



SUCCESS CRITERIA AND CRITICAL SUCCESS FACTORS FOR e-GOVERNMENT PROJECTS

BY

K . A . VIMALENTHIRARAJAH

Supervised By

N.N.KAMALADASA

This Dissertation was submitted to the Department of Civil
Engineering of the University of Moratuwa in partial fulfillment
of the requirements for the degree of Master of Business
Administration in Project Management

DEPARTMENT OF CIVIL ENGINEERING
UNIVERSITY OF MORATUWA

2006

92385



Abstract

Project management as a growing profession requires various analysis on its domain of knowledge. One of the thematic areas of research interest is project success, which consists of project management success and product oriented success. The project success as a perceived success varies project to project as projects are unique endeavors to accomplish a pre determined objectives. The e-Government Projects as a distinct project type; could have a distinct set of success criteria as well as critical success factors. As it is an unvisited area of knowledge, it was defined as theme of this study.

The Success Criteria are used to judge project success; while a set of critical success factors are used to determine the project management success of a project. In this context, what criteria can be used to judge the success of e-Government Projects? what critical success factors are determining the successful implementation of e-Government Projects? These two questions are constituted the research problem of this study.

The findings of this empirical study identified by ranking a set of success criteria focusing on effectiveness of results of a project including meeting clients' satisfaction, meeting organizational objectives etc. In the case of critical success factors, top management support, clear goals, realistic schedule, effective leadership, end user commitments, effective monitoring and feed back mechanism etc are identified for e-Government Project Management. The traditional iron triangle criteria were not recognized as appropriate criteria for e-Government Projects.

It could be recommended to devise a success criteria framework for e-Government Projects and a framework of critical success. factors for successful implementation of e-Government Project Management. The recommendations of this study are concerned areas of the ICTA, which carries responsibility of e-Sri Lanka initiative, within which, e-Government applications are devised and executed. Further study



could be suggested to analyze relationship between success criteria and critical success factors for e-Government Projects.

DECLARATION

The work included in the dissertation in part or whole has not been submitted for any other academic qualification at any institution. I further confirm that I have fully referenced and acknowledged all materials incorporated as secondary resources.

.....

K.A.Vimalenthirarajah

This is to certify that this dissertation submitted by K.A.Vimalenthirarajah is a record of the candidate's own work carried out by him under my supervision. The matter imbedded in this dissertation is original and has not been submitted for the award of any other degree.

.....

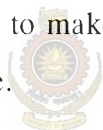
N.N.Kamaladasa
Supervisor

ACKNOWLEDGEMENT

The time has come to remember with sincere gratitude, all those who in their different ways contributed to do this research work.

I firstly express thanks to the Dr.A.A.D.A.J.Perera, Course Coordinator, Master of Business Administration in Project Management and Dr (Ms).C.Jayasinghe, Senior Lecturer, Department of Civil Engineering for grating approval and assigning a dynamic Supervisor to undertake this study.

I am greatly obliged to express gratitude to my supervisor Mr.N.N.Kamaladasa, Chief Executive Officer, Distance Learning Centre Ltd for his expert guidance, sharing thoughts and encouragement to conduct this study in a constructive and professional manner. His willingness to help me ungrudgingly with determination to make the researcher's focus on the right direction is a factor, which, I value.



Electronic Theses & Dissertations
www.lib.mrt.ac.lk

I also wish to extend my appreciation to the Staff of the Library, University of Moratuwa, Mr.Wasantha Deshapriya, Program Director, Information and Communication Technology Agency of Sri Lanka, Mr. L. Waduge, System Analyst, Ministry of Public Administration and Home Affairs for assisting me in data collection and Ms.Pushpika Santhosh, who assisted me in editing.

Finally I wish to record my gratitude to my wife Jeyanthy, and my daughters Ilakkiyaa and Varaki for the cooperation and encouragements gave me to complete this study timely.

K.A.Vimalenthirarajah
January, 2009

TABLE OF CONTENTS

	Declaration	ii
	Abstract	iii
	Acknowledgement	iv
	Table of Contents	v
	List of Tables	vii
	List of Figures	viii
	Abbreviation	viii
1.0	Introduction to the Study	
1.0	Introduction	1
1.1	Background	1
1.2	Problem Statement	2
1.3	Significance of the Study	3
1.4	Objective of the Study	4
1.5	Hypothesis of the Study	4
1.6	Methodology of the Study	5
1.7	Scope and Limitation of the Study	5
1.8	Main Findings of the Study	6
1.9	Chapter Framework	6
2.0	Review of Literature	
2.0	Introduction	7
2.1	Project: A Definition	7
2.2	Project Life Cycle	9
2.3	Project Process	13
2.4	Project Management: Theory and Practice	15
2.5	Project Success: A Framework of Criteria and Factors	17
	2.5.1 Project Success Criteria	25
	2.5.2 Critical Success Factors	32
2.6	Conclusion	37

3.0	e-Government: Theory and Practice	
3.0	Introduction	38
3.1	e-Government: A Definition	38
3.2	e-Governance: A Definition	41
3.3	Goals of e-Government	43
3.4	Scope of e-Government Transactions	44
3.5	Stages of e-Government Development	47
3.6	e-Government Project Management	50
3.7	Key Issues of e-Government Applications	54
3.8	Features of Effective e-Government Applications	55
3.9	e-Government Initiative and Projects of Sri Lanka	57
3.10	Conclusion	63
4.0	Research Methodology	
4.0	Introduction	65
4.1	Sample	65
4.2	Questionnaire	65
4.3	Types of Respondents	66
4.5	Methods of Data Analysis	67
5.0	Data Analysis and Findings	
5.0	Introduction	68
5.1	General Information	68
5.2	Profile Analysis	69
5.3	Analysis of Success Criteria of e-Government Projects	71
5.4	Analysis of Critical Success Factors	74
5.5	Conclusion	81
6.0	Conclusion and Recommendation	
6.0	Introduction	82
6.1	Conclusion	82
6.2	Recommendations	83
	List of Reference	86
	Appendix One – Questionnaire	93

LIST OF TABLES

Table No	Title of Table	Page No
Chapter Two		
1	Results Areas of Project Excellence Model (Success Criteria)	20
2	Results Areas of Project Excellence Model (Critical Success Factors)	20
3	Performance Gaps of a Project	28
4	Square Route Criteria	29
5	Success Criteria on Project Excellence Model	31
6	Critical Success Factors on Project Excellence Model	34
7	Critical Success Factors on Project Excellence Model	35
8	Critical Success Factors on Project Excellence Model	36
Chapter Three		
9	Online Profile of Selected Member States of United Nations in 2001	49
10	A Comparison of Approaches of e-Government Applications	52
11	ICTs Application in Public Sector of Sri Lanka (Pre e-Sri Lanka Regime)	59
12	Success Factors of e-Government Initiatives of Sri Lanka (Pre e-Sri Lanka)	58
13	Failure Factors of e-Government Initiatives of Sri Lanka (Pre e-Sri Lanka)	58
14	e-Readiness of Sri Lanka for e-Government Applications in 2003	60
15	e-Government Project Selection Criteria in Sri Lanka	63
Chapter Five		
16	Project Titles of Respondents	69
17	Respondents Ranking of Success Criteria	71
18	Ranking of Preference on Traditional Triangle Criteria	72
19	Key Critical Success Factors for e-Government Projects	74
20	Critical Factors Related to e-Government Project (On Priority Order)	77
21	Critical Factors Related to Project Manager (On Order of Priority)	77
22	Critical Factors Related to Team Members (On Order of Priority)	78
23	Critical Factors Related to the Organization (On Order of Priority)	79
24	Critical Factors Related to Project Environment (On Order of Priority)	80

LIST OF FIGURES

Figure No	Title of Figure	Page No
1	A Generic Project Life Cycle	10
2	Baum's Project Cycle	11
3	Spiral Model of Project Life Cycle of System Development	12
4	Overlapping of Project Management Process	14
5	Project Success in the Logical Framework Approach	18
6	Project Excellence Model	21
7	Relationship between Success Criteria and Critical Success Factors	24
8	Stakeholders Analysis	28
9	Square Route Criteria of Information System Project	29
10	Stakeholders of e-Government	46
11	Stages in the Evolution of e-Government	48
12	Progressive Evolution of e-Government Applications	50
13	A Planning Framework of e-Government	53
14	The Framework of the e-Sri Lanka Initiative	54
15	Implementation Framework of e-Government in Sri Lanka	61

ABBREVIATION

G2C - Government to Citizens Service Delivery

G2B - Government to Business Service Delivery

G2E - Government to Employee Service Delivery

G2G - Government to Government Service Delivery

ICTs – Information and Communication Technologies

ICTA - Information and Communication Agency of Sri Lanka

PEST – Political, Economic, Social and Technological Environment

PMI – Project Management Institute

SMART – Simple, Moral, Accountable, Responsiveness and Transparent

SMARTE - Simple, Moral, Accountable, Responsiveness, Transparent and Efficient