Introduction to e-Governance & Digital India
Agenda

- Define Government Goals and Objectives.
- Explain the need for Transformation in Government.
- Describe e-Government and e-Governance.
- Discuss the key objectives and benefits of e-Governance implementation.
- Identify the challenges in e-Governance implementations.
Government’s Goals and Objectives

In order to enhance governance, Governments across the world has been embracing the following goals and objectives:

- **Service Orientation** – To make government more customer-friendly and service-conscious. Instead of being government agency centric, move towards citizen-centric.

- **Productivity Enhancement** – Trying to be more efficient, to provide more services without having the need to increase taxes. Review of key processes, eliminating and streamlining wherever possible.

- **Market Alignment** – Assumption is that public sector organization would be more efficient and effective if it were more like a private sector entity: use of market-style strategies and incentives to drive public policy, privatization.

- **Decentralization** – Breaking up the bureaucracy, empowering smaller agencies.

- **Separation of Policymaking an Service Delivery** – Eliminates a potential conflict on intentions and improves policymaking and monitoring. Easier to make the service delivery part more efficient.
Government’s Goals and Objectives

- **Accountability** – Shift in focus from processes and structures to outputs and outcomes; accountable to citizens and the public.

- **Sustainability** – Focus on long term sustainability of initiatives rather than quick fixes and populist measures.

- **Transparency** - Making government more accountable by making its operations more transparent and thus reducing the opportunities for corruption.

- **Inclusive development** - Providing development opportunities for all sections of society, especially benefiting rural and traditionally underserved communities.
Need for Transformation in Government (1/2)

- Greater awareness
- Better access to information
- Expectations of better service levels
- Changing demographic trends (young population)
- Heightened Media and social activism
- Reduced budgets
- Difficulty in funding by increasing taxes
- Need to attract investment
- Efficiency of public sector – key determinant
- Millennium Development Goals
- Disinvestment policy
- NeGP-Digital India
- Demonetization
Issue

- 40 interactions
- 8 departments
- 50 interactions
- 10 departments
- 40 interactions
- 8 departments
- 120 interactions
- 20 departments
- 500+ interactions
- 100 departments

Can we streamline these interactions & enhance National Productivity?
Need for Transformation in Government (2/2)

Growing citizen and market expectation

- The need to become more citizen-focused
- Demonstrate higher quality front-line service
- New channels to access information and advice
- New delivery partners
- Rationalise back-office functions
- Public Private Partnerships
- Demonstrate better value for money
- Improved citizen choice
- Services targeted at particular citizen segments
- Lower cost and much greater efficiency

Citizen and Market Expectations
Shift from Vicious Cycle to Virtuous Cycle

VICIOUS CIRCLE

High costs and poor citizen outcomes

Focus on adding further complexity to drive improvement (doing things better and faster)

System Complexity

Inefficient service delivery and high system costs

Customer engage multiple times and do not receive the outcomes they need

VIRTUOUS CIRCLE

Lower costs and improved customer outcomes

Citizen receive ‘right first time’, tailored, sustainable outcomes

Reduced system complexity

Costs are minimised because system inefficiencies are stripped out
Technology as an Enabler in Government Reforms

ICTs have been an integral part of many public sector reform agendas and have helped governments successfully in:

- Increasing convenience to the citizens in availing government services
- Increasing speed and quality of service delivery
- Citizen empowerment through access to information and transparency in service delivery
- Reduce corruption
- Cost reduction and revenue growth for government
- Improve compliance with government regulations

e-Governance uses Technology as a tool for reforming government
What is your Understanding of e-Governance?

Your definitions and understanding…..
Why e-Government?

- "It's hype"
- "Everyone else is doing it, so it's probably important and useful"
- "We don't want to fall behind all others"
- "We think it will provide faster, more convenient government services"
- "We think it will reduce costs for individuals and businesses to deal with government"
- "To reduce corruption and fight poverty"
- "We think it will reduce costs for government (reduced data entry costs, lower error rates)"
- "We think it will improve democratic process"
- "We need to reach out to a broader part of population"
- "We think it's a tool for transformation of public administration from bureaucracy to service provider"
What is e-Government?

Definitions (Planning Commission):

- It is the **transformation** of government to provide **Efficient, Convenient & Transparent** Services to the **Citizens & Businesses** through Information & Communication Technologies.

- e-Government is the transformation of public sector internal and external relationship through Internet-enabled operations, information and communication technology in order to optimize government service delivery and governance.

- e-Governance or ‘electronic governance’ is basically the application of Information and Communications Technology to the processes of Government functioning in order to bring about ‘Simple, Moral, Accountable, Responsive and Transparent’ (SMART) governance*

What is e-Government?

Definitions (International Agencies):

- **World Bank** defines as: “e-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.”

- **UNESCO** defines it as: “Governance refers to the exercise of political, economic and administrative authority in the management of a country’s affairs, including citizens’ articulation of their interests and exercise of their legal rights and obligations. e-Governance may be understood as the performance of this governance via the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities.”

*Source: [http://go.worldbank.org/M1JHE0Z280](http://go.worldbank.org/M1JHE0Z280) (extracted on 18.08.2008)

Key Elements of e-Governance

Watch out for the four key business imperatives of e-Government:

- Application of Information and Communication Technology and use of electronic delivery channels (e.g. Internet)
- Delivers key and tangible business benefits (e.g. enhances revenues)
- Involves new operational framework (e.g. processes & organization)
- Fosters efficient and effective communication internally and externally

e-Governance is not about the tool (Technology), but about the good governance made possible by using these tools effectively
What is NOT e-Governance

- e-Government is not about ‘e’
  but about government!
- e-Government is not about Computers & Websites
  but about citizens & businesses!
- e-Government is not about translating processes
  but about transforming processes!
e-Governance in Government Service Delivery

- Government Ministries & departments
- Number of government agencies
- State Corporations

- Hundreds of services
- One-to-one & silo based interactions
- Lack of integrated view of customer (citizen)
- Redundancy in information, people, processes & systems
- Redundant investments
- Lack of customer centricity....
Government Service Categories

- **G2C (Government to Citizen)**: deals with the relationship between government and citizens. G2C allows citizens to access government information and services instantly, conveniently, from everywhere, by use of multiple channels.

- **G2B (Government to Business)**: consists of e-interactions between government and the private sector. The opportunity to conduct online transactions with government reduces red tape and simplifies regulatory processes, therefore helping businesses to become more competitive.

- **G2G (Government to Government)**: Governments depend on other levels of government within the state to effectively deliver services and allocate responsibilities. In promoting citizen-centric service, a single access point to government is the ultimate goal, for which cooperation among different governmental departments and agencies is necessary. G2G facilitates the sharing of databases, resources and capabilities, enhancing the efficiency and effectiveness of processes.

- **G2E (Government to Employees)**: deals with the relationship between the Government and its employees
Examples of G2C Services

- Birth Certificate
- Health Care
- School Admission
- Scholarships
- e-Learning
- Examination Results
- Employment Services
- Vehicle Registration
- Driver's License
- Passport/Visa
- Agriculture
- Land Record
- Property Registration
- Marriage Certificates
- Taxes
- Utility Services
- Municipality Services
- Pensions
- Insurance
- Health Care

... from cradle to grave
Examples of G2B Services

- Approvals
- Permissions

- Returns
- Taxes
- Permits
- Compliance

- Approvals
- Compliance

- Approvals
- Permissions

- Project Profiles
- Infrastructure
- State Support

- Start-up
- Explore Opportunities
- Operate
- Expand
- Close
Examples of G2G Services

**Human Resources**
- Recruitment
- Training
- Establishment
- e-Learning

- Workplace
- Workflow Automation
- Video Conferencing
- MIS
- Back-office Support
- GIS

- Productivity
- Performance Mgt.
- Budget
- Treasuries
- Planning
- e-Assembly

Enhancing internal functions of government is as important a mandate for e-Governance as is G2C and G2B services
The Four Pillars of e-Governance

e-Governance is a holistic initiative in which Technology is only a pillar
**Benefits from e-Governance**

<table>
<thead>
<tr>
<th>Improving Services</th>
<th>Increasing Operational Efficiencies</th>
<th>Redefining Communities</th>
<th>Improving Policy Formulation</th>
<th>Securing and Protecting Society</th>
<th>Enhancing Economic Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Customer satisfaction</td>
<td>• Increase productivity/morale</td>
<td>• Enable virtual citizen &amp; business communities</td>
<td>• Assimilation and decision support</td>
<td>• Timely information</td>
<td>• Attract investment</td>
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<tr>
<td>• Potential savings</td>
<td>• Share infrastructure cost</td>
<td>• Contributor to economic development</td>
<td>• Information gathering and analysis</td>
<td>• Collaborate and interoperate</td>
<td>• Reduce business burdens</td>
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<tr>
<td>• Efficient interactions</td>
<td>• Improve process/cycle time</td>
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<td>• Enable businesses</td>
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<td>• Develop/attract workforce</td>
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Benefits to Citizens

- Reduced transaction time and elapsed time
- Less number of trips to Government offices
- Expanded time window and convenient access
- Reduced corruption—need for bribes, use of influence
- Transparency—clarity on procedures/documents
- Less uncertainty in estimating time needed
- Fair deal and courteous treatment
- Less error prone, reduced cost of recovery
- Empowered to challenge action—greater accountability
- Levy of use charges

Generations will “go on-line rather than stand in-line……”
G2C Example: e-Seva

- One-stop-shop for citizen/business services
  - Open 8 am to 8 pm
  - Open 8 am to 3 pm on Holidays
- Over 150 services
  - Any service at any centre, any counter
  - G2C, G2B, B2C services
- Efficient Service
  - 3 to 5 minutes per transaction on non-peak days
  - 20 to 30 min on peak days in some centers
- Good ambience for citizens
  - No more standing in line
- Electronic Queue Management system

- Services delivered through e-Seva
  - Payment of Utilities Bills (electricity, water, telephone..)
  - Receipt of Applications (Passport)
  - Application for certificates (birth & death, encumbrance)
  - Transport department services
  - Ticket reservations
  - Application for Licenses & Permits
Department Oriented to Customer Oriented
e-Governance Evolution Model

- **Information**: Publishing of information/services
- **Interaction**: Two-way transaction between Government and Stakeholders (Citizens, Businesses, Employees)
- **Transaction**: Collaboration between departments and sharing of services/information
- **Transformation**: Seamless services across departments and customized information and services as per citizen’s requirements leading to real-time integration

Role of e-Governance

Enabler

Transformer

Degree of Change to Business

Slide 26
Key Challenges to e-Governance

- **Commitment... Mindset ..... Change...**
- **Processes**
  - Re-engineering
  - Improvement
  - Reforms
  - Optimisation
- **Preparedness**
  - Architecture
  - Standards
  - Technology
  - Components
  - HW, SW, NW
  - Connectivity
- **People**
  - Awareness
  - Capacity Building
  - Training Staff
  - Skill Development
- **Institutional, Administrative, Legal Framework**
Key Challenges to e-Governance

70% of Indian population that lives in villages and the set of challenges in reaching out to them are entirely different. These include:

- Assessment of local needs and customizing e-Governance solutions to meet those needs
- Connectivity
- Content (local content based on local language)
- Building Human Capacities
- e-Commerce
- Sustainability
e-Governance in India – Past Scenario (90’s)

- Establishment of websites for information dissemination – largely static content
- Focus was on data entry/data digitization – focused on MIS generation
- Limited or no data exchange among the offices/locations
- Most systems lead to parallel methods of working – manual and systems based (for data entry)
- Limited or no public interface – systems are largely in the back office
- Systems developed based on individual’s ideas or context specific issues
- Limited success stories (e.g. Railway reservation systems)
Past Scenario (90’s) – Key Challenges

• Limited or no improvement in the administration and service delivery
• Redundant and silo based efforts and investments
• Limited capacities and skill sets
• Not a priority/focus area for government
• Limited or no funding support for IT
• Poor awareness on approach and benefits
Changes in Early 2000

- Increased awareness and focus on IT

- State and Central governments created dedicated institutional structures and teams for incubation of IT in government administration

- IT enablement has seen increased focus in sectors such as Land Records, Property Registration, Tax administration, Transport services..

- Significant investments made in creation of IT infrastructure at government offices – though largely used for back office functions, helped in IT skill sets improvement

- More success stores and increased visibility for e-Governance projects and benefits – created momentum in larger parts of the country

- Increased central government funding for IT adoption (e.g. Horizontal transfer of e-Governance initiatives)
Still Many Challenges Remained

- No ‘substantial’ improvement in the administration and service delivery
- Redundant and silo based efforts and investments continued
- Limited capacities and skill sets
- Lack of environment and approach for sharing learnings and best practices
- Increased success stories – but limited to few locations/states/departments
- Lack of platform for replication of benefits
- Lack of standards and best practices in approach and systems
- Still e-Governance is largely seen as IT enablement/Software Development/IT infrastructure creation

Need of the day was a holistic national level initiative, which came in the form of NeGP. Digital India from 2014
Critical Success Factors for e-Governance

- Strong Political and Administrative Leadership
- Clearly identified goals and benefits
- Significant Process Reengineering Required
- Detailed Project Management
- Ownership by people who are most affected
- Adopt established standards and protocols – minimize customization
- In-source Analysis; Outsource design, software development, data preparation, training, etc.
- Manage change process-unfreeze, move-refreeze
- Invest in training all stakeholders on application and its use
- Explore Public Private Partnership
- Create awareness of how things have changed for clients
- Think Big, start small, evaluate and learn, scale up and evaluate
Guiding Principles for e-Government

- Analysis of Cost-Benefits prior to implementation.
- Stakeholder Satisfaction.
- Unit cost of service lowered where economies of scale achieved.
- Prioritize, Prioritize, Prioritize.
- Pilot First - Implement in waves.
- Changes in HR deployment pattern and improvement in organizational performance.
- Revenue sources funded portal development and maintenance.
- Web technology coexists with other traditional bricks and mortar processes.
- Changes required in **attitudes** and **processes** to realize full potential.
- Risks need to be managed - Financial, Political, Operational and Technology.
- Use of planning and external expertise reduces risks.
Some Lessons from Past Experiences

• e-Government cannot perform as a substitute for governance reform.
• e-Government must address the rural urban divide.
• Manage expectations: e-government is not a magic bullet.
• Translating promises to benefits involves difficult organizational changes.
• There is no “one size fits all” strategy: the context needs to be understood.
• Balance top direction and bottom up initiative.
• Avoid large failures; deliver early results.
• Identify priority interventions that are capable of exploring a country’s competitive advantage, delivering cross-cutting positive impacts.
• Promote partnerships between government, private sector, civil society and donors.
• Avoid technology focus: ensure complementary investment; skills, organizational innovation and incentives are crucial for making technology work.
• Emphasize training and capacity building.
Thank You