APPENDIX: 1
QUESTIONNAIRE

THE IMPACT ANALYSIS OF E-GOVERNANCE ON DECENTRALISED PLANNING AT PANCHAYAT LEVEL IN KERALA

1. Name of panchayat/local body :
2. Place of residence of respondent :
3. Name of respondent :
4. Age :
5. Sex : 1- Male 2- Female
11. Monthly income of respondent :
12. Monthly income of family :
13. Ownership of house : owned/rented
14. Total land area owned (in cents) :


21. Purpose of visiting panchayat for last one year:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Number of time visited</th>
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<tbody>
<tr>
<td><strong>Civic service</strong></td>
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<tr>
<td>1. Birth certificate</td>
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<td>2. Death certificate</td>
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<td>3. Marriage certificate</td>
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<td>4. Ownership certificate</td>
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<td>5. Resident certificate</td>
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<td>6. Identification certificate</td>
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<td>7. Witness note</td>
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<tr>
<td>8. Remittance of tax</td>
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<td>9. Remittance of fees</td>
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<tr>
<td>10. Remittance of fines</td>
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<tr>
<td>11. Any other purpose</td>
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<tr>
<td><strong>Development function</strong></td>
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<tr>
<td>12. Sanctioning of schemes</td>
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<tr>
<td>13. Welfare programmes including various types of pensions</td>
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<td>14. Others</td>
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</tbody>
</table>

**EFFICIENCY.**

22. The purpose of last visit to the panchayat:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Time of first visit (a)</th>
<th>No. of trips made (b)</th>
<th>Expected normal time/days for delivering the service (c)</th>
<th>Time/days gap between expected and actual time/days (d)</th>
<th>Service/benefit not yet received (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic services</td>
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<tr>
<td>1. Birth certificate</td>
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</table>
2. Death certificate
3. Marriage certificate
4. Ownership certificate
5. Resident certificate
6. Identification certificate
7. Witness note
8. Remittance of tax
9. Remittance of fees
10. Remittance of fines
11. Any other civic service
12. Sanctioning of projects
13. Pension and welfare schemes
14. Others

23. Mode of travel to panchayat: 1. walk 2. cycle 3. scooter or bike 4. bus 5. auto 6. car 7. others

24. Travel time per trip:

25. Total expenses incurred for receiving the service:

<table>
<thead>
<tr>
<th>Items of expenses</th>
<th>Purposes</th>
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<tbody>
<tr>
<td>No. of Visit made</td>
<td>1 2 3 4</td>
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<tr>
<td>Transport Expenses per Visit</td>
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<tr>
<td>Personal expenses incurred while travelling</td>
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<td>Other contingency expenses related to travel</td>
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<tr>
<td>Total labour days lost</td>
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<tr>
<td>Value per labour day lost</td>
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<tr>
<td>Other cost related to labor</td>
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</table>
26. Customers satisfaction with efficiency of service delivery

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<thead>
<tr>
<th>Attributes</th>
<th>Highly Reduced</th>
<th>Reduced</th>
<th>No Change</th>
<th>Improved</th>
<th>Highly Improved</th>
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</thead>
<tbody>
<tr>
<td>1. Quickness in service delivery</td>
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<td>2. Accuracy of service delivery</td>
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<td>3. Reliability of the service provided</td>
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<td>4. Cost of delivered service</td>
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<tr>
<td>5. Promptness in service delivery</td>
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<tr>
<td>6. The easiness of receiving/delivery of service</td>
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<tr>
<td>7. Monitoring of service delivery</td>
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<td>8. Direct contact with the service provider</td>
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<td>9. Flexibility of time in requesting for various services</td>
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<tr>
<td>10. Timely reporting of progress to citizens and various other stakeholders</td>
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</table>

27. The perception of the cost reduction after computerisation of panchayat:

   (a) Very high (b) high (c) no reduction (d) low (e) very low

28. How many trips were required for correction to be done?

Give opinion on the following aspects of E-governance initiative
29. Time taken for delivery of service has reduced: Yes/No
30. The accuracy of service delivered has increased: Yes/No
31. The cost of service delivery has reduced: Yes/No
32. The speed of delivery of service has increased: Yes/No
33. Promptness of service delivery has increased: Yes/No
34. Reliability of service delivery has increased: Yes/No
35. Do you feel that the working of panchayat service delivery system would be 24*7? Yes/No
36. Are you paying taxes /other service delivery directly to panchayat or through any other agency?
37. Reasons for availing the service of other intermediaries rather than directly to panchayat:
   (a) Less cost (b) less delay and time (c) shorter distance (d) others

**TRANSPARANCY**
38. After computerization, did you pay bribe? Yes No
39. Did you pay a bribe directly to the staff? Yes No
40. Did you pay bribe indirectly to staff? Yes No
41. Did you pay bribe indirectly to any body other than staff?: Yes No
42. How much money paid as bribe to the authorities?:
43. For what purpose did you pay a bribe?: 1. Reduction of delays. 2. Did Service illegally. 3. Getting BPL certificates. 4. Gaining Quotations and Tender.
44. Do you get the change in rules and regulation in time?  

Yes  No

45. Do you feel that decision taken by the gram Grama Sabha is more transparent?  

Yes  No

46. Do you think resource allocation of panchayat is transparent  

Yes  No

47. Do you think information from the panchayat is more transparent  

Yes  No

48. Do you think that assessment of taxes and fees are more transparent  

Yes  No

49. Do you think that estimation of panchayat tenders and quotations are transparent  

Yes  No

50. Do you think present compliant handling is more effective  

Yes  No

51. Do you think current decision making of government is more transparent  

Yes  No

52. Is there any personal discrimination in delivery of various services  

Yes  No

53. Is there any transparency in identification of beneficiary for pension and other welfare schemes  

Yes  No

54. Transparency in the distribution of amount of various welfare schemes  

Yes  No

Transparency with respect to project implementation
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<thead>
<tr>
<th>Attributes</th>
<th>Yes</th>
<th>No</th>
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<tr>
<td>55. Project identification</td>
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<td>56. Project selection</td>
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<tr>
<td>57. Beneficiary selection</td>
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<td>58. Decisions on beneficiary contribution</td>
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<td>59. Identification and constitution of beneficiary committee</td>
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<td>60. Implementation of project</td>
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<td>61. Monitoring of project</td>
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<tr>
<td>62. Sanctioning of fund</td>
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<td>63. Releasing of fund</td>
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<tr>
<td>64. Do you think that the transparency level has increased as compared to the manual system:  Yes/No</td>
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</table>

**Satisfaction Assessment about Transparency.**

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<tr>
<th>Attributes</th>
<th>Highly Reduced</th>
<th>Reduced</th>
<th>No Change</th>
<th>Improved</th>
<th>Highly Improved</th>
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<tr>
<td>65. What is your assessment about the clarity and simplicity of processes and procedures?</td>
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<td>66. Transparency in the effectiveness of complaint handling of panchayat</td>
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<td>67. Transparency in timely reporting of progress to citizens and various other stakeholders?</td>
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<td>68. Are you comfortable with touch Screen kiosk?</td>
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<td>69. front office management system for information dissemination</td>
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<td>70. whether the existing system of decision making system in Grama</td>
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Sabha is transparent

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<thead>
<tr>
<th>Question</th>
<th>Response</th>
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<tbody>
<tr>
<td>71. Are you satisfied with local level employment information system?</td>
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<tr>
<td>72. Assess the level of satisfaction in using portal information</td>
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<tr>
<td>73. Assess the level of transparency in social auditing</td>
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<td>74. Are you satisfied with the current access to the budget information</td>
<td></td>
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<tr>
<td>75. Identification of projects and schemes</td>
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<tr>
<td>76. Identification of beneficiaries</td>
<td></td>
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<tr>
<td>77. Identification of beneficiary committees</td>
<td></td>
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<tr>
<td>78. Monitoring and evaluation of project</td>
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<tr>
<td>79. Assessment of taxes and penalties</td>
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</tbody>
</table>

**RESPONSIVENESS.**

80. Has any suggestions or feedback ever been provided by you to officials: yes/No
81. Do you feel that you have the ability to influence policies, rules and procedures through feedbacks? Yes/No
82. Did you support the E-governance initiative of govt.: Yes/No
83. Have you taken any initiative to support the E-governance programme of govt: Yes/No
84. Are the functionaries courteous and friendly? Yes/No
85. Are you feeling that govt. should make more investment on E-governance? Yes/No
86. Are you providing any information about you and your family to facilitate e-governance: Yes/No
87. Did you make any follow up regarding your complaint? Yes/No
88. If yes how many times? 1. One time, 2. Two time, 3. Three times, 4. >Three times.
90. Do you find any difficulty in filling up application form for availing various services? Yes/No
91. Do you take any measures against damaging E-governance equipments such as Kiosks: Yes/No


93. Are you availing the various civic services timely?: Yes/No

94. Whether you avail the various services through the traditional manual system or through computerised system: manual/computerised

95. Do you have any role in correcting the system in any way: Yes/No


97. Are you willing to accept the changes initiated through the computerisation programme: Yes/No

<table>
<thead>
<tr>
<th>Level of Responsiveness</th>
<th>Highly Reduced</th>
<th>Reduced</th>
<th>No Change</th>
<th>Improved</th>
<th>Highly Improved</th>
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<tbody>
<tr>
<td>98. Giving feedback</td>
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<td>99. Giving suggestion to error correction</td>
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<td>100. Acceptance of E-governance initiative</td>
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<td>101. Initiative towards E-literacy</td>
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<td>102. Ensure the safety of E-governance equipment installed in the premises</td>
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<tr>
<td>103. Followup action based on feedback</td>
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<tr>
<td>104. Helping authorities in developing E-governance initiative</td>
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<td>105. Can you follow the present rules and regulation of panchayat</td>
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<tr>
<td>106. Correctly following the rules and regulation</td>
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<tr>
<td>107. Updating panchayat information/computerisation programme</td>
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<tr>
<td>108. Providing correct and true information for availing services/development programmes</td>
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<tr>
<td>109. Cooperating with the new initiatives undertaken on the part of panchayats</td>
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PARTICIPATION

110. Can E-governance enhance more opportunity of people’s participation in development activities? Yes/No

111. Do you believe that E-governance enhance the decision making capacity of Grama Sabhas? Yes/No

112. Have you ever been a member of working group? Yes/No

113. Did you participate in the budget formulation process of panchayat? Yes/No

114. Are you in favour of public private partnership in E-governance activities? Yes/No

115. Do you believe that E-G helps to improve the capacity of beneficiaries group? Yes/No

116. Do you think that E-G helps to enhance the quality of social auditing? Yes/No

117. Do you believe that women participation can be enhanced through E-G? Yes/No

118. Do you think E-Gov. helps to assess the beneficiary’s contribution? Yes/No

119. Do you think E-governance enhances more participation in development activities? Yes/No

120. Did you experience that participation of retired and unemployed peoples are high in Grama Sabhas? Yes/No

121. Do you think E-G help in identifying working group? Yes/No

<table>
<thead>
<tr>
<th>Level of participation</th>
<th>Highly Reduced</th>
<th>Reduced</th>
<th>No Change</th>
<th>Improved</th>
<th>Highly Improved</th>
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<tbody>
<tr>
<td>122. As per your opinion, what extent E-governance Enhances people’s participation.</td>
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<td>123. Are you satisfied with the decision making</td>
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<tr>
<td><strong>process of Grama Sabha?</strong></td>
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<tr>
<td><strong>124. Are you satisfied with the participatory attitude of elected representatives of Panchayat Sabha?</strong></td>
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<td><strong>125. Level of satisfaction with project identification and selection</strong></td>
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<td><strong>126. Level of satisfaction with respect to beneficiary identification and selection</strong></td>
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<td><strong>127. Participation with respect to implementation of project</strong></td>
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<td><strong>128. Participation with respect to monitoring and evaluation of development projects</strong></td>
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<td><strong>129. Participation in the case of fixing of various types of taxes and fines at local level</strong></td>
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<td><strong>130. Are you satisfied with the progress of Kudumbashree?</strong></td>
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<tr>
<td><strong>131. Assess the level of participation in formulating and modifying ‘KARADU REKHA’</strong>.</td>
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<tr>
<td><strong>132. Are you satisfied with the quality of Grama Sabha discussion.</strong></td>
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<td><strong>133. Participation in the Grama Sabha meeting</strong></td>
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<tr>
<td><strong>134. Assess the level of women participation in Grama Sabha.</strong></td>
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<td><strong>135. Assess the level of performance about</strong></td>
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</tbody>
</table>
Neighbourhood group

136. Participation of SC/ST and other marginalized sections in the society

137. Participation in assessing the contribution done by E-governance to the working of Task Force

ACCOUNTABILITY

138. Do you think that quality of accounting process of panchayat increased recently?

139. Do you get information on budget? Yes/No

140. Do you think that estimation and assessment of Tender work is easier now? Yes/No

141. Do you think that the estimation and assessment of Tender work is more transparent? Yes/No

142. Do you feel that assessment of property tax is more error free? Yes/No

143. Do you feel that assessment of Professional tax is more accurate? Yes/No

144. Do you feel that decision taken by the Grama Sabha are more accountable now: Yes/No

145. Can E-G ease accounting process: Yes/No

146. Do you think E-G help timely reporting of panchayat activities: Yes/No

147. Can E-G helps to evaluate plan projects (in the form of data information): Yes/No

148. Do you think that accounting processes of panchayat are more transparent? Yes/No

149. Do you feel that panchayat doing proper recording regarding various funds and schemes: Yes/No

150. Do you think that panchayats are up to date in incorporating the new rules and guidelines in the E-governance programme: Yes/No

151. Is panchayat publishing all documents to public periodically: Yes/No
152. Is panchayat publishing project list sanctioned timely on the notice board: Yes/No

153. Does the panchayat publish the selected beneficiaries of various project to public: Yes/No

154. Does the panchayat publish to the public the decisions taken in the Grama sabha/ and other bodies: Yes/No

<table>
<thead>
<tr>
<th>Level of accountability</th>
<th>Highly Reduced</th>
<th>Reduced</th>
<th>No Change</th>
<th>Improved</th>
<th>Highly Improved</th>
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</thead>
<tbody>
<tr>
<td>155. How satisfied are you with the level of confidentiality of personal data possessed by panchayats?</td>
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<td>156. Are you satisfied with the level of security of data (unauthorized manipulation of data)?</td>
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<td>157. Asses the level of satisfaction about social auditing</td>
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<td>158. Asses the level of satisfaction about environmental auditing</td>
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<td>159. Asses the level of satisfaction about disaster management</td>
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<td>160. Are you satisfied with stake holders accountability</td>
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<td>161. Are you satisfied with Sevana accountability</td>
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<td>162. Assess the level of satisfaction about accountability of</td>
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</table>
monitoring committee

163. accountability in budget preparation
164. accountability in updating the data base
165. accountability in revising the rules and procedure as per the changed situation
166. accountability in correct fixation of taxes and fines
167. accountability in publishing list of selected projects
168. accountability in reducing the waste of resources involved with E-governance

**E-governance and Social Equity**

**E-governance and SC/ST and other weaker sections**

169. Do you think that the decision making power of SC/ST and other weaker sections has improved?

1. Increased to a very high level 2. Increased to high level 3. No change 4. Decreased 5. Decreased very much

170. Whether there has been any improvement in the timely distribution of financial benefits to SC/ST and other marginalised sections

1. Improved greatly 2. improved 3. No change 4. delayed 5. delayed a great extent
171. The selection procedure of SC/ST and other weaker sections for various welfare oriented programmes

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

172. Is there any improvement in the monitoring mechanism of programmes implemented for the welfare of weaker section:

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

173. Whether there has been any improvement in the disbursal of various pensions to weaker sections after the implementation of E-governance programme

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

174. Whether there has been any improvement in the participation of SC/ST and other weaker sections in the Grama Sabha meeting after the implementation of E-governance programme

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

175. Whether there has been any change in the fund utilisation under the SCP/TSP headings

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

176. Do you think that the fund allotted for the development of weaker sections are exclusively utilised for that purpose?

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

177. Whether there has been any increase in transparency in financial assistance given to weaker sections

1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

178. Whether there has been any improvement in financial inclusion among women after the implementation of E-governance initiatives
1. Improved greatly  2. improved  3. no change  4. worsened  5. worsened a great extent

179. Whether there has been any increase in e-awareness/legal awareness among SC/ST and other weaker sections in the society

1. Improved greatly  2. improved  3. no change  4. worsened  5. worsened a great extent

E-governance and women

180. Is there any reduction in gender discrimination in accessing various services provided by the Panchayat?

1. Improved greatly  2. Improved  3. No change  4. Worsened  5. Worsened a great extent

181. Whether there has been any improvement in gender budgeting at panchayat level

1. Improved greatly  2. Improved  3. No change  4. Worsened  5. Worsened a great extent

182. Whether there has been any improvement in financial inclusion (including banking habits such as opening of a bank account) among women after the implementation of E-governance initiatives

1. Improved greatly  2. Improved  3. No change  4. Worsened  5. Worsened a great extent

183. Whether there has been any improvement in savings and thrift habits among women due to E-governance initiatives

1. Improved greatly  2. Improved  3. No change  4. Worsened  5. Worsened a great extent

184. Whether there has been any increase in e-awareness/legal awareness among women in the society

1. Improved greatly  2. Improved  3. No change  4. Worsened  5. Worsened a great extent
185. Whether there has been any improvement in the participation of women in the Grama Sabha meeting?
   1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

186. Whether there has been any improvement in the fund utilisation meant for women’s development
   1. Improved greatly 2. Improved 3. No change 4. Worsened 5. Worsened a great extent

**General information**

187. As per your opinion, what extent E-governance is helpful to avail the service?

188. Please indicate your perception about the overall quality of governance

189. Do you feel that computerization of service delivery has led to an impersonalisation of service? Yes/No

190. Do you think that implementation of E-governance applications has helped to improve the image of the government administration? Yes/No

191. Are the functionaries courteous and friendly? Yes/No

192. Are you feel that govt. should make more investment on E-governance? Yes/No

193. Do you think more govt. departments/Public agencies should be computerized? Yes/No

194. Do you feel Computerization of government departments is a waste of resources for a country like India? Yes/No

195. Do you think money spend for E-governance should be used for other government activities? Yes/No
196. Do you feel that trust between citizens and govt. increases through E-governance? Yes/No

197. Do you feel that paper work is minimized? Yes/No

198. Do you think E-governance reduce employment opportunities? Yes/No

199. Building of schools, dispensaries, and roads is more beneficial than investing in E-governance service? Yes/No

200. Do you think computerization of government services benefits only the rich and influential? Yes/No

201. Rural citizens benefit greatly from computerization of government than manual system.


202. Rank the benefits of E-governance implementation at panchayat level

<table>
<thead>
<tr>
<th>Issues</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Faster and better communication</td>
<td></td>
</tr>
<tr>
<td>2 Efficient storage</td>
<td></td>
</tr>
<tr>
<td>3 Easy retrieval and processing of data</td>
<td></td>
</tr>
<tr>
<td>4 Exchange and utilisation of information to users</td>
<td></td>
</tr>
<tr>
<td>5 As an aid for easy and quick decision making</td>
<td></td>
</tr>
<tr>
<td>6 Greater reach and accountability</td>
<td></td>
</tr>
<tr>
<td>7 Better utilisation of resources</td>
<td></td>
</tr>
<tr>
<td>8 Ensuring of wider participation</td>
<td></td>
</tr>
<tr>
<td>9 Exchange of information with citizens, business and other government departments</td>
<td></td>
</tr>
<tr>
<td>10 Speedier and efficient delivery of public services</td>
<td></td>
</tr>
<tr>
<td>11 Improving internal efficiency</td>
<td></td>
</tr>
<tr>
<td>12 Reducing cost/increasing revenue</td>
<td></td>
</tr>
<tr>
<td>13 Restructuring of administrative process</td>
<td></td>
</tr>
</tbody>
</table>
14 Improving quality of services
15 Changing attitude of employees
16 Improved access to SC/ST and other weaker sections
17 Improved transparency in fund allocation and utilisation
18 Improved the accountability of service providers/panchayat administration
19 The involvement of women and SC/ST and other weaker section in planning process has improved

203. Rank the adverse effects of E-governance at panchayat level

<table>
<thead>
<tr>
<th>Rank</th>
<th>Issues</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lagness in modifying existing rules and regulation in connection with E-governance</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Lack of delegation of power for decentralised decision making</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>E-governance programme is not customer oriented</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>E-governance is not regionally customized</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Untrained work force</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Lack of monitoring the quality and efficiency of outsourced agencies</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Lack of effective communication between users and system developers</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Difficulty in operating the E-governance system</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Poor maintenance and management of E-governance system</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Resistance on the part of staffs</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Lack of confidentiality in providing personal/business data</td>
<td></td>
</tr>
</tbody>
</table>

Any suggestion with regards to E-governance programme at panchayat level
APPENDIX: 2
QUESTIONNAIRE

CRITICAL SUCCESS FACTORS OF E-GOVERNANCE AT PANCHAYAT AT LEVEL IN KERALA

1. Institutional Factors

(1) Clear cut and effective definition of the functions of panchayat.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(2) Better direction to the E-governance strategy.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(3) Commitment from the government to implement E-governance programme.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(4) Commitment to spread E-governance initiative to entire administrative units
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(5) Internal political desire-drive from key government officials for reforms and for the achievement of e-government goals.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(6) Allocation of adequate and timely fund for fresh e-governance initiatives
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(7) Allocation of adequate fund for the maintenance of E-governance system.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(8) An enterprise approach that is followed by all facets of the organization including single portal organized around services, which provides a consistent look and feel.
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(9) A plan for access by all facets of society including access for people with disabilities, addressing the digital divide, and multi-lingual access.
(1) Very low (2) Low (3) Medium (4) High (5) Very high

(10) Robust, reliable infrastructure to support e-government initiatives.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

2. Technical Factors.

(1) Availability of sufficient hardware equipments (such as computers, printers etc)

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(2) The available hardwires having required quality to do the processing of data

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(3) Availability of other infrastructure facilities (such as sufficient space, electricity connections etc)

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(4) Use of strong and robust application software

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(5) The application software used is user friendly

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(6) The application software is flexible to add new functionalities

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(7) The Application software is error and bug free

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(8) Integration and embedment of all civic services together in application software

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(9) Remote access of services provided through E-governance

(1) Very low (2) Low (3) Medium (4) High (5) Very high

(10) Integration of online applications with back-office applications

(1) Very low (2) Low (3) Medium (4) High (5) Very high
(11) Lower processing time due to front-end validations  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(12) High speed data transfer facilities for public service delivery  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(13) The possibility of combining data from multiple sources and gathers that information to achieve inferences (data fusion)  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(14) Effective sharing E-governance information pertaining to civic population to other agencies and institutions in the society  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

3. Managerial Factors  

(1) Clarity in decision making process at local level  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(2) Quick and timely decision making to sort out issues relating to E-governance  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(3) Proper and effective allocation of responsibilities at different layers of decision making  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(4) The decisions taking process are based on the data processed through E-governance system  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(5) Integration of data flow among various layers of development institutions for decision making at local level  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(6) Adaptability and flexibility in decision making approach  
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(7) Systematic assessment of quality standards of E-governance services at regular intervals
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(8) Regular monitoring and evaluation of critical key processes
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(9) Decision priorities are identified with the help of E-governance initiatives
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(10) Better coordination of local, state and national e-government initiatives
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(11) Presence of confidence of better and effective management of E-governance initiatives among all administrative levels
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(12) Inculcating a change in attitude and perception of subordinates for the success of E-governance initiatives
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

4. People Factors

(1) Spending less time to obtain information on government services.
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(2) Getting quick and error free service.
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(3) Reduced the cost of obtaining of various civic and other services
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(4) Customers get anywhere any time civic services
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

(5) Enabled the access of civic services for people with disabilities, digital divide and multi-lingual access
   
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(6) E-governance initiatives avoided the possibility of discrimination among people in the provision of services

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(7) E-governance environment protect the confidentiality of processed information of people

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(8) Customers receive a fair and friendly treatment from employees

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(9) Growth of general literacy and e-literacy among common mass

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(10) The improved accountability and responsibility of people as law abiding citizens

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

5. Employee's Factors

(1) Improved computer knowledge and skill among employees

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(2) Positive attitude of employees towards E-governance initiatives

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(3) Employees level of training in latest technology

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(4) The degree to which employees are trained for developing their problems solving skills

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(5) Level of training to identify the right job for each person

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(6) The degree to which employees are trained in quality management system

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high
(7) Level of employees training for developing communication skill
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(8) The degree to which employees are trained in monitoring and controlling projects
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(9) Degree to which employees are trained in team building and group dynamics
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(10) Employees’ skill to identify bugs and errors in the application software
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(11) Employees ability in correcting errors in application software while data is processing
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(12) Employees initiative upholding and updating the citizen charter
   (1) Very low (2) Low (3) Medium (4) High (5) Very high

6. Cultural factors
(1) The degree to which the employees realize customer satisfaction is important in achieving quality
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(2) Trust and openness among employees and customers
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(3) Clear vision on the roles and responsibilities of the employees
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(4) The degree to which the employees accept quality and timely provision of service as the development strategy
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(5) Existence of organisational structure to minimize bureaucratic red tapism
   (1) Very low (2) Low (3) Medium (4) High (5) Very high
(6) Presence of incentives schemes to motivate the employees

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(7) Degree of respect and fairness of treatment given by employees to customers

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(8) Improvement in the accountability as good and law abiding citizens among people

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(9) The willingness to accept the new modalities of E-governance system by people

   (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(10) The willingness to learn the skill for accessing services through E-governance system

    (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(11) Positive and constructive attitude of policy makers in establishing E-governance initiative for the provision of various civic and development services

    (1) Very low (2) Low (3) Medium (4) High   (5) Very high

(12) Positive and constructive attitude of political leadership in implementing the new system

    (1) Very low (2) Low (3) Medium (4) High   (5) Very high
APPENDIX: 3
QUESTIONNAIRE

SWOT ANALYSIS OF E-GOVERNANCE

An analysis of various aspects of strength(S), weakness (W), opportunities (O), and threats (T) of E-governance in the state is given below.

The responses are on the following 5 point Likert scale

(1) Very low (2) Low (3) Medium (4) High (5) Very high

1. Strength

1. Better and quicker service delivery possible at the panchayat level.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

2. Increasing demand for computerization among citizens and elected representatives.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

3. Large number of trained personnel through E-governance training programme conducted by IKM.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

4. Elimination of bribery through the impersonalisation of service.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

5. Open for ideas and experimentation with new technology.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

6. E-governance can provide low cost services with regional language support.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

7. Existence of front office and information desk.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

8. Fastly changing rules and regulations under various departments and ministries to put in place IT and Web enabled Citizen Services.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

10. More public pressures for increased accountability and value for money in public service operations.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

11. Leveraging of higher resources from higher tier of governments necessitates hybrid E-governance development.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

2. Weakness.

1. Lack of clarity regarding the extent of delegation of power to the lower authorities.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

2. Improper training to the employees and elected representatives.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

3. Lack of proper awareness of people regarding the modus operandi of e-governance.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

4. Paucity of fund for the rapid adoption and continuous maintenance of E-governance apparatus.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

5. Delay in software installation—procedural delays.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

6. It is also seen that often the acquisition and implementation processes are not monitored in an effective fashion and deliverables are often less than the specifications.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

7. No effective communication between the users to share the domain knowledge with the system developer(s).

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

8. Vested Interests: It was often seen that there was clearly stated commitment from the political establishment but continuous resistance by a section of the
executive and other stakeholders adversely affected by transparency brought in by E-governance projects.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

9. Confidentiality issues: A major concern is the lack of attention to issues relating to the confidentiality of the data such as in e-tendering systems or regarding personal details of citizens etc.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

10. Lack of integration of backend processes with front-end and web site.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

11. No reduction in cost and improvement of convenience for citizens.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

12. Less Amenability for Public Private Partnership (PPP) arrangement.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

3. OPPORTUNITIES

1. Mobilisation of local resources for plan projects through GIS.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

2. Designing and implementation of the development projects become easier.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

3. Responsible panchayat authorities can do wonders as they are continuously practicing E-governance.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

4. Increase the social commitment of employees of the panchayat.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

5. Increase the responsibility of citizens.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

6. Enhances complete transparency in financial dealings results elimination of bribery.

(1) Very low (2) Low (3) Medium (4) High (5) Very high

7. Availing of all service under one roof.

(1) Very low (2) Low (3) Medium (4) High (5) Very high
8. Development of e-commerce, e-courier at the panchayat level.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
9. Creation of more employment opportunities at the grass root level.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
    (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
12. Provides chances for flexibility and adaptability in the plan process.
    (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high

4. Threats
1. Problem of hawking leads to huge security problems.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
2. The psychological problems of panchayat authorities regarding the delegation of power.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
3. Increasing rift between Technology Delivery Agency (TDA) and panchayat authorities can cause a serious threat to E-governance implementation.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
4. Financial problems of state government may negatively affect the smooth functioning of E-governance systems.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
5. If the technical assistants (TA) are inefficient, it can lead to continuous hardware headaches to the panchayat.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
6. Three fourth of the software preparation is still centralized indicates hybrid approach is still a fairy tale.
   (1) Very low  (2) Low  (3) Medium  (4) High  (5) Very high
7. Extreme politically biased actions and decisions of panchayat politicians, may, chase away sincere independent, selfless experts and activists in successfully operating E-governance system.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

8. Incorrect backup data stored throughout sourcing to private individuals create a serious threat to E-governance service delivery.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

9. Insufficient electricity arrangements (no generator, continuous power cuts in rural areas) may adversely affects E-governance functioning.

   (1) Very low (2) Low (3) Medium (4) High (5) Very high

10. Stiff rules and regulations of peoples planning may adversely affect E-governance implementations.

    (1) Very low (2) Low (3) Medium (4) High (5) Very high