



# Performance Management Through E-Government

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## ABSTRACT

*e-Government refers to government's use of information technology to exchange information and services with citizens, businesses, and other arms of government. e-Government may be applied by the legislature, judiciary, or administration, in order to improve internal efficiency, the delivery of public services, or processes of democratic governance. The primary delivery models are Government-to-Citizen or Government-to-Customer (G2C), Government-to-Business (G2B) and Government-to-Government (G2G) & Government-to-Employees (G2E). The integration of the Administrative Mechanism with the Information & Communications Technology (ICT) has enabled effective performance management. It has made it possible to collect and analyze the data even from the remotest corner in a short time. It has helped in bringing in the transparency & accountability in the functioning, effective monitoring at different levels, better planning and improve the overall performance of the Department.*

**Keywords:** E-Government, Performance, Management

## 1. Introduction

Budgetary Provisions of any Government are usually made for implementing the various schemes of development and to incur the expenditure to maintain the level of development reached in the previous plan.

Departments supply the budget proposals to the department of Finance. On this basis, the Finance department prepares the annual budget. The Planning department lays down the financial outlays and approves the schemes on the basis of which the plan budget is incorporated in the budget estimates by the Finance department. Outlays in the Government budget reflects a commitment of the government towards realizing goals in the financial year. Thus, It is important to convert outlays to tangible assets with monitorable targets to carryout mid course corrections, if necessary, for timely completion of programmes/development works. Also, "there is lot of inefficient and ineffective spending because among others information for management and control is not available (Choudhary, 2006)". "The use of Management Information System (MIS) for optimizing the performance of an enterprise is known for long and is well established. The use of Telecommunications and IT for MIS makes MIS a real time decision aid for Managers at all levels. In view of governments being the single largest takers of peoples wealth (by taxes and loans) every year as the largest spender and procurer of goods and services and also the purveyor of welfare to millions of people, an ICT-enabled MIS greatly enhances the proper use of resources and the most cost effective way of dispensing the costly welfare (Choudhary, 2006)".

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What is important for exercising control and for the management is the appropriate system for Performance management. "Performance management is a strategic approach, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of organizations, territorial jurisdictions and functionaries in terms of indicators and targets for economy, efficiency, effectiveness and impact (Mohanty, 2003)".

## **2. Priorities & Purposes**

The, Chief Minister Monitoring Programme (CMMP) is conceptualized in terms of a comprehensive performance management system for realizing the targeted goals in a time bound manner using the Information and Communications Technology in the Governance. The project envisages to capture the information on the Departmental activities of each of the Department for effective management.

Earlier, in the manual system the Government Departments used to call for the relevant information from the field offices. The information was collected, compiled and presented to the senior officers for decision making. It used to take minimum 15 to 20 days in this process. Thus, being tedious process, regular monitoring was not feasible. In the absence of regular monitoring mechanism because of tedious process of manual collection of information and its analysis, projects get delayed or go haywire.

Visibility of micro to macro level information at all levels of administrative setup has ensured the transparency within the Government. Once the process has become transparent, the fixing of accountability has become more easy. Such arrangement forces the Department to perform as desired.

## **3. Implementation Strategy**

Initially, the software was developed pertaining to Eight key Departments for capturing the information and its analysis in the first phase. In the second phase, software was developed pertaining to Nine Departments and in the third phase, Software was developed for another 12 Departments. So far, 29 Department have already been covered and system study for remaining departments is in progress. The Departments which are already covered are Backward Class & Minorities Welfare, Commerce & Industries, Commercial Taxes, Cooperation, Energy, Farmer Welfare and Agriculture Development, Fisheries, Food & Civil Supplies, Forest, Higher Education, Medical Education, Mining, Narmada Valley Development Authority, Panchayat & Rural Development, Planning, Economics & Statistics, Public Health & Family Welfare, Public Health Engineering, Public Works, Revenue, Schedule Caste Welfare, School Education, Social Justice & Empowerment, Sports & Youth Welfare, Transport, Tribal Welfare, Urban Administration & Development, Veterinary, Water Resources & Women & Child Development. The prime goal of application design was it's accessibility from various field level offices of the Departments which are geographically distributed throughout the State, apart from technical requirements, such as data storage requirements, performance requirements in terms of I/O and throughput and application uptime.

### *Technological Architecture*

To fulfill design requirements, web based application software is designed and developed using VbScript/Html. The application is hosted on NIC web server which is accessed by all field level offices of the Departments on the NICNET (Figure-1) just by having a window based client, internet connectivity and internet explorer at their end. Restricted access is given through assignment of different user-ids and passwords for all the field level offices of the Departments.

### *3.3 Data Collection*

The monitoring parameters are identified with each of the Department. Monthly Target for each of the identified parameters is fixed by the Department. The software is developed to capture the Target Data as



*The Computerized System provides for*

- Creation of Master Directories specific to Department
- Entry of Targets by the Administrative Departments
- Entry of Achievement Details from the District level
- Provides for In-depth Analysis (refer Figure-2) through
  - *Statistical Reports at different levels*
  - *Detailed Reports*
  - *PERT Chart*
  - *Graphical Analysis*
  - *Thematic Maps*



**Figure 2:** In-depth analysis

It is a G2G application designed and developed for the purpose of monitoring and taking midcourse corrections, if any and complete the various projects on time. The geographical spread of the project is entire state covering the administration and implementing agencies offices located across the state. It facilitates effective implementation of various welfare schemes meant for the General Public residing throughout the State.

Following benefits are accrued:

- Creation of information system
- Better monitoring and planning
- Timely Completion of Projects & effective implementation of Schemes/Programmes
- Improvement in the performance of the Department
- It helps in Performance based Budgeting & Monitoring
- The project is ideally suitable for deployment in g2g environment

#### **4. Innovation & Sustainability**

Once the budget is passed by the State Legislative Assembly, the Fund is allocated to the Departments for respective Schemes/Programmes. Generally, in Government this allocation is for the whole Financial year

and thus Department gets the scope of whole Financial year to perform their department specific activities as well as spend the fund. Departments used to define their physical and Financial Targets for the Financial Year rather than Month wise. Performance Management system (CMMP) has been conceptualized with the objective of getting defined the physical and financial Targets by the Department on monthly basis i.e. logically converting these Physical & Financial targets in to twelve months of the Financial Year. Once the targets have been defined and entered in to the system, Departments are not allowed to change. Now, Departments have to perform effectively as they have to achieve whatever they have defined in terms of target for that month. They are allowed to enter only the achievement against these monthly targets.

Since, the project has integrated with the regular administrative structure and all the data captured in the programme is owned by the respective departments of the state, the sustainability is ensured. The Government is planning to link it with the Outcome Budget. It is also proposed to disseminate the relevant information about the Schemes/Programmes of each Department to the Public besides developing the software for application processing pertaining to each of the scheme in the next phase. Since no recurring operating expenditure is involved, the budget constraints are not there. This will further ensure its sustainability.

## **5. Concluding Remarks**

The implementation of the System has resulted in reduction of time in data capturing and its compilation in different forms. It is helping in effective implementation of several schemes besides completion of various Projects on time thereby avoiding cost and time overrun. The design of the project is modular and thus may be replicated in other states. It has helped in performance management and thus in improving the performance of the Departments, thereby enhancing the reputation of the Government.

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