Enabling E-Government in Developing Countries: From Vision to Implementation

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Presentation Structure

• E-Government: different perceptions and delivery models
• Cases resulting in multiple benefits: improved service delivery; reduced corruption; increased transparency; increased revenue; cost reduction; and empowerment.
• What are the critical success factors in implementing e-government?
• How can multilateral and bilateral aid agencies help?
E-Government: Scope and Definition

E-Government is the application of the tools and techniques of eCommerce to the business of government for the benefit of both government and the citizens and businesses that they serve.

E-Government would imply the use of information technologies such as Wide Area Networks (WAN), Internet, World Wide Web, and mobile computing by government agencies to reach out to citizens, business, and other arms of the government to:

- Improve delivery of services to citizens
- Improve interface with business and industry
- Empower citizens through access to knowledge and information and
- Make the working of the government more efficient and effective

The resulting benefits could be more transparency, greater convenience, less corruption, revenue growth, and cost reduction
Different Views of E-Government

- Improving service delivery: reduce corruption, enhance convenience: Departments with regulatory function have moved but developmental agencies are slow
- Making private sector more competitive by reducing cost of transacting with the Government: Tax collection and e-procurement are popular
- Providing multiple channels of service delivery to citizens and ensuring citizen engagement.
Different Delivery Models

• Departments going on-line
  – Greater departmental ownership: significant re-engineering possible
  – Citizen visit many departments, each one may be more efficient
  – Could be a first step in the absence of high band width network

• Conveniently located Service Centers
  – Counters manned by public/private agencies
  – Multiple services at each location: payment, licenses, certificates
  – Can quickly move traffic from departments to service centers
  – Requires significant coordination

• Self Service through a Portal one stop shop
  – 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.
  – Requires strong centralized leadership for extensive co-ordination
Welcome to the World Bank's E-Government website. E-Government refers to the use of information and communications technologies to improve the efficiency, effectiveness, transparency and accountability of government. (Click here for a more complete definition.) Several studies of E-Government are available. However, to date, most examples of E-Government are drawn from high-income countries. This site focuses primarily on E-Government applications in less developed nations.

As a source of ideas and learning, the site presents a broad array of structured case studies, each assessing government strategies and experience in adopting (and adapting) these technologies as instruments for improved governance. To access any of these case studies, simply click on the desired subject heading below. Please contact us if you have a suggestion for additional material or other improvements to the site.

**GOAL**

- Improved Service Delivery to Citizens
- Anticorruption & Transparency
- Greater Efficiency through
- Empowerment through Information
- Efficient Transactions with the Private Sector

**New! Seminar Series on E-Government**

**Estonia: A Model Wired Society?**
Some Successful E-Government Applications from Developing Countries

- CARD in AP, BHOO MI in Karnataka, India
- Citizen Service Center (mobile), Bahia, Brazil
- E-procurement: Mexico, Philippines, Bulgaria, Chile
- New Business Registration: Jordan, Jamaica, China
- Tax collection State Border Check Posts, Gujarat
- Income Tax on-line in Singapore, Brazil, Jordan
- Customs on-line: India, Philippines, Jamaica
- OPEN, Seoul Municipality, VOICE in Vijayvada
- Gyandoot in Rural India
Land Record Computerization
Bhoomi, Karnataka, India

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

• 180 centers where operators issue certificates on-line for a fee of Rs 15 (30cents)
• Mutation request filed on line
• Touch screen on pilot basis for easy access by citizens
• Future plans to Web enable to provide access thru kiosks
• Security thru bio-log in procedure
CARD: Achievements

- Implemented in 214 locations in 15 months
  - Clearly identified goals
  - Training Expenses 10% of total
  - Outsourced Software development, data input, training
  - Detailed Project Management
- Significant Process Reengineering
  - Rules for Property Valuations: more transparency
  - Spot Inspections
  - Amendment of Registration Act: scanned copy is legally valid
- Registration in one hour instead of 10 days
- Encumbrance certificate in 15 mts from 7 days
- Intermediaries still exist: Public Awareness
Customs on-line

- Reengineered process to a work flow environment
- No contact between CHA and Officers
- Reduction in Processing Time
- Micro Monitoring of Processing Delays
- Increased Transparency: objections documented
- Selective (data based) inspection
- Early Collection of Dues and Payment
- Policy Formulation Through Flexible Analysis of Data at Customs Board and Finance Ministry
- Exchange Of Electronic Documents With Banks
Chile: E-Procurement System

- Operated by private sector
- Suppliers register-4000 in 75 areas
- 18% of Public agency procurement handled
- Automatic e-mail to all companies
- On-line Info: contact detail, who won, ratings, historical data on procurement
- Meant centralization, standardization, and redefinition of role of central agency
Gujarat Border Check Post

- 10 check posts, 128,000 vehicles per day
- 70-80% Trucks are overloaded
- Video Camera captures registration number
- Convert and access a central data base
- Electronic weigh bridge-issue demand note
- Stored value card for payment
- Central monitoring through video cameras
- Tax revenue has gone up 3 times and corruption has been reduced
Gyandoot: Main Features

• An Intranet that connects 40 rural cyber cafes Soochanalayas. The Intranet is also linked to the Internet (www.gyandoot.net)
• Soochanalaya (19 private+ 21 Panchayat) provides services to about 10 to 15 Gram Panchayats, 20 to 30 villages, 20,000 to 30,000 population. The Soochanalayas are located on the roadside of the central villages where people normally travel. All together they serve a population of over half a million.
• Nearly 35 Services Provided
  – Commodity marketing information services, examination results
  – Applying for a copy of land records, driving license, caste certificate
  – Filing a complaint, Hindi e-mail
• Major problem of power and reliable connectivity and band width
• Sustaining the momentum after the transfer of the initiator.
<table>
<thead>
<tr>
<th>Type of Information being made transparent</th>
<th>Resulting benefits</th>
</tr>
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<tbody>
<tr>
<td>Rules and procedure governing services; public officials responsible for different tasks; citizen’s charter; Enhancing citizen’s exposure</td>
<td>Standardizes procedures for delivery of service. Reduces arbitrariness, e.g. demand for additional documents</td>
</tr>
<tr>
<td>Information about decisions and actions of government functionaries: outcome and process e.g. award of contracts and license, allocation of resources.</td>
<td>Exposure of corruption and improved accountability</td>
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<tr>
<td>Data about individual entities in Government records such as land records, comments on application for license, bill of entry for goods, status of tax payments.</td>
<td>Exposure of manipulation for exchange of bribe and corruption</td>
</tr>
<tr>
<td>Information on performance of economy: Statistical employment, income, trade etc. Performance indicator for Government departments</td>
<td>Civic engagement in governance Greater accountability</td>
</tr>
<tr>
<td>Names of citizens with large outstanding loans, taxes; civil servants under investigation or convicted, index of corruption, performance of investigating agencies.</td>
<td>A kind of punishment for the corrupt through public exposure</td>
</tr>
<tr>
<td>Disclosure of assets, income, profile of election candidates, elected representatives, ministers and civil servants</td>
<td>Creates disincentive for corruption by creating fear of exposure</td>
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Critical Success Factors

- Clearly identified goals and benefits
- Significant Process Reengineering Required
- Start Small, move gradually through stages – manage expectations well – credibility is key.
- Adopt established standards and protocols – minimize customization
- In-source Analysis ; Outsource design, software development, data preparation, training, etc.
- Training Expenses should not be minimized
- Strong Political and Administrative Leadership, detailed Project Management
Enablers of e-Government

- 20% Technology
- 35% Business Process Reengineering
- 40% Change Management
- 5% Luck!
Organization for Implementing E-government

- A champion at the political level
- Ministerial level co-ordination committees
- A central support group
- Departmental Champions and co-ordination committee
- Institution for Training
- Private sector partners
Some Questions for which Countries Are Seeking Answers

• Approach: centrally driven versus departmental initiative?
• Role, mandate, size of a central support agency. Where should it be created?
• Size of Budget allocations
• Who can help (partnership with private sector: multi national/local/one or many partners, partnering arrangement) in developing strategy, producing guidelines for design, reengineer processes, develop software and training.
• How can progress be measured?
Role of the Central Support Group

- Assessing and enhancing preparedness
- Developing a strategy and implementation plan
- Resources for re-engineering, application development and change management
- Guidelines, standards and best practices
- Developing public private partnership
- Identifying departmental champions
- Monitoring progress and impact
- Overseeing a few key projects
Training and Awareness Building

- Training programs for Project leaders who can define project deliverables, deal (negotiate) with consultants and vendors and manage an outsourced development process
- Training of clerical staff on specific applications (developers)
- Awareness in citizens of on-line services and how to transact on Portals
- Training of supervisors and managers on using information
- Awareness in senior civil servants and political executives-benefits of Egovernment and effort needed
Specific Areas of Technical Assistance

• Assessing E-Government readiness
• Developing a strategy outlining an application portfolio.
• Assessing impact of E-government applications
• Design and building of secure data networks
• Re-engineering administrative processes and re-organization of information ownership and flows to promote sharing across departments
• Setting up certification authority, payment gateways and an enabling e-commerce legislation
• Sourcing packaged solution for generic applications like e-procurement, on-line portals, Customs and VAT.
• Software development, implementation and change management
In Summary

- E-Government can advance the agenda on Governance and fiscal reform, transparency, anti-corruption, empowerment and poverty reduction
- Potential is recognized but Implementation is difficult
- Pioneers have shown that gains can be real
- Challenge is to promote wide spread use