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## Evaluating the Effectiveness of E-Government in Improving Public Service Delivery in Afghanistan

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### Abstract

The purpose of this study is to assess the impact of e-Government on the quality of public services and the principles of good governance in Afghanistan. The study attempts to demonstrate how e-Government can improve transparency, accountability, speed, fairness, and access to services. The study is based on qualitative analysis, which includes semi-structured interviews and analysis of articles. The views of e-Government experts were collected to examine the legal, administrative, and technical aspects of implementing e-Government. Also, the situation in Afghanistan was compared with international experiences. The results of the study show that the implementation of e-Government improves the transparency, speed, and accountability of services. Institutions that use electronic systems provide more effective and transparent services than traditional institutions. It also prevents corruption, fraud, and document forgery. However, lack of infrastructure, lack of staff skills, and poor cyber security remain obstacles to implementation. The study findings show that e-governance is an important tool for strengthening the principles of good governance. If the necessary legal, technical, and administrative reforms are made, Afghanistan can benefit from this system. Electronic systems play a fundamental role in improving public services, reducing corruption, and building trust between the state and the people. It is recommended that a clear legal and technical framework be developed for e-governance. Information technology-related training programs be launched for government employees. Access to services should be expanded not only to urban areas, but also to rural areas. An implementation model for e-governance should be developed based on successful international experiences.

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### 1. Introduction

In the modern era, e-government is considered an important tool for improving and developing public services. Many developed countries in the world are using e-governance systems to increase the efficiency, transparency, and accountability of public administration. In Afghanistan, although efforts have been made to electronicize public administration, many problems still exist, including the lack of implementation of policies, lack of infrastructure, and the presence of corruption. Public administration in Afghanistan still operates in traditional forms, which have led to corruption, inefficiency, and poor quality of services. This study attempts to answer the following basic questions: "What impact does e-government have on the principles of public service delivery in Afghanistan, and how can we improve public services through this system?" This study is needed because e-government can provide an important alternative for improving public services in Afghanistan. The results of this study will be useful for public sector policy makers, government officials, and researchers to explore ways to implement e-governance. Also, this study will pave the way for the implementation of electronic systems for transparency, efficiency, and

accountability.

### Theoretical concept and e-government

The implementation of e-government is an important initiative for the efficiency, transparency, and accountability of public administration. For the successful implementation of this system, there are several theories and concepts that focus on public administration reforms, technology adoption, and governance development<sup>[1]</sup>. The public choice theory, proposed by James Buchanan and Gordon Tullock, states that public administration should adopt private sector management principles to increase service efficiency. This theory emphasizes that if the government adopts competitive principles, the quality of public services will improve<sup>[2]</sup>. If the government regulates electronic services like private sector facilities, the quality of services will improve. The use of information technology can create an atmosphere of transparency between public institutions and clients, which improves the efficiency of services<sup>[3]</sup>. New Public Management (NPM) is a contemporary concept that draws inspiration from private sector management to improve the efficiency of public services. This theory states that public administration should prioritize innovation, transparency, and user satisfaction<sup>[4]</sup>. The implementation of e-governance is an important element of NPM, as it improves the speed, convenience, and efficiency of services. Electronic systems reduce the need for traditional bureaucracy and speed up the process of service delivery<sup>[5]</sup>. These theories argue that the implementation of electronic systems is essential for the accountability and transparency of government. Digital recording of information, automated document management, and monitoring systems for public institutions are essential elements for preventing corruption<sup>6</sup>. All transactions are recorded through electronic systems, which facilitates the monitoring of public institutions' activities. Automated service systems prevent informal interference, which leads to a reduction in corruption<sup>[7]</sup>. The "Technology Acceptance Model" (TAM) studies individual and organizational behavior, how people accept and use new technologies. Fred Davis developed this model, arguing that two main factors are important for technology acceptance: Perceived Ease of Use, if a system is perceived as easy to use by users, people will accept it quickly. Perceived Usefulness, if a system is useful, users will be more likely to use it<sup>[8]</sup>. Ease of use of electronic systems is important for public officials, because if the systems are complex, people will not accept them. Clarifying the benefits of electronic systems can increase the level of trust between the government and the people<sup>[9]</sup>. The e-Governance model refers to the expansion of the interaction between the government, public services, and the people. This model has four main categories: Government-to-

Government (G2G): Sharing information between government agencies, reducing bureaucracy, and speeding up policy implementation. Government-to-Citizen (G2C): Facilitating citizens' access to electronic services, such as citizenship documents, taxes, and judicial services. Government-to-Business (G2B): Electronic government regulations, taxes, and licenses for businesses. Government-to-Employee (G2E): Creating administrative facilities for government employees, such as payroll, document management, and training programs<sup>[10]</sup>. Bridging the gap between the government and the people, as clients do not need to visit physical institutions. Creating facilities for business, which leads to economic development. Increasing the speed and transparency of work by sharing information between government agencies<sup>[11]</sup>. This idea states that public services should be made faster, more transparent, and more accessible through new technology. The use of artificial intelligence, blockchain, and digital databases improves the efficiency of public agencies<sup>[12]</sup>. E-government is only effective when data protection is strong. Cyber-security policies are essential for the security of government information systems<sup>[13]</sup>. Implementing e-government is a promising solution to improve public services according to contemporary theories. Public choice theory, new public administration theory, and transparency theory show that the use of technology can increase the speed, transparency, and accountability of services. Also, TAM and e-Governance models make it clear that systems must be easy, useful, and secure for public officials and citizens to accept e-services<sup>[14]</sup>. Although Afghanistan faces challenges in implementing e-government, if these ideas are implemented, the country can make its public services faster, more transparent, and more effective.

### E-government and global developments

E-government is the use of technology to deliver public services, implement policies, and improve the efficiency of government agencies. The concept aims to replace traditional administrative processes with digital tools to make services faster, more transparent, and more accessible<sup>[15]</sup>. United Nations 2022 e-Governance Development Index (EGDI), this index shows that countries that have effectively implemented e-government systems have improved the quality of services, expanded access to services, and reduced corruption. According to this index, Europe and the Asia-Pacific region have seen the highest growth in e-government, while countries in Africa and South Asia lag behind due to technological constraints. The World Bank's findings show that implementing e-government reduces administrative costs, speeds up service delivery, and increases transparency. According to the report, countries that have specific legal and

<sup>1</sup> Aritonang, "The Impact of E-Government System on Public Service Quality in Indonesia."

<sup>2</sup> Buchanan, "What Is Public Choice Theory?"

<sup>3</sup> Lazor *et al.*, "The Impact of E-Governance on Shortening the Public Service Delivery Terms."

<sup>4</sup> Ferdous, "THE JOURNEY OF NEW PUBLIC MANAGEMENT: AN ANALYSIS."

<sup>5</sup> Kattel and Haverkamp, "New Public Management and Innovation Policy:."

<sup>6</sup> Xhafka, Sinoimeri, and Teta, "Evaluating the Impact of E-Governance on Public Service Improvement in Albania."

<sup>7</sup> Setyawan, "Enhancing Public Service Delivery through Digital Transformation."

<sup>8</sup> Dziak, "Technology Acceptance Model (TAM) | EBSCO Research Starters."

<sup>9</sup> Setyawan, "Enhancing Public Service Delivery through Digital Transformation."

<sup>10</sup> Srinivas, "Four Kinds of E-Governance: A Stakeholder Analysis."

<sup>11</sup> Xhafka, Sinoimeri, and Teta, "Evaluating the Impact of E-Governance on Public Service Improvement in Albania."

<sup>12</sup> Aritonang, "The Impact of E-Government System on Public Service Quality in Indonesia."

<sup>13</sup> Lazor *et al.*, "The Impact of E-Governance on Shortening the Public Service Delivery Terms."

<sup>14</sup> Dziak, "Technology Acceptance Model (TAM) | EBSCO Research Starters."

<sup>15</sup> Setyawan, "Enhancing Public Service Delivery through Digital Transformation."

technical frameworks for e-government have seen their service efficiency increase several times<sup>[16]</sup>. The use of electronic systems facilitates the recording and access to government information, which prevents corruption. Digital services are several times faster than traditional services, as they reduce bureaucracy and speed up document processing<sup>[17]</sup>. E-government systems create coordination between government agencies, improve information management, and facilitate the policy-making process<sup>[18]</sup>. The implementation of e-government has a profound impact on the way public agencies operate. By using these systems, the government can streamline service delivery, gain public trust, and prevent corruption<sup>[19]</sup>. Organization for Economic Co-operation and Development (OECD) reports, the effectiveness of e-government leads to improved quality of public services, as it facilitates the recording, management, and exchange of information. OECD recommends that governments should develop specific laws, policies, and staff skills for e-government to make these systems effective<sup>[20]</sup>. The “Digital India” program is one of the successful projects for the digitization of public services, which has increased the transparency of government processes and improved the quality of services. Singapore has introduced an advanced e-government model through the “Smart Nation” initiative, which has made 90% of government services online<sup>[21]</sup>. E-Government systems enable the government to implement policies quickly and evaluate results. E-Government services eliminate physical barriers, allowing people to access services online without having to visit government agencies. Recording every transaction, document, and service prevents corruption and strengthens the accountability system<sup>[22]</sup>. Afghanistan still faces many challenges in implementing e-Government, but the need to implement this system is increasing day by day. 2018 e-Government Development Index (EGDI), Afghanistan’s score on this index is low, indicating that more work is needed to implement e-Government services. Technology limitations, poor infrastructure, and lack of skills among public servants are obstacles to this process<sup>[23]</sup>. World Bank 2020 report, Afghanistan has taken some steps to implement e-government, but corruption, informal policies, and technical capabilities still hinder the growth of this process. Government data recording systems are limited, leading to a lack of transparency. If Afghan public services operate through electronic systems, corruption levels will decrease. Currently, public services face bureaucracy and administrative barriers, but electronic systems can solve this problem<sup>[24]</sup>. The use of e-government leads to a reduction in administrative costs, as physical documents, printing, and administrative processes are reduced. Training in e-skills is

essential for public servants to make electronic systems easier to use<sup>[25]</sup>. The implementation of e-government plays a key role in improving the transparency, speed, and quality of public services<sup>[26]</sup>. International experience shows that this system can prevent corruption, increase access to services, and facilitate the governance process<sup>[27]</sup>. Although Afghanistan faces obstacles to implementing e-government, if the necessary policies, laws, and technical infrastructure are in place, this system can improve the efficiency of public services<sup>[28]</sup>. A review of previous research suggests that the implementation of e-government can increase the efficiency of public services<sup>[29]</sup>, but due to Afghanistan’s infrastructural and legal constraints, the implementation of this system faces serious challenges<sup>[30]</sup>. The use of e-government is important for transparency, accountability, and speed of service delivery, but it requires a clear policy framework, technical infrastructure, and staff capacity-building programs<sup>[31]</sup>. This study focuses on filling existing gaps to show how Afghanistan can implement e-government systems, based on international experience, improve the efficiency of public administration, and prevent corruption.

### Principles of good governance and the relationship between e-governance

Good Governance is a comprehensive and trustworthy system that aims to create effective, transparent, fair and accountable interactions between the government, the people and the institutions. This system is effective only when the following principles are observed: Transparency is a fundamental principle of good governance that refers to the decision-making process, access to information, and the transparency of government operations<sup>[32]</sup>. Through websites, digital databases, and electronic documents, citizens can obtain information about the quality of government contracts, budgets, and services. Electronic complaint systems, online reports, and transparent documents are important for preventing corruption. Accountability means that government officials and institutions must answer for their actions, decisions, and expenditures<sup>[33]</sup>. By maintaining digital records, officials cannot keep their actions secret. Online service evaluation forms and public feedback hold officials accountable for their performance. The rule of law means that all individuals and institutions (including government officials) are subject to the law<sup>[34]</sup>. The management of court cases, online registration, and preservation of electronic evidence contribute to fair trials and judicial transparency. Digital registration of financial accounts ensures better monitoring of the implementation of laws. Participation refers to the right of citizens, civil society, and other stakeholders to participate<sup>[35]</sup>. Through online

<sup>16</sup> Korekyan, “UN E-Government Development Index (EGDI).”

<sup>17</sup> Xhafka, Sinoimeri, and Teta, “Evaluating the Impact of E-Governance on Public Service Improvement in Albania.”

<sup>18</sup> Aritonang, “The Impact of E-Government System on Public Service Quality in Indonesia.”

<sup>19</sup> Hernández *et al.*, “Analysis of the E-Government Development Index in the Regions.”

<sup>20</sup> OECD, *Development Co-Operation Report 2023*.

<sup>21</sup> Mohanta, Debasish, and Nanda, “Study on Growth and Prospect of Digital India Campaign.”

<sup>22</sup> Grönlund and Horan, “Introducing E-Gov.”

<sup>23</sup> Vereinte Nationen, *Gearing E-Government to Support Transformation towards Sustainable and Resilient Societies*.

<sup>24</sup> Grönlund and Horan, “Introducing E-Gov.”

<sup>25</sup> Signore, Chesi, and Pallotti, “E-Government: Challenges and Opportunities.”

<sup>26</sup> Xhafka, Sinoimeri, and Teta, “Evaluating the Impact of E-Governance on Public Service Improvement in Albania.”

<sup>27</sup> Lazor *et al.*, “The Impact of E-Governance on Shortening the Public Service Delivery Terms.”

<sup>28</sup> Zadrán and Mukherjee, “E-Governance in Afghanistan since 2021.”

<sup>29</sup> Samsor, “Challenges and Prospects of E-Government Implementation in Afghanistan.”

<sup>30</sup> Zadrán and Mukherjee, “E-Governance in Afghanistan since 2021.”

<sup>31</sup> Samsor, “Challenges and Prospects of E-Government Implementation in Afghanistan.”

<sup>32</sup> Martins and Rezende, “Master Thesis in Economics.”

<sup>33</sup> Vereinte Nationen, *Gearing E-Government to Support Transformation towards Sustainable and Resilient Societies*.

<sup>34</sup> Sharma, “GOOD GOVERNANCE through E-GOVERNANCE.”

<sup>35</sup> Setyawan, “Enhancing Public Service Delivery through Digital Transformation.”

surveys, virtual consultations, and social networks, people can participate in the development of policies and programs. Electronic methods of voting, filing complaints, and evaluating services amplify the voice of the people. Efficiency means that services are delivered in a timely and resource-efficient manner, and effectiveness means that they produce results<sup>[36]</sup>. Automated document processing, online service delivery, and time saving are signs of administrative efficiency. For example: online systems for ID cards, passports, or tax forms provide people with fast, convenient, and quality services. This principle ensures that all citizens – regardless of ethnicity, class, or gender – should enjoy equal opportunities<sup>[37]</sup>. Through e-services, access to rural areas, women, and the disabled, and marginalized groups is facilitated. Promotes social justice due to linguistic transparency, easy systems, and accessibility through the Internet. E-governance is not just a matter of technology, but it is an effective tool that provides the basis for strengthening the principles of good governance. If this system is implemented properly, it can: Bridging the gap between the people and the state; reducing the level of corruption; improving the quality of services; and providing the basis for social justice. But this will only be successful if it is supported comprehensively from the technical, legal, political, and cultural perspectives.

### Legal Analysis

According to the laws of Afghanistan, a number of laws, principles, and articles have been adopted to regulate e-administration, covering the topics of information technology, electronic signatures, cybercrime, and access to information<sup>[38]</sup>. Electronic Signature and Transactions Law of October 15, 2020 and Official Gazette of Issue 1389: This law provides a legal framework for electronic transactions and signatures, ensures the validity of electronic transactions, signatures, and correspondence, and paves the way for the development of the digital ecosystem<sup>[39]</sup>. Cybercrime Law of June 20, 2017: This law is dedicated to defining, preventing, and punishing cybercrime. It includes illegal access to computer networks, data destruction, electronic forgery, and cyber-terrorism. Penalties range from fines to long-term imprisonment<sup>[40]</sup>. Access to Information Act of March 31, 2018: This law promotes transparency, accountability, and public participation in government activities. It defines the rights of individuals to access information held by government agencies, and requires government agencies to regularly publish certain information<sup>[41]</sup>. Telecommunications Act of October 8, 2005: This law is dedicated to the regulation of telecommunications services, frequency spectrum management, and number allocation<sup>[42]</sup>. It defines the powers and responsibilities of the Afghanistan Telecommunications Regulatory Authority (ATRA).

Information and Communications Technology Policy (Draft) of August 2018: This policy provides a strategic framework for Afghanistan's information and communications technology sector for the years 2018-2022. It sets goals in the areas of technology development, e-governance, e-learning, and e-health. Public Investment Management Regulation of October 31, 2020: This regulation regulates the management process for government-funded development projects, specifies the development, analysis, evaluation, and monitoring of projects. Case Management Regulation of October 31, 2020: This regulation establishes a case management system, provides electronic facilities for the registration, tracking, and management of cases, and strengthens transparency and accountability<sup>[43]</sup>. Electronic Signature and Transactions Law, Article 4: An electronic signature establishes the identity of the signatory and expresses his consent to the content of the electronic message<sup>[44]</sup>. Article 7: Electronic messages have the same status as paper documents, if they meet the conditions of validity<sup>[45]</sup>. Article 13: For an electronic signature to be valid, the signature must be unique, under the control of the signatory, and protected against any alteration<sup>[46]</sup>. Cybercrimes in Penal Code, Article 851: Cybercrimes are crimes committed in the virtual space of computer networks through new technologies, information devices or the Internet. This space, called cyberspace, is a non-physical or virtual world created through computer networks. If anyone accesses another person's computer system, program or information without permission, he will be punished according to this chapter of the law<sup>[47]</sup>. Article 860: If a person commits the crime of theft (theft) using a computer or electronic system, the offender is sentenced to medium or long-term imprisonment, depending on the value of the stolen property. Also, the use or dissemination of information technology that is prohibited by law is considered an act against the law and is punishable by law<sup>[48]</sup>. Access to Information Law, Article 3: Every Afghan has the right to access information held by government agencies, except for information that is considered confidential<sup>[49]</sup>. Article 7: Government agencies are obliged to respond to requests for access to information within a specified time and provide the necessary information<sup>[50]</sup>. Article 10: Certain information, such as that related to national security, personal privacy, or trade secrets, is exempt from public access<sup>[51]</sup>. Telecommunications Law, Article 9: The Afghanistan Telecommunications Regulatory Authority (ATRA) is responsible for regulating, supervising, and promoting the development of telecommunications services<sup>[52]</sup>. Article 14: The management, allocation, and regulation of the frequency spectrum shall be carried out by ATRA to ensure the quality of telecommunications services<sup>[53]</sup>. Article 22: Telecommunications service providers are obliged to pay attention to the quality of services, confidentiality, and

<sup>36</sup> Signore, Chesi, and Pallotti, "E-Government: Challenges and Opportunities."

<sup>37</sup> Amanullah, "E-Governance Initiative in Afghanistan: Opportunities and Challenges."

<sup>38</sup> Zadrán and Mukherjee, "E-Governance in Afghanistan since 2021."

<sup>39</sup> Ismail *et al.*, "Strategy, Policy, and Legal Barriers to E-Gov Implementation in Afghanistan."

<sup>40</sup> Zadrán and Mukherjee, "E-Governance in Afghanistan since 2021."

<sup>41</sup> Ismail *et al.*, "Strategy, Policy, and Legal Barriers to E-Gov Implementation in Afghanistan."

<sup>42</sup> Zadrán and Mukherjee, "E-Governance in Afghanistan since 2021."

<sup>43</sup> Amanullah, "E-Governance Initiative in Afghanistan: Opportunities and Challenges"; Ismail *et al.*, "Strategy, Policy, and Legal Barriers to E-Gov

Implementation in Afghanistan"; Zadrán and Mukherjee, "E-Governance in Afghanistan since 2021."

<sup>44</sup> *Law of Electronic Signature and Transactions, art.4.*

<sup>45</sup> *Law of Electronic Signature and Transactions, art.7.*

<sup>46</sup> *Law of Electronic Signature and Transactions, art.13.*

<sup>47</sup> *Criminal Code (1396), art.851.*

<sup>48</sup> *Criminal Code (1396), art.860.*

<sup>49</sup> *Islamic Republic of Afghanistan Access to Information Law, art.3.*

<sup>50</sup> *Islamic Republic of Afghanistan Access to Information Law, art.7.*

<sup>51</sup> *Islamic Republic of Afghanistan Access to Information Law, art.10.*

<sup>52</sup> *Law for Regulating Telecommunication Services, art.9.*

<sup>53</sup> *Law for Regulating Telecommunication Services, art.14.*

security and to respect the rights of users<sup>[54]</sup>. The above-mentioned laws and regulations provide a legal framework for the implementation of e-government, which promotes transparency, accountability, and reduction of corruption in public services. Each article of these laws regulates different aspects of e-governance and forms the basic foundation for the modernization of public administration in Afghanistan. The Afghan government has adopted a series of laws and policies to regulate e-government, which aim to promote the development of information technology, transparency, accountability, and efficiency of services. These laws cover the regulation of electronic transactions, cyber-security, access to information, and telecommunications services, which form the basic foundation for e-governance. Since the Islamic Emirate came to power after August 2021, and declared all laws from the republican era invalid, these laws are no longer valid.

### Materials and Methods

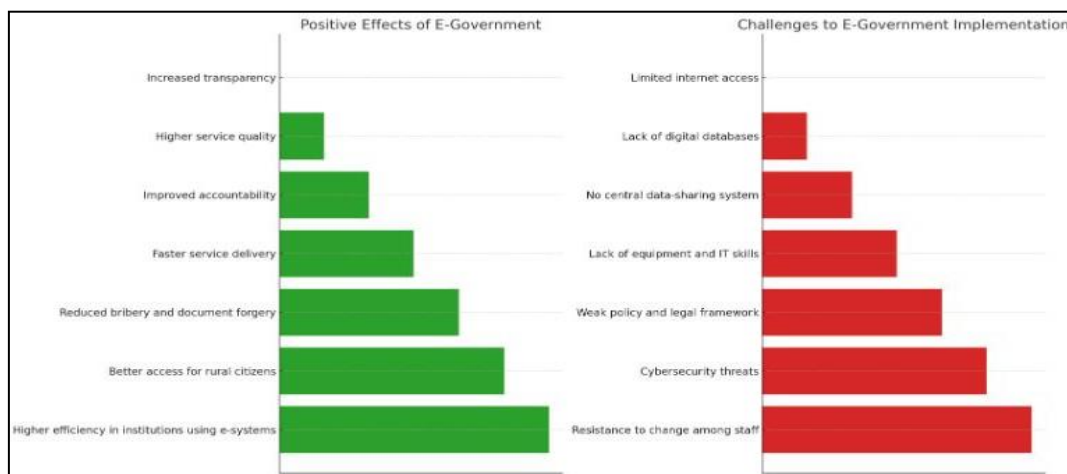
This study has an analytical design, which assesses the impact of e-government implementation on the principles of public services in Afghanistan. Qualitative method was used for the study to examine the legal, administrative, and technical aspects of the subject. The opinions of public agency employees, policymakers, and technology experts were collected through semi-structured interviews. Government documents, existing legal frameworks, international studies, and academic articles related to e-government policy were analyzed. The study focused on collecting data from Afghan experts. The selection criteria were determined based on direct interaction, expertise, and experience with the implementation of e-government. Qualitative data analysis was conducted through thematic coding to identify key aspects of the impact of e-government. Comparative analysis was used to compare the Afghan public

administration system with the e-government developments of other countries. This study uses qualitative method to highlight the potential benefits and challenges of implementing e-government and to provide recommendations for improving public services in Afghanistan.

### Result

The results of the study show that the implementation of e-government has a direct impact on the transparency, sustainability, quality, and accountability of public services. According to the data collected, public services in Afghanistan are still managed with traditional forms, which have led to corruption, bureaucracy, and low quality of services. Analysis of interviews, questionnaires, and documents shows that the absence of e-government poses serious obstacles to the speed, accessibility, and efficiency of public services. The implementation of e-government leads to greater transparency of government agencies, as all information is recorded and accountability becomes easier. Agencies that use electronic systems deliver services several times faster than traditional agencies. Opinions of anti-corruption experts show that the implementation of e-government prevents bribery, informal favoritism, and document forgery. Statistical data shows that the quality of services is higher in institutions that operate through electronic systems. Access to public services through electronic administration helps to eliminate physical barriers, and provides convenience to citizens in accessing services. The analysis of the findings confirms that the implementation of electronic administration has a positive impact on the principles of public service delivery in Afghanistan. This study shows that if electronic systems are widely implemented, the efficiency, transparency, and accessibility of public services can be improved.

**Fig 1:** Positive Effects of E-government & Challenges to E-government Implementation



This chart shows that although the implementation of e-governance has broad positive impacts, practical, legal, technical, and social challenges also require serious attention. The results also show that the continuation of traditional institutions leads to bureaucracy, corruption, and low quality of services. Therefore, the implementation of electronic administration is considered an important step for the reform of public institutions. The implementation of e-

administration is a critical requirement for transparency, speed, and efficiency of public services, but there are still serious problems, disagreements, and legal constraints on the implementation of this system. The implementation of electronic systems for Afghan public administrations is valuable based on international experiences, but due to infrastructural, legal, and technical challenges, there are still debates about the effectiveness of this process. Afghanistan

<sup>54</sup> Law for Regulating Telecommunication Services, art.22.

still faces a lack of modern technology, internet networks, and widespread implementation of digital services. The following technical constraints exist for the implementation of e-administration: Limited access to fast and affordable internet services, especially for rural areas. Lack of a digital database for public administrations, which requires secure data management. Lack of a specific central system for sharing information between government agencies. Lack of computer equipment, which limits the ease of e-services for government employees. Although e-government systems can improve the quality of public services, some public employees do not have the necessary skills to use these

systems. The main factors of this problem are: Limited opportunities for technology-related training for public employees. Public employees still rely on traditional physical document systems and are resistant to adopting electronic systems. Lack of IT specialists, who are required for the technical management of electronic systems. The weakness of public institutions' policy-making has led to the slow and ineffective implementation of e-government. The persistence of traditional bureaucratic systems hinders the rapid implementation of e-government. Lack of coordination between different government agencies, which hinders the creation of a unified e-government system.

**Table 1:** Impact of E-government on Public Service Delivery Principles in Afghanistan

Public Service Principle	Impact of E-Government
Transparency	Information become open and traceable
Efficiency	Service are delivered faster with less bureaucracy
Accessibility	Digital access breaks physical barriers, especially for rural areas
Accountability	Easier tacking of responsibility and outcomes
Quality of Service	Standardized procedures improve services consistency
Anti-Corruption	Reduces bribes and document forgery
Equity in Access	Equal access regardless of location of status

The table above clearly shows how e-government has a positive impact on the principles of public service delivery in Afghanistan, and how services can be improved through this. Each principle is accompanied by an explanation of the impact of the electronic system, providing clear guidance for improvement. There are different views on the effectiveness of e-government. Some studies argue that electronic systems improve the speed of service delivery, while others see it as another form of corruption change. Positive view: e-government improves the efficiency of public services. These systems reduce bureaucracy, increase transparency, and speed up services. Negative view: e-government can increase administrative problems if the necessary conditions are not met. If training, infrastructure, and policy support are lacking, systems will slow down and fail. Some studies show that the

use of electronic systems can reduce corruption, because it facilitates accountability and transparency. However, some researchers say that if information management is not strong, corruption will simply shift from physical to electronic form, meaning that people will gain access to forge information from within the system. The rise in cybercrime is also considered a serious challenge for electronic systems, because if information security is not protected, e-government will face new risks. If public trust in e-service systems is not high, these systems will fail. Public sector employees, business people, and the general public must have the necessary skills to use e-services. If e-services are implemented only in cities, residents of rural areas will be deprived of access to these services.

**Table 2:** Positive and Negative Views on E-government Implementation

Positive Views	Negative Views
Improve efficiency of public service	May increase administration problems if conditions are not met
Reduces bureaucracy	Corruption may shift to electronic form if information management is weak
Increases transparency	Cybercrime and data security threats pose new risks
Speeds up service delivery	Low public trust may lead to system failure
Prevents bribery and document forgery	Unequal access if only implemented in cities
Facilitates accountability and record keeping	Lack of training and skills limits effectiveness

The table above compares the positive and negative perspectives on the implementation of e-government. This table has an important message for policymakers, researchers, and institutions that for e-government to succeed, the positive aspects must be reinforced and solutions to the negative aspects must be found. Clear laws for the implementation of E-Systems for public administration in Afghanistan are lacking. The legal framework for e-services should clarify the principles of electronic interaction between public institutions, the private sector, and the public. Legal mechanisms for digital signatures, e-contracts, and data protection should be developed. The necessary laws for cyber-security protection have not yet been strengthened, which reduces the trustworthiness of electronic systems. Serious attention should be paid to preventing hackers and cyber threats, as the disclosure of government information

can harm national security. The role of justice and judicial institutions should be strengthened to prevent misuse of electronic systems. The e-services policy for public institutions should be clear on how the government can make these systems effective. Weak policy formulation has led to a lack of clear implementation standards for e-government. Based on international experiences, specific steps should be taken to implement the e-governance model in Afghanistan. Although the implementation of e-government is important for improving public services, Afghanistan's infrastructure limitations, lack of IT skills, lack of legal framework, and weak cyber-security have hampered the effectiveness of this system. If the necessary laws, policies, and technical facilities are in place, e-government can prevent corruption, speed up service delivery, and improve the efficiency of public institutions.

## Discussion

The results of the study show that e-government has a positive impact on the principles of public services in Afghanistan. Increased transparency, speed of service delivery, reduced corruption, and ease of accountability are the main benefits that can be achieved through the implementation of electronic systems. The study proved that the traditional form of government has led to bureaucracy, informal privileges, and poor quality of services, while electronic systems reduce these problems. These findings are consistent with international studies that have considered the implementation of e-government as an effective solution for improving public services. According to reports from the World Bank and the United Nations, countries that have implemented e-government systems have reduced corruption, improved the quality of services, and increased the efficiency of public administration. Afghanistan, despite its infrastructure limitations, can learn from these international experiences and continue to improve its public services. This study shows that the Afghan government should take legal and technical measures for the widespread implementation of e-government. Electronic systems should be strengthened to improve the transparency of public services. Information technology training programs are necessary to enhance the skills of government employees. Cyber-security should be a fundamental part of e-government to ensure data security. The main limitation of the study was the lack of accurate statistical data due to the widespread lack of electronic systems in public institutions in Afghanistan. The limitation of technical infrastructure is a major obstacle to the implementation of e-government, which the study cannot solve, but provides suggestions for solutions. The inability to implement government policies hinders the development of electronic systems, which is also confirmed by the results of the study. The results of the study confirm that although Afghanistan faces serious problems in the field of e-government, the implementation of this system can improve the transparency, speed, and quality of public services. Therefore, the widespread implementation of e-governance is a fundamental need for public service reform.

## Conclusion

The results of the study show that e-government has a positive impact on the performance of public services, increasing transparency, efficiency, and accountability. The use of electronic systems reduces the problems of traditional administration, such as bureaucracy, corruption, and poor quality of services. The speed, accessibility, and quality of services are improved through e-government, but the limitations of technical infrastructure remain a major challenge. This study provides practical recommendations for reforming public services in Afghanistan, which are useful for policymakers, government agencies, and researchers. The results of the study highlight the importance of this issue by assessing the legal, administrative, and technical aspects of e-government. This study points to the need to implement electronic systems to reform public services in Afghanistan, based on international experiences. An in-depth assessment of the impact of e-government should be conducted based on the performance of various public institutions to better assess the effectiveness of this system. Research should be conducted to find solutions to the limitations of the technical infrastructure of Afghan public

institutions. Cyber-security issues should be assessed to examine the necessary measures to secure electronic systems. E-learning programs should be examined to enhance the skills of public institution employees. Applied and comparative studies should be conducted to implement e-governance based on international experiences. The results of the study show that if e-government systems are implemented effectively in Afghanistan, it will improve the transparency, accountability, and efficiency of public services. Therefore, it is necessary for the government to introduce legal, administrative, and technical reforms for the widespread implementation of electronic systems.

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