CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

Assessments for e-Government projects are one of the crucial part of the e-Government project life cycle. Assessments are needed to understand the success of the projects in terms of delivering the expected benefits to its various stakeholders. Various assessment methodology and frameworks are being adopted world over, and each one focuses on a different aspect of measurement. However, the main issue is the possibility of looking at a generic assessment framework for different e-Government projects in the category of G2C (Rural), G2C(Urban), G2B, G2G, and G2E. It is emerging that ultimately the projects need to deliver the expected benefits to its stakeholders. More importantly there is a requirement to assess the projects based on the expected indicators as listed by its various stakeholders. These ultimate results will be driven by enablers, which in turn also need to be assessed. The research is attempting to illustrate a assessment framework model which could be applied to any type of project.

The application of the proposed assessment framework has been used as part of the CSI-Nihilent e-Governance Awards, the assessment approach
used has been explained in the next section. Over the period of three years since 2006 the approach used has been to define assessment indicators and attributes in a structured manner under two key parameters i.e. Results and Enablers. The framework surely, has given clarity and ease to define various attributes depending on the level of assessment to be done.

When using the assessment framework as suggested in the model, various challenges are envisaged to be experienced which needs seriousness and a focused application to deliver useful results. Otherwise the challenges in terms of time and other resource constraints continue for application of the model.

The model leads to further scope of research building and detailing the model by developing a master list of indicators and attributes, structuring tools and templates for various components of the model.

With the focus of Government of India moving more towards e-Governance the need to do a project performance assessments should become an integral part of all such initiatives. The focus of various initiatives is primarily for delivering services to citizens i.e. G2C. The present focus on implementing the National e-Governance Plan (NeGP) by central and state Governments in India makes it more important to be
supported by a performance assessment model which can be structured as per the dimensions of the initiatives. In India, there has not been a greater focus and emphasis on a specific performance assessment framework, which is visible from the fact that most of the projects have not done any performance assessment. Non-availability of a holistic guiding e-Government project assessment framework is one of the key performance issue and concern for taking e-Governance forward in the country to make an impact on its stakeholders. e-Government projects need to have a structured assessment over a period of time at regular intervals, in order to know the benefits for its stakeholders. Keeping into consideration the variations in stakeholders for a project, the expectations and in turn the results to be delivered by the project for each stakeholder may vary. Therefore, the same set of assessment parameters may not completely be relevant for serving the needs for all its stakeholders. The assessment parameters could have different variations depending on its stakeholders. At the same time, it has been seen that assessment is never taken seriously by the project owners and the processes are mainly limited to project monitoring. It has been mainly an effort of social sector who are concerned about the usefulness of the e-Government investments.

The researcher has proposed an assessment model that extensively derives inputs from its stakeholders. These inputs in terms of
expectations can be categorized to deliver results, which in turn will, and can help to develop the set of necessary enablers for the project. It is also not necessary that the key result indicators be the direct outcome of the enablers. These, Result-Enabler based indicators can help the project members to identify the key attributes and sub-attributes during the early stages of project design. This, approach can also help to do a self-assessment on a regular basis. However, over a period of time it would also be seen that once the projects are implemented and are making an impact, the expectations of stakeholders may also add. This in turn will help to revise the expected results from the project. Therefore, the research model can be used for a continuous assessment with flexibility on re-defining the assessment parameters.

Over the period of three years since 2006 (2006-07, 2007-08, 2008-09) the approach has been used to define assessment indicators and attributes in a structured manner under two key parameters i.e. Results and Enablers. The model has become a guiding approach for assessment for the CSI-Nihilent e-Governance Awards and is also being used for the year 2009-10 awards. It was observed that though the Result-Enabler approach gave a holistic framework and structure to define assessment parameters, there could be flexibility to define the same based on the nature of projects.
Key Outcomes of Research

Some of the key outcomes of the research can be summarized as:

9. The research brings out and addresses few of the major issues and challenges for measuring and studying the performance of e-Government projects, not only the Government-2-Citizens (G2C) but even the ones addressing other stakeholders.

10. There is a very low level of awareness on the existing e-Governance project assessment frameworks, and as such are not benefited from.

11. The proposed Result-Enabler assessment model addresses, not only the project owners, but can be used from the perspective of all stakeholders of these projects.

12. The research also brings a holistic assessment model that can be even used for self-assessment or external-assessment on an on-going manner over various stages of the project.

13. The model provides sufficient flexibility so as to incorporate the subjective as well as the objective elements, that are essentially required for a holistic performance assessment. The number of indicators and attributes can vary depending on the nature of project.

14. The model has been validated and brings awareness amongst large segment of members working in the e-Government area in the Country.
15. The proposed performance assessment model leads to further scope of research to build and detail the model by elaborating and analyzing the relations between result and enabler indicators and its attributes.

16. Further research could also bring out the common dimensions across different categories of projects and the need for flexible project based attributes.

The researcher hopes that e-Government project performance assessment becomes a crucial component of the projects in India. The new Result-Enabler assessment model should give an impetus to the process at all levels of project stakeholders.
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**Websites of State Government and Union Territories in India:**

- Andra Pradesh: http://www.andrapradesh.com/
- Arunachal Pradesh: http://www.arunachalpradesh.com
- Assam: http://assamgovt.nic.in/
- Bihar: http://www.bihar.com/
- Chattisgarh: http://www.chhattisgarh.nic.in/
- Delhi: http://www.delhigovt.nic.in/
- Goa: http://www.nic.in/goa
- Gujrat: http://www.gujaratindia.com/
- Haryana: http://www.haryana.nic.in/
- Himachal Pradesh: http://www.himachal.nic.in/
- Jammu & Kashmir: http://www.jammukashmir.nic.in/
- Jharkhand: http://www.jharkhand.nic.in/
- Karnatka: http://www.kar.nic.in/govt
- Kerala: http://www.keralagov.com/
- Madhya Pradesh: http://www.nic.in/madhyapradesh
- Maharashtra: http://www.nic.in/maharashtra
- Manipur: http://www.nic.in/manipur
- Meghalaya: http://www.meghalaya.nic.in
- Mizoram: http://www.mizoram.nic.in
- Nagaland: http://www.nagaland.nic.in
- Orissa: http://www.orissagov.com
- Punjab: http://www.punjab.govt.nic.in/
- Rajasthan: http://www.raj.govt.org
- Sikkim: http://www.sikkim.nic.in/
- Tamilnadu: http://www.tn.gov.in
- Tripura: http://www.tripura.nic.in/
- Uttarpradesh: http://www.up.gov.in
- West Bengal: http://www.westbengal.gov.in
- Andaman and Nicobar (UT): http://www.andaman.nic.in/
- Chandigarh (UT): http://www.chandigarh.nic.in/
- Daman and Diu (UT): http://www.daman-di.org/
- Lakshadweep (UT): http://www.lakshadweep.nic.in/
- Pondicherry (UT): http://www.pondicherry.nic.in/