e-Government – Delivering Services to the Information Society

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**Government/eGovernment?**

Major policy goals of Government / e-Government:

1. **The search for savings**: dynamic, productivity-driven and value for money concept and set of institutions (‘more for less’)
   
   *user as tax-payer (e-Government)*

2. **The search for quality services**: inter-active, user-centred, individualisable, inclusive services, maximising fulfilment and security

   *user as consumer (Electronic Public Services- EPS)*

3. **The search for good governance**: open, transparent, accountable, flexible, democratic

   *user as citizen and voter (e-democracy)*
**e-Government - Definition**

The Gartner Group Definition
“the continuous optimization of service delivery, constituency participation, and governance by transforming internal and external relationships through technology, the Internet, and new media.”

OECD Definition
“e-governance is the application of information & communication technologies to transform the efficiency, effectiveness, transparency and accountability of informational & transactional exchanges with in government, between govt. & govt. agencies of National, State, Municipal & Local levels, citizen & businesses, and to empower citizens through access & use of information”
e-Government – Key Service Sectors

- Government to Government (G2G)
  - Inter-intra agency coordination through technology
  - Back office automation
  - Interoperability and standards
- Government to Employee (G2E)
- Government to Business (G2B)
  - Business services (example MCA 21)
  - e-Government Procurement (e-GP)
  - Single Window online licensing systems
- Government to Citizens (G2C)
  - Electronic Public Services (EPS)
e-Government Actors

Cost-efficiency and effectiveness

Governments

Citizens
Unions
CSOs
NGOs
Private sector organisations
Public Service Providers

Intermediaries & Mediators

The public:
Citizen and consumer
Diversity of needs
Empowerment

Businesses
Reduce transaction cost
Competitiveness

Creation of knowledge based public value

Final users
e-Government development cycle

- widespread adoption of the technology
- driven by business need and new technology opportunities
- decentralisation of strategy and resources
- seems like a good idea ...
- pilot implementations

Rate of Technology Diffusion into Govt and Service Impact

Initiation

Contagion

Interoperability

Data Sharing

Control

Maturity

Indian e-Government development status

Adapted from the Stages of Growth model of Dr R Nolan, HBR 1974
The Challenge....

e-Government calls for strong leadership at all levels, political and administrative to govern and manage the change.

A complex set of knowledge and skills is required for eGovernment beyond simply technical matters.

The strategic need is to embed these skills pervasively across the public service officers and agencies.
Essential skills for dealing with e-Government Processes (1)

Skills

**Information Technology**
- Basic IT literacy
- Specialist IT skills

**Information management**
- Internal information management
- External information management
- Privacy protection
- Feedback mechanisms

Needed by

- All employees, managers and IT specialist
- Managers and IM specialists

Source: OECD
Essential skills for dealing with e-Government Processes (2)

**Skills**

**Information Society**
- Understand capabilities of ICT
- Ability to evaluate trends
- Foresee ICT's impact on organisational culture
- Ability to set ICT strategy

**Management/Business**
- Organisational change
- Risk management
- Accountability frameworks
- Financing arrangements
- Co-operation and collaboration
- Public-private partnerships

**Needed by**

Managers

Source: OECD
Major Strategic Areas in e-Government

- Government process re-engineering
- Meeting user needs and expectations
- Managing change and human resources
- Technology Deployment
- Socio-economic drivers of change
- Service delivery
- Access for all
- Institutional and legal structures
- e-Governance and e-Democracy
Reengineering Government Processes

GPR (1) -- internal

Traditional government

Citizens and Businesses

Office A
Office B
Office C
Office D
GPR (2) -- internal

Front-office re-engineering

Citizens and businesses

Front office

Office A
Office B
Office C
Office D
GPR (3) -- internal

Back-office re-engineering

Citizens and businesses

Function A

Front office

Function C

Function B

Function D
GPR (4) -- internal

Total re-engineering

Citizens and businesses

Front office

Back office

Citizens and businesses
GPR (5) -- between back-offices / agencies

Vertical integration

Between government levels:
- international
- national/federal
- regional
- local
- community

e.g. integration of single government functions like admin, health, education, etc.

Both vertical and horizontal integration = tailored and joined-up government for:
-- citizens e.g. life events
-- business e.g. discrete activities
-- targeted at specific user groups

Horizontal integration

Between different government departments or agencies, including with non-government actors, such as the private sectors (in PPPs) and the third sector such as NGOs.

e.g. integration of multiple government functions in one place or between places at same level (cross border)
Success factors for e-Government Initiatives – Service levels

- **Service design**
  - user focus and stakeholder involvement
  - user-friendly features
  - multi-channel access and services

- **User support**
  - help-desk and user training
  - direct user feedback

- **Marketing and take-up**
  - marketing and publicity
  - incentives and maximising take-up
  - use of ‘multipliers’ and intermediaries
Success factors - Managing change and human resources

- Management and decision-making
  - change management and decision-making
  - corporate commitment
  - tools and teamwork
- The locus of pressure for change
  - from users and staff
  - from business
  - from the responsible agency
- Public-private partnerships
- Phased implementation approach
- Human resources
  - changing roles and skills of staff
  - staff flexibility
  - staff training
Success factors - Technology (1)

Citizens need to have ICT which is:

- useful, user friendly, accessible and affordable
- ambient, intelligent and generally unobtrusive
- designed to meet specific and different needs, e.g. by:
  - enabling users to actively self personalise
  - enabling users’ electronic agents to undertake personalisation
  - building eServices which can learn (e.g. through neural processing) how the user uses the service and personalise it on a on-going basis (the user learns together with the system and get personalised support)

Government needs to adopt:

- interoperability, open standards and scalability
- multiple access platforms
- multiple languages
- a balance between customised large scale turn-key solutions with outsourced and decentralised solutions
- an approach which customises a standard product rather than builds a bespoke solution
Success factors - Technology (2)

- Standards and interoperability
  - standards for interoperability
  - interoperability and transferability
  - legacy technology
- Identity management
  - digital signature and PKI
  - alternative forms of identity management
- On-line payments
- Data security
Success factors - Service delivery and access for all

- Complementarity of different delivery channels
- Citizen and business ‘life events’ or target groups
- Principal of access and affordability for all
- Social and economic divides now being compounded by digital divide??
- Development Orientation of e-Government Programs rather than a mere focus on eps
Success Factors - Institutional and Legal Structures

- Legal and regulatory conditions
- Pressure from legal changes
- Cultural and institutional dependencies
Moving forward...

- There needs to be a transformation of government to prioritise the production and distribution of public goods (‘content’) rather than public administration (‘control’), with a re-vitalised public service ethic and high skill, high value staff.

- Down-sizing and centralisation of the back office (control), even up to national and international levels:
  - open technical platforms, interoperability, standardisation, comprehensive security systems, integrated processes, shared databases, economies of scale and scope, based on KM principles, CRM -- middle office, shared service centres

- Up-sizing and de-centralisation of the front office (content) to provide high quality, simple, localised, personalised, services:
  - grounded in local situations, responding to the large variety of individual needs of both users and government, and respecting and promoting democracy at all levels -- the subsidiarity principle writ large...

- (R)e-balancing -- freeing up and redeploying resources

- Let the technology do what it does best -- let people do what they do best....
On-going visions

- Focus on what citizens and business really want, rather than the machinations of existing government structures and systems

- Focus on using new technology as a tool to support services and governance, i.e. enable people to do what they do best (e.g. provide “warm” human services) and enable technology to do what it does best (e.g. provide effective and efficient data, information and communication systems)

- Develop and re-vitalise the existing European public service ethic into one suitable for the information society and knowledge economy. This would include recognising that government can learn from business, and vice versa, but that there is a unique European way to e-government which combines both economic efficiency as well as social cohesion and access for all.

- What we think of as e-government today will become (just) government within ten years – i.e. all of government will use and become “e”.

- In the same way that “e-business” is migrating to “k-business”, so “e-government” will migrate to “k-government” in the sense that the technology will become unremarkably ubiquitous (the norm) and intelligent services will be provided by intelligent government

- Develop “me”-government, i.e. personalised, intelligent government, based on knowledge management, artificial intelligence and ubiquitous, ambient technology. Anytime, anywhere, any service, on the user’s own terms.
Bureaucratic government
No measurement of results.
Rewards based on other factors:
* longevity
* size of budget
* level of authority
* who you know

Employees protect their jobs
and empires pursuing larger
budgets, more staff and greater
power.

‘Best practice’ government
Based on benchmarks,
measurement, comparison
against the ideal:
* ROI
* league tables
* do more with less
* lean government
* business models
* internal pricing
* internal markets

Employees subject to
efficiency and ‘transparency’
initiatives, performance
measurement, etc.

Focus of NeGP ??

Networked, learning
government
Based on appropriate balance
between top-down and
bottom-up
* networked and local
* ‘joined-up’
* ‘learning practice’
* knowledge management
* knowledge creation
* flexible and responsive
* focus on public value
* focus on supporting social
and economic development
* responsive to changing needs
(ageing, immigration, SMEs,
lifestyles, etc.)
* focus on intelligent content
(rather than control)
* personalised

Employees most valuable
asset, supported by ICT and
knowledge tools.

India in 2020?
National e-Governance Plan (NeGP) of India

• Backdrop
  - PM’s announcement (15th August, 2002)
  - PM’s statement at NDC (December, 2002)
  - Empowered SC of NDC (March, 2003)
  - Priority agenda approved by Cabinet (September, 2003)
  - E-Government action plan approved by the cabinet along with the budget component (June 2006)
  - Implementation of Key MMPs (2007 – 2009)
National e-Governance Plan (NeGP)

- **Vision**
  - "Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man"
(NeGP) – Strategy Setting for implementation

- National e-Governance Advisory Board (Chairman MCIT)
- Working Group (Chairman Secy DIT)
- Programme Secretariat
- Program Management Unit
- DIT
- Cabinet Committee
- Apex Committee
- Expenditure Finance Committee
- Project Approval
- Programme Monitoring
- Project Owners (Central Line Ministries / State Government)
- Sub-Program Committees
- Project Committees
### NeGP – Mission Mode Projects (MMPs)

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**Program Components**

- **Core Policies**
- **Core Infrastructure**
- **Support Infrastructure**
- **Integrated Services**
  - Technical Assistance
  - HRD & Training
- **Awareness and Assessment**
  - Organization Structures
  - R&D
NeGP Projects and components
Key Projects initiated under NeGP

- The NeGP has prioritized 10 state sector applications for implementation of e-governance and improving service delivery. In addition, the Apex Committee in its recent meeting has also taken an in principle decision to include E District as a State MMP. Under the NeGP, each state has also been given the flexibility to add five projects of high relevance in the state. Each project would need to be formulated with targeted service levels, identified milestones with definite timelines. A properly formulated and documented project proposal formally approved by the competent authority is an essential first step.
Key NeGP Projects - Infrastructure

- **Service Delivery Infrastructure**
  - **Common Services Centre (CSC)**
    - Establishment of 100,000+ Common Service Centres predominantly in the 600,000 villages of the country, with an equitable geographical spread, is proposed. These centers would enable rural citizens to access the various e-government & private e-services. Setting up such a huge delivery mechanism requires unprecedented network and application/data support;

- **State Wide Area Networks (SWAN)**
  - State Wide Area Networks are being setup to provide 2 Mbps connectivity up to block level with provision for wireless connectivity from the block level to the village level;

- **State Data Centers (SDC)**
  - State Data Centers form the third pillar of the plan. Call centers are also planned to make use of the opportunity to use pervasive mobile and fixed line telephone communications wherever feasible for delivery of some services;

- *The responsibility for creating the infrastructure is with DIT, Government of India in coordination with the state government DITs*
Key NeGP Projects - Infrastructure

- **Multipurpose National ID Card/ UID**
  - The Planning Commission has advised the DIT to put in place a Unique ID scheme in the country. The UID scheme would assign a Unique ID to every resident in the country and will be put in place by March, 2007. The scheme is being implemented by the DIT under the supervision of the Planning Commission in consultation with MHA, Registrar General of Census of India, Ministry of Rural Development and Ministry of Finance. The UID will form the core database for delivery of all citizen-centric e-governance services, particularly the economic benefit programmes of Government targeted at BPL families. The major responsibility for maintaining this database would rest with the state governments. Implementation has commenced and detailed operational procedures and other necessary arrangements are being worked out.
Status of Mission Mode Projects

• Agriculture
  - Information to farmers on seeds, fertilizers, pesticides.
  - Information to farmers on Govt. Schemes.
  - Information to farmers on Soil recommendations.
  - Information on crop management.
  - Information on weather and marketing of agriculture produce.
  - Budget – USD 100 million

• Agencies Involved
  - Ministry of agriculture, NIC, DIT

• Current Status
  - The work has already started in association with The World Bank
Status of key MMPs – Land records

- Services
  - Issue of copy of records of right
  - Crop irrigation and soil details
  - Filing and tracking of status of mutation cases
  - Availability and submission of forms

- Agencies Involved
  - DIT, Department of land revenue at state governments, NIC

- Current Status
  - Implemented in 5 states
Status of key MMPs – Municipality MMP

- **Services**
  - Registration and issue of birth and death certificate
  - Payment of property tax, Utility Bills and Management of Utilities that come under ULBs
    - Property Tax
    - Water Supply and other Utilities
  - Grievances and suggestions
  - Building plan approvals
  - Procurement and monitoring of projects
    - E-procurement
    - Project/ward works
  - Heath program
    - Licenses
    - Solid Waste Management

- **Agencies Involved**
  - DIT, Ministry of UD, NIC
Status of key MMPs – e-Panchayat

- **Services**
  - Issue of Trade Licenses and NoC
  - House Related Services
  - Certificate of Birth and Death, Income and Solvency
  - Dissemination of Internal Process of Panchayats – agenda, voting, resolution
  - Copy of Proceedings of Gram Sabha and Action Taken Report
  - Receipt of Funds / Progress Report
  - Dissemination of Data – BPL, PF for Landless Agricultural Laborers, education, Health facilities & status
  - Digitization of the Village Infrastructure on a Map

- **Agencies Involved**
  - DIT, Ministry of RD, Ministry of Panchayati Raj
Status of Key MMPs

● Other MMPs
  - e-Courts
  - CIPA (Common Integrated Police Application)
  - MCA 21
  - e-Procurement
  - National Portal for e-Governance
  - Online application submission under RTI
  - e-Treasury
  - e-Biz
Q & A

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