CHAPTER: TWO

REVIEW OF LITERATURE &

RESEARCH METHODOLOGY
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PART-A

Review of Literature:

Review of literature on the research topic reveals that studies on e- Governance and Common Facility Centre are scanty, owing to the age of the concept. However a few books, case study reports, magazine and newspaper articles and internet web sufficed the purpose. I was fortunate to get subject resource material from YASHDA library. All this literature gave idea and progress of e- Governance in developing and developed countries. An attempt is made to present the list of back-up literature used by me in streamlining the objectives of the present study.

REFERENCE BOOKS

1) GOVERNMENT from Vision to Implementation

   A Practical Guide with Case Studies by Subhash Bhatnagar, Sage Publications, 2004

“e-Government from Vision to Implementation” is a Hand Book of about 202 pages. The book is a complete practical guide to the subject. Author of the book Mr. Subhash Bhatnagar is a well-known figure in Management and Information and Communication Technology field, has written books, submitted research papers and worked as a consultant with World Bank & other development agencies. He is well versed with developing & developed countries development programmes.

   e- Government applications are rapidly expanding in developing countries. Many countries us e- Government as an enabling tool to increase efficiency, enhance transparency and facilitate public sector reform. The book provides practical insights into emerging e- Government trends in the developing and developed
countries and impact of e-Government programmes on public sector reform & poverty reduction. The book narrated twelve case studies majority from India well presented, covering whole range of service facilities and built by different tiers of government. The book introduces subject outline by asking “What”, “Why”, and “How” of e-Government. The implementation guidelines narrated in Chapter 4 guides to complete the project successfully. Authors comments “the low hanging fruit application” are very common, at the same time applications that focus entirely on internal efficiency are limited as they are difficult to implement & they encounter resistance from civil servants, through such tips author guides readers.

With List of Tables & List of Figures author explains difficult points to understand and visualize easily e.g. e-Government evolution of four stages or “The Box no 3.2” gives information about Argentina’s CRISTAL web site. The last chapter dealing with case-studies is the crux of the book as it summarizes what has been covered in earlier chapters in practical terms. All the twelve case studies are structured in a similar format which helps to compare and understand each particular project thoroughly. Each project’s format structure is formulated in such a way that it covers from background to completion. Project’s benefits, evaluation and key Lessons will guide future project leader. Most of the e-Government books cover success case studies and failures are not documented. Author has taken in to consideration this point & suggested four necessary conditions to be fulfilled for effective service delivery.

The remarks or suggestions are practical hints mentioned by author can guide project leaders. Some of the remarks such as “e-Government projects have to consciously strive to provide benefits to civil servants, as they are the ones that tend to lose power and authority over citizens when electronic delivery of services is introduced” or “No Government is completely ready for e-Government, but that does not mean that such projects should not be taken up” and “Governments need to work the goal of “less government” outsourcing many service delivery tasks” or “The safest approach to adopting a new technology is to take small steps with activities that are manageable within a relatively short
time frame” make understanding of the subject clear. In short, the book provides practical insights to the subject. The book is very useful to IT professionals, Civil servants and students of the subject.

2) E-Governance

Author: V. M. Rao

ABD Publishers, Jaipur, India 2007

This book explains all the basic concepts, terms, means and tools concerning e-Governance in detail. This gives clear idea of e-Governance. With e-Governance Practices: A Global Perspective author describes the practical experience of various countries to enrich our experience. e-Governance, in India is explained right from Vision and strategies to development and, implementation. Modified IT Act 2000 provides plan of action to achieve a position of leadership.

e- Governance is the process by which society steers itself as e-Governance is not only introducing or using technological tools but it is about a change in mindset and work culture. This point is explained in detail as interaction with public is must at every stage of planning e-Governance project. How ICT facilities were progressed or progressing in underdeveloped countries as in Botswana and developed countries like Canada will add to our experience. e-Governance challenges along with reasons for failures have proved guiding principles to programme leaders.

The design and development of complex solution poses a challenge to application developers and how international communities are drawing their strategy provides necessary input for our study. Priority areas will guide to chalk out policies to make us e-ready. Implementation challenges and failure causes will act as red signal to proceed in right direction. In India, Department of Information Technology (DIT) is responsible for IT policy and promotion of e-Governance in the country. NASCOM, Bureau of Indian Standards, Centre of e-
Governance are working with DIT for efficient governance. IT Act 2000 is noted in detail provides ready reference to India’s IT policy guidelines.

e-democracy is an extension of democracy. Most of the developed democratic countries are relied on interest groups and experts to assist them to amend or modify the rules. e-Democracy is a participatory democracy, direct democracy which can take us to new form of democracy and technology will facilitate it. With it’s simplicity in approach, details provided with examples makes e-Governance book as useful guide as reference book to students, administrators and application developers.

3) **Electronic Governance**

**Author: S. Pankaj A.P. H. Publishing Corporation, New Delhi, 2004.**

Electronic Governance is a comprehensive text covering the legal, social and political angle as they are important part of the Electronic Process. Author S. Pankaj is highly educated and has experience from different fields.

Electronic Governance is improving lives of billions of worldwide and is integrating government services in altogether different way. Traditionally the interaction between a citizen or business and a government agency took place in a government office. With ICT it is possible to locate service centre nearby or can use personal computer to get the work done. This new process is cost-effective, efficient and time saving to all stakeholders.

The Internet has proved to be a powerful tool for reinventing governments. Today’s governments are feeling the need to change the very process of governance. Governments are aiming to improve people’s lives with the help of technology. The US President emphasizes that “government needs to reform its operations - how it goes about its business and how it treats the people it serves.” This vision is aptly suggesting that e-Government should be citizen-centred not bureaucracy centred, result oriented and market based. The policy document of New Zealand has also supported basic components of e-Governance i.e. better services, cost-effective, improve reputation and greater
partnership. IT policy mission in India has ensured to spread benefits of the IT initiatives evenly. Andhra Pradesh has assured that IT will be used to attain a position of leadership and transform itself into a knowledge society. Assam, Kerala and other states are following and reinventing the government process. Author has noted that “e-Governance seem to have greater managerial benefit in countries with moderate development indices where alternate channels of communications are weak and governance processes are largely democratic to the extent that they are information driven”. This statement needs to be tested with live data.

Electronic Democracy (e-Democracy) using the internet information technology has the potential to change the democratic process something similar to its original form of “direct participation”. e-Republic is another evolutionary concept touched by the author.

The book covers the national perspective on the e-Governance dealing with major issues and policy initiatives taken by Government of India and followed by the states. The book focuses entirely on India and illustrates the growth of e-Governance through case studies selected from the different parts of the country. These case studies help in understanding the growth that India has attained with the change in the process of governance.

ITC’s e-Choupal provides real time information and customized knowledge to farmers. A farmer’s ability to take decisions is enhanced and he can fetch better price for his product. Gujarat State wide area network (GSWAN) is a key enabler to the process of smart e-Governance as it provides ICT infrastructure for Voice, Video and data for Gujarat state. Gyandoot is special in every respect as it is a low cost intranet, community owned and majority community is tribal & below poverty. Gyandoot’s service package ranging from agriculture auction to on line applications registration, grievances redress cell and many more. This makes it internationally award winning project. All these projects are mile stones in guiding our path.
The book is a comprehensive text book covering all major aspects of e-Governance in India along with case studies. This makes it a good reference material.

4) GLOBAL GOVERNANCE by R.K.IYYAR.

Publisher: Mahaveer & Sons, New Delhi, 2007.

This book is compilation of innovative and up-to-date material on different aspects of global governance. Increasing globalization has generated a need for better global governance. The issue of global governance therefore warrants serious attention from world communities. Present system to manage political, economic and social affairs needs critical evaluation. Values like freedom, security, diversity, fairness and solidarity need to be defined in the context of globalization. The new system should respect human rights and international rules of law and democracy.

The concept of global governance is distinct from “Good Governance”. Good Governance is at national level while global governance at international. Global Governance involves ideas and culture redefined by western norms as the world system originated in Europe. Global Market is not a single market but a multitude of markets providing space for different languages, religions and other differentiations.

Localization of industrialization involves incorporation of local industries in to international labour, material and technology. This leads to increasing in to number of interstate connections, declining state sovereignty, adding risks to radio activity, toxins and pollutants. Globalization promotes economic freedom but national government loose control on own economy, security and welfare of labour. Globalization has weakened government’s ability to influence the public, as it has reduced or abolished trade barriers, capital controls to accommodate international agreements. This has resulted in increase in employment and cuts in social welfare.

5) e-Governance and Rural Self Government
Author: DR. M. C. Minimol.

Sonali Publications, New Delhi-110002, Published in 2007.

“e-Governance and Rural Self Government” is a book based on research, data, and complete history of rural self-governments in Kerala. Author has made a detail study of e-Governance activities in strengthening the functioning of rural self-governments in Kerala. It is felt that the findings of the study would generate related information catering to the requirements of researchers, planners, administrators and technocrats.

The ultimate goal of any government is the betterment of its citizens, it should have better administrative system, well equipped with effective communication, so that any complaint, enquiry or suggestions made by the citizen (rural and urban both) are duly considered and answered promptly. The emergence of e-Governance offers an opportunity to governments to adopt new value propositions of the internet age, providing new solutions to the old problem. Governments appear to be genuinely interested in improving the conditions of the citizens. With the adoption of 73 rd Amendment Act, Panchayats in rural areas received the constitutional legality to function as rural self-governments. Still, Panchayats fail to be accountable to the local people.

Kerala with its unique social fabric, socio-economic development and high penetration levels of press, audio-visual media, telephony with the best information infrastructure and high level of literacy suits introduction of viable services involving the citizen and the community at large. The government of Kerala has set up a state level agency, “Information Kerala Mission” to promote e-Governance in the thrust areas such as education, healthcare, poverty eradication and providing public utilities.

The author has systematically noted the details of the subject starting from introduction, significance of study, objectives of the study, hypothesis, and methodology adopted for study, collection of data, statistical tools used for analysis, limitations of study and scheme of report. This methodology can guide to tackle research problem.
The author has narrated history of rural self governments in India and role played by Panchayats, Gram Sabhas and how e-governance can create a potential change. History of e-Governance, principles of successful e-Governance is discussed in detail.

Planning and control of resources chapter devoted for the evaluation of the system of village panchayats in the state in reference to planning and controlling of local resources. Resource mapping and asset management study helped to find out difficulties prevailing in the existing system and with e-Governance how system can be modified.

Author noted that data size, category, location all play part in evaluation. Data analysis with proper statistical methods can lead to the conclusions.

6) Ideas for action By N. Vittal,

Publisher: Macmillan India Ltd. 2002

The book is a collection of articles written by Shri N. Vittal, Distinguished civil servant; the articles were published in Economic Times on wide ranging of subjects such as government to governance, corruption, public sector, Globalizations and economic reforms, education, science and technology, IT, telecommunication, security and environment.

The common feature in all articles is simple language, smooth flow of thought, analysing the issue in detail with examples and own experiences, and then comes out with original perspective or solution. Even suggestion is provided with implementation guidelines. Mr N. Vittal is a man of action and has wide experience in governance and he keeps himself updated with latest technology news around us. All these qualities make the articles interesting and readable.

Ideas, as Edward De Bono says, are the spectacles with which we look at facts. Mr. N. Vittal provides readers new spectacles to look around and try to find solutions. Thus, articles start thought provoking process in the minds of readers. Mr N. Vittal proposes RAMA formula to bring transformation. (RAMA is expressed as first rejection or resistance (R), the annoyance (A), mellowing (M),
and finally acceptance or achievement (A). If the ideas suggested in this book are implemented there will be significant improvement in the quality of governance.

7) **e-Government-the science of the possible**

**Author:** J.Satyanarayana

**Prentice-Hall of India, New Delhi-110001, 2004**

There is a surge of interest in e-Government and its implementation. Many governments across the world are laying great emphasis on delivering speedy and reliable service to citizens and businesses with the use of ICT. India is not too far behind and formulated e-Governance policy implemented programmes in different fields.

The author J. Satyanarayana is a senior IAS officer and has conceptualized designed and implemented many projects in AP. Author’s background makes the book as authoritative document on e-Government. The book exhibits theoretical aspects with the help of diagrams, tables and exhibits. The book is written in simple language that makes understanding of the subject easy. The book provides answers to basic questions relating to e-Government. 1) What is e-Government? 2) What are the roles of people, process and technology? 3) How do we secure e-Government? 4) How do partnerships help in e-Government? 5) Can we ensure equity in the distribution of digital dividends? 6) How do we manage e-Government? 7) Why e-Governments projects fail? The author answered each of the above questions in detail and his narration is very useful to project leaders and planning authorities during planning, executing and running of the project.

Some of the chapters in the book need special mention. “The Digital Dividends Divide” chapter explains what digital divide is and how digital divide is affected by access, affordability, equitability and convenience. How ICT can be used to bridge the gap effectively is explained with live examples of projects as Rural Access to Services (RASI) and Social Benefit Management Systems (SBMS).
“Security for e-Government” is another notable chapter. Security for e-Government is of great significance and without adequate levels of trust and confidence among the stakeholders; e-Government would not take off or survive for long period. As usage of ICT is increasing, security threats of different types are on the rise. Author discussed model security management, security architecture and allied related topics in detail.

The cyber laws govern aspects giving legal status to intangible information that exists in cyberspace, the security and privacy of such information, the relationship and contact relating to digital world. The cyber laws are significant and valid not only for regulating cyber matters within countries and states but are equally essential to sort out cross-national transactions. Author has touched sensitive issue of cyber laws covering all angles.

The last chapter “Case studies in e-Government” gives comparative study of nine projects and out of nine, on four projects author has himself conceptualized, designed and implemented. This provides real first hand stuff. Such features make this book a valuable reference material to all practitioners of e-government in the public sector and IT industry. The book is also useful to students and research scholars to understand the subject well.

8) “District Administration in India”


There is very little literature written by Indian authors or administrators on administration in India and especially on the district administration. The evaluation of local parameters based on local context is vitally important to study administration. The writing based upon Indian context and written by Indian bureaucrat can aid administrators to understand tasks lay upon them, and to apply principles themselves effectively to those tasks. The book can help the citizen in playing his part and finding way in vast & complex government apparatus.
Mr. Khera describes in his book the administration in the district, which is the basic unit of field administration in India, based on his long experience as District magistrate, Collector, Divisional Commissioner, and from various government departments. Mr. Khera’s approach to the subject has been to describe, to illustrate, practice and to identify the principles.

The author postulates law & order as a central purpose of district administration, he has devoted a special effort to seek out and to establish basic principles and precepts. Law & order are inseparable terms and maintenance of law & order must comprehend the safety of all without any distinction or exception. The author narrates principles, followed by maxims or precepts for guiding law & order methodology. The processes of law & order should be fair and just for every point and common man should see it as fair & just. The author refers to the twin features of change & its continuity in the district administration. The changes are great, far reaching and tasks are new to district administration. These tasks demand new approaches, new skills and newer ways of thinking new modes of relationships between the government, the people and administration.

The author has supported his writing with case studies, arising out of real life, how they are dealt with and with consequences. Mr. Khera provides the benefit of his long experience and looks to the younger generation to tackle the new tasks effectively.

The book is very useful as a reference book to growing generations of administrators and researchers to understand the principles and practice followed by district administration. Mr Khera stresses the place of the common man in all processes of administration, as it is necessary for good government and better administration.

9) FACETS OF GOOD GOVERNANCE

Edited by: S. K. Chaturvedi and Sanjeev Sharma.

Publisher Originals Delhi 2005
The “Facets of Good Governance” is a collection of papers presented by eminent scholars.

The scholars have touched all aspects of good governance. In modern India, since independence, number of efforts have been made to attain the goal of good governance, administrators, political leaders struggled relentlessly but still good governance is far away particularly in the context of poor, the deprived and the disadvantaged sections of the society. We cannot neglect such a large group all the time.

Philosophers, scholars and historians had penned down the saga of mankind with full of struggles & achievements, with their comments & advice to next generation. This has been preserved in epics, scriptures and writings. With Kautilaya’s concept of “Rajdharma” and Emperor Asoka’s concept of “Yogkshema” and Bhishma’s advice to Yudhishtir in Shantipuram, we understand the Indian tradition of Good Governance followed by our forefathers. Indians understood Good Governance as the ultimate objective of human life.

The essays narrate sequential study of good governance right from early part of stone study and study of leading civilizations. The contributors have enfolded changing form of Good Governance along with its parameters.

It is true that no nation can prosper without reforms from time to time, but reforms should be meaningful, well directed and conducive to national needs not to be imposed by international donor agencies. Humanizing development is the perfect choice to enable people “to enjoy long healthy and creative lives”. This concept should be followed by developing countries. The concept of Good Governance is similar to Ramrajya mentioned in Ramayana or Trusteeship concept advocated by Mahatma Gandhi.

The contributors suggest that good governance can be achieved if the institutions, leadership and bureaucracy are committed for ensuring responsive, accountable, and transparent, decentralized and people friendly administration at all levels of government. There is a ray of hope as shown by 73 and 74 amendments and the central and state governments would encourage people’s
participation in all the schemes for the delivery of basic services. Good Governance is a process that is to be thought of with proper steps and Government of India is moving in right direction.

Good Governance is a two way traffic. If the government is committed for the good of its people, the people themselves can realize it and will work with the government.

10) People Centred Governance


“People centred Governance” is a collection of essays written by eminent scholars and experienced practitioners in Public Administration. The main focus of the essays is on the rationale strategies, actors and consequences of “people centred governance” in reference to India and Bangladesh.

How can we structure the governance systems so that system can be more people-oriented and will satisfy their needs? How can the people move from the periphery to the centre of the governance system? How can an administrative culture be evolved that could be conducive to peoples participation in planning, implementation and evolution of different schemes? What is the role of NGDO’s in development process in developing countries? These are some of the questions are answered in these essays. The essays touched many more dimensions of people-centred governance such as policy, progress and inadequacy. Some of the main points touched by scholars are noted below.

In the governance system the place of “people” has been shifting accordance with changing conceptualizations, ideologies and orientations. People have moved from periphery to the centre of the governance system. People centred governance aims at transforming initiative for governance to the ordinary people and helping in the process of their capacity building to undertake their responsibilities & obligations. According to 1991 census 74% of India’s population living in village & village poverty is about 39% which is alarming. So, rural development is prominent item in all development schemes. To achieve
this, there has been paradigm shift in development thinking from capital-centred to alternative development or people-centred development model with decentralization, devolution of powers and resources from high level of government to a lower level of government. Successive Indian governments tried to establish Panchayat Raj institutions. The overall functioning of the panchayats reveals both positive and negative trends. In order to ensure that Panchayats & Panchayat Raj Institutions function as independent instruments of local government their functional & financial autonomy is to be ensured. In order to strengthen Panchayat Raj Institutions, 73rd amendment was passed by Government of India in 1993.

Mizoram’s Autonomous District Councils (ADC’s) tried to maintain autonomy customs & traditions along with legislative & executive powers.

The Andhra Pradesh experiments namely “Janmabhoomi” and “Tribal Development Blocks” are both people-centred programmes. Such programmes try to rebuild villages & villagers and tribes with their participation in implementation evaluation and in decision making. This is the core principle of rural development strategy put in to practice.

“Look the world through women’s eyes” message given by UN secretary general highlights women’s role in the development process. Women constitute almost half of the world’s population. Women face discrimination and inferior treatment in all parts of the world. No doubt, systematic attempts have been made to create awareness in women about their rights but still more needs to be done.

Bangladesh is facing widespread and dehumanizing poverty. NGDOs have played a lasting impact to improve the situation. But NGDO can play an intermediately role and can’t substitute a state.

The above are some of the points discussed in this book with proper explanation & examples. It is apparent that people centred governance would require a transformation in the attitudes of the governing elite as well as of the “governed” who were mere spectator for too long period now they have to lead the
development process. With successful experiments and its proper evaluation, taking corrective steps will guide to rebuild India.

11) Governance for Development: Issues and strategies

Edited by: Pradeep Sahni, Uma Medury

Publisher: Prentice Hall of India Pvt. Ltd., New Delhi, 2003

This book is well presented collection of articles from academicians and administrators of repute. The articles present history of governance, its growth and present day practices with its achievements and shortcomings. The book mainly focuses on the governance for sustainable development and its four pillars i.e. accountability, transparency, predictability and participation. The role of pillars is discussed in detail with its role and strategies. This can enhance country’s social and economic resources. Re-engineering with change in attitude is one of the approach suggested under administrative reform is necessary for good governance.

An evolutionary perspective the New Public Management (NPM) began in 1980s when global phenomenon witnessed transformation of economies and the traditional model failed to justify The values around which reforms revolved are three E’s- Economy, Efficiency and Effectiveness. The influence of NPM is quite widespread. It has resulted in creating new agencies or restructuring, privatization and contracting of existing agencies. All these reforms are directed towards building effective governance. The UNDP, World Bank and other donor agencies focused on concept, characteristics and critical elements of good governance as conditions to be fulfilled by third world countries. This has enlarged role of governance as an exercise of economic, political and administrative authority for managing nation’s affairs or governance as a process of establishing reciprocal interactions between and within government, market-economy and people. Good governance is itself an accountability concept and it is essential perquisite for both public and private sectors. The third world countries are subjected to administrative and financial vigilance of the donor institutions and instructed to maintain accountability of government through
clearly formulated & transparent process. All this has resulted in increasing pressure on the political systems, administrative apparatus generated by civil society to share information and make decisions transparent. This led to underwent a change in development model to techno-managerial model with exclusive emphasis on growth. Economic reforms started re-recognizing the role of the state. The unrest in sixties took the form of movements such as Civil Liberties and Democratic Rights movement, Narmada Bachao Andolan. (NBA) In the first, the legitimacy of state and it’s justification of governance was questioned while in case of NBA the poor people gathered and challenged the state power and questioned the very model of development.

Corruption is anti-national, anti-poverty, anti-economic hampering development, growth, efficiency and institutional functions of the government. With state control of state economic activity and permit raj, the politicians and bureaucrats enlarged their powers and secured stronghold on the entire administrative mechanism resulting abuse of public office for private gains. This has adversely affected life of common citizens. How to control corruption? As Corruption can’t be fully eliminated, it can be only minimized. The Central Vigilance Commissioner (CVC) has evolved three point strategies to tackle this issue. Alert and vibrant opinion is the only safeguard on the growing menace of corruption.

Role of women in decentralization and women’s concerns in development are studied with live data & it’s analysis. This article is very important as it notes factors which facilitate and prevent women from playing effective role in panchayat raj institutions.

Article on terrorism provides understanding the concept of the terrorism and it’s implications on the role of government, armed forces, and general public and how the country is facing this menace.

The volume notes recent and real life happenings with live data examples makes the book interesting. The book is of immense use to the students, teachers, and public administrators as a reference book.

12) e-Governance Case Studies
Editor Ashok Agrawal,

Computer Society of India, Universities Press (India) Pvt. Ltd. 2007.

“e-Governance case studies” is a collection of 41 case studies of on-going government projects entered for the CSI-Nihilent e-Governance awards, edited by Mr. Ashok Agrawal. Mr. Ashok Agrawal is well known figure in the field of management and worked as a consultant to numerous organizations.

The selected projects covers diverse areas of applications ranging from common areas such as single window service delivery, land records management and agriculture along with some of the unique citizen-centric applications in areas personnel information, pension, education, motor vehicle and ship ticketing.

Most of the projects are guided and developed by National Informatics Centre at the state. The success of these projects proves the impact of NeGP. Editor has pointed out that even though a large number of projects in different state claim significant successes, there is overall lack of sharing of information successes or failures of these projects. There are project champions who take the initiative and make it success, but they are very few in a country. When these leaders leave the project, the continuity gets hampered.

Evaluation of e-Government is necessary but there are no standard approaches. Choice of evaluation method would depend on what aspect of e-Government is to be evaluated, depending upon a particular situation.

In case of public service delivery, with the information age and emerging knowledge regime, the citizens are no longer satisfied with the services that are consuming time. The citizen’s demands fast and efficient service from a single window. Governments have to improve service delivery with process re-engineering and with continuous process development. Thus, the future of e-Governance lies in integrating and designing G2C services in such a way that they will be faceless and nameless. Gujarat’s e-Governance initiatives such as “SWAGAT”, e-Gram”, “The Jan-Seva Kendra”, and “Mahitishakti” have impacted rural & urban population. Karnataka with “Bangalore One” is delivering G2C and
B2C services in a convenient and efficient manner. Community Information Centre’s in eight north Eastern states are providing a window to global information and knowledge and market avenues. These states are less developed due to their geographic remoteness and difficult hilly terrain. This makes importance of such services and centers.

Land Record Management systems such as Bhoomi or e-Dhara have allowed farmers/citizens easy access to their records, by infusing transparency.

Treasury applications has eliminated deficiencies and brought budget control, bill clearance, salary, pension, social security claim settlement without much delay.

Four projects covered under agriculture sector and all are unique. “e-Sagu” is agro-advisory project providing timely agro-expert advice at the farmer’s door.

Gujarat and Andhra developed ICT Projects to identify water reservoir

The Postal Department is one of the oldest department, is also using I.T. web base value added service for messages, money orders and for postal life insurance.

Procurement is generally regarded as a sensitive function in public sector. e-Procurement implementation is an attractive quick-win solution for governments.

Both A.P. and M.S.E.B. with e-Procurement made their procurement system more efficient, accessible, and transparent besides being cost-effective.

There are some projects which need special attention. One of them is “Portnet”, envisages “anywhere to anywhere” ship ticket cargos to and fro to Lakshadweep islands to rural masses living in remote and geographically isolated islands.

Another is “ICT Solution for NREGA” (National Rural Employment Act) is implemented in A.P. This one is unique as it helps in controlling, monitoring and quantifying the work volume and arranging exact payment sanction.

The book covers most of the Indian states projects with variety of service modules. So, the book provides a great learning experience.

13) Good Governance - Case studies in Administrative Innovations
Last two decades witnessed many changes in managing the public sector and these changes impacted public organizations structures and management. Citizens are demanding smaller, effective and efficient governments. Citizen Service with citizen satisfaction is a principle around which strategy of any administrative function is framed. Information Technology has been recognized by governments to enhance administrative capacity and organization efficiency.

The new public service with the use of IT created new “Information Logic “for public administration. Information flows through computer networks and it facilitate the innovative process in public administration.

Case study is defined as a narrative of stages, factors, incidents, actions, reactions and impact of stages involved in administrative task. Certain steps such as to identify objective, planning of case study, collection of data, scanning, analyzing of data, drawing inferences and lastly presenting the report. All these steps are to be carried out systematically. Analysis should answer the questions relating to what is going on or what are the problems & its causes action and solution to sort out the problem.

The launching of e-Seva in AP represents three important dimensions i.e. New Managerialism, Public Private Partnerships and the use of technology for the benefits of citizens. The case study of e- Seva is presented as an attempt to examine and analyze e-Seva with reference to AP. The role of e- Governance in improving citizen services and to study citizen awareness activities in e- Seva and people’s satisfaction index. The case study is presented in detail with objectives, methodology used and indicators relating to time and efficiency put in to calculation. Data is presented in tables under different parameters to analyze. Suggestions and conclusions are drawn from analyzed data. The case study is a complete package to readers starting from planning till presentation of the report. Author has aptly noted that “public organizations should keep abreast of
changing needs and aspirations of citizens.” e-Seva case can guide public organizations in what to do and what to avoid.

The book narrates journey to NPM and leading to the use of computers in administration. IT can break down hierarchy, reduce the tendency toward bureaucratic organization structure and IT can coordinate all activities. In short, IT is changing the face of administrative process and facilitates administration decentralization by involving citizens through wide access and by building citizen involvement. Administration is facing greatest challenge from technology providers and citizenry.

14) PUBLIC SECTOR GOVERNANCE AND ACCOUNTANCY SERIES
PUBLIC SERVICES DELIVERY

Governments play a big role in influencing the welfare of their citizens. The efficient and effective delivery of public services has always been the main yardstick of judging good governance. The developing countries struggle to offer good public delivery system that resulting in lowering good governance values. The developing countries face many challenges from lack of resources and technical manpower. The system has loopholes of graft and corruption.

In contrast, the western democracies have built in systems of checks and balances. This has formed structures necessary for good governance and empowerment of citizens. The incentives, rewards and sanctions motivate policy makers and public servants to improve public management.

The developing countries continue to suffer from weak governance system, inappropriate allocation of resources, inefficient revenue and fiscal system and weak delivery of necessary public services. Such poor governance system leads to make difficult access of public services to women and other disadvantaged members of community. In dealing with such situation, the world Bank and other international organizations are continuously trying to learn lessons from practices
around the world to know what works better and what does not work in improving public sector governance system free from graft or corruption and offer such solutions to developing countries.

The book advances our knowledge by providing tools and lessons for improving the efficiency of public services and making governance transparent and accountable. The book highlights framework for creative incentive environments to achieve good governance. It outlines institutional mechanism for empowering citizens to demand accountability and suggest approaches to deal with corruption. The book suggests alternative service delivery frameworks for extending reach and access to poor, women and disadvantaged groups. This book illustrates tools of analysis for measuring performance of government at various levels. The book addresses two basic questions, whether the public manager is doing the right thing? And whether they are providing services of given quality at the lowest cost? Author suggests empirical tests to measure the performance.

The book is of interest of public officials, development planners, students and all those who are interested in public governance. The book is important and useful mainly to developing countries.

REPORTS

1) Cost benefit studies of e- Governance project

The Centre for Electronic Governance (CEG) has undertaken cost benefit studies of e- Governance projects to assess their impact on the community, government service providers and stakeholders. The five projects selected for evaluation represent a broad spectrum of G2C e-Governance applications. The projects were analyzed for their sustenance on the factors such as efficiency, transparency, cost saving, convenience, extent of integration, employee involvement, amenability and strength of P-P-P, enhancement of revenue and technological robustness. Better training, efficient creation of data processing, web enabling has helped projects to build citizen- centric image of the government. Civic Centers of Ahmadabad Municipal Corporation have widened
the customer base and enhanced its revenue collection. The projects were compared with reference to ten factors that contribute to success, sustenance and replicability.

2) **Empowering the poor - A study of Rural Development Projects in India**

   **By Roger Harris and Rajesh Rajora, UNDP- ADIP ICT4D Series.**

This report was set to re-examine the use of ICT for e-Governance and poverty reduction. The study examined 18 development projects that make use of ICTs in the form of community centers for the benefit of poor. The objective was to evaluate them with regard to key constraints as project design, community participation and project outcomes. The study sought to understand the factors that influence how and why the projects might or might not scale up to widespread implementations. It was recognized that there are projects with promise and usefulness but external factors affect the rate at which ICTs are made available to wider audiences. Several projects failed to understand the importance of cultivating close relationships with their beneficiary community. According to the study, though the users are satisfied with benefits the projects bring, they do not feel empowered or they feel that they have little influence on the operations of the project. The respondents, mainly male seemed to feel that benefits are not evenly spread. The winning strategy will be to design the project around community and staff should be capable of fostering productive relationship.

3) **Issues of Poverty and Vulnerability” Reduction and Conflict**

   **Author Rahul Day Professor IIM Bangalore**

The paper analyzes seven projects implemented in India by state governments to use ICT for development, poverty reduction and improved access to government service. All these projects cover large population, sustained for significant period and used by significant population. The author observed that all the projects showed positive first order effects i.e. Bhoomi is used by 8,00,000 people in a month and e-Seva has registered over 41 million since its inception. Few have
shown significant second order effects. Deeper analysis shows that Bhoomi has been of marginal relevance to landless, poor farmers and women. Many projects experienced conflict and resistance at the time of implementation from demand and supply side stakeholders as e- Governance systems have disrupted their existing ways of working. Recommendations include participation by grass-root officials in the design and implementation of the project with inter-departmental co-operation at the government level.

4) Success and Failures in E-Government Projects.

**Front end First: Citizen Payment at FRIENDS Centre in Kerala**

**Case study Author: G R Kiran**

Kerala’s “FRIENDS” centre offers one-stop, front-end solutions. It enabled payment counter facility to citizens of Kerala. The project can be considered successful, cost effective and user friendly. FRIENDS had two major advantages, one is ICT-enabled system was offered at much earlier date and another is single window service delivery was adopted under public response. The constraints noted are departmental compartmentalization opposed FRIENDS, procedures and processes of different departments caused major hurdles in implementation, proper updating in departmental registers caused problems to citizens. This problem was solved amicably.

5) Report of the study team on District Administration


The administrative Reforms Commission appointed a study team on district administration. The study team was asked to ascertain facts, locate the principal problem areas, examine solutions for the problem and suggest such of them as recommendations. The study team was asked to consider ten aspects of district administration and based on that to give consideration to the need for ensuring highest standard of efficiency, integrity in the public services and making public
administration a fit instrument to carry out social & economic goals of development.

Main areas of study were role of Collector in respect of general administration in the matters of public grievances & complaints, relationship between Collector and panchayat raj institutions, collector and the departmental heads and the size of districts.

The study team conducted pilot study of one district from U.P. and one from M.P. Recommendations of study team are development function of collector can be allocated to democratically elected bodies and no change in regulatory functions of collector. Collector should work as a link between two groups of functions. In his capacity as the Chief Executive of state government, he will exercise some powers of general supervision & control over development activities run in the district. Regulatory and development will be largely independent. Within a district Superintendent of Police (SP) is responsible to law & order but police force as an "efficient instrument" is at the disposal of District Magistrate. As head of district administration, the Collector has a multitude of duties to perform. In recent years study team observed that there is alarming increase in Collectors responsibilities which have been thrust upon him, without proportionate increase in staff. Some of the collectors are comparatively junior, lack of experience and unable to cope up with difficult situation. This presents a situation, which needs urgent remedial action.

Articles from Journals:

1) e-GOV 4th Anniversary Issue Volume 5, February 2009

The issue lists achievements of different states and union territories and progress of CSC, SWAN and SDC achieved.

2) Dataquest, Dec.15 2008

The issue covers “Dataquest IDC e-Gov survey 2008” findings by ranking all states based on e-Governance progress achieved during last year.

3) Business India Feb 2009
The article covers study taken by IMRB International and Internet and Mobile Association of India. The survey reveals that higher levels of literacy and low levels of English speaking population has resulted in low adoption of internet in rural areas. Providing content and application in regional language will improve the usage.

**Web Sites**

1) **Draft Framework for Establishment of 1, 00,000 common service centers**

    Department of Information Technology, Government of India, August 2005.

The site covers, the draft outlines, the policy framework, strategy and mode of financial support for rapid implementation of CSCs across the country. Government intends to establish 1, 00,000 CSCs in the rural areas by the year 2007. The framework provides guidelines for implementation, structure, role of various entities and financial and non-financial support from the government.

2) **National Portal of India**

The portal is a single window access to information and services provided by various Indian Government entities.

3) **E Governance in India - Social and Legal Issues**

    Author: Asawari Shirodkar, Asian School of Cyber Laws.

The article reviews all aspects of e- Governance in India. Author discussed Cyber laws, creating identification and security system and other issues.

4) **Future Perfect or Present Continuous?**

    Author: Gopalkumar K. Thampi.

Author suggested in the article a seven point program that can shape and will influence the outcomes and will create positive impact on e- Governance in India.

5) **The Ten point E- Governance agenda for India,**
The summit suggested ten point e-Governance agenda to make e-Governance projects successful.

**Importance of Review of Literature**

Review of literature supported my study with subject information, availability of resources and other information, it gave me idea of various research approaches that might be used in the study and I was able to convince necessity of my research project. I was able to get information from different sources such as individuals, organizations, published information in books, newspapers, periodicals, journals or from electronic source.

The review of literature prevented me from duplicating work that has been done before and it helped me to know the study approach followed by others on same or similar subjects.

**Progress of e-Governance in India**

The Government of India decided the year 2001 the year of e-Governance to use IT in various fields. In the nineties global governments started using IT for e-Governance initiatives. With phenomenal rise in use of internet and mobile all over the world, people started learning new modes of access to have more information and better services. The progress of e-Governance in India was slow but it was on right track.

In seventies, the development of in-house government applications in the areas of defence, economic planning and monitoring data functions relating to census, elections, tax administration etc. were initiated.

National Informatics Centre (NIC) was established to initiate, propagate and implement e-Governance activities in different parts of the country. Connecting all district headquarters to state capital by NIC in eighties is a significant achievement. Twenty Indian e-Governance projects, implemented by NIC were facilitated by the Oracle Excellence in e-Governance Awards (2006). The
projects were assessed by renowned international assessment agency Skoh3 Consultancy for their effectiveness in India and meeting global standards in government automation and citizen service delivery.\textsuperscript{xlv}

Initial emphasis by central and state governments has been kept primarily on automation and computerization and slowly progressed to use ICT tools into connectivity, networking and reviewing. With re-engineering and processing information some of the systems were able to deliver faster services. Due to limitation of resources, computerization was phased, high volume transactions such as payment of bills, taxes, issuance of certificates, public grievance system were taken on priority. The state government’s motivation to shift from manual to IT has increased efficiency in administration and in delivery of services. Allocation of 2 to 3 % of budget for IT under each ministry/department made significant progress.

If we look at the current exercises going on about e-Governance, we find that the progress is uneven. In this context, perhaps a cafeteria approach can save the time & energy instead of re-engineer the entire government process. We can follow the footsteps of champions as FRIENDS in Kerala or e-Seva in A.P. It is the easiest recipe to save money, manpower and time and giving high satisfaction to the citizen. The back end computerization requires massive efforts and you can’t avoid it. Here Kerala government has shown the way by under taking work with NGO and women groups without creating additional employment. Government of A.P.’s TWINS initiative has centralised different certificates and services given by different departments successfully and set an example. Even individual departments with e-Governance have achieved success as in case of Gujarat’s Transport department or by banks in connecting branches from all over India. M.P.’s Gyandoot model is successful in taking IT to tribal dominated rural district.

Some of the initiatives listed below have proved that technology has changed the lives of millions.
The Central Vigilance Commissioner’s initiative to publish names of charged officer’s has brought transparency in government system to check corruption and empowerment of citizens. With electronic voting machines counting will take 4-6 hours to declare the results of the entire country of over a billion people. Indian Railways Reservation System performs reservations for 6,75,000 seats and berths everyday (during peak season that goes around a million). And a system responds to any reservation transaction in the country within 2 seconds, 365 days a year. This is a great achievement and successful used application by common man. At 23 Custom offices in the country, importer/exporter can file his documents on line and figure out status of his approvals even before his cargo hits the country shores. With D-mat facilities and electronic sales/purchases offered by National Securities Depository limited, and National Stock Exchange the cost of transaction has come down from 2.5 percent to mere 0.2 percent. Daily volume of shares transacted shoot up from Rs 400 crores in 1991 to a whopping Rs 50,000 crores a day. London Stock Exchange and National Stock Exchange of India agree to cooperate. Indian exchanges have been busy with technology revolution and are upgrading their trading systems. More ambitious project that will touch more lives is National Information Centres (NIC) AGMARKNET, a network that links up the major “mandis” in the country to provide information on 300 major commodities. 750 “mandis” are already connected; another 2000 are on the way of connection.

In fact, the benefits from such large e-Governance projects are so obvious that most state governments have fairly ambitious plans to scale up their existing projects. Maharashtra Government has begun work on SETU, a single window system for issuing all licenses and permits in the state. A single web site would link you with multiple departments for issuing clearances.

**Overall plan of GOI to establish 1 lakh Common Service Centres**

Government of India approved in September 2006 plan to establish 1,00,000 Common Service Centres (CSCs) under Public-Private-Partnership scheme (PPP) by 2008. In August 2005, Department of Information Technology (DIT),
Government of India (GOI) published in detail, procedure to be followed for implementation of CSCs. CSC will provide services in agriculture, citizen services, health, animal husbandry, education, land/property, employment, social welfare, utility environment and many more totalling 80 services under 15 different categories. Improvement in the delivery of government services is an important issue for the countries like India, as the cost of inefficiency is ultimately borne by the poor. India has pioneers in the field of ICT who were the first to introduce electronic service delivery system in different sectors around the world. Many such products delivered significant benefits to customers. It is necessary to scale up such pilot successful projects so that these projects can be replicated. To have directory of such projects “The Governance Knowledge Centre” (GKC) was launched by PM in 2005 as the digital depository of good governance practices in India and abroad to provide expert advice on governance related issues.

Progress of CSC across the country is quite impressive as on 31/05/2010, total CSC rollout number was 79,097 across the 29 states and online monitoring installed total was 41,995 across 27 states and implementation under way number was 44,138 across the 29 states. Jharkhand and Haryana states reported 100% CSC roll out and rest of the states are in process. Online e-Governance services and bill collection services will follow.

**Citizen Facilitation Centre Features**

The Government of India suggested following important features for Citizen Facilitation Centre.  

- To display information in regional language.
- Display & update number of applications in process at different stages and completed along with number of applications pending over two weeks.
- Provide assistance to needy for filling the form with proper information.
- Display time limits for completion of procedures and disposal of cases. Adhere to time limits as noted.
- Ensure easy accessibility with convenient timing to the centre for citizens. Location and hours of access need to be publicized.
- Use latest technical devises such as interactive voice system, SMS, e-mail to interact with customers.
- Provide good comfort for waiting public, especially for the old, the handicapped and ladies.

**The Necessity of Assessment**

The National Plan on e-Governance has an ambitious outlay of Rs 1,20,000 core involving public and private investments in next five years. So, the Union Government felt it necessary to create a national frame work for assessing e-Governance project on various dimensions.

Some of the challenges faced by the government are sheer size of Government machinery, wide geographical coverage, non-uniformity of e-Governance initiatives in states, to provide easy reliable and inexpensive access for delivering government services, effective internet facility, security of government data, privacy of personal data, viability of maintenance, up gradation and infrastructure. With the help of a national frame work government can judge the performance of a project at national level. Government has to consider scalability, functionality and security all three parameters with due diligence while framing the framework.

The National Action Plan wants to replicate successful projects in different parts of the country. Without a proper framework the success of a project cannot be ascertained. Government felt that many e-Governance projects are in implementation stages and e-Governance Assessment Framework (EAF) will provide attributes of successful projects to guide half-way projects.

Department of Information Technology (DIT) Government of India (GOI) is facilitating the NeGP by creating right governance and institutional mechanisms by establishing seven e-Governance Conformity Assessment Centres (eGCA) across the country. The objective of this project is to create a national
infrastructure in terms of skills, knowledge and technical and legal expertise in different areas of IT. These centres will provide the third party audit and testing services for compliance and certification to various mission mode projects. DIT is also providing testing, audit, compliance and certification services in IT domain to private sector. EGCA with its audit and certification will ensure trust and confidence of the citizens and stakeholders.

Many international, national banks and financial institutions can assess such projects on accepted framework to review ratings. There is a big challenge in expediting and evaluating e-Governance initiatives.

RESEARCH METHODOLOGY

STATEMENT OF THE PROBLEM

Problems faced by Government

All over the world, governments are facing the dilemma of unlimited and ever increasing needs to be satisfied with limited resources. World war disaster, collapse of communism, new technological devices and the demands of citizens has put pressure on the government to redefine the role of the state. The governments were involved in too many activities and not performing many of the activities to the satisfaction of their citizens. The governments in the past have paid little attention either to the service qualities or to the responsiveness of clients. It resulted in putting the pressure on modern welfare state as poor, young and aged all are demanding better quality public services and welfare entitlements. Nations are attempting to reform their public service by changing the role of the state. The modern welfare states have to find out ways of doing more with less by such means like eliminating waste and reduction in the size of bureaucracy, cutting welfare programs, privatizing public services so that flab can be reduced and system can become more efficient. With the arrival of digital age, availability of information under different categories instantly has become the main source for planning economic development activity. Information Technology
provides faster communication with analytical power to take proper decisions in trade, business at global level with much ease and simplicity.

**Role of Information Technology**

It has been unanimously agreed and accepted by governments of almost all countries that if any technology can create new opportunities to bridge the gap between the haves and have-nots in society, it is only IT. IT will boost the process of development by sharing knowledge, increasing productivity, overcoming geographical boundaries and reducing delays. Global information systems with its techniques such as e-mail, online services and multimedia have benefited and are in use in all the continents.

**Ultimate Goal of Government**

The ultimate goal of any government is the betterment of its citizens, to provide them effective administrative system with efficient communication technologies, so that any complaint or suggestion from any corner will be promptly attended. With IT, the governments get an opportunity to react to the demand of their citizens by offering new convenient methods of service delivery or by providing entirely new services or presenting existing services in efficient manner to fulfil citizens’ expectations. IT has emerged as an effective mode in bringing masses closer to the government. It provides a unique opportunity to solve age-old problems.

There are many emerging programs on e-Governance in all the parts of the World, these initiatives present new challenges of policy, infrastructure and security and provide input to plan new activity. Most of these programs are available online with necessary details. New programs can be chalked easily with available online information by making suitable modifications to adapt to domestic conditions. The objective of e-Governance is not mere computerization of back-office operations but to change fundamentally the process involved in government operations along with change in responsibilities of the executive, legislature and citizens.
**Selection of Area - Importance of Pune**

Pune had been a main seat of administration during Maratha and Peshwa rule. Pune is known as “Queen of Deccan “due to its scenic beauty. It is also called as “OXFORD” of India due to it’s dominance in educational field. Pune city is known on world map because of its educational, research and development institutions such as Pune University, National Chemical Laboratory and many more are stationed in the city. Pune district is an important military base with many defence organizations such as Southern Command’s headquarters and N.D.A. are notables. Pune is the most industrialized district in western Maharashtra. Many small scale and large scale industries have their shops in the district. Pune city is also famous for cultural activities and social science studies. Pune has a great tradition of freedom fighters and social activists and many national movements were started in the city.

Maharashtra has a tradition of progressive, developmental administration. The state is the first to start many civic schemes. Pune district occupies an important position in the state. It is a preferred place by industrialists and IT professionals of all over the world. Pune has become IT hub in the country.

Pune is the eighth largest city in India and second largest in the state after Mumbai. Pune district consists of 14 Talukas, 13 Panchayat samities, 2 Mahanagarpalikas, 11 Nagarpalikas and 1866 villages. Total population of the district according to 2001 census was 72.24 lakhs and literacy is around 71%.

The Government of Maharashtra has started many e- Governance projects in the Pune district. Pune is one of the five districts selected from the state under central government’s e- District scheme. PMC and PCMC have introduced e-Governance projects and are planning for additional projects. PMC’s “Auto-DCR” meant for automatic scrutinizing of building proposal and work won the international recognition. PMC planned for 100 CFC centres out of that 53 are in operation. PCMC has also big plans. The importance of Pune is recognized by central government with Rs 2500 cores infrastructure grant it received under Jawaharlal Nehru National Urban Renewal Plan (JNNURM) towards urban renewal.
renewal projects. PMC has also drawn “Pune IT Vision 2015” with ambitious e-Governance plans as “unwire Pune” “Citizen Geographical Information” and “Pune cards” to provide better services and facilities under e-Governance projects to citizens of Pune.\textsuperscript{lv}

The CFC Centre “Sankalp” at Pune collector’s office is in operation for last 8 years. The general public visits collectorate for variety of certificates, permits and other documents that are necessary for submission of application to government schemes and programmes. The government of Maharashtra under SETU identified 34 frequently asked certificates issued by district and sub-district authorities. Sankalp is a pioneer centre in Maharashtra providing hassle-free same day service. The centre caters needs of common citizens from all walks of life. The state government and Municipal administration are intending to start similar type of centres in different parts of the state to serve the rural people.

In the light of all this, it is appropriate to study the working of “Sankalp”. The study will cover day to day working of the centre along with progress achieved and changes effected and feedback received from all stakeholders.\textsuperscript{lv, lvi, lvii}

**Context of the study:**

In majority of e-Governance initiatives, it was the government which decided what was to be done, how it is to be done and what are the requirements of the project. This has created an impression that in e-Governance there is only one stakeholder i.e. government. But, now it is clearly understood that large number of people are impacted by such projects. It is not only government and people are stakeholders but there are many more institutions, organizations involved and are impacted. Each stakeholders view towards the project from different angle so they have different expectations from the same project. It is necessary to assess the project properly to know views of stakeholders

Assessment of e-Governance projects aims at measuring whether and to what extent a given e-Governance project has fulfilled its pre-determined objective and has characteristics of a good governance project delivering real value to stakeholders. e- Governance initiatives are highly risky and often result in to
failures. Robert Schware World Bank official made an remark during e-Governance seminar 2004 held in Bangalore that “It is estimated that approximately 35% of e-Governance projects in developing countries are total failures and approximately 50% are partial failures, only 15% can seen as fully successes. This supports necessity of assessment, as assessment and monitoring is the key to the future success of the program providing updated feedback to authorities. Even Mr. K N Chandrasekhar, cabinet Secretary in his message to “Impact Assessment of e-Governance projects” report supported by saying “Every project once it reaches a mature stage of service delivery, will be constantly monitored and subjected to assessment that can be further improved and evolved to deliver greater benefit.”

The key mantra of e-Governance is “citizen first”. It is therefore vital that the project should be assessed with the focus on the nature and impact on its users. The other kind of assessment will be purist point of view assessment. It will focus on technological choice, process changes made, legal sustainability. Both assessments are important for project’s survival and acceptance. The projects are tested on parameters which they never have been designed for. The project is assessed against factors which people or users considers important.

Commercial IT applications are often evaluated in terms of return on investment (ROI) i.e. common parameter to assess economic performance, but same is not applicable in case of e-Governance applications as benefits accrued are difficult to quantify. These benefits are in terms of customer service, greater convenience, saving in time, empowerment of ordinary citizens, right to information, transparency in decision making, intra-government communications all such actions are difficult to quantify but are very important elements of e-Governance process. e-Governance applications are mostly driven by parameter as efficiency and effectiveness in service delivery. Governments are run on tight budgets facing many more problems. e-Government is a new phenomenon requires investment and time span to get benefits. e-Governance projects are in a nascent stage, proper flow of information for calculating ROI considering tangible and intangible benefits is difficult to access.
The Purpose of study:

The above discussion notes different aspects of the use of IT in administration. Use of IT in administration was initiated in developed countries. The developing countries are late comers. The gap in the body of the knowledge on this essential and innovative development must be supported by native project studies. The fundamental approach of this study is to assess the impacts of e-Governance system through “Sankalp” on citizen’s everyday life and governance in general. It is expected that assessment will provide answers to questions like:--

1) How far the project succeeded in achieving its objectives?
2) Has the project had been designed and developed with all necessary technical features?
3) Is the project sustainable over a long period of time with or without motive force?
4) Is the project cost-effective?
5) Is the project replicable?
6) To ensure that funds and efforts deployed in e-Governance projects provide commensurate value to citizens.
7) The results of the study can be used to create a benchmark for future projects.
8) The results will guide to make mid-course corrections if required.
9) The studies of successful and failure projects will be able to pinpoint key elements that can aid in planning of future projects.
10) NeGP has provided a platform to upscale and integrate various initiatives.

The evaluation study is based on questionnaires and interviews set with stakeholders and evaluation of this exercise lead to determine performance level of the project based on the following points.

Questions guiding the study:
Whether the project has overcome the drawbacks of old manual system such as:

a. Application pending for a long time,

b. No definite commitment to take the decision,

c. Decisions taken haphazardly without any logic,

d. No direct contact between applicant and staff,

e. Chances of corruption,

f. Middleman’s menace,

g. Citizens unhappy with the system.

The project study based on feedback received from citizens and staff will be able to clear following questions and points.

1. Whether the said project is a success or failure or partial success?

2. Has the project improved working in office and efficiency of the staff involved?

3. Whether the delivery time (end product) is reduced or not?

4. Is the involvement of middlemen or agents reduced?

5. Degree of efficiency and transparency demonstrated in citizen services.

6. Extent of reduction of cost and improvement of convenience to citizens.

7. Efforts to build citizen-centric image of the government either by better training to staff and by promoting user groups or through suggestion box etc.

8. Extent of integration of back-end processes with front-end.

9. Degree of employee involvement.

10. Amenability of P-P-P arrangement.

11. Appropriate technology to support service requirement such as 24 hour service.
12. Involvement of staff & customers in planning, implementation of the project.

13. Periodical system review system. Proper system documentation.\textsuperscript{xi}

The study will also highlight success factors and can point out to constraints with challenges. Recommendations will be a real feedback to look in to the project from third party’s angle and can lead to some of the suggestions to discussion table.

The present study was undertaken against this backdrop.

**Objectives of Study**

The present study aims at examining and analyzing working of Sankalp.

In particular it examines:

1) To study the status of e-Governance in Maharashtra.

2) To study the e-Governance plan of Government of Maharashtra.

3) To identify the citizen awareness about the facilities offered at Sankalp.

4) To assess the effective service delivery mechanism of Sankalp.

5) To ensure a simple, speedy and reliable service delivery.

6) To provide information to users freely and easily.

7) Acceptability of the concept of e-Governance amongst the functionaries at the field level.

8) Perception amongst the government servants about relevance of e-Governance to citizen friendly services.

**Hypotheses of the Study:**

Following hypotheses are to be tested through this research study.

1. E-Governance has provided one stop solution and made citizen’s life easy.

2. Ordinary citizens are unknown of different requirements for a certificate.

3. The e-governance projects will reduce redtapism, corruption and middle man’s interference. It will be face-to-face interaction.
4. ICT cannot substitute for good public management and internal controls.

5. In the expansion of services, absence of adequate data links is a major handicap.

6. The lack of adequate IT skills in implementers is a dragon to the progress of e-Governance.

**Origin of Study:**

If we look at the current exercises going on about e-Governance, we find that the progress is uneven. All e-Governance initiatives are more the outcome of committed individuals rather than a systematic progress in the same state.

The Government of Maharashtra has decided to use e-Governance to improve the quality of public service, making dealings with government simpler, convenient, and customer focused. Accordingly, the Government of Maharashtra has started projects such as CFC centers at Mumbai and Pune. Pune CFC centre at collector’s office is working since 21st August 2002. These CFC centers were started with front end computerization based on cafeteria approach without back end process computerization. The CFC Centers in Mumbai were set at ward level offices where one can get birth & death certificates. While Pune CFC centre provides 23 different certificates and also gives service to get Indemnity bond required for different purposes.

**Limitations of the Study:**

The study and inferences will depend on the quality of sample data collected through questionnaires. Some suggestions and improvements will be noted on the basis of other domestic and foreign projects. The inferences and suggestions will have limitation as they are based on sample data and study of other projects. But each project having its own background and involvement of key men will make the difference in the success of the project. With the help of sampling and statistical analysis we can go nearer to the generalized opinion.

Success of e-Governance is mainly depending upon human participation. It should come from policy decision makers who are bureaucrats, administrators
who are day to day solving difficulties, software personnel to make system
friendlier, and lastly citizen participation.

**Data Collection:**

Data was collected to obtain information and to keep on record to make
decisions. In pre collecting activity goals were set; target data was defined with
its definitions. The primary data was collected by in-person observations with
face to face contact with the participants in three different ways. 1) In person
surveys- Researcher i.e. I approached respondents and got answers to
questions set in questionnaire. 2) Direct Observations of the working done by
observing different processes and actions of staff and users. 3) Interviews with
social workers centre in charge, centre staff to gain more in depth answers to
complex questions and additional information.

Secondary data was collected from 1) Subject Books, 2) Journals, 3) Newspaper
Articles 4) Case studies and Reports, 5) Internet web sites.

The areas of study were as follows:--

1) Citizen services provided through Sankalp.

2) Role played by administration in working of Sankalp.

3) Public-Private partnership working.

**Framing of Questionnaire:**

Structured questionnaire was framed separately for citizens i.e. users and for
staff members. The questions were designed in such way that feed back
received from users can guide about performance of delivery and citizen centric
quality of the project. While staff questionnaire was framed to understand other
side of the table, their difficulties faced during execution, solutions suggested.

At the Sankalp due to rush and constraint of proper space, respondents were not
ready to spare much time for this activity. So, questionnaire was framed with
more close ended questions. There were 25 questions in citizen’s category. Out
of 25 questions 13 close ended with Yes / No option and 10 were multiple choice
and only 3 were qualitative type questions. The questions covered parameters such as personal profile, location, information, subject, procedure and behaviour.

- For staff category total 22 questions were asked to reply. The staff members are representative of government or of contractor and their role is to be viewed in different angle. The questions were framed to find out process of verification, difficulties faced and suggestions for improving process.

Through these questionnaires primary data was collected from 510 citizen respondents and 14 staff members. The data was coded and then presented according to the requirement of the study to draw inferences and conclusions.

Secondary data was collected through books, articles appearing in newspapers, magazines, interviews and internet. Study of similar projects done in India and the foreign countries were of immense help to guide the current study.

**Sample and Interface Criteria:**

The questionnaire was framed with processes involved and delivery mechanism adopted. The logic behind framing questions was based on study in respect of questions as noted. 1) What is to be done? 2) By whom it is to be done? 3) How is it to be done? 4) How soon it is to be done? The sample was collected on random basis during the period November 2009 to January 2010. Total 510 citizens and 14 staff members responded and filled the questionnaire. Few respondents could not differentiate between what was asked and expected. Majority of respondents had answered correctly and noted their impressions, experiences & difficulties faced. Daily success ratio of questionnaires was from 15 to 25. There were people who were hesitant to respond positively due to misconception or not ready to note feedback in writing and some of them have come to the conclusion that such questionnaires findings are not taken in to consideration. This is typical mental block created by our administrative process.

**Analysis of Citizen Respondents**
Collectorate is the main “epicentre” of district governance where most of the decisions in reference to that particular district are taken. Collectorate with it’s domain & large responsibilities, it provides more points of contact with the citizen than any other district office. It is the place where the image of the government is mainly built; its working makes its impact on the minds of common citizens. District administration is a single high powered agency through which the ordinary citizen could take forward to e- Government.

Government procedures play a major role in building operative image. When citizen takes entry in to the office he has his own expectations & assumptions, based on these he expects response from other side. On the other side of each table, government official as representative of the government is also contributing to the sum total in building the image. Officials need to adopt new process, different style of functioning to get better results. Staffs have to understand the reasoning behind each procedural step and imperative behind the change. He/she is expected to come up to new aim of the organization “Citizen Centric” i.e. realizing the satisfaction of the people which was overlooked for years and just mechanically administrating service. The whole service mechanism should rotate around “citizen satisfaction” and all the processes should be “Citizen Centric”. Whether citizen gets the proper information which he ask for, whether the system procedures help him to get necessary information effectively that too with content and its cost within the limits of time and resources as defined in Citizen Charter. If citizen is convinced with the reasons of denial, he should be assisted to identify identical means to overcome denial. Thus official providing services or information and citizen asking for service should “meet” and not “intersect”.

The three important coordinates of an organization are Information, Procedures and Documents which are pillars on which organization image is built up. The analysis of interviews with all these 510 respondents is done using People-Government-Interface Criteria under Information, Documents, Procedures and Behaviour as main parameters known as “InDoProBe”. The questionnaires used during interaction contain 22 multiple choice questions and 3 open qualitative
question. The citizen questionnaire is set to accommodate five questions on information, six on procedure and six on behaviour parameter.

Past data shows that people visit Sankalp-CFC to get single or multiple number of services. During October 2009 to November 2009 (till 20/11) total affidavits count was 6003+4929=10932 i.e. 312 avg. /day and applications correct case count was 6199+4827=11026 i.e. 315./day. Majority citizens are visiting CFC for caste income, nationality, senior citizen and other such type of certificates. Affidavit is common enclosure to most of the services.

The information co-ordinate is an important factor as it helps us to understand the process flow of translating the idea, its effectiveness, and its ultimate transformation in to final product or assigned role realization The main source of information about the CFC procedure turned out to be either website, notice boards in the CFC centre or middle man and public relations officers at CFC counters. People from village contact panchayat or block office or gramsevak to get information. The younger and educated are aware of Citizen Charter. Citizen Charter is a tangible document; people know it and speak about it. Information is intangible and therefore requires confirmation. Charts, booklets, handbills serve as main source of information about office procedures.

Government work is mostly done on paper and there is a tendency to make each paper self-sufficient, self-explaining, with this type of method papers soon turned in to heaps of files. To store all these is files is a difficult job. The heaps of files bring shabby appearance to the office and hampers working climate. Record keeping & record rooms, is a neglected area. This make difficult to a citizen-client when he goes on expedition to collect relevant or supporting document of 20 or 30 or 40 past years. It becomes difficult to procure such documents. These Documents refers to age, title, birth date, caste for the applicant or his father, grandfather. The documents issued from village office are hand-written and because of bad handwriting difficult to understand. To get documentary certificate from gramsevak or talathi or from police or from electricity department is a tedious time consuming job.
Procedure is a critical interface criterion in analysis and it includes aspects of
time, efforts and expenditure. Procedure is an intangible item operated by the
government side through its representatives. Very few people have an idea of
what exactly happens inside the office. The flow of document, verification checks
are mostly unknown to common man. People come to know about
incompleteness in application too late is major grievance. Popular complaints
about procedure are they are time consuming, complex and difficult to
understand. The extension in time implies wastage of money, time, efforts and
loss of good will.

Positive opinions of users help legitimization of any organization, irrespective of
any shortfalls in its performance. People are ready to give more time and
opportunity to improve the infrastructure and delivery package. Younger
generation is aware of technological progress and has high expectations from
service provider. So, they are impatient and demanding immediate change.

Behaviour is hard, tangible and experiential criteria. It creates immediate impact
and long lasting impression on the minds of citizens and influences the image
building process of government as a service provider. The “effective service”
should be felt by the other side i.e. the citizens. The common grievances of
citizens are non-availability of staff, corruption and incompetency in work. The
revenue department is no exception.

ANALYSIS OF STAFF RESPONDENTS

The four interface criteria could be further divided as information and documents
on the People’s side and Procedures and Behaviour on the government side.
Citizen’s expressed their views on information available, procedure adopted, and
infrastructure at the place & time energy money spent to complete the task.
Office has its own structure, procedure, rules and regulations to follow its actions
as directed by system ingredients. The officer in-charge acts as a leader of the
team and his role, function, influence the performance of his staff members and
office as a whole. Government side is represented by staff members, with
procedures adopted and behaviour pattern shown by staff members towards
common man. Behaviour is again hard to determine, tangible and experiential criteria creating strong effect on the image of the government. Staff members are supposed to coordinate activities in such way that assigned function is done smoothly. It is necessary to find out staff views on different aspects of process as well as their suggestions to improve performance. The problems and difficulties faced by staff are mostly related to administration but it is necessary to take note of it as it affects performance.

Hence separate questionnaire was prepared for staff members to understand their experience.

Total staff members strength is around 55 consisting state government employees & contractor’s employees.

Contract period was about to end (during Nov/Dec.2009) so most of them were worried about their future. This situation had created a panic in the minds of contract employees and most of them had not responded.

Majority of respondents are government employees so it is expected that these respondents know rules and regulations applicable to a particular service and will be serious in implementing it. The suggestions, improvements noted by staff respondents will give better understanding of the centres working and difficulties faced by the authorities.


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