CONCLUSION

This thesis concludes with the understanding of globalisation and public administration in third world with special reference to Kuwait and India. The thesis makes an attempt to conceptualise the recommendations building and draws on lessons learned to achieve reform objectives and expected results in the area of public administration. It tries to seek opportunities to change Public Administration mindset introducing quality management models (developed and implemented for the private sector) which is helpful in instigating a new mindset in public sector administration. Although there are three aspects which are closely intertwined including economic, political and cultural aspects of globalization but the other key aspect of globalization is changes in technology, particularly in transport and communications, which it is claimed are creating a global village. By providing India and Kuwait as an area mechanism to review and improve management processes from the perspective of meeting the needs of those who use government services (clients) and introducing a system of setting achievable and tangible objectives with defined steps towards developing an efficient and effective quality management system in emerging context of globalisation, it generates motivation and drive, amongst public servants and management, for reviewing and improving public administration, encourages new thinking in conducting business in the public sector and undertaking fresh approaches in public service delivery and management.

E-government project is one of the challenges in this new era in Kuwait. The studies by Aladwani\(^1\) portrays the mediating effect of participation on the relationship between heterogeneity and rewards, and

---

266
project performance. The philosophy of e-government will help man’s advancement and prosperity as well as economic growth of the country. Therefore, we believe that developing countries’ need for e-government implementations is greater than developed countries’; as such implementations have numerous benefits, which can be realized through adoption of e-government principle. One of the most important benefits that can be gained from e-government is saving of financial and human potentials as well as rationalization of their use in favour of the society. It also realizes justice and equality, where it will eliminate mediation and nepotism in providing services for the community members.

Moreover, it helps save time optimally, which creates great benefits for community members and administrative units. In addition, it considerably increases efficiency of government authority’s performance, where time and efforts are not wasted in vain. Using e-government means, human potentials working in the government sector can utilized for checking accuracy and correctness of information instead of wasting time and efforts in exhaustive manual jobs. As Consumer Affairs Department at Ministry of Electricity and Water provides (MEW) its services for citizens and residents in Kuwait, and wishes to improve such services, which calls for use of new technologies in rendering such services through implementation of e-government systems. Therefore, it aims at preparing a feasibility study for implementation of e-government project in providing services of Consumers Affairs Department.

Electronic government implementation in Kuwait also requires a shift in the relationship between groups within the government. Instead of competing they have to show cooperation so that the government can provide the citizens with the best possible services and fulfill its obligations.
Those units or groups should not resort to competition and rivalry in order to secure exclusive domains of bureaucracy for themselves.

The successful implementation of e-government initiatives in Kuwait and India is better achieved through e-private sector providers while in most of the cases the governments often have the resources and willingness to purchase IT systems to implement e-government initiatives, often public sector institutions and staff do not have the knowledge and capacity to undertake large contracting processes to purchase and install IT systems. This is an example where UNDP, as a neutral third party, has been able to bridge this gap, by assisting governments in clarifying their systems’ requirements, effectively communicating these requirements to the private sector, evaluating bids based on government’s technical and business change requirements, and refining contracts.

In both Kuwait and India continued political will and support throughout all phases of public administration reform is essential for an effective and successful reform process. Political support in India and Kuwait from the highest levels of governments and ministries is of extreme importance for creating momentum for reform and driving the implementation process from conception to completion. Political support is clearly evident in all selected case studies we featured in this thesis. Reform efforts are long-term processes and require commitment throughout the process. This commitment must continue even in the case of government change for a successful reform process.

In context of openness of Kuwaiti economy and emergence of IT hub in India there is a strong need to show and publicize “good results” and provide incentives for continued support and achievements. It is important to demonstrate and show tangible results as they unfold and felt by the
providers and receivers of the services and products resulting from the process of change. Publicizing good results and providing incentives and awards to successful implementers and users of the new systems, will encourage others to join in, forge change in attitudes towards reform, and ease the fear and perceptions of threat that is usually felt/experienced as a result of introducing change.

Further, human resources capacities of national institutions must be enhanced. Project activities must be incorporated or coordinated rather than conducted in parallel to other similar on-going activities in India and Kuwait to avoid overlapping of developmental agenda. Capacity development for sustainability is under-estimated and actions for the full integration of projects and programs into public administration should be strengthened in local bodies and institutions. Sustainability is sometimes hampered by the lack of a clear, well-designed exit strategy in certain projects, an issue that needs to be carefully addressed.

The thesis underscores the need for greater attention to sustainability of reform/projects results in India and Kuwait and a better coordination and partnerships of government and private sector with all stakeholders leads to better results and sustainable outcomes. Change Management as an integral part to any reform process is not only crucial to successful public administration reform but essential. Establishing broader partnerships with the private sector and civil society also which will better achieve expected results and objectives for the well being of people and the realization of Millennium Developmental Goals (MDGs). Better monitoring and reporting mechanisms in India and Kuwait is required for successful reform processes. National social policies in Kuwait and India should be linked to the process
of public administration reform to avoid bottleneck, corruption and nepotism.

Governance, traditionally, refers to the forms of political system and the manner in which power is exercised in utilizing country’s economic and social resources for development. Governance is the process whereby public institutions conduct public affairs, manage public resources and guarantee the realization of human rights. Good governance accomplishes this in a manner essentially free of abuse and corruption, and with due regard for the rule of law. Governance is a process of decision-making for the politico-social system of a country, or any organisation for that matter. The concept of good governance is an old one – Ram Rajya of Indian tradition and Utopia of Greek philosopher all aim at the often elusive concept of “Good Governance”. Mahatma Gandhi had called it “Su-Raj” (Self-Rule). Simply put, it is efficient, people-oriented government that is accountable and involves the stakeholders in the society; works towards an informed, participatory and responsible society-fair, just and non-discriminatory; objective, systematic and timely, efficient and effective, and focused towards development. The World Bank’s experience in development demonstrates that private initiative and market-driven policies are key to economic development and sustained economic growth. Equally clear is that the state is a critical complement to markets – markets do not function well without effective governments and governments that do not work well with markets are doomed to be ineffective. In short, governments will need to be as efficient and effective as private firms if they are to serve

---


as facilitators rather than bottlenecks to economic and social development – especially so in a globalizing and highly competitive world economy. So the concept of governance transcends beyond the state to incorporate within itself, civil society organizations. Governance, from this point of view, means the sum of many ways in which individuals and institutions (public and private) manage their common affairs.

In Indian context, the stress of the National Common Minimum Programme of the Government has been on a clean and efficient administration. It says- “The United Progressive Alliance (UPA) will set up an Administrative Reforms Commission to prepare a detailed blueprint for revamping the public administration system. E-governance will be promoted on a massive scale”. In furtherance of this goal, the proposal to set up the second Administrative Reforms Commission (ARC) was approved by the Cabinet on April 8, 2005. The Commission will prepare a detailed blueprint for revamping the public administration system.

The CMP (Common Minimum Program) also provides that “The Right to Information Act will be made more progressive, participatory and meaningful” in India. The amended Freedom of Information Act has been passed by Indian Parliament and it ensures maximum disclosure and minimum exemptions; independent appeal mechanism; departmental proceedings for failure to provide information as per the law; and effective mechanism for access to information and disclosure by the authorities. The Group of Ministers on national security system had recommended that a detailed action plan on good governance should be prepared by the Inter-State Council in consultation with the States. At the 10th meeting of the Standing Committee of the Inter-State Council on March 29, 2005, a three-
pronged approach to reforms was adopted. This approach covers all required changes in government under three categories- ‘Transforming Government’, ‘Growth-Friendly Government’ and ‘Citizen-Centric Government’.

In the Millennium Declaration, adopted by consensus, the States Members of the United Nations resolved to create an environment — at the national and global levels alike — that is conducive to development and the elimination of poverty. They stated that meeting this objective "depends, inter alia, on good governance within each country. It also depends on good governance at the international level and on transparency in the financial, monetary and trading systems." 4 Good governance is associated with efficient and effective administration in a democratic framework. 5

In the 21st century, making systemic and structural changes in the key institutions of governance has been recognised as the priority area in third world countries, especially India and Kuwait. The immediate focus in Indian context is on—electoral reforms— the bedrock of good governance. The areas addressed include electoral rolls and Voter ID, criminalisation, corrupt practices and elections petitions, high cost of elections and abuse of money power, defections, oversized council of ministers, law for political parties and recognition of parties and funding of political parties. Similarly in context of Kuwait, the arena of governance has broadened and enhanced to include all sections of society.

Judicial and legal reforms broadly means modernisation of courts, reduction or elimination of arrears of cases, use of alternative dispute resolution methods and service conditions of judges. The Civil Service

---

4 http://www.unhchr.ch/development/governance-e-01.html
Reforms is aimed at improving transparency, accountability, honesty, efficiency and sensitivity in public administration at all levels.

Administrative Reforms in contemporary times seeks to promote the use of information and communication technology for bringing about efficiency in governance; review of systems or procedures influencing the internal government processes and re-engineering of these processes in a systematic manner. Legislative reforms calls for a re-look on the statute books to make the laws in tune with the times.

To unleash the economic might of the countries suffered at the hands of colonizers, second generation economic reforms is the other focus area of growth friendly economy. It includes economic reforms attracting foreign investments and private sector participation in infrastructure and in easing of red-tape. Fiscal reforms are intended to bring prudence in government spending, both at the Centre and in the States. The labour market reforms seeks to remove the hurdles in achieving economic efficiency and faster employment generation.

The need is for citizen-centric reforms which refers to the area commonly known as the cutting edge of administration—where the individual comes directly in contact with the government. The idea is to change attitudes and mindsets of government servants, make government-public interface a smoother affair, foster public-private partnership, push for further decentralisation and local government reforms.

Decentralisation may entail the transfer of autonomy in the following areas including the policy autonomy, i.e., local bodies are entitled to make their own decisions in certain (more or less restricted) fields of policy. The Organisational autonomy wherein local bodies are free to decide about their organisational structure and Staff autonomy with local political leaders and
administrative personnel are selected without interference from central authorities. Decentralisation also entails fiscal autonomy where local bodies are able to raise revenues independently and/or receive grants from the center without any strings attached (so-called block grants) 'proximity to politics' that decentralisation entails. This tends to strengthen the state's capacity for implementation.

Furthermore, a decentralised bureaucracy adapts more easily to local identities and norms, which may increase effectiveness. Decentralisation may also create a more open political system in that it implies a division of powers in society; many channels of representation and power sharing become available. This counteracts the monopolisation of power by certain elite groups, often the consequence of centralised political and administrative structures. A decentralised system is also more accessible to new political movements and minority groups in their attempts to influence politics. This is particularly important in ethnically divided societies, where political exclusion can have seriously polarizing effects.

In case of Kuwait, the most significant changes has been in the role of the Kuwaiti women. "Due to the maritime and trading activities of their menfolk during the pre-oil period, it was the women who provided a strong focus for family life in Kuwaiti society. While they have retained this important position, Kuwaiti women have become much more active in

---

6 Bhattacharya, Mohit 1990 ‘Recent Advances in the Discipline of Public Administration’, Indian Journal of Public Administration, Vol XXXVI, No 1, Jan-Mar
economic spheres in recent years and their influence is now no longer confined within the family.”

Decentralisation promotes participation and improves the controlling function held by the lower levels of the political system. For creating a think-tank on reforms both in India and Kuwait and to give it a permanent and institutional character, the government is also focussing on creating expert institutions to help in capacity building.

Indian government at its 10th meeting of the Standing Committee of the Inter-State Council it was decided to set up of a National Centre for Good Governance (NCGG) which would be the repository of Good Governance and e-Governance reforms and initiatives in the country. It was also decided to identify one institution at the State level to be the nodal point for linkage with NCGG and establish a network of institutions engaged in operations research for good governance to develop and strengthen civil society organisations or institutions for capacity building. Academicians and public functionaries have advocated different forms of political administrative systems and methods of governance to reconcile the interests of the citizens with that of the role of the state. The debate is still inconclusive. During the last decade or so, in the aftermath of the onset of globalisation process there has been a remarkable change in the role of government in different societies. Development assistance to the Third World countries in the process of globalization.

The e-organization vision has been adopted by Kuwait Institute for Scientific Research (KISR) since the early 1980's. As part of KISR Information Technology (IT) strategies, KISR has been developing business

---

application systems to serve its business functions. Therefore, the ultimate goal of e-KISR is to extend boundaries of information exchange for business functions. This is being done by facilitating transactions electronically on local, national, and international levels through one gateway e-Government.

Organizing an e-enabling community is an evolutionary process where business culture needs to adapt to the capabilities of IT in serving its needs. This process started gradually in the 1990's where client/server technology was developed to further serve more business needs. The advent of the Internet required new technologies to adapt to new IT standards. Furthermore, the web technology enabled systems' developers to introduce information systems that reached user's community with less maintenance requirements. All KISR business applications data are hosted within an integrated relational database environment which developed web services.

As the Internet was first introduced to Kuwait and Kuwait Institute for Scientific Research (KISR) in the early 1990's, the National Scientific and Technical Information Center (NSTIC) at KISR started preparation for utilization of the Web technology to build business applications that can expose KISR's services and liberate information to broader audience inside and outside KISR. The need for automation and integration of business procedures was well thought about by KISR top management and specifically NSTIC, before the introduction of the internet.

Globalization and public administration are enmeshed in a complex pattern of interdependence that cannot easily be untangled, but the World Wide Web (www) provides a transparent window through which to take a closer look at these linkages. Indeed, the Internet may be viewed both as a cause and consequence of globalization, and as an interactive link to connect it with administrative phenomena. According to pessimists globalization
means that governments everywhere have become powerless and that managing globalization is an oxymoron, since globalization is shaped by markets, not by governments. Some have suggested that this powerlessness is reinforced by the coming of Internet age—that there is no governance against the ‘electronic herd’.

Both globalization and public administration are so complex and multi-leveled. However, if we focus on one aspect of public administration (the dynamics of bureaucratic performance in independent states) and one perspective on globalization (the images reflected through the Web) we can find a convenient and useful starting point. The Internet is a powerful manifestation of globalization -- it both results from and contributes to the modern dynamics that, by circular causation, have accelerated the information revolution of our contemporary world system. By contrast, public administration is an ancient phenomenon but in the world today, it has vastly expanded its scope. We may visualize the resulting transformations in the form of a triangle. Visualize a dynamic pyramid of governance, each of whose three sides -- ascending, descending, and horizontal -- represent complementary principles that are incomplete by themselves, but can stabilize modern governments when effectively linked.

People’s participation in Indian context is generally viewed more in terms of passive support to the policies and programs of the Government. This approach reduced people’s participation to formal participation and their role in the policy to that of recipients, and not creative agents. In a conflict-ridden society, participation should include, increasing the capability of the collective to resolve conflicts. The apparent reasons seem to be the lack of political or bureaucratic will, an inability to sustain focus on a

---

Friedman, M 1962 Capitalism and Freedom, University of Chicago Press, Chicago, Ill
prioritized set of agenda points and an inability to exert agenda calls for a much deeper and systematic probe. The development model did warrant mobilization strategies. In passive participation should include, increasing the capability of the collective resolve conflicts. The development model did warrant mobilization strategies. In passive participative model, conflicts get accentuated, as distribution of resources is done on the given power structure. It is not that it was not at all attempted, but what was lacking was the mounting tempo of what Milton Esman called ‘politics of development administration’ giving rise to complex administrative culture.

Although the guidelines for Public Administration taught during the past century stressed management principles that reflected the older hierarchic traditions, they presupposed the underlying duty of management to be responsible to elected representatives of the people. The concepts of public management and public governance are not mutually incompatible with one another. Nevertheless, not all practices of public management are part of public governance, an not all aspects of public governance are part of public management. The new principle of democratic networking is the ability of citizens to organize themselves to establish a civil society. Although this principle antedates the Internet, the new information technology based on the World Wide Web is both a basic resource for globalization and a foundation for civil society. This focus is crucial for Democratic theory. As Bernard Schaffer observed more than a decade ago,

---

"The whole lesson is that development administration works only in conjunction with other factors of change."\textsuperscript{14}

Modern public administration, under the impact of democratizing forces, added responsibility to citizens, through elected officials, to the scope of its inquiries. Finally, in the context of contemporary globalization, the representing social networking and group rights has come forward as the result of globalizing forces. The past two decades have witnessed the emergence of great demands for "efficiency" within the increasingly complex environment in which public administrators - be they civil servants or political appointees - must carry out their responsibilities. The emerging demands for greater ethnic and gender responsiveness, the development of increasingly stronger civil society organizations and the growing calls for smaller and lower cost government all have placed extraordinary pressures on the contemporary public administrator for more efficient government. "Responsiveness" is yet another key issue confronting the contemporary public manager. As concerns about integrity, participation and inclusiveness have spread around the world, the citizenry of almost all countries are demanding more responsive government.\textsuperscript{15}

The state of Kuwait stands out among the Gulf States for its elected municipal authorities that control the administration of a number of public services. Fiscally, the government remains highly centralized with somewhat an inefficient bureaucracy.\textsuperscript{16} This is exemplified in the inability of the local governance to set user charges, borrow funds. Furthermore, other

\textsuperscript{14} Schafer, Bernard 1969 'The Deadlock in Development Administration', in C Leys (ed). Politics and Change in Developing Countries. Cambridge University Press Cambridge, p 202

\textsuperscript{15} Martin, Steve. 'Engaging with Citizens and Other Stakeholders' in Bovaird, Tony and Loffler, Elke (ed). Public Management and Governance, Routledge London pp 189-201

decentralization indicators reveal that the control government can close the local government, but cannot remove councilors from office. Kuwait also has six governorates (Al Assema, Al Ahmadi, Al Farwaniyah, Mubarak Al Kabier, Al Jahra', Hawalli), although the small number leads to less fragmentation of resources, but they exist largely as administrative units for the central government. It is functioning now under the law no. 15 of year 1973, but a drafted law is on the way. The drafted law in 2003, separates between the Municipal Council and the Municipality executive body. The Municipal Council is composed of sixteen members, where ten are elected and six are appointed by the emir. Under the drafted law the municipal council only follows up the work of the executive body and adopts the regulations governing the municipal affairs. The local government provides a wide variety of public services including roads, urban planning sanitation, garbage, food inspection and licensing.

Everywhere, however, one can find creative and imaginative thinking that has gone far beyond these foundational premises to create a field of study, like Public Policy, that is increasingly response to the new world system generated by globalization and the revolutionary consequences of electronic information. While, it is also alleged that bureaucracy in India is opposed to the economic powers and functions to the Panchayati Raj institutions and more recently as envisaged in the 73rd and 74th Amendments to the Indian Constitution. The system of bureaucratic administration below the state level fails to satisfy most of the criteria of good governance.

A review of public management reform in India and Kuwait demonstrates that although there have been very significant reforms that

---

17 http://www.baladia.gov.kw
have drawn from the New Public management (NPM) menu, but most government functions are still performed by vertically integrated bureaucracies functioning in the Weberian model. Political reform should help deal with the technical aspects of corruption as it could secure commitment against it at the highest levels of Government. Conversely, these aspects could contribute to the political reform process, by for example undermining the economic base of those benefiting from bad governance.

De-politicizing the corruption problem and addressing its technical aspects seems more compatible with UNDP’s approach, mandate and capacities.

Impact of intervention to curb corruption at the national and departmental levels. Anti-corruption motions in Kuwaiti Parliament in connection with the privatization of the telecommunications corporation and the importation of arms. Pro-transparency legislation recently ratified in Kuwait. It requires foreign investors to report on investments exceeding US $ 300,000 and agents of foreign companies in to report on their commissions from purchases by Kuwait from the companies they represent. The main causes of corruption are due to policy distortions, institutional incentives for corruption and governance problems. Corrective actions include prevention, enforcement and interface between various stakeholders affecting or being affected by corruption, including government, citizenship, private sector, civil society. There is often overlap between public and private interest in Arab countries. Public officials often become private entrepreneurs after they finish their government service. The State should support social segments other than private sector to create balance and provide countervailing forces to private interests. Private sector has an interest in social issues, e.g. avoiding high unemployment contributes to stability.

Kuwait benefited from advice from the World Bank and from experiences of
other countries. The World Bank recognized the importance of administration for development although not everyone agreed with the Bank prescriptions.\textsuperscript{19}

The term “governance” probed in this thesis refers to the process of decision-making and the ways in which decisions are implemented (or not). Good Governance is associated with efficient and effective administration in a democratic framework. It is equivalent to purposive and development oriented administration which is committed to improvement in quality of life of the people. It implies high level of organizational effectiveness. It also relates to the capacity of the center of power of political and administrative system to cope up with the emerging challenges of the society. It refers to adoption of new values of governance to establish greater efficiency, legitimacy and credibility of the system. In simple terms, Good Governance can be considered as citizen-friendly, citizen-caring and responsive administration. In any given system, the government is the major actor, but others can influence the process. Non-state actors, such as religious or tribal leaders, civil society, major landowners, trade unions, financial institutions, the military and community based groups can play important roles. The following characterise a good system of governance:

1. Participatory—encouraging wide citizen participation in decision-making;
2. Consensus-orientated—attempting to reach decisions based on widespread agreement;
3. Transparent—being open to scrutiny in decision-making processes;
4. Responsive—listening and responding to the needs of its citizens;

\textsuperscript{19}Murray, D J 1983. 'The World Bank's Perspective on How to Improve Administration', \textit{Public Administration and Development}, Vol 3, No 4, pp 291-8
5. Effective and efficient—providing basic services; and
6. Equitable and inclusive—not excluding sectors of the population, especially those that are more vulnerable or marginalised.

There are many multi- and bilateral institutions that are concerned with promoting what they have termed “good governance” in developing countries like India and Kuwait. Each of these institutions defines good governance slightly differently and has developed its own indicators by which it measures and evaluates progress toward good governance.

The World Bank, for instance, has identified six indicators of good governance “to help countries identify areas of weakness so that capacity building and assistance strategies are more effective.” Those indicators are:

1. Voice and accountability;
2. Political stability and lack of violence;
3. Government effectiveness;
4. Regulatory quality;
5. Rule of law; and
6. Control of corruption.

The IT revolution both in Kuwait and India has begun to influence the governments’ functioning. This tool can be used effectively to rid the system of some of its endemic problems. A number of successful initiatives in India have been taken by the Centre and State governments recently. The proposed Multi-purpose National Identity Cards to be issued by the Home Ministry, BHOOMI in Karnataka, e-SEVA in Andhra Pradesh, and Rural Access to Services Through Internet (RASI) in Tamil Nadu - all these projects aim at cutting red-tapism, bringing the Government closer to the people, speeding up decision-making, reducing chances of corruption and taking the benefits of technology to the weakest sections of the society. In
Kuwait, after the adoption of IT, citizen now can evaluate the services and file complaint online, which can further speedy. Since the early 1990s, the government in Kuwait has been undertaking a number of key initiatives to modernize its institutions and existing delivery system for public services. These initiatives are underlined by a keen desire for change on the part of the government as well as citizens.

But these initiatives cannot be effective if they work in isolation. The present UPA Government led by Manmohan Singh in India feels that for effectively using the technology for transforming governance, a more focussed approach is necessary. The Standing Committee of the Inter-State Council has suggested several policy initiatives to modernise Indian government. These include overall vision, mission, strategy and approach e-governance as a reform process, e-readiness in terms of government’s willingness to share information with public and across government agencies and issuance of a multi-purpose national identity cards.

India is on the verge of transformation from a developing country to a developed economy. Much needs to be done, and quickly. The initiative to identify the policy interventions necessary to reform the system is a welcome step in this direction. Rapid economic growth, huge investments and stable socio-political system are some of the advantages that India has. Given proper direction, the pace of development can be accelerated manifold and then the country would get the benefits of “Su-Raj” of Gandhiji’s dreams.

---


91 Sarrouh, E. 2003a The UNDP Role in Public Administration Reforms In the Arab Region Prepared for The Expert Consultative Meeting on Public Administration and Public Accounting Development, With Stress on Electronic Tools Beirut UNDP SURF-AS
Similarly in Kuwait, according to the board of ministries decision no.(759) for year 2000, a committee was established along with the central technical body to activate the uses and application of modern technology (Al Gihaz Al fany al markazy), and the project of electronic government started. This project faced resistance at first, because people thought it is a new way of conducting work. However, soon afterwards, it started to gain support and consensus when it was realized that the e-government would create new jobs for new generation. This is in addition to the promotion efforts by the government. Today, there is a network connecting different governmental bodies together (intranet) and connecting government agencies with the public (extra-net). Each agency has its own database that avail a lot of data to different parties and stakeholders. That is why, these efforts have been rated by the UN as high e-government capacity, based on the e-governance index, which is a composite of web presence measures, IT infrastructure measures and human capital measures. Kuwait scored a 2.16 on the 0 to 3.25.

There are some challenges to the developing countries like India and Kuwait such as the digital gap, and educational, economical, and organizational impediments which make entering the world of digits a hard task as well as the implementation of electronic trade grid, the governments monopoly, or central of down stream services, such as the basic telecommunication services. One has to capitalize on the need to develop a legal and technical environment including the norms of on-line contracting and digital signing, facilitating the utilization of the infrastructure to the public as well as setting criteria for piracy, insurance, documentation and

---

22 ARADO. 2002
23 www.csc.net.kw
promoting and supervision of the sound relationship between the government and the private sector upon the implementation of the new change, like the electronic trade the challenge of the electronic government faces the whole community.

In the contemporary world, the issue is how to rid ourselves from bureaucracy as well as other social and psychological. The negative aspects which may face the electronic government such as the change and the transformation of the society to the hegemonous capitalism of technology. The neo-marxist saw bureaucracy as a class apart having its own autonomous structure, playing their power games with the other classes.24 We shall also discuss some technical and technological problems such as the password, the smart card, and instruments of protecting the confidentiality. Recent sociological thought reveals that the current realities are not fully represented in the theories described so far. They hold that “bureaucracy is not a monolithic hierarchy…it is a fragmented set of agencies that are in fierce competition.25

While India has decided more than twenty years ago that the way to the future is to leverage on ICT and computerization to activate government administration, processes, business and citizen services. E-Governance Assessment Framework (EAF). The E-Governance Division of Indian Ministry of Information Technology, has entrusted the study of developing frameworks for the assessment of E-Governance projects, to the Center for Electronic Governance, IIMA (CEG-IIMA) and the National Institute for Smart Governance, Hyderabad (NISG). The CEG-IIMA and NISG study team got the initial ideas on this study in the Workshop on “ICT for Poverty

24 Bardhan 1997 *The Role of Governance in Economic Development* OECD Paris

In countries like India, the space vacated by the government withdrawing from some economic activities in the name of liberalization and privatization is being occupied by the profit seeking corporate sector. There is hardly any matching of private interests of business with public interest of the community. A serious mismatch between the two would indicate the death of good governance. Commenting on the post-liberalisation Indian scenario, a senior bureaucrat has commented: “...the buccaneers and privateers are having a free run of the economy since the liberalization. Otherwise how could one explain the continuous and rhythmic oscillation between scam and scandal from mid-1991 to now?...The economy is having no respite from piracy and pillage.”

---

26 Bandyopadhyay, D 1996 “Administration, Decentralisation and Good Governance,” Economic and Political Weekly, November 30