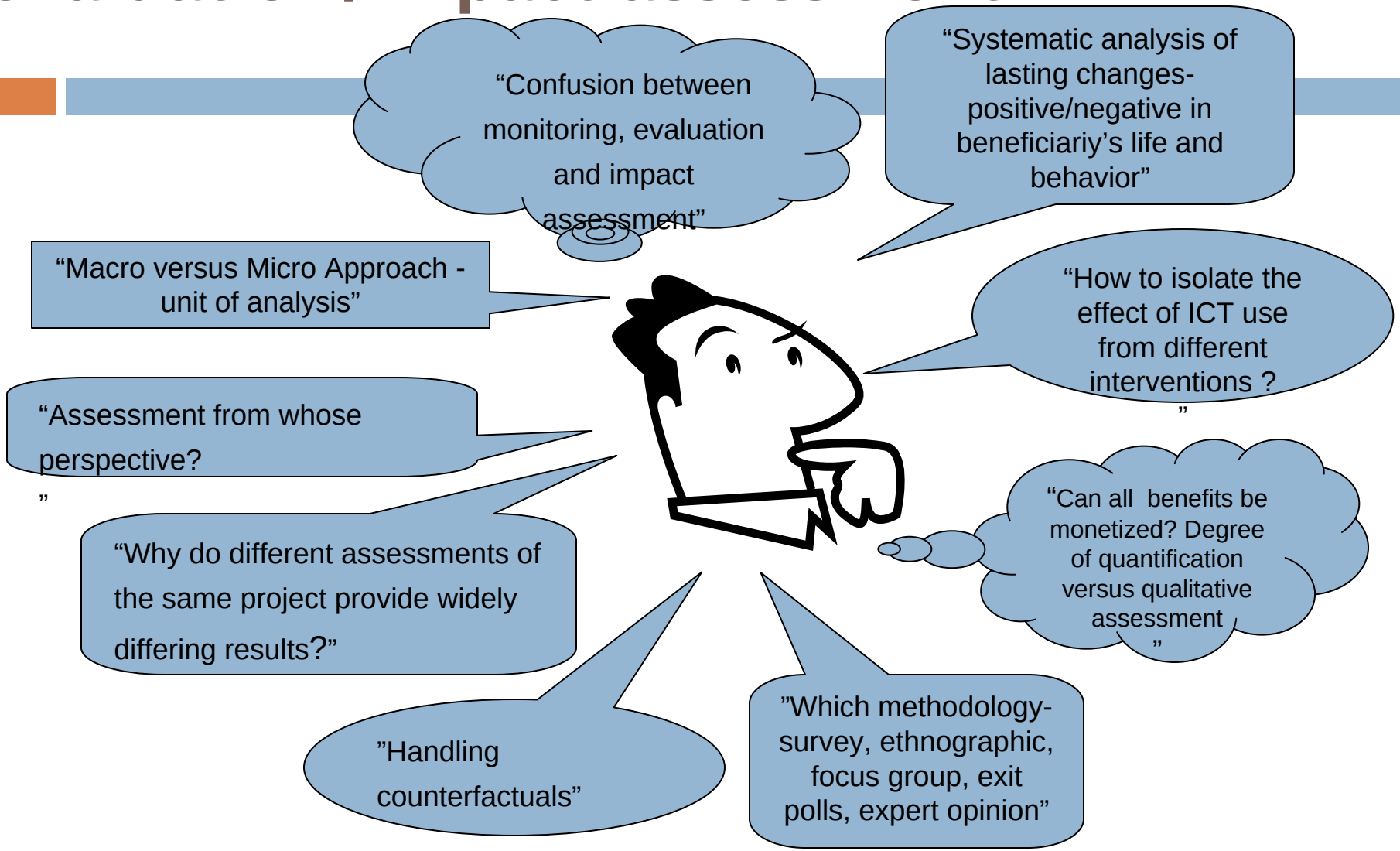
# RESULTS FROM A STUDY OF IMPACT OF E-GOVERNMENT PROJECTS IN INDIA

Subhash C. Bhatnagar and Nupur Singh

Indian Institute of Management, Ahmedabad, India

# Issues and challenges in evaluation / impact assessment



# Why Impact Assessment?

- To ensure that funds deployed in eGovernment provide commensurate value.
- To create a bench mark for future projects to target
- To identify successful projects for replication and scaling up
- To sharpen goals and targeted benefits for each project under implementation
- To assess economic viability of projects and the feasibility of developing public-private-partnerships based on a user fee model
- To learn key determinants of economic, organizational, and social impact from successful and failed projects

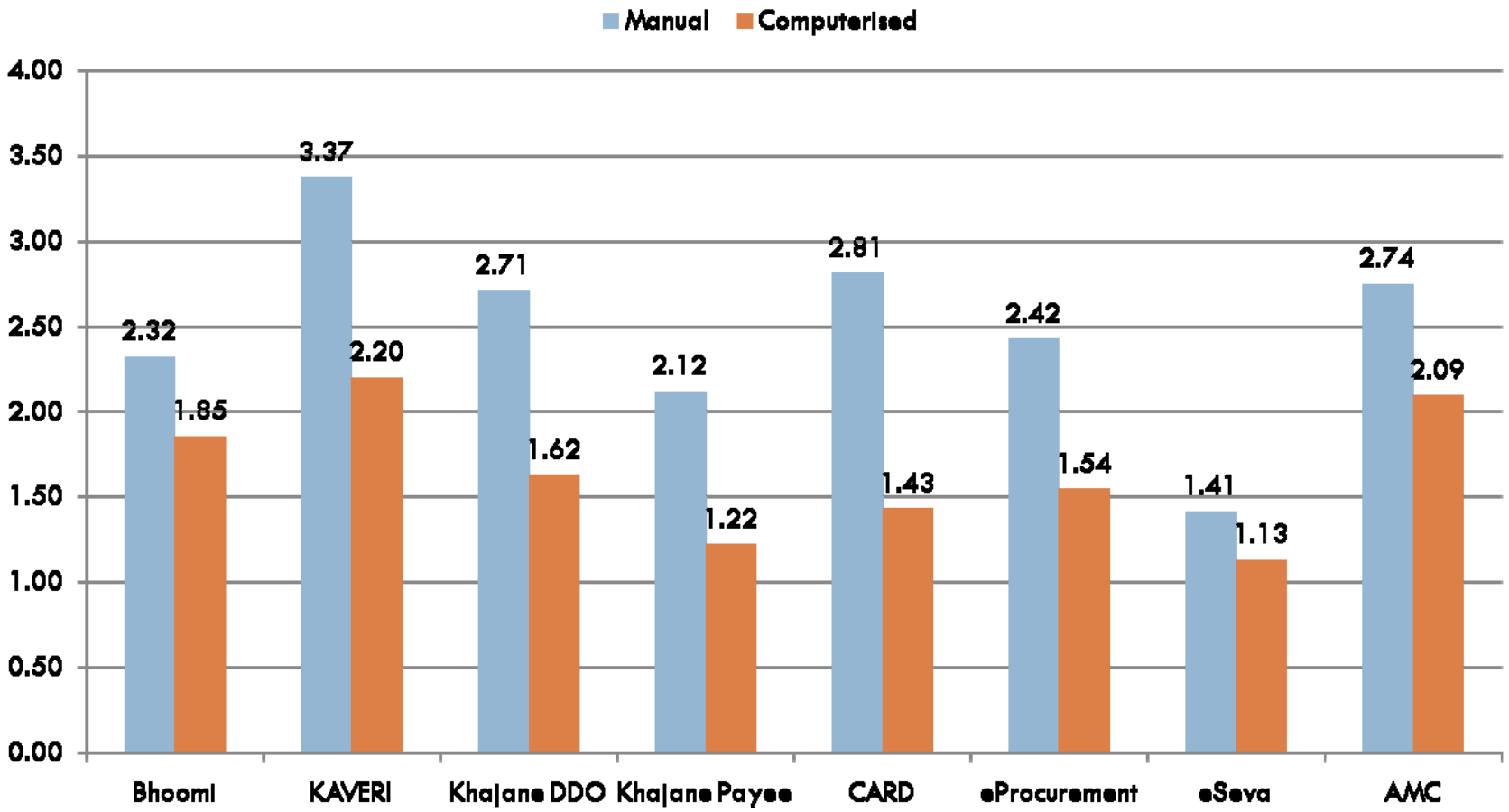
# Proposed Measurement Framework

| Stakeholders | Key Dimensions of Impact |
|---|---|
| Client | ▪ Economic (Direct and Indirect)<br>▪ Governance (Corruption, Accountability, Transparency, Participation)<br>▪ Quality of Service (Decency, Fairness, Convenience, etc.) |
| Agency<br>(Including Partners in Implementation) | ▪ Economic (Direct and Indirect)<br>▪ Governance (Corruption, Accountability, Transparency, Participation)<br>▪ Performance on Key Non-economic Objectives<br>▪ Process Improvements |
| Society<br>Other Departments<br>Government as a Whole<br>Civil Society | ▪ Long-term Impact on Millennium Development Goals<br>▪ Image of the Government |

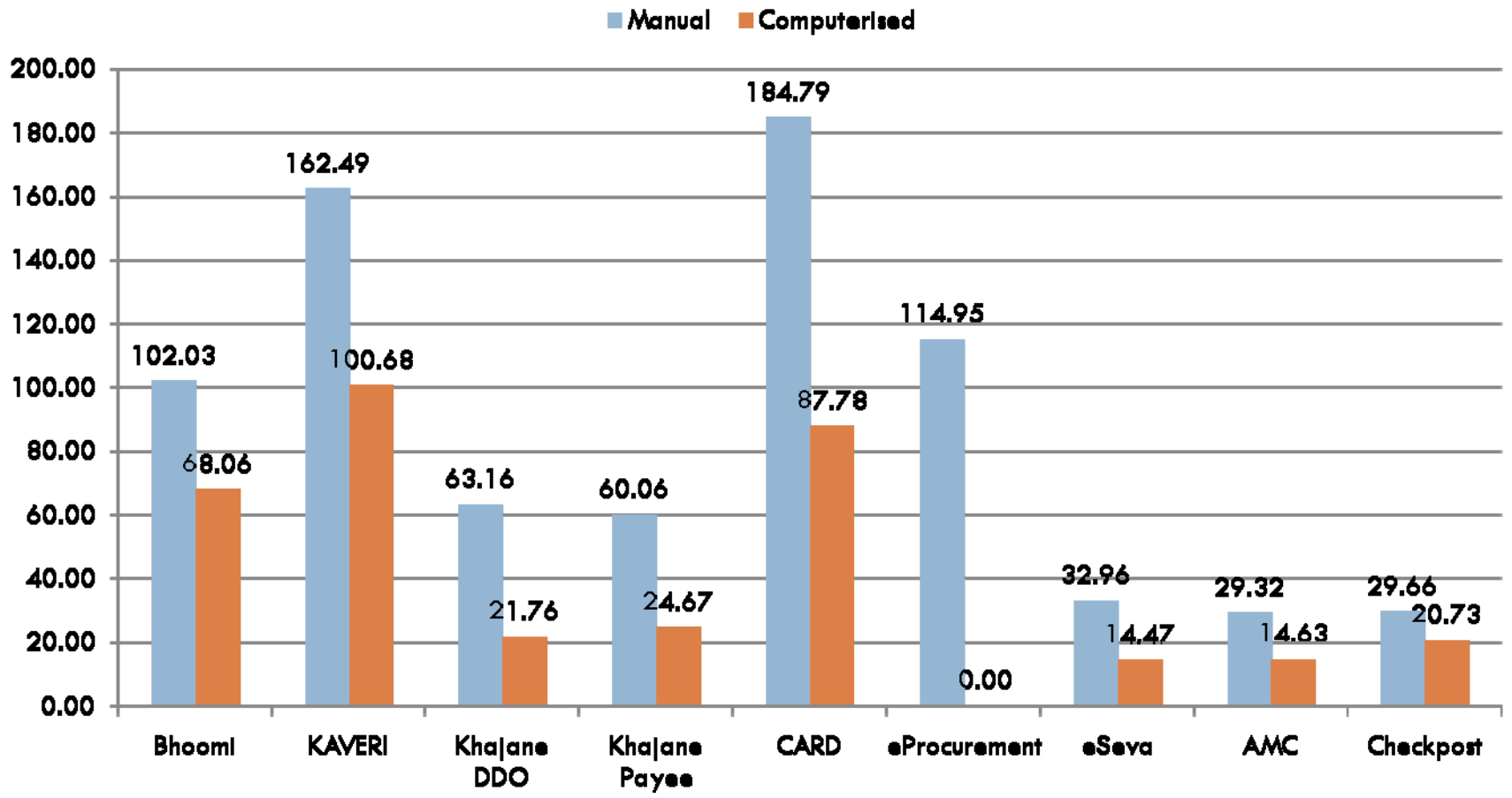
# Analysis of Results

- Cost to Users
- User Perception of Service Quality
- User Perception of Governance and Corruption
- Comparison of Projects on Overall Client Impact

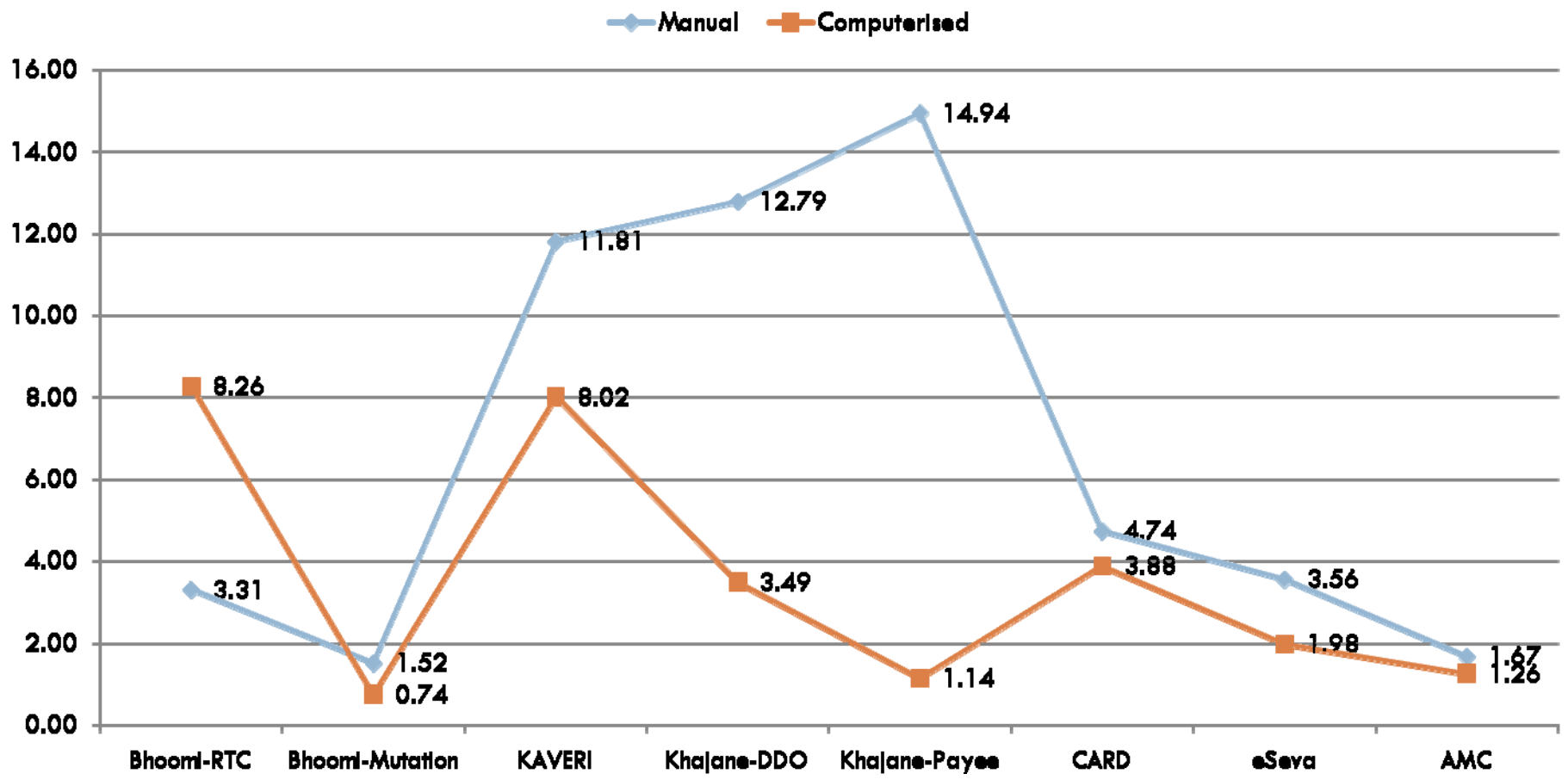
# Number of Trips



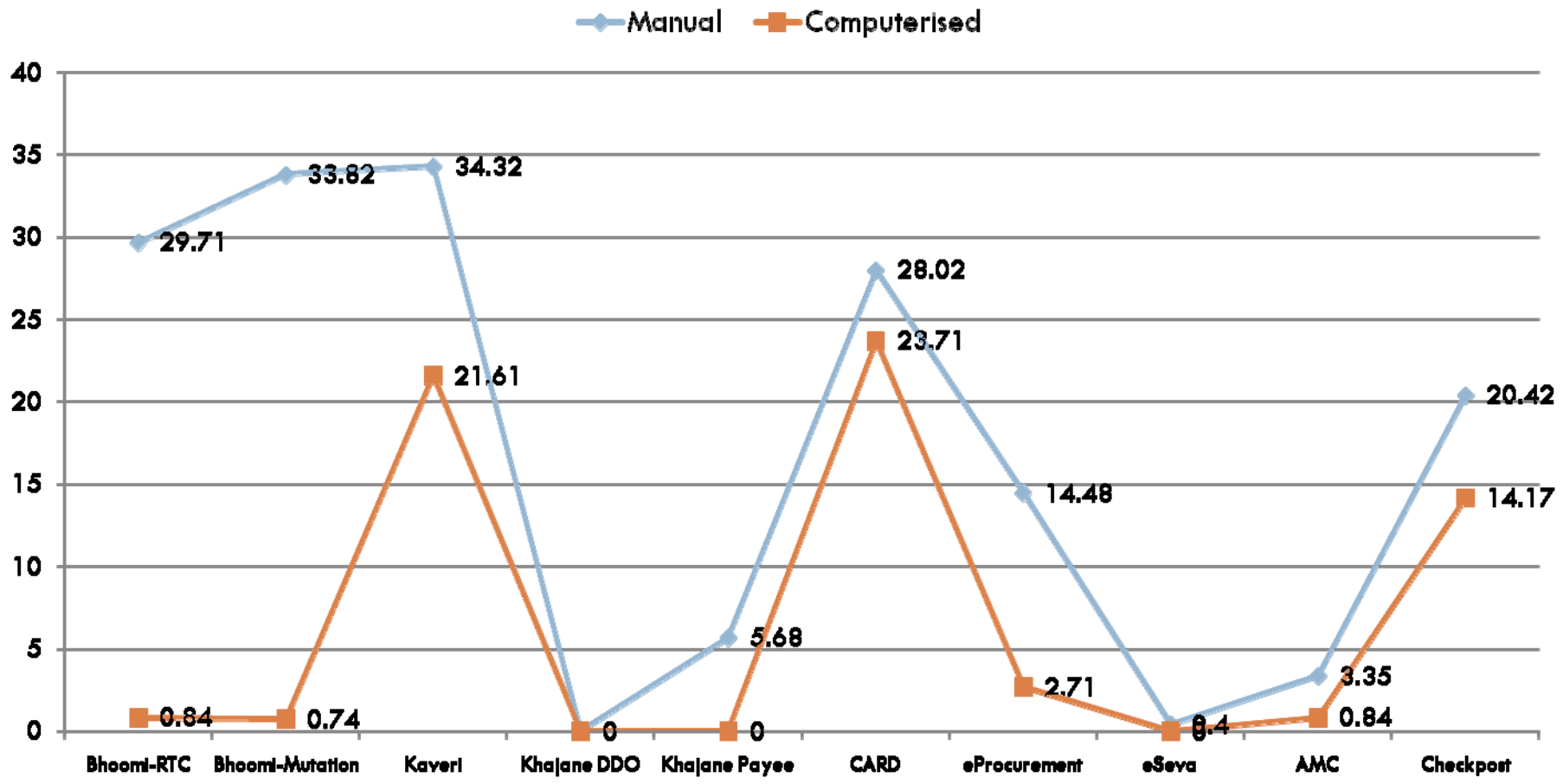
# Waiting Time (Minutes)



# Error Rate (Percentage)



# Proportion Paying Bribes (Percentage)



# Descending Order of Improvement in Composite Scores (5-point Scale)

| Project | Manual | Computerised | Difference |
|---|---|---|---|
| Bhoomi | 2.86 | 4.46 | 1.60 |
| eSeva | 3.39 | 4.66 | 1.27 |
| Khajane – DDO | 3.24 | 4.43 | 1.19 |
| Khajane – Payee | 3.08 | 4.19 | 1.10 |
| eProcurement | 3.22 | 4.26 | 1.03 |
| Checkpost | 3.48 | 4.32 | 0.84 |
| AMC | 3.37 | 4.12 | 0.75 |
| KAVERI | 3.35 | 3.90 | 0.55 |
| CARD | 3.78 | 3.93 | 0.15 |

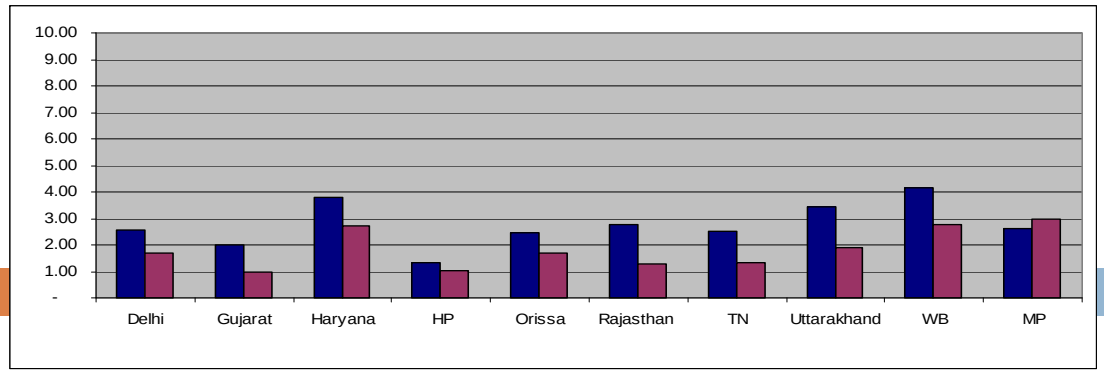
# Top 4 Desired Attributions of Service

| Project | Desired Attribution of Service | | | |
|---|---|---|---|---|
| Bhoomi | Error free transaction | No delay in transaction | Less waiting time | Fewer visits |
| KAVERI | Less corruption | Greater transparency | Error free transaction | Less waiting time |
| Khajane DDO | Simplicity of procedures | Convenient time schedule | Friendly attitude of officers | Error free transaction |
| Khajane Payee | No delay in transaction | Convenient time schedule | Good location | Error free transaction |
| CARD | Less time and effort required | Less waiting time | Less corruption | Fair treatment |
| eProcurement | No corruption | Easy access | Equal opportunity to all | No need to visit Government office |
| eSeva | Less time and effort required | Less waiting time | Convenient time schedule | Fair treatment |
| AMC | Less time and effort required | Less corruption | Greater transparency | Good complaint handling system |
| Checkpost | No delay in transaction | Error free receipt | Error free transaction | Proper queue system |

Improved Governance

Transactional Efficiency

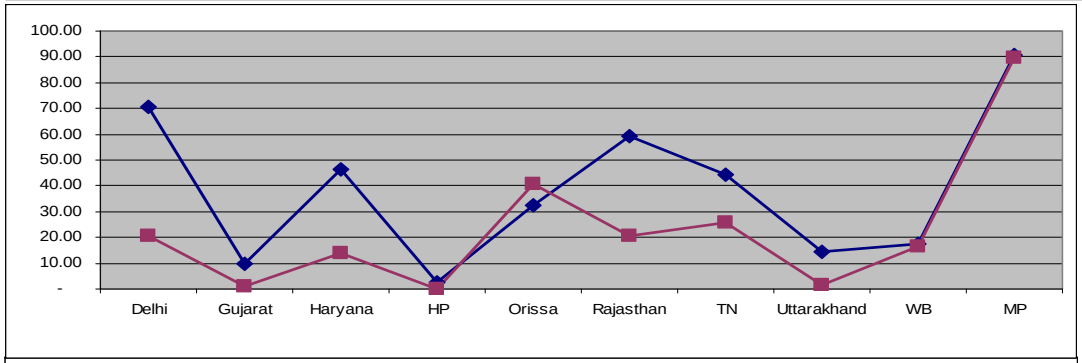
Quality



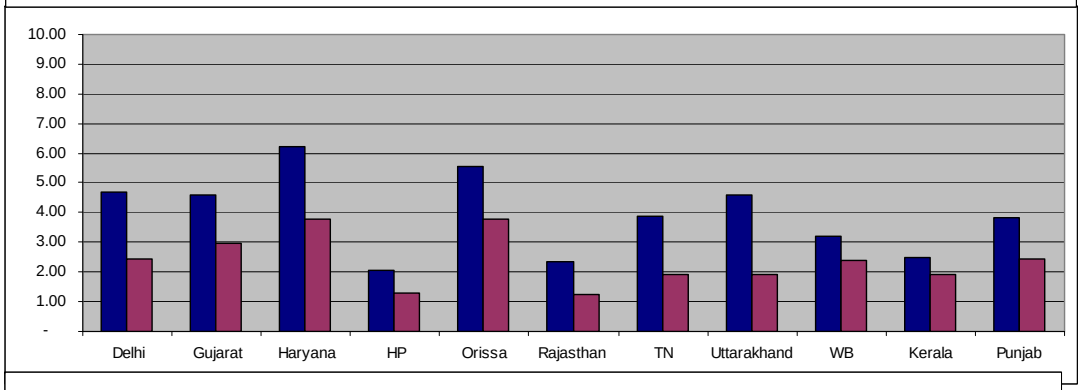

MANUAL

COMPUTERISED

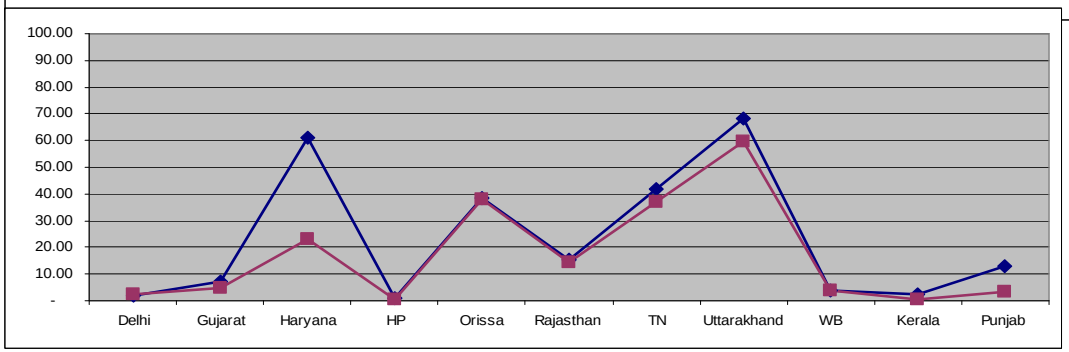
## Land Record Number of Trips




## Land Record % Paying Bribes




## Registration Number of Trips



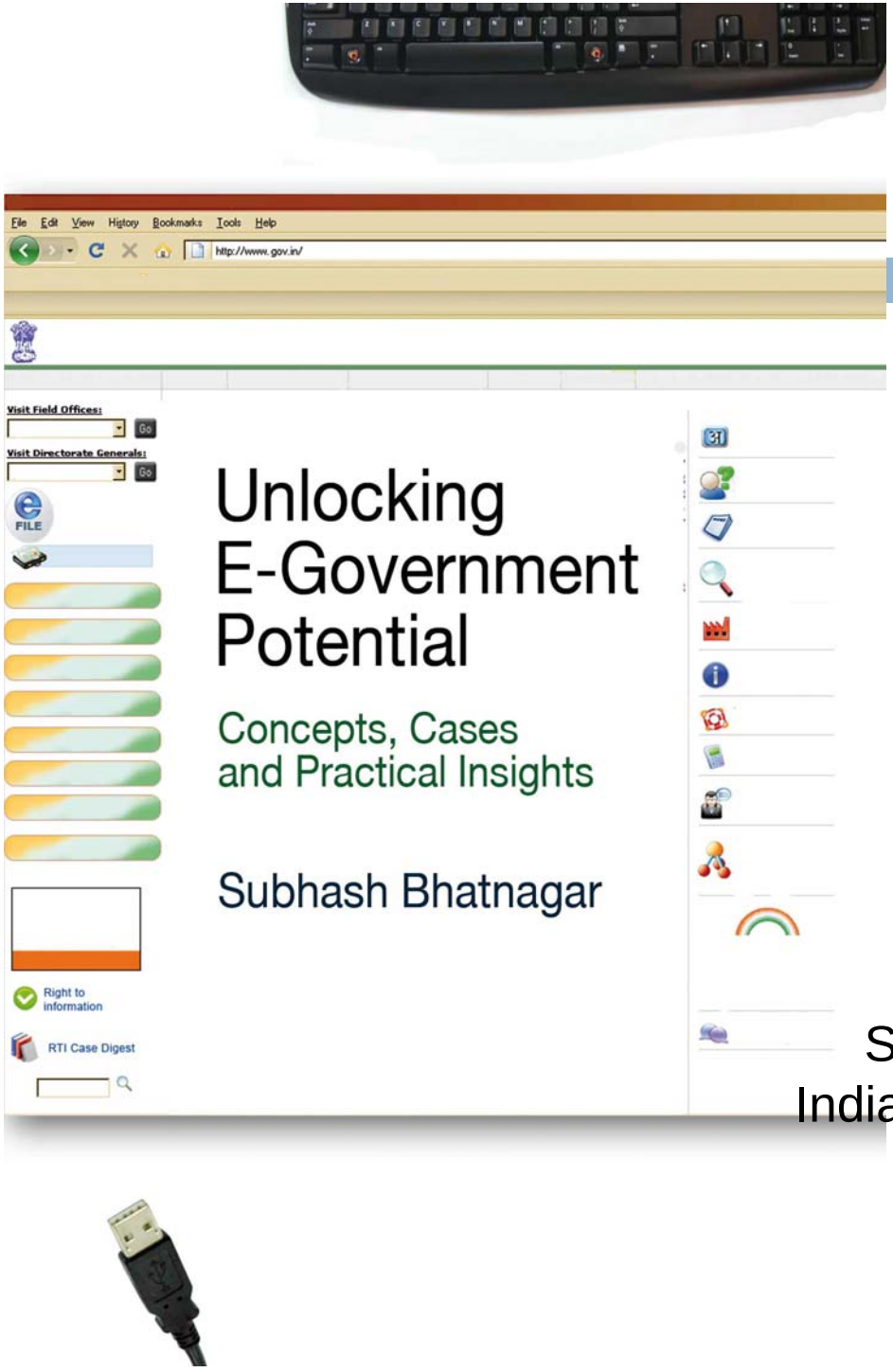

## Property Registration % Bribes

# Key Findings and Implications

- Overwhelming preference for computerized service delivery
  - *Even small gains for users can trigger major positive change in perception about service delivery systems.*
- Considerable variability in composite scores across projects.
- Variability across different service centers of a project partly due to poor infrastructure (power and connectivity), and large variation in activity levels at different centers.
  - *Raises concerns about delivery models in which physical service centers are created. Portal-based delivery possible solution.*
- Significant positive impact on cost of accessing service in most cases.
- Significant improvement in quality of service and quality of governance in most cases.
- Corruption significantly reduced or eliminated in five projects and no impact in others.
- Most projects are self-sustaining through revenues from user fee.
  - *Private sector investment can be tapped.*

# Limitations of Study and Areas of Further Research

- Exploratory study undertaken with limited resources. More countries and failed projects would have to be included for generalizing the overall conclusions of positive impact and economic viability of electronic service delivery projects.
- Relatively small sample size used. Larger sample would
  - Improve accuracy of actual estimates of difference in direct costs.
  - Permit disaggregated analysis at the level of each service location or for different types of clients.
- Conclusions on impact on agency not very robust due to lack of time series data on different types of costs and revenue streams.
- Establishment of acceptable counter-factual was a challenge. Since use of computerized systems is mandatory, study needed to rely on recall for assessment of manual system.
- Study assesses direct economic impact in terms of cost of accessing the service, but not inherent value of efficient delivery of the service for the client.
- Further research should attempt to
  - Explain variation in impact on various dimensions, across locations, and across projects.
  - Understand the effectiveness of different delivery models and implementation modalities such as the use of public private partnerships.

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