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The Role of E-Governance in Administrative Efficiency and Combating Corruption: Case of Sri Lank

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Abstract- The role of information and communication technology (ICT) in serving as a mechanism to improve effective public service delivery, better transparency and combating corruption in developed and developing countries. This study examines the role of e-Governance in administrative efficiency and combating corruption, specifically Sri Lankan perspective. The main objective of this study is to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka. This study is a qualitative research and data were collected mainly from secondary sources. The challenges arise from lack of interpersonal and fully fledge computer users, absence of Good Will' of politicians and bureaucrats, inadequately functioning e-Government infrastructure and implementation capacity, constantly changing political environment, failure ICT policies, lack of legal framework etc.

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The Role of E-Governance in Administrative Efficiency and Combating Corruption: Case of Sri Lanka

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Abstract- The role of information and communication technology (ICT) in serving as a mechanism to improve effective public service delivery, better transparency and combating corruption in developed and developing countries. This study examines the role of e-Governance in administrative efficiency and combating corruption, specifically Sri Lanka perspective. The main objective of this study is to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka. This study is a qualitative research and data were collected mainly from secondary sources. The challenges arise from lack of interpersonal and fully fledged computer users, absence of Good Will' of politicians and bureaucrats, inadequately functioning e-Government infrastructure and implementation capacity, constantly changing political environment, failure ICT policies, lack of legal framework etc. But, the challenges can be changed by enchanting necessary actions like awareness program and proper training, strengthening mobile government, ensuring website information in major languages (English, Tamil and Sinhala), policy makers to ensure user friendly and congenial policy implementation, strengthening stakeholders and citizen feedback, strengthening the Public Private Partnership (PPP), citizen's, who seen the country clean and corruption free, multi-pronged strategy etc. The results suggest that sufficiently demonstrates that e-Governance can be a very effective tool in improve administrative efficiency and combating or altogether abolished corruption.

Keywords: e-governance, administrative efficiency, combating corruption, ICT.

I. INTRODUCTION

a) E-governance

Information technology has thoughtful impact in the global world. "e-Governance comprises the use of ICTs to support public services, government administration, democratic processes and relationships among citizens, civil society, the private sector, and the state" (Dawes 2008:S86). e-Governance develops in a country is a function of the collective national and local capital supplying information technology services and of informal social and human capital creating a demand for e-Governance (Rose, 2005). Which services are categorized as Government to Citizen (G2C), Government to Business (G2B), Government to Employees (G2E) and Government to Government

(G2G) Services (Akman et al., 2005). Overall, e-Governance definition focuses on the use of ICT to assist in the administration or management of government. ICTs have been changing every aspect of human life and nation such as public service, religion, culture, education, poverty, global security, gross domestic product (GDP), gross national income (GNI), level of corruption etc.

b) Administrative efficiency

Administrative efficiency looking systematic progress and well organized administration (Payne & Pheysey 1971). The dimensions specialization (division of labor within the organization) and standardization/formalization (standardization of roles, interdepartmental communication) contribute in a positive way to administrative efficiency, in contrast the dimension centralization is a negative way to administrative efficiency. Administrative efficiency can be interpreted as the efficiency of the gathering, processing and communicating of information (Spenkelink 2012).

c) Corruption

Corruption is an enemy in effective service delivery; it is a global issue and vital challenge to the promotion of good governance, sustainable development, democracy, peace and social harmony. A legal definition of 'corruption' is both difficult and complex (Indraratna 2015). However, Transparency International has defined corruption as the "abuse of entrusted power for private gain" (Transparency International 2016). Proper education, good function of modern government, good relationship between government and citizens, take strong punishment against corrupt person and institutional capacity are the tools to reduce corruption (Kaur 2015).

The e-Governance strategies are serving as a mechanism effort on the quality of governance and combating corruption across the global world. In addition to that, the aim of this study is to examine the role of e-Governance in administrative efficiency and combating corruption in Sri Lanka and to analysis the present status and practical challenges between e-Governance, administrative efficiency and corruption in Sri Lanka.

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The paper is organized as follows: e-Governance and administrative efficiency; e-Governance and administrative efficiency in Sri Lanka; e-Governance and corruption; e-Governance and combating corruption in Sri Lanka; e-Participation and combating corruption in Sri Lanka; practical challenges of e-Governance and finally way forward and conclusion are provided.

II. METHODOLOGY

In order to examine the role of e-governance in administrative efficiency and combating corruption, this study uses the empirical evidence to analysis status of efficiency, combating corruption and practical challenges observed in Sri Lanka context. This study is a qualitative research and data were collected mainly from

secondary sources. This paper critically analyzed published research in the forms of books, academic journals, newspapers, government related report, internet articles and relevant research articles.

III. E-GOVERNANCE AND ADMINISTRATIVE EFFICIENCY

Administrative efficiency looking systematic progress and well organized administration (Payne & Pheysey 1971).The dimensions specialization and standardization/formalization contribute in a positive way to administrative efficiency, in contrast the dimension centralization is a negative way to administrative efficiency. An overview of the model can be seen in the figure 1 below.

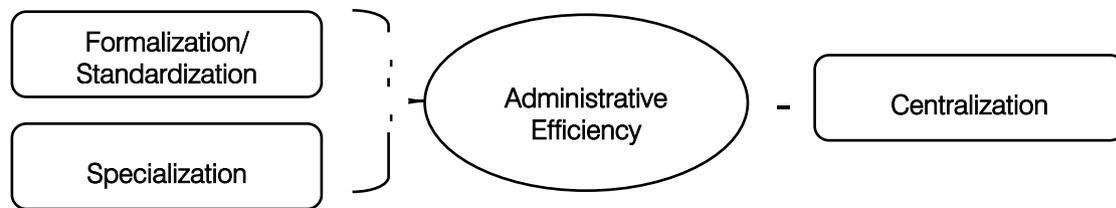


Figure 1: Administrative efficiency model

E-Governance contributes towards effectiveness, efficiency and equity in public services that further enhances the quality of public service delivery (Pathak et.al 2008) the policy framework, enhanced public services, high-quality and cost-effective government operations, citizen engagement in democratic processes, and administrative and institutional reform are consistent objectives of e-Governance (Dawes 2008). It has to assist in provision of services, employee support and recognition programs, recognition of customers in the delivery of local services, concept of “one-stop” customer counter, and use of performance measurement to assist in a cycle of continuous improvement (Robertson and Ball 2002). For example, e-Governance is regarded as a key element in administrative reform and in improving citizen-government interactions in India. The state of Kerala, e-Governance in a region with high literacy and educational status, penetration and access to ICTs, civic engagement, and high level of political participation are very good compared to other states in India. As well as Kerala is in the forefront of implementing e-Governance and m-Governance due to the successful policy implementation (Akshaya e-literacy project). Consequently, e-Governance is a unique partnership involving the government, private entrepreneurs, community volunteers, and citizens in improving the e-literacy skills of the community (Prasad 2012). Similarly, e-Governance provides an effective citizens oriented

service delivery of different public services (project, online service etc.) for example, Austria, Brazil, Australia, etc.

Governance structures (Hierarchy, Specialization, Role-specificity), mechanisms (Market, Hierarchy, Hybrid), processes (Risk free, professionally managed) and values (Transparency, Accountability, Integrity, Rationality, Confidentiality) which conform to best guarantees administrative efficiency (Basheka, Tumutegyereize and Sabiit 2012). Achieving administrative efficiency is one of the objectives followed by e-Governance (Vanderose, Degraveand Habra 2015). Good governance and e-Governance also important procurement of empower the administrative efficiency; e-Governance is a way to achieve good governance. e-Government is a part of e-Governance. Through the implementation of good governance and e-Government it can identify the core principles to achieving administrative efficiency (Haldenwang 2004); the key objective of e-Governance is to create good governance (Kabir 2007). Therefore, administrative efficiency, transparenance and accountability are key characteristics of good governance; the successful implementing e-Governance can be improved good governance. Consequently, e-Governance is the way to empower the good governance and it will agree grass-root citizens to interact with the government at all level.

In 21st century ICT is to promote greater efficiency and deliver responsive, cost-effective services

to citizens within the framework of good governance principles (Colby 2003), it is a major mechanism to improve government's administrative efficiency, transparency, and effective service delivery (Jahankhani et al. 2006) the idea is to make the delivery of services to the public more effective, efficient, speedy, accountable, accessible, responsive, and traceable (Garg 2008). In this view, the main emphasis on e-Governance is removal of corruption and strengthening of civil society, people's participation, transparency, administrative efficiency and accountability. And also, e-Governance builds the administrative efficiency: avoid lateness, transparency, easy access, responsiveness, reduced red tape, increasing quality of service and citizen centric delivery of services. The successful e-Governance will save money and it can be helpful to develop ICT based generation and to increase the economic growth (Alam 2012). Above mentioned features can be achieved through proper implementation of e-Governance using of modern information and communication technologies.

a) Practice of e-governance and administrative efficiency

Function of e-Governance can make effective, transparency, accountability of administration; it can help effective management, economic growth, sustainable development, better health and education, save time and money (Rahman 2016). The major objective of e-Governance is to provide a friendly, affordable, and efficient interface G2C; it is ensuring effective and high quality public service (Hossain and Saba n.d.). Government is to encourage professionalism and ethics in its activities, limited interference from politicians in decision making, extensive monitoring of governance activities and systematic and good coordination of all government function these are key pillars for administrative efficiency (Basheka, Tumutegyereize, and Sabiit 2012). Essentially e-Government as a part of e-Governance refers to increase efficiency and effectiveness of service delivery by the G2C of different portions of society and administrative activities through ICT (Rahman 2016; Alam 2012). Therefore, e-Governance provides an effective service delivery of different public services, which provides easy to access the services such as online application filling, bill payments, online education, telemedicine etc.

In globally, there are certainly many examples of e-Governance functioning significantly to citizens' oriented service G2C. In Turkey Integrated Social Assistance System (ISAS) was start in 2009, it is a Government to Government (G2G) system, end of March 2014, 17,000 million assistance cases were provided via ISAS. Consequently, citizens could save their time and cost, as well as increased good governance; in UK, British Government e-petition

service and the US Transportation Security Administration's (TSA) blog (ICT for Peace building 2008); Similarly, e-Governance provides an effective citizens oriented service delivery of different public services (project, online service etc.) for example, Austria, Brazil, Australia etc. These services are the examples of e-Governance practice on administrative efficiency, holistic manner service to citizen, and modern and effective tools in the whole of world.

Similarly, in context of South Asia, in India, e-Governance has the potential to undertake corruption effectively and usher in societal harmony (Pathak and Prasad 2005) it has been successfully implement many e-Governance in several places such as Lokvani-enabling citizens to report problems and resolve complaints online Sitapur (Uttar Pradesh, India); Bhoomi land record is computerized (Karnataka, India); Interstate Computerized Check posts in Gujarat; CARD-Computer-aided Administration of Registration Department (Andhra Pradesh, India) and Chief Vigilance Commission (CVC) Web site (Sapanjeet Kaur 2015) and also, Public Distribution System in Akola district, EDI Systems (Software package) for Export and imports, E-Choupal, Gujrat State Wide Area Network (GSWAN), Warana Wired village program, SMART Governance in Andhra Pradesh (Barthwal 2003). The considers e-Governance as an important instrument for economic and social developments in various sectors in Nepal, such as education, health, agriculture, tourism, and trade, among others, have been using information technology. In Nepal Telecom Company (NTC), Global System for Mobile (GSM) mobile, C-phone, sky data, internet, very small aperture terminal (V-SAT) and Asymmetric Digital Subscriber Line (ADSL) facilities has been enhanced delivering public services to the citizens (Sharma, Bao and Qian 2012). Similarly, e-Billing, automations of custom house at Chittagong sea port, government form online, electronic birth registration system (this is probably the best local level e-Governance service), Hajj web site, automation of international processes, using Closed-Circuit Television (CCTV) camera etc. these are best example of Bangladesh e-Governance practice (Hasan 2012).

b) E-governance and administrative efficiency in Sri Lanka

Majority of the e-Governance services in Sri Lanka come under this category such as online delivery of vehicle licensing services, online issue of births, marriages and death certificates, online checking of balances in provident fund accounts, online booking of train tickets etc. (Chandraguptha 2012). Sri Lanka had successful e-Government practices such as the Department of Immigration and Emigration has adopted ICT tool to improve efficiency and effectiveness in the issue of passports to citizens. It has been computerized, making Sri Lanka one of 5 countries in the world where a

passport could be processed in a day (Dissanayake 2011). This e-Government program has contributed to mitigate the time and cost and it has making the process of going overseas for employment a lot faster and easier. Consequently, the role of e-Governance is best way to ensuring administrative efficiency and good governance in Sri Lanka. Moreover, Sri Lanka has been

significant efforts to develop e-Governance online e-services such as 108 for citizens, 51 for businesses, 10 non-residence related e-Services, also mobile and Short Message Service (SMS) have also been extremely expanded (Rahman 2016). For instance, several types of e-Services and SMS are successfully functioning in Sri Lanka (see table 1) below.

Table 1: Short list of selected e-Services, Mobile Services in Sri Lanka

Organization	Service
Mahaweli Authority of Sri Lanka	<ul style="list-style-type: none"> Water level enquiry
Sri Lanka Tea Board	<ul style="list-style-type: none"> Reasonable price enquiry Elevational price enquiry
Tea Small Holdings Development Authority	<ul style="list-style-type: none"> Subsidy application Subsidy application status enquiry
Colombo Municipal Council	<ul style="list-style-type: none"> Colombo Municipality House rental payments and balance enquiry Colombo Municipality Property Tax (rates) payments and balance enquiry Colombo Municipality Trade Tax (taxes imposed for trades) payments and balance enquiry Colombo Municipality Payments for Tax on businesses and balance enquiry Market Rental (Rentals for market places) payments and balance enquiry Shops and Boutiques Rental payments and balance enquiry Hawkers Rental (rentals for very small shops) payments and balance enquiry
Department of Examinations	<ul style="list-style-type: none"> Certificates issuance and Examination Results
Director General's office of Merchant Shipping	<ul style="list-style-type: none"> Request for New or Renewal of Shipping Agent License Request for New or Renewal of Container Operator License Request for New or Renewal of Freight Forwarders and NVOCC License Applications for Vessel wise license & Addition of principals Request for Addition of Principals of Shipping Agent License
Department of Government Factory	<ul style="list-style-type: none"> Tenders published by Government Factory
Provincial Department of Motor Traffic	<ul style="list-style-type: none"> Revenue License (new/ renewal) Western Province Revenue License expiry/ active status Online purchase of vehicle information Ongoing Vehicle Number Enquiry
Sri Lanka Railway	<ul style="list-style-type: none"> Purchase of Tender Documents and Railway Train Schedule
Department of Wildlife conservation	<ul style="list-style-type: none"> Bungalows Reservation Status Enquiry
Sri Lanka Police	<ul style="list-style-type: none"> Police clearance certificate status enquiry
Sri Lanka Post	<ul style="list-style-type: none"> Postal code enquiry
National Water Supply and Drainage Board	<ul style="list-style-type: none"> Water bill payments
Employee Trust Fund Board (ETF)	<ul style="list-style-type: none"> View ETF Member Balances ETF Member management service for Employers Claim Application Status Enquiry
Rubber Development Department	<ul style="list-style-type: none"> Rubber Price Enquiry
Mobile (SMS) Services in Sri Lanka	
Services of Tea Small Holdings Development Authority	
Train Schedule Information	
Check the Status of ID Card Application	
Check the Status of Police Clearance Application	
Tea Price Information – Sri Lankan Tea Board	
Water Level Information of Mahaweli Reservoirs	
Check your Sri Lanka Identification Number (SLIN)	
Daily Fish Prices – Ceylon Fisheries Corporation	
Check the status of your Vehicle Revenue License	
SMS electricity bill Service. This service was offered by the Ceylon Electricity Board	

Source: Created by based on (Smart Gateway to Government of Sri Lanka, <https://www.gov.lk/>).

The trusts, low cost service, easy access, security, responsiveness, time saving are positive factors for administrative efficiency and e-Governance. A number of e-Government programs and project aims is to enhance the efficiency and effectiveness of government services (Karunasena, 2012) e-Sri Lanka project initiative in 2002, which project carries many important services such as quality public services, minimized time and costs, active citizen's participation in government (Karunasena et al., 2011; Akman et al., 2005). For instance, 73.9% of the respondents reported their satisfaction on (Trusts, low cost service, easy access, security, responsiveness, time saving) existing e-Service delivery by government agencies in Sri Lanka. But 26.1% of respondents still do not agree and dissatisfaction on existing e-service, they had identified and grading negative factors for e-service delivery, according to their grading 34.8% transaction delay, 26.1% high bureaucracy, 13% lack of efficiency, 12% lack of privacy, 8.9% low security, and high cost 5.2% (Senadheera 2013). In addition to that, delay service, strong hierarchy, top down approach in organization, lack of competence, high cost of service are exist challenges of the exploit of e-Governance and enhancing efficiency administration in Sri Lanka.

Similarly, Sri Lankan government had many compulsory computer training, government's initiative programs for administrative officers and successfully practiced free ICT related studies in several levels such as in school, universities, technical college, Vocational Training Centre (VTC) etc. These programs will increase the internet usage among the all level administrative officers and citizens. And also it can be contributed to save the time and cost and avoid paper based service in government office. Examples as follow:

National e-learning Centre in Sri Lanka (NeLC) has published more than 40 free online courses for ICT awareness; all these courses are free (<http://www.e-learning.lk/node/96>).

Under the Ministry of Education has many ICT related Program such as: Nenasa Education Television Telecast for grade 10 and grade 11 students; the national e-learning portal for the general education (e-thaksalawa) the vision is empowering the nation through e-learning. This program consists of resources developed aligned to grade 1 to 13 curriculums (creative activities lessons, pass paper, questions, text book etc.) (<http://www.moe.gov.lk/english/>).

In 2015, 42.9% computer knowledge receiving by School/University, on other hand computer literacy among the public and private administrative officers who are aware of computer in Sri Lanka. For example, "around 52 % in 2015 and the positions such as: Senior officials and Managers (70.8%), Professionals (83.9%), Technical and Associate professionals (82.9%) and Clerks and Clerical support workers (88.7%) have higher computer literacy. Also, even among the individuals

engage in elementary occupations 22 % are computer literate" (Computer Literacy Statistics 2015).

The successful practice of e-Governance is to ensuring administrative efficiency and good governance in Sri Lanka. ICT has contributed to save the time and cost, avoid paper based service through the e-government program for instance:

Foreign employment bureau has been computerized, making the process of going overseas for employment a lot faster and easier.

Computerization of the issuing of birth, death and marriage certificates for the residents of Colombo district.

The Government Information Centre (GIC), where anyone who has a query regarding anything related to a government department could call the 1919 hotline and find out what should be done (Dissanayake 2011).

In addition to that, these kinds of e-Governance tools, services, systems, higher computer literacy and successful e-Governance programs can more helpful to improve effective public sector performance, increasing citizens participation in government decision and policy making, improve accountability of politicians and civil servants, assure public private partnership and improving skill and motivation of civil servants in Sri Lanka. Because, these tools are using for improve institutional capacity, good governance, minimizing time, saving cost and improving citizen to government (C2G) transactions in Sri Lanka.

However, e-Governance in South Asia is a mirror image of government (Stage 1: on way information). Two ways conversation can be improve human, technical and financial capacity. According to Anthony Williams points that, now a day's one way social media conversations flows to the citizen, it is always fail to develop the effective service delivery, in Sri Lanka will only ever be a one way conversation, top down approach, static website driven soliloquy. It's always thinking about the "delivery" rather than citizen's feedback, participatory decision making, transparency and accountability of service (ICT for Peace building 2008), but recently Sri Lanka has improved e-Government stage, according to Moons and UN-ASPA five-stage e-Government Maturity Model, Sri Lanka is at the Stage 2 of e-Government Model Framework (enhanced - two way communication [Request & Respond]) (Senadheera 2013). Overall, many e-Governance programs were initiated very well in Sri Lanka and number of e-Government programs and project aims is to enhance the efficiency and effectiveness of government services (Karunasena 2012). But, most of these failed to deliver better services to the citizens, failed to enhanced administrative efficiency and still they are in the infant stage due to failure policies, technological challenges etc.

IV. E-GOVERNANCE AND CORRUPTION

Practice of e-Governance in serving as a mechanism to enhancing the administrative efficiency and combating corruption in a numerous way in all over the world. The use of ICT linked e-Government combating corruption easily, also the impact of e-Government is higher in developing countries than in developed countries for the seven-year period between 2003 and 2010 (Mistry and Jalal 2012). e-Governance has a positively combat corruption a related to improved between government, citizen relationships and corruption reduction (Shimba 2015; Pathak et al., 2008) it initiatives are make important contributions to improving public services and while e-Governance holds great promise in many developing countries.

Effective implementation of e-Governance will help to combat the corruption (Pathak et al., 2008) which can be a lethal weapon against corruption (Kaur 2015; Pathak & Prasad 2005). Good accessibility, direct communication and delivering information, regular documentation, recovery of data, quality management and the sharing of information these characteristics have the power to transform the way public administration is conducted and the relations between government and citizens. The new possibilities offered by harnessing ICTs to public administration provide a powerful tool to combat corruption Pathak and Prasad 2005; Colby 2003:16). But, in developing countries public sector have been several challenges, like, low institutional capacity, lack of stakeholder's participation, high level corruption, lack of formal rule and regulation. These are the major characteristics of the inefficient administrative service.

a) *E-governance and combating corruption in Sri Lanka*

Corrupt governance the ultimate destiny of South Asian countries; according to Transparency International's Corruption Perceptions Index (CPI) in 2015, Sri Lanka was ranked 83th out of 167 countries; Compared to South Asian countries, Afghanistan (166th), Bangladesh (139th), Nepal (130th), Pakistan (117th), India (76th), and Bhutan (27th) (Corruption Perceptions Index 2015). In addition to that, the least corrupt country is ranked as No1 and the most corrupt country comes at the end of the list. Sri Lanka is the third least corruption rank in the whole of South Asia. Corruption and inefficiency are endemic in Bangladesh and Sri Lanka, with nexus between politico-bureaucratic-business elites, busting patron-client relationship and leading to bribery and unethical activities. The Provincial Councils of Sri Lanka, there had been more complaints about corruption. The unsolicited project plans that have been on the increase in recent times led the politicians and officials to be criticized for abuse and corruption. Local government bodies in Sri Lanka, particularly delivering the ineffective services to the grass-root level

citizens due to lack of transparency, accountability and corruption (Ramesh, Ijhas, and Dickwella 2013). As viewed above Sri Lanka is a one of the unbiased corrupt country. Thus it suggests that quality of bureaucracy is moderately in Sri Lanka.

e-Government has grown rapidly over the past 15 years, in the 2016 Survey, 29 countries score "very high", with e-Government development index (EGDI) values e-Government is now ubiquitous in many more countries, 51% of countries had "low EGDI" or "medium EGDI" values in 2016, as compared to over 73 % of countries in 2003 (United Nations E-Government Survey 2016). This EGDI values measuring corruption level of the countries. In table 2, focus on the e-Government Development Index Rank in 2016 and CPI Rank in 2015. In addition to that, higher level of EGDI rank indicates better preparedness and higher values of CPI rank indicate lower corruption. Therefore, it expects to observe a positive relationship if EGDI level increases corruption will decrease. This positive relationship if corruption decreases as higher level of EGDI rank increases. This positive relationship is depicted in the table 2. Consequently, EGDI rank may affect change in CPI rank.

From the table 2 (See below) it is revealed that all the South Asian countries have performed better for combating corruption in 2015 than in 2014 except Nepal. On other hand South Asian countries performed very well for EGDI rank in 2016 than in 2014 except Maldives, Sri Lanka, and Pakistan. But Sri Lanka had the topped of EGDI rank (79th) among South Asian countries in 2016, but it had been in 74th place in the year 2014. As per the table 2, if any countries increase the EGDI rank, CPI rank also will be improved, for instance: India, Bangladesh, Bhutan, and Afghanistan. On other hand Sri Lanka and Pakistan had the improve CPI rank but EGDI rank was decrease (did not have a huge decline) in 2016 than in 2014. However, many of the South Asian countries have achieved significant progress in implementing e-Governance and combating corruption. Therefore, we can say that e-Governance is one of the significant features to combating the corruption in the global world, especially South Asian countries.

Table 2: E-Government Development Index (EGDI) Rank in 2014 and 2016 & Corruption Perceptions Index (CPI) in 2014 and 2015 of South Asian Countries

South Asian Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2014, 2016			Corruption Perceptions Index (CPI) 2014, 2015		
		2016 (193 Countries)	2014 (193 Countries)	Change	2015 (167 Countries)	2014 (175 Countries)	Change
Sri Lanka	High	79	74	-5	83	85	+2
India	Medium	107	118	+8	76	85	+9
Maldives	Medium	117	94	-23	-	-	-
Bangladesh	Medium	124	148	+24	139	145	+6
Bhutan	Medium	133	143	+10	27	30	+3
Nepal	Medium	135	165	+30	130	126	-4
Pakistan	Medium	159	158	-1	117	126	+9
Afghanistan	Low	171	173	+2	166	172	+6

Source: United Nations E-Government Survey 2014 & 2016

Transparency International Corruption Perceptions Index 2014 & 2015

In addition to this survey, among the South Asian countries Sri Lanka has been able to notably improve e-Government processes and climb the rankings to become the number one. Overall, recently, Sri Lanka increasingly implementing innovation and exploit ICTs to deliver best citizen oriented service to the people. Especially, the modern and open societies the

diffusion of the internet and online systems are most likely to promote government efficiency and combat the corruption in Sri Lanka.

The EGDI rank of the Top 10 EGDI rank countries and Least 10 EGDI rank countries along with CPI rank is shown in the following table 3, 4.

Table 3: E-Government Development Index (EGDI) Rank in 2016 & Corruption Perceptions Index (CPI) in 2015 of Top Level Countries

Top Level Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2016	Corruption Perceptions Index (CPI) 2015
UK	Very High	1	10
Australia	Very High	2	13
Rep. of Korea	Very High	3	37
Singapore	Very High	4	8
Finland	Very High	5	2
Sweden	Very High	6	3
Netherland	Very High	7	5
New Zealand	Very High	8	4
Denmark	Very High	9	1
France	Very High	10	23

Source: United Nations E-Government Survey 2016

Transparency International Corruption Perceptions Index 2015

Table 4: e-Government Development Index (EGDI) Rank 2016 & Corruption Perceptions Index (CPI) 2015 of Least Level Countries

Least Level Countries	E-Government Development Index Level (EGDI Level) 2016	E-Government Development Index Rank (EGDI Rank) 2016	Corruption Perceptions Index (CPI) 2015
Mauritania	Low	184	112
Burkina Faso	Low	185	76
Sierr Leone	Low	186	119
Djibouti	Low	187	99
Chad	Low	188	147
Guinea	Low	189	139
Eritrea	Low	190	154
Central African Republic	Low	191	145
Niger	Low	192	99
Somalia	Low	193	167

Source: United Nations E-Government Survey 2016
Transparency International Corruption Perceptions Index 2015

a) *E-participation and combating corruption in Sri Lanka*

e-Participation facilities reflects its political openness and extent of corruption, GDP per capita, urbanization, personal computers and telephone lines, and the Transparency International (TI) rating on corruption, these are modern resources of e-Governance (Rose 2005). e-Participation is major feature of e-Governance; e-Participation, online consultation and deliberation is expanding all over the world. It can help to developed people's participation and participatory decision making in administrative level. It can contribute to the improve service delivery in public sector and combat the corruption. e-Participation is done through open data, online consultations, multiple ICT-related channels and social media, for example, European countries, and now a day's many developing countries making good process as well, especially lower middle income countries, for example in South Asia, India, Sri Lanka, Pakistan and Bhutan. In contrast, low income countries need to be supported in addressing such challenges, for example, Bangladesh, Afghanistan and Nepal (United Nations E-Government Survey 2016) although corruption exists in all countries it is more widespread in low income countries (Myint 2000). Overall, improved e-Participation can support the consciousness of the combat the corruption and delivering effective service in administrative level.

In context of South Asia, from the table 5 (See below), it is focused on the e-Participation Index (EPI), e-Participation Rank (EPR), CPI Rank and level of income. In addition to that, higher level of EPI and higher EPR indicate better preparedness and higher values of CPI rank indicate lower corruption, for example: India had the good improve in EPR and CPI rank followed by Sri

Lanka, Bangladesh, Nepal, Afghanistan and Pakistan. On other hand, lower middle level income countries making good process in e-Participation as well. Therefore, I expect to observe a positive relationship if corruption decreases as higher level of EPI and higher EPR increases. This positive relationship is depicted in the table 5. Thus, EPI and EPR may affect change in CPI rank.

Table 5: E-Participation Rank 2016, Corruption Perceptions Index (CPI) Rank 2015 & Income Level of South Asian Countries

South Asian Countries	e-Participation Index 2016	e-Participation Rank 2016	Corruption Perceptions Index (CPI) Rank 2015	Income Level
India	0.7627	27	76	Low Middle
Sri Lanka	0.6610	50	83	Low Middle
Bangladesh	0.5254	84	139	Low
Nepal	0.5085	89	130	Low
Afghanistan	0.4237	104	166	Low
Pakistan	0.3729	114	117	Low Middle
Bhutan	0.3559	118	27	Low Middle
Maldives	0.2203	146	-	Upper Middle

Source: United Nations E-Government Survey 2016
Transparency International Corruption Perceptions Index 2015

Moreover, the benefits of e-Government combating corruption have been achieved to some extent by ICT projects in Sri Lanka. For instance:

1. E-Sri Lanka' project and ICT Policies
2. More than 205 government online service by 90 organizations
3. 60 services via Mobile apps, SMS by 45 organizations
4. 1919 Information Services: 2300 services, by 320 organizations, 14h x 7, all 3 languages
5. Inter-Mediatory Services: Call 1919 for 60 intermediary services via Agents
6. Useful Links for Open Data Major Government Infrastructure Initiatives (<https://www.gov.lk/>).

But, According to Global Corruption Barometer survey (2013), percentage of respondents who felt following institutions was corrupt/extremely in Sri Lanka. 64% Police, 51% political parties, 39% Parliament/legislature, 33% Public officials and civil servants, 33% Educational system, 23% Business, 23% NGO's, 21% Judiciary, 21% Medical and health service, 20% Media, 13% Military, 10% Religious bodies were corrupt/extremely corrupt (Global Corruption Barometer 2013). However, e-Government Policy in order to transform the public sector to become more G2C oriented and IT driven such enhanced living standards of citizens, convenient and speedy access to government services and information, high transparency in public service and decision making and less room for corruption.

V. PRACTICAL CHALLENGES

Challenges on implementing e-Governance arise from several reasons in Sri Lanka such as:

- Lack of interpersonal, fully fledged computer user and low rate of computer literate people.
- Successful e-Governance service, administrative efficiency and cutting corruption also depend on the 'Good Will' of politicians and bureaucrats (Commitment), but in Sri Lanka, lack of politicians support rather than high degree of politicization of the bureaucracy. It has been major barrier to the smooth function of e-Governance and reduces the corruption.
- Lack of using ICT in local language, lack of Unicode standards (Tamil and Sinhala), local language parsers, and bilingual lexicon databases are some of the key themes pertaining to the use of local languages for ICT in Sri Lanka.
- Lack of Public Private Partnership (PPP).
- Failure and changing the IT related public policies is a next reason to make an issue in dysfunction of e-Governance in Sri Lanka. One time government introduces a policy and orders to implement, but before the complete implementation, government orders again to stop the policy and introduce another policy.
- Sri Lanka is a developing country which has to initiate the development process with rare

resources. In Sri Lanka public offices has got a limited resources including finance. It does not get the enough allocation from the government and does not get it on time. That's why other material resources cannot be obtained in on time.

- Encouraging, e-Governance has yet to mature in Sri Lanka.
- Inadequately functioning e-Government infrastructure and implementation capacity.
- Constantly changing political environment: changing ideologies, changing or skip the policies.
- Lack of legal framework.

VI. WAY FORWARD

As viewed above study, there are many issues related relationship between impacts of e-Governance, administrative efficiency and combating corruption; these issues are shown as the way of function and practice of e-Governance to get administrative efficiency and combating the corruption. In contrast, there are many limitations to combating corruption and administrative efficiency through e-Governance. In addition to that, the recommendations are proposed below to improving administrative efficiency and reduce corruption through e-Governance.

- Awareness programs and training should be organized in every level government departments; without using internet no one can access the government web portal for their personal tasks, so provide internet service and instruct the e-service to grass-root level citizens; that must be given the explanation of the issues in service delivery and its affects.
- The advantage of e-Governance is using internet for the poor people (remote area) because perception of peoples is key source of measuring government level: level of corruption, accountability, efficiency etc. Therefore, government could be considered access to electricity, telephone, ICT facilities for the poor peoples.
- Majority of population in Sri Lanka are living in rural areas and they use their own language. Therefore, ensuring include website information in major languages in all the pages in the website (Sinhala, Tamil and English).
- The popularity of ICT, corruption level and good governance are increasing in developing countries but still practically function and implementation is big issue. So, ensuring successful implementation of e-Governance can be improved administrative efficiency and cutting corruption.
- Citizen's, who seen the country clean and corruption free.
- Strengthening stakeholders and citizen feedback: people's opinion should take more concentration

about the function e-Governance. As well as if public opinion on e-Governance which is either positive or negative and their suggestions get from the people, it will help to improve the function of e-Governance.

- The media is another important source of the measuring level of corruption and quality of administration. Therefore, media could be played a great and real role in this issue. The public be aware by all the government policies and online services.
- Strengthening mobile government (m-government).
- Strengthening the Public Private Partnership (PPP) and encourage public and private sector investments.
- Policy makers to ensure that user friendly, congenial online services are provide to the citizens and consistent implementation of policy.

VII. CONCLUSION

Corruption is an enemy in effective service delivery all over the world. However, e-Governance tools focuses on the use of ICT to support in the competence administration of government and reduce the corruption. Existing global era, the governments have to chosen to go online in departments around the world. Practice of e-Governance in Sri Lanka, which is enhancing the administrative efficiency and combating corruption in a numerous way. Analysis of the above study suggests that successful implementation and function of e-Governance with user friendly and congenial policy implementation, awareness program and proper training, policy makers to strengthening stakeholders and citizen feedback and multi-pronged strategy are can be play a more significant role in promoting administrative efficiency and combating corruption in Sri Lanka. However, e-Governance alone may not be one-step solution for eradicating corruption, does not guarantee the combating corruption. In order to successful e-Governance and diplomatic leadership, political and technical support, income, environment also can help promoting administrative efficiency and combating corruption in Sri Lanka.

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