

STRATEGIC INSIGHTS INTO E-GOVERNANCE PLANNING AND IMPLEMENTATION: A STUDY OF SELECT AGRICULTURE RELATED PROJECTS

by

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CERTIFICATE

This is to certify that the thesis entitled '**Strategic Insights into E-Governance Planning and Implementation: A Study of Select Agricultural Related Projects**' being submitted by Mr. Pradeep Kumar Suri to the Indian Institute of Technology Delhi for the award of the degree of Doctor of Philosophy (Ph.D.), is a record of bona fide research work carried out by him. He has worked under my guidance and supervision and fulfilled the requirements for the submission of the thesis, which has attained the standard required for a Ph.D. degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

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Abstract

Governments all over the world are trying to take advantage from the opportunities offered by e-governance. In the recent past, several of the e-governance projects have not delivered as per expectations; especially in the context of developing countries. Lack of emphasis on strategic management aspects during planning and implementation of such projects could well be the reasons for their unsatisfactory performance. This research has three objectives. The first objective is to analyze performance of e-governance projects in the study context from the perspectives of three key actor segments - planners, implementers and intended beneficiaries. The second is to find out as to whether the performance is influenced by extent of planning, comprehensiveness of strategy formulation, effectiveness of strategy implementation, changing situation, competence level of actors and flexibility of processes. The third and final objective is to propose an empirically validated strategic framework to enhance the performance in the context of the study.

The literature has been reviewed in the areas: i) E-governance definitions, contributions, challenges, frameworks, and best practices/success factors in popular e-governance projects in India, ii) planning and strategic aspects in e-governance projects, iii) implementation aspects in e-governance projects, and iv) project implementation success factors and related studies.

The study is based on select agriculture related e-governance projects initiated from the centre government level in India. The research was divided into three phases. In phase one, a pilot study of a national level e-governance project – NICNET based Agricultural Marketing Information System Network (AGMARKNET) is conducted. Based on understanding from literature review, pilot study and practice, success factors and performance parameters in the context of e-governance projects have been identified. Conceptual framework of strategic variables influencing performance was developed. Phase II consists of

an opinion survey study of planners, implementers and beneficiaries associated with the six identified projects. Responses were received from 36 planners, 107 implementers and 139 beneficiaries. The three independent surveys have helped in studying the factors, viz. extent of planning, comprehensiveness of strategy formulation, effectiveness of strategy implementation, changing situation, competence level of actors and flexibility of processes, which are perceived to influence the performance of e-governance. Univariate analysis, ANOVA, correlation and step-wise regression techniques are applied to analyze the survey data and test the research hypotheses. Significant strategic variables influencing performance are identified leading to validation of the conceptual framework. Phase III involves detailed case studies of the projects with focus on planning, strategy formulation and strategy implementation aspects along with interpretation of empirically validated relationships in respective cases. Situation-Actor-Process-Learning-Action-Performance framework is used to conduct case studies. Interpretive Matrix Tool is used for interpreting empirically validated relationships in case studies.

Strategic gaps in planning, strategy formulation and strategy implementation aspects of projects have been identified based on analysis of survey data. Drawing lessons from the corporate sector, it has been analyzed that e-governance can be effectively implemented by building strategic alliances among related government organizations. Emergent strategy and iterative scope enhancement approach is found to be suitable for implementing e-governance projects. The cross-case synthesis of learning from quantitative and qualitative analyses has facilitated development of a generalized strategic framework for e-governance projects in terms of drivers and enablers influencing the performance in the study context along with recommendations for improving the performance.

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