

**A STUDY OF EFFECTIVENESS AND
CHANGE MANAGEMENT DIMENSIONS OF
E-GOVERNANCE**

By

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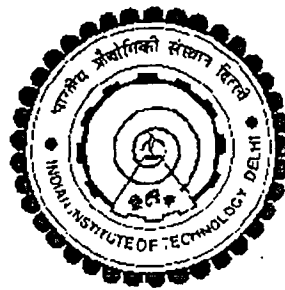
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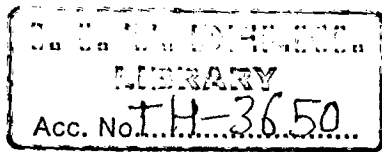
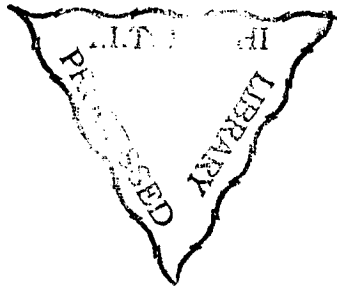
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1. E-Governance



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CERTIFICATE

This is to certify that the thesis titled “A STUDY OF EFFECTIVENESS AND CHANGE MANAGEMENT DIMENSIONS OF E-GOVERNANCE”, being submitted by Mr. PRABHAT KUMAR 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 our supervision, and has fulfilled the requirements for the submission of this thesis, which is in accordance with the standards required for a Ph.D. degree of the institute. The results contained in it have not been submitted in part or full to any other university or Institute for award of any degree/diploma.



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Abstract

E-governance is a new area of study for researchers. Governments are sincere and keen in making use of the power of Information and Communication Technology (ICT) to improve their services to the citizens and establishing an on-line communication system with them in order to create an on-going system of feedback for policy making. Though use of technology in the government is nothing new, yet the advent of Internet and World Wide Web made a world of difference in realizing the objectives of improving services, relationships and a host of other things. Governments in the developed world, such as US, UK and Singapore have taken a lead in their on-line presence. However, in developing countries like India, experiments are going on at various levels-states, center and at municipal level to offer to the citizens what their counterparts are receiving in the first world.

A relevant question arises about the judgment on the effectiveness of the e-governance programmes created. How do we determine criteria which can be used in analyzing, assessing and improving the e-governance projects? Are there any universal criteria or they will differ according to the type of the e-governance programmes. Then closely related to this issue is the subject of change management. How do we move from the manual processes, systems, procedures to the electronic processes, systems and procedures that will create effectiveness in the e-governance programme. There are issues relating to human behaviour, attitudes, beliefs, values and much more that will gain prominence in the change management process. This study was undertaken with the objective of researching on the factors of effectiveness and change management with the ultimate objective of developing a framework of effectiveness and change management in order to create (an) effective e-governance programme(s).

The methodology followed here consisted of first determining factors of effectiveness and change management through literature survey. Then some existing e-governance programmes in India and in other countries through data obtained through primary as well as secondary sources were studied. Based upon this study of cases, factors of effectiveness and change management were refined and then a set of Propositions were

developed. A questionnaire was then designed to carry out a survey to test the propositions. Three types of e-governance programmes, namely for the government agency, for the users and for the partner agencies of the government were taken up for the purpose of developing factors of effectiveness and change management and developing a framework for the same. The groups chosen for survey work were: Vendors (hardware and software), Internal planners, External users and then Internal users of e-governance services. Questionnaire survey was carried out for each of the individual groups as well as for the entire group. Through various statistical tools, the framework as above was developed upon the synthesis of data obtained from the questionnaire survey as well as from the case studies. Finally, factors of effectiveness and change management for three different types of programmes were determined for three frameworks for three different types of programmes (E1, E2 and E3). Many types of micro-results were also obtained in the process. In the final analysis, findings of the research were re-visited vis-à-vis the case studies and an attempt was made to cross-check the findings obtained in the final analysis. Similarly, the research questions and the objectives of the research were also revisited and the same were cross-verified with the results obtained. A number of key learnings has emanated from the research. The research contributions from the present study has also been listed. Lastly, limitations of the present study along with suggestions for future work have also been included in this study.

The results obtained in this research can be utilized by governments, which want to make better use of their resources by concentrating in areas that are important for the target group and using a strategic framework that will ensure faster delivery of the project, better satisfaction for the user-groups and a networked government that will bring in additional advantages in connecting with the citizens. The process of change management can be better addressed, if the findings of this research were to be put into practice.

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