul style="list-style-type: none"> Not ensured.
Customisation	<ul style="list-style-type: none"> Site not customisable.
Interactivity	<ul style="list-style-type: none"> Site does not offer users information customised to specific needs. Users cannot submit content to website. Users cannot subscribe to a newsletter. No useful links given.
Feedback	<ul style="list-style-type: none"> No incentive for feedback.
Topical issues, e.g. danger of drug abuse?	<ul style="list-style-type: none"> Yes.
Does website promote understanding of the police agency?	<ul style="list-style-type: none"> Minimally.
Contacting the police	<ul style="list-style-type: none"> No contact details.
Contacting the police for reasons other than reporting crime	<ul style="list-style-type: none"> Not given.
Reporting crime	<ul style="list-style-type: none"> No guidelines.

Emergency service	<ul style="list-style-type: none">• Emergency users not advised to contact a certain telephone number,
Statistics	<ul style="list-style-type: none">• Crime figures not given.
Initiatives	<ul style="list-style-type: none">• Campaigns and launches not given.
Organisation structure	<ul style="list-style-type: none">• No organigram and no structure.

Annexure A: 14

Questionnaire completed by Princeton Burrough Police Agency webmaster Mike Bender

(The Police Agency could not download the questionnaire form e-mailed. This format therefore differs from the others)

"I will try to answer your questions by the numbers as you presented them to me:

1. No strategy plan was used in the development of this site. The site was designed solely on what the Chief thought the public could use as a "community relations" tool and what he thought would make us look good.

2. We have no website policy. If an officer has an idea he wants posted on the website, all he/she has to do is talk to me. I then take the idea to the Chief. If he thinks it is suitable for the website, I put it there. If he thinks its trash, I don't put it on the site. There is NOTHING in writing about what type of information should be posted.

3. No. Refer to the answer for question #2, its the same.

4. The initial structure was completely of my doing. There were no guidelines used at all. I simply spent lots of time studying other websites and looking at their designs. I then started putting the information on the site and the structure just came naturally. We have kept the same basic structure ever since.

5. Content guidelines. Refer to the answer to question #4, its basically the same. Not much has changed, except I have to add or remove officers as some retire or others join (website is optional, not all officers are posted).

6. Target Audience: Residents (past and present) of Princeton and people who have an interest in police departments.

7. No and No.

8. No.

9. Again, No.

10. Needs analysis. I am sure there are specific guidelines that could be used for an effective police website, but I don't know what they are. We just put up info we thought people would like to know about us. Its as basic as that. Some departments put information concerning alarm registration, crime tips, crime statistics and other similar stuff, but we don't do that (yet).

11. Ongoing development. None. If we see the need to post specific information concerning a problem, we do that. For instance, when we had the "anthrax" scare, we posted information specific to this with what it looks like, and what to do if you suspect a package contains anthrax.

12. We currently have no plans to change from the static to dynamic service.

13. We have promoted our site in the local newspapers. It is also listed on dozens of Law Enforcement related websites that have listings of local police departments. We have no way to measure if it improves our image. All we have is an internal hit counter that shows us the numbers of visitors (up dramatically since we first started. The first year averaged 10 hits per day, now we average over 100 hits per day)
14. No, no e-newsletters.
15. No support of the e-government. We are the only department that currently has its own site. When the other departments get up and running, we will all use the same domain name (princetonboro.org) and the police will just be a link from that main page. The Clerks office may use the site for licensing and registrations, but nothing is sure yet.
16. Ours is only a static site with non-essential information. We have not yet posted time-sensitive information that supported the delivery of police services.
17. This static type of site does not promote citizen participation. It does allow them to see Officers in the "meet the Officers" page, which is a great public relations idea, but that's about it.
18. No, our dept. is cheap, cheap, cheap. If it costs more than a few dollars, they aren't interested (sorry, that's the way it really is).
19. No, just me. If there is an update, I do it when I am working midnight shift. If other officers have an idea, they give it to me and I take it to the Chief for his approval.
20. No. Again, if someone has an idea, I take it and try to convince the Chief if I think it's a good idea. So far, only a few suggestions have become reality on the site. (we wanted a police blotter with up-to-date information concerning arrests and calls for police service, but they said no, saying it would take up too much time. I disagreed, but the Chief has the final say).
21. We don't have ANY remote or undeveloped areas. There isn't a patch of grass in Princeton that isn't developed.
22. Huh???????

Ok, here is the bottom line on the site. It is basically a static "information only" site. It was developed solely by me. Our department didn't have a website and I wanted one. I began developing one on my own at home. One day, I was walking by my Captains office and heard him talking to the Chief, saying "I think we should have a website". I stopped in, told them I heard what they said and said I was already making one. The Chief gave me his blessing, saying whatever I thought was appropriate could go on the site. About a month later, when it was basically done, I showed him the final result. He had me remove a few things he didn't like (police humor page and some links that had some commercial functions) and off we went. I uploaded the site, they promoted it by press releases to the local press and that's about it. There are dozens (hundreds) of sites that are dynamic, but ours is just a basic static

"information only" site. The only person who has any knowledge of this site in our department is me. No "team", just little old me. That's about all I can tell you. I hope this email answered your questions. My recommendation is to make the site as you see fit. Structure it as you think will be appropriate, put in there what you think will fit for your department. Ask your co-workers, friends, and family what they think about the site as you make it. Change it as you see fit. If you are the creator of the site, you should have enough support to make content decisions for the site. Don't think too much about it. If you like it, do it. If your boss says remove it, make an argument for it, but if you have to remove it, do what you have to do. It should be fun, not work."

**ANNEXURE B: EVALUATIONS OF SAPS WEBSITE
BY EXPERT EVALUATORS**

Annexure B: 1

Evaluation of SAPS website by Evaluator 1

Evaluator information	
Name	Amanda Blom
Date	29 April 2003
Screen Resolution	600 X 800
Browser	Internet Explorer
Internet connection	

Table 25: Evaluation of content

Topic	Description	Rating	Notes
1. General			
Identification	The site clearly identified (especially the home page, but other pages as well)	2	
Clarity of purpose (mission, goals and objective)	The mission and purpose of the website clearly stated - e.g. to inform, make contact, get feedback and interaction, or to provide value-added services	1	
Home page	Immediately engages user in contents	2	
Home page quality	Home page uncluttered, informative, inviting, concise and easy-to-read	2	
Home page coverage	Scope of the site easy to identify from the home page	1	
Target audience and relevancy	Intended audience clearly specified. Content relevant to the target audience.	2	
Reason to return	Style, quality and freshness of content are sufficient reason to return to the website	2	
Website alignment	Content of website in line with its strategy/purpose	2	
2. Content			
"About us" page	An "About us" page provided, with correct information on (or links to) pages such as Introduction, Mission and Vision, Structure, Leadership, History	0	Difficult to find information (should be more prominent)
"Where to find us" page	Address given Physical location given Map given E-mail links given	0	Difficult to find information (should be more prominent)
Organisation structure	Organigram presented Leadership presented, with photographs	1	
Press releases/official news	Press releases furnished and up to date Speeches from main role-player provided	2	
Calendar of events	Furnished and updated	0	Difficult to find information

Reports	Annual report published on the site Other high-profile reports published	2	
Initiatives	Detail provided on special projects, campaigns, launches and other initiatives	1	
'What's New' section	The site includes a 'What's New' section, or highlights recent changes	1	
FAQs (Frequently Asked Questions) section	FAQs comprehensive, and updated	2	
Glossary	Glossary for terms used on website. Glossary link on menu bar	0	Could not find
3. Credibility			
Content authority	Content has an authority listed (i.e. the user knows whom to contact about content issues)	0	Not featured
Authorship	Links to authors of content and website team	1	
Author	Clear who is authoring the page. Author can be contacted for clarification	0	Not featured
Content style	Source of the content credible (does not read like a brochure – with no way of verifying content)	2	
References	Bibliographies or references given	1	
Accuracy	Material supported by evidence. Information is reliable. Free from factual errors	2	
Objectivity	Site content balanced and does not indicate a level of bias	1	
Completeness	Adequate coverage of the subject with no obvious omissions	2	
Breadth of coverage (comprehensiveness)	All aspects of the intended subject covered	2	
Depth of coverage	Site goes to the level of detail as per the mission and purpose; user gets entire idea	2	
Timeliness of coverage	Fresh content provided Reflects changing information needs of an e-enabled user	2	
Verification	References to other sources (print and Internet sources) Where information is derived from a print version, it is clear which edition it is derived from	1	
Content currency	The date the article was written/site created given Indicated when article/site was last updated or revised Indicated how often the information/site is revised or updated	2	
Dates and updating	Date/update on the home page, every page Date format consistent throughout the site Indicated how frequently the site content is updated	0	
4. Content quality			

Quality control	Evidence that information is checked and verified Attention to detail Absence of mistakes, inaccuracy and incongruities	1	
Quality of verbal expression	Site measures up in terms of readability Clarity of grammar and use of language Articulation of complex concepts Lack of typographical errors - spelling, punctuation, etc. Absence of duplication and repetition	2	
Clear and concise wording	Composition – an appropriate literary style adopted Content constructed of simple, clear sentences (as against dense, complex writing) Paragraphs short and to the point (as against long and convoluted) Vocabulary appropriate for the perceived target audience	1	
5. Legal issues			
Terms of use	Link provided to the terms/conditions of use statement, including copyright notice, privacy policy statement and disclaimers	2	
Copyright notice	Copyright notice appears prominently for copyrighted material Indicated if some material is in the "public domain"	2	
Disclaimer	Disclaimer included, describing the limitations, purpose, scope, authority, and currency of the information Sources of information disclosed (copyright issues) Disclaimer clear and unambiguous Disclaimer brought to the attention of the user	2	
Privacy statement	Privacy statement included on the home page Clearly stated what information is collected about individuals when they visit the website, how it is used and if it is disclosed Clearly stated that confidentiality is ensured	0	Could not find
Content suitability	Content non-offensive and non-discriminatory	2	

Table 26: Evaluation of site architecture

Topic	Description	Rating	Notes
1. Website structure			
User-centric structure	The site's content is structured to allow information to flow according to the usage pattern of the average/typical user	0	Can be improved

Positioning clear	The information is categorised to allow users to logically move through the site with ease, track their progress and determine their location within the site on any web page	1	
Intuitive structure	User does need to have an understanding of the internal structure of government or individual agencies in order to find information or services	1	
User-centric layout	Site designed to follow the user's thought process Site is simple, internally consistent, and easy to use, neat with an appealing look and feel	1	
Balanced design	Website "range" not too wide, and information not hidden too deeply, forcing user to hunt for it	1	
Site organisation	Site organised in logical fashion. Headings and subheadings clear. Easy to understand how information is organised on the site	2	
2. Navigation			
Consistent link structure	Links to the home page, high-level site categories, and search facility provided on every page	2	
Commonly used web navigation labels	Consistency with commonly used web navigation labels (such as Home, About Us, What's New, Media Releases, Publications, Search, Contact Us, Useful Links, Site Map, Feedback and Help)	1	
Easy to navigate	User can easily find way backward and forwards. Structure is apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page. Navigation is intuitive and consistent	1	
Easy to find	Website clearly identified Available on search engines	1	
Image maps	Where image maps are used, they are clear as to where they lead, (or a text description is included to assist) Hotspots (sections containing links) on image maps clearly defined Text links provided in tandem with image links (to facilitate viewers who turn off image displays or use browsers that cannot display images)	1	
Site map	Map provides a hierarchical structure of all the main pages on the website	0	Could not find a site map
Index	Index or table of contents guides user (an "A to Z index").	0	
Flow	Pages must follow on logically - pages should begin with clear transition	1	
Background	Background image, where present, does not overwhelm the page, does not affect site's readability Background and text work well together	2	

Indication of page position	Site structure is such that it is always clear where the user is within the site	1	
Navigation aids and scrolling	Where pages are long, there are adequate navigation aids within the page leading to the top end of document, for easier reading Internal page links avoid excessive scrolling and bring user directly to a particular location within the page	1	
3. Links and menus			
Links (internal)	Adequate internal links provided to navigate the website Links checked regularly and point to pages still in use	1	
Links (external)	Hyperlinks provided to other relevant resources External links well selected and maintained Links checked regularly and point to pages still in use Expired or dead links (web page) not found	2	
Link description	Links descriptive enough to clearly indicate where and to what they lead. External links clearly indicate user is leaving the site	1	
Link colour	Site implements link colour changes (on hover, activated)	2	
Links back 'home'	Links back to the 'home' page from each sub-page	2	
Top menu bar	Top menu bar provides links to frequently used pages/functions	0	Could not find
Menu bar	Menu bar consistent throughout the site	0	Should appear on every page

Table 27: Evaluation of site architecture

Topic	Description	Rating	Notes
Information architecture (structure)	Coherent presentation of information	1	Can improve
Information construct clarity	Information chunked in digestible blocks Short pages provided	1	Can improve
Coherent presentation of information	Packaging of information effective - not too long or too short	1	Some info "buried to deep"
Effective categorization	Hierarchical groups or categories allow users to find the information in multiple ways	0	N/A
Use of menus for finding information	Menus provide an overview of the basic elements of the site	1	

Menus provide effective grouping	Menus show approximate breadth and depth of the site by indicating how many subsets exist under each grouping	0	This is necessary on a big site like this
Organisation (clear headings, subheadings)	Site's information organisation clearly marked Headings and subheadings clear and they make sense Easy to understand how information is organised on the site	1	Can improve
Information access	Content rating systems, usability, search facility, site map, steps to destination, readability, effectiveness of image maps	1	Can improve
Uncluttered/easily scanned	Pages not dense with links and content, and with plenty of "white space". Presentation organised to facilitate scanning the page – not necessary to read all the content to discern content of interest	1	Can, and must, improve
Attention to detail	Absence of dead ends and outdated pages	0	Found some dead links

Table 28: Evaluation of site technology

Topic	Description	Rating	Notes
1. Features and facilities			
Search facility	Site has internal search facility. Instructions and tips for searching Search facility accessible from every page Advanced search function available	0	Non existing
Forms	Easy to understand and complete Privacy and security guidelines followed Alternative to forms provided	1	
Downloads	Detailed information provided about downloadable material Alternative formats provided All material tested and confirmed as virus free	2	
Browser support	All pages display on various browsers and platforms Lack of script errors All pages error-free in the most widely used web browsers All pages print properly	1	Can improve
Attention to detail	Absence of process failures and code crash		N/A
2. Multimedia			
Innovative use of technology	Innovative use made of multimedia – e.g. audio and video broadcast and streaming media	0	None – but must be used carefully

Interactivity	Useful and relevant links at appropriate places Adequate number of links - not too many or too few Effective use made of e-mail lists, newsletters, newsgroups, chat, bulletin boards Other value-added services provided	0	Same as above
Singularity of purpose	Absence of unrequested intrusions (e.g. pop ups), no "attention clash"	1	
Responsiveness and connectivity	Speed of connection, response time, download time satisfactory	2	
3. World Wide Web factors			
URL	URL clarity – rate the domain distinctiveness, memorability, competitive positioning, and address permanence Site clearly identified – police service, country URL gives a clear indication of police service Each page has a unique URL	2	Would like url to indicate it is a government organization ("gov.za")
Web site management	Evidence of effective maintenance and management process	1	Can improve

Table 29: Evaluation of website style

Topic	Description	Rating	Notes
1. General style			
General impression in keeping with purpose	Site projects an appropriate stylish, image Home page designed attractively and entices user to further exploration	1	Can improve
Overall visual appeal	Consistent visual identity established	1	Can improve – currently inconsistent
Visual aspects functionality	Visual aspects add to website pages without distracting the user	1	Same as above
Overall presentation	Site interesting and appealing at first impression	1	Same as above
Ease of reading	Complex components simplified, e.g. the use of synopses and summaries	1	
Readability	Readable fonts throughout Optimum paragraph and sentence length Text not too big or small Not too much bold, italics, capitals Not too many font types	2	
2. Specific elements			
Relevancy of graphic images	Appropriate use of images (not just 'eye-candy') Use of thumbnail images to speed page download and give viewer choice as to whether or not to download full-size image Images have captions or identified in text	2	

Use of graphics (style)	Quality of the graphical images good Graphics prove functional and contribute to usability Images enhance the resource and do not distract from the content	2	
Legibility	Addresses user's ability to recognise words on the web pages. Contrast between text and background sufficient. Font size not too small for continuous reading. Limited number of practical type styles and typefaces used	1	Can improve
Writing style	Content written in a style appropriate for the World Wide Web Acronyms, jargon, and complex words avoided Content clear and simple Content free of material that could be generally considered offensive Succinct, easily "scannable", plain English used Correct spelling and punctuation used	2	Can improve
Consistent use of fonts	Standard fonts used throughout the website Font type and size clear and easy to read	2	
Consistent colour scheme	Consistent look and feel throughout the web site	1	Can, and must, definitely improve
Ease of use	Perceptual clarity, focus of attention, visibility of functions	1	Can improve
Titles	Title of the site and the pages descriptive of the content	2	
Usability testing	Usability testing undertaken, and the results published online		N/A
User matching	Website appear sensitive to the needs of different user types	1	

Table 30: Evaluation of service delivery

Topic	Description	Rating	Notes
1. Police-specific content			
Target audience identification	Objectives concerning target audience stated Target audience clear Website contains definition of target audience	1	
Content relevancy	Content and language relevant to all on-line segmented users	1	
Police Service strategy	Strategy available online	2	
Vision and mission of police service	Vision and mission available online	1	Information "too deep"
Organisation structure	An organigram presented (where applicable) Leadership presented (with photographs)	2	

Police Service Acts	Relevant acts and ordinances published	2	
Policy documents	Policies and white papers published	2	
Police Service documents	Relevant publications, documents, procedures, etc. published	2	
Statistics and crime statistics	Latest crime figures provided	1	Outdated
Successes reported	Updated information on police service successes	1	
Community participation	Details of projects involving community published Community involvement encouraged (e.g. reporting crime)	1	
Customisation	Possible to uniquely define topics of interest Possible to set keywords for personal e-mail		N/A
Emergency service	Emergency contact numbers furnished	1	Not prominent
Special attention to topical issues	News and advice provided on topical issues, e.g. on Nigerian scams	2	
Attention to high-profile crime	Checklists and tip sheets provided for high-profile crime that affects all citizens, e.g. hi-jacking of cars, housebreaking	2	
Other services	Value-added services, hints and advice, e.g. safety precautions, crime prevention	1	
2. Contacting the police			The "contact us" section is not prominent enough
Reporting crime (emergencies)	Basic directions and numbers for reporting crime in emergency situations easy to locate. Clear that there will be a response	1	
Reporting crime (non-emergencies)	Basic directions and numbers for reporting crime in non-emergency situations easy to locate	1	
Reporting crime by e-mail	Users enabled to report crime by e-mail	1	
Contacting the police for reasons other than reporting crime	This includes general enquiries, data protection, firearms and shotguns, help for crime victims and website feedback	1	
Single point of contact (simple enquiries)	Electronic mail contact info: A single e-mail address (contact person) provided for service enquiries	1	
Contact information for head office	Head office contact information (address, phone, e-mail, person to contact, etc) easy to find	1	
Contact information for head office	Multiple methods of contact (phone, fax, e-mail) Multiple routes of contact that facilitate different objectives	1	
Contact information for head office	Search function available within the contact information that helps steer user to the right information	1	

Contact info for local offices	Local office addresses, phone, e-mail easy to find Site lists physical business locations Locations can be searched by geographical area Hours of operation provided	1	
Response to enquiries	Indication that a person will respond to every piece of electronic correspondence, route it to another person as necessary and follow up to ensure that service has been delivered	1	
Languages supported	Citizen receive service in the language of his/her choice	2	Is this really necessary?

Table 31: Evaluation of e-government service delivery

Topic	Description	Rating	Notes
1. General			
Self-service	Provision for self-service, online access to resources, etc	1	
Portals	Portals employed for enhancing access	1	
"Life events" approach	Site structured around the user's life events and activities (rather than the police service's internal organisation structure)	1	
Digital democracy	Discussion forums, public opinions, online forms available that enhance the concepts of digital democracy available	1	
Links	Links provided to the main government / departmental websites	2	
Appropriate security	Sufficient level of security provides for e-government services. Appropriate authentication mechanisms (e.g. certificates) must be used to support self-service		N/A
Database integration	Proper database integration in place to support self-service functionality		N/A
Customer service and respect	Evidence of customer service management, e.g. effective management of requests and complaints from customers (evaluate the ease of contact and responsiveness)	1	
Matches user sophistication level	Website matches the likely technological savvy of the user A site targeted to average users should not require plug-ins to use key feature The site appears sensitive to different user types such as average vs. power users The site differentiate its services between remote access vs. office users	2	
Personalisation: The ability to create "my site"	Site is customisable. Possible to uniquely define topics of interest and how they are presented	1	

2. Interactive features			Dependable on aim of web site
Interactivity	Site offers users information customised to specific needs Users can submit content to website	1	Is this applicable fir this web site?
Newsletter	Users can subscribe to an on-line newsletter or e-mail newsfeed	1	As above
E-mail links	Adequate e-mail links provided for all online services provided	1	As above
Feedback	Comment, feedback and input encouraged Incentives for feedback given	1	Can improve
Vacancies	Information on vacant positions and joining the police	1	Can improve
Emergency situations	Sufficient advice provided to handle emergency situations	1	Can improve
Initiatives	Information provided on-line on the police service's campaigns and initiatives	1	Can improve
Surveys on user needs (results available online)	Questions on navigation, purpose of visits, site aesthetics, and type of people who visit the sites	1	Can improve
Promotion of police service objectives	Website effectively promotes understanding of the police service	1	Can improve
Ensured reaction	This is one phase higher than just offering an electronic brochure on the WWW	1	Can improve
Contact information	Contact information (e.g. e-mail) for the webmaster given	2	
User support	Level of user support on the site - help documentation, e-mail help, and fax-back service adequate Interactive feature sufficiently explained		N/A

Annexure B: 2

Evaluation of SAPS website by Evaluator 2

Evaluator information	
Name	Danie de Beer Dreamsphere Development
Date	03/04/2003
Screen Resolution	1024 x 786
Browser	Internet Explorer
Internet connection	48 k line

Table 25: Evaluation of content

Topic	Description	Rating	Notes
1. General			
Identification	The site clearly identified (especially the home page, but other pages as well)	1	
Clarity of purpose (mission, goals and objective)	The mission and purpose of the website clearly stated - e.g. to inform, make contact, get feedback and interaction, or to provide value-added services	0	
Home page	Immediately engages user in contents	1	
Home page quality	Home page uncluttered, informative, inviting, concise and easy-to-read	0	
Home page coverage	Scope of the site easy to identify from the home page	1	
Target audience and relevancy	Intended audience clearly specified Content relevant to the target audience	2	
Reason to return	Style, quality and freshness of content are sufficient reason to return to the website.	0	Content outdated and old
Website alignment	Content of website in line with its strategy/purpose	1	
2. Content			
"About us" page	An "About us" page provided, with correct information on (or links to) pages such as Introduction, Mission and Vision, Structure, Leadership, History	0	Nothing from front page
"Where to find us" page	Address given Physical location given Map given E-mail links given	0	Only e-mail address for web info
Organisation structure	Organigram presented Leadership presented, with photographs	2	Can be structured in better way
Press releases/official news	Press releases furnished and up to date Speeches from main role-player provided	3	Too static
Calendar of events	Furnished and updated	0	None

Reports	Annual report published on the site Other high-profile reports published	2	Not up to date
Initiatives	Detail provided on special projects, campaigns, launches and other initiatives	1	
'What's New' section	The site includes a 'What's New' section, or highlights recent changes	0	Overdone on menu items
FAQs (Frequently Asked Questions) section	FAQs comprehensive, and updated	1	Shortage of info
Glossary	Glossary for terms used on website. Glossary link on menu bar	0	None
3. Credibility			
Content authority	Content has an authority listed (i.e. user knows whom to contact about content issues)	0	
Authorship	Links to authors of content and website team	0	
Author	Clear who is authoring the page. Author can be contacted for clarification	0	
Content style	Source of the content credible (does not read like a brochure – with no way of verifying content)	0	
References	Bibliographies or references given	0	
Accuracy	Material supported by evidence. Information is reliable. Free from factual errors	2	
Objectivity	Site content balanced and does not indicate a level of bias	1	
Completeness	Adequate coverage of the subject with no obvious omissions	1	
Breadth of coverage (comprehensiveness)	All aspects of the intended subject covered	1	
Depth of coverage	Site goes to the level of detail as per the mission and purpose; user gets entire idea	1	
Timeliness of coverage	Fresh content provided Reflects the changing information needs of an e-enabled user	1	New information occasionally
Verification	References to other sources (print and Internet sources) Where information is derived from a print version, it is clear which edition derived from	0	
Content currency	The date the article was written/site created given Indicated when article/site was last updated or revised Indicated how often the information/site is revised or updated	0	
Dates and updating	Date/update on the home page, every page Date format consistent throughout the site Indicated how frequently the site content is updated	0	
4. Content quality			

Quality control	Evidence that information is checked and verified Attention to detail Absence of mistakes, inaccuracy and incongruities	1	
Quality of verbal expression	Site measures up in terms of readability Clarity of grammar and use of language Articulation of complex concepts Lack of typographical errors - spelling, punctuation, etc. Absence of duplication and repetition	2	
Clear and concise wording	Composition – an appropriate literary style adopted Content constructed of simple, clear sentences (as against dense, complex writing) Paragraphs short and to the point (as against long and convoluted) Vocabulary appropriate for the perceived target audience	1	
5. Legal issues			
Terms of use	Link provided to the terms/conditions of use statement, including copyright notice, privacy policy statement and disclaimers	1	
Copyright notice	Copyright notice appears prominently for copyrighted material Indicated if some material is in the "public domain"	1	
Disclaimer	Disclaimer included, describing the limitations, purpose, scope, authority, and currency of the information Sources of information disclosed (copyright issues) Disclaimer clear and unambiguous Disclaimer brought to the attention of the user	2	
Privacy statement	Privacy statement included on the home page Clearly stated what information is collected about individuals when they visit the website, how it is used and if it is disclosed Clearly stated that confidentiality is ensured	0	
Content suitability	Content non-offensive and non-discriminatory	2	

Table 26: Evaluation of site architecture

Topic	Description	Rating	Notes
1. Website structure			
User-centric structure	The site's content is structured to allow information to flow according to the usage pattern of the average/typical user	0	
Positioning clear	The information is categorised to allow users to logically move through the site with ease, track their progress and determine their location within the site on any web page	1	

Intuitive structure	User does need to have an understanding of the internal structure of government or individual agencies in order to find information or services	0	
Balanced design	Website "range" not too wide, and information not hidden too deeply, forcing user to hunt for it	0	
Site organisation	Site organised in logical fashion. Headings and subheadings clear. Easy to understand how information is organised on the site	0-1	
2. Navigation			
Consistent link structure	Links to the home page, high-level site categories, and search facility provided on every page	0-1	
Commonly used web navigation labels	Consistency with commonly used web navigation labels (such as Home, About Us, What's New, Media Releases, Publications, Search, Contact Us, Useful Links, Site Map, Feedback and Help)	1	
Easy to navigate	User can easily find way backward and forwards. Structure is apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page. Navigation intuitive and consistent	0	
Easy to find	Website clearly identified Available on search engines	2	Suggestion: In terms of SA's language policy details on search engines could be in more than one official language
Image maps	Where image maps are used, they are clear as to where they lead, (or a text description is included to assist) The hotspots (sections containing links) on image maps clearly defined Text links provided in tandem with image links (to facilitate viewers who turn off image displays or use browsers that cannot display images)	0	
Site map	Map provides a hierarchical structure of all the main pages on the website	0	
Index	Index or table of contents guides user ("A to Z index")	0	
Flow	Pages must follow on logically - pages should begin with clear transition	1	
Background	Background image, where present, does not overwhelm the page - does not affect site's readability Background and text work well together	0	Children's page background is overwhelming. Too dark
Indication of page position	Site structure is such that it is always clear where the user is within the site	0	

Navigation aids and scrolling	Where pages are long, there are adequate navigation aids within the page leading to the top end of document, for easier reading. Internal page links avoid excessive scrolling and bring user directly to a particular location within page	0	
3. Links and menus			
Links (internal)	Adequate internal links provided to navigate the website Links checked regularly and point to pages still in use	1	Using frames should minimize this shortage
Links (external)	Hyperlinks provided to other relevant resources External links well selected and maintained Links checked regularly and point to pages still in use Expired or dead links (web page) not found	0	
Link description	Links descriptive enough to clearly indicate where and to what they lead. External links clearly indicate user is leaving the site	1	
Link colour	Site implements link colour changes (on hover, activated)	1	Not consistent
Links back 'home'	Links back to the 'home' page from each sub-page	2	
Top menu bar	Top menu bar provides links to frequently used pages/functions	0	
Menu bar	Menu bar consistent throughout the site	0	

Table 27: Evaluation of site architecture (information structure)

Topic	Description	Rating	Notes
Information architecture (structure)	Coherent presentation of information	1	
Information construct clarity	Information chunked in digestible blocks Short pages provided	1	
Coherent presentation of information	Packaging of information effective - not too long or too short	1	
Effective categorization	Hierarchical groups or categories allow users to find information in multiple ways	0	
Use of menus for finding information	Menus provide an overview of the basic elements of the site	1	
Menus provide effective grouping	Menus show the approximate breadth and depth of site by indicating how many subsets exist under each grouping	0	

Organisation (clear headings, subheadings)	Site's information organisation clearly marked Headings and subheadings clear and they make sense Easy to understand how information is organised on the site	0	
Information access	Content rating systems, usability, search facility, site map, steps to destination, readability, effectiveness of image maps	0	
Uncluttered/easily scanned	Pages not dense with links and content, and with plenty of "white space". Presentation organised to facilitate scanning the page – not necessary to read all the content to discern content of interest	1	
Attention to detail	Absence of dead ends and outdated pages	1	

Table 28: Evaluation of site technology

Topic	Description	Rating	Notes
1. Features and facilities			
Search facility	Site has internal search facility. Instructions and tips for searching Search facility accessible from every page Advanced search function available	0	
Forms	Easy to understand and complete Privacy and security guidelines followed Alternative to forms provided	0	
Downloads	Detailed information provided about downloadable material Alternative formats provided All material tested and confirmed as virus free	0 - 1	
Browser support	All pages display on various browsers and platforms Lack of script errors All pages error-free in the most widely used web browsers All pages print properly	0	Specify on which browser and resolution (best viewed by ...)
Resolution-independence	Screen resolution-independent design adopted? Page must display correctly in 640, 600x800, 1024 or higher resolution		
Attention to detail	Absence of process failures and code crash	0	No relevant – No coding
2. Multimedia			
Innovative use of technology	Innovative use made of multimedia – e.g. audio and video broadcast and streaming media	0	

Interactivity	Site has useful and relevant links at appropriate places Adequate number of links - not too many or too few. Effective use made of e-mail lists, newsletters, newsgroups, chat, bulletin boards Other value-added services provided	0	
Singularity of purpose	Absence of unrequested intrusions (e.g. pop ups), no "attention clash"	1-2	
Responsiveness and connectivity	Speed of connection, response time, download time satisfactory	1	
3. World Wide Web factors			
URL	URL clarity – rate the domain distinctiveness, memorability, competitive positioning, and address permanence Site clearly identified – police service, country URL gives a clear indication of police service Each page has a unique URL	0	'SAPS' is distinct – but SAPS isn't an 'org' should be 'gov'
Website management	Evidence of effective maintenance and management process	1 - 3	

Table 29: Evaluation of website style

Topic	Description	Rating	Notes
1. General style			
General impression in keeping with purpose	Site projects an appropriate stylish, image Home page designed attractively and entices user to further exploration.	0	
Overall visual appeal	Consistent visual identity established	0	
Visual aspects functionality	Visual aspects add to website pages without distracting the user	0	
Overall presentation	Site interesting and appealing at first impression	0	
Ease of reading	Complex components simplified, e.g. the use of synopses and summaries	1	
Readability	Readable fonts throughout Optimum paragraph and sentence length Text not too big or small Not too much bold, italics, capitals Not too many font types	2	
2. Specific elements			
Relevancy of graphic images	Appropriate use of images (not just 'eye-candy') Use of thumbnail images to speed page download and give viewer choice as to whether or not to download full-size image Images have captions or identified in text	1	

Use of graphics (style)	Quality of the graphical images good Graphics prove functional and contribute to usability Images enhance the resource and do not distract from the content	0	
Legibility	Addresses the user's ability to recognise words on the web pages. Contrast between text and background sufficient. Font size not too small for continuous reading. Limited number of practical type styles and typefaces	1	
Writing style	Content written in a style appropriate for the World Wide Web Acronyms, jargon, and complex words avoided Content clear and simple Content free of material that could be generally considered offensive Succinct, easily "scannable", plain English used Correct spelling and punctuation used	1	
Consistent use of fonts	Standard fonts used throughout the website Font type and size clear and easy to read	2	
Consistent colour scheme	Consistent look and feel throughout the website	0	
Ease of use	Perceptual clarity, focus of attention, visibility of functions	0	
Titles	Title of the site and the pages descriptive of the content	2	
Usability testing	Usability testing undertaken, and the results published online	0	
User matching	Website appear sensitive to the needs of different user types	0	

Table 30: Evaluation of service delivery

Topic	Description	Rating	Notes
1. Police-specific content			
Target audience identification	Objectives concerning target audience stated Target audience clear Website contains definition of target audience	1	
Content relevancy	Content and language relevant to all on-line segmented clients	2	
Police Service strategy	Strategy available online	3	
Vision and mission of police service	Vision and mission available online	0	Cannot find it
Organisation structure	An organigram presented (where applicable) Leadership presented (with photographs)	1	Not complete

Police Service Acts	Relevant acts and ordinances published	0	
Policy documents	Policies and white papers published	0	Not complete
Police Service documents	Relevant publications, documents, procedures, etc. published	0	Not complete
Statistics and crime statistics	Latest crime figures provided	0	Outdated
Successes reported	Updated information on police service successes	0	No data. Would be nice
Community participation	Details of projects involving community published Community involvement encouraged (e.g. reporting crime)	0	Outdated
Customisation	Possible to uniquely define topics of interest Possible to set keywords for personal e-mail	0	
Emergency service	Emergency contact numbers furnished	0	Not easily accessible. Do not know where to find.
Special attention to topical issues	News and advice provided on topical issues, e.g. on Nigerian scams	0	
Attention to high-profile crime	Checklists and tip sheets provided for high-profile crime that affects all citizens, e.g. hijacking of cars, housebreaking	1	Not easily accessible
Other services	Value-added services, hints and advice, e.g. safety precautions, crime prevention	1	Not easily accessible
2. Contacting the police			
Reporting crime (emergencies)	Basic directions and numbers for reporting crime in emergency situations easy to locate. Clear that there will be a response	0	
Reporting crime (non-emergencies)	Basic directions and numbers for reporting crime in non-emergency situations easy to locate	0	
Reporting crime by e-mail	Users enabled to report crime by e-mail	0	
Contacting the police for reasons other than reporting crime	This includes general enquiries, data protection, firearms and shotguns, help for crime victims and website feedback	0	
Single point of contact (simple enquiries)	Electronic mail contact info: A single e-mail address (contact person) provided for service enquiries	0	
Contact information for head office	Head office contact information (address, phone, e-mail, person to contact, etc) easy to find	0	
Contact information for head office	Multiple methods of contact (phone, fax, e-mail) Multiple routes of contact that facilitate different objectives.	0	
Contact information for head office	Search function available within the contact information that helps steer user to the right information	0	

Contact info for local offices	Local office addresses, phone, e-mail easy to find Site lists physical business locations. Locations can be searched by geographical area Hours of operation provided	0	
Response to enquiries	Indication that a person will respond to every piece of electronic correspondence, route it to another person as necessary and follow up to ensure that service has been delivered	0	
Languages supported	Citizen can receive service in the language of his/her choice	0	General comment: Do not get the feeling of service delivery

Table 31: Evaluation of e-government service delivery

Topic	Description	Rating	Notes
1. General			
Self-service	Provision for self-service, online access to resources, etc	0	
Portals	Portals employed for enhancing access	0	
"Life events" approach	Site structured around the user's life events and activities (rather than the police service's internal organisation structure)	0	
Digital democracy	Discussion forums, public opinions, online forms available that enhance the concepts of digital democracy available	0	
Links	Links provided to the main government / departmental websites	1	
Appropriate security	Sufficient level of security provided for e-government services. Appropriate authentication mechanisms (e.g. certificates) must be used to support self-service	0	
Database integration	Proper database integration in place to support self-service functionality	0	
Customer service and respect	Evidence of customer service management, e.g. effective management of requests and complaints from customers (evaluate the ease of contact and responsiveness)	0	
Matches user level	Website matches the likely technological savvy of the user. A site targeted to average users should not require plug-ins to use key features The site appears sensitive to different user types such as average vs. power users The site differentiates its services between remote access vs. office users	0	

Personalisation: The ability to create "my site"	Site is customisable. Possible to uniquely define topics of interest and how they are presented	0	Do not think there is need for this now
2. Interactive features			
Interactivity	Site offers users information customised to specific needs Users can submit content to website	0	
Newsletter	Users can subscribe to an on-line newsletter or e-mail newsfeed	0	
E-mail links	Adequate e-mail links provided for all online services provided	0	
Feedback	Comment, feedback and input encouraged Incentives for feedback given	0	
Vacancies	Information on vacant positions and joining the police	2	Details on vacancies but nothing on how to join the police
Emergency situations	Sufficient advice provided to handle emergency situations	0	
Initiatives	Information provided on-line on the police service's campaigns and initiatives	0	
Surveys on user needs (results available online)	Questions on navigation, purpose of visits, site aesthetics, and type of people who visit the sites	0	
Promotion of police service objectives	Website effectively promotes understanding of the police service	0	
Ensured reaction	This is one phase higher than just offering an electronic brochure on the WWW	0	Still electronic brochure at this stage
Contact information	Contact information (e.g. e-mail) for the webmaster given	1	
User support	Level of user support on the site - help documentation, e-mail help, and fax-back service adequate Interactive feature sufficiently explained	0	

Annexure B: 3

Evaluation of SAPS website by Evaluator 3

Evaluator information	
Name	Vicky Potgieter
Date	15 March 2003
Screen Resolution	
Browser	
Internet connection	

Table 25: Evaluation of content

Topic	Description	Rating	Notes
1. General			
Identification	The site clearly identified (specially the home page, but other pages as well)	2	
Clarity of purpose (mission, goals and objective)	The mission and purpose of the website clearly stated - e.g. to inform, make contact, get feedback and interaction, or to provide value-added services.	2	
Home page	Immediately engages user in contents	1	
Home page quality	Home page uncluttered, informative, inviting, concise and easy-to-read	2	Not too inviting
Home page coverage	Scope of site easy to identify from the home page	3	
Target audience and relevancy	Intended audience clearly specified Content relevant to the target audience	2	
Reason to return	Style, quality and freshness of content are sufficient reason to return to the website	1	No reason to return
Website alignment	Content of website in line with its strategy/purpose	1	
2. Content			
"About us" page	An "About us" page provided, with correct information on (or links to) pages such as Introduction, Mission and Vision, Structure, Leadership, History	2	No introduction
"Where to find us" page	Address given Physical location given Map given E-mail links given	2	
Organisation structure	Organigram presented Leadership presented, with photographs	3	
Press releases/official news	Press releases furnished and up to date Speeches from main role-player provided	3	
Calendar of events	Furnished and updated	-	

Reports	Annual report published on the site Other high-profile reports published	2	No other reports
Initiatives	Detail provided on special projects, campaigns, launches and other initiatives	-	Does not exist
'What's New' section	The site includes a 'What's New' section, or highlights recent changes	-	Does not exist
FAQs (Frequently Asked Questions) section	FAQs comprehensive, and updated	2	No dates provided
Glossary	Glossary for terms used on website. Glossary link on menu bar	-	Does not exist
3. Credibility			
Content authority	Content has an authority listed (i.e. user knows whom to contact about content issues)	-	Not provided
Authorship	Links to authors of content and website team	1	Only webmaster – not team
Author	Clear who is authoring the page. Author can be contacted for clarification	3	
Content style	Source of the content credible (does not read like a brochure – with no way of verifying content)	3	
References	Bibliographies or references given	2	
Accuracy	Material supported by evidence. Information is reliable. Free from factual errors	2	
Objectivity	Site content balanced and does not indicate a level of bias	3	
Completeness	Adequate coverage of the subject with no obvious omissions	2	
Breadth of coverage (comprehensiveness)	All aspects of the intended subject covered	3	
Depth of coverage	Site goes to the level of detail as per the mission and purpose –user gets the entire idea	1	
Timeliness of coverage	Fresh content provided Reflects changing information needs of an e-enabled user	1	
Verification	References to other sources (print and Internet sources) Where information is derived from a print version, it is clear which edition derived from	-	
Content currency	The date the article was written/site created given Indicated when article/site was last updated or revised Indicated how often the information/site is revised or updated	-	
Dates and updating	Date/update on the home page, every page Date format consistent throughout the site Indicated how frequently the site content is updated	1	
4. Content quality			

Quality control	Evidence that information is checked and verified Attention to detail Absence of mistakes, inaccuracy and incongruities	1	
Quality of verbal expression	Site measures up in terms of readability Clarity of grammar and use of language Articulation of complex concepts Lack of typographical errors - spelling, punctuation, etc. Absence of duplication and repetition	1	
Clear and concise wording	Composition – an appropriate literary style adopted Content constructed of simple, clear sentences (as against dense, complex writing) Paragraphs short and to the point (as against long and convoluted) Vocabulary appropriate for the perceived target audience	2	
5. Legal issues			
Terms of use	Link provided to the terms/conditions of use statement, including copyright notice, privacy policy statement and disclaimers	3	
Copyright notice	Copyright notice appears prominently for copyrighted material Indicated if some material is in the "public domain"	0	
Disclaimer	Disclaimer included, describing the limitations, purpose, scope, authority, and currency of the information Sources of information disclosed (copyright issues) Disclaimer clear and unambiguous Disclaimer brought to the attention of the user	3	
Privacy statement	Privacy statement included on the home page Clearly stated what information is collected about individuals when they visit the website, how it is used and if it is disclosed Clearly stated that confidentiality is ensured	-	
Content suitability	Content non-offensive and non-discriminatory	3	

Table 26: Evaluation of site architecture

Topic	Description	Rating	Notes
1. Website structure			
User-centric structure	The site's content is structured to allow information to flow according to the usage pattern of the average/typical user	3	
Positioning clear	The information is categorised to allow users to logically move through the site with ease, track their progress and determine their location within the site on any web page	3	

Intuitive structure	User does need to have an understanding of the internal structure of government or individual agencies in order to find information or services	3	
User-centric layout	Website designed to follow the user's thought process Site simple, internally consistent, and easy to use, neat with an appealing look and feel	2	Unappealing look
Balanced design	Website "range" not too wide, and information not hidden too deeply, forcing the user to hunt for it	3	
Site organisation	Site organised in logical fashion. Headings and subheadings clear. Easy to understand how information is organised on the site	3	
2. Navigation			
Consistent link structure	Links to the home page, high-level site categories, and search facility provided on every page	2	Home page links, but no search facilities on any page
Commonly used web navigation labels	Consistency with commonly used web navigation labels (such as Home, About Us, What's New, Media Releases, Publications, Search, Contact Us, Useful Links, Site Map, Feedback and Help)	1	Only two exist
Easy to navigate	User can easily find way backward and forwards. Structure is apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page. Navigation intuitive and consistent	1	Not possible to move without returning to home page
Easy to find	Website clearly identified Available on search engines	3	
Image maps	Where image maps are used, they are clear as to where they lead, (or a text description is included to assist) Hotspots (sections containing links) on image maps are clearly defined Text links provided in tandem with image links (to facilitate viewers who turn off image displays or use browsers that cannot display images)	1	
Site map	Map provides a hierarchical structure of all the main pages on the website	-	
Index	Index or table of contents guides user (An "A to Z index").	-	
Flow	Pages follow on logically - pages begin with clear transition	3	
Background	Background image, where present, does not overwhelm the page - does not affect site's readability. Background and text work well together	3	
Indication of page position	Site structure is such that it is always clear where the user is within the site	2	Not on all pages

Navigation aids and scrolling	Where pages are long, there are adequate navigation aids within the page leading to the top end of document, for easier reading Internal page links avoid excessive scrolling and bring user directly to a particular location within the page		Does not exist. (Look at History page.)
3. Links and menus			
Links (internal)	Adequate internal links provided to navigate the website Links checked regularly and point to pages still in use	-	
Links (external)	Hyperlinks provided to other relevant resources External links well selected and maintained Links checked regularly and point to pages still in use Expired or dead links (web page) not found	-	
Link description	Links descriptive enough to clearly indicate where and to what they lead. External links clearly indicate that user is leaving site	-	
Link colour	Site implements link colour changes (on hover, activated)	-	Does not exist
Links back 'home'	Links back to the 'home' page from each sub-page	3	
Top menu bar	Top menu bar provides links to frequently used pages/functions	-	Does not exist
Menu bar	Menu bar consistent throughout the site	-	Does not exist

Table 27: Evaluation of site architecture

Topic	Description	Rating	Notes
Information architecture (structure)	Coherent presentation of information	2	
Information construct clarity	Information chunked in digestible blocks Short pages provided	2	
Coherent presentation of information	Packaging of information effective - not too long or too short	3	
Effective categorisation	Hierarchical groups or categories allow users to find the information in multiple ways	3	
Use of menus for finding information	Menus provide an overview of basic elements of site	3	
Menus provide effective grouping	Menus show approximate breadth and depth of site by indicating how many subsets exist under each grouping	3	
Organisation (clear headings, subheadings)	Site's information organisation clearly marked Headings and subheadings clear and they make sense Easy to understand how information is organised on the site	3	

Information access	Content rating systems, usability, search facility, site map, steps to destination, readability, effectiveness of image maps	3	
Uncluttered/easily scanned	Pages not dense with links and content, and with plenty of "white space". Presentation organised to facilitate scanning the page – not necessary to read all the content to discern content of interest	2	
Attention to detail	Absence of dead ends and outdated pages	1	Many pages are outdated

Table 28: Evaluation of site technology

Topic	Description	Rating	Notes
1. Features and facilities			
Search facility	Site has internal search facility Instructions and tips for searching Search facility accessible from every page Advanced search function available	-	
Forms	Easy to understand and complete Privacy and security guidelines followed Alternative to forms provided	-	
Downloads	Detailed information provided about downloadable material Alternative formats provided All material tested and confirmed as virus free	-	
Browser support	All pages display on various browsers and platforms Lack of script errors All pages error-free in the most widely used web browsers All pages print properly	-	
2. Multimedia			
Innovative use of technology	Innovative use made of multimedia – e.g. audio and video broadcast and streaming media	-	
Interactivity	Site has useful and relevant links at appropriate places Adequate number of links - not too many or too few Effective use made of e-mail lists, newsletters, newsgroups, chat, bulletin boards Other value-added services provided	1	
Singularity of purpose	Absence of unrequested intrusions (e.g. pop ups), no "attention clash"	-	
Responsiveness and connectivity	Speed of connection, response time, download time satisfactory	1	
3. World Wide Web factors			

URL	URL clarity – rate the domain distinctiveness, memorability, competitive positioning, and address permanence Site clearly identified – police service, country URL gives a clear indication of police service Each page has a unique URL	-	
Website management	Evidence of effective maintenance and management process	1	

Table 29: Evaluation of website style

Topic	Description	Rating	Notes
1. General style			
General impression in keeping with purpose	Site projects an appropriate stylish, image Home page designed attractively and entices user to further exploration	1	
Overall visual appeal	Consistent visual identity established	2	
Visual aspects functionality	Visual aspects add to website pages without distracting the user	2	
Overall presentation	Site interesting and appealing at first impression	1	
Ease of reading	Complex components simplified, e.g. the use of synopses and summaries	2	
Readability	Readable fonts throughout Optimum paragraph and sentence length Text not too big or small Not too much bold, italics, capitals Not too many font types	3	
2. Specific elements			
Relevancy of graphic images	Appropriate use of images (not just 'eye-candy') Use of thumbnail images to speed page download and give viewer choice as to whether or not to download full-size image Images have captions or identified in text	-	
Use of graphics (style)	Quality of the graphical images good Graphics prove functional and contribute to usability Images enhance the resource and do not distract from the content	-	
Legibility	Addresses user's ability to recognise words on the web pages. Contrast between text and background sufficient. Font size not too small for continuous reading. Limited number of practical type styles and typefaces	1	

Writing style	Content written in a style appropriate for the World Wide Web Acronyms, jargon, and complex words avoided Content clear and simple Content free of material that could be generally considered offensive Succinct, easily "scannable", plain English used Correct spelling and punctuation used	1	
Consistent use of fonts	Standard fonts used throughout the website Font type and size clear and easy to read	1	Problems with printing of pages
Consistent colour scheme	Consistent look and feel throughout the website	1	
Ease of use	Perceptual clarity, focus of attention, visibility of functions	1	
Titles	Title of the site and the pages descriptive of the content	3	
Usability testing	Usability testing undertaken, and the results published online	-	
User matching	Website appear sensitive to the needs of different user types	-	

Table 30: Evaluation of service delivery

Topic	Description	Rating	Notes
1. Police-specific content			
Target audience identification	Objectives concerning target audience stated Target audience clear. Website contains definition of target audience	2	
Content relevancy	Content and language relevant to all on-line segmented clients	2	
Police Service strategy	Strategy available online	3	
Vision and mission of police service	Vision and mission available online	-	
Organisation structure	An organigram presented (where applicable) Leadership presented (with photographs)	3	
Police Service Acts	Relevant acts and ordinances published	3	
Policy documents	Policies and white papers published	3	
Police Service documents	Relevant publications, documents, procedures, etc. published	-	
Statistics and crime statistics	Latest crime figures provided	1	Crime stats not updated
Successes reported	Updated information on police service successes	-	No successes given

Community participation	Details of projects involving community published Community involvement encouraged (e.g. reporting crime)	-	
Customisation	Possible to uniquely define topics of interest Possible to set keywords for personal e-mail	-	
Emergency service	Emergency contact numbers furnished	-	
Special attention to topical issues	News and advice provided on topical issues, e.g. on Nigerian scams	-	
Attention to high-profile crime	Checklists and tip sheets provided for high-profile crime that affects all citizens, e.g. hijacking of cars, housebreaking	1	
Other services	Value-added services, hints and advice, e.g. safety precautions, crime prevention	2	
2. Contacting the police			
Reporting crime (emergencies)	Basic directions and numbers for reporting crime in emergency situations easy to locate. Clear that there will be a response	-	
Reporting crime (non-emergencies)	Basic directions and numbers for reporting crime in non-emergency situations easy to locate	-	
Reporting crime by e-mail	Users enabled to report crime by e-mail	-	
Contacting the police for reasons other than reporting crime	This includes general enquiries, data protection, firearms and shotguns, help for crime victims and website feedback	-	
Single point of contact (simple enquiries)	Electronic mail contact info: A single e-mail address (contact person) provided for service enquiries	-	
Contact information for head office	Head office contact information (address, phone, e-mail, person to contact, etc) easy to find	-	
Contact information for head office	Multiple methods of contact (phone, fax, e-mail) Multiple routes of contact that facilitate different objectives	-	
Contact information for head office	Search function available within the contact information that helps steer user to the right information	-	
Contact info for local offices	Local office addresses, phone, e-mail easy to find. Site lists physical business locations. Locations can be searched by geographical area. Hours of operation provided.	-	
Response to enquiries	Indication that a person will respond to every piece of electronic correspondence, route it to another person as necessary and follow up to ensure that service has been delivered	-	
Languages supported	Citizen can receive service in the language of his/her choice	-	

Table 31: Evaluation of e-government service delivery

Topic	Description	Rating	Notes
1. General			
Self-service	Provision for self-service, online access to resources, etc	-	
Portals	Portals employed for enhancing access	-	
"Life events" approach	Site structured around the user's life events and activities (rather than the police service's internal organisation structure)	-	
Digital democracy	Discussion forums, public opinions, online forms available that enhance the concepts of digital democracy available	-	
Links	Links provided to the main government / departmental websites	3	
Appropriate security	Sufficient level of security provided for e-government services. Appropriate authentication mechanisms (e.g. certificates) must be used to support self-service	-	
Database integration	Proper database integration in place to support self-service functionality	-	
Customer service and respect	Evidence of customer service management, e.g. effective management of requests and complaints from customers - evaluate the ease of contact and responsiveness.)	-	
Matches user sophistication level	Website matches the likely technological savvy of the user A site targeted to average users should not require plug-ins to use key features The site appears sensitive to different user types such as average vs. power users The site differentiates its services between remote access vs. office users	-	
Personalisation: The ability to create "my site"	Site is customisable. Possible to uniquely define topics of interest and how they are presented	-	
2. Interactive features			
Interactivity	Site offers users information customised to specific needs Users can submit content to website	-	
Newsletter	Users can subscribe to an on-line newsletter or e-mail newsfeed	-	
E-mail links	Adequate e-mail links provided for all online services provided	-	
Feedback	Comment, feedback and input encouraged Incentives for feedback given	-	

Vacancies	Information on vacant positions and joining the police	3	
Emergency situations	Sufficient advice provided to handle emergency situations	-	
Initiatives	Information provided on-line on the police service's campaigns and initiatives	3	
Surveys on user needs (results available online)	Questions on navigation, purpose of visits, site aesthetics, and type of people who visit the sites	-	
Promotion of police service objectives	Website effectively promotes understanding of the police service	2	
Ensured reaction	This is one phase higher than just offering an electronic brochure on the WWW	-	
Contact information	Contact information (e.g. e-mail) for the webmaster given	3	
User support	Level of user support on the site - help documentation, e-mail help, and fax-back service adequate Interactive feature sufficiently explained	-	

Annexure B: 4

Evaluation of SAPS website by Evaluator 4

Evaluator information	
Name	J C Willers
Date	8 December 2002
Screen Resolution	1152x864
Browser	IE 5.5.
Internet connection	Through LAN connection

Table 25: Evaluation of content

Topic	Description	Rating	Notes
1. General			
Identification	The site clearly identified (especially the home page, but other pages as well.)	2	"South African Police Service" not displayed
Clarity of purpose (mission, goals and objective)	The mission and purpose of the website clearly stated - e.g. to inform, make contact, get feedback and interaction, or to provide value-added services	1	
Home page	Immediately engages user in contents	2	
Home page quality	Home page uncluttered, informative, inviting, concise and easy-to-read	2	
Home page coverage	Scope of the site is easy to identify from the home page	2	
Target audience and relevancy	Intended audience clearly specified. Content is relevant to target audience	2	
Reason to return	Style, quality and freshness of content are sufficient reason to return to the website	2	
Website alignment	Content of website in line with its strategy/purpose	1	
2. Content			
"About us" page	An "About us" page provided, with correct information on (or links to) pages such as Introduction, Mission and Vision, Structure, Leadership, History	2	Under "Organisational Profile"
"Where to find us" page	Address given Physical location given Map given E-mail links given	0	The Servamus site has a page with "important contact details". SAPS needs that comprehensiveness urgently!
Organisation structure	Organigram presented Leadership presented, with photographs	2	

Press releases/official news	Press releases furnished and up to date Speeches from main role-player provided	3	
Calendar of events	Furnished and updated	0	
Reports	Annual report published on the site Other high-profile reports published	3	
Initiatives	Detail provided on special projects, campaigns, launches and other initiatives	3	
'What's New' section	The site includes a 'What's New' section, or highlights recent changes	2	Not a section, but flashing graphics indicate new sections
FAQs (Frequently Asked Questions) section	FAQs comprehensive, and updated	1	Not what is usually provided in FAQ. Only three questions answered.
Glossary	Glossary for terms used on website. Glossary link on menu bar	0	None
3. Credibility			
Content authority	Content has an authority listed (i.e. user knows whom to contact about content issues)	1	Email Us – response@saps.org.za on home page
Authorship	Links to authors of content and website team	1	Some pages only
Author	Clear who is authoring the page. Author can be contacted for clarification	1	Only webmaster or response@saps.org.za can be contacted
Content style	Source of the content credible (does not read like a brochure – with no way of verifying content)	2	OK
References	Bibliographies or references given	2	Official documents are identified
Accuracy	Material supported by evidence. Information is reliable. Free from factual errors	2	Some references, e.g. crime stats
Objectivity	Site content balanced and does not indicate a level of bias	2	Government site – seems objective information
Completeness	Adequate coverage of the subject with no obvious omissions	2	
Breadth of coverage (comprehensiveness)	All aspects of the intended subject covered	2	Contact numbers and addresses omitted
Depth of coverage	Site goes to the level of detail as per the mission and purpose; user gets entire idea	2	Sometimes good information is four levels deep
Timeliness of coverage	Fresh content provided. Reflects the changing information needs of an e-enabled user	2	
Verification	References to other sources (print and Internet sources) Where information is derived from a print version, it is clear which edition it is derived from	2	Servamus – newsletter

Content currency	The date the article was written/site created given Indicated when article/site was last updated or revised Indicated how often the information/site is revised or updated	1	None
Dates and updating	Date/update on the home page, every page Date format consistent throughout the site Indicated how frequently the site content is updated	1	None
4. Content quality			
Quality control	Evidence that information is checked and verified Attention to detail Absence of mistakes, inaccuracy and incongruities	2	Adequate to good
Quality of verbal expression	Site measures up in terms of readability Clarity of grammar and use of language Articulation of complex concepts Lack of typographical errors - spelling, punctuation, etc. Absence of duplication and repetition	2	Brevity and clarity of wording could improve substantially
Clear and concise wording	Composition – an appropriate literary style adopted Content constructed of simple, clear sentences (as against dense, complex writing) Paragraphs short and to the point (as against long and convoluted) Vocabulary appropriate for the perceived target audience	2	Style could be improved
5. Legal issues			
Terms of use	Link provided to the terms/conditions of use statement, including copyright notice, privacy policy statement and disclaimers	-	No separate page
Privacy and security standards	Site follows government and institutional legislation, policies and standards on privacy and security (e.g. sign on with password or authentication)	-	No indication – could have firewall. No online services – sign-on or authentication not relevant.
Copyright notice	Copyright notice appears prominently for copyrighted material Indicated if some material is in the "public domain"	2	On home page
Disclaimer	Disclaimer included, describing the limitations, purpose, scope, authority, and currency of the information Sources of information disclosed (copyright issues) Disclaimer clear and unambiguous Disclaimer brought to the attention of the user	3	Yes
Privacy statement	Privacy statement included on the home page Clearly stated what information is collected about individuals when they visit the website, how it is used and if it is disclosed Clearly stated that confidentiality is ensured	0	No

Content suitability	Content non-offensive and non-discriminatory	3	Yes. One warning on offensive material.
---------------------	--	---	---

Table 26: Evaluation of site architecture

Topic	Description	Rating	Notes
1. Website structure			
User-centric structure	The site's content is structured to allow information to flow according to the usage pattern of the average/typical user	1	Not designed for an intuitive flow.
Positioning clear	The information is categorised to allow users to logically move through the site with ease, track their progress and determine their location within the site on any web page	1	Categorised information, cannot determine position.
Intuitive structure	User does need to have an understanding of the internal structure of government or individual agencies in order to find information or services	1	
User-centric layout	Site designed to follow the user's thought process Site is simple, internally consistent, and easy to use, neat with an appealing look and feel	1	Information sometimes in unexpected places.
Balanced design	Website "range" not too wide, and information not hidden too deeply, forcing user to hunt for it	2	Balance OK
Layout	Home page layout simple, uncomplicated Uncluttered, symmetrical Neat, appealing look and feel	2	
Site organisation	Site organised in logical fashion. Headings and subheadings clear. Easy to understand how information is organised on the site	2	
2. Navigation			
Consistent link structure	Links to the home page, high-level site categories, and search facility provided on every page	1	
Commonly used web navigation labels	Consistency with commonly used web navigation labels (such as Home, About Us, What's New, Media Releases, Publications, Search, Contact Us, Useful Links, Site Map, Feedback and Help)	2	Pages for About Us, Contact Us, Site Map, Feedback and Help would be helpful
Easy to navigate	User can easily find way backward and forwards. Structure is apparent and logical. Navigation functions consistent across all pages. Possible to move about without returning to home page. Navigation intuitive and consistent	3	
Easy to find	Website clearly identified Available on search engines	3	

Image maps	Where image maps are used, they are clear as to where they lead, (or a text description is included to assist) The hotspots (sections containing links) on image maps are clearly defined Text links provided in tandem with image links (to facilitate viewers who turn off image displays or use browsers that cannot display images)	-	Not used
Site map	Map provides a hierarchical structure of all the main pages on the website	0	None
Index	Index or table of contents guides user ("A to Z index")	1	Index pages on about half of the main pages. No A-Z index provided.
Flow	Pages follow on logically. Pages begin with clear transition	1	Little flow or transition.
Background	Background image, where present, does not overwhelm the page - does not affect site's readability Background and text work well together	2	Backgrounds sometimes overwhelming. Widely differing backgrounds.
Indication of page position	Site structure is such that it is always clear where the user is within the site	0	No
Navigation aids and scrolling	Where pages are long, there are adequate navigation aids within the page leading to the top end of document, for easier reading Internal page links avoid excessive scrolling and bring user directly to a particular location within the page	0	No (e.g. speeches)
3. Links and menus			
Links (internal)	Adequate internal links provided to navigate the website Links checked regularly and point to pages still in use	3	
Links (external)	Hyperlinks provided to other relevant resources External links well selected and maintained Links checked regularly and point to pages still in use Expired or dead links (web page) not found	2	One dead link – see Appendix A.
Link description	Links descriptive enough to clearly indicate where and to what they lead. External links clearly indicate user is leaving the site	3	
Link colour	Site implements link colour changes (on hover, activated)	3	
Links back 'home'	Links back to the 'home' page from each sub-page	3	
Top menu bar	Top menu bar provides links to frequently used pages/functions	0	Not used
Menu bar	Menu bar consistent throughout the site	0	No vary a lot

Table 27: Evaluation of site architecture

I

Topic	Description	Rating	Notes
Information architecture (structure)	Coherent presentation of information	2	"Child abuse" info not expected between the colouring pages of Kiddies' Corner. Farm attacks addressed partly on two different pages.
Information construct clarity	Information chunked in digestible blocks Short pages provided	2	
Coherent presentation of information	Packaging of information effective - not too long or too short	2	
Effective categorisation	Hierarchical groups or categories allow users to find the information in multiple ways	1	No options
Use of menus for finding information	Menus provide an overview of basic elements of the site	2	All menus have different look and feel
Menus provide effective grouping	Menus show the approximate breadth and depth of the site by indicating how many subsets exist under each grouping.	1	Not always clear
Organisation (clear headings, subheadings)	Site's information organisation clearly marked Headings and subheadings clear and they make sense Easy to understand how information is organized on the site	2	Information organisation mostly clean, some pieces in unexpected places
Information access	Content rating systems, usability, search facility, site map, steps to destination, readability, effectiveness of image maps	1	Not always clear where info is
Uncluttered/easily scanned	Pages not dense with links and content, and with plenty of "white space". Presentation organised to facilitate scanning the page – not necessary to read all the content to discern content of interest	2	
Attention to detail	Absence of dead ends and outdated pages	2	A few dead links – see Appendix A

Table 28: Evaluation of site technology

Topic	Description	Rating	Notes
1. Features and facilities			
Search facility	Site has internal search facility. Instructions and tips for searching Search facility accessible from every page Advanced search function available	0	None

Forms	Easy to understand and complete Privacy and security guidelines followed Alternative to forms provided	-	None
Downloads	Detailed information provided about downloadable material Alternative formats provided All material tested and confirmed as virus free	-	None
Browser support	All pages display on various browsers and platforms Lack of script errors All pages error-free in the most widely used web browsers All pages print properly	-	Cannot evaluate. Display fine in IE 5.5
Resolution independence	Screen resolution-independent design adopted. Page displays correctly in 640, 600x800, 1024 or higher resolution		Good in 1152x664
Attention to detail	Absence of process failures and code crash	3	OK
2. Multimedia			
Innovative use of technology	Innovative use made of multimedia – e.g. audio and video broadcast and streaming media	-	None
Interactivity	Useful and relevant links at appropriate places Adequate number of links - not too many or too few. Effective use made of e-mail lists, newsletters, newsgroups, chat, bulletin boards Other value-added services provided	-	None
Singularity of purpose	Absence of unrequested intrusions (e.g. pop ups), no "attention clash"	2	Home page animation is a hindrance
Responsiveness and connectivity	Speed of connection, response time, download time satisfactory	3	Response generally good
3. World Wide Web factors			
URL	URL clarity – rate the domain distinctiveness, memorability, competitive positioning, and address permanence Site clearly identified – police service, country URL gives a clear indication of police service Each page has a unique URL	3	Could be a "gov." domain. Not everybody will know what SAPS stands for.
Website management	Evidence of effective maintenance and management process	-	No evidence

Table 29: Evaluation of website style

Topic	Description	Rating	Notes
1. General style			

General impression in keeping with purpose	Site projects an appropriate stylish, image Home page designed attractively and entices user to further exploration	2	Functional rather than attractive
Overall visual appeal	Consistent visual identity established	1	No consistent visual identity, look or feel
Visual aspects functionality	Visual aspects add to website pages without distracting the user	1	Flashing graphics distracting
Overall presentation	Site interesting and appealing at first impression	1	Functional rather than enticing or professional
Look and feel	Friendly Background colour Readability	1	Many different looks, colours, backgrounds
Ease of reading	Complex components simplified, e.g. the use of synopses and summaries	1	Wording sometimes lengthy and clumsy in conveying facts Many different looks, colours, backgrounds
Readability	Readable fonts throughout Optimum paragraph and sentence length Text not too big or small Not too much bold, italics, capitals Not too many font types	1	Readability OK
2. Specific elements			
Relevancy of graphic images	Appropriate use of images (not just 'eye-candy') Use of thumbnail images to speed page download and give viewer choice as to whether or not to download full-size image Images have captions or identified in text	1	Images not used very effectively SAPS logo not very sharp
Use of graphics (style)	Quality of the graphical images good Graphics prove functional and contribute to usability Images enhance the resource and do not distract from the content	1	Images seem old-fashioned and grainy
Legibility	Addresses user's ability to recognise words on the web pages. Contrast between text and background sufficient. Font size not too small for continuous reading. Limited number of practical type styles and typefaces	1	Widely varying backgrounds, usually readable, except bright blue text such as "Local partnership policing"
Writing style	Content written in a style appropriate for the World Wide Web Acronyms, jargon, and complex words avoided Content clear and simple Content free of material that could be generally considered offensive Succinct, easily "scannable", plain English used Correct spelling and punctuation used	2	Wording sometimes too lengthy, technical, not aimed at the average SA citizen.
Consistent use of fonts	Standard fonts used throughout the website Font type and size clear and easy to read	2	Not always the same. Usually readable.

Consistent colour scheme	Consistent look and feel throughout the website Consistent colour scheme applied from the 216 colour browser-safe pallet	0	Widely varying backgrounds and styles – seems like 13 different websites
Ease of use	Perceptual clarity, focus of attention, visibility of functions	2	Sometimes confusing, but it works
Titles	Title of the site and the pages descriptive of the content	1	
Usability testing	Usability testing undertaken, and the results published online	0	Does not seem like it.
User matching	Website appear sensitive to the needs of different user types	0	Does not seem like it.

Table 30: Evaluation of service delivery

Topic	Description	Rating	Notes
1. Police-specific content			
Target audience identification	Objectives concerning target audience stated Target audience clear Website contains definition of target audience	0	
Content relevancy	Content and language relevant to all on-line segmented users	1	Not always
Police Service strategy	Strategy available online	0	http://www.saps.org.za/profile/strat2002/index.htm is a dead link
Vision and mission of police service	Vision and mission available online		
Organisation structure	An organigram presented (where applicable) Leadership presented (with photographs)	3	Spread across the "Profile" section
Police Service Acts	Relevant acts and ordinances published	3	SAPS Act 68 of 1995 hidden under 'Profile' and not where expected (Legislation)
Policy documents	Policies and white papers published	2	A few – should be more?
Police Service documents	Relevant publications, documents, procedures, etc. published	2	A few – should be more?
Statistics and crime statistics	Latest crime figures provided	1	Only 1998 – 2001 statistics, with a notice about being inaccurate as well.
Successes reported	Updated information on police service successes	0	None mentioned
Community participation	Details of projects involving community published Community involvement encouraged (e.g. reporting crime)	2	'Articles of in interest on Community Policing' is a 1997 vintage. What has happened since?
Customisation	Possible to uniquely define topics of interest Possible to set keywords for personal e-mail	-	Not relevant at the time

Emergency service	Emergency contact numbers furnished	0	None
Special attention to topical issues	News and advice provided on topical issues, e.g. on Nigerian scams	1	Some – should be more?
Attention to high-profile crime	Checklists and tip sheets provided for high-profile crime that affects all citizens, e.g. hijacking of cars, housebreaking	2	1Between Jan and Aug 1996 there were 8 740 hijackings in SA of which 5 251 were in Gauteng.' So what? No not spots mentioned. What to do during a hijacking?
Other services	Value-added services, hints and advice, e.g. safety precautions, crime prevention	1	Some – should be more?
2. Contacting the police			
Reporting crime (emergencies)	Basic directions and numbers for reporting crime in emergency situations easy to locate. Clear that there will be a response	1	0800 11 12 13 is hidden under 'CrimeStop Schematic presentation of how crime operates' – not directly on the home page. 'Crime Stop' page is listed as No 13 on the Home Page menu – no indication of 'emergency services' 10111 described as alternative 08600 10111 (Share-Call Service) listed separately – purpose the same? Childline buried very deep – 080 055555 Procedure explanation clumsy across many pages No clarity on emergency status of the call
Reporting crime (non-emergencies)	Basic directions and numbers for reporting crime in non-emergency situations easy to locate	1	Same as above
Reporting crime by e-mail	Users enabled to report crime by e-mail	1	Captain Crime Stop e-mail address: response@saps.org.za Crime Stop e-mail address: CrimeStop@saps.org.za
Contacting the police for reasons other than reporting crime	This includes general enquiries, data protection, firearms and shotguns, help for crime victims and website feedback	1	Difficult to find, not much on offer, no search function to hunt it down
Single point of contact (simple enquiries)	Electronic mail contact info: A single e-mail address (contact person) provided for service enquiries	0	None

Contact information for head office	Head office contact information (address, phone, e-mail, person to contact, etc) easy to find	0	No head office contact at all. The 'Divisional' and 'Components' sections list and describe many services but no contact info given.
Contact information for head office	Multiple methods of contact (phone, fax, e-mail) Multiple routes of contact that facilitate different objectives	0	No head office contacts at all
Contact information for head office	Search function available within the contact information that helps steer user to the right information	1	
Contact info for local offices	Local office addresses, phone, e-mail easy to find Site lists physical business locations Locations can be searched by geographical area Hours of operation provided	1	Buried deep in 'Organisational Profile' under 'Provincial Profiles', which are not intuitive. Only telephone and fax numbers – no physical address
Response to enquiries	Indication that a person will respond to every piece of electronic correspondence, route it to another person as necessary and follow up to ensure that service has been delivered	1	Could be from home page?
Nearest police station	Information available to locate the nearest police station	1	Only name of a police station (usually a suburb) and a telephone number.
Languages supported	Citizen receive service in the language of his/her choice	1	English only

Table 31: Evaluation of e-government service delivery

Topic	Description	Rating	Notes
1. General			
Self-service	Provision for self-service, online access to resources, etc	-	Not applicable
Portals	Portals employed for enhancing access	-	Not applicable
"Life events" approach	Site structured around the user's life events and activities (rather than the police service's internal organisation structure)	0	No
Digital democracy	Discussion forums, public opinions, online forms available that enhance the concepts of digital democracy available	0	No
Links	Links provided to the main government / departmental websites	2	Yes – to similar sites, not online services
Appropriate security	Sufficient level of security provided for e-government services. Appropriate authentication mechanisms (e.g. certificates) must be used to support self-service	-	Not applicable

Database integration	Proper database integration in place to support self-service functionality	-	Not applicable
Customer service and respect	Evidence of customer service management, e.g. effective management of requests and complaints from customers (evaluate the ease of contact and responsiveness)	0	No. E-mail enquiry from the home page not answered.
Matches user sophistication level	Website matches the likely technological savvy of the user A site targeted to average users should not require plug-ins to use key features The site appears sensitive to different user types such as average vs. power users The site differentiates its services between remote access vs. office users	1	Most on-line users would be able to read basic content. Historically disadvantaged users would battle to find information.
Personalisation: The ability to create "my site"	Site is customisable. Possible to uniquely define topics of interest and how they are presented	-	Not applicable.
2. Interactive features			
Interactivity	Site offers users information customised to specific needs Users can submit content to website	-	Not applicable
Newsletter	Users can subscribe to an on-line newsletter or e-mail newsfeed	-	Not applicable
E-mail links	Adequate e-mail links provided for all online services provided	0	None
Feedback	Comment, feedback and input encouraged Incentives for feedback given	2	In "Crime Stop" page, a few other pages.
Vacancies	Information on vacant positions and joining the police	3	Only by post & hand delivery.
Emergency situations	Sufficient advice provided to handle emergency situations	0	No numbers, no easy find
Initiatives	Information provided on-line on the police service's campaigns and initiatives	2	Basic information. Does not seem to be updated often.
Surveys on user needs (results available online)	Questions on navigation, purpose of visits, site aesthetics, and type of people who visit the sites	0	
Promotion of police service objectives	Website effectively promotes understanding of the police service	2	
Ensured reaction	One phase higher than just offering an electronic brochure on the WWW	1	Not very inspiring
Contact information	Contact information (e.g. e-mail) for the webmaster given	3	Yes
User support	Level of user support on the site - help documentation, e-mail help, and fax-back service adequate Interactive feature sufficiently explained.	0	None

Appendix A - Errors & dead links

Home page	Error 404 on "Strategic plan"
Servamus page	POLMED website is dead
Links page	SAPS West Metropole link is dead
Crime stop Community Alert "Missing, Wanted and Unidentified"	No response – empty pages (database read problem?)

**ANNEXURE C: SUMMARY OF RECOMMENDATIONS
FROM SAPS WEBSITE EVALUATION REPORTS**

Annexure C

Summary of recommendations from the SAPS website evaluation reports

The table lists the recommendations given on the seven areas that the SAPS website and service delivery has been evaluated:

1. Website content	
General	<ul style="list-style-type: none"> • The purpose of the website should be spelt out clearly. • Attempts could be made to make the home page more engaging. • More reasons to return should be built into the website content.
Content	<ul style="list-style-type: none"> • An “About us” page should be considered. • A “Where to find us” page should be considered. • A Calendar of Events should be established • Updated reports should be posted on the website. • Initiatives should be published regularly. • A “What’s new” section should be considered instead of the flashing “New” notices on the home page. • A glossary could add value to the website.
Credibility	<ul style="list-style-type: none"> • Contact numbers required for content providers. • Contact numbers required for the web team (and not only the webmaster). • Contact details required for authors of articles. • Limit the depth of content to three clicks or less. • Reports could be verified by referring to print copies, where applicable. • Dates of articles should be given. • Updates should be provided.
Legal issues	<ul style="list-style-type: none"> • Terms of use should be clear. • Copyright conditions should be displayed conspicuously. • A privacy statement should be attached.
2. Overall design	
Website structure	<ul style="list-style-type: none"> • Design for an intuitive flow: Positioning of information should be logical – information should be categorised to allow easy movement through the site. The structure and layout should be user-centric.
Navigation	<ul style="list-style-type: none"> • More navigation labels should be considered, such as “Site map”, “Feedback”, “Contact us”, and “Help”. • It should be possible to navigate within the website without returning to the home page. • Give details in more than one language in the search engine. • A site map would add value to the website. • The quality of backgrounds used in the website should be investigated. • The indication of page positions should receive attention: Users need to know where they are on the site. • Greater use of navigation aids: Where text is long and vertical scrolling is required, navigation aids in the text – such as indicating “Back to top” – could be used.
Links and menus	<ul style="list-style-type: none"> • All links – external and internal – should be revisited to ensure that they are adequate and that dead links are removed. • A top menu bar should be implemented and the other menu bars should be examined to determine whether they should be improved.

	<ul style="list-style-type: none">• Police initiatives should be published and kept up to date.• There should be more information on how to deal with emergency situations.• Vacancies are published, but users are not advised on how to join the SAPS. This should be done.• User support should be developed.• Surveys on user needs should be regularly conducted
--	---