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**ELECTRONIC GOVERNMENT PROCUREMENT:
EFFECTIVENESS OF POLICY
IMPLEMENTATION**

By

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**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Development Administration)
School of Public Administration
National Institute of Development Administration**

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ABSTRACT

Title of Dissertation : Electronic Government Procurement: Effectiveness of Policy Implementation

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Rapid advances in technology and the introduction of Internet have redefined public services, particularly electronic government procurement (E-GP). Government has a plan and strategies to deliver electronic public services to increase efficiency, quality and effectiveness. E-GP plays an essential role in enhancing more transparency, efficiency, and competition in the traditional procurement system. The objectives of this study are to examine factors affecting effectiveness of E-GP implementation in Thailand, and to provide recommendations for improving E-GP implementation.

To achieve these objectives, adopting the concept of policy implementation, MIS implementation, and E-GP implementation in relation to its effectiveness was used to develop a research model. Proposed variables constituting the research model were systematically defined and operationalized. The proposed determinants that affect effectiveness of E-GP implementation include: policy environment, policy objectives, policy resources, implementing agency capacity, and attitude of implementers.

A survey questionnaire was conducted to identify the primary determinants of E-GP implementation effectiveness in Thailand. The target population was government agencies participating in E-GP implementation from both central and provincial administration. Quantitative analysis was conducted through two main statistical techniques of factor analysis and path analysis. Additionally, data from in-depth interview enhances understanding of the research findings.

Results from empirical analysis indicate that policy environment has the highest relationship with effectiveness of E-GP implementation. In essence, high political support, effective law enforcement and the participative role of business sector are critical for enhancing effectiveness in E-GP implementation. The second highest influential effect is policy resources. Operating resources as well as IT capacity are fundamental for effective electronic implementation. In contrast, clarity of policy objectives and attitude of implementers have a very small effect toward E-GP implementation. Unexpectedly, implementing agency capacity has an adverse relationship with effectiveness of E-GP implementation. In essence, transparency is a cause of this negative relationship. This negative influence suggests that the higher the capacity of implementing agency, the lower the transparency. The possible explanation is that when the capacity of implementing agency is high, there may be some techniques that the implementing agency uses for its own benefits, which results in low transparency. On the other hand, if the implementing agency has lower capacity, both leaders and implementers will strictly follow the regulations; this results in high transparency. In addition, effect from policy environment and policy resources has far more influence on effectiveness than other effects at approximately five times. Therefore, in order to implement E-GP effectively, the major concern should be placed on political support, law enforcement, role of business sector, operating resources and IT capacity. Other factors such as clarity of policy objective, implementers' acceptance and capacity of implementing agency are also important but at a lesser level. Furthermore, policy implication and recommendations from this study should not only contribute to policy and MIS implementation study, but also provide challenging directions for future research.

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