

# Opportunities and Challenges in Egovernance

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# Presentation Structure

- E-Government: Definition, scope and delivery models
- Some example of applications with impact on administrative corruption
- What are the critical success factors in implementing e-government?
- Generic problems in governance and where does e-government help?

# E-Governance: Scope and Definition

*E-Governance is a process of reform in the way Governments work, share information, engage citizens and deliver services to external and internal clients for the benefit of both government and the clients that they serve.*

*Governments harnesses information technologies such as Wide Area Networks (WAN), Internet , World Wide Web, and mobile computing reach out to citizens, business, and other arms of the government to:*

*Improve delivery of services to citizens, businesses and employees  
Engage citizens in the process of governance through interaction  
Empower citizens through access to knowledge and information and  
Make the working of the government more efficient and effective*

*Results in enhanced transparency, convenience and empowerment;  
less corruption; revenue growth; and cost reduction*

# How Do Delivery Channels Differ?

- Self use versus assisted by staff
- 24X7 operation versus restricted days and timings
- Services offered by single agency versus multiple agencies from different levels of Government
- Online delivery of one step in a service versus the entire tasks or several steps done in one go
- Location of access point: anywhere through Internet, departmental counters, conveniently located service centers, Internet kiosks

# Different Delivery Models

- Departments going on-line
  - Citizen visit many departments, each one may be more efficient
  - Could be a first step in the absence of high band width network
  - Assisted; restrictive timings, single agency-complete service
- Conveniently located Community Service Centers
  - Assisted counters manned by public/private agencies
  - Services from single/ multiple agencies under one roof: payment, licenses, certificates
  - Larger time window but not 24X7
  - Complete service from all department difficult-bill payments, receive applications
- Self Service through a Portal one stop shop
  - 24X7, multiple agencies, partial service (submit applications)
  - Back end computerization and Integration needed for data sharing
  - High internet penetration; willingness and ability of citizen to use
  - Security and mutual trust (builds with successful outcome)
  - Usage builds up gradually. Adoption rate has to be driven.

# Applications with Impact on Administrative Corruption

- BHOOMI, CARD (registration), e-Seva, SETU
- E-procurement: Mexico, Philippines, Bulgaria, Chile
- Tax collection State Border Check Posts, Gujarat
- Customs on-line: India, Philippines, Jamaica
- OPEN, Seoul Municipality, Ahmedabad, Vijayvada
- Teacher's Transfer in Karnataka
- CVC Web site in India, CRISTAL in Argentina
- Drishtee, nLogue, Gyandoot in India

# Overall Assessment

- Impact not assessed through independent evaluation.
- Limited scope and scale-implemented in few states in 2-3 departments
- Service delivery has become efficient but impact on transparency and corruption is marginal
- Focus on urban areas. Access points in rural areas is a key challenge.
- Largely bottom-up, driven by reformist civil servants. Lack of political support and central coordination.
- Technical sophistication in design varies a great deal. Data sharing, scalability, security have not been adequately addressed.
- Large number of Web sites are not used. Citizens unwilling to engage. Intermediaries are needed.
- Participation and empowerment not enhanced significantly

# E-Seva: Benefits to Citizens

- Many state, central and local govt. services under one roof
- Different ways of payment are possible
  - e-Payments through credit cards on the Internet
  - e-Payments through direct debit mechanism.
  - One check for several bills
- Location convenience with network of different channels
  - 150 services at 45 eSeva centers in Hyderabad; 200 in other towns
  - eSeva counters in banks – assisted by operator
  - AP online kiosks – assisted by operator
  - Access portal directly via Internet, ATM
- Improved service because of competition amongst channels
- Good ambience, courteous service by private contract operators, managed queues through electronic tokens

# Bhoomi: Land Record Computerization

- 20 million records of 6.7 million farmers spread over 9000 villages
- Village Accountant responsible for issue of certificates and mutation
- Certificate issue took 3-30 days and a bribe of Rs 100-2000. Mutation could take up to 2 years (30 days). Encroachment of public land

## Bhoomi on-line kiosks for issue of Record of Tenancy and Rights

- All land records converted to electronic form
- 180 centers where operators issue certificates on-line in 15 minutes for a fee of Rs 15
- Web enabled to provide access in rural areas thru kiosks (pilots)
- *Mutation* request filed on line
- Incisive MIS reports for follow up on mutation
- Improved crop data for insurance claims

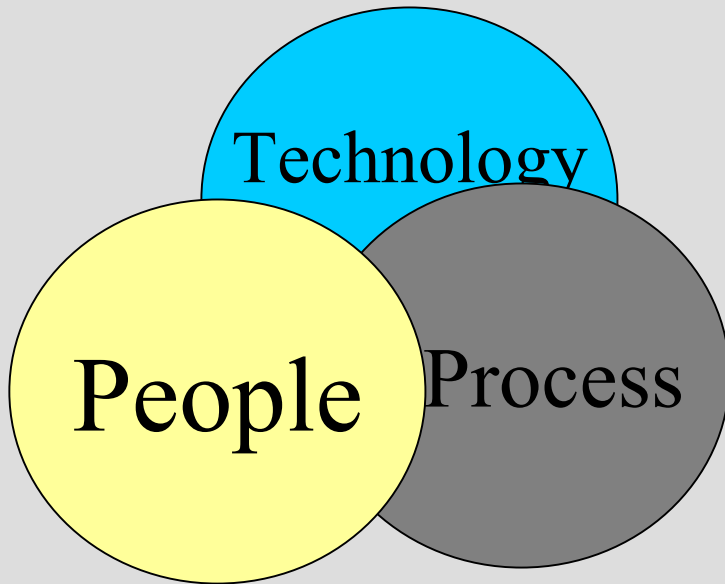
# Report Card on Bhoomi is GOOD

- Survey: 180 users from 12 kiosks and 60 non users 4 taluks
- Ease of Use: **78% of users who had used both systems found Bhoomi simpler; 66% used Bhoomi without help vs. 28% in manual**
- Complexity of Procedures: **80% did not have to meet any one other than at kiosk: In manual 19% met one officer and 61% met 2-4 officials**
- Errors in documents: **Bhoomi 8% vs manual 64%**
- Rectification of errors: **sought correction 93 % vs 49%, timely response 50% vs 4%**
- Cost of service: **84% one visit to Bhoomi center at Taluk HQ**
- Corruption: **66% paid bribes very often vs 3% in Bhoomi**
- Staff behavior: **Bhoomi Good (84%) vs manual Average (63%)**

# Critical Success Factors

- Strong Political and Administrative Leadership , detailed Project Management
- Clearly identified goals and benefits
- Significant Process Reengineering Required
- Start Small, scale up through stages, manage expectations
- Adopt established standards and protocols – minimize customization
- In-source Analysis ; Outsource design, software development, data preparation, training, etc.
- Training Expenses should not be minimized
- Public Private Partnerships

# Enablers of e-Government



- 20 % Technology-  
Must get it right
- 35 % Business Process  
Reengineering
- 40 % Change Management
- 5% Luck !

# Sustainability Risk Factors

- Implementation and use should sustain over long periods and measurable benefits delivered to all stakeholders-need for evaluation
- Frequent changes in administrative leadership. Short tenure of implementers: hurried implementation and/or lack of resources
- Inappropriate definition of project scale and scope.
- Egovernment not implemented in a context of wider change/administrative reform.
- Does not lead to overall cost reduction or value addition
- Close identification of a project with a single champion
- Resistance from vested interests not countered effectively
- Partial automation(back-end not computerized) and automation without reengineering.
- Use of untested fancy technology.
- Egovernment can offer new opportunities for fraud and corruption

# Consequences of Administrative Corruption

- Largest cost is borne by the poor
- Raises cost of doing business for SMEs by 20%
- Irritant to investors, impedes FDI flows
- Loss of revenue to Government
- Disincentive to honest and efficient employees and citizens
- Increases tolerance for corruption; society begins to idolize the wrong attributes
- Petty corruption can be organized to collect funds for politicians
- Petty corruption opportunities lead to bigger corruption in appointments and transfers.

# Administrative Corruption: some generic problems

- Complex rules-need for intermediaries
- Discretion to delay or deny without assigning reasons- speed money
- Incentive for collusion-both parties benefit at the expense of government/society
- Decisions and actions are not traceable. citizens have no access to information
- Lack of supervision in remote areas-problems of decentralization
- Large power distance between civil servants and citizens-afraid to assert and complain
- Poor mechanisms of complaint handling. Documentation is weak for any investigation
- Weak investigation, slow judicial system-small chance of punishment
- Mismatch in demand and supply—health and education

# Egovernment-How does it help

- Introduces transparency in data, decisions/actions, rules, procedures and performance of Govt. agencies
- Automates processes to take away discretion
- Entry point for simplification of rules and reengineering
- Makes decisions traceable- tracks actions
- Builds accountability- greater access to information through web publishing-role of civil society
- Provides documentation to citizens for follow up
- Introduces competition amongst delivery channels
- Standardized documentation of comments/ objections leads to effective supervision- through comparative indicators
- Centralizes and integrates data for better audit and analysis.
- Enables unbiased sampling for audit purposes

# Reasons for Marginal Impact on Corruption

- Privileged citizen seldom experience poor service
- Lack of motivation at the top to root out corruption
- Weak monitoring and supervision
- eGovernment can not be the only tool. Needs to be implemented in a context of multi-pronged action
- Processes not reengineered adequately-continued lack of transparency
- Insufficient education and awareness of citizens
- Inadequate complaint handling mechanisms

