ADMINISTRATION OF E- GOVERNANCE IN INDIA: PARTICIPATION AND SERVICE DELIVERY

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Introduction

In the recent era, the focus of each government is to promote transparency, strengthening democracy and improving accountability so that the dream of good governance can be achieved. The point to be seriously noticed is that the changing demands of recent times and quality services to the citizens are not provided through present bureaucratic structure of public administration. The Indian government finally decided to adopt ICT to achieve the goals of good governance. E-governance is a very efficient and new concept for empowering the governments and citizens. Before moving towards the concept of e-governance, it is very essential to understand the term governance. A broad and complex mechanism, which encompasses each and every organization and institution in the society from the family to the state, is profoundly known as Governance. According to World Bank, "Governance is the customs and institutions through which authority in a country is exercised for the good of common people. The term e-government is used when utilize ICT to support resourceful, competent and efficient government, which is able to smooth the progress of accessible government services. It allows better access of information to public and makes administration more accountable to general public and it even entail services of delivery to general public by making use of ICT. Actually e-government leads to e-governance, a very broad and concise thought, which use ICT by government, general public and society so that better representation and participation of general public in the working of political organisation can be enhanced.

The endeavour of e-governance is to redefine governance in age of ICT to make available simple, moral, accountable, responsive and transparent (SMART) governance. Greater convenience, less corruption, cost reduction; transparency and revenue growth are some benefits of e- governance. It has marvellous potential to shift the nature, composition and structure of government. Consequently, it is being measured as influential instrument, which is very effective in dealing with the nuisance confronting the governance system in developing countries. At the level of administration, to bring a paradigmatic shift in government it offers a chance to governments to adopt definite new value propositions in age of Internet. It introduced new glossary into discipline of Public administration. Not only this it has also provided new theoretical models and established linkages between various disciplines. In simple words, it means taking the government to the doorstep of the citizens. It has been providing opportunities to the citizens to effectively participate in formulation of policy, communicate with government and quick communication between citizens.

1.0 Scope of E-Governance

E-governance encompasses an extensive collection of actions; its scope can be classified under different type of models which are developed on nature of interaction between government and general public. Some of them models are:

Government to Citizens (G2C): These include actions in which the government provides one-stop services for example pay taxes, renew driving licenses, file income taxes, payment of telephone, healthcare and Public Distribution System (PDS), online access to information to citizens, water and electricity bills. In this relation government facilitate common people to ask questions about agencies of government and receive answers.

Government to Government (G2G): These interactions are also known as e-governance. It include all the actions that take place between different government organizations/agencies for example revenue, file tracking, shared services, fund transfer, communication, law enforcement etc.

Citizens to Government (C2G): In this model, citizens interact with government using of ICT, they give feedback to the government regarding policies and programs implemented by the state and central government and even give appropriate suggestions. The citizens can complaints related to their problem and redress their grievances. Citizens also participate in decision-making process of government.

Government to Business (G2B): It includes numerous ways of government interaction with business for example taxes, orders, contracts, payments, licences, opportunities and supplier offerings and licenses.

2.0 E-Governance in India

This concept has emerged during 80s in India. Various ways to encourage ICT in the area of monitoring, defence, economy, development and in all other spheres of lives of citizens is done both by central and state government. Indian government introduced an Information Technology Policy (ITP) in the year of 1998 for implementation of ICT. In the same year PM of our country has launched the National Task Force (NTF) on IT and Development of Software. Afterwards government introduced Information Technology Act, 2000, so that e-commerce and e-communication can be done via Internet and IT. For advancement of technology, the government enacted the Semi Conductor Integrated Circuits Layout Design Act 2000. Additionally as a part of PM schema for socio-economic development and to provide connectivity at block level, Community Information Centres (CIU) was set-up in 486 blocks in the Northeast and Sikkim. During the year 2003-2007, Indian government implemented the National e-governance action Plan. This plan produced Mission Mode Projects at central and state levels to construct business centric and citizen centric environment for authority. As part of plan to enhance belief on e-governance, the Ministry of ICT, Government of India produced a Centre for e-Governance (CEG) at its premices - Electronic Niketan in New Delhi. CEG shows various applications and solutions that have been profitably developed in various states and offers such other services like technical consolation with the objective of collecting and disbursing the preeminent practices in area of e-governance. Each Department and Ministry has produced its websites to give information online and these are being updated frequently at the central level. The government departments to give online submission of Research and Development (R&D) proposals are using e-offices. The Universities are networking their libraries through a network called as 'INFLIBNET'. Recently e-court has been implemented in Delhi, which provides detailed information about courts cases. Number of other departments and ministries such as Commercial Tax, Ration Card, Registration, Public Distribution, Transportation, Treasury and Health is using IT in different forms. A number of states in India have also initiated various e-governance initiatives.

3.0 Review of Literature

Across the globe a plenty of studies and literature have been done in the research field under consideration. Some of studies related concerned topics are:

Alam (2012) highlighted the importance of e-governance. Further they said that the government of Bangladesh took various initiatives to put into practice e-governance in the year 2001. Study portraits that the functioning of e-governance in Bangladesh is not up to the mark and the government has not been getting the benefits of e-Governance. Author has also analysis the factors which are responsible of this failure and gave some possible suggestions to overcome those problems.

Dey (2000) has focused on the recent status and future prospective of e-governance in India. He analysed several severe problems and challenges that tackle execution of e-governance in India. According to him e-governance transforms existence of general public through transparency, efficiency, complete objectivity and prevents from mal-practices. E-governance has tremendous potential to provide better services to citizens.

Haider, Shuwen and Hyder (2014) have said that e-government is a tool through which citizen's participation can be possible. Further they indicated that, participation of citizens are able to bring very productive results such as to

judge government policies,   to control corruption, to provide improved delivery of government services and empowerment of citizen especially in decision-making. The study has main focused on to find out the several problems faced by general public people while participating in e-government services and Study find that government have to developed novel ICT policies; to inspire strategies with enthusiastic implementation plans to encourage the participation of the citizens in e-government services.

Hamiduzzaman (2012) opined that e-governance application should be utilized in the management of education system for overall expansion of education in India. Introduction of e-governance can make education sector proficient, faster and easier. Further study highlighted the e-governance challenges which make the system ineffective due to psychological inferiority; lack of training facilities, insufficient ICT infrastructure, lack of finance; technological maintenance etc. In conclusive statement the author's points out that, to make the education sector proficient and valuable the government must take immediate step.

Holliday and Yep (2005) article analysed the progress of initiatives of e-governance in china and altering administrator position of past two decades. Authors considered the implication of modern e-government activities of Chinese government. He defines current e-government impact on public sector and hoped for developed future.

Malik, Dhillon and Verma (2014) in their paper have highlighted the function and prospective of ICTs for achieving the good governance. They outlined the three main contributions of e-governance as well as two major challenges of developing countries. Further this paper has focus on the present status of e-governance in our country and highlighted the idea and objectives of Twelfth Five Year Plan. The study concluded that instead of illiteracy, deprived infrastructure, language dominance, poverty etc. India has been doing well in e-governance projects. The study suggested that efficient encouragement of e-governance by the GOI can be a boosting feature to make quality services to general public.

Mishra (2007) stated that e-governance is a tool, which is reducing corruption, creating sustainable, transparent, accountable, lucent, reliable and effective system for delivering public service to the citizens. According to him Information Technology (IT) alone cannot be effective; so he argues that e- governance is required planning, administrative strategies and efficient use of resources and most important is required strong political will to combating corruption. In addition recommend policy to improve the e-government strategies to remove corruption.

Palvia and Sharma (2007) said that e-governance deliver information at national or local level and provide services to citizens or business or other government agencies at one-stop internet gateway. They highlight the benefits of e-government that it provides services to general public in a timely manner, better services delivery and empower through access of information without the bureaucracy. In addition they said that it improve efficiency.

Pathak and Kaur (2014) observed that the adoption of e-governance is an essential for every government. Study said that e-governance has prospective to provide variety of public service to both rural and urban area. Further authors said that today in India, e-governance has been empowering every sector. Government has initiated various projects in the area of education, police, Judiciary, administration and agriculture. At the end authors have said that various problems has been faced by these projects i.e. unavailability of fund and lack of IT awareness among the people.

Pathak, Naz, Singh and Smith (2010) have conducted a study at Port Moresby, capital of Papua New Guinea (PNG). The study indicated that public service delivery and quality of services can be improves through e-governance. Further study found that expectations of citizens from public services are very high and there is huge variance in the perceptions and expectations of citizens regarding the service delivery and quality of services.

Yadav and Tiwari (2014) depicted that usefulness of on line service delivery by the e-governance has been accepted by the public and private sector. It was noticed that e-governance projects has been providing effective delivery of services at the door step; increasing transparency; reducing corruption and it is very convenient to people. Authors have also described various ongoing projects on e-governance in India. On the other side study highlighted the challenges faced by the e-governance implementation in India i.e. low literacy; lack of awareness, low broadband penetration etc. Authors have suggested that government should take initiatives to overcome from these challenges.

4.0 Objectives

Against this back ground the following objectives are set for the purpose of recent work:
- To study the growth and development of Information Technology (IT) in India.
- To examine Policy and Administration of e-governance in India.
- To check level of e-readiness of different Departments in India.
- To study e-governance initiatives in India.

5.0 Research Methodology

The recent work is primarily based on both primary and secondary data. The source of primary data is collected via interviews of senior officials and employees of selected departments from government of India. The satisfaction level of citizens of India towards the services being providing by Common Services Centres (CSC) was known via multi-stage random sampling method. The sources of secondary data are official documents of Government of India; several official reports by committees and commissions submitted from time to time, books, statistical abstract, journals, online journals of e-governance, published proceeding of journals and websites of government both at central and state level and a variety of national and international agencies having interest on e-governance

6.0 E-Governance Initiatives In India

To improve standards of governance Indian Government has introduced several initiatives. In 1970s Department of Electronics was established to fulfil this demand. After than in in 1977 National Informatics Centre (NIC) was established and In India it was first most important step on the way to e-governance. NIC has been providing a strong communication backbone and efficient support for e-governance to the central government, state governments, districts, UT administrations and other government agencies. Numerous online services are also provided by it. This included NICNET, which was launched in 1987. It is a communication network which is spread nationwide having gateway nodes at about 53 organisations of GOI, 35 State/UT secretariats and 603 DC, which serve applications of ICT. It has plated an essential function in enhancement in services of government, decentralized planning, simplicity and transparency of governments. It assists in executing projects of ICT, in close association with central and state governments.

In May, 1998 National Task Force (NTF) on IT and development of software was constituted. Though knowing IT as a leading edge area of information, it gave focus on IT as a functional device for collecting and handing out all other spheres of knowledge. Numbers of important recommendations were made in the three reports, submitted by National Task Force (NTF). It suggested earmarking of at least two percent (2%) of the budget of each department or ministry for the implementation of IT. On suggestion of this NTF, government has started numerous regulatory and promotional measures to get rid of impediments and to smooth the progress of comprehensive applications of IT in several areas.

The Union Ministry of Information Technology (MIT) was constituted in 1999. For implementation in all union ministries/ departments of GOI in 2000, 12 goals were recognized. The actions points include in agenda are following:

1. 1. Every department/ministry should supply personal computers with essential software to all   officers. Additionally, Local Area Network must also be provided.

2. It should be ensured that for the office work all the staff members have need to use personal computers (PCs) and for efficient use of PCs, they must be given adequate training.

3. Every department/ministry must initiate to use the NIC developed office procedure automation software having the purpose to keep the documentation of receipt of dak (a Hindi word), movement of files and issue of letters in the organisation.

4. E-mail must be used to send notices for internal meetings. In the same way, submission of applications for going on tour and for leave must also be done electorally.

5. In day-to- day working pay roll accounting and other house-keeping software must be put to use.

6. Departments/ministries must use the web-enabled grievance redressal software developed by the department of administrative reforms and public grievances.

7. Every department/ministry/organisation must have their own website.

8. All acts, rules, circulars must be converted into electronic form and, along with other published material of interest or relevance to the public, should be made available on the internet.

9. The Hindi version of the content of the websites should as far as possible be developed simultaneously.

10. Every department/ministry would also make efforts to develop packages so as to begin electronic delivery of services to the public.

11. The websites of organisations/ministries/departments should specifically contain a section in which various forms to be used by citizens/customers are available. The forms should be available for being printed or for being completed on the computer itself and then printed out for submission.

12. Each ministry/department should have an overall IT vision or strategy for a five year period, within which it could dovetail specific action plans and targets (including the minimum agenda) to be implemented within one year.

7.0 National E-Governance Plan (NeGp)

National e-Governance Plan (NeGP) was approved by union government on May 18, 2006. NeGP was constituted by the Department of Administrative Reforms & Public Grievances (DAR&PG) and Department of Inormation Technology (DIT). 27 Mission Mode Projects (MMPs) and 8 components are included in NeGP. The NeGP intended to getting better delivery of government services to general public and businesses with the following vision: "make all government services accessible to the common man in his locality, through common service delivery outlets and ensure transparency efficiency & reliability of such services at affordable costs to realise the basic needs of the common man". The e-governance framework included back-ends databases of the different government agencies, service providers, state governments; middleware and the front-end delivery channels such as home PCs, mobile phones, kiosks, integrated citizen services centres for citizens and businesses. The middleware comprised of communication and security infrastructure, gateways and integrated services facilitating integration of interdepartmental services.

8.0 Mission Mode Projects (MMps)

27 Mission Mode Projects (MMP) are included in NeGP. MMps would be owned and dispersed via several departments/ministries for central government projects. Each department works in a project mode within a tight, defined timeframe by preparing a detailed project document, either in consultant. All significant aspects of the project implementation levels, project service levels, timelines, project implementation team, process reengineering proposed, change management plan, project management plan etc. The services and service levels are resolute in discussion with the definite users dependable for executing state MMPs, under in general regulation of particular line ministries in cases where central assistance is also required. Project has been mentioned in the Table 2.

9.0 Core Projects (Central MMPs)

9.1 Central Government

S.NO.	MMPs	Responsible Departments/Ministries
1	Insurance	Department of Banking

2	Central Excise	Department of Revenue/ Central board of Excise and Custom
3	Pension	Department of Pensions and Pensioners Welfare and Department of Expenditure
4	e-office	Department of Administration Reforms and Public Grievances
5	Income Tax	Department of Finance
6	National ID (UID)	Ministry of Home Affairs
7	MCA21	Ministry of Company Affairs
8	Passport Visa and Immigration Project	Ministry of External Affairs/Ministry of Home Affairs
9	Banking	Department of Banking

State Specific Projects

S.NO.	MMPs	Responsible Departments/Ministries
1	Property Registration	Department of Land Resources
2	Land Records	Ministry of Rural Development
3	Police	Ministry of Home Affairs
4	Employment Exchange	Ministry of Labour and Employment
5	Road Transport	Ministry of Road Transport and Highway
6	Agricultural	Department of Agriculture and Cooperation
7	Gram Panchayats	Ministry of Rural Development
8	e-District	Department of Information Technology
9	Treasuries	Ministry of Finance
10	Municipalities	Ministry of Urban Development and Poverty Alleviation
11	Commercial Taxes	Ministry of Finance

9.2 Integrated Service Project

S.NO.	MMPs	Responsible Departments/Ministries
1	Indian Poryal	Department of IT
2	e-Court	Ministry of Home Affairs
3	National e-Governance Service Delivery Gateway	Department of Information Technology
4	EDI	Ministry of Commerce and Industry
5	Common Service Centres	Department of IT
6	E-Biz	Department of Industrial Policy and Promotion /Department of Information Technology
7	e-Procurement	Director General of Supplies and Disposals

Source: Department of Information Technology Government of India.

10.0 Summary Of A Few Of The MMPs:

A brief introduction of some of MMPs included under NeGP, has been discussed below to understand these projects upto some extent:

11.0 Ministry of Company Affairs (MCA 21):

On February 18, 2006 this project was launched at Registrar of Companies (RoC) Coimbatore, the first pilot location and on March 18, 2006 at RoC Delhi second most important pilot was launched. By 04- sep-2006, progressive rollout was completed at all other RoC offices in the country. Ministry of Company Affairs (MCA) implemented MCA 21 to build up a secure portal. It was implemented under public-private partnership (PPP) framework on Build Own Operate and Transfer (boot) model. Anytime and from anywhere these portal services can be accessed. These

portals suit the general public, corporate entities, society and professionals at large. Within the scope of MCA21 more than 100 services are covered such as: incorporation of new companies, filling of forms of change of name/address/director's details, name approval, creation/modification/satisfaction and verification of harges, inspection of company documents and investor grievance redressal.

11.1 Passport:

Ministry of external affairs launched the passport SEVA project to exchange the circumstances through infusion of technology in their procedure. It is to be implemented in several stages. The pilot sites of this project are functioning efficiently and are running satisfactorily. The project includes setting up of 77 passports SEVA kendra's (PSKS), disaster recovery centre, passport renewal, call centre operating 24x7 in 17 languages, a data centre and a nationwide computerized system for issuance of passports. This complete process will function in a "less paper" environment with an attempt being made to deliver passports within 3 working days to categories not requiring police verification. The last but not the least goal of this project is to deliver the passport services to the citizens in a transparent, timely, more reachable, reliable manner and in a comfortable environment.

11.2 Banking:

Another MMP step towards getting better functional effectiveness and reducing the delays and efforts involved in settling and handling transactions is banking. The MMP which is being implemented by the banking industry aims at streamlining various e-services initiatives undertaken by individual banks. For convenience of ""anytime, anywhere banking" to Indian customers the core banking technology was developed in India. To bring operational efficiency and reducing effort and time evolved in handling and settling transactions a movement towards integration of core banking solutions of various banks was started. It improved customer service and facilitate regulatory compliance. The present focus of the banking MMP is on the setting up and operationalising the central electronic registry, as mandated by the securitization and reconstruction of financial assets and enforcement of security interest (SARFAESI) act, 2002.

12.0 Pensions:

NIC with pensioners associations, stakeholders, and ministries/departments of GOI designed and developed the pensioner's portal. Various ministries/ departments/ organisations of GOI implemented this on March 30, 2007. The primary aim of pensions MMP is to make the pension/retirement related information, grievances and services handling mechanism accessible online to the needy pensioners, all the way through a blend of interactive and non-interactive components, and thus to reduce the gap between the pensioners and GOI. The services provided by the portal are:

- **Online registration of grievances –** NIC in association with department of pensions and pensioners welfare developed an online web-enabled system named as CPENGRAMS. The primary aim of this system is speedy redressal and effective monitoring of grievances related to pension.
- **Dissemination of information-** Information is disseminated through this portal to pensioners relating to their pension and retirement related benefits. For the users all orders/directions/instructions are uploaded on the portal

13.0 E-Readiness In India

Since 2003 GOI has been conducting the assessment of e-readiness with the help of Department of Information Technology (DoIT) in collaboration with National Council of Applied Economic Research (NCAER). This assessment is also conducted by other International organisations and use different tools for it. The Government of India has developed its own indicators for assessing the e-readiness of states and UTs in India. Multi-stage Principal Component Analysis (PCA) technique is used by DoIT for e-readiness analysis. It is a multivariate systematic device which determines the most significant variable. A composite index is created by using this technique. The indicators have been organised into three main categories i.e., (a) Environment, (b) Readiness (c) Usage. The environment indicator is developed to determine the extent of conduciveness of the environment of a country for the expansion and utilization of ICT. Environment indicator has been further divided on basis of 3 other sub indicators which are:

- Market Environment
- Political & Regulatory Environment
- Infrastructure Environment.

In this context to enhance the potential of ICT the readiness of a State measures the capability of the principle agents of an economy. The readiness indicator contains sub-indicators presenting the individual, business and government readiness. Usage measures the degree of ICT utilisation by individuals, business and the government. The sub-indicators of this category are individual, business andgovernment usage. Further, to compute a state's readiness index three steps are involved:

1. Principal Component Analysis techniques includes minor category indicators under each sub category e.g. market environment, political and regulatory environment, infrastructure environment, individual readiness, business readiness, government readiness, finally individual usage and government usage.

2. PCA combine the sub indictors of major categories i.e. Environment index, Readiness index, Usage index.

3. PCA constructed the collection of e-environment, readiness and usage indices.

Figure illustrates the rankings of the various states by their e-Readiness assessment on the basis of the above mentioned indicators:

Leaders: Chandigarh, Haryana, Punjab, Delhi, Karnataka, Andhra Pradesh, Tamil-Nadu and Kerala.

Aspiring Leaders: UP, Maharashtra, Gujarat and Goa.

Expectant: Himachal Pradesh, Rajasthan, Jharkhand, West Bengal and Chhattisgarh.

Average Achievers: Sikkim Meghalaya, Orissa, Mizoram, Uttarakhand and Madhya Pradesh

Below Average: Nagaland, Lakshadweep, Assam and Andaman & Nicobar Islands

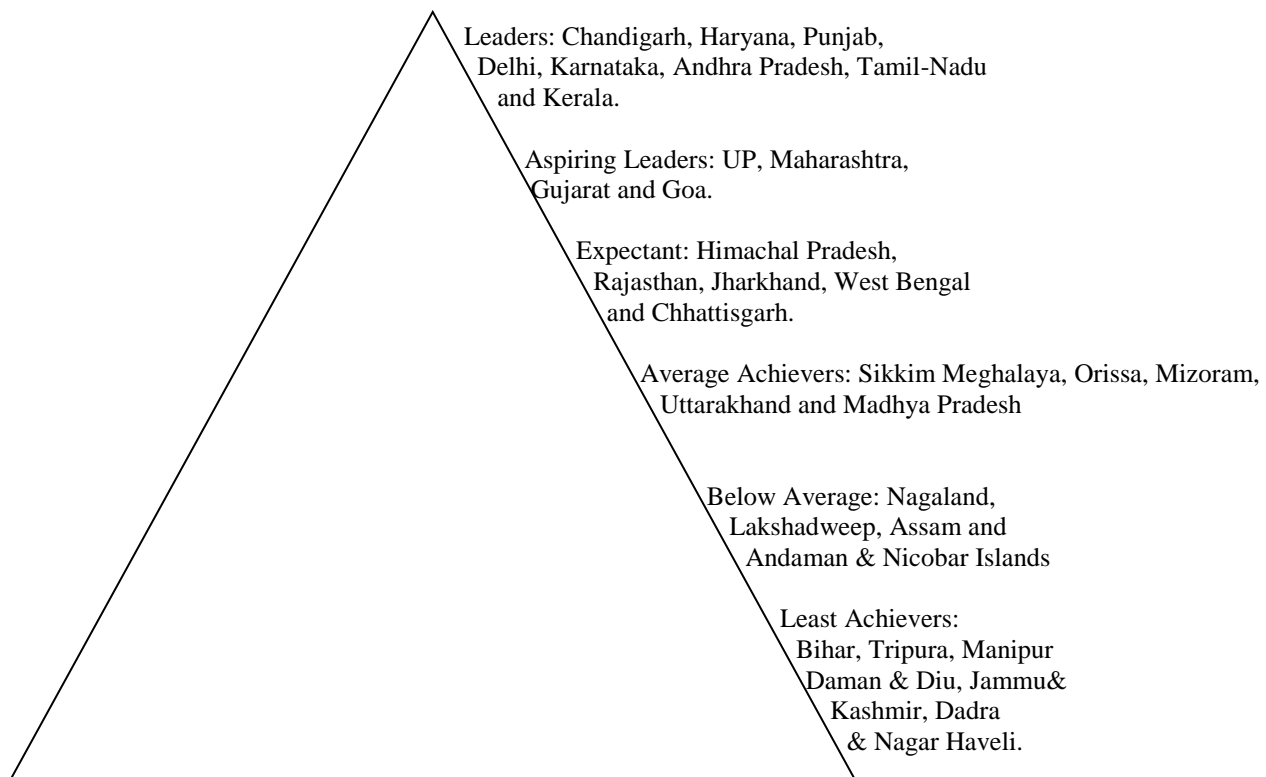Least Achievers: Bihar, Tripura, Manipur Daman & Diu, Jammu& Kashmir, Dadra & Nagar Haveli.

Figure: Characterization of States/UT based on Index of e-governance

Sources: http://www.doitc.rajasthan.gov.in/administrator/Lists/Downloads/Attachments/19/e Readiness_20Report_202008.pdf.

Figure portrays the hierarchical grouping pyramid of Indian states/UT on the basis of e-readiness. However, there is considerable variation in the ranking of states / UT in terms of e-governance index. It can be seen that the southern states perform well out of four states three are among the leaders category and one from the aspiring leaders i.e. Kerala. Followed by the western region where Maharastra is from leader and the Gujarat is among the aspiring leaders. The third region is the northwest where Chandigarh and Delhi are among the leaders while Haryana and Punjab are aspiring leaders. West-Bengal is the only state from the eastern part of the country which comes in the category of the aspiring leaders. On the other side, the under achievers and least achievers states primarily concerned with north-eastern states and some of the UTs. All the newly formed states i.e. Chhattisgarh, Uttarakhand and Jharkhand are in the average achievers category. Whereas, Andaman and Nicobar Island has prformed surprisingly

well and placed itself in the category of "Expectants". This performance is commendable because it is completely cut off from the rest of India and does not have the benefits of the neighbourhood effect.

14.0 Conclusions And Suggestions

On basis of above findings a number of policy prescriptions have been proposed to strengthen the impressive policy initiatives of the Haryana government for promoting e-governance. The policy prescriptions cover the various aspects like IT policy, e-readiness, implementation of e-governance and public private partnership. The policy prescriptions also suggested the measures for citizen satisfaction through e-governance services.

14.1 Creation of IT policy:
Study has found that departments do not have their own IT policy. It is necessary for each department to create their e-governance policy within the framework of e-governance policy of Haryana government, which in turn make the departments more responsive to accept the egovernance in their procedures.

14.2 PPP Programmes:

Government should initiate Public Private Partnership (PPP) that will be beneficial for the development of e-governance in the state as well as it will helps to develop the infrastructure for e-governance.

14.3 Use of local language:

In order to make the e-governance understandable and effective the availability of services and procedures in local language shoul be emphasized. It is also recommended that every department of Haryana government should provide information on website in local language as an option.

14.4 Regular updating of website:

Availability of proper information regarding the departmental services plays a significant role to create awareness among the people. So it is suggested that website should be updated in a routine manner. Furthermore a website should contain the information about organisation structure, e-mail address of officials, programmes, forms and any related information.

14.5 Internet speed:

E-governance success purely depends on internet speed. So it is recommended that high speed internet facility should be available in the department for better connectivity as well as speedy work.

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