

Making E-Government Projects in Developing Countries More Successful and Sustainable: Some Case Studies from India

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January 20, 2007

CPR*south* 2007: Research for Improving ICT governance in
the Asia-Pacific

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Overview of the Presentation

- Main Hypothesis and Research Questions
- Literature Review
- Research Methodology
- Analysis of Sustainability of the Projects
- General Lessons Drawn from the Projects
- Conclusion

Main Hypothesis and Research Questions

Research Questions:

- Why do most e-gov projects fail?
- How can e-gov projects be made more sustainable and effective over the long-term?

Hypothesis:

- Projects need to be examined longitudinally for success or failure
- Ensuring Sustainability is critical to a project's success in the long-term

The Research:

- Comparative case study of four G2C and C2G e-gov projects in India

Literature Review on Sustainability of e-Gov Projects

- Main focus in the literature on examining the success or failure cross-sectionally
- Relatively much less focus on longitudinal analysis of sustainability
- Relatively few studies examine projects longitudinally

Main Analytical Frameworks for Examining Sustainability

- Critical Success and Critical Failure Factor Model (Heeks and Bhatnagar, 1999) – examines a project cross-sectionally
- Design-reality and Design-Actuality gap model (Heeks, 2002 and Heeks, 2003) – extension of the CSF and CFF model
- Sustainability Failure Model (Kumar and Best 2006) – examines a project longitudinally along five dimensions of sustainability

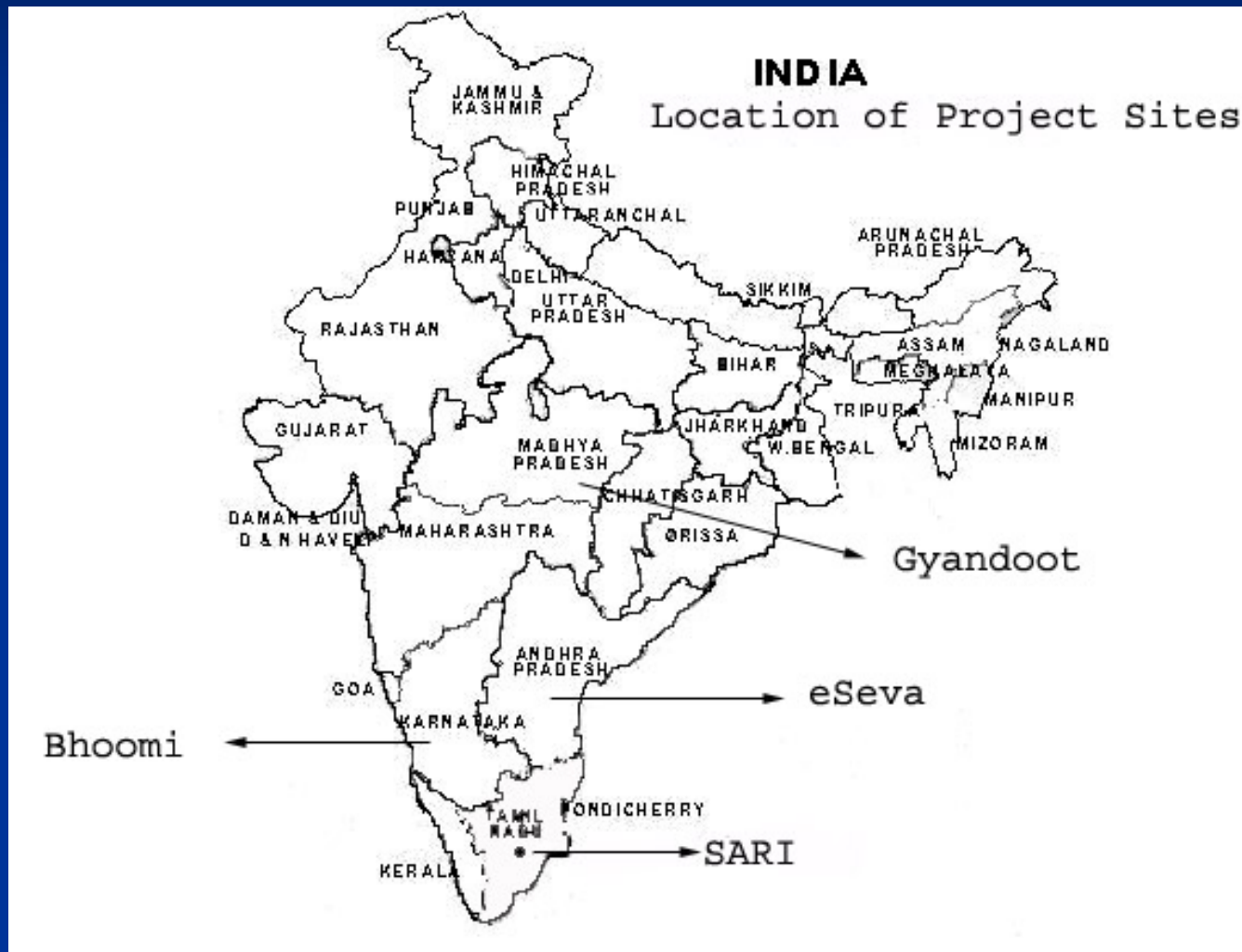
Critical Success and Critical Failure Factor (CSF and CFF) Model

- Ten Critical Success and Critical Failure Factors
 - Information, Technical, People, Management, Process, Cultural, Strategic, Structural, Political, Environmental
- Very useful for explaining the factors responsible for a project's success or failure
- Limitation – Synchronic model

Sustainability Failure Model

- Five dimensions of sustainability: Financial, Cultural/Social, Technological, Political/Institutional, Environmental
- Examines the success or failure of a project longitudinally
- The two models together can provide a more accurate analysis of longitudinal success or failure

The Projects Examined



Research Methodology

- Mainly Qualitative Techniques
- Comparative Case Study of Four G2C and C2G e-Gov projects in India
- Sources of Data: Mainly published studies and reports, field research by the author on one project (SARI)

Analysis of the Projects - Bhoomi

- G2C, computerized access to land records, 20 million records computerized, real time online updation
- Centralized access at Taluk office compared to village level earlier
- Partial success: Delays and increased corruption due to agents

Analysis:

- critical success factors: information, technical, people, strategic, and political
- Critical Failure Factors: inability to redesign suitable processes, management and organizational practices
- Sustainability: ensured three major dimensions of sustainability: financial, technical, and political. However, failed on the social and institutional dimensions

Conclusion: Partial sustainability failure due to lack of social and institutional sustainability due to process, and management and organizational factors.

Analysis: Gyandoot

- G2C and C2G, Intranet based kiosks in villages
- Failed due to no computerization of back-end, no supporting ICT infrastructure, lack of financial sustainability, relevant content, and sustained leadership

Analysis:

- CFF: information, technical, management, process, political
- Sustainability: failed along financial, social, technological, and political and institutional dimensions

Conclusion: Financial, social, technological, and political and institutional sustainability failures due to information, technical, management, process, and political factors

Analysis: eSeva

- G2C and B2C Public-private partnership initiative, delivers a host of govt. services under one roof
- Online real time updation not fully operational
- Partial success

Analysis:

- CSF: information, people, strategic, and political
- CFF: technical, strategic, and political
- Sustainability: Successful along financial and political dimensions. Filed on the social and technical dimensions of sustainability

Conclusion: Partial sustainability failure due to lack of social and technical sustainability due to technical, strategic, and political factors.

Analysis: Sustainable Access in Rural India (SARI)

- G2C and C2G; started in 2001; private and NGO owned kiosks in villages
- e-Gov component failed after one year
- Reasons: lack of training for govt. staff, lack of sustained leadership and institutionalization, lack of consistent evaluation and monitoring, opposition from govt. staff due to reduction in rent-seeking opportunities

Analysis:

- CFF: People, management, cultural, structural, and process
- Sustainability Failure: political and institutional

Conclusion: Political and institutional sustainability failure due to people, management, process, cultural, and structural factors

Making e-Gov projects More Sustainable: What Lessons Can be Drawn?

- Mere Supply of more ICT is not Sufficient: Successful Projects Require Complete Backend Computerization
- Disintermediation is Important for Successful Service Delivery
- Localized and Relevant Content is Critical
- Need for Coordination among Supporting Institutions
- ICT Infrastructure, Project Implementation, and Sustained Leadership are Extremely Important

Conclusion

- Understanding sustainability along multiple dimensions is extremely important
- Both CSF and CFF and Sustainability along financial/economic, social/cultural, technological, political/institutional, and environmental dimensions are very important
- success requires full back-end computerization, effective disintermediation, and locally relevant content in the local language, creating suitable ICT infrastructure, coordination among supporting institutions, and sustained leadership

Thank You