CHAPTER – VI
SUMMARY CONCLUSION AND SUGGESTIONS

6.1 INTRODUCTION

In the recent past, every government has been trying to achieve good governance by strengthening democracy, promoting transparency and improving accountability in administration. It has been observed that the bureaucratic structure of public administration has failed to respond with the changing demands of the present times and deliver quality services to citizens. In order to achieve the goals of good governance and providing better services to the citizen’s governments have focused on adopting the Information and Communication Technology in their working. The concept of empowering the governments and citizens via electronic governance i.e. e-governance has gained momentum\(^1\). It is pertinent here to understand the term governance before we move on to e-government and e-governance. Governance is a broad and complex mechanism, encompassing every institution and organization in the society from the family to the state. To World Bank, “Governance is the traditions and institutions by which authority in a country is exercised for the common good. This includes (i) the process by which those in authority are selected, monitored and replaced, (ii) the capacity of the government to effectively manage its resources and implement sound policies, and (iii) the respect of citizens and the state for the institutions that govern economic and social interactions among them.”^2\) In short, governance is a way of describing the links between governance and its broader environment-political, social and administrative.

According to World Bank e-government refers to, “the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to


\(^2\)www.worldbank.com
information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.”

According to United Nations “E-government is defined as utilizing the Internet and the world-wide-web for delivering government information and services to citizens.”

Global Business Dialogue on Electronic Commerce - GBDe defines “Electronic government (hereafter e-Government) refers to a situation in which administrative, legislative and judicial agencies (including both central and local governments) digitize their internal and external operations and utilize networked systems efficiently to realize better quality in the provision of public services.”

The term E-government is the use of ICT to promote more efficient and effective government and facilitate more accessible government services. It allows greater public access of information and makes government more accountable to citizens, constitutes a subject of e-governance and it might involve delivery services to citizens by using ICT. In other words e-government leads to e-governance, which is a broad concept and includes the use of ICT by government and civil societies to promote greater participation of citizens in the governance of political institutions.

E-governance means use of Information and Communication Technology (ICT) in government agencies, public sector and beyond, for the purpose of enhancing governance, improved interactions with business and industry. The aim is to redefine governance in the ICT age to provide, simple, moral, accountable, responsive and transparent (SMART) governance. The resulting benefits can be less corruption, greater convenience, revenue growth and cost reduction. E-governance has tremendous potential to shift the nature and structure of government. Thus, e-governance is being considered as powerful instrument, which deals with the problems confronting the governance system in the developing countries.

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3 Ibid p.247
At the administrative level, E-governance offers an opportunity to governments to adopt certain new value propositions of the Internet age thereby bringing about paradigmatic shift in government. E-governance has introduced new vocabulary into the discipline of Public administration. Not only that it has also provided new theoretical models and established linkages between various disciplines. E-governance strengthens accountability, increase transparency, improve efficiency, and check corruption. To put it simply, it means taking the government to the doorstep of the people. At the service level, E-governance provides transparent, responsive and speedy services to the citizens. It has been providing opportunities to the citizens to communicate with government; effectively participate in the policy-making and faster communication between citizens. E-governance is transforming organizations by introducing ICT in their governance system and breaking down organizational boundaries and facilitating democratic processes.\(^7\)

**SCOPE OF E-GOVERNANCE**

E-governance encompasses a wide range of activities; the scope can be classified under a variety of models developing upon the nature of interaction and agencies involved.

**Government to Citizens (G2C)**

The government to citizen’s relationship (G2C) provision by the local authorities is largely in the first stage of cataloging information. G2C are those activities in which the government provides one-stop services such as file income taxes, pay taxes, renew driving licenses, payment of telephone, water and electricity bills and healthcare and Public Distribution System (PDS), and online access to information to citizens. In G2C relation government enable citizens to ask questions about government’s agencies and receive answers. In addition government may disseminate information on the web, provide downloadable form online and list goes on\(^8\).


Citizens to Government (C2G)

In C2G model, citizens interact with government with the help of ICT, they provide feedback to the government regarding policies and programs implemented by the state and government and suggest the government through electronic devices. The citizens can lodge complaints and redress their grievances. In addition citizens take part in decision-making process of government.

Government to Government (G2G)

G2G also called e-administration. It deals with the activities that take place between different government organizations/agencies such as file tracking, communication, fund transfer, shared services, law enforcement, revenue etc. It harness ICT to streamline administration procedure, downsizing bureaucracy and improve government procedure by cutting cost; increase speed of transactions, reduce manpower and improve the consistency of outcomes9.

Government to Business (G2B)

There are multiple ways of how government interacts with business such as taxes, contracts, orders, payments, opportunities, supplier offerings and licenses. In G2B it is possible to achieve cost reduction more quickly that with other government agencies. The G2B sector receives a significant amount of attention because of the high enthusiasm associated with business and the potential for leading costs through improved procurement provider and increased competitions10.

Government to NGO

Governments build interaction beyond the boundaries of government by developing communities and civil societies. It also involves building various associations and interest groups that ensures the betterment of the society11.

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6.2 E-GOVERNANCE IN INDIA

In India, the concept of e-governance has emerged during the 80s. Both centre and state governments have initiated measures to promote ICT in the area of defence, economy monitoring, planning and development in all spheres of lives of citizens. For the implementation of ICT, government of India has introduced an Information Technology Policy (ITP) in the year of 1998. In the same year National Task Force (NTF) on Information Technology and Software Development was launched by Prime Minister. Later on government introduced Information Technology Act, 2000, in order to facilitate growth of e-commerce and electronic communication through Internet and IT. The government has enacted the Semi Conductor Integrated Circuits Layout Design Act 2000, for advancement of technology. Further, Community Information s (CIU) was set-up in 486 blocks in the Northeast and Sikkim as a part of the Prime Minister agenda for the socio-economic development and to provide connectivity at the block level. The government of India approved the National E-Governance Action Plan for implementation during the year 2003-2007. The plan laid the foundation and provided the impetus for long-term growth of e-governance within the country. The plan has created Projects in the Mission Mode at the , state and integrates services levels to create a citizen-centric and business-centric environment for governance. As part of the strategy to increase trust on e-governance, the Ministry of Information and Communication Technology, Government of India has set up a for E-Governance (CEG) at its premises - Electronic Niketan in New Delhi. This showcases of the applications and solutions that have been successfully developed in various states and offers such other services like technical consolation with the objective of collecting and distributing the best practices in the area of e-governance.

At the central level, each Ministry and Department has created its websites to provide online information and these are being updated regularly. The government departments to provide 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 is implemented in Delhi, which

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provides detailed information about courts cases. Numbers of other departments, such as registration, Commercial Tax, Transport, Ration Card and Public Distribution, Treasury, Health, Municipalities are using IT in different forms\textsuperscript{14}.

6.3 E-GOVERNANCE IN HARYANA

Haryana emerged as a separate state in the federal galaxy of the Indian Republic on November 1, 1966, with just 44212-sq.km area, which is 1.37% of the total geographical area of the country. There have 21 Districts in the state, further it is divided into 67 Tehsils, and 6759 villages. According to the 2011 censes, the population of the state is 25, 351,462 with, 13,494,734 males and 11,856,728 females. The rural population is 15,029,260 and urban population is 6,115,304\textsuperscript{15}.

Haryana has carved a place of distinction for itself during the past five decades, whether it is agriculture, industry, canal irrigation or rural electrifications. Haryana has marched towards modernity with leaps and bounds. Today, the state is enjoying the unique distinction in the country of having provided electricity, metalled roads and potable drinking water to all its villages within record time. It is among the most prosperous state in India, having one of the highest per-capita income in the country.

The government of Haryana has outlined its Information Technology (IT) policy by stating in its preamble that, “The State Government recognizes the role of IT as an effective tool in catalyzing economic activity, in efficient governance and in developing human resource. This policy seeks a deep impact initiative by the state Government in encouraging replacement of traditional delivery system of public services by IT driven system of governance that works better, cost less and is capable of serving the citizen’s needs with ease”.

The Government of Haryana has given a special emphasis on implementing mission mode e-governance project, identified under the national e-governance plan. Haryana has an IT vision and a dream that is all citizens should access government and private sector services from their own villages and towns. The state e-governance

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\textsuperscript{14}Diganta Kumar Das (2005), “Information and Communication Technology (ICT) and India’s Development: Achievements and Challenges Ahead”, \textit{Journal of Services Research}, December, pp. 93-108.
\end{flushright}

\begin{flushright}
\textsuperscript{15}http://en.wikipedia.org/wiki/2011_Census_of_India. assessed on 30-4-2015
\end{flushright}

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vision statement is “To achieve Efficiency, Transparency and Accountability in governance by providing ICT enabled access and opportunities for all, anywhere, anytime”.16

Keeping in mind the above it is observed that there are large numbers of initiatives which have been undertaken both the national as well as state level. The Haryana government has also initiated various initiatives to provide online services to its citizens. However, in the state of Haryana, in the past decade several initiatives on e-governance have been made. But so far no attempt has been made to study the e-governance initiatives of Haryana government. This study is a step in this direction to fill the gap in existing literature.

6.4 **OBJECTIVES OF THE STUDY**

The Objectives of the Study are as follows:

- To study growth and development of Information Technology (IT) in India.
- To examine Policy and Administration of e-governance in the State of Haryana.
- To check the level of e-readiness of different Departments in Haryana.
- To study e-governance initiatives in the state of Haryana.
- To examine the level of satisfaction of citizens towards e-governance initiatives in Haryana.
- To suggest measures to improve the e-governance Policy and administration in Haryana.

6.5 **HYPOTHESES OF THE STUDY**

Hypotheses of the Study are as follows:

- Most of the Departments in the State of Haryana are not ready for e-governance.
- Government of Haryana has failed to provide sufficient infrastructure for e-governance in Haryana.

16www.hartron.org
• The human resource of the department’s of Government of Haryana lack computer skills.
• Non-availability of resources has been a big hurdle in the process of computerization in the departments of Haryana.
• Government has made no effort to simplify its rules, regulations and internal processes.
• E-governance has resulted in saving of time in delivery of services to the citizens.
• E- Governance has brought transparency in Government Departments of Haryana.
• Citizens are satisfied with the quality of services after introduction of e-governance initiatives in Haryana.

6.6 RESEARCH METHODOLOGY

The study used both primary and secondary sources of data. Secondary data was collected from secondary sources such as official documents of Government of Haryana, various reports by commissions and committees submitted from time to time, statistical abstract of Haryana, books, journals, and published proceedings of conferences, online journals of e-governance and websites of government at the union as well as state levels and various national and international agencies having interest on e-governance.

The primary data was required for checking e-readiness of various government departments in the state of Haryana and the level of satisfaction of citizens towards the services being provided through Common Services s. In order to check the e-readiness of various departments e-readiness composite index comprising of (a) Physical Infrastructure (b) Human Resources (c) Government re-engineering (d) Departmental Computerization (e) Government Policy, used by Government of India was employed. Senior officials and employees of select departments of government of Haryana were interviewed for this purpose and relevant information was gathered. For examining the level of satisfaction of citizens towards the services being providing by Common Services s (CSC) in Haryana multi-stage random sampling method was
used. As the Common Services s (CSC) are spread throughout the state of Haryana and are established in both rural as well as urban areas, efforts was made to draw a representative sample from these areas. The Government has divided the area in the state into four divisions for the purpose of establishment of CSC in Haryana. Out of these four divisions, two divisions were selected and further from each division two districts were selected randomly. From each district a sample of 75 citizens from CSC were contacted. The data processing involved editing, coding, classification and tabulation. The data was analyzed through percentage and by applying chi-square test.

6.7 FINDINGS OF THE STUDY AND HYPOTHESES TESTING

Findings of the study along with status of hypotheses have been depicted chapter-wise as follow.

SUMMERY OF MAJOR FINDINGS

Government of India took several initiatives to make the Indian nation as an icon of good governance. It announced its IT policy in the year 1998 at the national level. In the same year National Task Force (NTF) on Information Technology and Software Development was also launched. Later on government has introduced Information Technology Act, 2000, in order to facilitate growth of e-commerce and electronic communication through IT. The government enacted the Semi Conductor Integrated Circuits Layout Design Act 2000, for advancement of technology. Further, Community Information Centres (CIUs) were set-up in 486 blocks in the Northeast and Sikkim as a part of the Prime Minister agenda for the socio-economic development and to provide connectivity at the block level. The government of India approved the National E-Governance Action Plan for implementation of e-governance during the year 2003-2007.

The union government also approved the National e-Governance Plan (NeGP) on May 18, 2006. This national e-governance plan (NeGP) was formulated by the Department of Information Technology (DIT) and Department of Administrative Reforms & Public Grievances (DAR&PG). NeGP include 27 Mission Mode Projects (MMPs) and 8 components. The NeGP aimed at improving delivery of government services to citizens and businesses with the vision: “make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable
costs to realise the basic needs of the common man. In addition to this government of India has made a vision to strengthen its states in IT and for this requisite helps were made in this direction by the national government.

Government of Haryana also undertook several steps keeping in mind the initiatives of government of India. Firstly it announced IT policy of 2000 for laying down the foundation for e-governance in the state. It was announced to make the state as IT prominent state by providing online services to the citizens. During the study it was found that at present various e-governance initiatives have been providing online services to the citizens i.e. HARIS, HARLIS, VAHAN, SARATHI, E-KOSH 21, Happis and e-PDS etc. Apart from it Government of Haryana has established 21 e-disha centres at district level across the state. In recent years efforts have also been made to establish e-seva centres at the block level to provide services to the people at their doorsteps residing in the villages.

The e-readiness of four select departments i.e. Haryana Urban Development Authority, Social Welfare, Information Technology Department and Tourism was checked on the basis of following indicators: Political & Regulatory Environment, Infrastructure & Connectivity, Readiness and Usage. On analysing the select departments it was found that in terms of Political and Regulatory Environment, Department of Information Technology scored highest points (24.93). While department of Social Welfare and Tourism got (23.54) score respectively. It was also noticed that Haryana Urban Development Authority department have secured least 22.16 points. All these four departments implemented the IT policy, having a provision of digital signature and backup contingency plan. In addition to this it was also found that department of HUDA haven’t separated IT budget allocation and department of Social Welfare and Tourism have IT budget but it was not according to the IT policy of Government of Haryana i.e., 2 Per cent of the total budget of the department. It was only the Department of Information Technology which has budget allocation of 2 Per cent of the total budget as per norms.

Further in case of Infrastructure and Connectivity analysis shows that Department of Haryana Urban Development Authority (HUDA) has scored (23.4) points, Social Welfare (22.88 points), Information Technology Department and Tourism Department (21.32 points) each. On the basis of scores it can be seen that Haryana Urban Development Authority scored first place and Social Welfare got the
second position. While, remaining two departments’ have same scores. During the analysis it was also found that Haryana Urban Development Authority was the only department using 3G internet connections. While the remaining three departments were using only 2G internet connection in the department. Further, with regard to training, it was seen that Social Welfare department implemented the (1to 6 months) IT training programmes. On the other hand remaining three departments implemented only (2 to 3 months) IT training programmes for its employees.

Further in terms of readiness indicator, Haryana Urban Development Authority scored highest points (19.39). While two departments, department of Social Welfare and Tourism got equal points (16.62) respectively. It was also seen that Information Technology Department got only (13.85) points. On analysing the data it was found that, the website of all these four departments were not available in the local language. Social Welfare was the only department having organisation structure available on its website. Tourism Department does not provide any information about the e-mail addresses of the officials.

With regard to usage indicator, it was analyzed that Haryana Urban Development Authority got the highest points (20.82), department of Tourism Department scored (18.32) points, department of Social Welfare (18.03) points and Information Technology Department (14.15) points. Tourism Department is the only department among them which made all the records computerised; remaining three departments had partially computerised their records.

The overall analysis revels that out of total 100 points, Haryana Urban Development Authority attained first place securing (85.77) points followed by Social Welfare departments which secured second place with (81.07) points. Tourism Department with (79.8) points and Information Technology Department with (74.25) points obtained third and fourth place respectively. Therefore it can be concluded that Government of Haryana has succeeded in its efforts in making these departments e-ready and they have done good job on this front.

Customer satisfaction is very important in making an evaluation of quality of service delivery. The study made an attempt to check the satisfaction level of citizens towards the services being provided by the e-disha centres. The responses of the citizens were analysed on the basis of: location of e-disha centre; working hour; availability of number of counters; efficiency in job handling; basic amenities;
behaviour of personnel and availability of staff. During the analysis it was found that majority of citizens are satisfied on the selected parameters except washroom and drinking water facility. Further study has also made an attempt to check the impact of e-governance on the working of government in terms of bringing transparency in the system; speedy delivery of services; simplified procedure of delivery of services and making the system more accountable. Majority of respondents have replied that introduction of e-governance has lead to bringing transparency; providing speedy delivery of services; simplification of procedure of delivery of services and made the system more accountable.

HYPOTHESES TESTING

Hypothesis I

Most of the Departments in the State of Haryana are not ready for e-governance.

On the basis of analysis through primary and secondary data, it was seen that government of Haryana played a vital role in department computerisation. Majority of the departments have been computerised. But some departments have faced problem of shortage of funds and slow internet speed. To further test the hypothesis, the following sub-hypotheses are checked which are significant for checking the e-readiness:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Sub-Hypothesis</th>
<th>Sources of Data</th>
<th>Analysis</th>
<th>Status of Sub-Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Political and Regulatory environment is not proficient.</td>
<td>Primary Data</td>
<td>On the basis of survey of selected departments it has been found that on politically and regulatory environment parameters departments have scored 88 per cent to 100 per cent.</td>
<td>Rejected</td>
</tr>
<tr>
<td>2</td>
<td>Sufficient infrastructure and connectivity not available in the departments</td>
<td>Primary Data</td>
<td>Analysis of the selected departments shows that on infrastructure and connectivity parameters departments have scored more than 85 per cent.</td>
<td>Rejected</td>
</tr>
<tr>
<td>3</td>
<td>Departments are not e-ready to accept the Information and Communication</td>
<td>Primary Data</td>
<td>During the survey selected departments have analysis on readiness parameters therefore it was found that departments have</td>
<td>Rejected</td>
</tr>
<tr>
<td>S. No.</td>
<td>Sub-Hypothesis</td>
<td>Sources of Data</td>
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<tr>
<td>1.</td>
<td>Government of Haryana has failed to provide sufficient infrastructure for e-governance</td>
<td>Secondary Data</td>
<td>On the basis of enquiry it has surfaced that government of Haryana has scored more than 85 per cent in terms of availability of adequate infrastructure for e-governance.</td>
<td>Rejected</td>
</tr>
<tr>
<td>4</td>
<td>ICT has not been usages</td>
<td>Primary Data</td>
<td>On the basis of survey of selected departments it has been found that usage parameters departments have scored 57 per cent to 84 per cent.</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

The study of select departments in the State of Haryana for checking the e-readiness depicts that Department of Haryana Urban Development Authority and department of Social Welfare has attained the high level of e-readiness by scoring more than 80.00 per cent on e-readiness parameters, whereas Information Technology department and Tourism department have scored more than 74.00 per cent in the assessment. It can be concluded that departments are ready to adopt the e-governance in their day to day working. On the basis of above mentioned e-readiness assessment result it can be deduced that the hypothesis “Most of the Departments in the State of Haryana are not ready for e-governance” stands rejected.

Hypothesis II

Government of Haryana has failed to provide sufficient infrastructure for e-governance in Haryana.

The government of Haryana has been taking various initiatives to provide sufficient infrastructure for e-governance. On basis of survey it has been found that the existing departments of Haryana government have sufficient number of computers; high speed internet connection; availability of software and hardware expert and IT skilled manpower etc. It shows the government of Haryana has provided sufficient infrastructure for e-governance.
The study reveals that state government has been taking serious actions for providing sufficient infrastructure for e-governance. So the hypothesis “Government of Haryana has failed to provide sufficient infrastructure for e-governance in Haryana” stands rejected.

Hypothesis III

The human resource of the department’s of Government of Haryana lack computer skills.

On the basis of survey it has been found that human resource of Haryana Government is capable to handle the computers efficiently and their behaviour is quite good towards the citizens. The following sub hypotheses were checked in order to analysis the e-literacy of Haryana Government personnel.

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<th>Status of Sub-Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Human resource of the department’s of Government of Haryana lack computer skills</td>
<td>Primary/Secondary Data</td>
<td>On the basis of survey of citizens it came to light that 68.0% respondents claimed that they were satisfied with the efficient handling of job.</td>
<td>Rejected</td>
</tr>
<tr>
<td>2</td>
<td>The department do not have IT skilled manpower</td>
<td>Primary Data</td>
<td>On the basis of e-readiness parameters it was found that all selected departments have scored 100 per cent in terms of having IT skilled manpower.</td>
<td>Rejected</td>
</tr>
<tr>
<td>3</td>
<td>The department does not provides ICT training to its employees</td>
<td>Primary Data</td>
<td>Analysis of e-readiness parameters shows that all selected departments have scored 100 per cent in terms of availability of training to all the employees</td>
<td>Rejected</td>
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</tbody>
</table>

On the basis of above discussion, it can be seen that human resources of Haryana Government have efficient computer skills as well as having proper training arrangement to improve their skills. Therefore the hypothesis “The human resource of the department’s of Government of Haryana lack computer skills” stands rejected.
Hypothesis IV

Non-availability of resources has been a big hurdle in the process of computerization in the departments of Haryana.

On the basis of e-readiness analysis it has been found that in terms of resources availability government of Haryana is doing well. The above mentioned hypothesis has been analysed on the basis of various e-readiness indicators i.e. Availability of sufficient number of computers in the department; Availability of internet connections; Availability of high internet speed; The availability of software and hardware experts in the department; The department have IT skilled manpower; The department provides ICT training to its employees and Training is being provided to the employees of all levels in department etc.

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<th>Sources of Data</th>
<th>Analysis</th>
<th>Status of Sub-Hypothesis</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Non-availability of resources has been a big hurdle in the process of computerization in the departments of Haryana</td>
<td>Primary Data</td>
<td>On the basis of survey it has been found that, government of Haryana has been providing sufficient resources i.e. number of computers; internet connection; software and hardware experts and IT skilled manpower etc</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

In light of above discussion it is clear that Non-availability of resources has been a big hurdle in the process of computerization in the departments of Haryana stands rejected.

Hypothesis V

Government has made no effort to simplify its rules, regulations and internal processes.

On the basis of e-readiness analysis it was found that department of Haryana government has simplified its internal process, rules and regulation for the adoption of e-governance.
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Government has made no effort to simplify its rules, regulations and internal processes.</td>
<td>Primary Data</td>
<td>On the basis of enquiry of selected departments it has been found that they have scored 100 per cent on usage parameters, that departmental efforts has been made for simplification of rules and procedures in Haryana.</td>
<td>Rejected</td>
</tr>
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</table>

Thus on the basis of the above analysis of sub hypothesis, it can be seen that government of Haryana has made efforts for simplification of rules and procedures. So the hypothesis “Government has made no effort to simplify its rules, regulations and internal processes” stands rejected.

**Hypothesis VI**

**E-governance has resulted in saving of time in delivery of services to the citizens.**

Haryana government has accepted e-governance for providing better and speedy services to the citizens. During the survey it was observed that more than 90 per cent respondents were in the favour that introduction of e-governance has provided speedy delivery of services.

| S. No. | Sub-Hypothesis                                                                 | Sources of Data | Analysis                                                                                                                                                                                                 | Status of Sub-Hypothesis |  |
|-------|--------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------| |
| 1.    | E-governance has resulted in saving of time in delivery of services to the citizens. | Primary Data   | On the basis of survey it has been found that 90.6% respondents answered that they agree with this statement, whereas 1.3% respondents were in disagreement with the statement. | Accepted                 |  |

The study depicts that e-governance has resulted in saving of time in delivery of services. So the hypothesis “E-governance has resulted in saving of time in delivery of services to the citizens” stands validated.
Hypothesis VII

E- Governance has brought transparency in Government Departments of Haryana.

An attempt has been made to analyses the citizen’s perception towards the statement whether; e-governance has brought transparency in government departments in Haryana. For this the sub-hypothesis i.e. introduction of e-governance has brought transparency in the system was checked.

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</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>E- Governance has brought transparency in Government Departments of Haryana</td>
<td>Primary Data</td>
<td>On the basis of analysis it is observed that, 22.6% respondents were strongly agree and 63.6% answered that they agree, only 10.3% respondents replied neutral for this whereas 3.3% showed their disagreement with the statement.</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Further an enquiry was made from the respondents to know whether transparency has reduced the level of corruption. On the basis of responses it has been found that 2.6% respondents were strongly agree and 83.3% answered that they agree, only 12.0% respondents replied neutral for this whereas 2.0% showed their disagreement with the statement.

On the basis of above analysis, we can deduce that introduction of e-governance has brought transparency in the system. So the hypothesis “E- Governance has brought transparency in Government Departments of Haryana” stands validated.

Hypothesis VIII

Citizens are satisfied with the quality of services after introduction of e-governance initiatives in Haryana.

To access the level of satisfaction among the citizens, structured questionnaire was administered and to check the status of hypothesis following service wise sub hypothesis were used.
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<th>S. No.</th>
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<th>Analysis</th>
<th>Status of Sub-Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Citizens are not satisfied with the timing of working hour of e-disha</td>
<td>Primary Data</td>
<td>57.3% of citizens are satisfied with the working hour while, About 42.6% of citizens are dissatisfied.</td>
<td>Rejected</td>
</tr>
<tr>
<td>2.</td>
<td>Citizens are not satisfied with the availability of working staff of e-disha</td>
<td>Primary Data</td>
<td>About 55.6% of citizens are satisfied while 44.3% of citizens are dissatisfied with the availability of working staff in e-disha centre.</td>
<td>Rejected</td>
</tr>
<tr>
<td>3.</td>
<td>Citizens are not satisfied with the competence of dealing personnel in term of job handling in e-disha centres</td>
<td>Primary Data</td>
<td>It has been found that 68.0% of citizens are satisfied with the competence of job handling in e-disha centre. While 32.0% of citizens are dissatisfied.</td>
<td>Rejected</td>
</tr>
<tr>
<td>4.</td>
<td>Citizens are not satisfied with the number of service counters available in e-disha centres</td>
<td>Primary Data</td>
<td>Analysis of the data shows that 59.6% of citizens are satisfied with the number of service counter available at e-disha centre, while 40.3% of citizens are dissatisfied.</td>
<td>Rejected</td>
</tr>
<tr>
<td>5.</td>
<td>Citizens are not satisfied with the location of e-disha centres</td>
<td>Primary Data</td>
<td>About 61% of citizens are satisfied and while, 39% of dissatisfied with the location of e-disha centre.</td>
<td>Rejected</td>
</tr>
<tr>
<td>6.</td>
<td>Citizens are not satisfied with the basic public amenities (drinking water and washroom etc) in the e-disha centres</td>
<td>Primary Data</td>
<td>On the basis of observation it was found that 62.3% of citizens are dissatisfied with the washroom facility. In the case of drinking water about 50.6% of citizens showed their dissatisfaction towards drinking water facility.</td>
<td>Accepted</td>
</tr>
<tr>
<td>7.</td>
<td>Citizens are not satisfied with the service provided by the single window system.</td>
<td>Primary Data</td>
<td>About 63.3% of citizens are satisfied with the single window service system. While 36.6% of dissatisfied.</td>
<td>Rejected</td>
</tr>
<tr>
<td>8.</td>
<td>Citizens are not satisfied with the canteen facility.</td>
<td>Primary Data</td>
<td>About 52.6% of citizens are satisfied with the canteen facility.</td>
<td>Rejected</td>
</tr>
</tbody>
</table>
Analysis of sub-hypothesis reveals that in terms of citizen satisfaction majority of respondents are satisfied. However there are some areas where government of Haryana has been lacking i.e. availability of washroom and drinking water facility at the e-disha centres. Government of Haryana should concentrate on these issues to improve these facilities.

On the basis of these it can be said that hypothesis “Citizens are satisfied with the quality of services after introduction of e-governance initiatives in Haryana” stands accepted.

6.8 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.

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 e-governance in their procedures.

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.

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

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.

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.

6. Training to personnel: Personnel are the most important part for any organisation. Training to personnel is of utmost significant for the organisation in order to perform as per the goal. So it is suggested that the personnel should be trained to make optimum utilization of the Information Technology. For this purpose regular and relevant training should be imparted by the respective departments. The existing training programmes duration should be increased.

7. Availability of variety of services: Availability of variety of services can attract large group of people which in turns beneficial for government in terms of revenue generation and citizens to availing services at one stop. So it is recommended that e-disha centres should include additional services in the list of services already offered by them. The suggested additions are the issuance of bus pass, pensions, issue of voter card and sale of stamp paper etc.

8. Increase time duration: Long hour opening of e-disha outlet can provides more services to the large number of people. During the study it was found that working hour of these e-disha centres is 9:00 am to 5:00 pm, which is not suitable for service man and students to avail services. It is suggested that timing should be 8:00 am to 8:00 pm all seven days.

9. Improvement of basic amenities: During the study it was found that condition of washroom, canteens, drinking water and parking was very poor. Government should improve the washroom facility for female; should make arrangements for hygienic drinking water; clean and hygienic canteen facility and there must be proper parking arrangements for vehicles at e-disha centres.

10. Availability of security system: There is a need of security arrangement at every e-disha centres, for that there should have an alarm system to protect burglary attempt.

11. Citizen friendly: It is recommended that of every e-disha centre should be made citizen friendly. There should be proper sitting arrangement, ramps for elders and physically challenged people, proper ventilation, suitable
temperature and separate service counters for elders and physically challenged.

12. **Awareness campaigns:** More awareness campaigns and proper advertisement need to be brought about the e-disha centre with respect to their location, services provided by them and the timing of operations etc.

13. **Performance appraisal:** Regular evaluation of the progress and effectiveness of e-governance initiative should be undertaken. This would enable to determine the gap between stated and attained objectives.

14. **Gender sensitive:** It is recommended that these centres should be made more gender sensitive so that females also use their services in greater number. For this, centres should setup separate counters for them and these should be easily approachable.