

Stakeholder Awareness and Perceived Benefits of Public–Private Partnerships in E-Governance

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ABSTRACT

To improve e-governance, public-private partnerships (PPPs) are becoming more important since they bring together public accountability with private sector efficiency and technical knowledge. This study takes a look at how well-informed individuals, government officials, and private sector players are about public-private partnerships (PPPs) in electronic governance, where that knowledge comes from, and what advantages they think these partnerships will bring. Based on primary data acquired from 500 respondents using a structured questionnaire, the study employs a descriptive and analytical research approach. Data analysis and interpretation were carried out using percentage analysis and one-way ANOVA. Results show that different stakeholder groups have different levels of awareness; for example, respondents from the public and commercial sectors are far more informed than the general public. While government communications and professional networks were significant for corporate and public stakeholders, people's primary sources of information came from media and internet platforms. According to the data, PPPs are also thought to improve e-governance projects' speed of execution, technical innovation, cost efficiency, and service quality.

Keywords: *E-Governance, Stakeholder, Awareness, Benefits, Social Media.*

I. Introduction

In the realm of electronic governance, public-private partnerships (PPPs) have recently arisen as a game-changing institutional structure with the goal of improving the digital era's accessibility, efficiency, openness, and responsiveness in providing public services. Traditional bureaucratic models have frequently fallen short due to limitations in resources, knowledge, infrastructure, and managerial ability, as governments worldwide are under mounting pressure to deliver citizen-centric

services, manage intricate administrative systems, and stay up with fast technological advancements. In this setting, public-private partnerships (PPPs) signify a coordinated effort by public and private organisations to develop, launch, run, and oversee e-governance programs. Innovation, technical expertise, operational efficiency, investment capacity, and customer-oriented service models are brought to the table by the private sector, whereas policy direction, regulatory supervision, social goals, and legitimacy are provided by the public sector. With the rise of e-governance and the importance of digital platforms, ICTs, and data-driven systems to governance processes, this complementary relationship has taken on added significance. E-governance is the process of utilising information and communication technologies to revolutionise governmental operations, boost service delivery, increase democratic engagement, and promote transparency and accountability in public administration. In order for governments to keep up with the changing demands of a digitally linked society's residents and companies, e-governance programs that are integrated with PPP frameworks enhance their scalability, sustainability, and flexibility.

As digital governance initiatives broaden and deepen in scope, public-private partnerships (PPPs) play an increasingly crucial role in e-governance. Online service delivery portals, digital identity systems, electronic procurement, smart city platforms, digital health and education services, tax administration, integrated government databases, management of land and property records, and grievance redressal mechanisms are all part of modern e-governance projects. Substantial funding, cutting-edge technical infrastructure, cybersecurity frameworks, ongoing system updates, and competent people resources are all necessities for such endeavours. Public money and in-house expertise alone are not enough to mobilise these resources for many governments, particularly in developing and rising countries. By facilitating cost optimisation, risk sharing, and access to private sector efficiency, PPPs provide a practical option. Carefully crafted contractual agreements allow governments to retain strategic control over policy goals and public interest considerations while transferring certain risks to private partners, such as technological obsolescence, operational inefficiencies, or service delivery failures. To guarantee the success and sustainability of e-governance initiatives over the long term, this risk-sharing mechanism—a hallmark of PPPs—is essential.

By instituting accountability measures, outcome-oriented service delivery, performance-based management, and public-private partnerships (PPPs) in e-governance help bring about administrative changes. In order to motivate private partners, businesses often utilise SLAs, KPIs, and revenue-sharing models to tie monetary rewards to metrics like service quality, customer happiness, and operational efficiency. Conventional public sector procurement and implementation models often fail to foster innovation, timely project completion, and continuous improvement. However, these types of agreements make it possible. Additionally, public-private partnership (PPP) e-governance initiatives can enhance public administration coordination and decision-making by promoting interoperability among government agencies, decreasing administrative procedure redundancy, and facilitating data integration. Critical goals of good governance include reducing corruption, minimising human discretion, and increasing transparency; these projects assist achieve these goals by digitising workflows and automating regular operations.

Rapid technological advancement and rising citizen expectations for effortless, anywhere-anytime access to public services further highlight the need of PPPs in e-governance. Government services are being compared to private sector digital services in terms of speed, convenience, and user experience by people in this age of digital platforms, mobile apps, cloud computing, artificial intelligence, and big data analytics. Public-private partnerships (PPPs) allow governments to leverage private sector knowledge in areas such as cybersecurity, data management, user interface design, system integration, and system reliability to enhance the overall quality and dependability of electronic government services. Pilot projects, scalable solutions, and adaptable technology that can adapt to changing consumer demands and technical improvements are all ways in which these collaborations encourage innovation. Because large-scale urban and national e-governance projects frequently involve the rapid obsolescence of inflexible, one-time technological installations, this skill to adapt is crucial.

II. Review of Literature

Babatunde, Solomon et al., (2016) This article aims to uncover and evaluate stakeholders' perspectives on key success factors (CSFs) for PPP initiatives in Nigeria. The CSFs for PPP projects were derived from a thorough literature analysis that was used to develop a survey questionnaire. Five stakeholder organisations participating in the development of various PPP projects in Nigeria were surveyed using questions designed to capture a wide perception of stakeholders. Methods such as descriptive statistics, mean score, Kruskal-Wallis test, ANOVA, and factor analysis were employed to examine the gathered data. The study's mean score ranking results showed that all stakeholders saw the 26 CSFs as critical to the effective execution of PPP projects in Nigeria. Therefore, except from six (out of twenty-six) CSFs, the findings of the Kruskal-Wallis test and ANOVA showed that the stakeholders' views on CSFs for PPP projects in Nigeria do not differ significantly. Factor analysis was used in the study to categorise the 26 CSFs that were discovered into six main factors. Stakeholders in PPPs would benefit from this research if they were aware of the CSFs that require the highest level of scrutiny. It is believed that the detected CSFs will also increase the percentage of PPP projects that succeed. The results would help public-private partnership (PPP) stakeholders in their decision-making and project-implementation processes, ultimately leading to better value for money. Other academics planning to study CSFs for PPP projects elsewhere will also find this study interesting.

Nederhand, José & Klijn, Erik Hans. (2016) This article takes a look at the factors that influence the level of public and social involvement in public-private partnership (PPP) projects, how that involvement affects the projects' performance and innovation, and how much involvement there is overall. According to this study, which is based on a 2014 poll of 144 people working on PPP projects in the Netherlands, more citizen engagement is achieved when there is a flexible contract in place, even though trusting relationships between actors increase the inclusion of society parties. Additionally, we discovered that stakeholder participation enhances project innovation but does not always result in improved performance.

Schepper, Steven et al., (2014) Few studies have examined the practice of stakeholder management in public-private partnerships (PPPs), despite the fact that it is often believed to be a key component of PPP success. Following an explanation of PPP's place in modern stakeholder management philosophy, this article compares and contrasts four PPP infrastructure projects to show how

important it is to include stakeholders in PPPs. Since the stakeholder context and dynamics become more important in a PPP, the case study results show that managing the stakeholder environment becomes more challenging. Consequently, striking a balance between proactive and reactive responses to stakeholder claims becomes a challenge, as does sharing stakeholder obligations between the public initiator and private consortium. Using a dynamic dual stakeholder management tool and establishing governance mechanisms that enable stakeholders to share and divide duties are advised for dealing with PPP particular stakeholder features.

Sharma, Soumitra. (2007) E-Government, or electronic government, is a relatively new governance reform that aims to increase government efficiency and the quality of services offered to different groups of people. However, there are obstacles to e-Government adoption, such as insufficient funding and a lack of technical and soft skills. In addition to making e-Government initiatives more economically sustainable, public-private partnerships (PPPs) have become a practical paradigm for addressing these issues. In a nutshell, PPP is an approach to business where the risks and benefits are shared. Incorporating the lessons learnt from past PPP initiatives and embracing some essential best practices are essential for a successful rollout of PPP in e-Government. This article discusses four Asian "PPP in e-Government" initiatives that were all fruitful, drawing attention to the lessons learnt and best practices from each. The goal here is to draw attention to the things that need doing in order to execute a PPP in e-Government successfully, particularly in an Asian context.

Zhang, Jing et al., (2005) For an enterprise information system installation to be a success, the problem of different stakeholders' expectations must be carefully considered. When different stakeholders are affected by the sharing of knowledge across organisations, this problem becomes more common in e-government scenarios. This study offers an exploratory examination of the differing and similar expectations of different stakeholders on the advantages and disadvantages of interorganisational knowledge exchange at the start of e-government projects. Seven instances within the context of the New York State (NYS) administration were surveyed. In this paper, we classified stakeholders into two groups: core/key project participants and general participants, which are similar to developer/user stakeholder groups, and various organisational participants from state government, local government, non-profit organisations, and private organisations. In this study, we found that the expectations of the key participants were comparable to those of the overall participants and users. While they do agree on the relative severity of obstacles and the likelihood of advantages, they vary significantly on the potential to expand professional networks and the extent of control-oriented management. The forms of organisational membership revealed considerable disparities across the stakeholders' groupings. Stakeholders in local government are more worried about a number of financial, technological, and organisational hurdles than they are hopeful about accomplishing goals. In order to build and implement e-government strategies that address common challenges, magnify common interests, and moderate disparities, the results offer recommendations.

III. Research Methodology

Research Design

An analytical and descriptive research strategy is used in this study.

Source of Data

Citizens, government officials, and representatives from the corporate sector were the three main groups of stakeholders surveyed in a structured questionnaire for this study. All three groups were either directly or indirectly impacted by PPP-based e-governance efforts. To further comprehend and interpret the concepts, we also looked at secondary data from sources such as government papers, policy documents, journals, and prior research.

Sample Design

Using a stratified random selection procedure, a total of 500 respondents were chosen for the study. Participants included individuals with vested interests in e-governance projects that used PPP models for implementation. To guarantee a fair representation of citizens, government officials, and private sector specialists, a multi-stakeholder sampling structure was utilised.

Statistical Techniques

Applying suitable statistical methods, the collected data was tabulated, coded, and analysed. Applications of One-Way Analysis of Variance (ANOVA) and Percentage Analysis were administered.

IV. Data Analysis and Interpretation

Table 1: Awareness Levels by Stakeholder Group (Multiple Responses Allowed)

Stakeholder Group	Percentage (%)
Citizens	42.5
Government	78.2
Private Sector	71.4

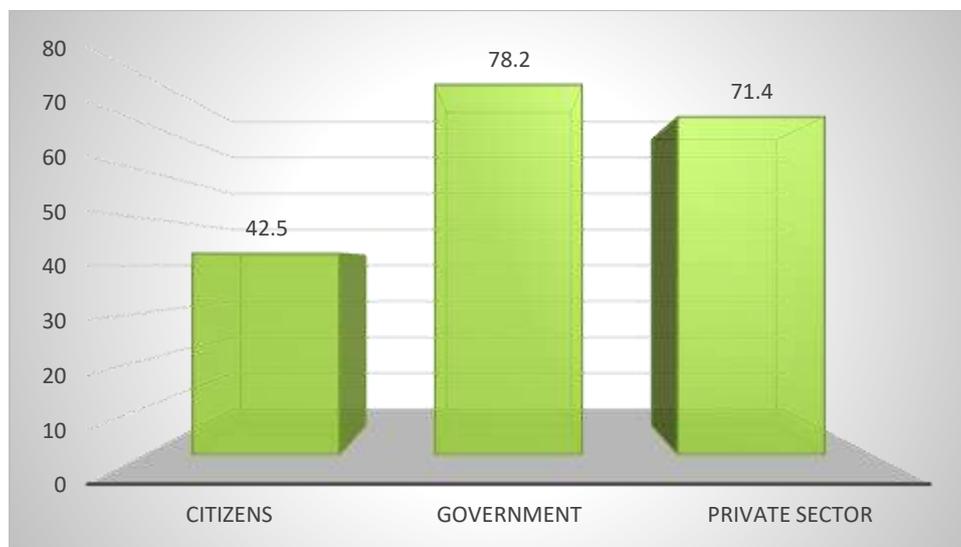


Figure 1: Awareness Levels by Stakeholder Group

Table 1 shows how knowledgeable different categories of stakeholders are of Public–Private Partnerships (PPPs) in e-governance. The statistics show that there is a big difference in awareness between the groups. Government stakeholders are the most knowledgeable, with 78.2 percent, since

they are directly involved in making, carrying out, and keeping an eye on PPP-based e-governance projects. The private sector also has a fairly high level of knowledge, at 71.4 percent. This is likely because they are actively involved in carrying out projects, providing technology, and delivering services under PPP agreements. Conversely, the awareness level among citizens is significantly lower at 42.5 percent, indicating restricted access to official information outlets and insufficient knowledge transmission at the grassroots level.

Table 2: Sources of Awareness

Source of Awareness	Citizens (%)	Government (%)	Private Sector (%)
News/Media	32%	14%	22%
Government Communications/Workshops	10%	48%	28%
Workplace or Professional Networks	8%	20%	35%
Academic/Educational Institutions	18%	8%	10%
Social Media/Internet	32%	10%	5%

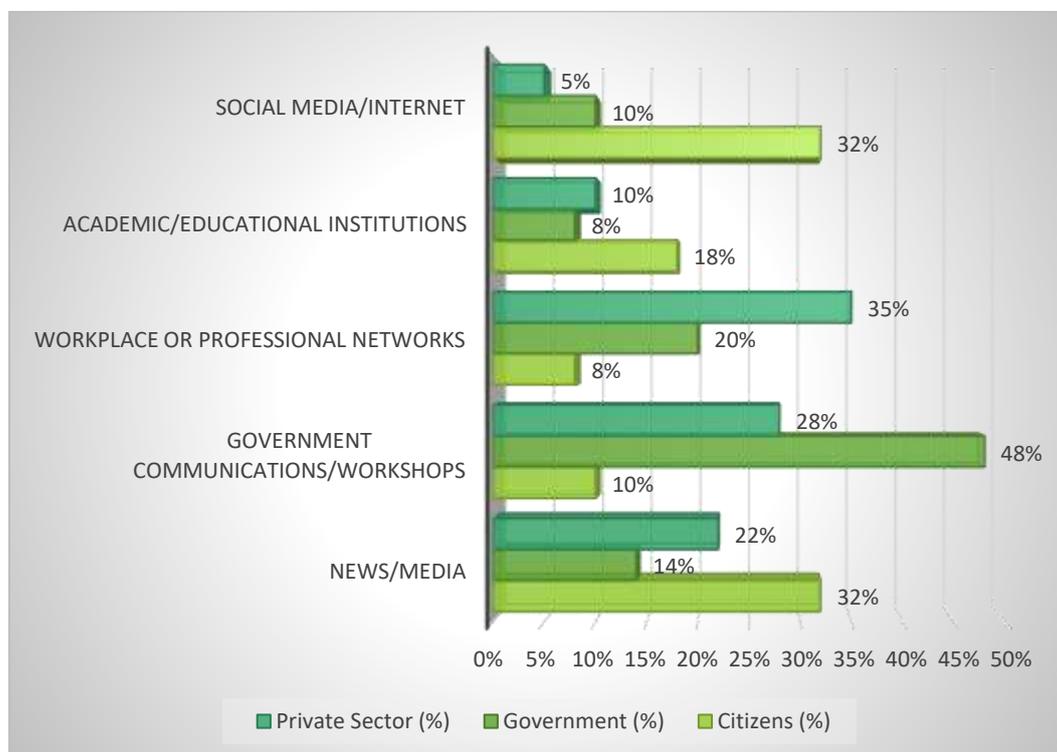


Figure 2: Sources of Awareness

The table shows that news/media and social media/internet are the main ways that people learn about things (32% each). This shows how important mass and digital communication channels are for reaching out to the public. Government stakeholders mostly depend on official communications and workshops (48%), indicating an organized and formal approach to information transmission inside organizations. The commercial sector, on the other hand, relies mostly on workplace and professional networks (35%), followed by government communications (28%). This shows how important professional participation and collaboration are for raising awareness.

Table 3: Perceptions of Benefits by Stakeholder

Perceived Benefits	Citizens (%)	Government (%)	Private Sector (%)
Improved Quality of Services	54%	78%	72%
Cost Efficiency	28%	62%	80%
Innovation and Technology Integration	32%	69%	85%
Faster Implementation	21%	53%	65%

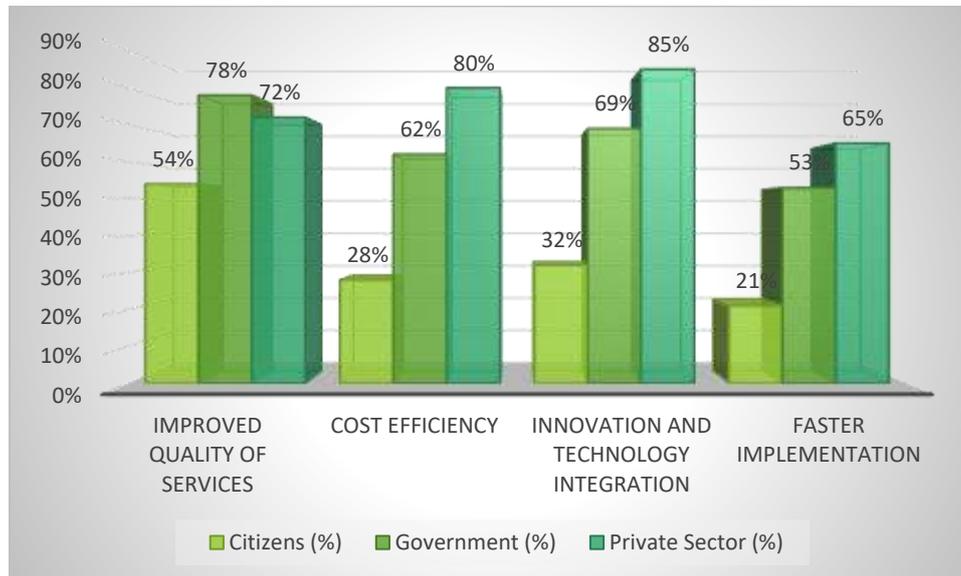


Figure 3: Perceptions of Benefits by Stakeholder

The table demonstrates that all stakeholder groups see PPPs in e-governance favourably, albeit the degree to which they perceive this benefit differs. Stakeholders in government significantly link PPPs to better service quality (78%), which is a reflection of administrative efficiency improvements. Consistent with their operational and technical responsibilities, the private sector prioritises innovation and integration of technology (85%) and cost efficiency (80%). The majority of citizens notice an increase in service quality (54%), while only a small percentage see savings or quicker rollouts as positive outcomes.

Table 4: One-Way ANOVA for Awareness of PPPs in E-Governance among Stakeholder Groups

Source of Variation	Sum of Squares	Df	Mean Square	F-value	Sig. (p)
Between Groups	38,420.50	2	19,210.25	92.36	0.000*
Within Groups	125,740.30	497	252.99		
Total	164,160.80	499			

Table 4 displays the outcomes of the one-way analysis of variance (ANOVA) that was performed to investigate variations in stakeholder groups' awareness of PPPs in e-governance. At the 5% level of significance, there is a statistically significant difference in awareness levels, as indicated by the estimated F-value of 92.36 with a significance value of $p = 0.000$.

V. Conclusion

The results suggest that different stakeholder groups have different levels of knowledge of public-private partnerships (PPPs) in e-governance. For example, people have lower levels of knowledge than stakeholders from the public and private sectors. The discrepancy between the two groups highlights the need of outreach activities and communication techniques that focus on citizens. Among institutional stakeholders, organised government communications and professional networks have more sway than digital media and news platforms, according to the study of awareness sources. Stakeholders also generally agree that PPPs improve service quality, save money, spur technical innovation, and speed up the rollout of e-governance initiatives. Differentiated policy and communication strategies are crucial, since the one-way ANOVA's statistically significant results confirm the presence of substantial variations in stakeholder awareness.

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