

**AN EXEMPLAR APPROACH
FOR GOVERNMENT PROCESS RE-ENGINEERING
IN SRI LANKA**

 **MASTER OF BUSINESS ADMINISTRATION**
IN
E-GOVERNANCE

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December 2009

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By

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The dissertation was submitted to the Department of Computer Science & Engineering, of the University of Moratuwa, in partial fulfilment of the requirement for the Degree of Master of Business Administration.

Department of Computer Science & Engineering
University of Moratuwa
December 2009

Declaration

“I certify that this thesis does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any university. To the best of my knowledge and belief it does not contain any material, previously published, written or orally communicated by another person or myself, except where due reference is made in the text. I also hereby give consent for my dissertation, if accepted, to be made available for photocopying and for interlibrary loans, and for the title and summary to be made available to outside organizations”

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To the best of my knowledge, the above particulars are correct.

.....

Supervisor

(Dr. Shahani Weerawarana)

Abstract

Sri Lanka is at a stage where it has begun implementing or is about to begin implementation of many large-scale e-government solutions under the e-Sri Lanka Re-Engineering Government program of the ICT Agency of Sri Lanka. Most of the e-government projects under the e-Sri Lanka program have been designed to first have a Business Process Re-engineering stage, before the commencement of the usual system study stage.

Business Process Re-engineering (BPR) is a major, important, and time-consuming activity that includes identifying and then making changes to existing management processes, routines and workflows to enhance the efficiency and productivity of the institution and its management. Performing such a BPR activity before the design and implementation of an e-government solution is highly important since most government departments tend to have historically inefficient and highly ingrained management processes, routines and workflows which prevent the execution of government services in an efficient manner. Clearly, the success of a proposed e-government solution is critically dependent on the success of such a BPR endeavor, which would span across all the government entities involved in the e-government solution.

This research work focuses on the many major e-government initiatives of the e-Sri Lanka Re-Engineering Government Program in order to study the impact of the different BPR approaches adopted in these initiatives on the final outcomes of the solutions. The research effort is targeted towards identifying the BPR approaches best-suited for a developing country such as Sri Lanka, which still has significant remnants of historical, colonial government processes.

This study discusses an innovative exemplar model for government process re-engineering. This exemplar model can also be utilized to evaluate BPR approaches used in e-government initiatives. By leveraging this model, the author intends to clearly identify and categorize different BPR approaches, and then determine the BPR approaches that would be most appropriate in the re-engineering government contexts, of Sri Lanka and similar developing countries.

Key words

- Business Process Re-engineering
- e-Government
- Re-Engineering Government Program
- BPR Approaches
- Exemplar Approach



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List of Abbreviations

BPR	- Business Process Re-engineering
GAO	- General Accounting Office
EDI	- Electronic Data Interchange
ICT	- Information and Communication Technology
TOR	- Terms of Reference
IT	- Information Technology
ICTA	- Information and Communication Technology Agency
PC	- Personal Computers
RUP	- Rational Unified Process
SWOT	- Strength, Weaknesses, Opportunities and Threats
SE	- Software Engineering



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