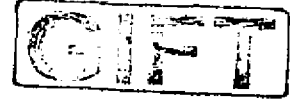


**Challenges & Prospects of e-governance in local
Govt. (Union Parishad): The case of
Bangladesh**



**Dissertation of the Master's of Philosophy
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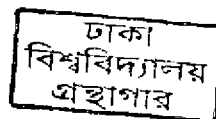
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SECTION ONE - INTRODUCTION

CHAPTER - 01

1.1 INTRODUCTION

Bangladesh is a democratic country with a unitary Parliament. The country has a parliamentary form of government since 1991. Union Parishad (UP) is one of the most significant & salient local government (LG) units in Bangladesh (BD). Since the formal launch of the rural LG in BD by the colonial British administration through the promulgation of Chowkidari Panchayat Act in 1870, there have been efforts by successive Government to charge & reform the functions & structure of LG including the UP. The UP however continued to play a key role throughout the evolution of LG over the time. The functions of UP (as declared in the local government (Union Parishads) Ordinance, 1983) may be classified in following 6 sections: (a) civic Responsibilities (b) Peace & defense functions (c) Revenue & Administrative functions (d) Development Functions (e) judicial Responsibilities (f) Transferred functions (Ahmed 1998).¹

'E-governance' one of the latest jargons in the contemporary intellectual discourse has brought about a paradigm shift in the field of public administration. By virtue of electronic technology, the scope & functions of governments, the nature of its operations & its delivery of services all have come under a new direction with high speed & opportunities galore. It also opens the gate of high efficiency & effectiveness. E-government or Electronic government simply means the delivery of government services & information to the public using electronic methods. The World Bank refers to e-governance as the use of information technologies (such as wide Area Networks, the Internet & mobile computing) by the government agencies. In other words, e-governance may be defined as the delivery of government services & information to the public by using electronic means. These technologies enable the government to transform its relations with its other wings, citizens, businesses such as exercise that leads to better delivery of government services to citizens, improved interaction with business & industry, citizen's empowerment through access to information & more efficient government management.

¹ Ahmed, Tofail (1998): Decentralization & The local state under peripheral capitalism, Academic Publisher, Dhaka.

The resulting benefits can be increased govt. policy implementation, transparency, lesser corruption, greater convenience, revenue growth & cost reductions. Over the past three decades, information technology has slowly, but consistently permeated government, organization & institution at all levels. This has largely been the result of an inevitable process of coveting information from analog to digital forms. Many governments are undertaking major transformation process that maximizing the utilization of information & communication technologies through e-government initiatives aimed at facilitating a collaborative & efficient administrative environment & enhance delivery of government services. BD is no way exception this initiative. This process, through going at snail space, but proved useful. But along with its numerous opportunities & prospects, it has number of challenges as well.

1.2 STATEMENT OF THE PROBLEM

The study seeks to explore major challenges & opportunities that might be derived from application of electronic technology in the LG (UP) in Bangladesh. In Bangladesh, computer was first introduced in 1964, with the installation of an IBM 1620 computer at Atomic Energy commission. A number of financial institutions also installed computers in the late 1960s. After the liberation of Bangladesh, computers become popular commercially. Printing & publishing industry of Bangladesh has utilized computer most lucratively. It Govt. the momentum in Bangladesh through the introduction of personal computer (PC) in the early 1990s. However the talks of e-governance in Bangladesh become popular since the last decade. In this period, a fair amount of computerization has been done in the commercial sector. More than to percent of people working in the various organizations & industries use computers & large percentage of the users are Internet users as well. There are 715,000 T & T fixed live telephone subscribers & almost 3, 50,000 cellular telephone subscribers in Bangladesh. Number of users of internet is close to 2000,00 through the density of telecommunication is 6.9 in every 1000. At least over 65 ISPs are running their business right now throughout the country. Average rate of selling PCs 100,000. The number of hardware showrooms is over 1000 & number of IT institutions is almost 8000.

1.3 PURPOSE OF THE STUDY

The purpose of the study is see the e-governance experiences that proved beneficial in foreign countries which might be applicable in Bangladesh to extract benefits from technology, bring efficient services delivery turn the govt. & Its agencies like local govt. (UP) effective by increase policy implementation, ensuring accountability, transparency & predictability reduce corruption & institutionalize democracy through citizen participation. The study will explore the possible challenges that the government likely 10 face & analyze the prospects of e-governance initiatives in a cost-effective manner.

However, in recent times, government is trying to launch barriers our e-governance initiatives & programs. Already, a project has been taken by the planning commission of Ministry of planning in the name of support to ICT taskforce program project. Bangladesh has already connected with submarine cables. The challenges of e-governance, however, in the developing countries, particularly in Bangladesh are mainly two fold. Heek observes that while implementing e-governance, the countries face some challenges. Some areas to be investigated for achieving a successful e-governance are:

- a) Is the institutional infrastructure sufficient?
- b) Is the technological infrastructure adequate?
- c) Is the strategic infrastructure ready?

Before installation of ICTs in the local Govt. (UP) sector, government should be very careful. Because installation of ICTs is not the question of introduce e-governance, rather the processes are in action' should be the real concern to make e-governance project a priority. Getting the ideas right in the first place-farming the purpose of technological development becomes crucial.

1.4 HYPOTHESIS OF THE STUDY

Hypothesis is the tentative solution of a forecasting problem. When any isolated finding of a project is considered before its ending that may be called Hypothesis. This study also has some basic hypothesis about the findings of this study. This doesn't imply that these entire hypotheses will be effective with its actual result but

there should at least minimum connectivity between these two- actual findings and tentative hypothesis. My tentative solutions of this study were-

- a) Because of scarce resource allocated by the concern authority the institutional infrastructure for ensuring e-governance is not sufficient.
- b) Clear idea and Technical knowledge are not adequate at every Union Parishad authority for smooth e-government operation.
- c) Government has great intention for digitalizing the country for vision 2021 by introducing e-government facilities to the grassroots people and connects them with modern world of communication.

1.5 SPECIFIC OBJECTIVES

I have started my thesis with some coherent aims and objectives. I already discussed some of them incoherently in the previous pages. But here I citing the definite aims and objectives of my study bellow:

The study has three specific objectives:

- a) To see the current state of e-governance in Bangladesh & survey the status of e-governance in other developed countries.
- b) To find out the major challenges of e-governance initiatives & application in the local govt. (Union Parishad) of Bangladesh.
- c) To review the prospects of e-governance through local govt. to implement govt. policy.

All these objectives are the basic demand of this study. My overall objective of this study includes some other points which can be mentioned like the below statement.

- d) To find out how much people conscious and know about the e-governance system.
- e) To find out the effectiveness of e-governance to increase the service quality of the public organization.
- f) To identify the ratio of positive change in service delivery of Union Parishad because of e-governance application.

- g) To find out the necessity of e-governance for ensuring accountability and transparency of any public organization.
- h) To assess the impact of e-governance at the UP for providing better service and making people pleased by empowering them with appropriate knowledge.

SECTION TWO - METHODOLOGY

CHAPTER – 02

2.1 MEANING OF RESEARCH

Research is composed of two syllables, a prefix re and a verb search. Re-means again, anew, over again. Search means to examine closely and carefully, to test and try, to probe. The two words form a noun to describe a careful and systematic study in some field of knowledge, undertaken to establish facts or principles. Research is an organized and systematic way of finding answers to questions.

Basic research is geared toward advancing our knowledge about human behavior with little concern for any immediate practical benefits that might result. Applied research is designed with a practical outcome in mind and with the assumption that some group or society as a whole will gain specific benefits from the research.

2.2 METHODS OF RESEARCH

- ❖ Historical method: to reconstruct the past objectively and accurately, often in relation to the tenability of a hypothesis.
- ❖ Descriptive method: to describe systematically a situation or area of interest factually and accurately.
- ❖ Developmental method: to investigate patterns and sequences of growth and/or change as a function of time.
- ❖ Case and field method: to study intensively the background, current status, and environmental interactions of a given social unit.
- ❖ Correlation method: to investigate the extent to which variations in one factor correlate with variations in one or more other factors based on correlation coefficient.
- ❖ Casual-comparative or “Ex post facto” method: to investigate possible cause-and-effect relationships by observing some existing consequence and looking back through the data for plausible casual factors.

- ❖ True experimental method: to investigate possible cause-and-effect relationships by exposing one or more experimental groups to one or more treatment conditions and comparing the results to one or more control groups not receiving the treatment, random assignment being essential.
- ❖ Quasi-experimental method: to investigate the conditions of the true experiment in a setting this does not allow the control or manipulation of all relevant variables.
- ❖ Action research: to develop skills or new approaches and to solve problems with direct application to the classroom or other applied setting.

Research is a diligent and systematic inquiry or investigation into a subject in order to discover or revise facts, theories, applications etc. Research means repeated search of any matter or facts. Research identifies variables and new information with the old one. Research is basically a process of creation of new knowledge. Social science research projects may contain a wide range of empirical and theoretical objectives. Based on that research can be categorized into three types: Basic, Strategic and Applied

Methodology is the system of methods followed by particular discipline. Thus research methodology is the way how we conduct our research. It is the bone structure of a research. Methodology indicates the research techniques or tools used for conducting research. Methodology is the logical explanation of the research. Here the research steps are described along with logical explanation of choosing these tools and methods, assumptions and rationale behind them. However methodology is the rational & theoretical perspective. It is mainly the combination of quantitative or qualitative method. This research is conducted by quantitative method. Quantitative method is known as statistical method.

2.3 MY RESEARCH METHODOLOGY

The study requires a multiple methodology simultaneously. As there is absence of serious research work on this issue, the study extremely depends on primary data collection. Thus, the interview of local government representatives & experts & case study method should have to be applied. Besides, a massive literature review is

required to make a comparative analysis of challenges & prospects of e-government in foreign countries & apply it in Bangladesh in a cost-effective manner.

There are three ways to conduct a research in social sciences. They are:

- Quantitative Methodology.
- Qualitative Methodology.
- Mixed Methods. (Synthesis of Quantitative and Qualitative)

Qualitative methodology deals with social reality; cultural meanings which focus on interactive processes, events, specific cases or subjects and it are personally involved in the research. Here authenticity is the key factor. Quantitative research deals with objective facts focus on variables, a lot of cases instead of a few and specific cases, its subjective and value free. Here reliability is the key factor. Mixed Methods to conduct social research is the mixed method, which combine both the Quantitative and Qualitative methods to conduct a research.

I here in my research used Quantitative methodology for my research monograph. Quantitative analysis is an analysis of numerically coded data especially ordinal, interval & ratio data & often involving computation of statistical measures & tests of significance. As quantitative method is well developed & codified methods for data analysis, this method is used in this research. At the same time the limitation of qualitative research, i.e. unable to express numerically & unable to find the exact figure of the data & time consuming & money consuming matter encourage avoiding qualitative method & taking quantitative method for data collection. Moreover this method seems easier to conduct such a topic for research & that encourage choosing quantitative method.

2.4 REASONS BEHIND CHOOSING THIS METHOD

To analyze and identify the intellect of my study and find the actual outcome of my study properly, I have chosen the following research methods. I think that these methods will be fruitful for my study. My methods of data collection are: (a) Interview Method, (b) Survey Method (c) Literature review.

I have chosen survey and interview methods for collecting information of this research monograph. I have not selected them without any meaningful reason.

Survey method is widely used for the Collection of quantitative facts through interview, questionnaire etc and using sampling techniques.

Interview method is In-depth one to one dialogue/ discussion on the basis of a set number of questions and follows up questions. Questions should primarily be in line with research questions / hypothesis, testing some of the preliminary thoughts, Validating observations and data. Principles of interview method are- Assurance of confidentiality if asked, To be sure about opinion vs. factual statement, Allow respondents limits.

There are a few causes behind choosing this methodology in my research. They are:

- ✓ I here wish to research on a large numbers of populations. This is best supported by quantitative method.
- ✓ My research problem is defined in favor of quantitative method. It does not need any case study.
- ✓ My research hypotheses allow me to conduct the research in quantitative data.
- ✓ My research needs specific scientific measurements and the quantitative research is best related with scientific measurement.
- ✓ Reliability is best found in quantitative research. So I choose quantitative method.

The above mentioned causes need quantitative type of research and so did I. Quantitative research is different from other social researches based on its data collecting techniques and analyzing them according specific statistical way.

I think that without these two methods of data collection I wouldn't be able to collect any appropriate data relevant to my study of research. This is required by the research. After a cool brain reasoning I have selected them for this operation of my business. So it is very much true that selection of survey method and interview method by me for this research monograph was perfect and its impact on the whole research process is undeniable.

2.5 SOURCE OF DATA COLLECTION

There mainly two sources of data collection for conducting any research. These two are very much important for development of research process. I have used the both for my research. These are-

Primary Sources

Direct collection of information / data from the source of origin through instruments like: Questionnaire, interview, Observation (participatory & non-participatory). Primary Sources concern points these must be handle for proper data collection.

These are-

- ✓ Language
- ✓ Old & out dated maps
- ✓ Time perception
- ✓ Privacy
- ✓ Fear & Doubt
- ✓ Indifferent Attitude

Secondary Sources

Documents search, books, report, official documents, journals, magazines, newspapers, memoirs, travelogue, data bank etc. In the process of Secondary Sources of data collection you must keep in mind some variables like these-

- ✓ Office Secrecy
- ✓ Fear of press
- ✓ Lack of awareness
- ✓ Poor data management
- ✓ Insufficiency of data banks/ libraries

In the point of secondary sources of data collection I have gone through and analyzed hundred of books, articles and related features from various magazines from various libraries and internet websites. I have knocked the website of information commission of Bangladesh and helped a lot. Literature review has a great role on this process of data collection. Thus both sources of data collection process help me to reach the destiny of my study. Without these sources the effort of making this research monograph will not see the light of success.

2.6 STUDY LOCATION

I have conducted my research in some remote Union Parishads of Bangladesh. My research area I have chosen three Upazilas of three different Districts under three Divisions. All these Districts are historically and politically significant from the very beginning. At the time of liberation war these Districts were so vital point for our country. I have chosen three Upazilas named Madhupur Upazila of Tangail District under Dhaka Division. Then Sirajganj Sadar Upazila of Sirajganj under Rajshahi Division and finally Birol Upazila of Dinajpur under greater Rangpur Division.

Serial	Name of Upazila/Dis	Division	Number of UPs
01	Madhupur Upazila (Tangail)	Dhaka	05
02	Sirajganj Sadar Upazila	Rajshahi	05
03	Birol Upazila (Dinajpur)	Rangpur	05
	Total		15

At first I served the information process how we can collect the actual data. I have made my survey on 15 UP chairmen and 15 Secretary of that Union Parishad. And I have also taken interview of 50 general people of these areas from different categories. I had provided them a list of questionnaire where four parts of structured questions were included. All these questions were in a realistic manner then I tried to find out the answer of these questions from the clients and stakeholders of Union Parishad. The name of Union Parishads of three Divisions, District and Upazilas from where I have taken information are-

Name	Sample - 01	Sample - 02	Sample - 03
Division	Dhaka	Rangpur	Rajshahi
District	Tangail	Dinajpur	Sirajganj
Upazila	Madhupur	Birol	Sirajganj Sadar
Union Parishad	Sandhanpur UP	Azimpur UP	Kaliaharipur UP
	Aushnara UP	Farakkabad UP	Soydabad UP
	Kalamaji UP	Dhamoir UP	Khokshabari UP
	Rasulpur UP	Mangalpur UP	Baagbati UP
	Maijbari UP	Shahargram UP	Umarpur UP

2.7 REASONS OF CHOOSING STRUCTURED INTERVIEW SCHEDULE

- It is flexible than other quantitative data collection techniques.
- It helps to collect data from respondents of Union Parishad.
- It provides best sort of data for quantitative research,
- Collected data can be best used in statistical analysis.
- This technique allows greater reliability and validity of collected data and reliability is the key in quantitative research.
- It helps researcher to make interactive relation with respondents and this interaction can help researcher to know more about his research objectives.
- Interview schedule provides all the answer asked to the respondent and no response problem is low.
- It allows controlling the data collection environment.

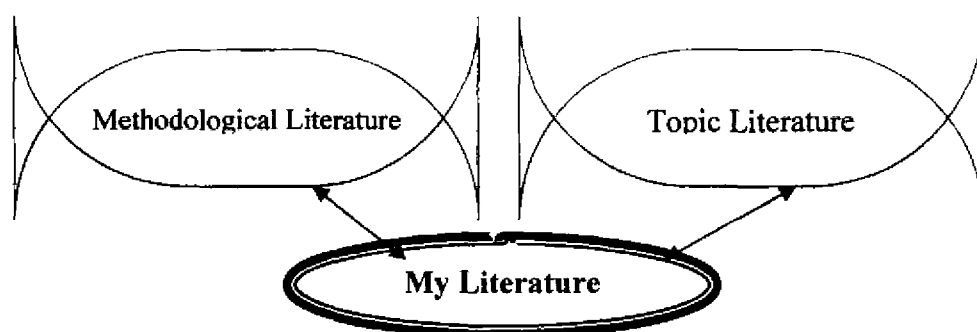
2.8 TECHNIQUES OF DATA COLLECTION

Data may range from a simple observation to a large scale survey in any defined population. There are many ways to collect data. The approach selected depends on the objectives of the study and the research design, and the availability of time, money and man power. There are different types of data collection techniques in quantitative method and among them survey, field research, structured interview, self administered questionnaires, Telephone interview, are most common. From the varieties of data collection techniques we here in our research chose "Survey method" and "Structured Interview Schedule". Data collection is a hard process in an unknown environment. But as the research site is very know to us and we have good relation with our respondent, so data collection did not make many problems to me. To collect data I first informed my respondents and make an appointment with them according their favorable time schedule. Then we have visited their house with my instruments. I have asked them the questions from our questionnaire, they answered us and we marked the answers in our questionnaire.

I have collected the data from UP Chairmen, Secretary and some mass people. I made it sure when I will get both respondents available in their home & office and only then I visited. These made some problems but we overcame it by revisiting. After interviewing the respondents from home we asked the age of them. As the respondents are very familiar to me so we had no problem to collect data from them.

2.9 LITERATURE REVIEW

Literature review is an essential and integral part in a research process. Literature review enables the researcher to formulate the problem in terms of the specific aspects of the general area of interest. It let us to be familiar with the research topic and its methodology. This can be best shown as follows:



Relationship among Two main kinds of literature and my Literature

Researcher review the literature based on their point of interest. They arrange the literature review according their style of research. I here intended to arrange my literatures based on the issues identified in the literatures. I here grouped the issues of literature review in two parts. In First part I arranged the research conducted in the world Context and then in second part I have discussed the research conducted in Bangladesh. The books, Articles, reports and Magazines from which I have collected information and enriched my thesis some of these are stated below-

- ❖ “Local Government in Bangladesh” a book by Kamal Siddique is the prime literature of this research. In his book Mr. Siddique explained the history of Local Government, Local Government system in Bangladesh. He also discussed the structure, functions and operations of local government with highlighting its challenges, obstacles and recommendations.

- ❖ “Governance: South Asian Perspective” by Hasnat Abdul Hye is one of the important books for understanding south Asian governance system. This book was compiled various articles from renowned scholars of Bangladesh about Governance. Here the author discussed about the historical background of local government in Bangladesh with all other important issues.
- ❖ “Bangladesh Governance Report 2007” explains the e-Governance Model, phase and its steps. This book includes discussion about the present prefecture of e-governance of third world developing countries like- Mali, Ghana, Brazil, India, Cuba etc.
- ❖ The study by F. Corradini, et al (2007) highlights that Digital identities, profiles and their management enables online interactions and transactions among people, enterprises, service providers and government institutions. In this paper, after having examined the European identity management policies, they explain the differences between digital identity and digital citizenship and introduce digital credentials and also discuss how an identity management framework, composed by shared and standardized services supporting authentication procedures, can change within the e-Government domain.
- ❖ Saxena, K.B.C. (2005) is of the opinion that E-governance initiatives in most countries promise a more citizen-centric government and reduce operational cost. Unfortunately most of these initiatives have not been able to achieve the benefits claimed. Often the reason for this failure is a techno-centric focus rather than a governance-centric focus.
- ❖ Mohammad Shakil Akther et al (2007) in their study on an e-government project in Bangladesh highlight that most e-government projects within developing countries employ high-technology intervention whereas citizens are not ready for this. There are successful projects which took low end route. This paper examines one such project to find out the reasons behind its success.
- ❖ Introducing e- government in Bangladesh: Problem and Prospects
- ❖ Significant Barriers to ICT adoption in the public sector in the Least development Countries(LDCs)

- ❖ E-government and the Applications of Technology to Government Service examined the adoption of e- government in Asia Pacific in recent times
- ❖ An Information System Planning Framework for E- governance in Bangladesh
- ❖ E-Government and the applications of technology to government services
- ❖ Success and failure factors for e- Government projects implementation in developing countries: A study on the perception of government officials of Bangladesh
- ❖ E-governance: scope and implementation challenges in Bangladesh
- ❖ Status, issues and future development plans of Bangladesh etc.

2.10 LIMITATIONS OF STUDY

Human beings are not all powerful. Every effort of life had some limitations. So I am not beyond limitation and constraints. I had to face some constraints to conduct my research. These are-

- I have done this research as a M. Phil. Researcher of my study, so I had not enough time to conduct the research. I had to do it within a limited time.
- As I am a student I had not any economic support from any organization. I had to conduct the research with my own money.
- I had to face some problems collecting information about e-governance in Union Parishad, because people still don't know about this Act. I have to make them known about this first.
- Union Parishad is the last tier of local government and here also have government officials. Getting information from this institution is not so easy. I had tried the best of my capability to get information within the logical procedures.

As this is my first complete Thesis Paper and I am not a professional researcher so limitations and constraints were my common and close partners.

CHAPTER – 05

5.1 MEANING OF E-GOVERNANCE

As governments in developing countries make choices to pursue public administration reforms, many are using ICTs to offer e-Government services. E-Government is the centerpiece of information systems-supported reforms to digitize the delivery of services and the process of governance occurring across all levels of government. E-Government utilizes the Internet and the World Wide Web for both service delivery and information dissemination.

For this report, e-Government is defined as: the use of information and communication technologies in government to provide public services to improve managerial effectiveness and to promote democratic values and mechanisms; as well as a regulatory framework that facilitates information intensive initiatives and fosters the knowledge society (Gil-Garcia and Luna-Reyes 2003). E-Government is broadly defined because governments themselves serve multiple roles. By using ICTs in this way, governments expect to improve the quality of services and reduce the costs of delivering services. Other e-Government goals are to improve the utilization of scarce resources, enhance accountability and transparency, expand the role of markets, and restore citizen trust and faith in government.

5.2 RATIONALE FOR E-GOVERNMENT

The flow of information is essential for effective governance and managing the day-to-day business of government services. Government work is very information intensive. The production of most government services consists of creating and communicating information. Every aspect of a person's public life generates information. Each tax payment, license renewal, birth, death, marriage, land purchase, and so on generates data that is collected, processed, stored, communicated, and analyzed by most governments. All of this information is the basic ingredient for governments to govern, manage its resources, provide services, and account for its performance (Heeks 1999). Information "is a valuable national resource. It provides the public with knowledge of the government, society, and economy – past, present, and future. It is a means to ensure the accountability of government, to manage the government's operations, to maintain the healthy

performance of the economy... The free flow of information between the government and the public is essential to a democratic society” (OMB 2000).

Because of this, many such administrative reforms as transparency, accountability, and openness focus on improving information management practices. Government activities require information to support internal management, public administration and regulation, and public services, as well as to make information publicly available (Heeks 1999). Citizens mandate that governments govern using quality information. Information quality means putting management systems and controls in place to ensure that information is accurate, relevant, complete, economical, verifiable, accessible, simple, and secure. To comply, governments seek to minimize the cost of managing information and maximize the usefulness of government information (OMB 2000). ICTs are the most cost effective means for capturing data from the internal operation of government organizations and for serving citizens. As part of the e-Government approach, ICTs create opportunities to reduce the costs of providing information and services to the public.

5.3 GOALS OF E-GOVERNMENT

The goals of e-Government vary considerably among governments worldwide. Rightfully, the goals of e-Government are determined locally based on the political leadership of each government. However, key institutional stakeholders influence these goals among many countries. The World Summit for the Information Society Plan of Action recommends for governments to develop national e- Government initiatives and services, at all levels, adapted to the needs of citizens and business, to achieve a more efficient allocation of resources and public goods” (WSIS 2005). Furthermore, governments should “support international cooperation initiatives in the field of e-Government, in order to enhance transparency, accountability and efficiency at all levels of government” (WSIS 2005). As such, these approaches reorient governments to treat citizens as customers of government services and improve the day-to-day management of financial and budgetary systems. Governments are embracing other such various forms of e-Government that: add channels of interaction among governments, businesses and citizens; improve the ability for government institutions to communicate, collaborate and otherwise work more efficiently and effectively with each other; streamline acquisition and

procurement processes; reduce opportunities for corruption; and, increase the ability to capture revenue. Many of these e-Government programs are structural elements of economic development and public sector reforms to address human development issues in developing countries (Schware and Deane 2003).

It is now growing more common for governments to use websites to enable visitors to go online to get government information, file and pay taxes, register automobiles, access vital records, communicate with government officials, and participate in decision-making. Through e-Government, governments are expected to improve performance and outcomes. Governments expect to achieve such gains as (OECD 2003):

- ✓ Online data collection to reduce data entry costs and automate error checking;
- ✓ Reduce the communication costs with citizens;
- ✓ Greater sharing of data within government and between governments and other such stakeholders as NGO's, international agencies, and private sector firms;
- ✓ Greater re-use of data;
- ✓ Reduce government publication and distribution costs through online publication.

5.4 OBJECTIVE OF E-GOVERNMENT

The objective of e-Government is not to computerize government offices; it is to gradually transform the way the government operates. According to the World Bank E-government refers to the use by government agencies of information technologies that have the ability to transform relations with citizens businesses, and other arms of government. But the process will take time and significant amount of re-engineering of processes. Hence e-Government is not just another way of doing existing activities; it is a transformation on a scale that will fundamentally alter the way public services are delivered. It does not have a time-line; rather it is evolutionary. The relationship is no longer just a one-way, Government versus them citizens proposition; rather it is about building a partnership between governments and their citizens. However, e-Government may have following key objectives:

The strategic objective of e-governance is to support and simplify governance for all parties' e-government, citizens and businesses. The use of ICTs can connect all three parties and support processes and activities. In other words, in e-governance

uses electronic means to support and stimulate good governance. Therefore the objectives of e-governance are similar to the objectives of good governance. Good governance can be seen as an exercise of economic, political and administrative authority to better manage affairs of a country at all levels, national and local.

Facilitate the government operations In the back-office, the objective of e-government in government operations is to facilitate a speedy, transparent, accountable, efficient and effective process for performing government administration activities. Significant cost savings (per transaction) in government operations can be the result.

5.5 COMPONENTS OF E-GOVERNMENT

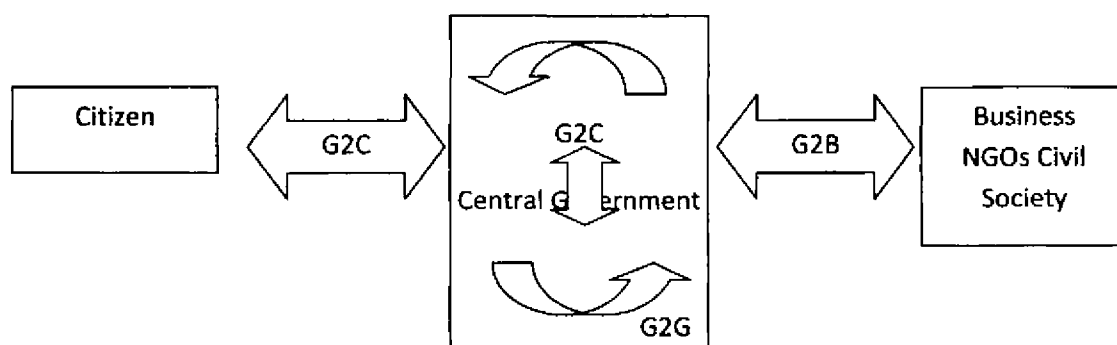
There are four major components of e-government i.e. Government-to-Citizen, Government-to-Business, Government-to-Government and Government-to-Employee.

- ❖ **Government-to-Citizen (G2C)** involves interaction of individual with the government. E-government has the potential to involve citizens in the governance process by engaging them in interaction with policymakers throughout the policy cycle and at all levels of government. Strengthening civic engagement contributes to building public trust in government.
- ❖ **Government-to-Business (G2B)** involves interaction of business entities with the government. It facilitates corporate tax filing and involvement of business communities in government procurement process through the internet.
- ❖ **Government-to-Government (G2G)** involves interaction among government offices as well as governments of other countries. It ensures internal efficiency and effectiveness that includes making good use of modern technology to reduce costs and improve quality of the government ministries and departments. It includes using e-mail for internal government communication or customized software for tracking progress of government projects.
- ❖ **Government-to-Employee (G2E)** involves interaction between the government and its employees for services such as salary, pension, holiday etc. It includes database-driven personnel data sheet software for each government employee that keeps records of all kinds of personnel

information, which can be looked up with ease and convenience when required.

5.6 STAGES OF E-GOVERNMENT

With regards to internal government process automation, the stages of e-government 5-e following, we can see these components through a model-



1st Stage:

Within individual offices in this stage, automation takes place within individual government offices. Customized software are created but used only by officials within that office.

2nd Stage:

Among different offices, in this stage, interactions and information exchange among different government offices take place through ICT-based systems. Users in different offices have access to each other's databases. Some common formats of communication and data-storage are developed in this stage.

3rd Stage:

Operations and responsibilities integrated through ICT systems. In this stage, operations and responsibilities of different are re-organized and integrated on the basis of ICT systems. A database getting updated in one office has impact on the function of another office.

5.7 PHASES OF E-GOVERNMENT

According to Gartner, e-governance will mature according the four-phase e-governance maturity model. These phases have been defined based on experiences with e-commerce and e-governance in Europe and other Western regions.

E-Governance Maturity Model (Gartner)

- ❖ Information → Presence
- ❖ Interaction → Intake process
- ❖ Transaction → Complete transaction
- ❖ Transformation → Integration and organizational changes

The model does not mean that all institutions have to go through all phases and all at the same time. On the contrary, in the Western world government institutions are in phase 1, 2 or 3. The differences can be huge: the tax department can be in phase 3. While the department of public works is just in an early stage of phase one. It all depends on where the advantages are highest.

Phase 1: Information

In the first phase e-governance means being present on the web, providing the external public (G2C and G2B) with relevant information. Internally (G2G) the government can also disseminate information with static electronic means, such as the internet. This phase it is all about information.

Examples of information that Government		
...wishes to disseminate	...may make available	... as required to- supply
Press notices consultation papers policies white papers news health and safety advice benefits and entitlements applicable regulations	Geographical data demographic data economic data information collected, information generated routinely value added services business yellow pages	Performance indicators environmental indicators audited accounts personal data internal policy documents. correspondence management reports

Figure: Examples of government information Phase q: Interaction

Phase 2: Interaction

In the second phase the interaction between government and the public (G2C and G2B) is stimulated with various applications. People can ask questions via e-mail,

use search engines for information and are able to download all sorts of forms and documents. These functionalities save time. In fact the complete intake of (simple) applications can be done online 24/7. Normally this would have only been possible at a counter during opening hours)

Government has to do -

Internally (G2G) government organizations use Local Area Networks (LAN), intranets and e-mail to communicate and exchange data. The bottom line is that more effectiveness is achieved because a large part of the process is done online. However, you still have to go to the office to finalize the transaction, by paying a fee, handing over evidence or signing papers. Communications tools speed up the internal government processes.

Phase 3: Transaction

With phase three the complexity of the technology is increasing, but customer (G2C and G2B) value will also be higher. Complete transactions can be done without going to an office; Examples of online services are filing income licenses, visa and passports and tax, filing property tax, extending/renewal of Phase three is mainly complex because of security and personalization issues" e.g., "digital (electronic) signatures are necessary to enable legal transfer of services. On the business side the government is starting with e-procurement applications.

Government has to do -

With this phase, internal (G2G) processes have to be redesigned to provide good service. Government needs to create new laws and legislation that will enable paperless transactions with legal certification. The bottom line is that now the complete process is online, including payments, digital signatures etc. This saves time, paper and money.

Phase 4: Transformation

The fourth phase is the transformation phase in which all information systems are integrated and the public can get G2C and G2B services at one (virtual) counter. One single point of all services is the ultimate goal ""

Overview of e-governance solution

Overview e-governance solutions			
	External: G2C	External: G2B	Internal: G2G
Phase - 1 Information	Local / Departmental / National information (mission statements and organizational structure Addresses, opening hours, employees, telephone Numbers Laws, rules and regulations Petitions Government glossary News	Business information Addresses, opening hours, employees, telephone numbers Laws, rules and Regulations	Knowledge base (static intranet) Knowledge management (LAN)
Phase - 2 Interaction	Downloading forms on Websites, Submitting forms, Online help with filling in forms (permits, birth / death certificates), Intake processes for permits etc. E-mail Newsletters Discussion groups (e-democracy) Polls and questionnaires Personalized web pages Notification	Downloading forms on websites, Submitting forms Online help with filling in forms (permits) Intake processes for Permits etc. E-mail Notification	E-mail Interactive knowledge databases Complaint handling Tools

<p>Phase - 3 Transaction</p>	<p>License applications/ Renewals Renewing car tags, vehicle registration Personal accounts (my tax, My fines, my licenses etc.) Payment of (property) taxes Payment of tickets and fines Paying utility bills Registering and voting online</p>	<p>License applications and renewals via website Payment of taxes Procurement</p>	<p>Inter-governmental Transactions</p>
<p>Phase - 4 Transformation</p>	<p>Personalized website with integrated personal account for all services</p>	<p>Personalized website with integrated business account for all services</p>	<p>Database integration</p>

5.8 E-GOVERNANCE OVER THE WORLD

Ghana – National Clearinghouse Ghana

- ❖ Type 2>3: e-government/G2G
- ❖ Project owner Ministry of Communications
- ❖ Budget US\$244000
- ❖ Period 6 years

Project Objectives

To improve the information facilities and access to public institutions, the project aims at developing a test project for a national information clearing house at the Ministry of Communications. The clearinghouse will act as a broker of information between information providers and users in the public and private sector.

Tanzania- ICT for Improved District Governance

- ❖ Phase 2>3 e-Government/G2G
- ❖ Project owner Tanzanian commission for Science and Technology
- ❖ Period 1999-2002

Development objectives

The overall aim of this project is to bring about good governance in Kinondoni District, by harnessing information for decision-making through the use of Information and Communication Technologies. The project further aims at establishing a pilot Management Information System for good governance at the Kinondoni District Commissioners office.

Kenyan-Busting Corruption Using the Internet

- ❖ Phase 2/e-Government/G2C
- ❖ Project owner: Kenyan Anti Authority

Development objectives

The Information Technology Standards Association (ITSA) of Kenya has launched an Electronic 'Graft Management pilot project, which aims to increase public awareness and encourage public participation in fighting corrupt practices: The pilot project intends to use the Internet and e-mail as the channel for communication by the public for reporting.

Africa - Government Portal

Type 1>2 / G2C: informing, representing, encouraging, consulting and involving the citizen

Information: Democratic information such as names of Ministers and Members of Parliament, democratic structure, online constitution.

Interaction: Possibilities to give feedback to the government

Uganda - Parliament Portal <http>

- ❖ Type 1 / G2C: informing the citizen
- ❖ Information: Members of Parliament. Constitution, country facts
- ❖ Uganda - Elections Uganda 2001 - imp //www Uganda cc
- ❖ Type 1 / G2C: informing the citizen, encouraging voting. This website informs citizens about the latest elections in Uganda.

Burkina Faso - National Portal

- ❖ Type 1 / G2C: informing the citizen
- ❖ Information: Constitution online, Laws, Governmental structure

South Africa - Government online services

- ❖ Type 1>2 /G2C.G2B, Information: Tender documents online (G2B)
- ❖ Interaction: Feedback possibilities, downloading of various forms (ID applications, birth certificates, registration as a voter) (G2C).
- ❖ South Africa - Formulating IT Policy to transform Government into e-Government
- ❖ Type 2 /e-Government / G2C

The South African government is formulating an IT policy with government-to-citizen communications as the main objective. The goal is to provide communications to citizens in remote villages as well as to those in larger towns and cities. This is a technology opportunity, despite the low levels of Internet access in rural areas of Africa

India - New Internet law to enable digital signatures

Type 3 / e-Democracy, e-Government / G2G, G2B, G2C

The Indian government has framed detailed rules and appointed an official structure under its e-Commerce law to enable digital Signatures and transactions. The act will enable paperless transactions with legal certification.

Some E-governance Initiatives in India

State/Union Territory	Initiatives covering departmental automation
Andhra Pradesh	e-Seva, CARD, VOICE, MPHS, FAST, e-Cops, AP online—One-stopshop on the Internet, Saukaryam, Online Transaction processing
Bihar	Sales Tax Administration Management Information
Chhattisgarh	Chhattisgarh Infotech Promotion Society, Treasury office, e-linking project.
Delhi	Automatic Vehicle Tracking System, Computerisation of website of RCS office, Electronic Clearance System, Management Information System for Education etc
Goa	Dharani Project
Gujarat.	Mahiti Shakti, request for Government documents online, Form book online, G R book online, census online, tender notice
Haryana	Nai Disha
Himachal Pradesh	Lok Mitra
Karnataka	Bhoomi, Khajane, Kaveri
Kerala	e-Srinkhala, RDNet, Fast, Reliable, Instant, Efficient Network for the Disbursement of Services (FRIENDS)
Madhya Pradesh	Gyandoot, Gram Sampark, Smart Card in Transport Department, Computerization MP State Agricultural Marketing Board (Mandi Board) etc
Maharashtra	SETU, Online Complaint Management System—Mumbai
Rajasthan	Jan Mitra, RajSWIFT, Lokmitra, RajNIDHI
Tamil Nadu	Rasi Maiyams—Kanchipuram; Application forms related to public utility, tender notices and display
Arunachal Pradesh	Community Information Center. Forms available on Manipur, Meghalaya and the Meghalaya website under schemes related to Mizoram & Nagaland social welfare, food civil supplies.

Mali – Policy to stimulate decentralized internet access

Type- 1>2 / G2C, G2B

Mali's considerable advances towards Internet connectivity are evident in user growth from 800 in 1997 to 4,500 today, although 98 per cent are in the capital city Bamako. To compensate for infrastructure, shortcomings, major emphasis has been given to encouraging the growth of public access points such as cyber cafe.

Cuba - Informed health system

Type 1>2 G2G

Cuba's economic difficulties placed a severe strain on the country's health system. As one of the steps undertaken to maintain the standards of health conditions of lack of all kinds of resources, a national network of the public health system Bed 'Info Med' was launched

Peru - Information System for Rural Development

Type 1>2 / G2G, G2B

The goal of this Peruvian project is to reduce poverty and isolation enhance productive activities, and make local government more efficient in two provinces of Cajamarca-San Marcos and the Jequetepeque Basing.

5.9 DEVELOPMENT OF E-GOVERNMENT IN BANGLADESH

The rapid advances in the information and communication technology (ICT) have an enormous impact on how people live and work, especially after the internet was introduced and became available for the public about twelve years ago. Since then the 'e' letter, which means 'electronic' has become essential in many day to day activities to describe a work performed electronically. The concept of e-government was first introduced in the late 1980s when a few European countries introduced what were known as 'Electronic Villages' to link remote villages with the central government. e-Government is not a matter of choice and debate for Bangladesh or for any other country. And it is more important to realize that it is not a debate over adoption of "technologies. e-Government has brought about important transformations in ways in which the government operates internally and provides

services to citizens and businesses. However, the railway ticketing system automation was the one of first noticeable large-scale e-government projects in Bangladesh, completed in the year of 1994-95, a major milestone in the path of e-government. Since then, a fairly large number of different initiatives has been taken by the government for the implementation of e-government. Initially, there was a clear emphasis on building ICT infrastructure, possibly deemed as a pre-requisite to the delivery of e-citizen services. Over time, the government modified its approach and undertook strategies to address some of the challenges. Increasing number of citizen centric e-services projects was gradually undertaken. However, the development stages are discussed below:

Setting the stage

Late 1990s to 2006. Early efforts started in mid 1990s, when the government automated the railway ticketing system. Another notable project from this period was the e-birth registration project under Rajshahi City Corporation in 2001, which made the process significantly faster and more efficient. Another early success was the automation of Graphical Information Services (GIS) which includes mapping of all schools and detailed information regarding them enabling unprecedented efficiency in education planning.

This trend of infrastructure building and process automation continued in a more coordinated manner from 2002-03, with the formation of the Support to Information Communication Technology Task Force (SICT) project, a publicly funded implementation arm of the National ICT Task Force based at the Planning Commission. SICT functioned like an internal facilitator which conceptualized, planned and prioritized projects, and provided funding and technical assistance to line ministries to implement them. SICT undertook a total of 38 projects, approximately 63% of which were focused primarily on internal automation and infrastructure building, and has completed 34 so far. Another public entity, the Bangladesh Computer Council (BCC), provided key support with respect to infrastructure development, technical assistance and capacity Building for various e-Government initiatives.

The first full-fledged ICT policy of Bangladesh, a major milestone in the path to e-government, was passed in 2002. The document was focused heavily on ICT -

infrastructure building, process automation and creating an enabling environment. The policy, therefore, was literally largely an 'ICT policy', and not an e-government policy⁵ though it represented the de-facto e-government policy until 2009. The policy²² equately reflects the approach of the government towards e-government for much of - s period until 2006 as being limited to ICT capacity and infrastructure development, and not as a core development and governance issue. Many of the projects initiated by re SICT or the line ministries themselves during this period did not sustain in the long

Isolated e-services 2006 to 2009.

A gradual shift was noticed in the approach to e- Government since 2006. The top-down approach to planning was gradually being replaced by more participatory approach within different entities of the government. It was increasingly realized that without internal demand and ownership generated through a planning process, success with such projects, which required extensive change management, could not be achieved. An entity, which played an important role in this shift, was the Access to Information (A2I) Program at the Prime Minister's Office (PMO). The program was initiated in 2006 with support from UNDP to support the e- Government Cell at the PMO. Although Access to Information was not directly in charge of implementing e-Government projects, it took significant initiatives to generate internal bureaucratic demand for e-government, such as the series of workshops which led to 53 e-Citizen services being committed to by the secretaries of various ministries and divisions in June 2008. Similarly, 64 e-Citizen services were later identified by District Commissioners (DCs) for implementation. Access to Information also provided continuous technical support and consultation to these projects. A list of Access to Information initiatives is available in Access to Information Program website. A comprehensive list of all e-government projects completed, undergoing and planned by ministries and divisions.⁶

Apart from projects facilitated by the Access to Information there have also been an increasing number of projects being initiated by different divisions and ministries themselves, which insinuate a substantial increase of the administration's demand

⁵ Ahmed, Tofail (1993): Decentralization & The local state under peripheral capitalism, Academic Publisher, Dhaka.

for e-government. This demand is likely to increase further with recent initiatives like the Digital Innovation Fair, which required ministries and departments to showcase their e-Government projects and e-services, and are likely to create a sense of competition between ministries besides that for augmenting the government's emphasis on creating a Digital Bangladesh:

- ❖ Internal demand and commitment was created among the bureaucracy in favor of these e-government initiatives;
- ❖ A Joint Secretary was assigned the role of focal point in each ministry, to address the lack of a point person in charge of e-government projects;
- ❖ New incentives for computer literacy was put in place by the government, such as inclusion in every bureaucrat's ACR evaluation report, motivating focal points in ministries, etc.
- ❖ Lack of financial resources was addressed by setting aside 5% of the ADP allocation of each ministry for ICT and e-government projects. Also, a block allocation of Taka 100 crore has been made in the budget for FY 2009-2010 as 'emergency fund' for ICT projects.

Integrated and Transactional Services : 2010 and beyond

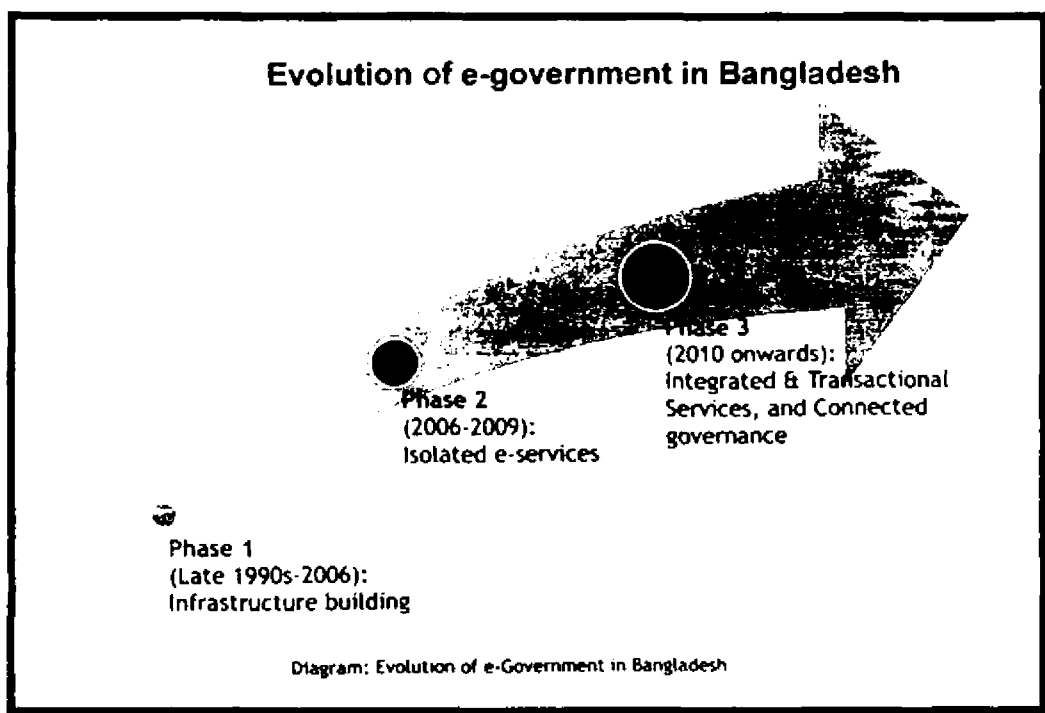
Recent developments yield indications that e-Government is moving to the next phase in Bangladesh, away from isolated e-services towards more integrated, connected and transactional e-services. The present government came to power with the pledge of building a "Digital Bangladesh", and has kept consistent focus on this promise so far. This has resulted in a political climate highly supportive of and conducive to e-government projects. A very recent initiative, the Digital Innovation Fair, born out of the Access to Information program at the PMO. took this opportunity and showcased the various successful and ongoing projects undertaken by the Ministries, effectively putting government agencies in a competitive environment and giving citizens an unprecedented opportunity to witness what services the Government is providing, thereby creating a demand for these services. Apart from the political will, which is undoubtedly a critical element for success, several other favorable factors have also propitiously converged in recent times:

The planning and implementation of the 'quick win' projects has possibly led to a fresh and profound understanding within the bureaucracy about the meaning and ultimate aims of e-Government. A structured policy and regulatory environment, brought about through the creation and passage of the new ICT Policy 2009 and the ICT Act 2009, can play an enabling role for current and new e-government projects.

New opportunities for growth of e-commerce

Bangladesh Bank has recently taken initiative to open up the online e-payment gateway, which was a vital missing link for e-commerce in Bangladesh. A new e-payment system called "MobiTaka" has also been recently started by Grameen Phone, and it is already being used for mobile-based payment for intercity train tickets. This promises to open up the vast territory of e-commerce, and encourage private sector involvement.

- ✓ Most ministries have undergone extensive internal process automation and infrastructure development projects, which are usually the most resource consuming, and most of these projects have been completed. There have also been demonstrated successes in the creation and deployment of e-services. All this sets the stage for integrating the front-end services with automated backend processes, through holistic planning, and improving the quality and efficiency of e-services.
- ✓ The modality of private sector involvement is also undergoing a paradigm shift, from vendor-like approaches towards public-private partnerships (PPPs), following demonstrated successes of this new model like the customs house automation project. Private software companies are recognizing the business potential in automating government services and making them more accessible, and the government is also encouraging the private sector to come forward in implementing various projects (not specifically e-government ones as yet) as partners. E-government is in the process of developing a policy document that will highlight the -mediate priorities for Digital Bangladesh. This will help detail out the strategic roach and timeline for e-government for the next few years.



Source: Bangladesh Enterprise Institute of E-Government

5.10 PRESENT POSITION OF E-GOVERNMENT IN BANGLADESH

In Bangladesh, e-Governance has been talked about a lot; some government offices have even taken innovative steps towards certain e- Government projects. Since this is a new concept for government officials who are used to familiar methods of work, the growth of e-Governance is met with resistance and fear, among other infrastructure problems. But the good news is that the government is taking e-Governance very seriously. The national ICT Task Force headed by the Honorable Prime Minister herself has put great emphasis on identifying challenges in the implementation of nation-wide e-Governance and on initiating pilot projects in various sectors of the government through a project called the Support to ICT Task Force (SICT). The Government of Bangladesh is also getting substantial foreign cooperation in terms of financial assistance and technical collaboration for realization of e-Governance at a national and some of the major factors that have played a catalyzing role in the initiation and implementation of e-Government in Bangladesh are:

- ❖ Support from the National ICT Task Force: The National ICT Task Force giving guidelines, providing directives and raising awareness about how governance can be improved through ICT. They have established the Support to ICT Task Force Program and have allocated about 15 million USD for pilot project- based implementation of e- Government throughout the country.
- ❖ Initiatives from Top-Level Officials: The importance of bureaucratic commitment and political will from the top level to the success of e- Government projects cannot be overemphasized at this early point in Bangladesh's transition to e-Government. It is found that in most of the successful e- Government projects, there are some high-level government officials who have personally taken up the initiative and rallied other people around it.
- ❖ Regular IT training has been crucial: It has also been found that timely and adequate IT training for government officials has been crucial for the successful implementation of e- Government projects. A number of e-Government projects have become successful due to the fact that there was regular IT training available for officials.
- ❖ Assistance from Donors: Technical and financial assistance from donors has also been a critical factor for the progress of e-Government in the country. However, it also has posed challenges of sustainability after the project ends.

With the direction of the National ICT policy 2002 an ICT Task Force was formed with the objective to make use of ICT systems within the public administration, improve efficiency, ensure effective use of resources, enhance planning, raise the quality of services, and promote civic engagement by enabling public interaction with government systems through intending public services to the remotest corner. SICT program was launched at the Ministry of Planning, with the mandate of providing administrative and secretarial support to the ICT Task Force.⁷

⁷ Bangladesh Bureau of statistics 2002, "Statistical pocket Book: Bangladesh 2000". Dhaka-Ministry of planning, Government of Bangladesh, p-222

ICT Infrastructure for e-Government

Hardware resources are hardly adequate in most government offices. Many of the existing resources are outdated and old. At the Ministry and Division level the PC-Employee ratio, are about 0.30 and 0.08 respectively meaning that for every 100 employees there are 30 PCs available in the Ministries and only 8 PCs available in the Divisions. Also at the Department and Corporation level, it is about 0.07 while in the academia, it is about 0.47. The total number of printers in the government is about half of the total number of PCs. At the ministry level Printer-PC ratio is the highest, while in the academia, it is the lowest. Sharing printers through LANs can easily bring down the need for buying expensive printers for individual PCs.

The government has little resources to buy hardware from its core revenue budget. Usually, hardware resources are acquired through IT-related projects. Since many of the departments and corporations do not have such projects,, hardware resources are less available in those offices. The availability of hardware resources has been found to be improved comparing to the past due to the increasing awareness and readiness for adapting ICT which in fact could have been achieved for the considerable efforts particularly given by SICT. Network connectivity within the Bangladeshi government has made considerable progress over the last two years. A recent nation-wide survey on e-Government found that all the 39 Ministries/ Divisions covered in this survey, are currently connected to the internet and out of 236 departments and corporations covered in the survey, 180 are connected to the Internet, which is 76%. 22 academic institutions are connected to the internet out of 24 covered in the survey, which is 92%.

On an average, at the Ministry/ Division level, about 48% of the available PCs are connected to the Internet. And, at the Department/ Corporation level, only 19% of the available PCs are connected to the Internet. At academic institutions, the figure is higher with about 58% PCs connected. At the Ministry and Division level, for every 100 employees there are respectively 15 and 4 Internet-connected PCs available. At the Department/ Corporation level, on an average, only 1 Internet-connected PC is available for every 100 employees and at the academic institutions, 27 Internet connected PCs are available for every 100 employees.⁸

⁸ Haq, Mohammed, An information System Planning Framework for E-governance in Bangladesh", Master thesis, Kualalampur, University of Malaya, 2009. P- 49.

Types of Organization	Number of Employees	No. of PCs	PC Employee Ratio	PC Office Ratio
Academic	11410	2707	0.23	0.72
Corporation	57592	3760	0.06	0.26
Department	62052	4301	0.07	0.31
Division	3151	692	0.22	0.52
Ministry	4579	1057	0.23	0.55
Total	138784	12517	0.09	0.35

Comparison between PCs and government employees. Source: Alam, Mahbulul⁹

The majority of these offices are connected through dial-up only. At the Ministry/ Division level, 69% of offices connect to the Internet connect through dial-up only. At the Department and Corporation level, 80% of offices connect to the Internet connect through dial-up only. Some government offices, however are well-connected. At the Division level, about 53% of the offices have broadband and about 27% have radio-link connectivity. At the Department and Corporation level, about of the offices have broadband and 6.5% have radio-link connectivity. At academic institutions, 23% have Broadband, 9% have radio-link connectivity and 18% have VSAT. The efforts for inter-connecting government office have been started. The Planning Division, under the Ministry of Planning, has taken a pioneering step towards setting up inter-connectivity among key government offices, i.e. the Planning Commission, Prime Minister's Office (PMO) and key ministries at the Secretariat, namely the Ministry of Finance, Ministry of Establishment, Ministry of Science and ICT. Ministry of Agriculture and the Ministry of Local Government and Rural Development (LGRD). The connectivity is done through radio-link towers placed at the Planning Commission, PMO and the Secretariat. The network has enabled crucial databases to be accessed and information to be shared from anywhere in this huge network of important government offices.

⁹ Alam, Mahbulul, "E- Governance: Scope and Implementation Challenges in Bangladesh", 1st International Conference on Theory and Practice, ICEGOV, 2007,

E-Government Software, Applications and Use of IT

Different government offices have developed their own e-Government services, primarily through customized software and databases. It is observed that 24% of the Ministries, 60% of the Divisions, 25% of the Departments and 41% of the Corporations across the country use customized software. However, customized software is used at varying degrees in different government offices. Accounting and payroll software are the most popular customized software. In many cases, software has been developed under different government projects and after completion of those projects, they are largely left unused. Moreover, similar kind of software, especially those in accounting and human resources, are used in various government offices but they were developed under different programs. As a result, due to lack of integrated efforts, resources may have been wasted in re-creating software that was already built for some other government offices. At the ministry and division level, a little more than 24% of the officers use email directly and about 5% of the officers use email through computer operators, And at the department and corporation level, on an average 5.13% officers use email directly while about 3.10% officers use email through the help of computer operators. In academic institution, 38.11% officers use email directly and 61.89% of the officers use email through computer operators.

Role of Major Government Stakeholders

In terms of implementing e-Government and also in transforming the nation into a knowledge-society in the near future, the role of different government major stakeholders have shown in the following

Institutions	Responsibility
Prime Minister's Office (PMO)	- National ICT Task Force has been formed, headed by the Honorable Prime Minister - ICT Task Force has representation from several important ministries, academia, NGOs, and the IT-related private sector
Ministry of Science and ICT	- ICT Policy - ICT-related laws - Facilitate computerization at govt. institutions and schools

Bangladesh Computer Council (BCC)	IT Training to govt. officials and citizens - Incubator for software companies - Advisory support to govt. institutions regarding IT - Providing connectivity to ISPs -Standardization of IT issues, such as keyboard
Ministry of Post and Telecommunications	- Building and maintaining of telecommunication infrastructure.
Ministry of Education	- Curriculum for IT education - Computerization of schools
Bangladesh Telecommunication Regulatory Commission (TRC)	- Regulation of telecommunications providers - Licensing authority
Ministry of Law, Justice and parliamentary Affairs	- Review of IT-related laws
Planning Division, Ministry of Planning	Secretarial support to National ICT Task Force - Hosts the Support to ICT Task Force (SICT) Program to implement objectives of the ICT Task Force, particularly in areas of e-Government - Hub for inter-connectivity among the Prime Minister's Office, Planning Commission and the Secretariat

Role of Major Government Stakeholders

Source: SICT Project¹⁰

Actions Taken by Government Stakeholders

The major policy and strategic actions taken by different government offices in order to implement e-government at a national level have summarized in the following table:

¹⁰ Ministry of Agriculture, Government of Bangladesh, e-governance Application at Department of Agriculture Marketing under the Ministry of Agriculture, Contractual Agreement by SICT, 2004

Goals/Objectives	Action Taken	Organizations Responsible
National Policy for e-Governance	SICT has been formed under Planning Division MoSICT has included e-Governance in National ICT Policy	1) ICT Task Force 2) MoSICT 3) BCC 4) Planning Division
Legal Framework -Copyright/1 PR laws	ICT Act in process of being approved	1) MoLaw 2) MoSICT
ICT Act		3) BCC
Training/ Awareness creation/ Motivation of Government Officials	-BCC provides advisory services for computerization in govt. offices -BCC provides training to government officials, citizens at six divisional Headquarters -SICT organizes informal e-Government awareness sessions -BCC is the process of setting up BKIICT -BCC is undertaking ranking of private training institutes -Planning Commission has seven training labs	1) PACC 2) PATC 3) MoSICT 4) Planning Division 5) All other ministries
ICT Infrastructure in Government	-MoSICT has proposed a project to provide computers, IT human resource and broadband to 38 ministries -SICT has taken up e-Governance projects in 10 ministries -PMO has established its own VSAT communication facility -BCC has established its own VSAT and has provided broadband Internet	1) MoSICT 2) MoPT 3) Planning Division

	<p>to government, private and incubation center</p> <p>-Planning Division has linked PMO, Finance Division and Planning Commission and 6 other ministries</p> <p>-Many ministries have individual projects</p>	
Use of ICT in Government	<p>-Some government institutions have taken e-Government initiatives to automate processes and work flows - SICT is in the process of implementing pilot e-Government projects in several government institutions</p>	1) All ministries

Source: SICT Project

Policy vs. Implementation

The ICT Policy has several important clauses that are crucial for the development of e-Government in the country. However, there is currently no specific Action Plan to implement the ICT policy. In this section, a brief look is taken on the policy statements in comparison with the corresponding implementation status. Recommendations by SICT on possible steps are also given that may be relevant for developing a National ICT Action Plan. Policy vs. Implementation-

Policy Statement	Implementation Status	Recommendations by SICT
The Government shall use ICT system within the public administration to improve efficiency, reduce wastage of resources, enhance planning and raise the quality of services	Use of computers in most government offices are still largely limited to being 'glorified' type-writers Few are using the for improved efficiency	A focal point at each government agency should be assigned ICT responsibility and accountability A ICT plan should be
Government shall implement wide-spread ICT systems to provide	Many government offices has already built their own databases for internal use,	The government should take explicit steps to provide online

<p>nation wide coverage and access by any citizen to the government databases and administrative systems which can be used to extend public services to the remotest corner</p>	<p>but very few provide access to these databases to the public for increased transparency Most e Government Senders are still very urban centered</p>	<p>access to databases so that citizens can find out their own relevant information as required without having to depend on government officials E-Government should be implemented at the local level</p>
<p>All Government must be networked to the National Data Resource Centre in the shortest possible time</p>	<p>The National Data Resource Center has not been established yet, but SICT is taking steps towards that</p>	<p>Considering the crucial nature of National Data Resource Center, it should be established as soon as possible</p>
<p>All Ministries, Divisions, agencies of government and autonomous organizations shall set up web sites</p>	<p>Most ministries and divisions have already set up their websites, but most are static with only contact information Many of the websites are not updated regularly, without which websites are often left useless</p>	<p>Most ministries and divisions have already set up their websites, but most are static with only contact information Many of the websites are not updated regularly, without which websites are often left useless</p>
<p>Government spending in ICT shall be increased to at least 2% ofADPby2006</p>	<p>Government spending in ICT has not been increased to that amount yet ICT spending is not taking place in a coordinated manner</p>	<p>The government should specifically earmark for ICT spending so that ICT systems can be made sustainable</p>

<p>Preference shall be given to ICT literate candidates for the purpose of recruitment in public offices. ICT-literacy shall also be evaluated in the ACR of officials to ensure utilization of ICT in the public senders</p>	<p>This has not been implemented at all Currently, there is absolutely no incentive structure for government officials to become ICT-sawy or even to take any ICT-related responsibilities</p>	<p>This clause should be implemented immediately Special incentives should be in place for ICT focal points in different government offices</p>
<p>Legal framework to provide the guiding principles, rules and legislation for e-Commerce shall be put in place</p>	<p>ICT Act has been passed by the Cabinet, but still awaits final approval by the Parliament</p>	<p>ICT Act needs to be implemented immediately, without which many online services by the government cannot be provided</p>

Source: SICT Project¹¹

5.11 RECENT E-GOVERNMENT INITIATIVES OF BANGLADESH

The government of Bangladesh took some notable initiatives in the field of e-government that have gained notable success in delivering improved citizen services and more efficient and transparent governance. Some of the major initiatives are briefly discussed below:

1. Process Automation at GM North's Office, Ministry of Post and Telecommunication

E-Governance application at GM North's office, including internal process automation and online citizen services which is a significant milestone in the country's development in e-Governance. This e-service provides telephone subscriber information system with user friendly interface for data entry, queries, sorting and customized report generation; and online access to recent status of application for new telephone lines or shifting of telephone line to new address.

¹¹ Ministry of Agriculture, Government of Bangladesh, e-governance Application at Department of Agrlculture Marketing under the Ministry of Agriculture, Contractual Agreement by SICT, 2004

2. Center for environmental and geographic services (CEGS)

Environmental and geographic Information Services (CEGIS) is an organization for environmental analysis using geographic information systems and remote sensing, as well as information technology and databases. The inter-disciplinary activities of CEGIS address sectors such as water resources, agriculture, fisheries, and environmental, engineering, transportation and are implemented by staff that specializes in the areas like: digital archive of satellite images; flood extend mapping by satellite image; decision support system for cyclone shelter management; land information system and GIS based drought assessment.¹²

3. Bangladesh Hajj Online Information, Ministry of Religious Affairs

Through an innovative e-governance initiative, the Ministry of Religious Affairs has launched the website in 2002 to provide some informational-based services to the pilgrims, their relatives and friends, agents and related government officials. The interactive website can be used for searching information about individual pilgrims, including current location and status, send and receive message from individual pilgrims.

4. Online Daily Market Price, Ministry of Agriculture

The SICT has undertaken this e-application of making agricultural market prices available online to push the country towards greater economic growth by empowering farmers and businessman involved with agriculture sector. This site provides: daily Market Information from 30 districts and price information of about 260 agricultural commodities. With this online facilities farmers are better informed about the best prices of their products and create scope for data downloading from the website by specify in the commodity and the market, and data range.

5. Online Public Exams Results and Education Statistics, Ministry of Education

The SICT program has undertaken the project of providing result of public exam online in an effort to develop an efficient system for accessing results of individual student. This site provides: making student results of board exams available in

¹² Alam, Mahbulul, "E- Governance: Scope and Implementation Challenges in Bangladesh", 1st International Conference on Theory and Practice, ICEGOV, 2007,

online: making exam registration information available in online and making different kinds of educational-related application forms available in online.

6. Electronic Birth Registration System

Electronic Birth Registration System was introduced by the Rajshahi City Corporation and the Local Government Division, Ministry of Local Government, Rural Development and Cooperatives with technical and financial support from UNICEF. This is probably the best local level e-governance example of Bangladesh where a local government body, in their own initiatives and leadership and with support from development partners took such a bold step forward. The system also doubles as an immunization management system. Once registered, the system also generates an immunization schedule for every child. The system generated ID is also used to get admission in the public schools of the city.

7. Interactive Website for Ministry of Expatriate Welfare and Overseas Employment

Overseas employment is the biggest source of foreign exchange in Bangladesh. Ministry of Expatriate Welfare and Overseas Employment has introduced e-application which has provided citizen to find out information about job opportunities in abroad easily and efficiently including news and announcement for expatriates.¹³

¹³ Haq, Mohammed, "An information System Planning Framework for E-governance in Bangladesh", Master thesis, Kualalampur, University of Malaya, 2009. P-34-37.

CHAPTER – 06

6.1 E-GOVERNANCE IN UNION PARISHAD

E-Governance has now become a static point of performance delivery. Today's world is shaped by availability of Information and Communication Technology (ICT). Because global economy is powered by technology, fueled by information and driven by knowledge. This rapid change demands a dynamic renovation in Bangladesh also. Government of Bangladesh is committed to foster the development activities through the appropriate use of ICTs, and declared a vision of 'Digital Bangladesh' by 2021 to ensure services at peoples' doorsteps. Information & Services Centre (UISC) is ICT enabled one-stop service outlet located at Parishads at (the lowest tier of the local government) level. Similar to the 'telecentre' concept by different private organizations, the UISC model, however, is unique in the sense that it builds on the concept of Public Private Partnership (PPP) instead of donation dependant models, and brings govt. services within reach of every citizen in terms of proximity and cost. A total number of 4,501 UISCs have been established at all Parishads, all of them inaugurated simultaneously on 11th November, 2010 by Hon'ble Prime Minister of Bangladesh and UNDP's administrator & former Prime Minister of New Zealand Ms Helen Clark in order to translate the dream of 'Digital Bangladesh' into reality.

6.2 HISTORICAL BACKGROUND

UISC emerged from its earlier version known as CeC (Community e- Centre) is a Public Service Delivery Chanel at level. In 2007, two Community e-Centre (CeC) was established as pilot under Democratic Government Thematic Trust Fund (DGTTF) of UNDP. In early 2008, CeC has been included as a driver project of UNDP supported Access to Information (a2i) Programme of Prime Minister's Office. In 2008, Local Government Division (LGD) started 30 CeCs in Parishad. In line with that, LGD established UISCs in all Parishads of Bangladesh step by step. UNDP supported Access to Information (a2i) Programme of Prime Minister's Office plays a catalytic role in this regard. Each UISC is operated by two local entrepreneurs – one female and one male local youth - who have invested in the centre, and is supervised by the associated Parishad which provides space and utilities. Parishad, or the Local Govt. Division also borne some initial costs including basic

equipments such as a computer, a printer, internet modem and a webcam; the entrepreneurs are free to install additional facilities keeping pace with business growth. Entrepreneurs are self-employed, they are not the paid employees of Bangladesh Government, and they manage their life with their own income. These employment opportunities created by the UISCs have stimulated thousands more employments in the country.

6.3 OBJECTIVES & SERVICES OF E-GOVERNANCE IN UNION PARISHAD

Overall objective of UISCs have been established with an aim to develop the UPs as reliable, dependable resourceful centres having connectivity among global, national and local network.

Specific Objectives: More specific objectives are as follows-

- ❖ To ensure easy access of common people to government and commercial and social information and services
- ❖ To create ICT infrastructure at all Parishads and to increase efficiency of Parishads through prompt delivery of information and other day to day services.
- ❖ To provide a supportive environment for creation of local entrepreneurs.
- ❖ To ensure free flow of information for empowering rural community.
- ❖ To create a vibrant, knowledge-based Parishad.

Services of Union Parishad through e-governance

Popular Government Services

- Public examination results
- Online university admission
- Government forms
- Birth and death registration
- Citizenship certificate
- VGD/VGF list
- Government circulars and notices
- Agriculture and health consultancy
- Govt. life insurance
- Services of DC office (35+)
- Development (VGD, VGF, TR, minority welfare, Kabikha, sports & cultural

activities, development of educational institutions)

Revenue (Porcha, khas land distribution, Ashrayon, Non-agricultural land purchase, land acquisition money, requisition, certificate suit, hat & bazaar, vested property, exchange property, stamp vendor license, land survey)

-License (C.I Sheet, Cement, Poison, Food grain)

-Complain & remedy (pension, land, family affairs, law & orders)

-Relief & rehabilitation (Donation, grant, GR)

-Certification (marriage, NGO)

-Miscellaneous (Different committee approval, different appointments, dramatical performance, expatriate welfare, examination matters)

Popular private services

- Email
- Internet browsing
- Computer training
- English learning of British Council
- m-Banking (Dutch Bangla Bank, Mercantile Bank, Trust Bank, One Bank, bKash limited)
- Photography
- Job information
- Passport processing
- Visa application and tracking
- Service camp
- Video conference
- Print, Scan
- Lamination
- Compose
- Photocopy
- Mobile service
- Soil test
- Arsenic test
- Height & weight measurement
- Deed writings

6.4 E-GOVERNANCE AND DIGITAL BANGLADESH

Objectives	E-government solutions	Digital Bangladesh
Phase 1: Information		
G2C: Government to Citizens	Local/departmental/ national information, mission statements and organizational structure, addresses, opening hours, employees, telephone numbers, laws, rules and regulations, petitions, government glossary news	Ministry websites exist with postal addresses, telephone numbers, some laws and regulations.
G2B: Government to Business	Business information addresses, opening hours, employees, telephone numbers, laws, rules and regulations.	Already exists in Bangladesh.
G2G: Government to government	Knowledge base (static intranet), knowledge management (Local Area Network [LAN]).	Many government offices already have their own knowledge bases. The planning division under the Science, Information and Communications Technology (SICT) Programme took steps to set up interconnectivity among key government agencies.
Phase 2: Interaction		
G2C: Government to citizen	Downloading forms from websites, submitting forms, online help with filling in forms (permits, birth/death certificates), intake processes for permits etc., e-mail, newsletters, discussion groups (e-democracy), polls and questionnaires personalized web pages notification.	The pillar on citizen services focuses on this. A government website already exists where one can download official forms. However, polls, questionnaires and discussion groups are not included and not noted specifically in the agenda.
G2B: Government to business	Downloading forms from websites, submitting forms, online help with filling in forms (permits), intake processes for permits etc., e-mail notification	The ICT in business pillar focuses on this. The Board of Investment (BOI) has started an e-registry in order to provide easy, one-stop access to information about laws, rules and regulations regarding governing business activities in Bangladesh. Information concerning the most basic business licenses and other formalities are also available.
G2G: Government to government	E-mail, interactive knowledge databases, complaint handling tools.	Some government agencies have e-mail but not interactive knowledge bases. DB does not mention enhancing government e-mail, interactive knowledge databases and complaint handling tools as a specific aim. However, the second subcomponent under the pillar on citizens' services mentions that systems will share data and information with agencies.

Phase 3: Transaction		
G2C: Government to citizens	License applications/renewals, renewing car tags, vehicle registration, personal accounts (mytax, myfines, mylicenses etc.), payment of (property) taxes, payment of tickets and fines, paying utility bills, registering and voting online.	DB wants to accomplish this through two pillars: connecting citizens and providing services at citizens' doorsteps. Payment of bills online and via SMS is already operational.
G2B: Government to business	License applications and renewals via website, payment of taxes, procurement.	BOI website enables the tracking of service requests online and will soon allow businesses to register online.
G2G: Government to government	Inter-governmental transactions.	DB does not mention this at all.
Phase 4: Transformation		
G2C: Government to citizens	Personalized website with integrated personal account for all services.	DB wants to accomplish this through two pillars: connecting citizens and providing services at citizens' doorsteps, however it is not available yet.
G2B: Government to business	Personalized website with integrated business account for all services.	DB aims to accomplish this in the future.
G2G: Government to government	Database integration.	DB does not mention this as an objective.

Public Private Partnership in Union Parishad

In order to UISCs to survive successfully in the long run, support from various govt. and private organizations is being mobilized through partnerships, these entities not only offer people oriented services through these centres, some of them also provides hardware maintenance and other technical support to keep these centres operational. In the forefront of such partnerships are public and private banks (e.g. Dutch Bangla, Mercantile Bank) – powered by the upcoming online banking facilities, Life Insurance agency (e.g. Jibonbima), telecommunications (e.g. Robi, Banglalink), non-govt. organizations (Dhaka Ahsania Mission, Practical Action) and govt. agencies and projects (e.g. Cabinet Division, Bangladesh Computer Council). A range of useful services (e.g. British Council's English learning) is available at the union level, and govt. agencies are benefitting by using the UISC infrastructure and

resources for data collection, registration for various schemes, transparent beneficiary identification and disbursement of Social Safety Nets allowances, so on and so forth.

Telecom Industry: Banglalink, Robi.

Financial Institutions: Dutch Bangla Bank, Mercantile Bank, Trust Bank Limited, One Bank Limited, Bikash Ltd (BRAC Bank).

Education institutions: British Council, Ankur ICT Development Foundation.

Solar energy: IDCOL (Infrastructure Development Company Limited), Climate Change Unit (Ministry of Environment and Forest).

Insurance companies: Jiban Bima Corporation.

NGOs: Practical Action Bangladesh, Dhaka Ahsania Mission, Swanivor Bangladesh.

Technical trouble shooting: Bangladesh Computer Council (BCC), Bangladesh Computer Samity (BCS)

Cyber Cafe Owners' Association of Bangladesh (CCOAB).

6.5 CHALLENGES OF E-GOVERNANCE IN UP

It's true that no new invention can run only through smooth way; with each new innovation some new challenges come as well. At present the UISCs are facing the following challenges:

- Electricity problem
- Internet speed is very slow in rural level
- Coordination gap among the Union Parishad Chairman, Union Parishad Chairman and UISC entrepreneurs.
- Few officers of local administration are not pro-active as well.
- Entrepreneurs' dropout rate is high.
- All entrepreneurs' technical skills as well as accounting skills are not enough.
- Campaign, mobilization and marketing strategy are not enough.

6.6 STEPS TO OVERCOME CHALLENGES

'Digital Bangladesh' is the country's ultimate dream, and it's very indispensable for country's national development as well. UISC is an important step to translate this dream into reality. So, various measures have been taken to meet the current challenges, such as-

- ✓ Solar panel has been set up in 1013 UISCs where there was no electricity at all; solar panel is also going to set up in heavy load shading UISCs soon
- ✓ Discussion is going on with different telecommunication companies for improving the speed of interaction connections at UISCs.
- ✓ Various workshops are going on in district and sub-district (Upazila) level with the presence of Union Parishad chairmen, Union Parishad secretaries, entrepreneurs and the officers of local administration to reduce the gaps among them.
- ✓ Strong monitoring and follow-up mechanism for local administration is going to establish from Cabinet Division, Local Government Division (LGD) as well a2i, Prime Minister's Office in order to make the UISC sustainable.
- ✓ Entrepreneurs' training from local district administration has been started whenever and wherever needed.
- ✓ Advance course on technical issue, accounting, mobilization, communication and marketing strategy will be addressed soon for UISC entrepreneurs.

SECTION FOUR - EMPIRICAL FINDINGS

CHAPTER – 07

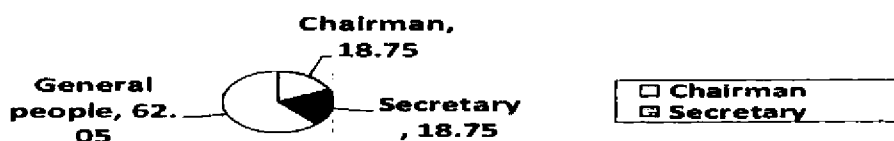
7.1 DATA COLLECTION AND ANALYSIS

Collection of data is the vital part of a thesis. It includes all information collected through various ways for mitigating the object of the study. Analysis of that collected data is another important part of it. Sampling of data, selecting the exact one, analyzing variables and finding the object of study etc are the heart of any study. It is not so easy to collect data for a research to present and analyze that. In this case, when the data is collected and analyzed for research, it becomes rigid. I have tried my best to collect important data for this research and had attempted to analyze them correctly.

Respondents

This Research has been completed by surveying 15 Union Parishad Chairman and also 15 Secretary of that Union with interviewing of 50 mass people. Each research respondent is very important. Without them research is not complete. Because they are the key points and provide lots of valuable information. That information helps us to make a final research paper.

Type of Respondent	Number	Percentage
Chairman	15	18.75
Secretary	15	18.75
General People	50	62.05
Total	80	100



We shown our respondents on above chart, we see that, total 80 respondents participates our research, where 18.75 % chairman , 18.75% secretary and the rest 62.05,% are general people.

Education

Knowledge is regarded as power throughout the world. Education is way of getting fruitful knowledge. Educated people can lead a society or community very smoothly. Without it society cannot go forward with its own spirit. Maximum UPs are located in village area. So the people of these UPs are not higher educated. Even some of them are below the standard line. My observation identified that below result.

Literature Rate	Number of UP	Percentage
30-39%	5	33.34%
40-44%	6	40%
Above 50%	4	26.66%
Total	15	100%

This graph shows actual figure of village Union Parishad. We can easily find from above table, 33.34% educated people in 5; 40% educated people in 6 and above 26.66% educated people in the rest 4 UPs. This indicates that a very high number of people of the village are illiterate and they are not well informed about e-governance.

Existence of e-governance of Ups

E-governance facilities are strongly provided by the government to the people through the Union Parishad. For careful intervention of the government to this sector it becomes effective. And the result of this process is now visible to the people. All the UPs of my study area are highly decorated with e-governance facilities. This is very good and effective sign for successful implementation of this project.

Total UP's	Exist	Percentage
15	15	100%

On above we see that 100% UPs exist of e-Governance. So all of people are directly connected to this service. They can get all kind of services very easily.

Concept of Authority about e-Governance

I have mentioned in my previous discussion that some of the UP chairmen and secretary also don't have clear idea about e-governance. This is the reason for not implementing the e-government facilities in every Union Parishad. If the authority of UPs (chairman and secretary) are aware about e-Governance, it help the authority to provide better customers service.

Status of Respondents	Concept Clear	Concept unclear	Total
Chairman	11	4	15
Secretary	12	3	15

In practically we can see that 73% chairman and 80% secretary are known about e-governance and the rest are not. If 100% UP chairman and secretary know about e-governance very clearly, therefore e-governance will be an effective and profitable business. For effective functioning everybody must know about this concept.

Needed devices to run e-Governance

Without basic devices e-governance cannot ran smoothly. It's an essential part of e-Governance. We found that, all of UPs have:

- Personal computer (P.C)
- Scanner
- Printer
- U.P.S
- Modem
- Digital Camera

Some UPs have photocopy machine and solar system for providing better customer services.

Communicating process of UP's with higher authority

Communication is precondition of success. Previously they communicate with their higher authority by manually (by post or village police). But now they communicate by mail. In present time, they get extra benefit from it. This system is more effective. Because it is faster and less complex than any other system. Union Parishad has a vital role for developing the status of the country.

Area of Activities

Actually e-Governance activities are active in different sector. Generally they provide Health, Agriculture and Educational services. They also provide some extra services, as like- Job services and Personal Skills Development Training Programme. Above technical service helped general people very higher. Because after completing this training, they become self-dependent. By this way employment is generating throughout the country gradually.

Ensuring Accountability of UP

Accountability and Transparency are the basic measurement of actual development of any project. Union Parishad is the last tire of government for providing service to the people and accumulating grassroots demand. If this channel becomes accountable and transparent then the result must be positive without any doubt. The ratio of accountability of the UP officials stated the below statistics.

Way of Accountability	Number of Union Parishad
Pre/Open Budget Discussion	06
FYP Focus Programme	09
Submit Per Month Report	15

This graph implies that 40% UP's held Pre/Open Budget Discussion, 60% UPs held FYP Focus Programme and 100% UPs are Submit their Per Month Report for ensuring highly accountability.

Manpower to run e-Governance

For smooth operation of all functions of the Union Parishad there should sufficient expert manpower. But the situation of our society is little bit different than the present demand. The data which I found from the survey shows very low figure of manpower. Expert manpower is the pre-condition of directing with dexterity of an organization.

Manpower	Number	Percentage
One	10	66.67%
Two	02	13.33%
Un-appointed	03	20%
Total	15	100

This is the actual feature of expert manpower of Tangail District. In above table, we see that 66.67% UPs appointed one person, 13.33% UPs appointed two persons and 20% UPs have no manpower to direct this service.

Expended money by the purpose of e-Governance

Our governmental setting is centralized, for this reason local body doesn't have the power to collect and expense money without the prior permission of the central government. So the local body such as Union Parishad has to depend on government grants or other funds accepted by the government. Supply of Money is very important for this project without supplying money this project will be stopped. I found that 50% UP expend Tk. 1000-1500, 41.67% UP expend Tk. 1500-2000 and 8.33% UP expend above Tk. 2000 per month. This amount is not so high for better service delivery. For this reason internet connection of the UP is so low and work speed is not satisfactory.

Source of funding/Managing money

Union Parishad is funded by the grants from the government. Every year a fixed amount of money are allocated to this local government body through the budget. To manage this expenditure is very difficult for all of UPs. It's a governmental

project but all moneys are managed from UPs general fund. Bearing this cost is burden for all UPs. The basic source of earning money of a Union Parishad stated below.

- Tax and Non-Tax
- Government Grants
- Personal Grants
- Earnings from Local Trust etc.

Awareness of the general people

Creating awareness among the people is the prime concern of e-governance process. If people become aware about their facilities and scope they would be more benefited and will help the project of government. In our country this task is performed by the government and some non-government organizations. The range of awareness among the people is still below the satisfactory level in our country. I found through my study that more than half percent of the people of the rural area are aware and conscious about the e-government procedures. Which is very good sign, but the rest people are lagging behind from this information process.

Types	Number of People	Percentage
Aware	27	54%
Unaware	23	46%
Total	50	100

One of the major objective of this project is raising awareness and consciousness about own rights of local people. If they know that, they participate more. But in real sense is not like this, only 54% people know about this service and rest 46% people is not know about this service.

7.2 FINDINGS OF THE STUDY

During my study of "Challenges and Prospects of E-Governance in Local Government. In the case of some selected Union Parishads " I have found some benefits, which can change the regular customary fashion of work in UPs. Besides this there are some problems, which can create some hindrances in UPs. The benefits and problems are given below-

7.3 BENEFITS OF E-GOVERNANCE

Paperless office

Proponents of e-government argue that online government services would lessen the need for hard copy forms. Due to recent pressures from environmentalist groups, the media, and the public, some governments and organizations have turned to the Internet to reduce this paper use.

Data storage

Union Parishad also uses it for storage of necessary date which is needed for daily work and storage it on computer instead of register. So they can search or find out any information in easy way within few seconds.

Speed, efficiency and convenience:

Citizens of Union Parishad to interact with computers to achieve objectives at any time and any location, and eliminates the necessity for physical travel to government agents sitting behind desks and windows.

Records of Accounts

By use ICT Union Parishad Improved accounting and record keeping can be noted through computerization, and information and forms can be easily accessed, equaling quicker processing time.

More Convenience

Everyone expects more services online. You don't want to wait in a line for an hour to spend five minutes at a counter. We can save you time and energy by putting those services on the Internet. You don't have to miss work to do business during "government hours." You can do business anytime you want, anywhere you want. We come to you so you can even do business from the privacy of your own home.

Better Customer Service

You rarely need help with routine transactions. E-government lets agencies focus on things you usually need help with. These include:

- Explaining complex policies
- Translating English for people who don't speak it well
- Providing assistance for disabled or otherwise challenged people
- Providing up-to-date news.

More information Access

Not all decisions are made between 8 a.m. and 5 p.m. during a weekday. If you are looking for a house, you may want information about an area during a weekend, e-government gives you 24-hour access to this and other information.

Increased Efficiency

Online transactions are faster than face-to-face transactions. Paper processing is automated, reducing time and the risk of clerical errors. This allows state agencies to focus on providing better service for the customer.

Solution of agriculture & health problem

Bangladesh is an agriculture based over populated country. So they need proper information and direction for better cultivation. By use ICT farmer now know that the way of increase of yield and citizen now easily access and know that the actual health problem & its solution.

Other benefits

Union Parishad information center also help the citizen to find out Educational information i.e. result of various exam like SSC, HSC, Honors' & masters (National University) and admission information of various university & job related information. They can print is easily by use the printing devise and also can photocopy the necessary documents as required.

7.4 PROBLEMS OF INTRODUCING E-GOVERNANCE IN UNION PARISHAD

Skilled Manpower & its salary

Skill manpower is needed to provide e-Governance service but it's true that insufficiency of skilled manpower is main barrier to provide the service properly to the citizen of local region people. Local government/ Union Parishad do not provide any salary to the computer operator or service provider. So they are economically unsecured & that is why skill computer operator or service provider does not interest to e-Governance.

Lack of adequate training programs

Many e-Government or computerization projects suffer gravely from lack of adequate training programs. Training is of vital necessity in familiarizing users with computers and breaking their fears.

Supply of electricity across the nation

With about 30% of the population of Bangladesh having access to electricity, the question of providing access to computers to a large section of the population seems like a two-step problem. Even the fortunate 30% has to suffer daily power cuts. Since there are yet no low-cost methods of running computers without electricity, the issue of electricity has to be solved before a widespread dissemination of ICTs is possible.

High-cost, low-reliability of Internet access

Internet access cost in Bangladesh is very high and highly unreliable. There are virtually no dial-up options outside major cities since long distance calls are exorbitantly expensive. Internet access and availability of PCs are disproportionately concentrated in Dhaka. Most ISPs are dependent on VSAT transmission and the bandwidths being used varies from 64Kbps to 4Mbps. 60 percent ISPs are between 128Kbps and 1Mbps in this concern. This is far below what is required even by current demand. Current situation of dialup Internet connection is rather poor. Connection over 21Kbps to 31Kbps is the speed in home use.

Limitation of electronic devices

Computer or Electronic device is not sufficient to provide better service to the people of local area of Local government/ Union Parishad. Just to computer provided by Government of Bangladesh and a printer but most of the time its dose not works properly.

Weak mentality

People of local area and also the member to Local government/ Union Parishad are really unknown to the use of the ICT. They does not know that how its make convenient their work in easy way. So they try to avoid it by technically, that is why they try to use the traditional policy rather than computer device. It shows the weak mentality of the people of local area and also the member to Local government/ Union Parishad.

Unawareness of people

Although there is much hype about IT among the younger generation, there is not a high level of awareness among the general public about how ICTs may be use'ul to their lives. Also, there is cultural inhibition about the use of PCs in this country. From a cultural context, people are generally not familiar with the concept of using computers. ICTs are still generally perceived to be a thing for the rich and the elite. As a result, there is no demand or pressure from the public for service delivery through the use of ICTs.

Corruption

Corruption is another barrier to introduce e-Governance in Local area. Earlier I say that they provide electronic device for Local Government but its quality is so low, because they cannot provide actual device rather than instructed by the Government of Bangladesh (GoB).

Personally used by chairman:

Electronic devices and internet modem supply to the Local Government to provide better service to the local people but most of the Local government/ Union Parishad chairman use it personally and some to them introduce it at his home for only personal use or family use.

7.5 OBSERVATION

- ❖ Crucial livelihood information i.e. agriculture, health, law, etc. is easily available on time near doorsteps of all citizens.
- ❖ Many new potential government and non-government services being added.
- ❖ Entrepreneurs started to have their own life.
- ❖ Entrepreneurs are earning BDT 3 corer per months on average and 45 lac people are taking services in every month.
- ❖ Capacity of Union Parishad in prompt service delivery enhanced and closer ties established among the LG employees, people's representatives and citizens.
- ❖ Government officials' bureaucratic hegemony reduced. Now a friendly relationship has been developed among the UISC entrepreneurs and officers local administration (e.g. DC, ADC, UNO) through the activities of UISC.
- ❖ Government information and services e.g. form collection-submission, tax payment, land record copy collection and so on available near doorsteps of all citizens.
- ❖ Convenient Access to a wide range of commercial services from online banking, life insurance to English language learning ensured.
- ❖ Online interaction platform uiscbd.ning.com (UISC blog) created.
- ❖ A host of local entrepreneurs, half of which is women, created.

Present government of our country has taken lots of appropriate measures for digitalizing governmental settings. Application of e-governance in Parishad is one of them. Government of Bangladesh declared a vision of Digital Bangladesh by 2021 to ensure services at peoples' doorsteps. A total number of 4,501 Information & Services Centres (UISCs) have been established at all Parishads, all of them inaugurated simultaneously on 11th November, 2010 by Hon'ble Prime Minister of

Bangladesh and UNDP's administrator & former Prime Minister of New Zealand Ms Helen Clark in order to translate the dream of 'Digital Bangladesh' into reality.

UISC is ICT enabled one-stop service outlet located at Parishads at (the lowest tier of the local government) level. Similar to the 'telecentre' concept by different private organizations, the UISC model, however, is unique in the sense that it builds on the concept of Public Private Partnership (PPP) instead of donation dependant models. Now 9002 young entrepreneurs are working with 4,501 UISCs, and half of them are women. Entrepreneurs are self-employed, they are not the paid employees of Bangladesh Government, and they manage their life with their own income. In order for UISCs to survive successfully in the long run, support from various govt. and private organizations is being mobilized through partnerships, these entities not only offer people oriented services through these centres, some of them also provides hardware maintenance and other technical support to keep these centres operational. In the forefront of such partnerships are private banks (e.g. Dutch-Bangla, Mercantile, Trust, BRAC) – powered by the upcoming online banking facilities, Life Insurance agency (e.g. Jibonbima), telecommunications (e.g. Robi, Banglalink), non-govt. organizations (British Council, Practical Action, Ankur ICT Development Foundation), troubleshooting support organizations (BCS, Cyber Cafe Association of Bangladesh) and govt. agencies and projects (e.g. Bangladesh Computer Council, Cabinet Division).

UISCs commonly offered three types of services; government services, information services and commercial services. Government Services, like Online Birth Registration, different types of government forms, government circulars and notices, online university admission, examination results, population census data entry, citizenship certificate, citizen charter of Parishad. Information Services, like Agriculture, health, education, law & human Rights, tourism, environment & disaster management, science & technology, industry & commerce and employment. All these livelihood information are provided by National e-Tathyakosh (National e-Content Repository) which has online and offline (CD) version. Commercial services, like m-Banking, life insurance, English learning, computer training, internet browsing, email, printing, scanning, compose, photocopy, laminating, data entry, photography, phone call, flexi load, mobile ringtone

download, video show, video conference, projector rent, passport & visa processing, height & weight measurement, blood pressure measurement, soil test, arsenic test etc. UISC is a local knowledge centre. These hubs of information and services at doorsteps of local people save their time, energy and money. Now it has the challenge for the citizens to carry out the benefits of UISCs and make these sustainable.

SECTION FIVE – CONCLUSION & RECOMMENDATION

CHAPTER – 08

8.1 CONCLUSION

In Bangladesh, e-Governance is vital not only to establish a democratic and transparent government but also to fight against poverty and act as a cross-cutting enabler for interventions geared towards attainment of all the millennium goals. It is also necessary for ensuring government accountability, decentralization and providing effective and efficient service delivery to citizens. If bidirectional information flow between citizens and government is effectively established, e-Governance provides the power of consensus building within a society, thus providing a voice for the poor and disadvantaged groups to contribute to policy building and implementation. Keeping these objectives in mind, the present Government of Bangladesh took office with the vision of creating a digital Bangladesh by 2021.

The use of information and communications technologies (ICT) to transform government by making it more accessible, effective and accountable. E-government includes: providing greater access to government information; promoting civic engagement by enabling the public to interact with government officials; making government more accountable by making its operations more transparent and thus reducing the opportunities for corruption; and providing development opportunities, especially benefiting rural and traditionally underserved communities.

Present government of our country has taken lots of appropriate measures for digitalizing governmental settings. Application of e-governance in Parishad is one of them. Government of Bangladesh declared a vision of Digital Bangladesh by 2021 to ensure services at peoples' doorsteps. A total number of 4,501 Information & Services Centres (UISCs) have been established at all Parishads, all of them inaugurated simultaneously on 11th November, 2010 by Hon'ble Prime Minister of Bangladesh and UNDP's administrator & former Prime Minister of New Zealand Ms Helen Clark in order to translate the dream of 'Digital Bangladesh' into reality.

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8.2 RECOMMENDATION

To implement the programme of e-Governance in Ups some recommendation must be given like-

Directly intervention of Government

Without the intervention of government, the programme of e-Governance in UPs cannot be run successfully. Problems of e-Governance in Local government (UPs) are skilled manpower and their salary, training system, etc. To solve these problems govt. should take several steps, like- to appointed someone as a computer operator and he must be well trained about computer. the person who is appointed as a computer operator, his salary must be approved by govt. 2000 taka must be given to UPs as monthly expenditure that is why people should not face any problem to get any problem to get any types of information.

Work Mentality

If government ensures the salary of computer operator, they will be interested in their own work; as a result the regular customary fashion of work will be changed.

Awareness of people

To implement the objectives of e-Governance, people's awareness in the most important factor. To ensure local people's awareness different proclamation system should be taken, like- pestering, announcement, leaflet, etc.

Supplying electricity and adequate of electronic devices

Electricity is a great problem in our country. If the government of Bangladesh overcome from this problem and ensure of supplying electricity, then this service will be an effective service. Another recommendation is, provide essential electronic devices of each UP. Without those devices e-Governance is not run very well.

Development of Relationship

UP Chairman-Secretary and Computer operator's relationship is not very well. So, good relationship is very important for providing this service correctly.

Stopped corruption and self use

Corruption can destroy a society. In working time we know from different person in different UPs. UP Chairman is a corrupted person and they personally use computer and other services But general people cannot do anything. So we need honest chairman and their honest mentality for fulfillment of this project.

- ❖ Solar panel has been set up in 1013 UISCs where there was no electricity at all; solar panel is also going to set up in heavy load shading UISCs soon
- ❖ Discussion is going on with different telecommunication companies for improving the speed of interaction connections at UISCs.
- ❖ Various workshops are going on in district and sub-district (Upazila) level with the presence of Union Parishad chairmen, Union Parishad secretaries,

entrepreneurs and the officers of local administration to reduce the gaps among them.

- ❖ Strong monitoring and follow-up mechanism for local administration is going to establish from Cabinet Division, Local Government Division (LGD) as well a2i, Prime Minister's Office in order to make the UISC sustainable.
- ❖ Entrepreneurs' training from local district administration has been started whenever and wherever needed.
- ❖ Advance course on technical issue, accounting, mobilization, communication and marketing strategy will be addressed soon for UISC entrepreneurs.

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Part - 01

Basic information

1. Name of Districts
 2. Name of Upazila
 3. Number of Union Parishad.....
 4. Name of Union Parishad.....
 5. Total area of Union Parishad.....
 6. Total population of Union Parishad.....
- (i) Men.....
- (ii) Woman.....

Part - 02

1. Name of Responds.....
2. Status of Responds :
(i) Chairman (ii) Secretary
3. Contract No.....

Questionnaires

1. Do you know about e-Government?
 Yes No
2. If yes, what do you know about e-Government?
3. Have you introduced e-Governance system in your Union Parishad activities?
 Yes No
4. If yes, please tell the area of e-Governance activities
5. If you introduce e-Governance in your Union Parishad, what are benefits of e-Governance?

6. If no, do you feel it should be introduced?
 Yes No
7. How do you communicate with your superior authority?
8. Under traditional system, what are problems to communicate with your superior authority?
9. After introducing e-Governance, how do you communicate with your superior authority?
10. After introducing e-Governance, do you feel accountability would be ensured?
11. What types of inputs are needed to run e-Governance?
12. To introduce e-Governance, did you need much money / budget?
13. How do you manage those extra money?
14. Do you need extra manpower to run e-Governance?
 Yes No
15. If yes, have you appointed?
 Yes No
16. Who is the competent authority to appoint personnel to Union Parishad?
17. What is the role of Union Parishad in this regard?
18. What are the problems to introduce e-Government?
19. How these problems can be removed?
20. How can local people be benefited from e-Governance?
21. To get benefit, what should be done local people?

Part - 03

1. Name of general people
2. Name of Occupation
3. Education
4. Name of Village

Questionnaires

1. Do you know your Union Parishads have the service of e-Governance?
 Yes No
2. If yes,
 - Which service you get extra?
 - Any new problems are created from it?
3. "Union Parishad Chairman used personal purpose of the instrument of e-Governance" Are you agree with it?
 Yes No
4. Have you got any Service from this Union Parishad?
 Yes No
5. If yes, what kind facility you got and when?
6. Do you think that that facility was sufficient?
 Yes No
7. If not, what else service you want to get from the Union Parishad?
8. Do you have any computer knowledge?
 Yes No
9. If yes, what type of knowledge and from where you got it?
10. If not, have you any intention to learn computer for getting e-service?
11. Have you any Suggestion/ Complain about e-governance in Union Parishad?
 Yes No
12. If yes, what are these suggestions/complains?
13. After how many years it will be an ideal Union Parishad?