ABSTRACT

The researcher has proposed a Result-Enabler 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. The model is an attempt to address project assessment over the e-Government project life cycle and provide a means for continuous improvement for the benefit of all its stakeholders.
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.

Three set of survey questionnaires were designed primarily to understand the citizens expectations from an e-Governance project, awareness and usefulness of the existing e-Governance project assessment frameworks in India and other countries, and lastly to validate the usability of the proposed Result-Enabler assessment framework.

The analysis of the survey based on expectations of the prime project stakeholder’s viz. citizens, shows that there are different expectations of citizens that they seek from any e-Government project. Secondly, these expectations also differ in terms of the degree of importance given for a particular project by the citizen. The hypothesis for the research takes into account that project stakeholder expectations from an e-Government project differ and should be taken into consideration in an assessment framework. Therefore, whenever an e-Government project is being conceptualized it is crucial to gather citizen expectation across various groups of occupation, age and sex for structuring the same into the project. The analysis, on the satisfaction levels post project implementation in terms of operator and overall also brings out clear variation among these different categories of citizens. The challenge is to balance the expectations of these different categories
for the respective project. The survey analysis on the awareness about the existing assessment models/frameworks or their related reports is of very poor level, and therefore there is also almost no appreciation of the benefits from such frameworks.

The survey analysis on the awareness and usefulness of the proposed Result-Enabler assessment framework, indicated that 100% respondents found value to apply the proposed structured Result-Enabler approach to their new e-Governance initiatives. The analysis further indicates that 97% found the Result-Enabler approach helpful to get more clarity on their projects as a part of self-assessment. 90% of the respondents were of the view that the framework could be used for self-assessment for their future e-Governance projects. In context to the research hypothesis, the survey results indicated that project conceptualization would be better if the assessment frameworks, especially the indicators are identified by project teams during the initial stage of project.

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

1. 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.
2. There is a very low level of awareness on the existing e-Governance project assessment frameworks, and as such are not benefited from.

3. 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.

4. 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.

5. 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.

6. The model has been validated and brings awareness amongst large segment of members working in the e-Government area in the Country.

7. 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.

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