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E-Government: A Tool for Promoting Investment and Export Growth

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December 14-15, 2004
BRAC Centre
Dhaka, Bangladesh

Presentation Structure

- Scope and Definition of e-Government
- Some examples of G2B applications
- Critical Success Factors in Implementation
- Case study of eSeva in Andhra Pradesh –one-stop-shop for business and citizens
- Issues in Replication

E-Government: Scope and Definition

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

E-Government harnesses 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

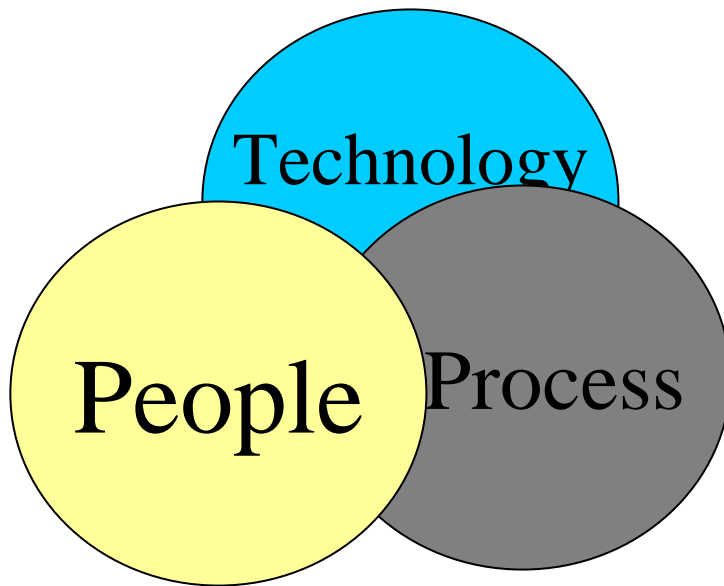
Make the working of the government more efficient and effective

The resulting benefits could be more transparency, greater convenience, less corruption, revenue growth, and cost reduction

Few Successful Applications from Developing Countries

- Property Registration-CARD, Land titling-BHOOMI
- E-procurement: Mexico, Philippines, Bulgaria, Chile, Korea
- New Business Registration: Jordan, Jamaica, China
- Tax collection State Border Check Posts, Gujarat
- Income Tax on-line in Mexico, Singapore, Brazil, Jordan
- Customs on-line: India, Philippines, Jamaica
- OPEN- Seoul Municipality, VOICE in Vijaywada
- SmartGov-Paperless Secretariat in AP
- Argentina: CRISTAL, Financial Disclosure of Officers
- eSeva in Andhra Pradesh-multiple services under one roof

- 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



- 20 % Technology
- 35 % Business Process Reengineering
- 40 % Change Management
- 5% Luck !

- Training for project leaders- define project deliverables, negotiate with vendors and manage outsourced development process (AP CIO Program)
- Training of clerical staff on specific applications
- Awareness in citizens - of online 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 E-Government and effort needed
- Workshops for Media and NGOs on new opportunities of analyzing information from Government Portals

A Case Study of Andhra Pradesh eSeva

Centers were established by AP Government in partnership with private sector to deliver on-line services, such as payments, issue of certificates, application for documents from different agencies of state, local, central government and private sector under one roof.

Each center has a number of counters operated by private contract staff. Counters have computers loaded with menu driven software that can process multiple types of transactions by accessing a Central Web Server which in turn communicates with departmental servers. Departments access and update their data bases when a transaction is performed at an eSeva counter.

- 13 State Government Departments : Water, Power, Municipality, Labor, Road Transport, Education, Police, Urban Development
- 3 Central Government Departments: Telecom, Income Tax Regional Passport Office
- 10 Private Sector Companies: Cellular and fixed telecom, Western Union Money Transfer, Health, Movie Tickets, Couriers
- 132 citizen services are on offer: Payment of utility bills/ taxes; issue of certificates of birth / death; passport application; filing of sales tax returns; Caste and Nativity certificate; purchase of variety of tickets

Delivery Channels in Hyderabad

- 44 eSeva centers
- 20 eSeva counters in bank branches
- Website (<http://www.esevaonline.com>)
- AP Online eSeva kiosks
- ATMs of Andhra Bank
- Door-to-door bill delivery and payments (planned)
- SMS-based services (planned)
 - Billing information
 - Bill payments

Ambience : Traditional Vs eSeva



Performance of eSeva since Inception

Year	No. of transactions	Value of collections (in crores)
2001	289087	33.43
2002	4487646	1004.94
2003	10490666	3869.12
2004*	9243428	1566.86
Total	24510827	6474.35

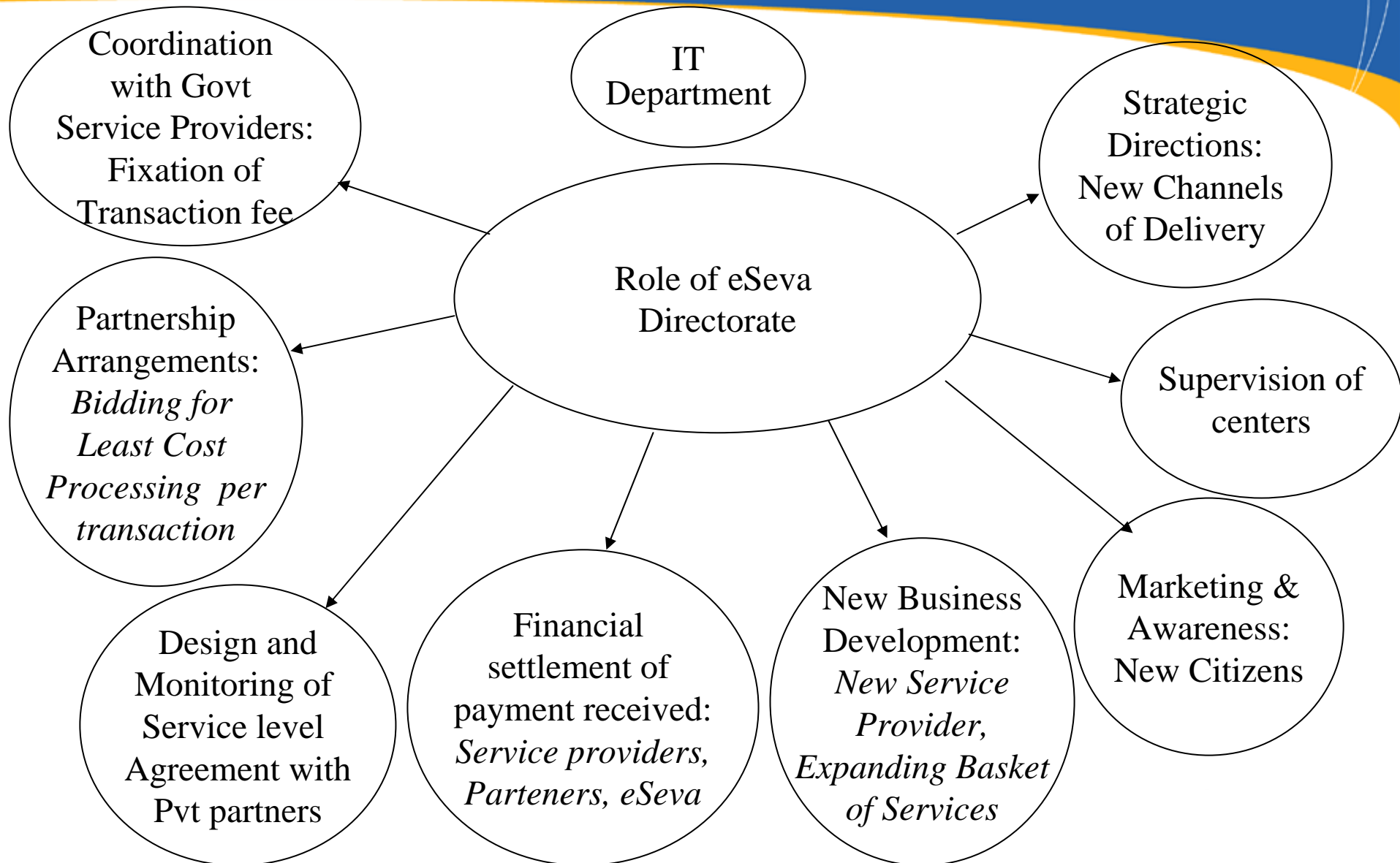
**Partial data*

- Adding services to grow transaction volume – government departments, private service providers
- Adding service centers to enhance convenience and increase volumes
 - eSeva counters in banks – assisted by operator
 - AP online kiosks – assisted by operator
 - Access portal directly via Internet
- Cutting costs –Increasing use of contract staff at centers paid by the banks in return for business
- Expanding into 116 district towns and rural areas
- Enhancing revenues through advertisement
- Many ways of payment:direct debit/credit card/one check

- Strong and visible political support.
 - Helped in persuading key departments from state and central governments to participate.
 - Fee paid by departments could be fixed without adequate analysis
 - eSeva directorate could operate with flexibility
 - Funds for the pilot were made available easily
 - CM reviewed progress every week in the first year
- Use of a Public Private Partnership model
- Robust technical design and reasonable IT infrastructure
- Resistance from vested interest was not strong as corruption was not the key issue in bill collection
- Effective coordination by eSeva Directorate

eSeva Operations

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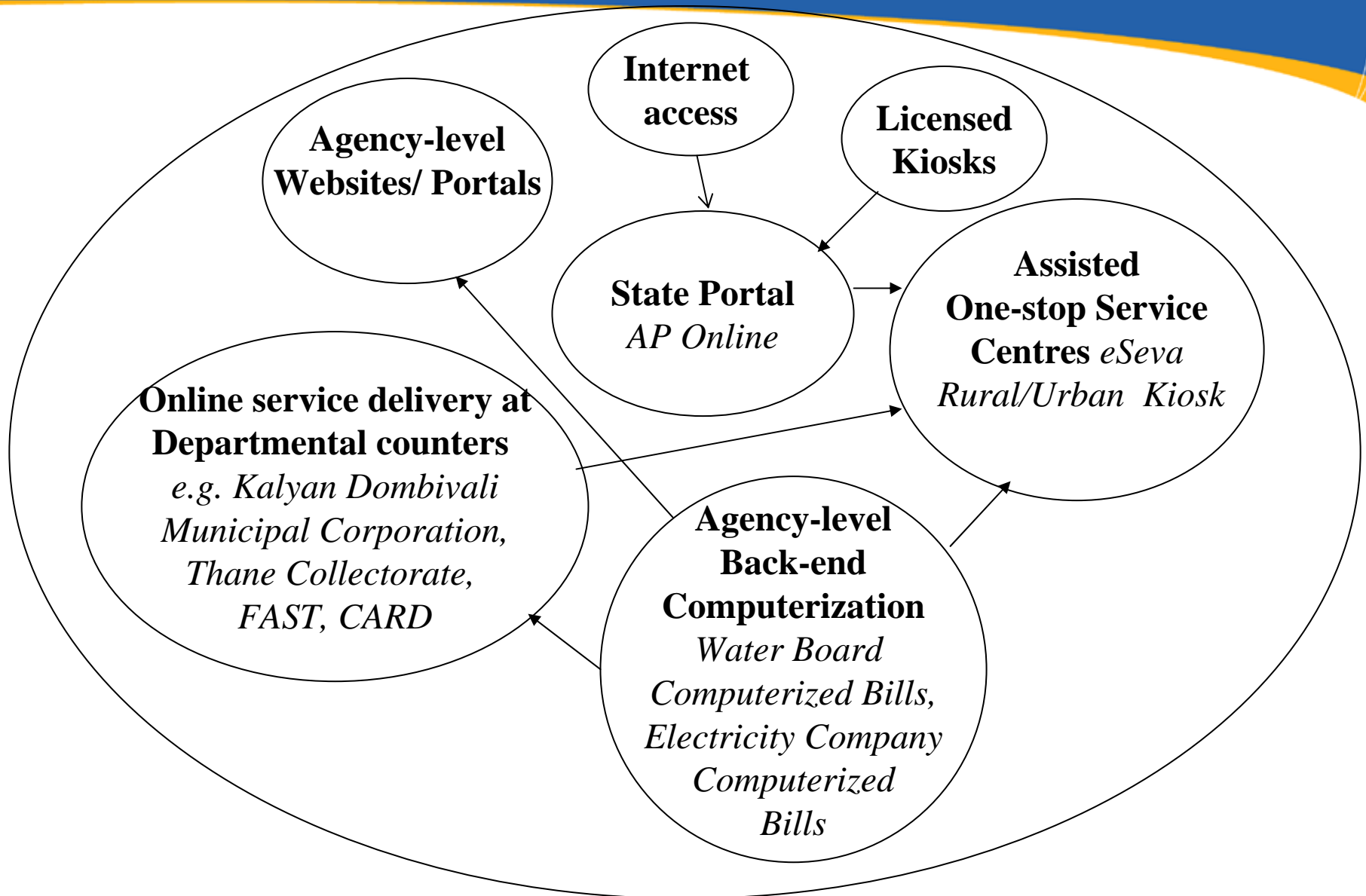


- Tenure instability-5 directors in 4 yrs. Damage because of short tenure has been minimal
 - Leadership of Partners and 2nd rung administrators and technical staff has been stable.
 - Adequate space for showing contribution through continuous innovation and growth
- Full extent of BPR not done--staggered issue of bills, use of bar codes, use a unique citizen identity on all bills.
- Maintenance of equipment. Quality of managers in the centers varies. Supervision of distant centers is difficult
- SL contract design and enforcement is weak- Capacity of servers/network not keeping pace with growth in volume.

- Appropriate choice for shared investments and operating expenses. (in eSeva PP invests in technology infrastructure and government responsible for building and manpower).
- Determining a formula for shared revenues. Estimating volume growth is tricky.
- Many possible source of revenue
 - Charge to the client (utility, service provider)
 - Service fee to citizens
 - From advertisements-building, transaction slips
- Design of Service Level Agreement (obligations on all partners) and ability to enforce
 - In eSeva responsibility for marketing, awareness ill defined

Electronic Service Delivery Modes

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Benefits from Electronic Service Delivery

- Nations/States and cities need to compete for investments
- Reduces cost of setting up and running business- investors are attracted
- Easy to attract professional employees for service industry
- Increase in Government revenue because of improved compliance
- Lower costs for Government in providing services
- Image of SMART- reformist government

- Leadership by elected executives
- Administrative culture oriented to service
- Clearly articulated programs for online service delivery
- Project Management: ability to delineate scope and negotiate with vendors
- Mature technical infrastructure, back office use
- Enabling legal framework