CIVIC SERVICES: INSTITUTIONAL FRAMEWORK FOR DELIVERY OF SERVICES WITH SPECIAL REFERENCE TO E-DISHA CENTRES IN HARYANA
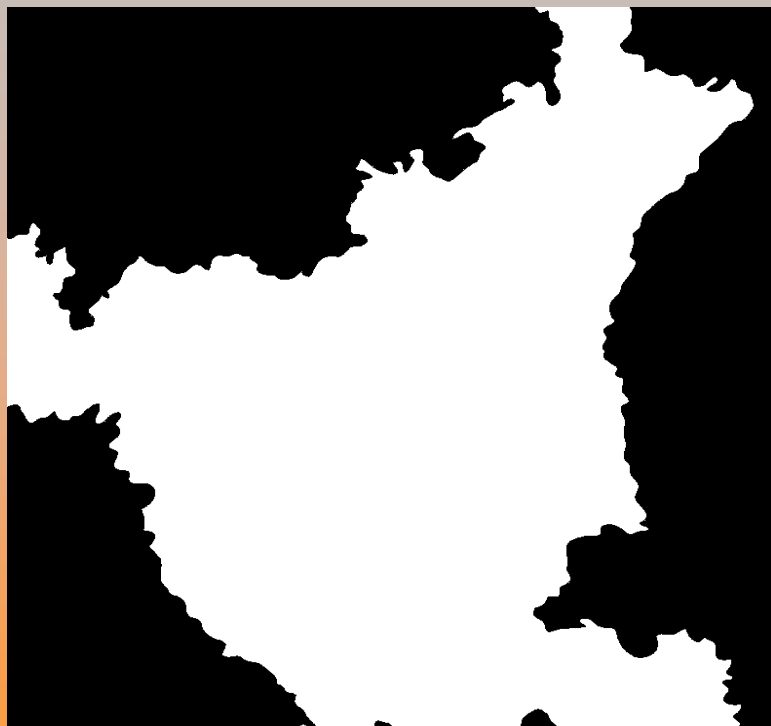
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CIVIC SERVICES:
INSTITUTIONAL FRAMEWORK FOR DELIVERY OF SERVICES WITH SPECIAL REFERENCE TO E-DISHA CENTRES IN HARYANA

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INSTITUTE FOR DEVELOPMENT AND COMMUNICATION (IDC)
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DEPARTMENT OF PLANNING, GOVERNMENT OF HARYANA

Report Writing:

Prof. B. S. Ghuman

Contributors:

Mr. Navdeep Asija
Mr. Chandan Awasthi

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INTRODUCTION

The traditional model of governance, confines to mere provision of goods and services. It does not assign much weightage to the citizens' satisfaction. Empirical evidence suggests that this model has failed in many cases even on account of provision of services. The unexpected outcomes of this model include (i) bloated, procedure driven and citizen distancing administration; (ii) mounting financial burden of administrative machinery on state exchequer; (iii) alienation of citizenry from administration.

In the arena of governance a paradigm shift has taken place. In advanced particularly Organization for Economic Co-operation and Development (OECD) countries governance has moved from bureaucracy-centric to citizen-centric. In the new model, driven by New Public Management (NPM) and Reinventing government, the emphasis is on quality and time bound delivery of services, transparency, accountability, time bound redressal of public grievances, consultation with citizens, value for money and finally, enhancing citizen satisfaction.

The main focus of this study is to evaluate the existing institutional mechanisms in terms of capacity of institutions, processes and human resources and suggest integrative institutional model for service-delivery and grievance redressal.

Objectives of the Study

Objectives of the study are to:

1. Evaluate the existing institutional mechanisms with reference to Electronic Delivery for Integrated Services of Haryana (e-DISHA) for the delivery of public services in Haryana.

2. Examine the mindset of employees towards service delivery and citizens.

3. Identify and document new initiatives and best practices adopted for making governance citizen-friendly.

4. Recommend policy prescriptions and institutional mechanisms for adopting the new initiatives and best practices for making governance citizen-centric in Haryana.

5. Suggest capacity enhancing training programmes for preparing the human resources aligned with citizen-centric governance reforms in Haryana.

Organization of the Study

The study has been organized into seven parts. Part I deals with the research methodology adopted in carrying out the study. Part II discusses the traditional institutional framework for delivery of services in Haryana. Part III highlights new institutional mechanisms for delivery of services in Haryana with special reference to e-DISHA Centres. This part also discusses the evolution, working, objectives, procedure for availing the services and list of selected services of e-DISHA Centres. Part IV evaluates the working and performance of e-DISHA Centres from citizens as well as officials perspective. New initiatives, best practices and institutional mechanisms for making governance citizen-friendly in Haryana are documented in Part V. Part VI deals with policy recommendations for re-engineering institutional framework of e-DISHA Centres. Capacity enhancing training programmes for preparing the human resources aligned with citizen-centric governance reforms in Haryana are discussed in Part VII.

I
RESEARCH METHODOLOGY

Both primary and secondary data are used. For studying the existing mode of citizen-administration interface and for analyzing the existing procedures followed in citizen-administration interface specifically in terms of procedure, time and cost, secondary data is used. For identifying inadequacies of existing model of citizen-administration interface and new initiatives and best practices adopted across the globe for making governance citizen-friendly, latest advances in the theory and practice of governance are relied upon.

Primary data was collected through structured questionnaires administered to citizens and employees for evaluating their perspective towards service delivery. The evaluation from citizens' perspective has been discussed through the following major parameters:

i. Awareness regarding e-DISHA Centres

ii. Procedure for availing the service

iii. Availability of Display Boards

iv. Grievance redressal mechanism

v. Working environment and behavior of employees

vi. Mitigating Corruption

vii. Time bound delivery of services

For analysing officials perspective for service delivery following major parameters are adopted:

i. Working environment at e-DISHA Centres

ii. Training of Officials

iii. Availability of infrastructure

iv. Coordination among parent departments and e-DISHA Centres

v. Help provided to service seekers

vi. Penalty provisions

vii. Working of Grievance redressal mechanism

Finally, data was processed and analyzed with the help of suitable statistical techniques and graphically presented by using pi-charts where necessary.

Sampling Framework

Institutional mechanism of different services; from request to final delivery of service, has been studied to understand the process thoroughly and to identify unnecessary procedures, technicalities and factors which cause delay and inconvenience to service seekers. For this purpose e-DISHA Centres of four districts namely, Panchkula, Panipat, Gurgaon and Mewat are chosen.

Primary data was collected from 306 respondents of above mentioned four districts of Haryana. Out of the total respondents, 201 are citizens who are the beneficiaries of e-DISHA Centres and remaining 105 are officials working at e-DISHA Centres.

Out of 201 total beneficiaries 132 are from rural areas and 69 are urban respondents. The district-wise break-up of sample citizens is shown in Table 1 and Figure 1. Other respondents to the tune of 105 are officials working at e-DISHA Centres.

Table 1
Breakup of Beneficiaries of All Four Districts' e-DISHA Centres (Urban/Rural Wise)

Panchkula		Panipat		Gurgaon		Mewat		Total	
Total 51		Total 48		Total 78		Total 24		Total 201	
Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban	Rural	Urban
33	18	32	16	51	27	16	08	132	69

Figure 1: Breakup of Beneficiaries of All Four Districts' e-DISHA Centres (Urban/Rural Wise)
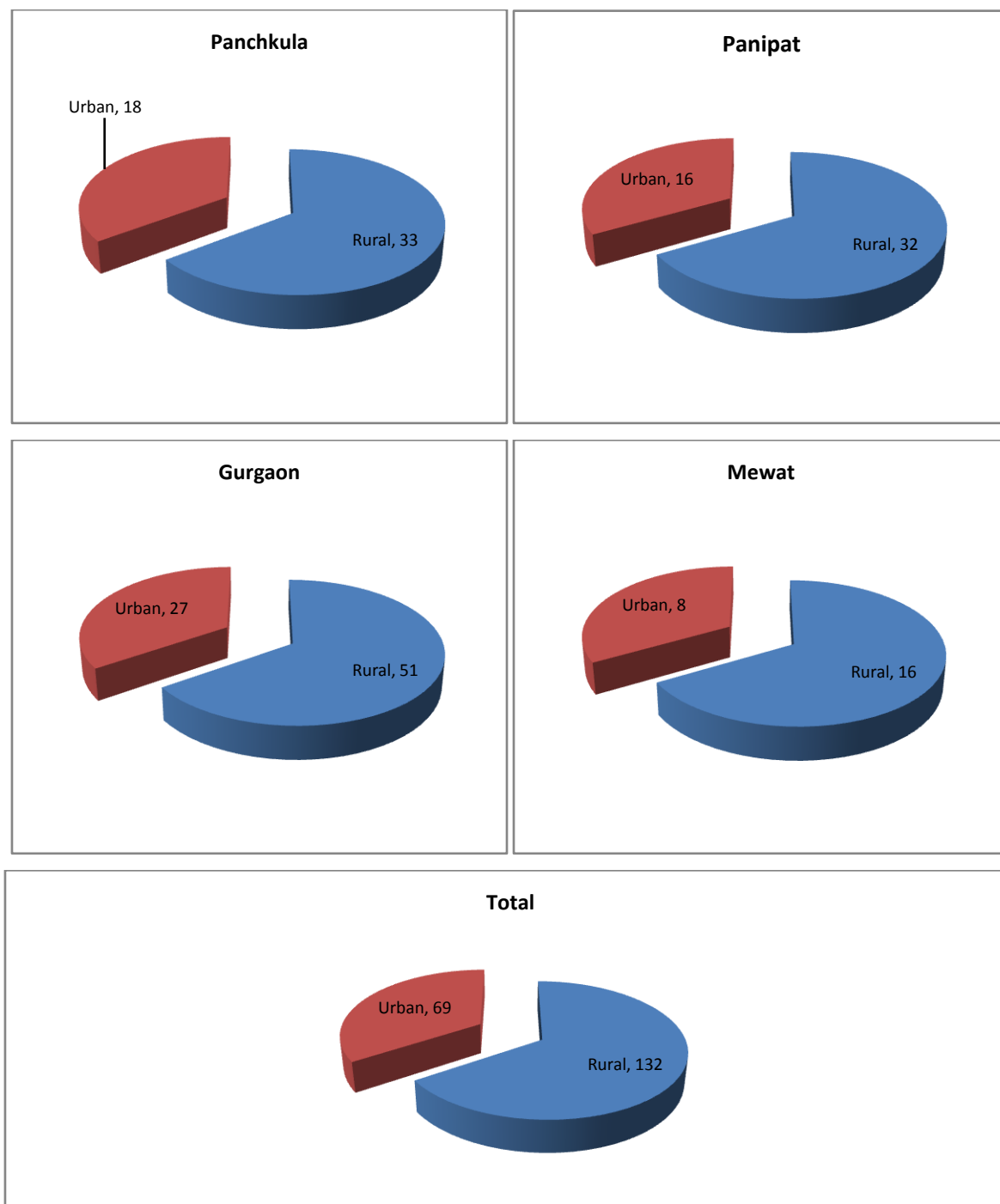
Employees working at different positions in the institutional mechanism of a particular service are covered under study to understand their understanding and sensitization about the citizen-centric hassle free service delivery and factors causing problems. At each administrative level of institutional mechanism, responses of staff deputed for different work were collected through questionnaires. In this regard, the data was collected from 105 officials of four districts, namely, Panchkula, Panipat, Gurgaon, and Mewat (Table 2 and Figure 2).

Table 2
Break-up of Officials of e-DISHA Centres of Four Districts

Panchkula	Panipat	Gurgaon	Mewat	Total
27	26	32	20	105

Figure 2: Break-up of Officials of e-DISHA Centres of Four Districts
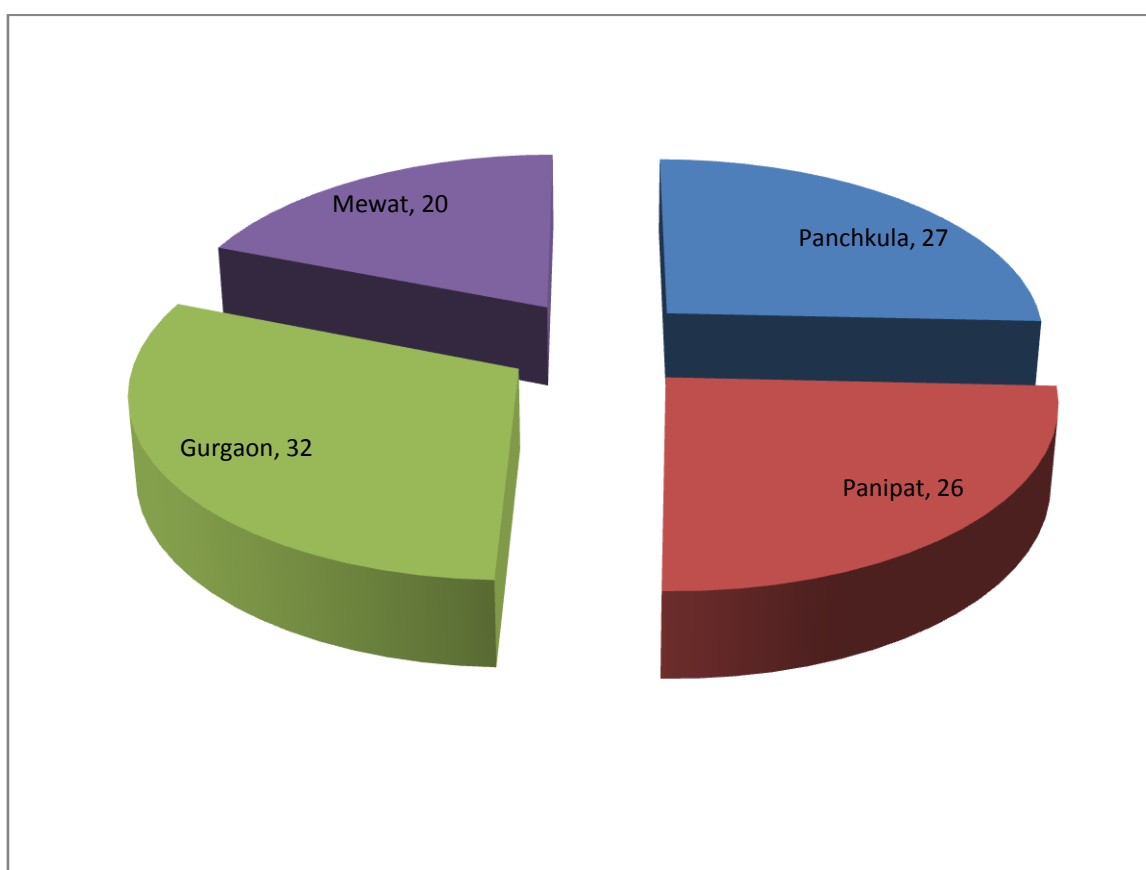
II
TRADITIONAL INSTITUTIONAL FRAMEWORK FOR DELIVERY OF SERVICES IN HARYANA

Prior to discussing the traditional institutional framework for service delivery in Haryana it is desirable to describe the dominating paradigms of citizen-administration relationships.

The following five paradigms articulate the administration-citizen interaction:

I.   Coerciveness (Citizens as Subjects and Administrators as Rulers).

II.   Delegation (Citizens as Voters and Administrators as Trustees).

III.   Responsiveness (Citizens as clients/ customers and Administrators as Managers).

IV.   Collaboration (Citizens as Partners and Administrators as Partners).

V.   Citizenry Coerciveness (Citizens as Owners and Administrators as Subjects).

Figure 3: An Evolutionary Continuum of Public Administration-Citizen Interaction
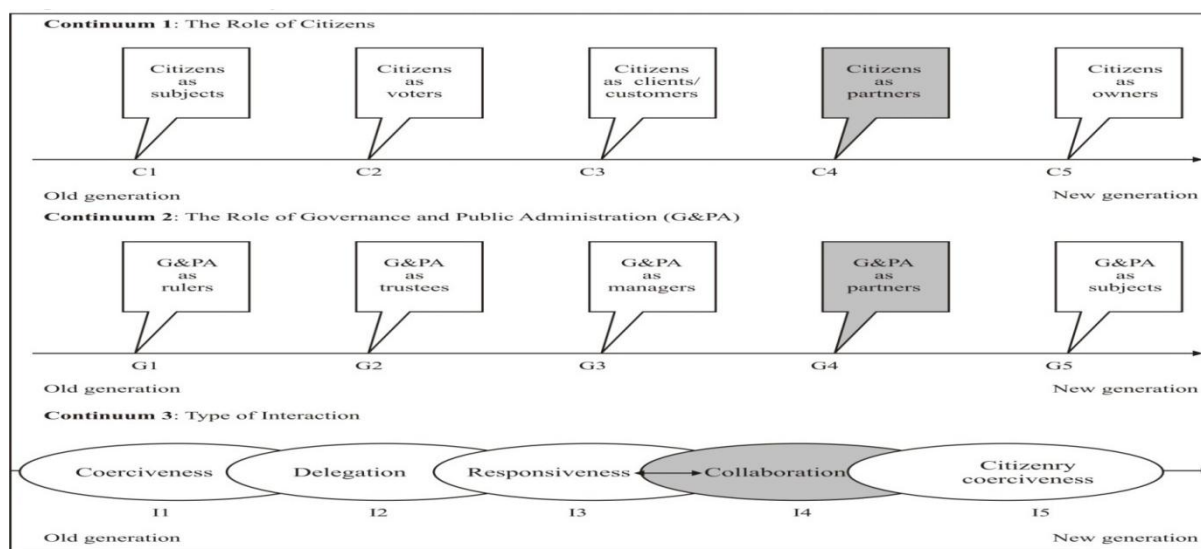
Source: Vigoda (2002).

In Haryana, traditionally, administration-citizen interaction in practice belongs to second paradigm, namely, delegation where citizens are voters and administrators are trustees.

The traditional model patterned on the Weberian model of administration is designed to deliver public services impartially to the citizens on the basis of rules and regulations mentioned in the statute book. In the Model, rules and regulations are instruments/means to provide equitable public services to all the citizens without any discrimination (Ghuman *et al*., 2009).

While studying this model in Haryana it has been found that the Model follows cumbersome procedures and is costly and time consuming.

The citizen has to go from one office to the other to get the desired services. Even the citizen did not have any clue about to whom he/she needs to visit for getting the particular service. The provision of defined time limit for availing particular service is not at all in place in Haryana. In this situation one could hardly expect redressal mechanism if the citizen finds any problem while availing the services. Even the transportation cost involved is high. The citizen has to visit many times to get the service, making the total cost of service very high.[1] Adding to the misery are long queues, procedural complexities, delaying tendencies of officials, inefficiency in work, the cramped spaces, shabby ambience of waiting area in government offices, problems of corruption, system of touts and other exploitary measures that prevailed in the administration and delivery of public services (Ghuman et al., 2009).

Moreover, this Model being bureaucracy-centric, alienates citizens from administration and thus trust deficit emerges as its major limitation. Also with the passage of time in the internal working of bureaucratic organizations, rules and regulations became sacrosanct and virtually emerged as ends rather than as means. The Model of public bureaucracy designed as formal, hierarchical, specialized, rule bound, rational and neutral authority thus drifted away from its goal (i.e. 'goal displacement') of delivering public services efficiently and impartially to citizen and reached a stage of dysfunctional bureaucracy (Ghuman, 2000).

III

NEW INSTITUTIONAL MECHANISMS FOR DELIVERY OF SERVICES IN HARYANA: e-DISHA CENTRES

For curing ills of the dysfunctional model of bureaucracy two new paradigms namely, the New Right School of Thought and Re-inventing Government are advanced by the theorists and administrators. The New Right School of Thought particularly its Public Choice constituent very forcefully suggests to reduce the role and size of government drastically and thus deregulation and privatization are prescribed as panacea of all the ills of Weberian Model of bureaucracy. The reinventing Government School of Thought led by Ted Gaebler and David Osborne (1992) and The Gore Report (1993) suggests to reform the Government organizations on account of their mission as well as internal working. This School of Thought advocates ten principles for reinventing government, which included government steering more rather than rowing, becoming mission-driven, results-oriented, citizen-centric, empowering community, injecting competition, enterprising, anticipatory, decentralized and market-oriented (Shafriz and Russel, 1997).

The New Right School of Thought defines the core of New Public Management (NPM) which has revolutionized the working of organization by making them citizen-centric and result-oriented. The advent of good governance and its principles further emphasized on making administration transparent, accountable, responsive and corruption-free.

In the backdrop of the emergence of the concepts like NPM, re-inventing government and, the governments across the globe took measures and initiatives to ensure the inculcation of the principles of NPM and good governance in the administration and making it citizen-centric. The first such initiative was introduction of Citizen's Charter in UK by John Major's government to improve the state of delivery of public services. Citizen's Charter in UK which was based on six principles, namely, standards, information and openness, choice and consultation, courtesy and helpfulness and value for money set up the benchmark for other courtiers (Government of Punjab, 2009). The initiative was imitated all across the globe and aimed at making the mechanism of delivery of public services transparent, accountable, time-bound and corruption free. India adopted citizen's charter in 1997 with Chief Ministers' Conference on Action Plan for Effective and Responsive Administration (Ghuman, 2000). Other citizen-centric governance measures include regulatory institutions, Right to Information Act, Right to Service Act, e-governance, constituting Second Administrative Reforms Commission (SARC), etc. It is relevant to mention here that SARC has submitted a

report titled, "Citizen Centric Administration: The Heart of Governance" in this regard (Government of India, 2009).

Another development that revamped the service delivery mechanisms was the emergence of use of information, communication and technology (ICT) in carrying out the working of administration. The use of ICT has resulted in phenomenal transformations in the corporate world on account of transactions, efficiency, speed and cost-effectiveness. This phenomenon is popularly known as e-commerce.

The use of ICT in public organizations has been gaining momentum. It was adopted in both the paradigms and hence emerged as a common denominator. The purpose of the application of ICT in public organizations is to mitigate some of inadequacies of the existing bureaucratic model of administration.

The use of ICT in public affairs is known as e-government or e-governance. E-government connotes the use of ICT for improving qualitatively its interface with citizens, businesses and other users of government services. E-government aims to promote: users' access to information, speed, efficiency and delivery of public services seamlessly, transparency in government transactions, and finally reduce the distance, time and cost involved in the provision of public services (Ghuman *et al*, 2009)

India is no exception to this trend. In order to revamp the delivery of public services the Central as well as the State governments have relied upon the use of ICT in delivering the services. Studies across India have brought out that the use of ICT has reinvented and revamped the delivery of services. The use of ICT has also improved the administration on the context of transparency, accountability, responsiveness and corruption-free administration.

e-DISHA Centres

The realization on the part of the Haryana government to improve up on the system of delivery of public services led the government to take policy measures in this regard. The most important policy initiative came in the wake of setting up e-DISHA Centres for providing different services to the citizens under one roof. The initiative of setting up of e-DISHA Centres is aimed at making service delivery mechanism transparent, accountable, responsive, time-bound, speedier and corruption free.

Institutional Mechanisms

IT-PRISM (Planning, Reengineering Implementation Steering Monitoring) is a State level steering committee for e-Governance projects in Haryana. IT-PRISM looks after prioritizing the sectors to be undertaken for computerization and reviews the progress of

implementation of IT Action Plans of various government departments, Boards and Corporations. The Committee in its 13th meeting held on 01/09/2005 approved setting up of e-DISHA Citizen Service Centres at District, Sub-Division and Block level in a phased manner under the D-NET/NAI DISHA Project. The major objective of NET/NAI DISHA Project is to facilitate effective and timely delivery of services to the citizen and to provide citizen information regarding the status of their requested services in various departments of the government. The project also aims at Networking of District Secretariats and integrating various department of the State government. The official document of the government defines e-DISHA centres as "The e-DISHA is an IT driven electronic interface between the government and citizens" [2,3].

The Master Service Agreement (MSA) was signed on April 17, 2007 between Financial Commissioner (IT), Government of Haryana and the Managing Director of Haryana State Electronics Development Corporation Limited (Hartron) to implement e-DISHA Centres in the State (Kumar, 2012). The State government set up 104 urban and 1159 rural e-DISHA Centres (Government of Haryana, 2012).

The first e-DISHA Centre was established in Kaithal District of Haryana in collaboration with Red Cross Society as business partner. The success of the pilot e-DISHA Centre encouraged the State government to set up e-DISHA Centres in every district. The IT Department of the State looked after creating infrastructure for these Centres in the districts. The e-DISHA Software was developed by Haryana National Informatics Centre (NIC) and e-DISHA project was implemented by District IT Societies (DITS) with the technical support of NIC, Haryana. The model is considered as one of the best self-sustainable models.

Objectives of e-DISHA Centres

The major objectives of e-DISHA Centres are to:

1. Making governance transparent, thereby maximizing citizen interaction with government to improve quality of service;

2. Improving administration-citizen relationship by providing online transactions, creating the provision of feedbacks to administration and through the medium of legislations;

3. Providing cost effective services; and

4. Providing various services under one roof by integrating different service centres in an efficient, reliable and integrated manner.[4]

Process for Availing Services in e-DISHA Centres

While availing various services provided by e-DISHA Centres, a citizen has to undergo five steps. The first step includes preparing a file; the file contains all relevant documents required for availing the particular service and the requisite form. After preparing the file, the second step is getting a token from the e-DISHA officials. If the file is complete in all aspects one receives the token, if the file is incomplete in any aspect, the concerned official asks the customer to complete the same and then seek the token. The token when received displays the waiting number of the customer. The third step is entry of the file and the contents of the customer in the software followed by the fourth step in which the computer generated receipt is given to the customer. After getting the receipt, the fifth/final step is to deposit the prescribed fee for the particular service in the e-DISHA Centre. Once the fee is deposited, one gets two slips; one slip is submitted to the concerned e-DISHA official and one slip the citizen needs to retain for further inquiry purposes.

Services Provided by e-DISHA Centres

The e-DISHA Centres are established in all the 21 districts of Haryana and provide all those services which come under the domain of the government. The Haryana government vide notification no. 7/8/2011-3AR of Administrative Reforms Department dated June 7, 2011 has decided to provide select 36 services in a time bound manner. The institutional mechanisms through which the services will be provided are e-DISHA Centres. The major services include; issue of driving license; vehicle registration, birth and death certificates, arm license, passport related services. e-DISHA Centres now provide 36 services. The list of services is shown in Table 3[5].

Table 3
List of Select 36 Services

Sr. No.	Service Category	Name of Service (Service No.)	Time limit	Designated Officer	Service Delivery Mechanism
1	Ration Cards (Food & Supply Department)	Issue of New Ration Card (1.a)	15 days	Food Inspector/ AFSO	Currently Manual ; Automating under Smart ration Card based PDS Project
		Issue of Ration Card on receipt of Surrender Certificate (1.b)	07 Days		
		Issue of Duplicate Ration Card (1.c)	07 Days		
		Inclusion of family member name in Ration Card (1.d)	07 Days		
		Deletion of family member name in Ration Card (1.d)	07 Days		
		Change of Address with same Jurisdiction (1.e)	03 Days		
		Change of Address including change of FPS (1.f)	03 Days		
		Issue of Surrender Certificate (1.g)	01 Day		
2	Certificates (Revenue)	Issue of SC Certificate (2)	07 Days	Tehsildar	Computerized at e-DISHA Centres HARCIS
		Issue of BC Certificate (2)	07 Days		
		Issue of OBC Certificate (2)	07 Days		
		Issue of Resident/Domicile Certificate (3)	07 Days		
		Issue of Tapriwas/Vimukt Jaati Certificate (3)	07 Days		
		Issue of Income Certificate (3)	07 Days		
		Issue of Rural Area Certificate (3)	07 Days		
3	Sub Registrar (Revenue)	Registration of Property / Land (HARIS Related Services) (10)	01 Day	Tehsildar	Computerized / HALRIS
4	Land Records (Revenue)	Sanction of Mutation of Land (All kind of Mutations available in HALRIS) (11)	15 Days	Tehsildar	Computerized HALRIS
		Providing Copies of Land Records (HALRIS Related Services) (12)	05 Days		
5	Transport Regulatory (Registering & Licensing Authorities)	Issuance of Learner's Driving License (Sarathi Related Services) (4)	05 Days	SDO (Civil)	Computerized / Sarathi and Vahan
		Issuance of Permanent Driving License (Sarathi Related Services) (5)	07 Days		

Sr. No.	Service Category	Name of Service (Service No.)	Time limit	Designated Officer	Service Delivery Mechanism
		Renewal of Driving License (5)	07 Days		
		Issuance of Duplicate Driving License (5)	07 Days		
		Endorsement of new Class in Driving License (5)	07 Days		
		Issuance of Conductor Driving License (5)	07 Days		
		Registration of New Vehicles (Vahan Related Services) (6)	07 Days		
		Transfer of Ownership of Vehicle (6)	07 Days		
		Issuance of NOC (6)	07 Days		
		Issuance of Duplicate R.C. (6)			
6	Power Electricity Connections	Release of New Electricity Connection (7)	08 Days	SDO (Electricity)	Partially Manual/ Computerized
		Release of Temporary Electricity Connection (8)	08 Days		
		Enhancement of Electricity Load (9)	08 Days		
7	Public Health Engineering	Providing New Water Connection (13)	12 Days	SDO (PHED)	Partially Manual/ Computerized
		Providing of Sewerage Connection (13)	12 Days		
8	Birth & Death (Health & MCs)	Issuance of Birth Certification (after registration) (14)	07 Days	EO (MC) – U/ MO (PHC) - R	Partially Manual/ Computerized
		Issuance of Death Certification (14)	07 Days		
9	Building Plans (MCs / HUDA)	Approval of Building Plans (15)	21 Days	EO(MC) / HUDA	Currently Manual Partially

(Source:http://haryana.gov.in/e-governance/DIPR%20%20MIS%20for%2036%20Citizen%20Centric%20Services%2031-03-2012.pdf)

However, it has been found that all services are not provided by the e-Disha Centres. e-Disha Centres are providing limited services not exceeding 50 per cent of the notified services.

IV
EVALUATION OF e-DISHA CENTRES

As discussed in the organization of the study e-DISHA Centres are evaluated from two different perspectives; from citizens' perspective and from official's perspective

Evaluation of e-DISHA Centres from Citizens' Perspective

Awareness Regarding e-DISHA Centres

Awareness regarding service delivery mechanism is one of the prerequisites for effective service provision. The survey has revealed that mostly citizens have come to know about e-DISHA Centres from information dissemination programmes of the government (29.4%), friends (27.8%) and officials at the respective offices of DC, SDM and BDO (26.4%). Print media has also played role in making citizens aware about e-DISHA Centers. Around 16% of the beneficiaries came to know about e-DISHA Centres from print media (Table 4 and Figure 4).

Table 4
Source of Information about e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
How do you come to know about the e-DISHA Centre?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Print Media	-	-	14	29.1	19	24.4	-	-	**33**	**16.4**
Electronic Media	-	-	-	-	-	-	-	-	**-**	**-**
Information Dissemination Programme of the Government	15	29.4	30	62.5	13	16.6	1	4.2	**59**	**29.4**
Friends	17	33.3	2	4.2	23	29.5	14	58.3	**56**	**27.8**
Officials at the respective office i.e. DC, SDM, Block Office	19	37.3	2	4.2	23	29.5	9	37.5	**53**	**26.4**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 4: How do you come to know about the e-DISHA Centre?

Panchkula
- Officials at the respective office i.e. DC,SDM,Block Office, 37.3
- Print Media, 0
- Electronic Media, 0
- Information Dissemination Programme of the Government, 29.4
- Friends, 33.3

Panipat
- Officials at the respective office i.e. DC,SDM,Block Office, 4.2
- Friends, 4.2
- Print Media, 29.1
- Electronic Media, 0
- Information Dissemination Programme of the Government, 62.5

Gurgaon
- Officials at the respective office i.e. DC,SDM,Block Office, 29.5
- Print Media, 24.4
- Electronic Media, 0
- Friends, 29.5
- Information Dissemination Programme of the Government, 16.6

Mewat
- Print Media, 0
- Electronic Media, 0
- Information Dissemination Programme of the Government, 4.2
- Officials at the respective office i.e. DC,SDM,Block Office, 37.5
- Friends, 58.3

Total
- Officials at the respective office i.e. DC,SDM,Block Office, 26.4
- Print Media, 16.4
- Electronic Media, 0
- Information Dissemination Programme of the Government, 29.4
- Friends, 27.8

Procedure for Availing the Services

Information regarding procedure involved for availing the services facilitates service delivery process. Mechanisms such as print and electronic media, government officials, enquiry counters, Display Boards, friends and relatives help in spreading word about the procedure involved. The officials at respective offices of DC, SDM and BDO have been helpful in providing information to citizens about the procedure for availing the various services. About 48.8% of the total beneficiaries have claimed that they have been provided information about the procedure for availing the services by the officials. Display Boards are also helpful in providing information to beneficiaries about the procedure. Around 32% of

the beneficiaries opined that they came to know about the procedure for availing service from Display Boards. Around 19.4 % of the beneficiaries revealed that they were informed at the Enquiry Counters at e-DISHA Centres about the procedure involved for availing the services (Table 5 and Figure 5).

Table 5
Source of Information About the Procedure of Availing the Service

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
How do you come to know about the procedure of availing services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Display Boards	13	25.5	23	47.9	26	33.3	2	8.3	**64**	**31.8**
Officials	38	74.5	25	52.1	13	16.7	22	91.7	**98**	**48.8**
Enquiry Counter at the Centre	-	-	-	-	39	50.0	-	-	**39**	**19.4**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

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Figure 5: How do you come to know about the procedure of availing services?

Panchkula

- Enquiry Counter at the centre, 0
- Display Boards, 25.5
- Officials at the respective office i.e. DC,SDM,Block Office, 74.5

Panipat

- Enquiry Counter at the centre, 0
- Display Boards, 47.9
- Officials at the respective office i.e. DC,SDM,Block Office, 52.1

Gurgaon

- Enquiry Counter at the centre, 50
- Display Boards, 33.3
- Officials at the respective office i.e. DC,SDM,Block Office, 16.7

Mewat

- Enquiry Counter at the centre, 0
- Display Boards, 8.3
- Officials at the respective office i.e. DC,SDM,Block Office, 91.7

Total

- Enquiry Counter at the centre, 19.4
- Display Boards, 31.8
- Officials at the respective office i.e. DC,SDM,Block Office, 48.8

Display Boards

Display Boards at e-DISHA Centres are helpful in disseminating information regarding customer oriented services such as nature of services, cost involved, time period for service provision, etc. In all the districts, beneficiaries were of the view that they found Display Boards at the e-DISHA Centres displaying information about the cost of service, time limit, the authority to approach for particular service and other details. But in Gurgaon 35.9% and in Mewat 16.6% of the beneficiaries opined that they did not find the information mentioned above. Overall, 84.1% of the beneficiaries were of the view that there was sufficient information on Display Boards at e-DISHA Centres. However, 15.9% of the total

beneficiaries expressed that the relevant information was not displayed (Table 6 and Figure 6).

Table 6
Information on Display Boards at e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Display Board showing the cost of service, time limit, the authority to approach for particular service and other details in the service centres?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes, All required information Displayed.	51	100.0	48	100.0	50	64.1	20	83.4	**169**	**84.1**
All required information not displayed.	-	-	-	-	28	35.9	4	16.6	**32**	**15.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 6: Do you find the Display Board showing the cost of service, time limit, the authority to approach for particular service and other details in the service centres?

Panchkula

No, 0

Yes, 100

Panipat

No, 0

Yes, 100

Gurgaon

No, 35.9

Yes, 64.1

Mewat

No, 16.6

Yes, 83.4

Total

No, 15.9

Yes, 84.1
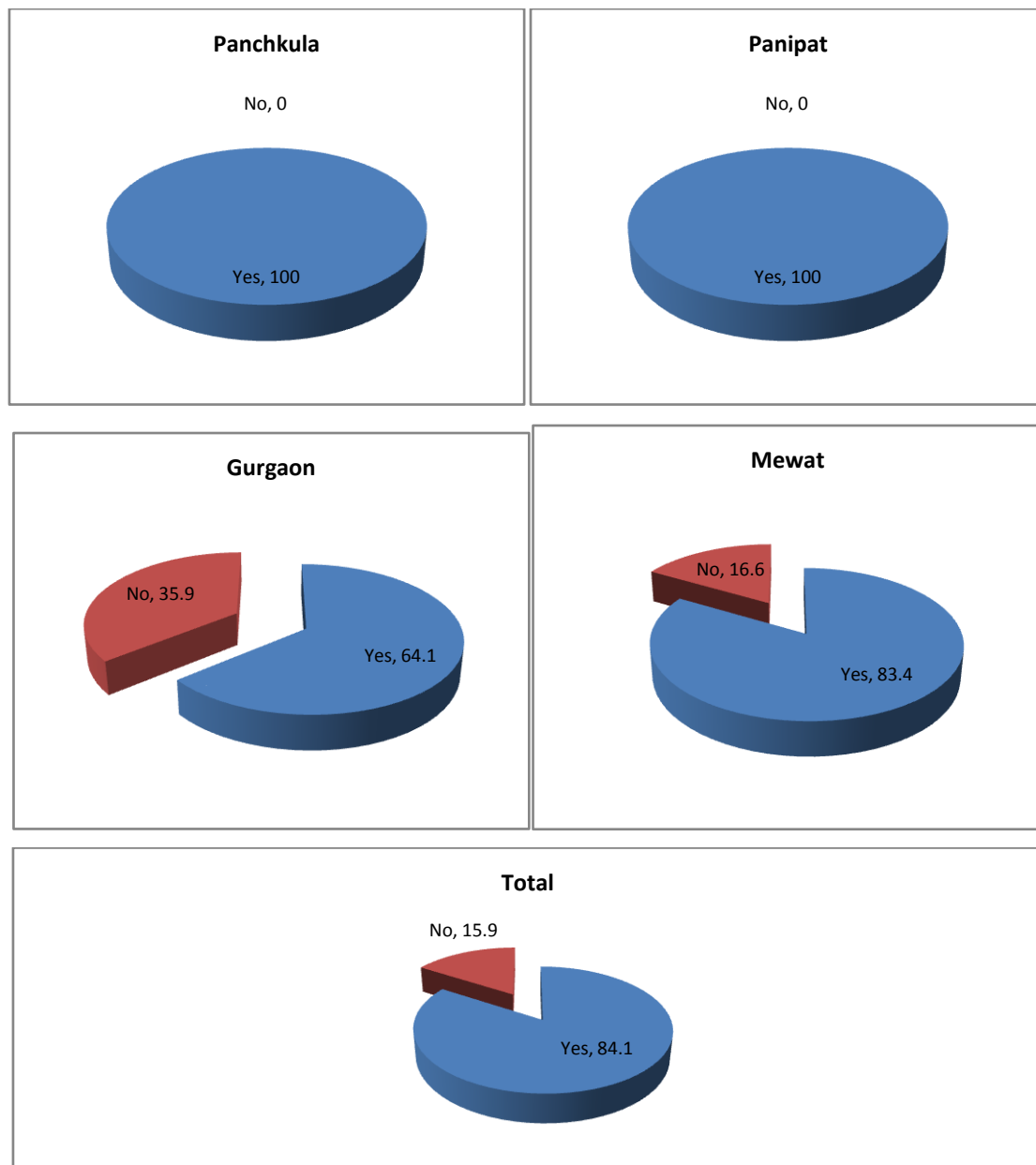
Place of Display Boards

Display Boards are one of the major sources for disseminating information regarding various facets of service delivery mechanism as mentioned above. Thus, their strategic location helps in making service seeker aware about various entitlements of service provision.

About the placement of Display Boards at prominent places in e-DISHA Centres, the data has brought encouraging results as 100 percent of the beneficiaries in all the districts were of the view that they found the Display Boards of e-DISHA Centres at the prominent places (Table 7 and Figure 7).

Table 7
Prominent display of Boards at e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Board displayed at a prominent place?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	51	100.0	48	100.0	78	100.0	24	100.0	**201**	**100.0**
No	-	-	-	-	-	-	-	-	**-**	**-**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 7: Board displayed at a prominent place?

Panchkula
No 0%
Yes 100%

Panipat
No 0%
Yes 100%

Gurgaon
No 0%
Yes 100%

Mewat
No 0%
Yes 100%

Total
No 0%
Yes 100%
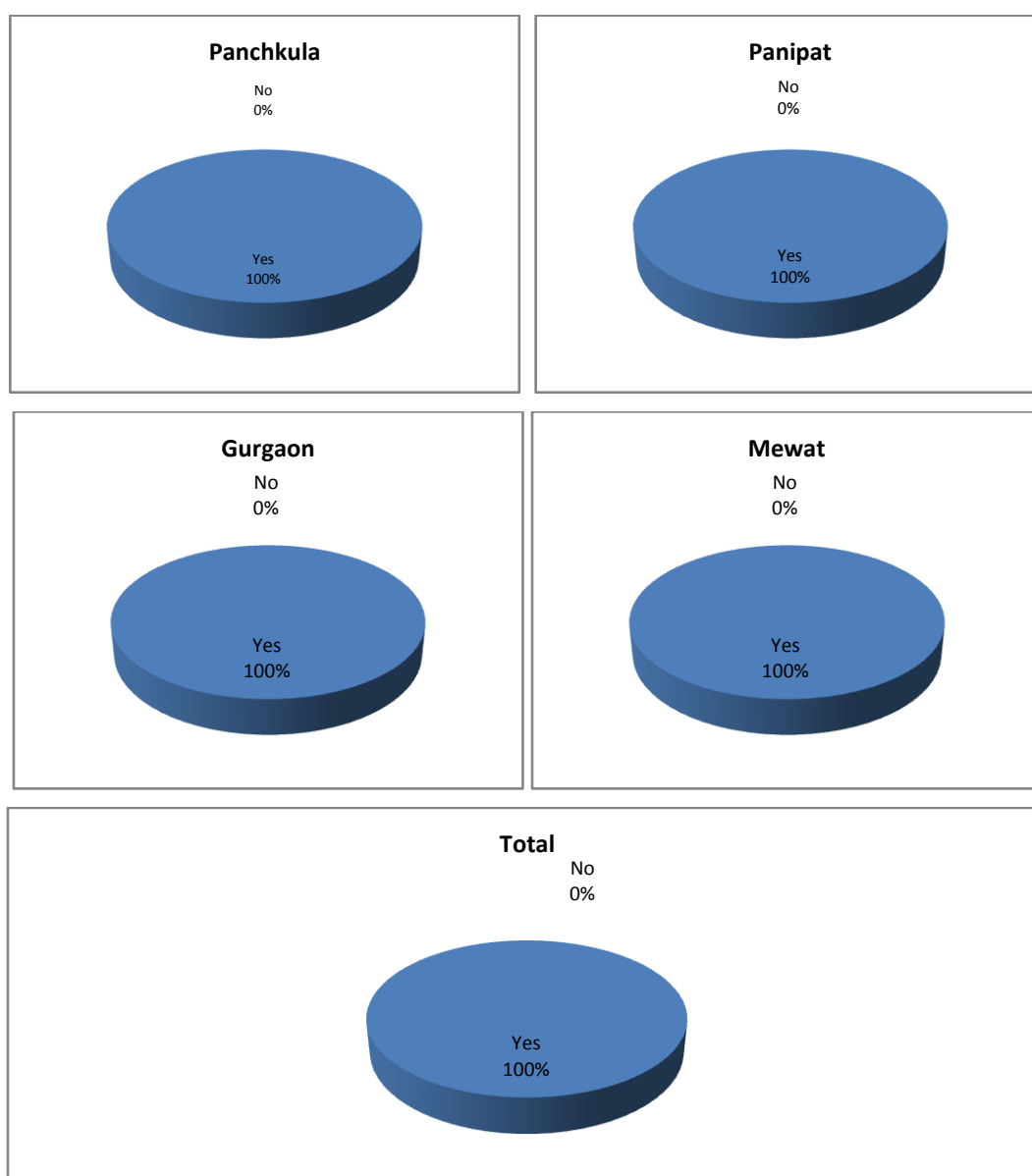
Display Boards in Hindi

Displaying boards in vernacular languages helps in mass awareness and easy understanding of the service delivery mechanism. The survey has also recorded high percentage (74.63%) of beneficiaries responding that the information displayed in Display Boards was available in Hindi language. In districts of Panipat, Gurgaon and Mewat all the respondents stated that the Display Boards were in Hindi language. In case of Panchkula district all the respondents opined that they did not find Display Boards in Hindi language. Only 25.37% of the total beneficiaries claimed that the information was not in Hindi language (Table 8 and Figure 8).

Table 8
Availability of Display Boards in Hindi Language

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Is information on Display Boards available in Hindi language also?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	-	-	48	100.0	78	100.0	24	100.0	**150**	**74.63**
No	51	100.0	-	-	-	-	-	-	**51**	**25.37**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 8: Is information on Display Boards available in Hindi language also?

Panchkula

Yes, 0

No, 100

Panipat

No
0%

Yes
100%

Gurgaon

No
0%

Yes
100%

Mewat

No, 0

Yes, 100

Total

No, 25.37

Yes, 74.63
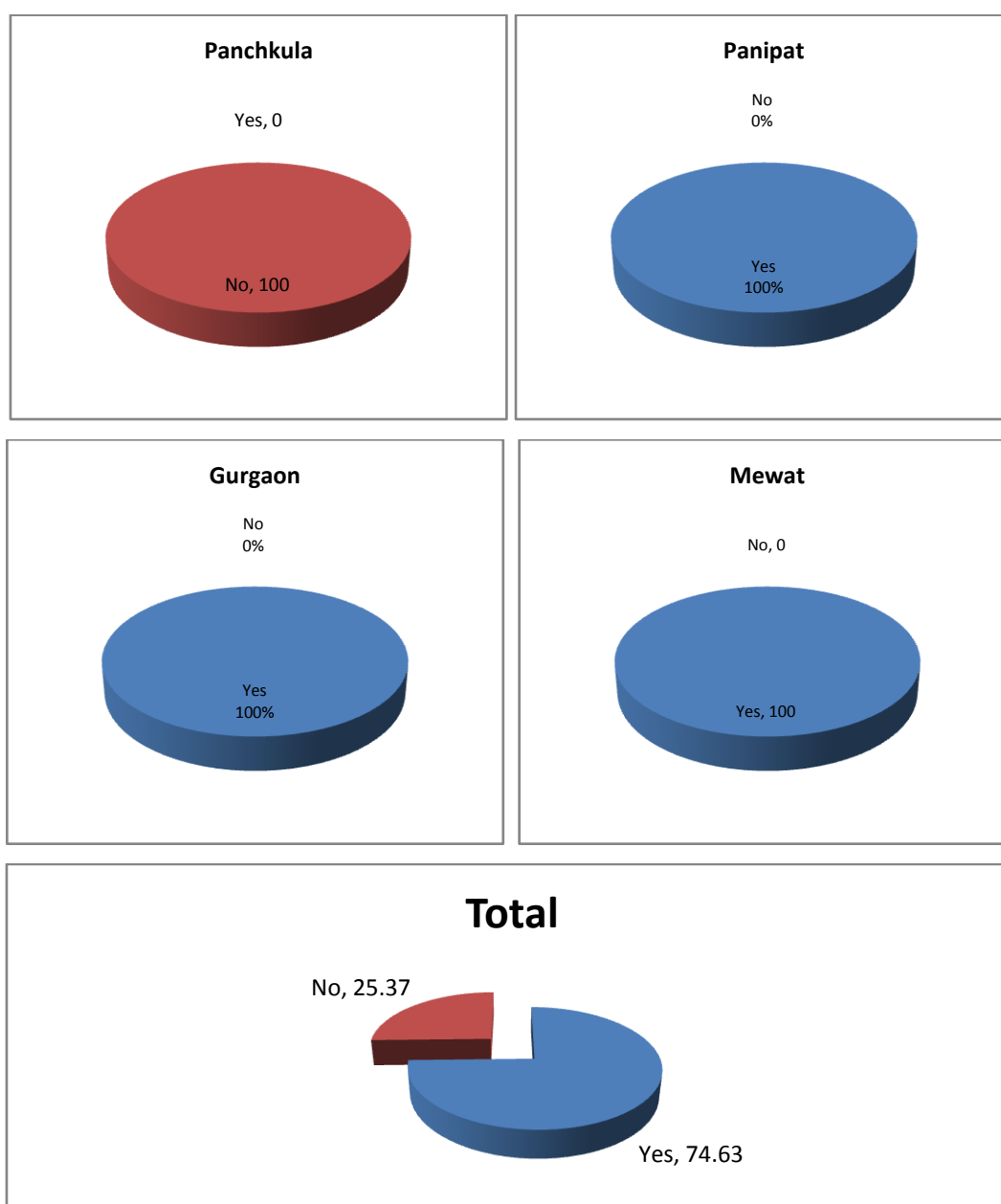
Redressal Mechanism

Provision of redressal mechanism protects the interest of service seekers in case of any grievance and also exerts check on the discretion of employees in service provision.

Table 9 reveals that 84.6% of the total beneficiaries were aware about the redressal mechanisms and 15.4% of total beneficiaries were not aware about the redressal mechanisms (Table 9 and Figure 9).

Table 9
Information about Redressal Mechanism

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you know, to whom you can contact if the service is not provided within the prescribed time limit?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
Yes	38	74.5	39	81.3	75	96.2	18	75.0	170	84.6
No	13	25.5	9	18.7	3	3.8	6	25.0	31	15.4
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 9: Do you know, to whom you can contact if the service is not provided within the prescribed time limit?
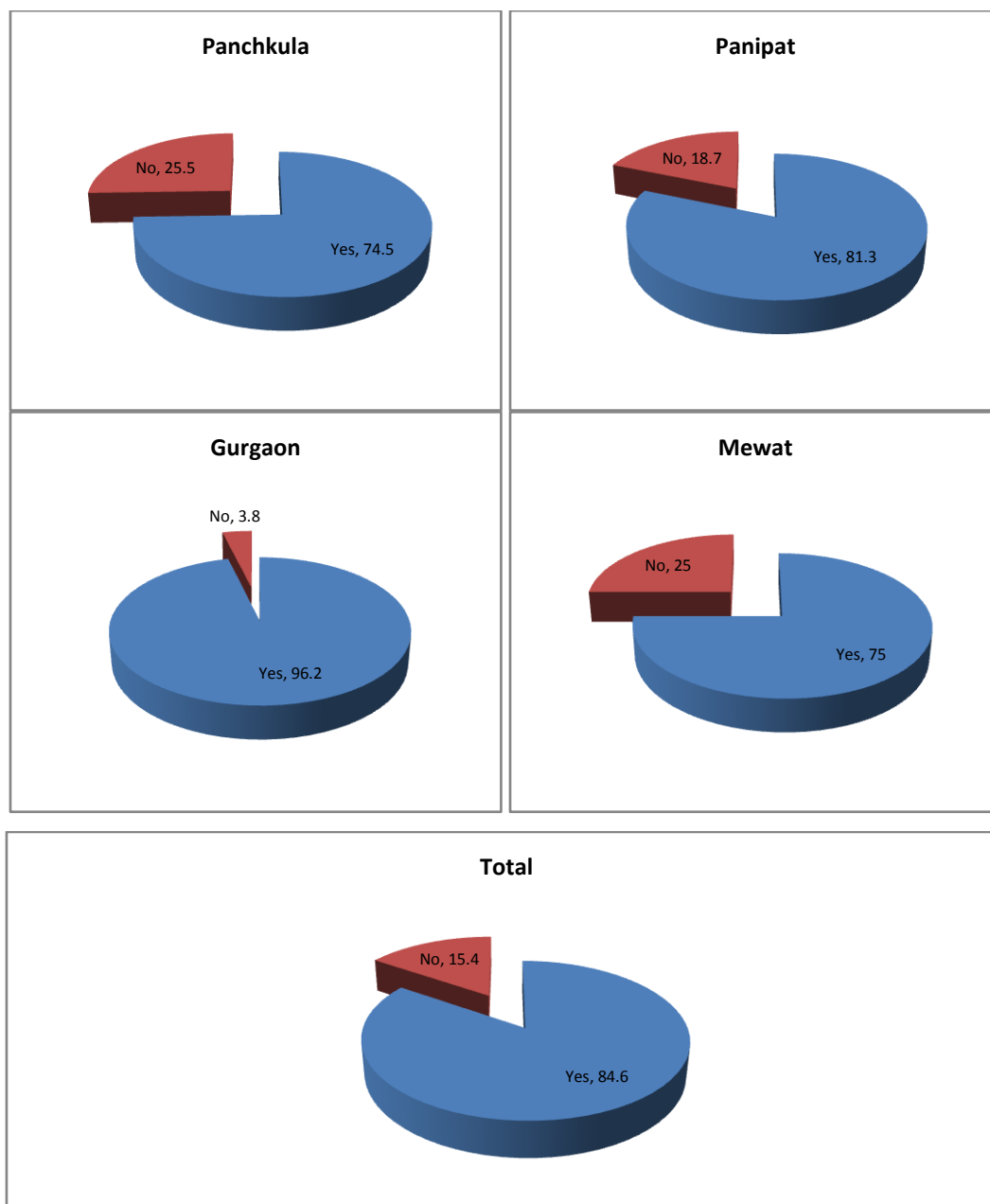
While inquiring the beneficiaries about the need for formal redressal mechanism all the beneficiaries in all the districts desired for the provision of formal redressal mechanism at e-DISHA Centres (Table 10 and Figure 10).

Table 10
Need for Formal Redressal Mechanism

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you feel that there is a need to have formal mechanism for rederessal of various grievances (Appellate Authority) pertaining to the delivery of services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	51	100.0	48	100.0	78	100.0	24	100.0	**201**	**100.0**
No	-	-	-	-	-	-	-	-	**-**	**-**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 10: Do you feel that there is a need to have formal mechanism for rederessal of various grievances (Appellate Authority) pertaining to the delivery of services?
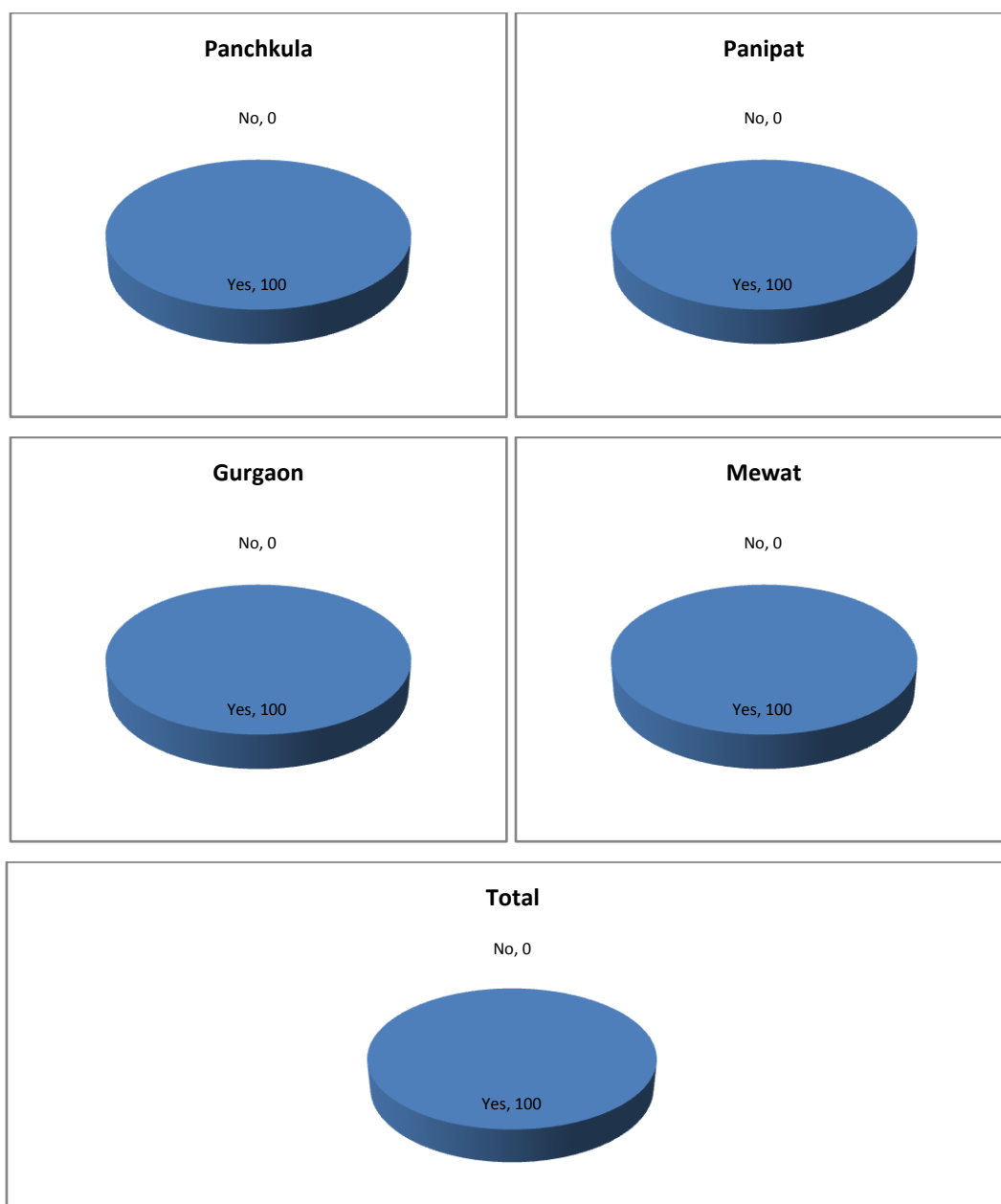
Need for Web-Portal

Web-Portal facilitates the tracking of status of applications for service provision and also acts as database for institutions in service delivery. Table 11 reveals that 72.1% of total beneficiaries feel that there is a need to have web-portal for services through which they can check the status of their application online. Remaining 27.9% of the beneficiaries did not agree with this view (Table 11 and Figure 11).

Table 11
Need for Web-Portal for Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you feel that there is a need to have web-portal from where you can check the status of your service?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
Yes	38	74.5	21	43.7	75	96.2	11	45.8	**145**	**72.1**
No	13	25.5	27	56.3	3	3.8	13	54.2	**56**	**27.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	201	100.0

Figure 11: Do you feel that there is a need to have web-portal from where you can check the status of your service?

Panchkula — No, 25.5; Yes, 74.5	**Panipat** — No, 56.3; Yes, 43.7
Gurgaon — No, 3.8; Yes, 96.2	**Mewat** — No, 54.2; Yes, 45.8

Total — No, 27.9; Yes, 72.1
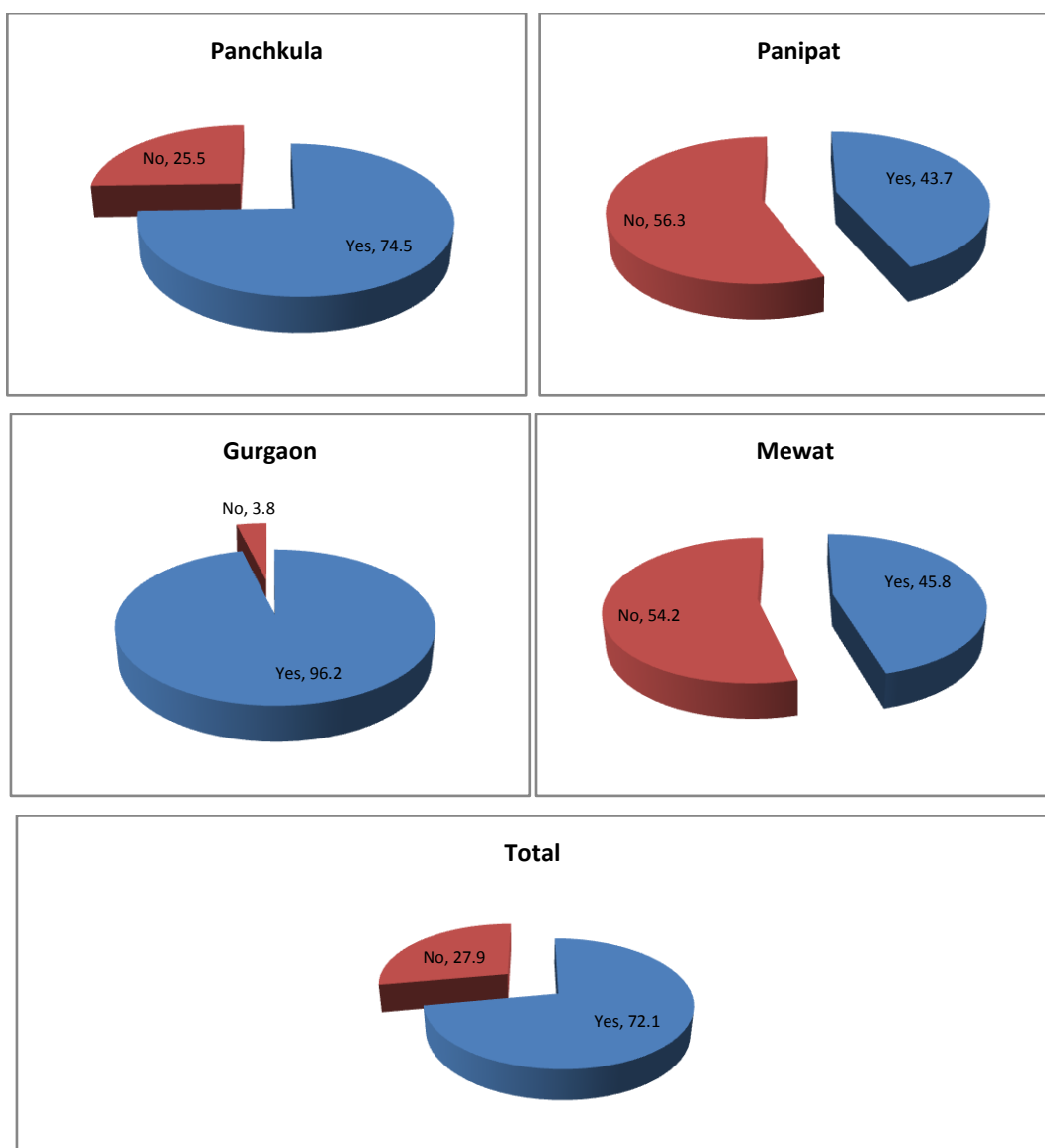
Proper Space

Service Delivery Centres should have proper space in order to avoid congestion during peak hours. e-DISHA Centres have sufficient space as about 79.1 percent of the beneficiaries confirmed this. However, 20.9% of the total beneficiaries were not satisfied as the space for e-DISHA Centres was concerned. In case of Mewat, 58.3% of the respondents opined that e-DISHA Centres do not have sufficient space (Table 12 and Figure 12).

Table 12
Sufficient Space for e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
The space provided for Service Centre is sufficient enough?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
Yes	40	78.4	34	70.8	75	96.2	10	41.7	**159**	**79.1**
No	11	21.6	14	29.2	3	3.8	14	58.3	**42**	**20.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 12: The space provided for Service Centre is sufficient enough?

Panchkula
No, 21.6
Yes, 78.4

Panipat
No, 29.2
Yes, 70.8

Gurgaon
No, 3.8
Yes, 96.2

Mewat
Yes, 41.7
No, 58.3

Total
No, 20.9
Yes, 79.1
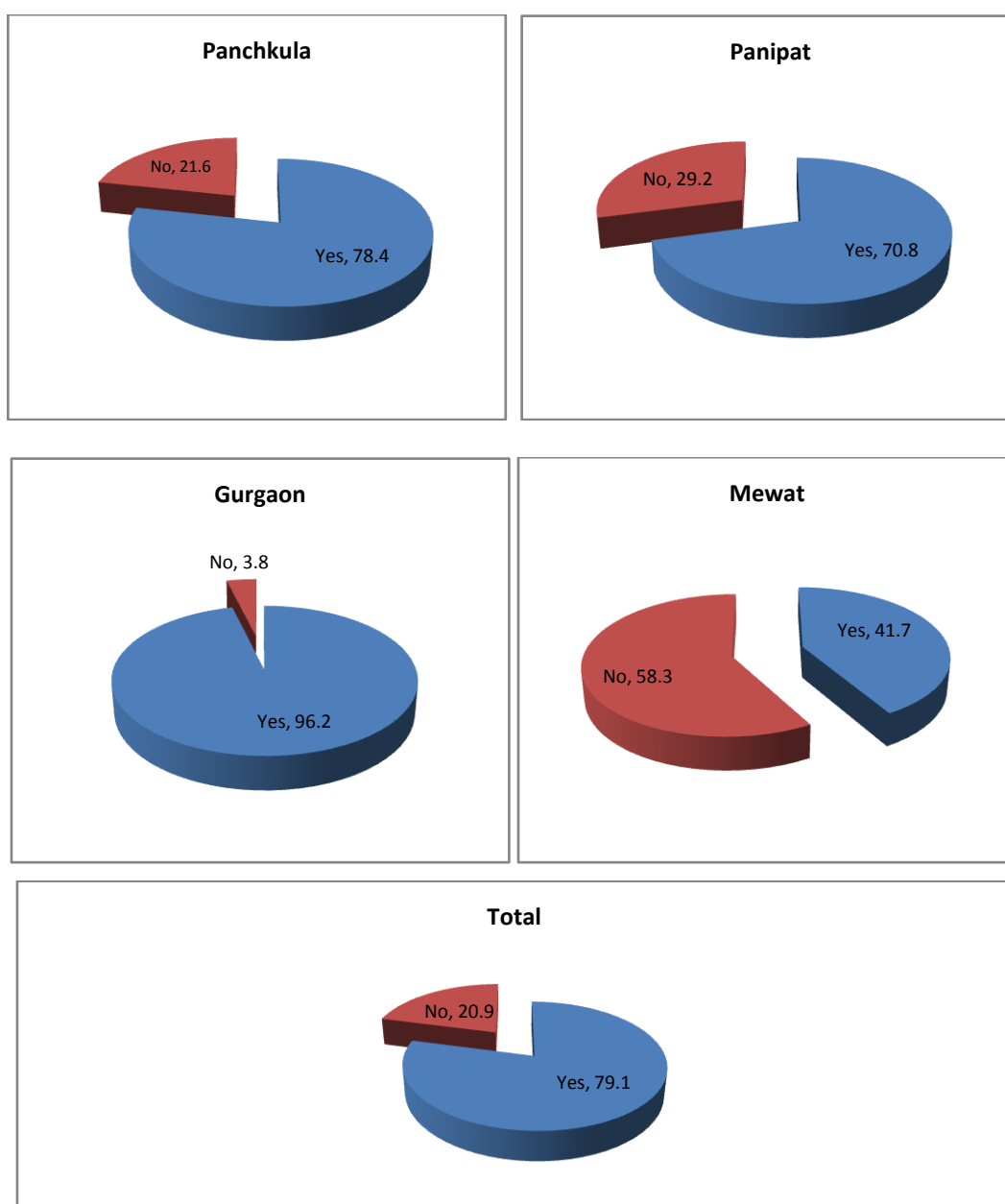
Strength of Officials

Requisite staff strength is essential for speedy delivery of services in time bound manner. The survey reveals that most of beneficiaries (78.6%) were satisfied with the strength of officials at e-DISHA Centres. However 21.4% of the beneficiaries were not satisfied with the strength of officials working in e-DISHA Centres (Table 13 and Figure 13).

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Table 13
Strength of Officials at e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Is the strength of officials providing services sufficient to cater the number of people availing the services?										
Yes	40	78.4	39	81.3	62	79.5	17	70.8	**158**	**78.6**
No	11	21.6	9	18.7	16	20.5	7	29.2	**43**	**21.4**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 13: Is the strength of officials providing services sufficient to cater the number of people availing the services?

Panchkula
No, 21.6
Yes, 78.4

Panipat
No, 18.7
Yes, 81.3

Gurgaon
No, 20.5
Yes, 79.5

Mewat
No, 29.2
Yes, 70.8
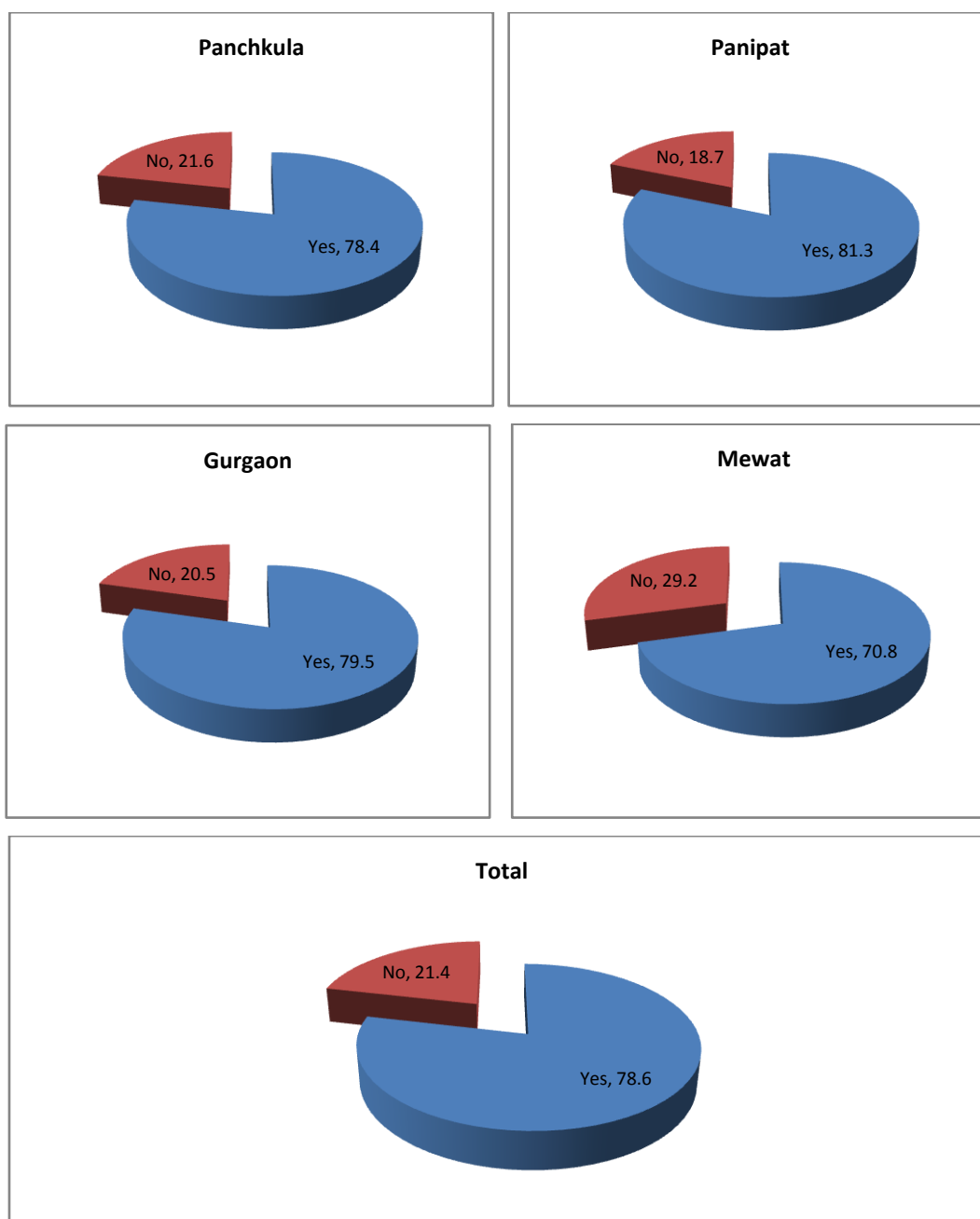
Total
No, 21.4
Yes, 78.6

Training of Employees

Training helps in capacity building of employees and changing the attitudes of employees towards service provision. Around 99% of the total beneficiaries claimed that they found the officials at e-DISHA Centres well trained in providing the services to the citizens (Table 14 and Figure 14).

Table 14
Training of Employees

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Are the employees well trained in providing service and work efficiently?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	51	100.0	48	100.0	78	100.0	22	91.7	**199**	**99.0**
No	-	-	-	-	-	-	2	8.3	**2**	**1.0**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 14: Are the employees well trained in providing service and work efficiently?
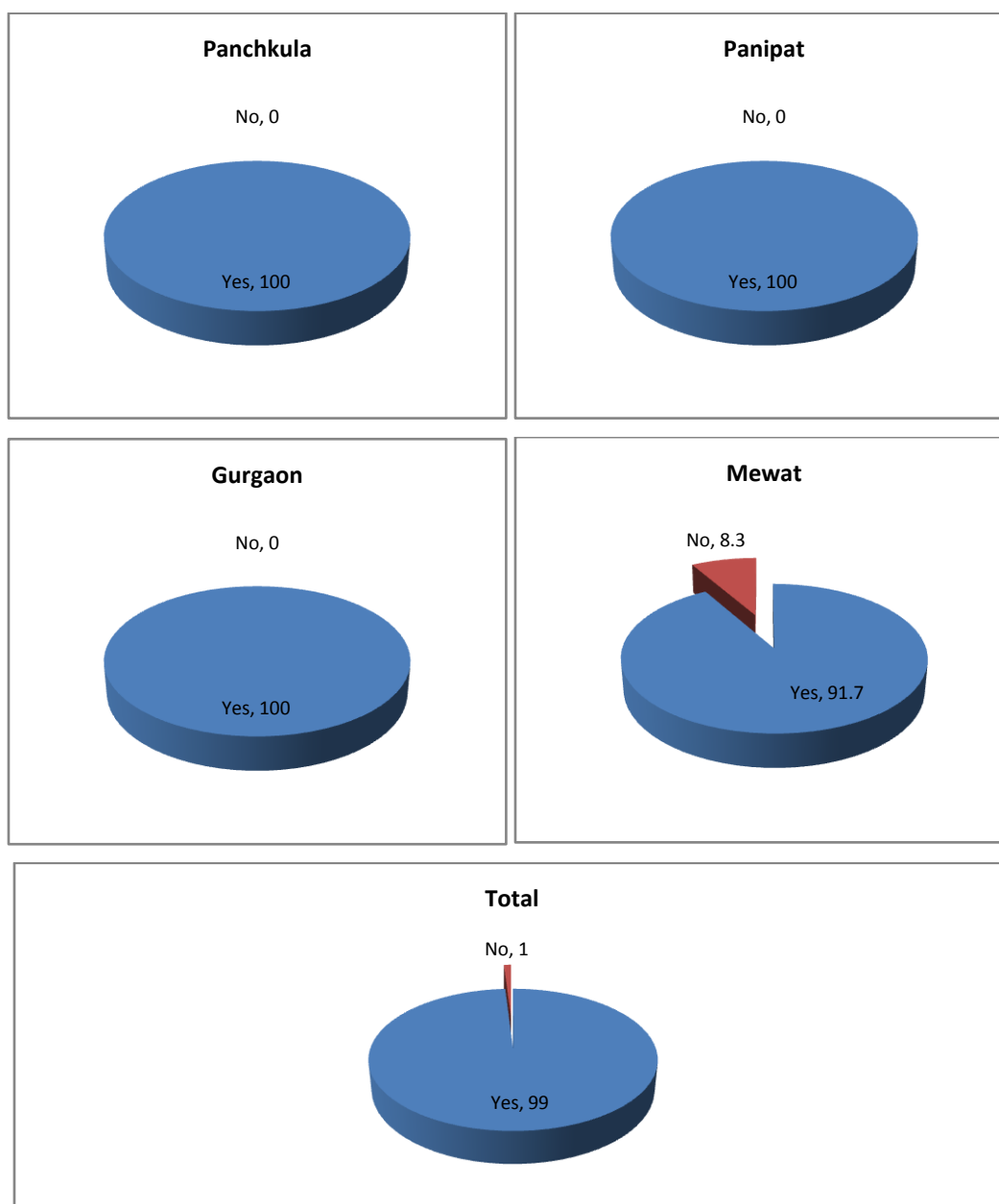
Helping Nature of Employees in Filling the Form

Employees should be helpful to service seekers specially illiterates in completing various formalities such as filling the form, documentation, procedure to be followed, etc. The survey results bring forth that officials working at the e-DISHA Centres need to be more helpful to the citizens in filling the forms. Around 53.7% of the total beneficiaries were of the view that the officials were not helpful to them in filling various forms. In case of Panchkula and Mewat districts the corresponding figure is on higher side as 80.4% and 66.7% respectively. However 46.3% of the total beneficiaries found the officials of e-DISHA Centres helpful and the corresponding figures for the districts, namely Panchkula (19.6%),

Panipat (62.5%), Gurgaon (57.7%) and Mewat (33.3%) vary from each other (Table 15 and Figure 15).

Table 15
Helping Nature of Employees

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do the employees help the customers in filling the form or submitting the application?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	10	19.6	30	62.5	45	57.7	8	33.3	**93**	**46.3**
No	41	80.4	18	37.5	33	42.3	16	66.7	**108**	**53.7**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 15: Do the employees help the customers in filling the form or submitting the application?

Panchkula: Yes, 19.6; No, 80.4

Panipat: No, 37.5; Yes, 62.5

Gurgaon: No, 42.3; Yes, 57.7

Mewat: Yes, 33.3; No, 66.7

Total: No, 53.7; Yes, 46.3
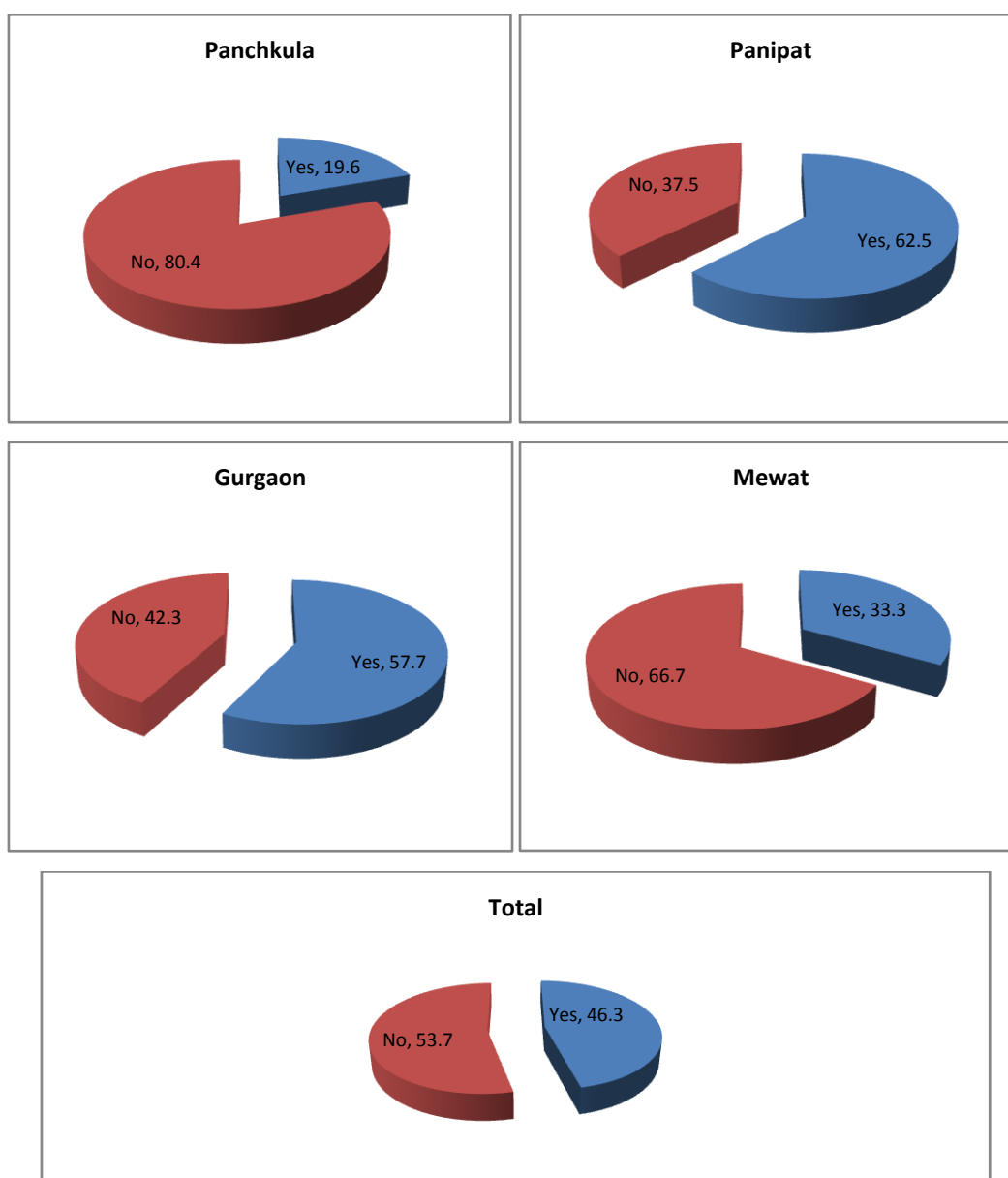
Citizen Friendly Nature of Employees

Citizen friendly nature of employees is essential in reflecting the change in mindset of bureaucrats to be true public servants. Most of the citizens (83.1%) felt that the officials working at e-DISHA Centres were of friendly nature. In case of Gurgaon, all the respondents opined that employees are citizen friendly. Only 16.9% of the total beneficiaries were of the view that the officials of e-DISHA Centres are not of friendly nature. In Mewat District, this percentage was highest. Around 37.5% of the respondents of Mewat district were of the view that employees are not friendly in nature while rendering services (Table 16 and Figure 16).

Table 16
Friendly Nature of Employees

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do the employees deal with the citizens in a friendly and polite manner?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
Yes	40	78.4	34	70.8	78	100.0	15	62.5	**167**	**83.1**
No	11	21.6	14	29.2	-	-	9	37.5	**34**	**16.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 16: Do the employees deal with the citizens in a friendly and polite manner?

Panchkula — No, 21.6; Yes, 78.4

Panipat — No, 29.2; Yes, 70.8

Gurgaon — No, 0; Yes, 100

Mewat — No, 37.5; Yes, 62.5

Total — No, 16.9; Yes, 83.1
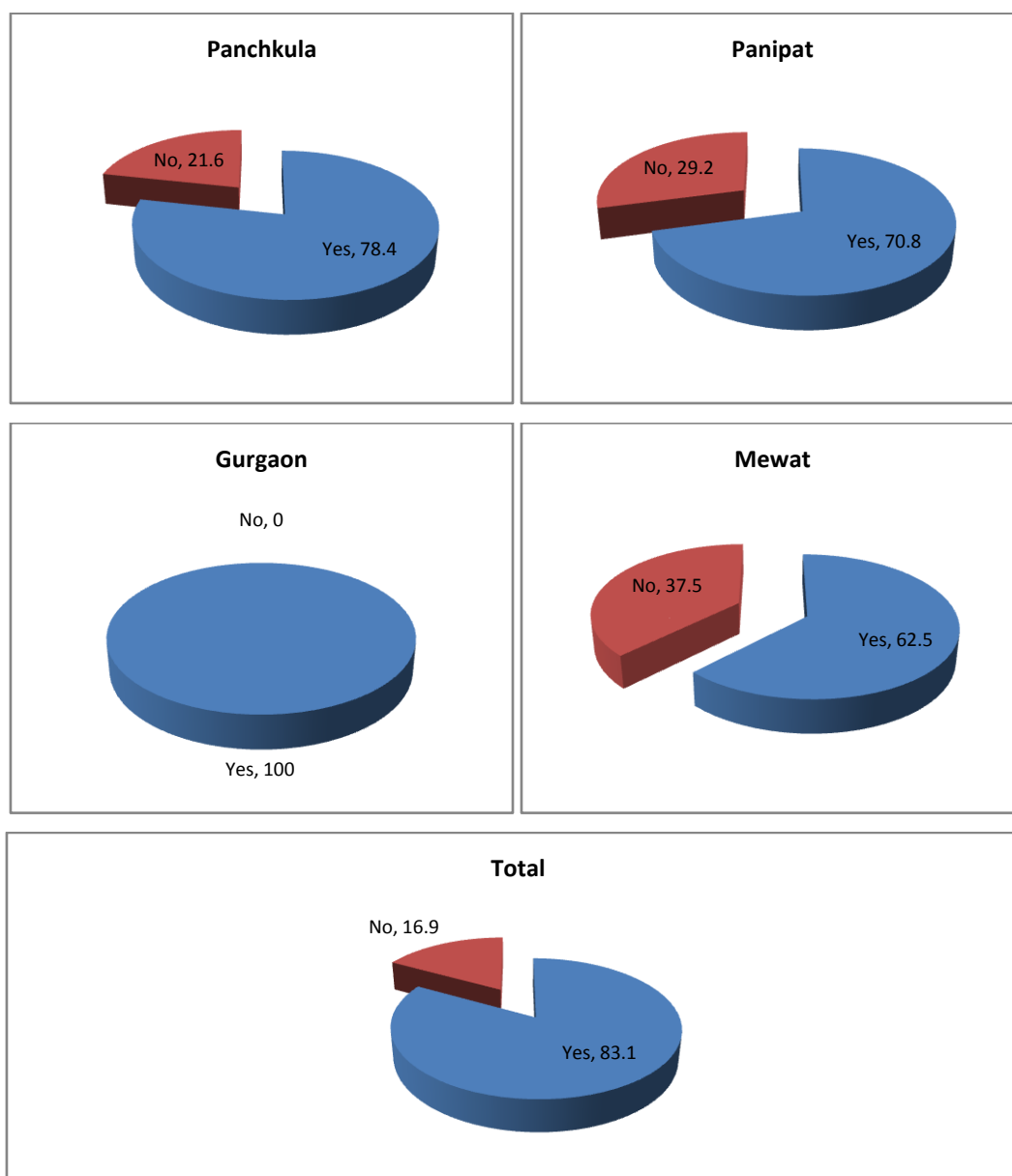
Disposal of Queries of Customers

Information asymmetry exists as the customer is a layperson, thus onus falls on employees to answer queries of customers regarding service provision. The survey reveals that 84.1% of the beneficiaries are of the opinion that the officials at e-DISHA Centres answered to their queries in a satisfactory manner. In case of Panipat district, all the respondents revealed that e-DISHA Centres have answered the questions satisfactorily (Table 17 and Figure 17).

Table 17
Disposal of Queries of Customers

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do the employees answered the queries of customers in a satisfactory manner?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
Yes	40	78.4	48	100.0	62	79.5	19	79.2	**169**	**84.1**
No	11	21.6	-	-	16	20.5	5	20.8	**32**	**15.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 17: Do the employees answered the queries of customers in a satisfactory manner?

Panchkula — No, 21.6; Yes, 78.4

Panipat — No, 0; Yes, 100

Gurgaon — No, 20.5; Yes, 79.5

Mewat — No, 20.8; Yes, 79.2

Total — No, 15.9; Yes, 84.1
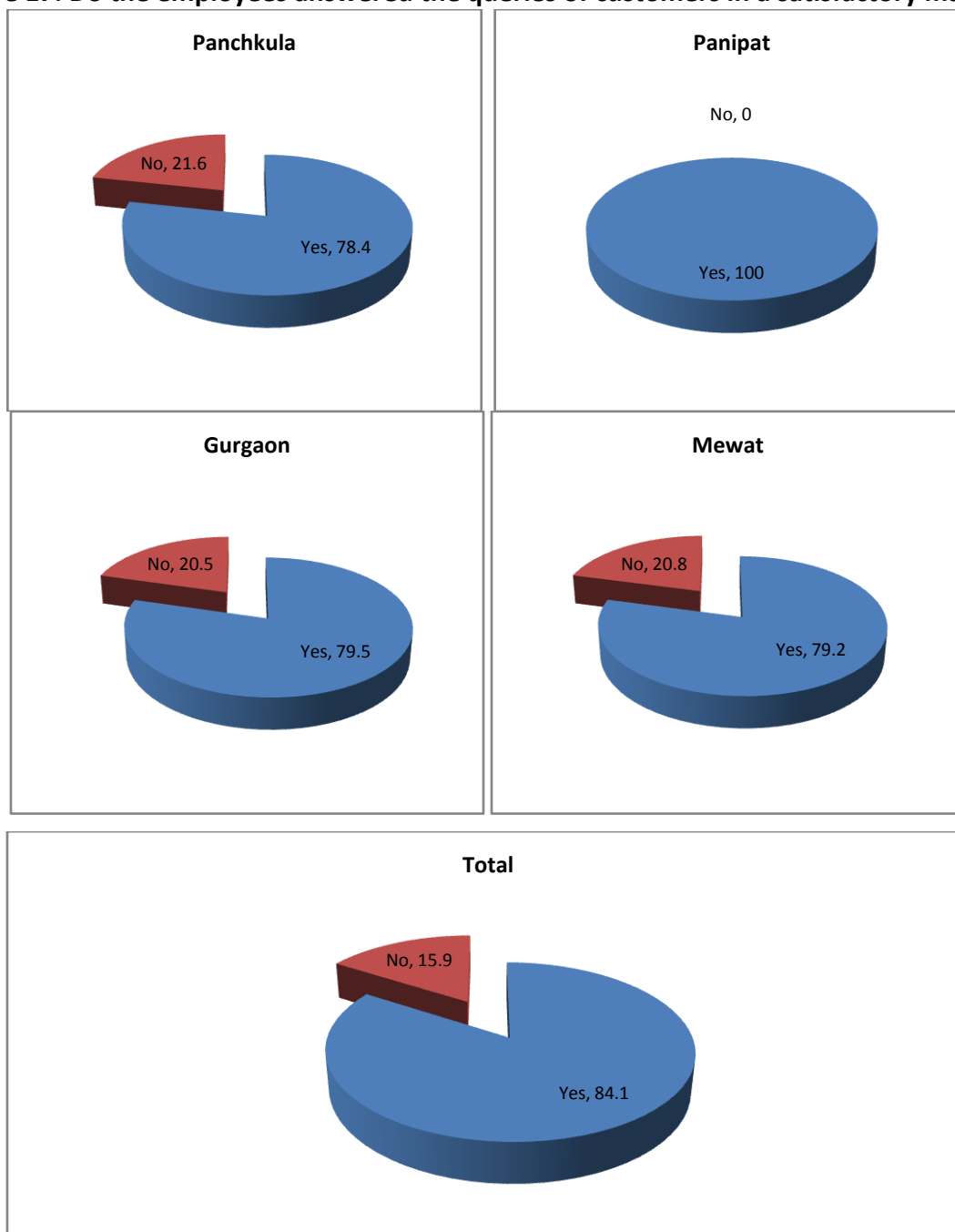
Mitigating Corruption

The innovative ICT based service delivery mechanisms are expected to curb the discretion of officials and hence reduces corruption in service delivery mechanism. e-DISHA Centres have been successful in taming the existing corruption in the delivery of services. Around 98% of the total beneficiaries claimed that the officials of e-DISHA Centres did not ask for bribe for providing services to them. Only 2% of the beneficiaries claimed that they were asked for bribe by the officials at e-DISHA Centres for providing services (Table 18 and Figure 18).

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Table 18
Favor of Bribe asked by officials for Providing Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Have you ever been asked for bribe by the employees for providing the desired service?	A.F	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	-	-	2	4.2	-	-	2	8.3	**4**	**2.0**
No	51	100.0	46	95.8	78	100.0	22	91.7	**197**	**98.0**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 18: Have you ever been asked for bribe by the employees for providing the desired service?
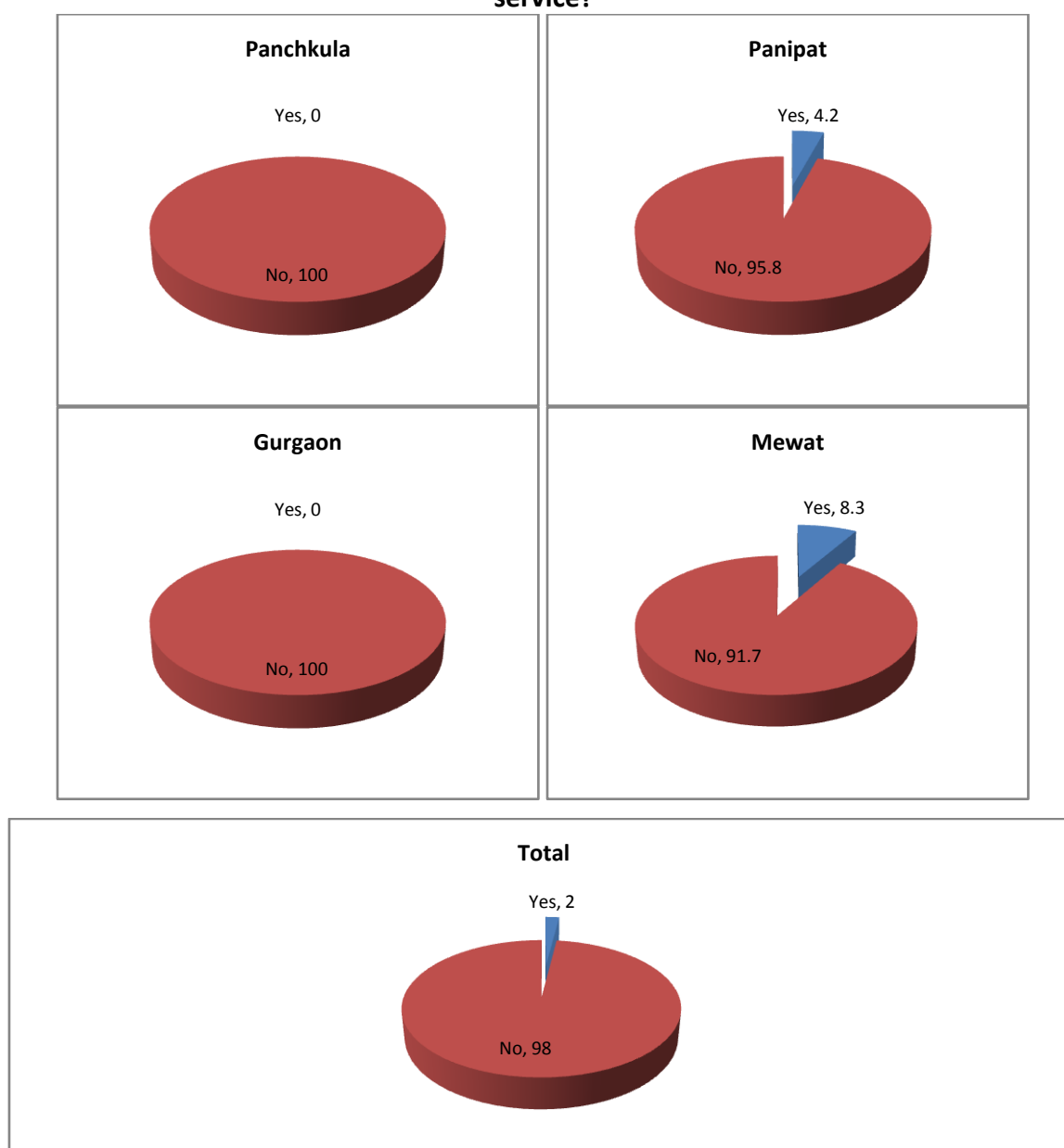
Suggestions for Improving the Working Environment

In response to difficulties faced by the respondents, they listed a couple of suggestions. For example, around 20.39% of the beneficiaries felt that more service windows should be established in e-DISHA Centres as the existing strength of service windows were not sufficient. 19.90% beneficiaries suggested that the officials of e-DISHA Centres should become friendly and sensitive in dealing with the citizens. Another important suggestion was about the arrangement of drinking water facility in e-DISHA Centres. Around 16.91% of the beneficiaries felt that e-DISHA Centres should have the arrangement for drinking water. The beneficiaries (16.91%) also suggested that e-DISHA Centres should have larger waiting

area. A couple of beneficiaries (4.97%) opined that provision of generator can further improve the working of e-DISHA Centres (Table 19 and Figure 19).

Table 19
Suggestions for Improving Working Environment in e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Give suggestions to improve the working environment of e-DISHA centres?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
Friendly and sensitive staff	11	21.56	10	20.83	10	12.82	09	37.50	40	19.90
Provision of generator	01	1.96	01	2.08	04	5.12	04	16.66	10	4.97
Larger waiting area	09	17.64	06	12.50	17	21.79	02	8.33	34	16.91
Arrangement of drinking water	10	19.60	06	12.50	15	19.23	03	12.50	34	16.91
More service windows	08	15.68	13	27.08	17	21.79	03	12.50	41	20.39
No suggestions	12	23.52	12	25	15	19.23	03	12.50	42	20.89
Total	51	100	48	100	78	100	24	100	201	100

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Figure 19: Give suggestions to improve the working environment of e-DISHA centres?
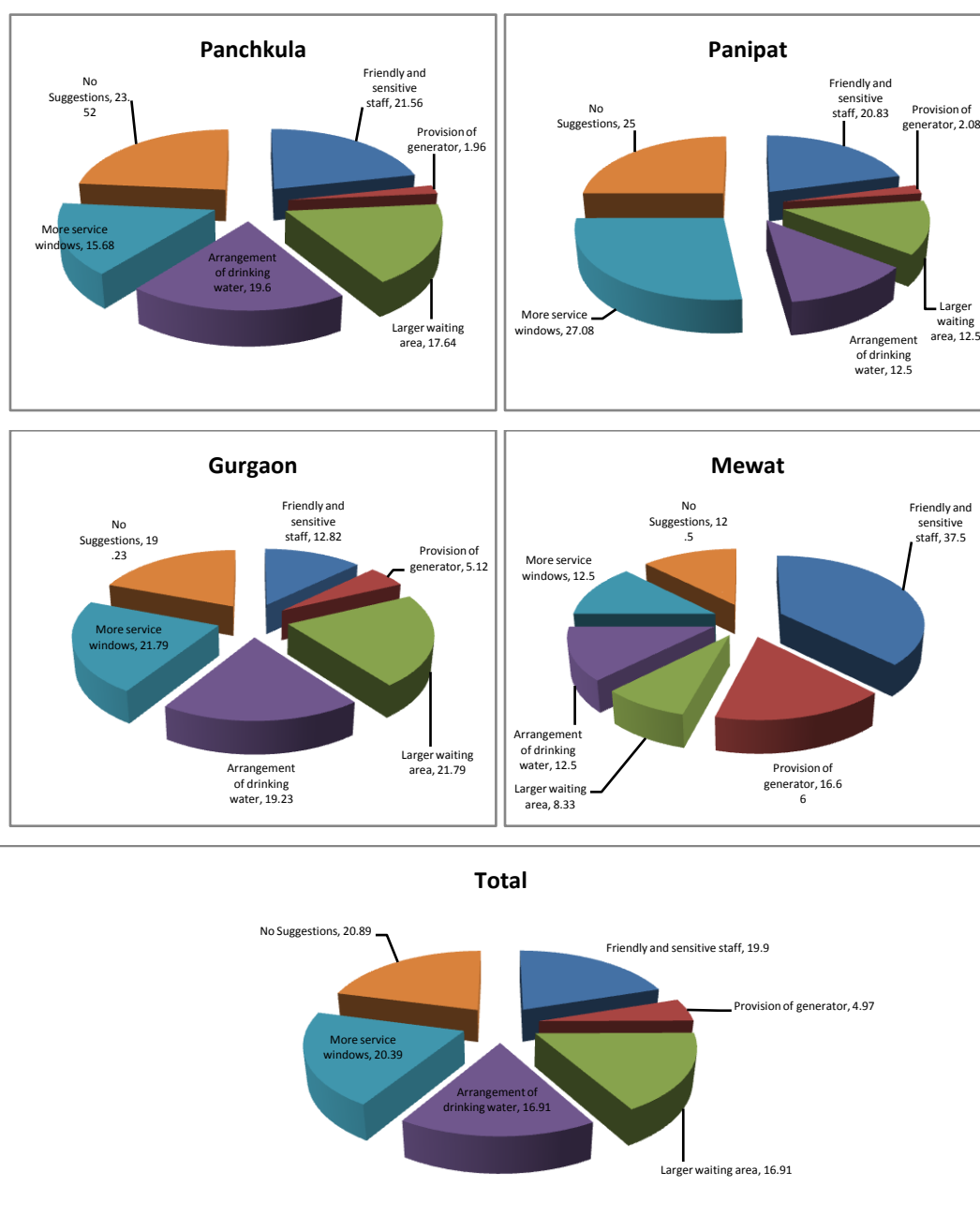
Time Taken for Submitting Application for Service

The electronic service delivery mechanisms have edge over traditional methods in reducing the time taken for submitting the applications. Table 20 reveals that 48.3% of total beneficiaries opined that it took less than an hour to submit their application for the requested service at e-DISHA Centres. 28.9% respondents stated that normally it took less than 30 minutes to submit the application. Around 22.8% respondents were of the view that they had to wait for more than an hour to submit their applications (Table 20 and Figure 20).

Table 20
Time taken for Submitting Application for Service

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
How much time does it take to submit your application for the required service?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
0-30 Minutes	23	45.1	21	43.7	6	7.7	8	33.3	**58**	**28.9**
Less Than an Hour	17	33.3	27	56.3	37	47.4	16	66.7	**97**	**48.3**
More Than an Hour, Specify	11	21.6	-	-	35	44.9	-	-	**46**	**22.8**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 20: How much time does it take to submit your application for the required service?
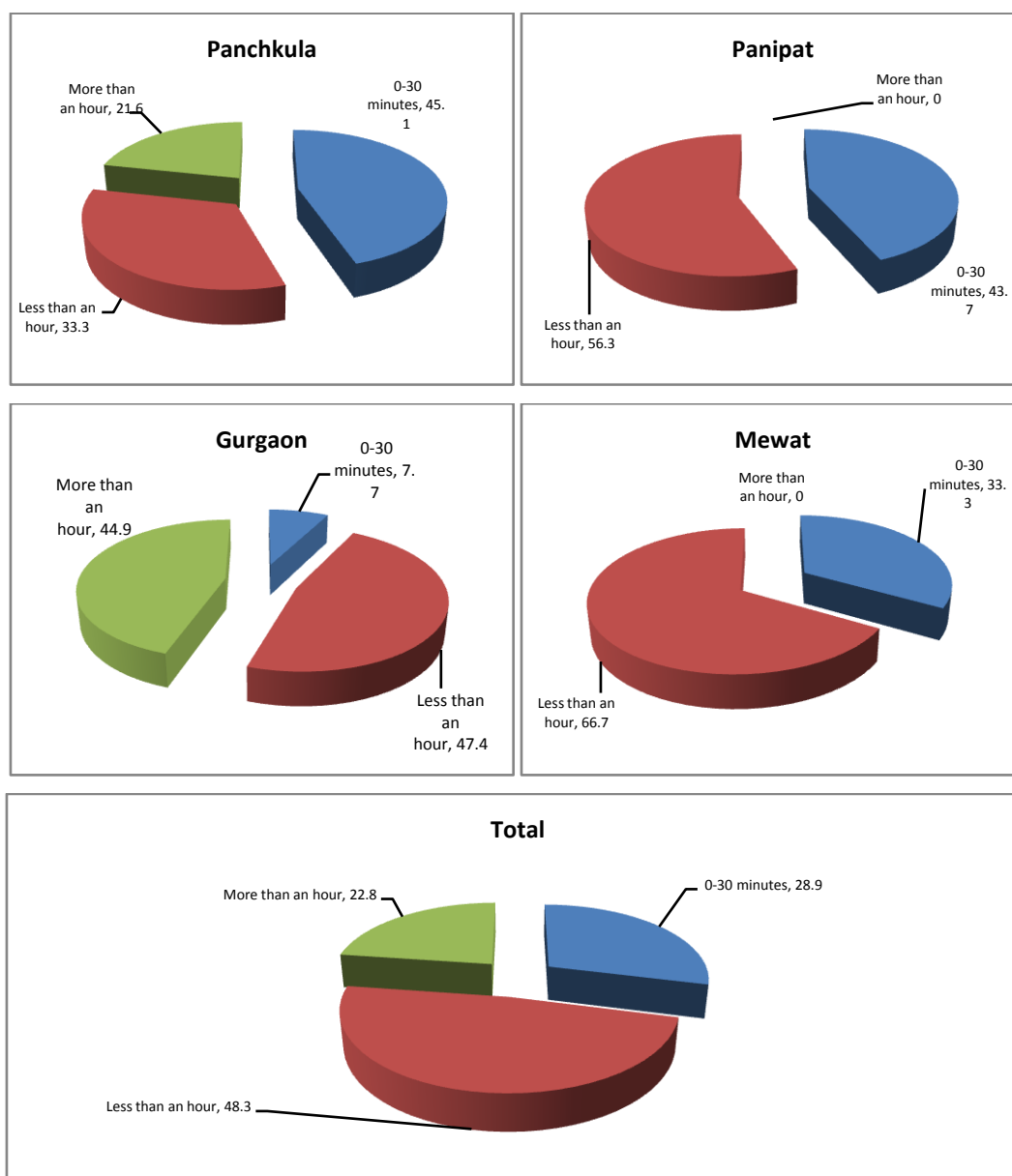
Number of Times Service Availed

Popularity of e-DISHA Centres depends on the number of times the citizens avail services. The data reveals that the 45.3% of the total beneficiaries were the first timers in making use of e-DISHA Centres for availing the services. 37.8% were those who have already availed the services at e-DISHA Centres once. 16.9% of the total beneficiaries have made use of e-DISHA Centres twice for availing the services (Table 21 and Figure 21).

Table 21
Number of Times Service Availed

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
How many times have you visited e-DISHA Centre for availing the service?										
First Timer	38	74.5	16	33.3	26	33.3	11	45.8	**91**	**45.3**
Once Earlier	11	21.6	18	37.5	36	46.2	11	45.8	**76**	**37.8**
Twice Earlier	2	3.9	14	29.2	16	20.5	2	8.4	**34**	**16.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	201	100.0

Figure 21: How many times have you visited e-DISHA Centre for availing the service?

Panchkula
- Once Earlier, 21.6
- Twice Earlier, 3.9
- First Timer, 74.5

Panipat
- Twice Earlier, 29.2
- First Timer, 33.3
- Once Earlier, 37.5

Gurgaon
- Twice Earlier, 20.5
- First Timer, 33.3
- Once Earlier, 46.2

Mewat
- Twice Earlier, 8.4
- First Timer, 45.8
- Once Earlier, 45.8

Total
- Twice Earlier, 16.9
- Once Earlier, 37.8
- First Timer, 45.3
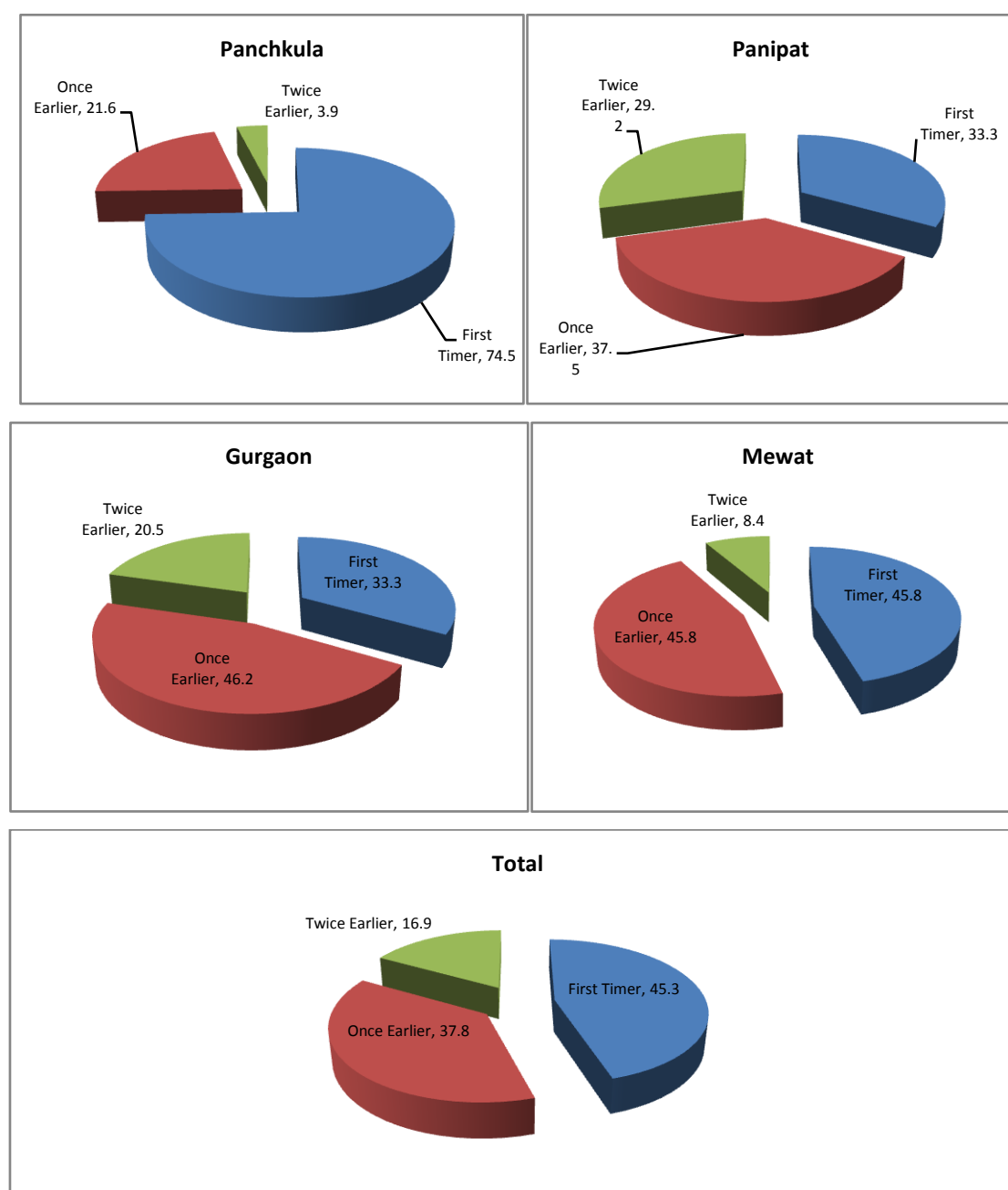
Time-Bound Delivery of Services

One of the major objectives of the e-DISHA Centres is to provide time bound delivery of service to the citizens and to make sure that the officials strictly adhere to the stipulated time framework. The survey revealed that e-DISHA Centres have failed to ensure the time-bound delivery of services. Table 22 suggests that the 37.3% of beneficiaries claimed that they got the services within the stipulated time framework, however 13.9% of the respondents confirmed delay in delivery of services. 48.8% of the respondents were first timer or ignorant (Table 22 and Figure 22).

Table 22
Time-Bound Delivery of Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
If you have availed the service(s) before, do you think that e-DISHA Centre provides services within the prescribed time limit	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	13	25.5	25	52.1	29	37.2	8	33.3	**75**	**37.3**
No	-	-	7	14.6	16	20.5	5	20.8	**28**	**13.9**
First timer/ Ignorant	38	74.5	16	33.3	33	42.3	11	45.9	**98**	**48.8**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 22: If you have availed the service(s), do you think that e-DISHA Centre provides services within the prescribed time limit
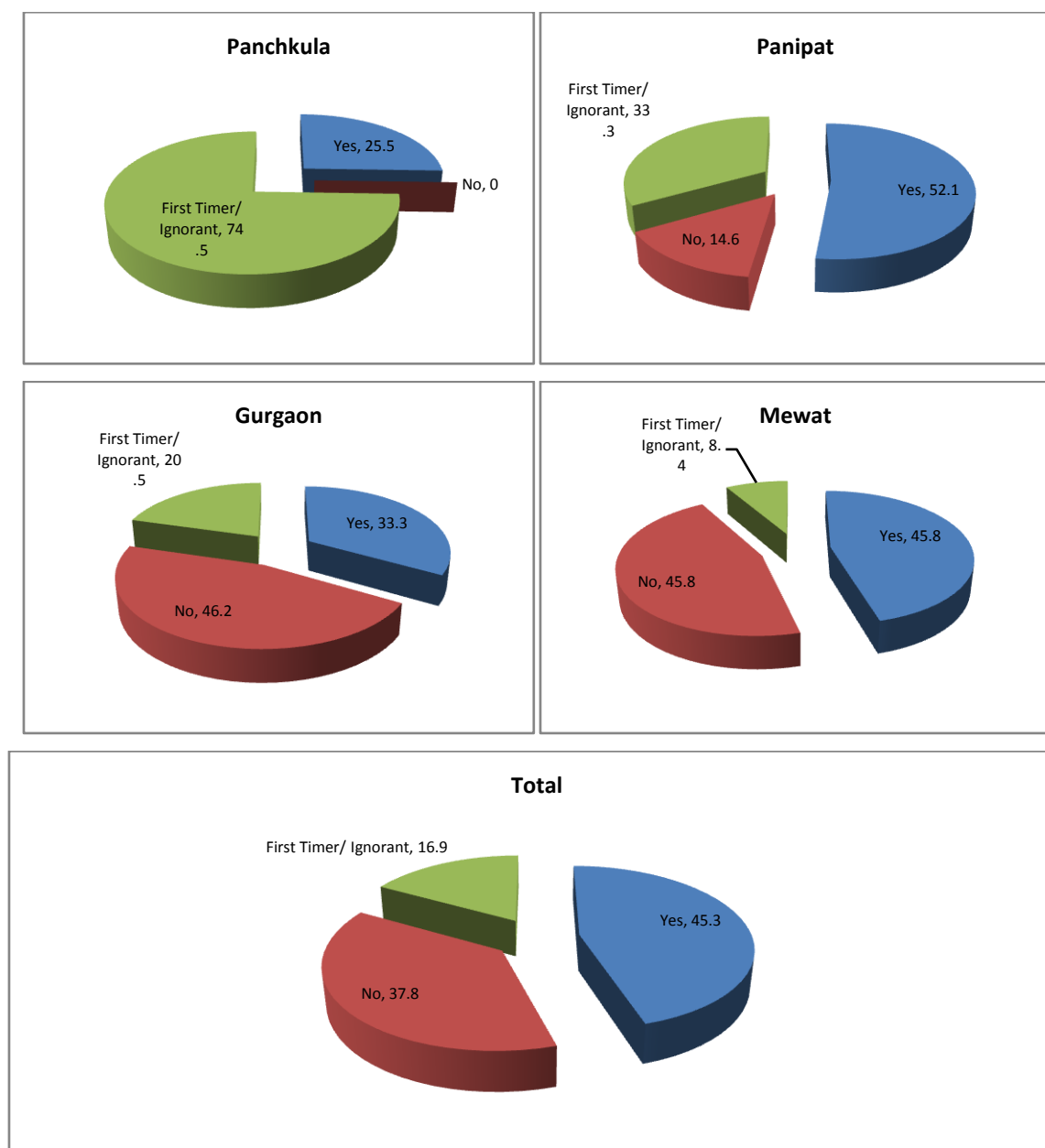
Cost for Providing Services

e-DISHA Centres have been successful in providing services at reasonable costs. Around 98% of the total beneficiaries and 100% in three districts namely Panchkula, Panipat and Gurgaon were satisfied with the fee charged by e-DISHA Centres for providing various services. Only 2% of the total beneficiaries were dissatisfied with the fee charged by the e-DISHA Centres (Table 23 and Figure 23).

Table 23
Satisfaction with Fee Charged

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Are you satisfied with the fee charged for availing the services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	51	100.0	48	100.0	78	100.0	20	83.3	**197**	**98.0**
No	-	-	-	-	-	-	4	16.7	**4**	**2.0**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 23: Are you satisfied with the fee charged for availing the services?
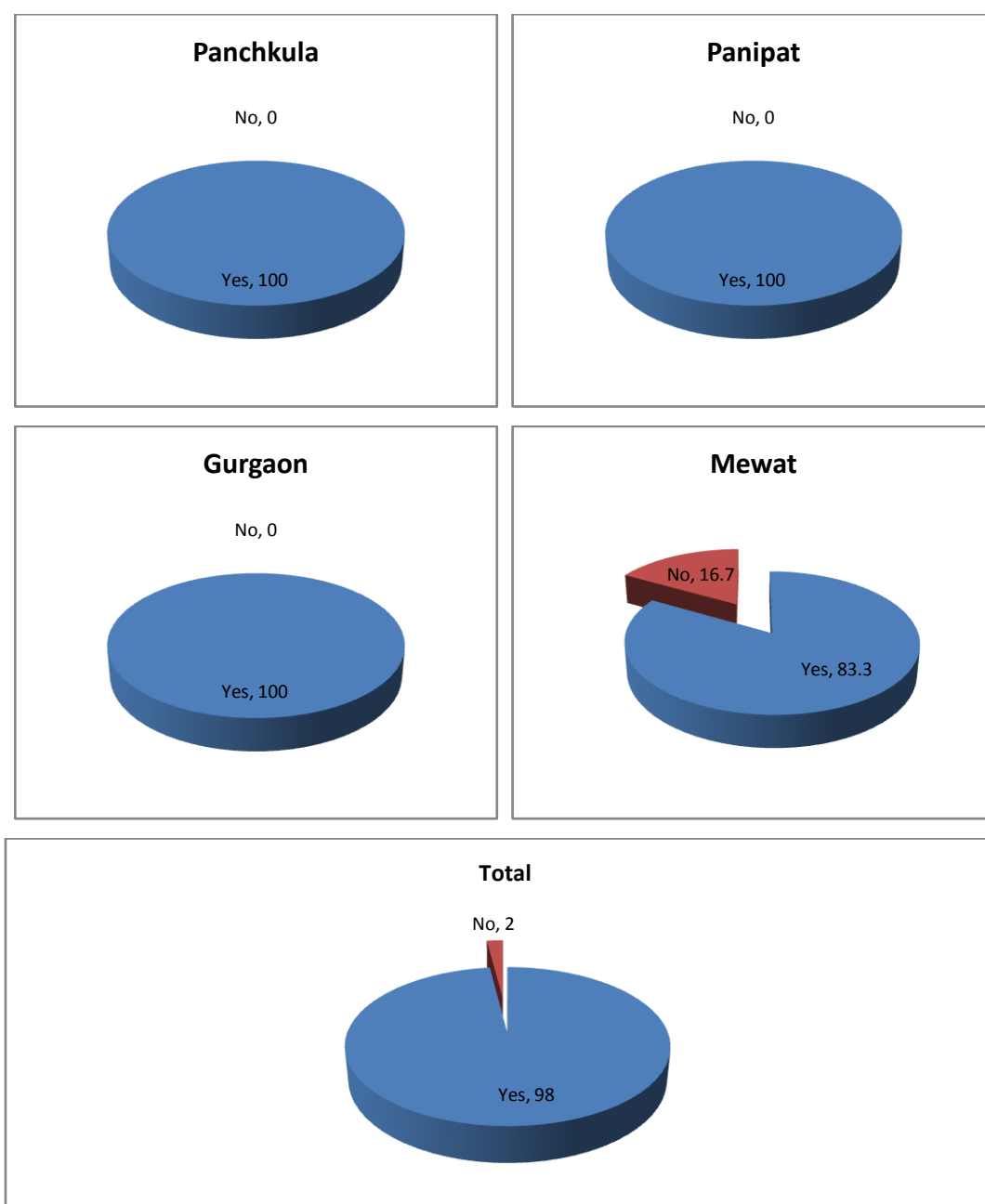
Working Hours of e-DISHA Centre

Adequate working hours are essential for increasing the access of citizens to services, increase in number of services being delivered, etc. Maximum numbers of the beneficiaries (76.1%) were satisfied with the working hours of e-DISHA Centres. Remaining 23.9% were not satisfied with the working hours of e-DISHA Centres (Table 24 and Figure 24).

Table 24
Satisfaction with Working Hours of e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Are you satisfied with the working hours of e-DISHA Centre?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	34	66.7	37	77.1	68	87.2	14	58.3	**153**	**76.1**
No	17	33.3	11	22.9	10	12.8	10	41.7	**48**	**23.9**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 24: Are you satisfied with the working hours of e-DISHA Centre?
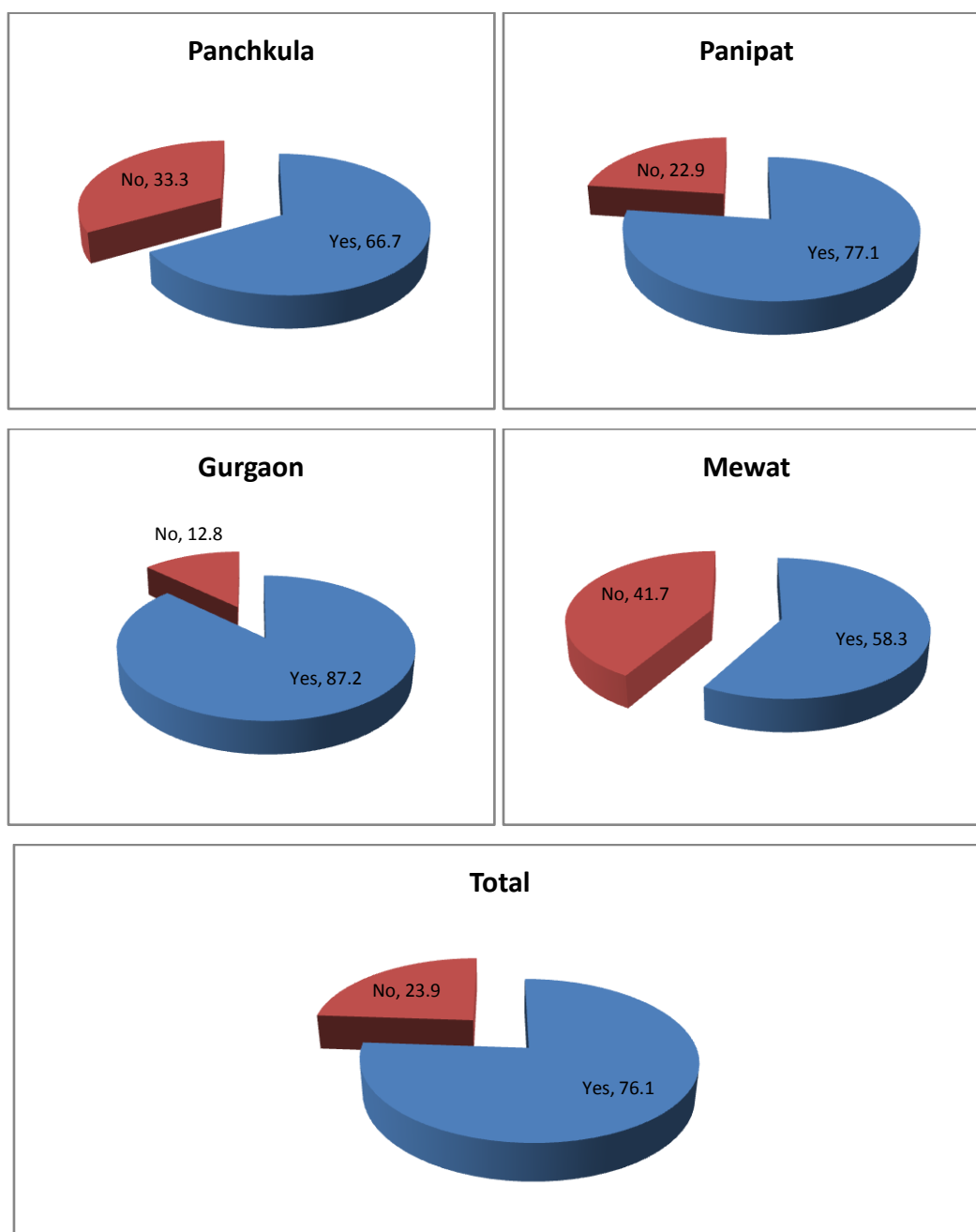
Majority of beneficiaries (95 percent) have suggested that e-DISHA Centres should work on full day basis. The percentage was almost similar for all the four districts (Table 25 and Figure 25).

Table 25
Need felt for full day working of e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you feel that e-DISHA Centres should work on full day basis?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	47	92.2	46	95.8	75	96.2	23	95.8	**191**	**95.0**
No	4	7.8	2	4.2	3	3.8	1	4.2	**10**	**5.0**
Total	**51**	**100.0**	**48**	**100.0**	**78**	**100.0**	**24**	**100.0**	**201**	**100.0**

Figure 25: Do you feel that e-DISHA Centres should work on full day basis?

Panchkula

No, 7.8

Yes, 92.2

Panipat

No, 4.2

Yes, 95.8

Gurgaon

No, 3.8

Yes, 96.2

Mewat

No, 4.2

Yes, 95.8

Total

No, 5

Yes, 95
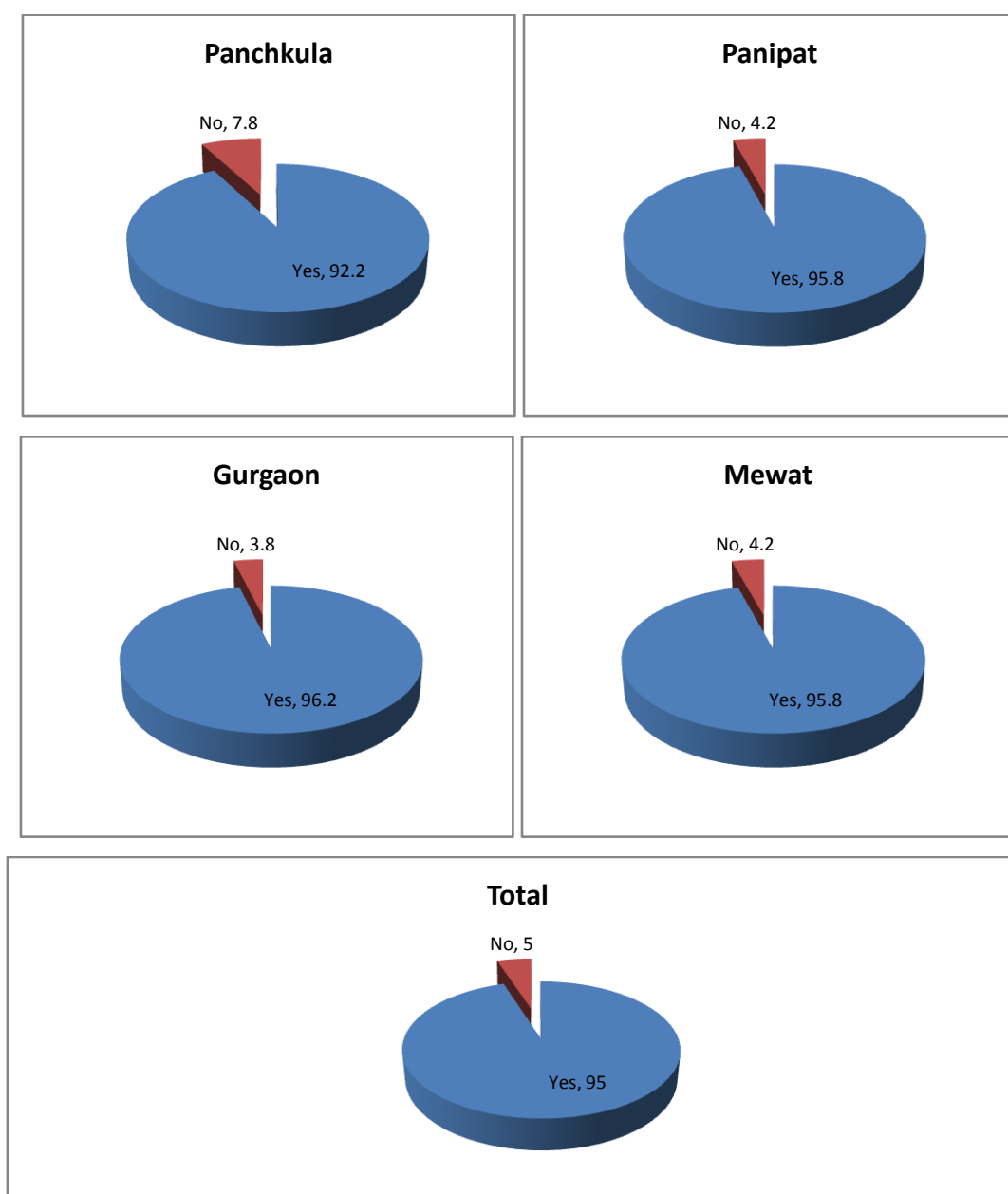
Nature of Additional services Demanded by the Service Seekers

With increasing popularity of e-DISHA Centres amongst citizens it is obvious that people expect inclusion of more services at this single stop service delivery mechanism. When the beneficiaries were inquired about the kind of new services e-DISHA Centres should provide, 38.8% of the beneficiaries were of the view that the State government should think of providing maximum services through the e-DISHA Centres. 17.41% of the beneficiaries opined that all kind of government fee should be deposited in e-DISHA Centres and State government should look forward to add this service in the working of e-DISHA Centres. 15.42% of the beneficiaries felt that e-DISHA Centres should initiate the service of

depositing the government bills. All No Objection Certificates (NOCs) need to be provided by e-DISHA Centres was suggested by 14.4% beneficiaries. 8.45% of the respondents were of view that the e-DISHA Centres should also provide all the information and applications for government schemes/subsidies/loans etc. 3.98% of the beneficiaries demanded the provision of getting birth and death certificates in e-DISHA Centres. 1.49% of the beneficiaries suggested that e-DISHA Centres should also provide the service of issuing bus passes to the citizens (Table 26 and Figure 26).

Table 26
Nature/Type of Additional Services to be Provided

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
List more services which should be provided at e-DISHA centres?	A.F	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
All government bills	08	15.68	09	18.75	12	15.38	02	8.33	31	15.42
All government fee	09	17.64	05	10.41	15	19.23	06	25	35	17.41
All NOC's	07	13.72	06	12.50	12	15.38	04	16.66	29	14.42
Death and Birth Certificates	01	1.96	02	4.16	02	2.56	03	12.50	08	3.98
All information and application for government schemes/subsidies/loans etc	00	00	06	12.50	02	2.56	09	37.50	17	8.45
All upto government	26	50.98	20	41.66	32	41.02	00	00	78	38.80
Bus Passes	00	00	00	00	03	3.84	00	00	03	1.49
Total	51	100	48	100	78	100	24	100	201	100

Figure 26: List additional services which should be provided at e-DISHA Centres?

Panchkula
- Bus passes, 0
- All government bills, 15.68
- All government fee, 17.64
- All NOC's, 13.72
- Death and Birth Certificates, 1.96
- All informaiton and application for government schemes/subsidies/loans etc., 0
- All upto government, 50.98

Panipat
- All government fee, 10.41
- All government bills, 18.75
- Bus passes, 0
- All NOC's, 12.5
- Death and Birth Certificates, 4.16
- All informaiton and application for government schemes/subsidies/loans etc., 12.5
- All upto government, 41.66

Gurgaon
- Bus passes, 3.84
- All government bills, 15.38
- All government fee, 19.23
- All NOC's, 15.38
- Death and Birth Certificates, 2.56
- All informaiton and application for government schemes/subsidies/loans etc., 2.56
- All upto government, 41.02

Mewat
- All informaiton and application for government schemes/subsidies/loans etc., 37.5
- All upto government, 0
- Bus passes, 0
- All government bills, 8.33
- All government fee, 25
- All NOC's, 16.66
- Death and Birth Certificates, 12.5

Total
- Bus passes, 1.49
- All government bills, 15.42
- All government fee, 17.41
- All NOC's, 14.42
- Death and Birth Certificates, 3.98
- All informaiton and application for government schemes/subsidies/loans etc., 8.45
- All upto government, 38.8

Suggestions for Improving the Working of e-DISHA Centres

Service seekers interface with administration is essential in suggesting ways and means to enhance the effectiveness of service delivery mechanisms. Thus it is imperative on the part of administration to solicit suggestions from customers to improve service provision.

For improving the working of e-DISHA Centres, 23.88% of total beneficiaries opined that more rural e-DISHA Centres should be opened for lessening the burden of existing e-DISHA Centres. 14.92% of beneficiaries think that having more service windows in e-DISHA Centres can make them more efficient. 9.95% of the beneficiaries opined that integration of data base of various government departments may help the e-DISHA Centres in delivering the services more effectively. According to 8.45% of the officials, SMS facility at e-DISHA Centres

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through which service related information can be sent to the beneficiaries also improve the performance of e-DISHA Centres. Awareness about e-DISHA Centres, inclusion of more services and displaying more sign boards in e-DISHA Centres were other suggestions for enhancing the performance of e-DISHA Centres (Table 27 and Figure 27).

Table 27
Suggestions for Improving the Working of e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Give suggestions to improve the working and performance of the e-DISHA Centres?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
More service windows	07	13.72	03	6.25	18	23.07	02	8.33	30	14.92
Awareness about the e-DISHA Centres	01	1.96	04	8.33	08	10.25	02	8.33	15	7.46
Inclusion of more services	05	9.80	04	8.33	03	3.84	01	4.16	13	6.46
Integration of database from various government departments	07	13.72	06	12.5	06	7.69	01	4.16	20	9.95
More rural Centres	07	13.72	14	29.16	14	17.94	13	54.16	48	23.88
More sign boards	04	7.84	04	8.33	02	2.56	02	8.33	12	5.37
SMS facility	03	5.88	04	8.33	10	12.82	-	-	17	8.45
No suggestions	17	33.33	09	18.75	17	21.79	03	12.5	46	22.38
Total	51	100	48	100	78	100	24	100	201	100

Figure 27: Give suggestions to improve the working and performance of the e-DISHA centres?

Panchkula

More service windows, 13.72
Awareness about the E-disha centres, 1.96
No suggestions, 33.33
Inclusin of more services, 9.8
More rural centres, 13.72
SMS facility, 5.88
More sign boards, 7.84
Integration of database from various government departments, 13.72

Panipat

No suggestions, 18.75
More service windows, 6.25
Awareness about the E-disha centres, 8.33
Inclusin of more services, 8.33
SMS facility, 8.33
More sign boards, 8.33
More rural centres, 29.16
Integration of database from various government departments, 12.5

Gurgaon

SMS facility, 12.82
No suggestions, 21.79
More service windows, 23.07
More rural centres, 17.94
More sign boards, 2.56
Integration of database from various government departments, 7.69
Inclusion of more services, 3.84
Awareness about the E-disha centres, 10.25

Mewat

No suggestions, 12.5
SMS facility, 0
More service windows, 8.33
Awareness about the E-disha centres, 8.33
Inclusin of more services, 4.16
More sign boards, 8.33
More rural centres, 54.16
Integration of database from various government departments, 4.16

Total

No suggestions, 22.38
More service windows, 14.92
Awareness about the E-disha centres, 7.46
Inclusin of more services, 6.46
SMS facility, 8.45
More sign boards, 5.37
More rural centres, 23.88
Integration of database from various government departments, 9.95

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EVALUATION OF e-DISHA CENTRES FROM OFFICIALS` PERSPECTIVE

Officials play key role in the delivery of public services at e-DISHA Centres. A number of questions covering areas like training, infrastructure, coordination, redressal and penalty provisions, problems and suggestions etc. were asked from the employees. A brief analysis of their responses is as under:

Training and Working Environment

The Government provided training for the e-DISHA employees. Around 90.5% of total officials have opined that they were provided special training. In case of three districts, namely, Panipat, Gurgaon and Mewat all the employees were imparted training. Only 9.5% of the total officials at e-DISHA Centres revealed they have not been provided special training for working at e-DISHA Centres (Table 28 and Figure 28).

Table 28
Training for Officials

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Have you been provided special training for working at e-DISHA Centre?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	17	63.0	26	100.0	32	100.0	20	100.0	**95**	**90.5**
No	10	37.0	-	-	-	-	-	-	**10**	**9.5**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 28: Have you been provided special training for working at e-DISHA Centre?
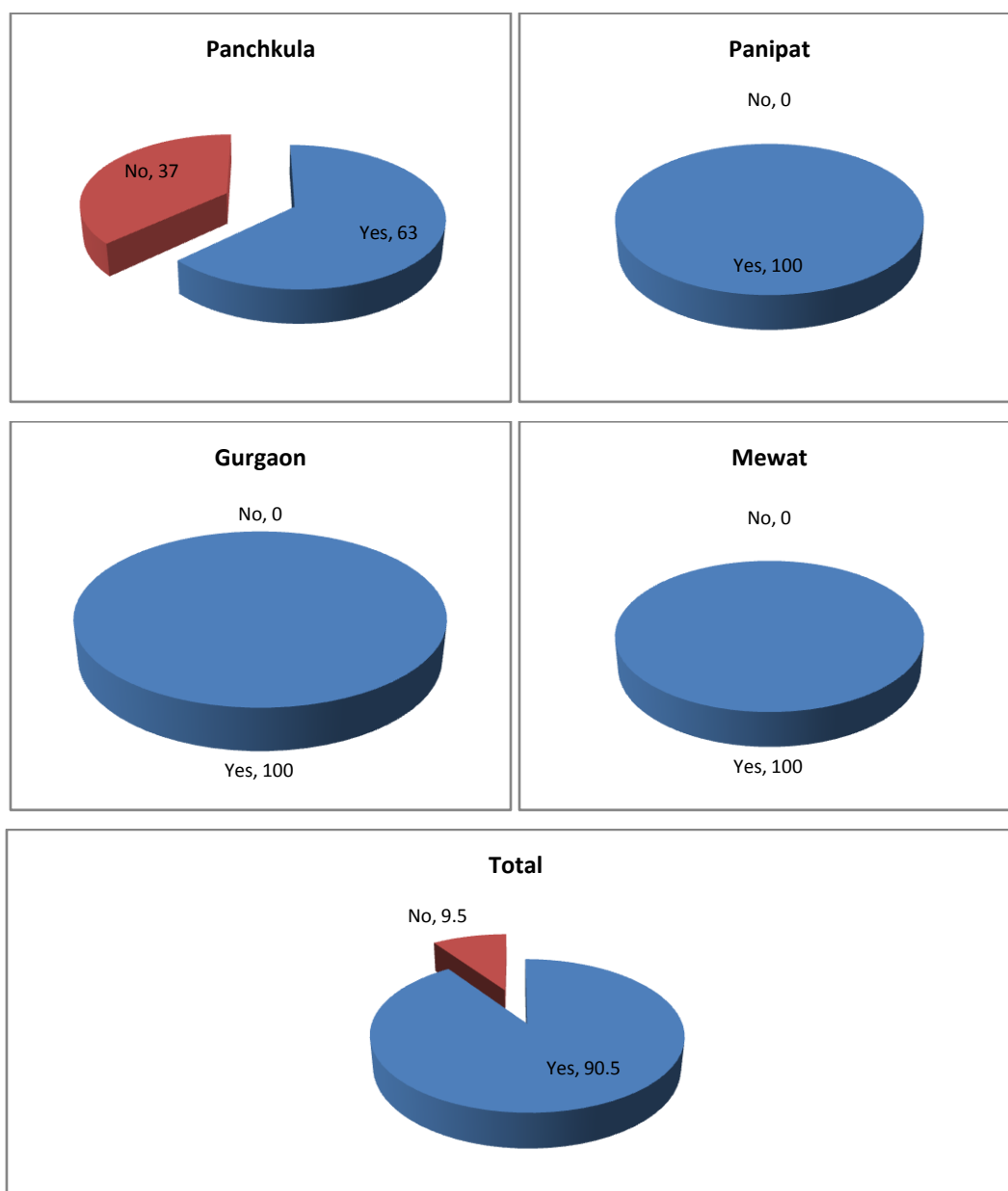
Mode of Training

Nature of training in consonance with the job requirement is essential for upgrading the skills of employees. Majority of the employees (65.7%) opined that they got training through Special Orientation Programme Workshops/Seminars etc. 9.5% have got on the job training. These were those officials who were posted in Panchkula and mentioned that they had not undergone any specialized training programme. 24.8% officials received the training through both the mechanisms (Table 29 and Figure 29).

Table 29
Mode of Training

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
What kind of training you have been provided?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
On Job Training (No specific Induction Course)	10	37.0	-	-	-	-	-	-	**10**	**9.5**
Special Orientation Programme Workshop/Seminar etc.	17	63.0	16	61.5	16	50.0	20	100.0	**69**	**65.7**
Both (As mentioned above)	-	-	10	38.5	16	50.0	-	-	**26**	**24.8**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 29: If yes, what kind of training you have been provided?

Panchkula
- Both (as mentioned above), 0
- On the job training, 37
- Special Orientation programme Workshop/ Seminar etc., 63

Panipat
- On the job training, 0
- Both (as mentioned above), 38.5
- Special Orientation programme Workshop/ Seminar etc., 61.5

Gurgaon
- On the job training, 0
- Both (as mentioned above), 50
- Special Orientation programme Workshop/ Seminar etc., 50

Mewat
- On the job training, 0
- Both (as mentioned above), 0
- Special Orientation programme Workshop/ Seminar etc., 100

Total
- On the job training, 9.5
- Both (as mentioned above), 24.8
- Special Orientation programme Workshop/ Seminar etc., 65.7

Facilities Available

Facilities lack at e-DISHA Centres. 35.23% of the officials at e-DISHA Centres opined that the space provided to e-DISHA Centres is not sufficient. About 20.95% officials stated that lack of infrastructure is another stumbling block in the working of e-DISHA Centres. No provision of enquiry counters at e-DISHA Centres was expressed as a constraint by 9.52% officials. The issue of lack of staff has also been raised by 8.57% of the officials. Only 3.8% of the officials felt that long power cuts/no provision of electricity generators has hampered the working of e-DISHA Centres (Table 30 and Figure 30).

Table 30
Kind of facilities lacking in e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Kind of facilities lacking in e-DISHA Centre?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
None	-	-	-	-	16	50.0	7	35.0	**23**	**21.9**
Lack of Staff	-	-	-	-	-	-	9	45.0	**9**	**8.57**
Lack of Space	13	48.14	12	46.15	12	37.5	-	-	**37**	**35.23**
Lack of Infrastructure	4	14.81	14	53.84	4	12.5	-	-	**22**	**20.95**
No Enquiry Counter	10	37.03	-	-	-	-	-	-	**10**	**9.52**
Long power cuts/No provision of Electricity Generators	-	-	-	-	-	-	4	20.0	**4**	**3.80**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 30: Kind of facilities lacking in e-DISHA Centre?

Panchkula
- No Enquiry counter, 37.03
- Long power cuts/ No provision of electricity generators, 0
- None, 0
- Lack of Staff, 0
- Lack of space, 48.14
- Lack of Infrastructure, 14.81

Panipat
- No Enquiry counter, 0
- Long power cuts/ No provision of electricity generators, 0
- None, 0
- Lack of Staff, 0
- Lack of space, 46.15
- Lack of Infrastructure, 53.84

Gurgaon
- Lack of Infrastructure, 12.5
- No Enquiry counter, 0
- Long power cuts/ No provision of electricity generators, 0
- None, 50
- Lack of space, 37.5
- Lack of Staff, 0

Mewat
- Long power cuts/ No provision of electricity generators, 20
- No Enquiry counter, 0
- Lack of Infrastructure, 0
- Lack of space, 0
- Lack of Staff, 45
- None, 35

Total
- Long power cuts/ No provision of electricity generators, 3.8
- No Enquiry counter, 9.52
- Lack of Infrastructure, 20.95
- None, 21.9
- Lack of Staff, 8.57
- Lack of space, 35.23

Coordination between parent departments and e-DISHA Centres

Coordination between e-DISHA Centres and respective administrative departments is key to effective and efficient service delivery. A good degree of coordination between administrative departments and e-DISHA exists. Around 84.8% of the total officials reported no lack of coordination between administrative departments of the State and e-DISHA Centres. Overall, 15.2% of the officials have confirmed the lack of coordination between the parent departments and e-DISHA Centres. In case of Panchkula, Panipat and Mewat Districts almost complete coordination was reported (Table 31 and Figure 31).

Table 31
Lack of Coordination among Parent Departments and e-DISHA Centre

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you find lack of Co-ordination among the parent departments and e-DISHA Centres?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	-	-	-	-	16	50.0	-	-	**16**	**15.2**
No	27	100.0	26	100.0	16	50.0	20	100.0	**89**	**84.8**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 31: Do you find lack of Co-ordination among the parent departments and e-DISHA Centres?
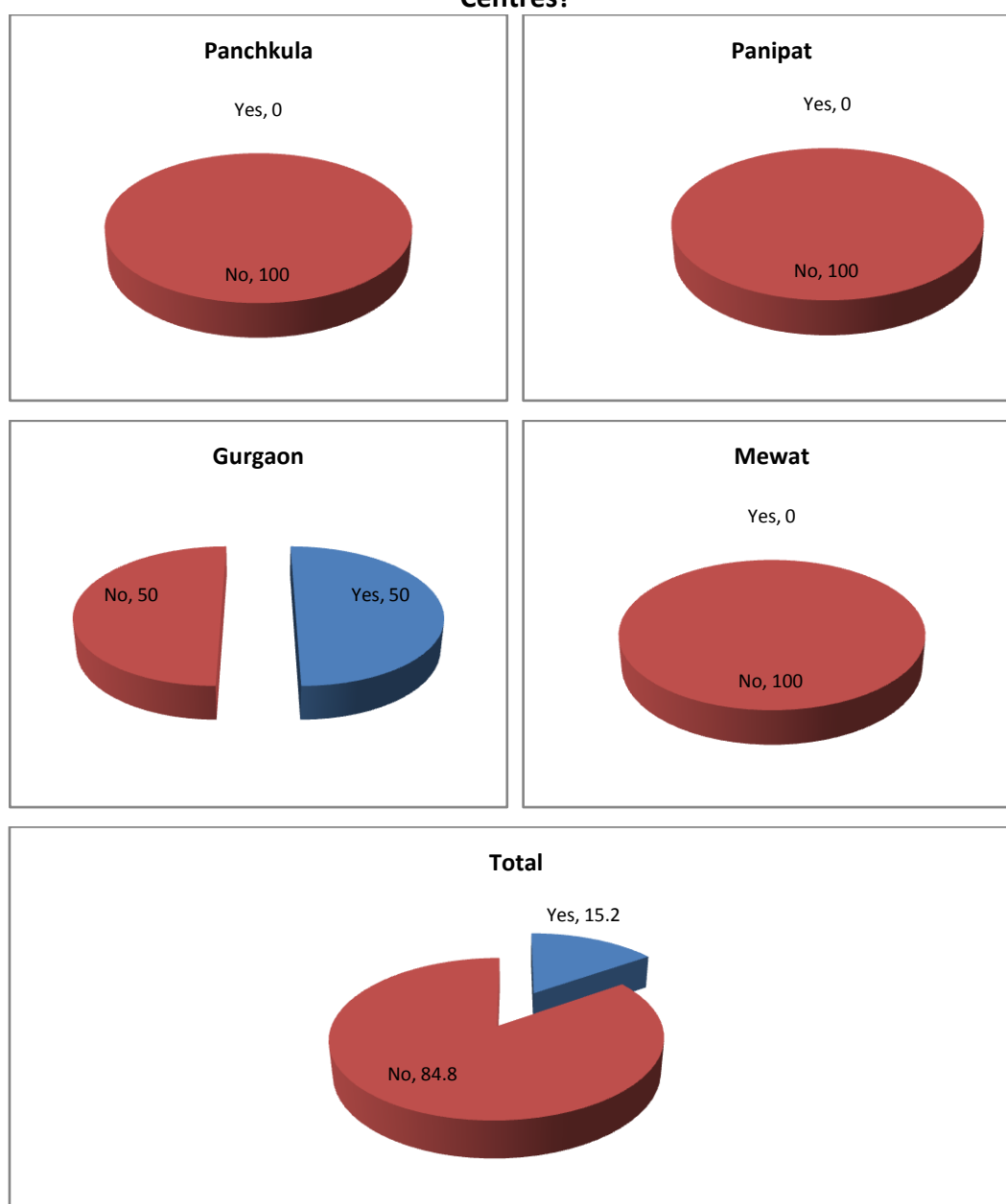
Number of Applications Received per Day

Popularity of e-DISHA Centres is reflected from number of applications received by them for availing services. Number of applications received per day varies across districts. Maximum applications to the tune of 500 plus per day were received in Gurgaon followed by Panchkula (300 plus) and Panipat (200 plus). Minimum applications (50 to 100) per day were received in Mewat district (Table 32 and Figure 32).

Table 32
Number of Applications Received in a Day

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
How many applications do you receive in a day seeking various services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
50-100	-	-	-	-	-	-	20	100.0	**20**	**19.04**
200+	-	-	26	100.0	-	-	-	-	**26**	**24.76**
300+	27	100.0	-	-	-	-	-	-	**27**	**25.71**
500+	-	-	-	-	32	100.0	-	-	**32**	**30.47**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 32: How many applications do you receive in a day seeking various services?

Panchkula
- 200+, 0
- 50-100, 0
- 500+, 0
- 300+, 100

Panipat
- 300+, 0
- 50-100, 0
- 500+, 0
- 200+, 100

Gurgaon
- 200+, 0
- 50-100, 0
- 300+, 0
- 500+, 100

Mewat
- 300+, 0
- 200+, 0
- 500+, 0
- 50-100, 100

Total
- 50-100, 19.04
- 500+, 30.47
- 200+, 24.76
- 300+, 25.71
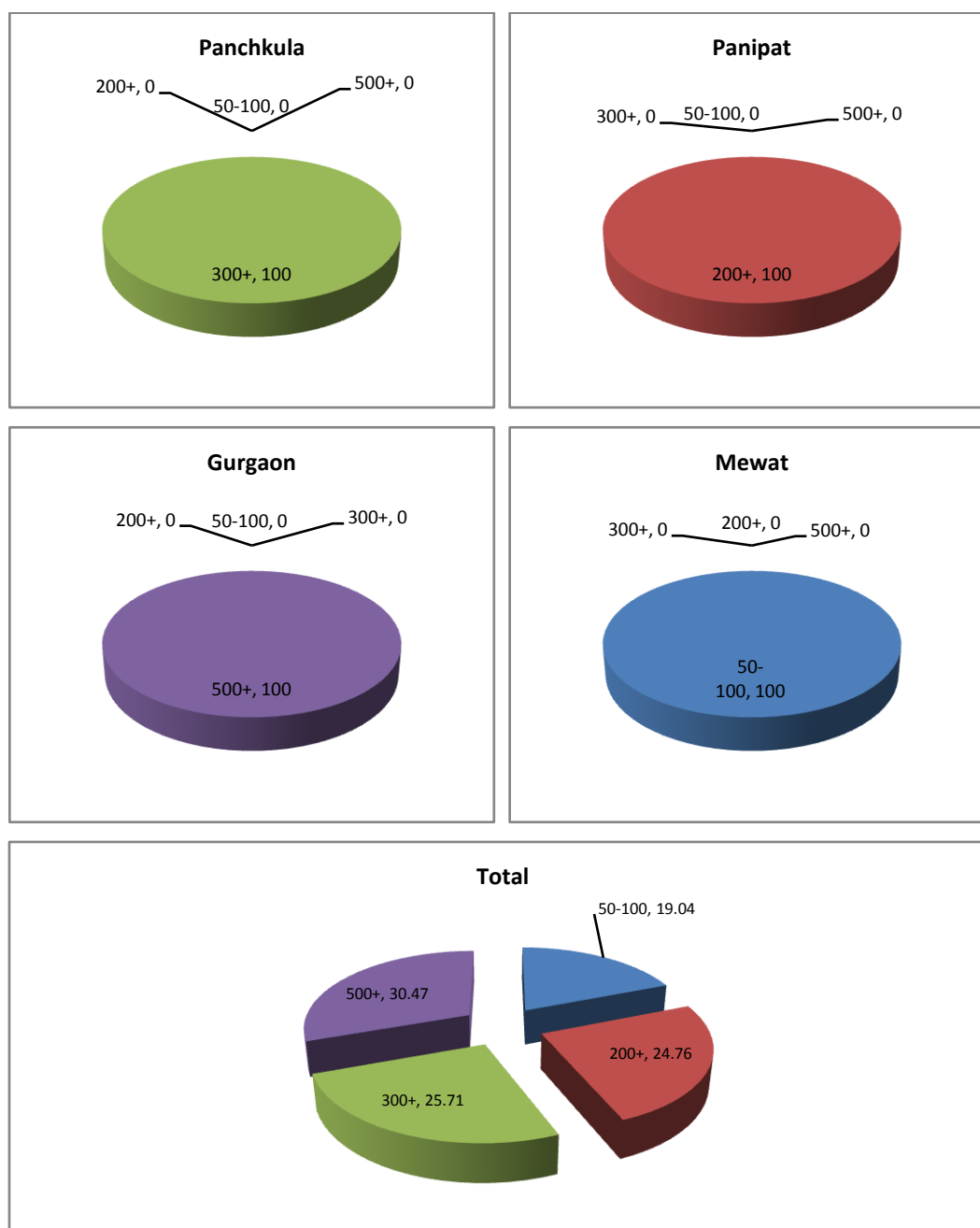
Guidance to Citizens

It is expected that e-DISHA officials help and guide the citizens in availing the services. On aggregate basis 93.3% officials guided and helped the citizens. In Panchkula, Panipat and Gurgaon all the employees helped the citizens. In Mewat, however, only 65% of the employees guided and helped the citizens (Table 33 and Figure 33).

Table 33
Help Provided to Citizens in Availing the Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you help or guide citizens in availing the services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
Yes	27	100.0	26	100.0	32	100.0	13	65.0	**98**	**93.3**
No	-	-	-	-	-	-	7	35.0	**7**	**6.7**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 33: Do you help or guide citizens in availing the services?

Panchkula

No, 0

Yes, 100

Panipat

No, 0

Yes, 100

Gurgaon

No, 0

Yes, 100

Mewat

No, 35

Yes, 65

Total

No, 6.7

Yes, 93.3
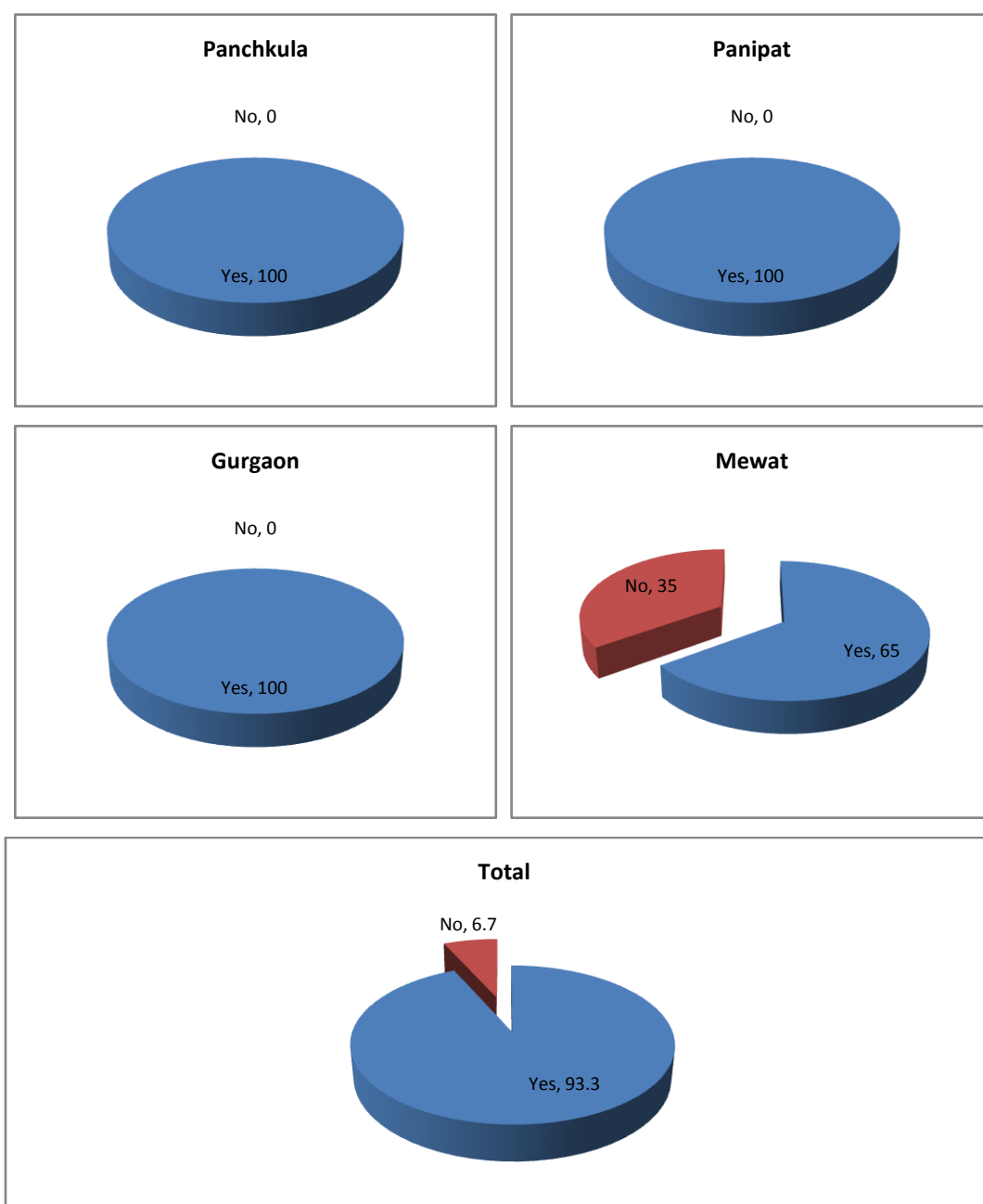
Nature of Services Provided

Table 34 reveals that 48.6% of total officials opined that New RC and driving license are the most availed services at e-DISHA Centres, followed by Land and Revenue records, new RC, SC and OBC certificates and NOCs for vehicle transfer from one state to another (Table 34 and Figure 34).

Table 34
Kind of Service Provided

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
What kind of service is frequently availed by citizens?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
New RC	-	-	10	38.5	-	-	-	-	**10**	**9.5**
New RC and Driving License	23	85.2	12	46.2	12	37.5	4	20.0	**51**	**48.6**
New RC and NOC for vehicle transfer from one state to other	-	-	-	-	-	-	5	25.0	**5**	**4.8**
SC and OBC certificates	-	-	-	-	-	-	7	35.0	**7**	**6.7**
Land and Revenue Records	4	14.8	4	15.4	4	12.5	4	20.0	**16**	**15.2**
All	-	-	-	-	16	50.0	-	-	**16**	**15.2**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 34: What kind of service is frequently availed by citizens?

Panchkula
- SC and OBC Certificates, 0
- New RC and NOC for vehicle transfer from one state to other, 0
- Land and Revenue records, 14.8
- All, 0
- New RC, 0
- New RC and Driving License, 85.2

Panipat
- SC and OBC Certificates, 0
- New RC and NOC for vehicle transfer from one state to other, 0
- Land and Revenue records, 15.4
- All, 0
- New RC, 38.5
- New RC and Driving License, 46.2

Gurgaon
- New RC, 0
- New RC and Driving License, 37.5
- All, 50
- New RC and NOC for vehicle transfer from one state to other, 0
- SC and OBC Certificates, 0
- Land and Revenue records, 12.5

Mewat
- Land and Revenue records, 20
- All, 0
- New RC, 0
- New RC and Driving License, 20
- SC and OBC Certificates, 35
- New RC and NOC for vehicle transfer from one state to other, 25

Total
- All, 15.2
- New RC, 9.5
- Land and Revenue records, 15.2
- New RC and Driving License, 48.6
- SC and OBC Certificates, 6.7
- New RC and NOC for vehicle transfer from one state to other, 4.8

Peak Hours of Service Delivery

The survey revealed that the peak hours in which the beneficiaries availed the services at e-DISHA Centres were between 10am-1pm. 69.5% of the officials confirm to this view. 15.2% of the total officials felt that there were no particular peak hours in which citizens like to avail services. 10.5% officials opined that 2pm to 5pm were peak hours for availing services (Table 35 and Figure 35).

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Table 35
Peak Hours of Delivery of Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
What are the peak hours during which various services are availed?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
10 am - 1 pm	27	100.0	26	100.0	16	50.0	4	20.0	**73**	**69.5**
11 am – 3 pm	-	-	-	-	-	-	5	25.0	**5**	**4.8**
2 pm – 5 pm	-	-	-	-	-	-	11	55.0	**11**	**10.5**
Whole day	-	-	-	-	16	50.0	-	-	**16**	**15.2**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 35: What are the peak hours during which various services are availed?

Panchkula

2 pm - 5 pm, 0   11 am - 3 pm, 0   Whole day, 0

10 am - 1 pm, 100

Panipat

2 pm - 5 pm, 0   11 am - 3 pm, 0   Whole day, 0

10 am - 1 pm, 100

Gurgaon

Whole day, 50   10 am - 1 pm, 50

2 pm - 5 pm, 0   11 am - 3 pm, 0

Mewat

Whole day, 0   10 am - 1 pm, 20

2 pm - 5 pm, 55   11 am - 3 pm, 25

Total

Whole day, 15.2

2 pm - 5 pm, 10.5

10 am - 1 pm, 69.5

11 am - 3 pm, 4.8
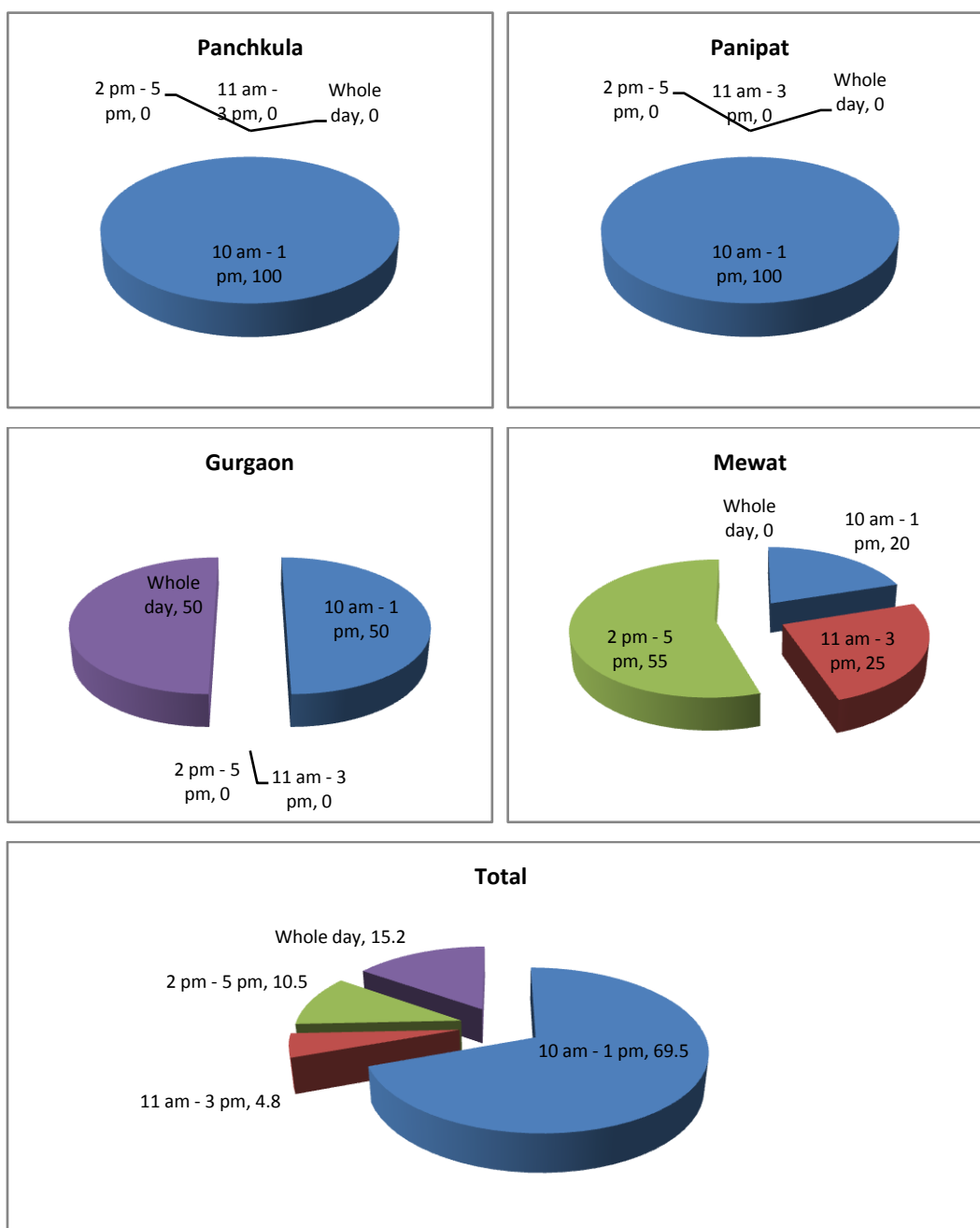
Peak Days of Service Delivery

Table 36 reveals that majority of the officials (90.5%) opined that there were no particular days for availing services at e-DISHA Centres (Table 36 and Figure 36).

Table 36
Peak Days during which the Services are mostly availed

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
What are the peak days during which various services are availed?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
All working days	17	63.0	26	100.0	32	100.0	20	100.0	**95**	**90.5**
Tuesday and Wednesday	7	25.9	-	-	-	-	-	-	**7**	**6.7**
Friday	3	11.1	-	-	-	-	-	-	**3**	**2.9**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

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Figure 36: What are the peak days during which various services are availed?
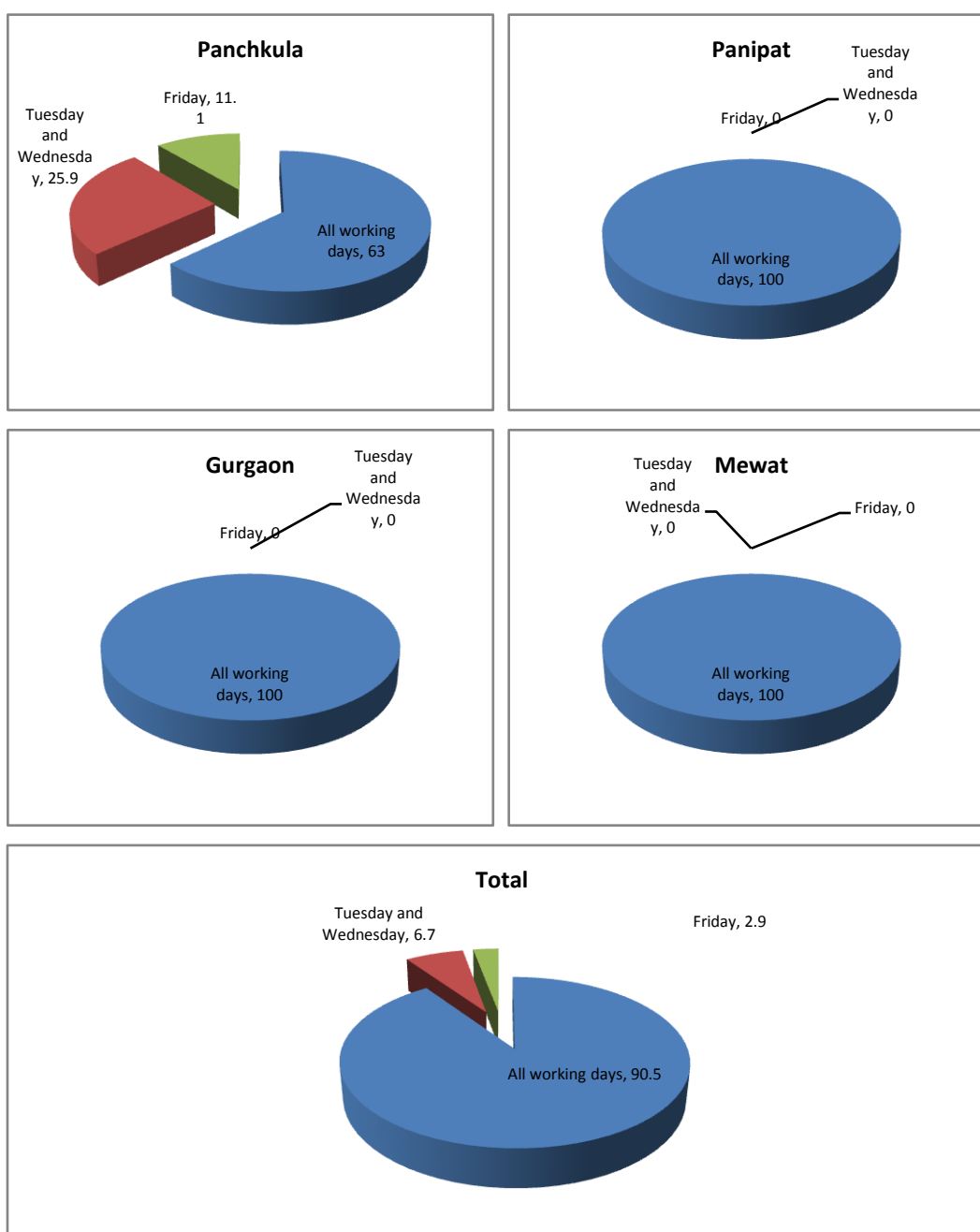
Peak Months of Service Delivery

The same trend was experienced in case of months as majority (46.7%) of the officials opined that there were no particular months in which citizens availed services at e-DISHA Centres. 22.9% of the officials revealed that most of the people prefer October to December time period for availing services. Around 19% of the officials opined that period ranging between April to June is preferred (Table 37 and Figure 37).

Table 37
Peak Months of Service Delivery

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
What are the peak months during which various services are availed?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Throughout the year	14	51.9	10	38.5	20	62.5	5	25.0	**49**	**46.7**
April-June	7	25.9	5	19.2	8	25.0	-	-	**20**	**19.0**
October-December	6	22.2	7	26.9	-	-	11	55.0	**24**	**22.9**
April-June & September-October	-	-	4	15.4	4	12.5	4	20.0	**12**	**11.4**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 37: What are the peak months during which various services are availed?

Panchkula
- October-December, 22.2
- April-June & September-October, 0
- Throughout the year, 51.9
- April-June, 25.9

Panipat
- April-June & September-October, 15.4
- Throughout the year, 38.5
- October-December, 26.9
- April-June, 19.2

Gurgaon
- April-June & September-October, 12.5
- October-December, 0
- April-June, 25
- Throughout the year, 62.5

Mewat
- April-June & September-October, 20
- Throughout the year, 25
- April-June, 0
- October-December, 55

Total
- April-June & September-October, 11.4
- October-December, 22.9
- Throughout the year, 46.7
- April-June, 19

Provision of Grievance Redressal Mechanism

Provision of grievance redressal mechanism is necessary for time bound delivery of services. Table 38 highlights that 93.3% of the total officials confirmed the availability of grievance redressal provision in case of delayed delivery of services. All the officials in the three districts, namely, Panchkula, Panipat and Gurgaon have opined that there was provision of grievance redressal mechanism. In case of Mewat district, 35% of the officials were not aware about the redressal mechanism (Table 38 and Figure 38).

Table 38
Provision of Redressal Mechanism

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Is there any provision for making complaint against the delay of services or deficient service?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	A.F.	%
Yes/Aware	27	100.0	26	100.0	32	100.0	13	65.0	98	93.3
No/Not Aware	-	-	-	-	-	-	7	35.0	7	6.7
Total	27	100.0	26	100.0	32	100.0	20	100.0	105	100.0

Figure 38: Is there any provision for making complaint against the delay of services or deficient service?
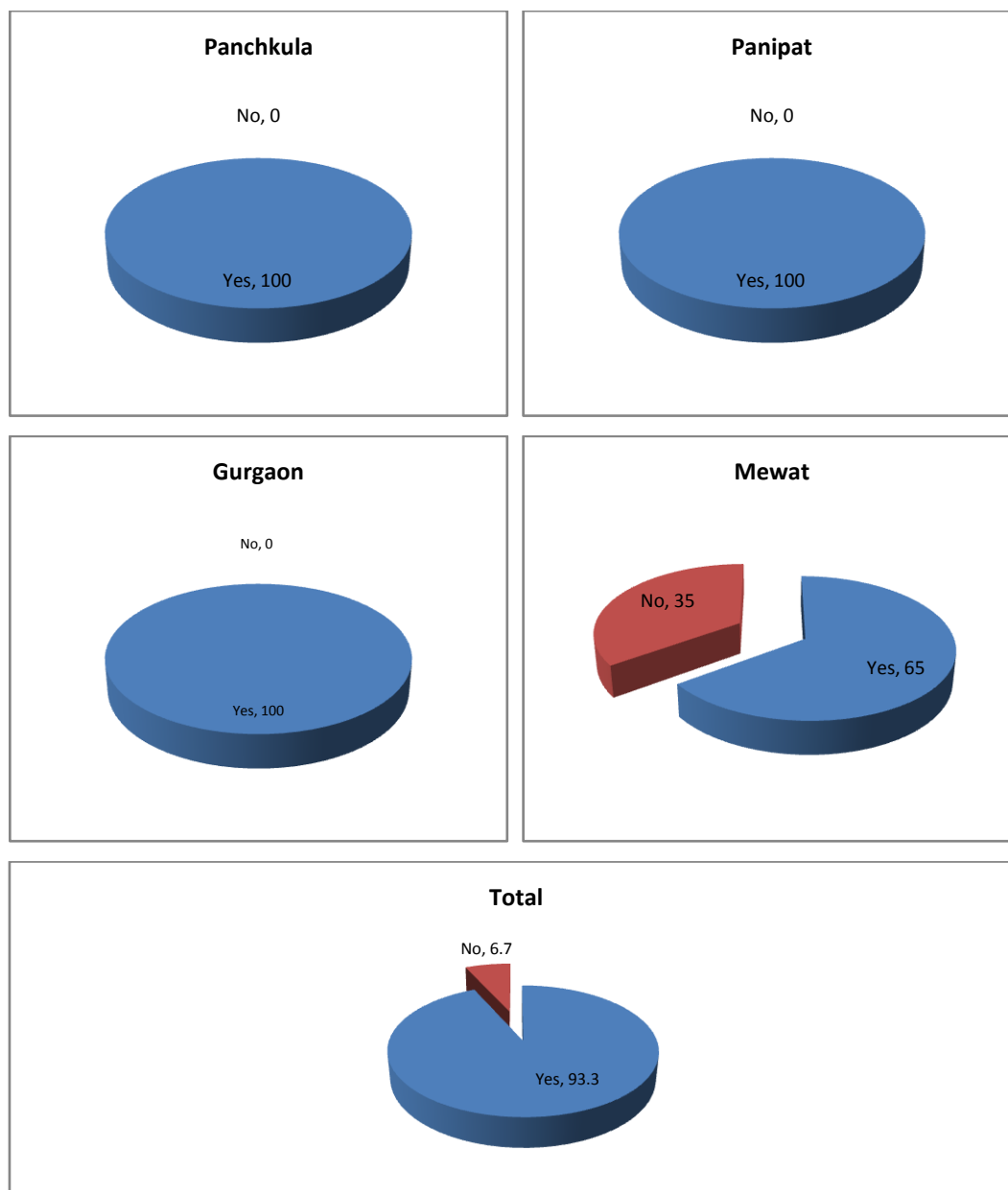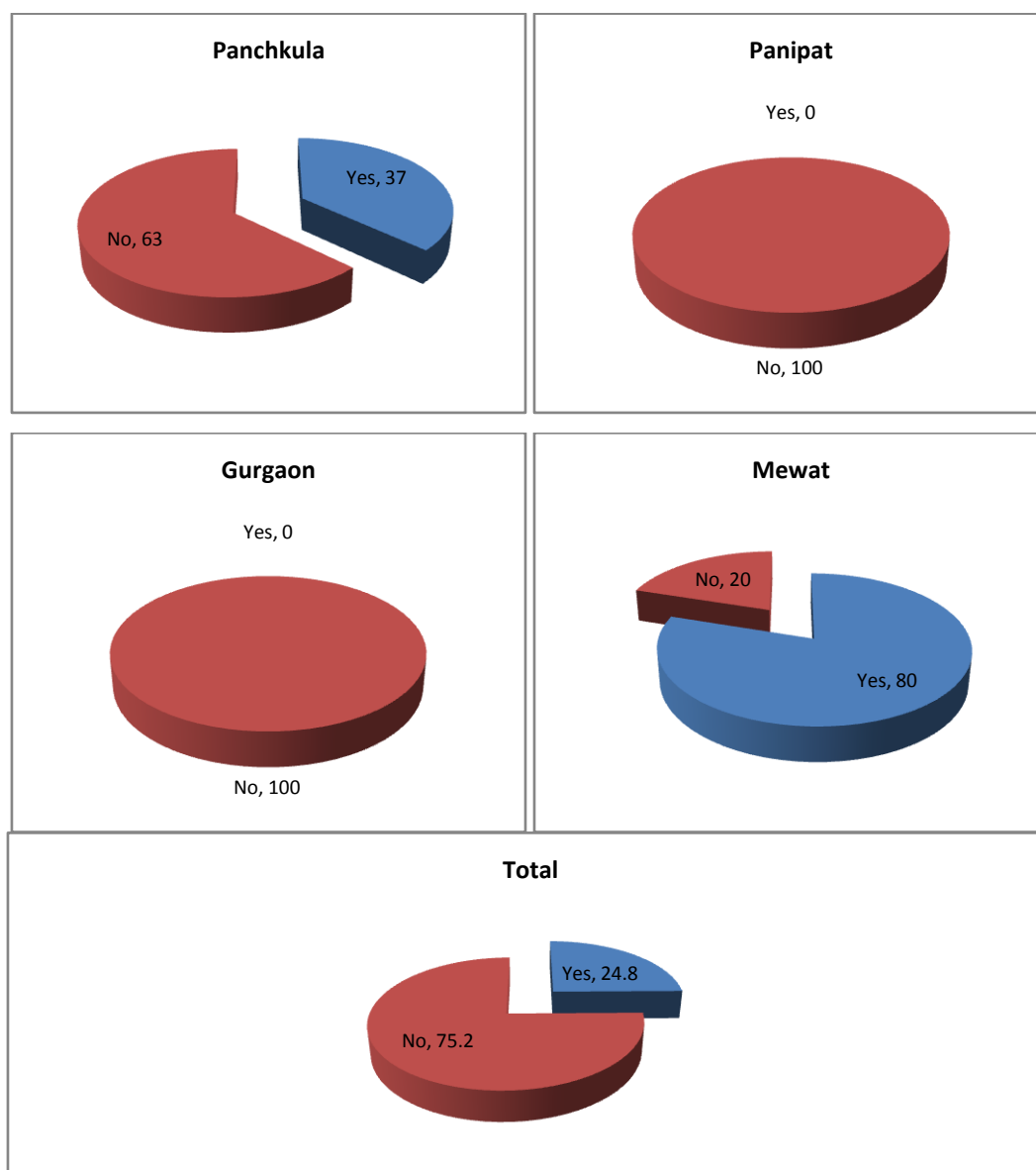

Complaints against the Officials

With provision of grievance redressal mechanism, it is obvious that complaints can be filed against erring officials. The percentage of total officials against whom any kind of complaint has been registered for not adhering to the prescribed time limit was very low (24.8%). 75.2% of the total officials at e-DISHA Centres stated that their names have never figured in any complaint. In Panipat and Gurgaon districts, all the officials have stated that there was no complaint against them (Table 39 and Figure 39).

Table 39
Complaint against the Officials

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Have any one complained against you for not delivering services on time?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	10	37.0	-	-	-	-	16	80.0	**26**	**24.8**
No	17	63.0	26	100.0	32	100.0	4	20.0	**79**	**75.2**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

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Figure 39: Have any one complained against you for not delivering services on time?

Panchkula
Yes, 37
No, 63

Panipat
Yes, 0
No, 100

Gurgaon
Yes, 0
No, 100

Mewat
No, 20
Yes, 80
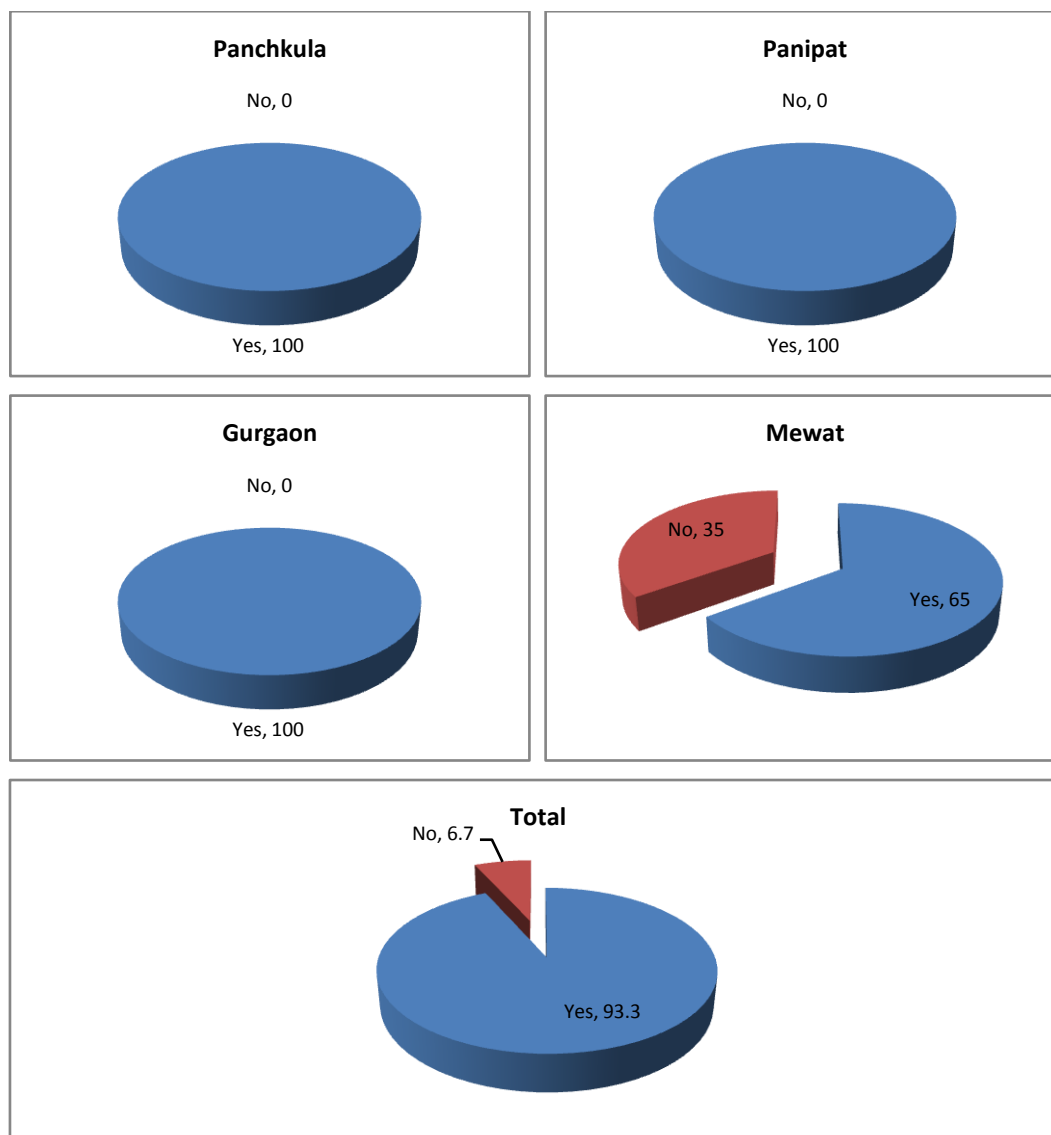
Total
Yes, 24.8
No, 75.2

Penalty Provision

Penalty to defaulting/ erring official helps in ensuring time bound delivery of services. All the officials at e-DISHA Centres in the districts of Panchkula, Panipat and Gurgaon responded that there was a provision of penalty to be imposed on officials in case of delay in delivery of services. While in Mewat district, 35% officials were not aware about the provision of penalty. Overall, 93.3% of the officials at e-DISHA Centres supported that the provision of penalty was in place in case of delayed service delivery (Table 40 and Figure 40).

Table 40
Provision of Penalty

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Is there any provision of penalty to be imposed on officials in case of delay in delivery of services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	%
Yes/Aware	27	100.0	26	100.0	32	100.0	13	65.0	**98**	**93.3**
No/ Not Aware	-	-	-	-	-	-	7	35.0	**7**	**6.7**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 40: Is there any provision of penalty to be imposed on officials in case of delay in delivery of services?
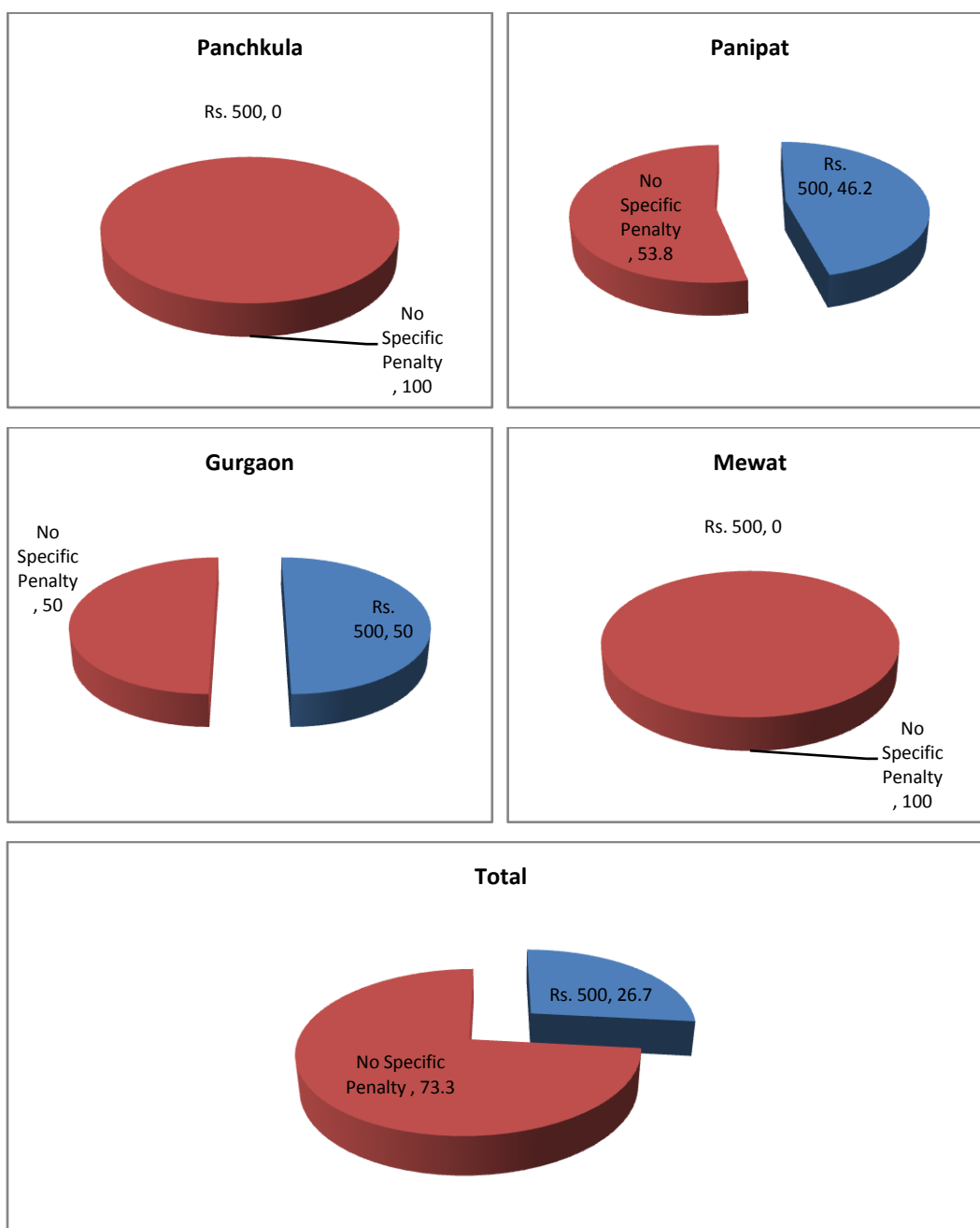

Amount of Penalty

Amount of penalty to be paid out of pocket of erring official essentially ensures accountability for service delivery. 73.3% of total beneficiaries stated that there was no specific penalty amount which can be levied on the errant officials in case of delay of service. In case of Mewat and Panchkula district, all the respondents opined that there was no penalty amount levied. 26.7% of the total officials have revealed that there was penalty of 500 rupees levied on the errant officials in case of delay of services (Table 41 and Figure 41).

Table 41
Amount of Penalty

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Please specify the amount and mechanism for penalty?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Rs. 500	-	-	12	46.2	16	50.0	-	-	**28**	**26.7**
No Specific Penalty	27	100.0	14	53.8	16	50.0	20	100.0	**77**	**73.3**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 41: Please specify the amount and mechanism for penalty?

Panchkula

Rs. 500, 0

No Specific Penalty , 100

Panipat

No Specific Penalty , 53.8

Rs. 500, 46.2

Gurgaon

No Specific Penalty , 50

Rs. 500, 50

Mewat

Rs. 500, 0

No Specific Penalty , 100

Total
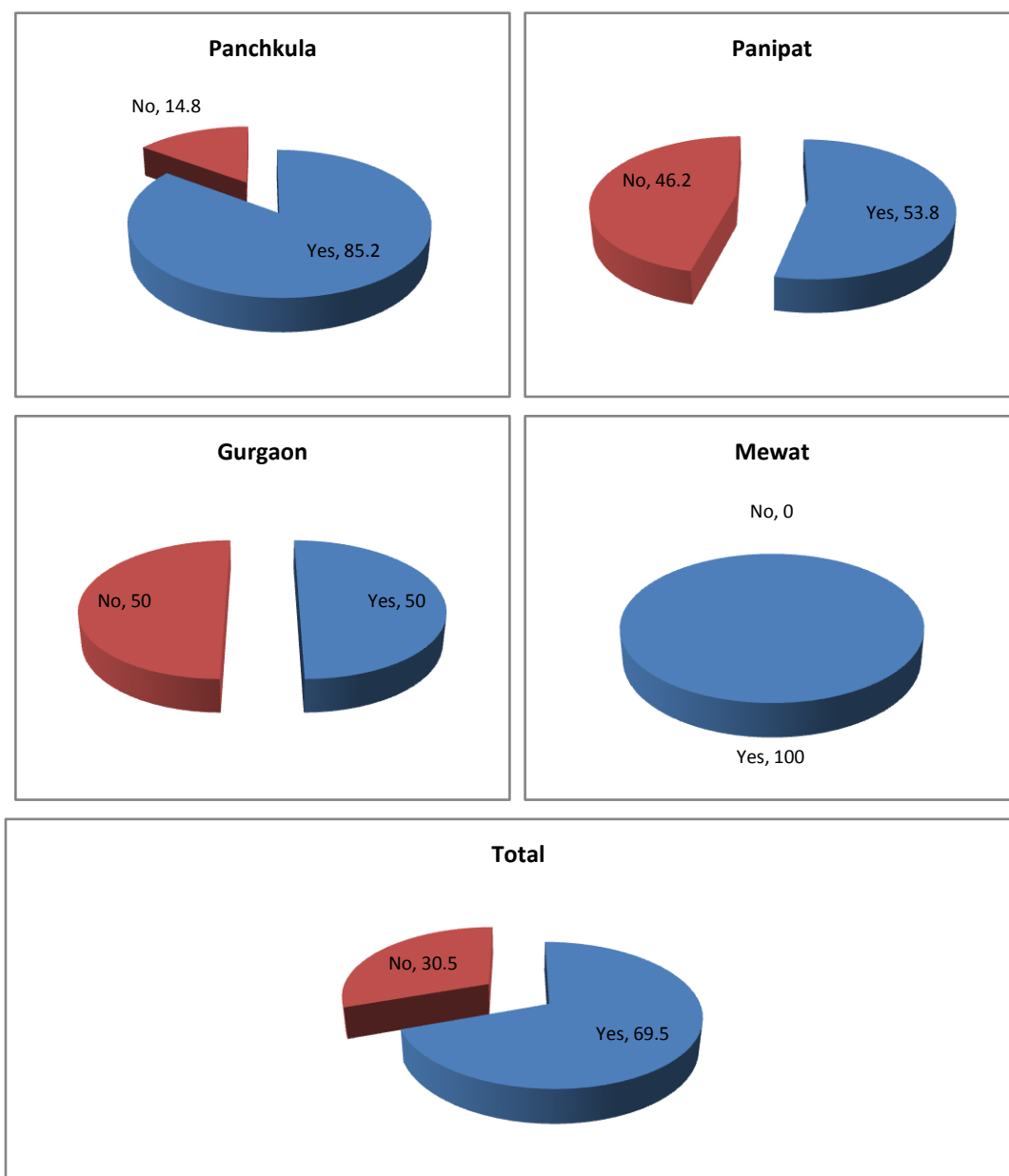
No Specific Penalty , 73.3

Rs. 500, 26.7

Problems Faced by Officials

Around 70% of the total officials revealed that they faced difficulties in delivering the services. In Mewat district, all the officials reported that they faced difficulties while delivering services followed by Panchkula (85.2%), Panipat (53.8%) and Gurgaon (50%). And 30.5% officials reported that they did not face any difficulty in discharging their duties. In districts of Panchkula, Gurgaon and Panipat 14.8%, 46.2% and 50% officials respectively opined that they did not face difficulty (Table 42 and Figure 42).

Table 42
Problem Faced by Officials While Delivering the Services

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Do you experience any kind of problem while delivering services?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Yes	23	85.2	14	53.8	16	50.0	20	100.0	**73**	**69.5**
No	4	14.8	12	46.2	16	50.0	-	-	**32**	**30.5**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 42: Do you experience any kind of problem while delivering services?

Panchkula
No, 14.8
Yes, 85.2

Panipat
No, 46.2
Yes, 53.8

Gurgaon
No, 50
Yes, 50

Mewat
No, 0
Yes, 100

Total
No, 30.5
Yes, 69.5

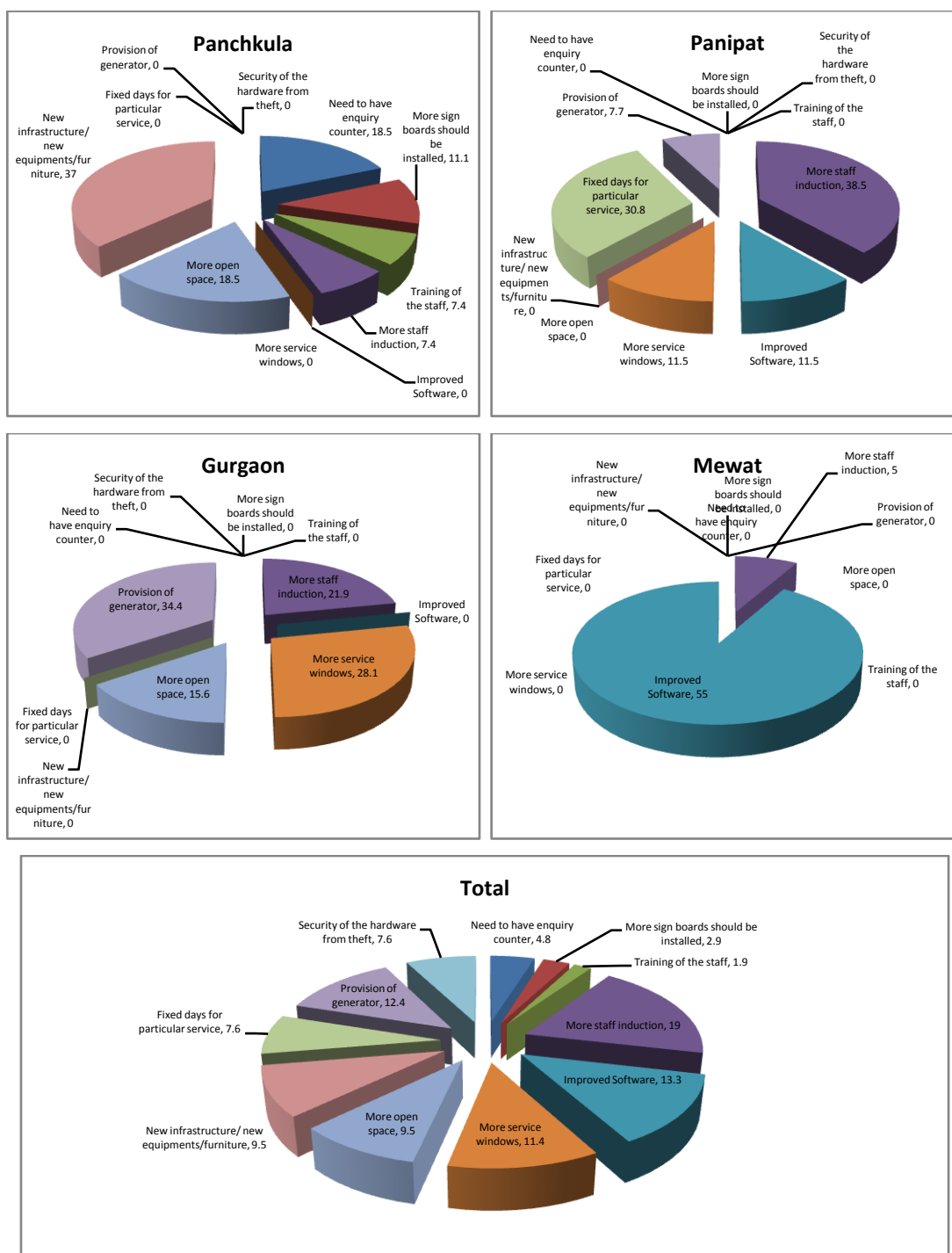## Suggestions for Improving the Working of e-DISHA Centres

Table 43 reveals that for improving the working of e-DISHA Centres it is necessary to recruit more staff at e-DISHA Centres. Around 19% officials working in the e-DISHA Centres raised the issue of shortage of staff at e-DISHA Centres. e-DISHA Centres should also improve upon the available software in the Centres. Around 13.3% officials stated that e-DISHA Centres need improved software. Power cuts also posed major problem in service delivery. 12.4% officials reported that provision of generator in e-DISHA Centres would improve the working of e-DISHA Centres. There should be more service windows to cater to the needs of the citizens. 11.4% of the officials opined that more service windows should be opened for

service provision. More open space and new infrastructure can also help e-DISHA Centres in improving its performance and 9.5% of the officials confirm to this view. 7.6% of the officials stated that fixed days for particular service and security measures (7.6%) to check on hardware theft can make e-DISHA Centres more efficient (Table 43 and Figure 43).

Table 43
Suggestion for Improving the Working of e-DISHA Centres

Item/Question	Panchkula		Panipat		Gurgaon		Mewat		Total	
Suggestions for improving the working of e-DISHA centres?	A.F.	%	A.F.	%	A.F.	%	A.F.	%	**A.F.**	**%**
Need to have Enquiry counter	5	18.5	-	-	-	-	-	-	**5**	**4.8**
More sign boards should be installed	3	11.1	-	-	-	-	-	-	**3**	**2.9**
Training of the staff	2	7.4	-	-	-	-	-	-	**2**	**1.9**
More staff induction	2	7.4	10	38.5	7	21.9	1	5.0	**20**	**19.0**
Improved software	-	-	3	11.5	-	-	11	55.0	**14**	**13.3**
More service windows	-	-	3	11.5	9	28.1	-	-	**12**	**11.4**
More open space	5	18.5	-	-	5	15.6	-	-	**10**	**9.5**
New infrastructure/ new equipments/ furniture	10	37.0	-	-	-	-	-	-	**10**	**9.5**
Fixed days for particular service	-	-	8	30.8	-	-	-	-	**8**	**7.6**
Provision of generator	-	-	2	7.7	11	34.4	-	-	**13**	**12.4**
Security of the hardware from theft	-	-	-	-	-	-	8	40.0	**8**	**7.6**
Total	**27**	**100.0**	**26**	**100.0**	**32**	**100.0**	**20**	**100.0**	**105**	**100.0**

Figure 43: Suggestions for improving the working of e-DISHA centres?

Panchkula
- Provision of generator, 0
- Fixed days for particular service, 0
- New infrastructure/ new equipments/furniture, 37
- Security of the hardware from theft, 0
- Need to have enquiry counter, 18.5
- More sign boards should be installed, 11.1
- More open space, 18.5
- Training of the staff, 7.4
- More staff induction, 7.4
- More service windows, 0
- Improved Software, 0

Panipat
- Need to have enquiry counter, 0
- Provision of generator, 7.7
- More sign boards should be installed, 0
- Security of the hardware from theft, 0
- Training of the staff, 0
- More staff induction, 38.5
- Fixed days for particular service, 30.8
- New infrastructure/ new equipments/furniture, 0
- More open space, 0
- More service windows, 11.5
- Improved Software, 11.5

Gurgaon
- Security of the hardware from theft, 0
- Need to have enquiry counter, 0
- More sign boards should be installed, 0
- Training of the staff, 0
- Provision of generator, 34.4
- More staff induction, 21.9
- Improved Software, 0
- More open space, 15.6
- More service windows, 28.1
- Fixed days for particular service, 0
- New infrastructure/ new equipments/furniture, 0

Mewat
- New infrastructure/ new equipments/furniture, 0
- More sign boards should be installed, 0
- Need to have enquiry counter, 0
- More staff induction, 5
- Provision of generator, 0
- Fixed days for particular service, 0
- More open space, 0
- More service windows, 0
- Improved Software, 55
- Training of the staff, 0

Total
- Security of the hardware from theft, 7.6
- Need to have enquiry counter, 4.8
- More sign boards should be installed, 2.9
- Training of the staff, 1.9
- Provision of generator, 12.4
- More staff induction, 19
- Fixed days for particular service, 7.6
- Improved Software, 13.3
- New infrastructure/ new equipments/furniture, 9.5
- More open space, 9.5
- More service windows, 11.4

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V

NEW INITIATIVES, BEST PRACTICES AND INSTITUTIONAL MECHANISMS FOR MAKING GOVERNANCE CITIZEN-FRIENDLY IN HARYANA

The landscape of governance has witnessed phenomenal changes patterned on the philosophy of reinventing government and business like reforms in public sector for improving government's efficiency, effectiveness and making more responsive to citizens in service delivery mechanisms (Ghuman, 2001; Drewry, 2003 and Haque, 2005, Nigussa, 2014). In wake of these reforms the governments have re-oriented themselves to be more responsive to their citizens in terms of service quality, accessibility and accountability (Torres, 2003 and Haque, 2005). Altogether, reinvention of governments is aimed at making governance citizen-friendly. As mentioned earlier, governments took slew of policy measures for making governance responsive, transparent, accountable and citizen-centric. The policy measures for promoting citizen-centric administration in India include The Right to Information Act; Citizens' Charters; Ombudsman institutions; Right to Service Acts; grievance redressal mechanisms; e-governance; simplification of procedures to reduce time and cost in the delivery of services, etc.

Learning and emulating the best practices can help in improving the service delivery mechanism in the State of Haryana. A few best practices that deserves worth mentioning and can be emulated in Haryana are discussed as under:

A project namely, Government to Citizen Urban (G2C-U) was launched by Kalyan Dombivli Municipal Corporation District Thane. The initiative was aimed at providing more than 100 services to citizens of Kalyan and Dombivli of District Thane (Maharashtra). The list of major services include services such as issue and renewal of Food and Business Licenses, Registration of Birth & Death related services, Submission of water and property dues/taxes, Building Layout approvals, Permission of cutting/trimming hazardous trees. The Municipal Corporation has institutionalized Citizen Facilitation Centres and Enterprise Information Portal (E.I.P) for delivering services to around 1.2 million citizens of Kalyan and Dombivli of District Thane. The provision of citizen charter and redressal mechanism are among the important features of the Project. Citizen Charter provides details about the time to be taken, process for the redressal of the grievances and authority to be approached in this regard. There are around 22 subjects on which the citizens can make complaint. The major subjects are roads, traffic, buildings, drainage, trees, public health, hospital, food, water supply, etc.

It has been found that the Project has facilitated speedy delivery of services. For example, the issuance of Birth and Death Certificate now takes only few minutes as compared to months in the earlier manual system. Moreover, it has created a transparent institutional mechanism ensuring access to all services from a single window.

For addressing queries and complaints the Municipality uses ABM CARE ®- a browser-based, proactive system for complaint acceptance, its time-bound resolution and transparent access to complaint resolution status to the citizens and the organization staff. ABM Care has a front-end module, which can be installed at a citizen/consumer interface like CFC (Citizen Facilitation Center) or on an Information Kiosk or on a Website for accepting complaints from citizens.

The staff of the organization uses Complaint Resolution Module (CRM) for entering the action taken on a particular complaint. A citizen can use Queries & Reports Module (QRM) to check the status of complaint resolution, to get Complaint Statistics and ascertain the organization's performance in respect of solving complaints. The System Administration Module is used for all System settings and parameters, complete configuration of User Interfaces, and defining Citizen Charter & Escalation path for every complaint category. When a complaint is not addressed by the concerned person within specified time, it is automatically escalated to immediate superior in the complaint handling chain.

Complaints redressal procedure could also be strengthened by adopting the UK practice of availability of complaint book to the service seekers on tables at important places and further investigation of complaints should be done by an official from another department of the concerned ministry (Ray, 1998).

Thus, Government of Haryana may design and use software on the lines of ABM Care for service delivery and prompt grievance redressal. State government may also place complaint books at desks of e-DISHA centres for citizens to file manual complaints. The complaints may be investigated by officials other than the concerned e-DISHA centres.

Another best practice worth emulating for Haryana Government is involving citizens at various stages of formulating and implementing service delivery mechanisms and also getting regular feedback for further improving the services (Ghuman and Mehta, 2007). The Australia Taxpayer's Charter Model can be very useful in this regard. In Australia the Charter Programme was developed over two years in consultation with stakeholders such as department staff, general public, business groups and experts (James, et al., 2005).

Outcome of a good policy depends upon quality of its implementation. Therefore implementation of service delivery mechanisms should be conscious decision involving time

and human resources rather than a casual approach. Organizations should be equipped with dedicated staff, Quality Networks, Complaint task force, people's panel, fixed qualitative and quantitative standards patterned on UK Model (Schiavo, 2000). Also, standards of services must be explicitly mentioned along with provisions for adequate compensatory mechanism to service seekers in case of non-compliance of standards. Public comments should be invited for evaluating and setting standards of services against the set targets on the lines of North Ireland Charter Programme (Ray, 1998). Also, with change in governments after every five years, new goals should be set for action. There should be regular review of performance after six months or a year on the patterns of New Zealand's Charter of Service Delivery (Ray, 1998). The state of Haryana should adopt these best practices for improving service delivery.

Thus, in the State, all the e-DISHA Centres should have adequate staff and physical infrastructure. Help desks should be set up to guide service seekers regarding various aspects. Display boards should be printed in vernacular languages containing relevant information such as cost of service, time period for delivery, appellate authority, etc.

Regular surveys and other research tools such as focus groups of staff and consumers and in-depth interviews with professionals based on Australia's Taxpayers' Charter should be undertaken by concerned department while revising the Charters (James, et al., 2005). Information regarding services should be available in vernacular languages as in England. This helps the citizens to easily understand their rights and privileges (Ray, 1998).

The Spanish Bottom Up and Voluntary Approach for implementing the service delivery based on Charters had a positive impact on perception of quality and service charter. Adoption of this approach can help in making service delivery more effective in Haryana. Further, the Spanish experience also suggests that regular citizen satisfaction surveys should be undertaken to ascertain the gap between service provided and service demanded so that deviations are corrected and quality is restored (Torres, 2006).

Performance audits on the patterns of Anglo-American Model should be conducted in Haryana by public bodies and their reports should be published for improving managerial capacity and service delivery (Torres, 2006).

VI

POLICY RECOMMENDATIONS FOR RE-ENGINEERING INSTITUTIONAL FRAMEWORK

Institutional framework is a wider concept. It comprises policy, planning, regulations, budget processes, organizational structures and administrative procedures. It also includes the role of informal institutions (Fountain, 2007). It is in this backdrop the restructuring of institutional framework for e-governance specially e-DISHA Centres has been recommended.

No doubt the service delivery has improved after the introduction of e-governance initiatives especially delivery of services through e-DISHA Centres. For making service delivery standards comparable to international bench markings it is essential to introduce governance reforms on regular basis. It is relevant to mention here that recently the government of Haryana has enacted Haryana Right to Service Act 2014 (HRTSA). Most of the notified services would be delivered through e-DISHA Centres and thus their effectiveness holds the key for seamless and hassle free delivery of services. For making e-DISHA Centres reliable institutional mechanisms for the delivery of services, the following policy recommendations have been prescribed.

1. Improving E-Readiness

The success of e-delivery of services especially through e-mode including e-DISHA depends upon e-readiness. E-readiness means the ability of the Information and Communication Technology (ICT) networks to effectively adapt to the social and economic advancements. The Center for International Development at Harvard University defines an 'E-Ready' society is one that has the necessary physical infrastructure (high bandwidth, reliability, and affordable prices); integrated current ICTs throughout businesses (e-commerce, local ICT sector), communities (local content, many organizations online, ICTs used in everyday life, ICTs taught in schools), and the government (e-government); strong telecommunications competition; independent regulation with a commitment to universal access; and no limits on trade or foreign investment.[6]

Haryana has taken various policy initiatives for improving its e-readiness. However, Haryana needs additional bold policy initiatives including more favorable political and regulatory environment for e-governance; up gradation and improvement of physical infrastructure relating to ICT; computerization of office records; better coordination through ICT between administrative departments and e-DISHA Centres; provision of more and quality e-services

and e-products; strengthening ICT skilled manpower; improving computer literacy; enhancing tele-density and popularizing ICT applications among citizens for availing services.

2. Setting up Interactive and User-Friendly Websites for each Department

e-DISHA Centres provide only limited services. For the remaining services, the citizens have to contact the administrative departments. The government of Haryana has its own website showing 52 departments. All departments have their own websites, however, the websites of around nine departments are under construction or inaccessible. In case of many of these departments the websites are not regularly updated. Also all the forms are not available for downloading. A couple of websites are not user-friendly. Keeping in view the lukewarm response of the departments towards e-governance for the delivery of services, it is recommended that the websites be updated on regular basis. These are made more user-friendly and interactive. All the forms, Acts, Rules, Circulars, Guidelines and Procedures for availing services be made available on website.

3. Liberal Financial Allocations

In a market-driven economy performance of an organization depends upon availability of financial resources. Some of e-governance initiatives in the country suffer due to meager resource allocation. The central government earlier suggested that 5 percent of the total states' budget should progressively be allocated to ICT and its applications. In the light of HRTSA 2014 and time bound delivery of the notified services electronically liberal resources need to be allocated to e-governance initiates specially e-DISHA Centres. It is recommended that the limit of 5 percent of the state budget to be spent on e-governance may be enhanced to 10 percent and also some user charges may be levied for the speedier delivery of services.

4. Instituting Formal Web enabled Grievance Redressal Mechanisms

The e-DISHA Centres have pre-dominantly been used as institutions for delivery of services having no formal institutional mechanisms in place for the aggrieved citizens about the refusal of services, their untimely delivery, charging of fee more than prescribed and behavior e-DISHA Centre employees. Therefore e-DISHA Centres are institutions only for the lucky citizens who get timely services and for others virtually these centres are a source of harassment and wastage of financial resources and time. For example, around one-third beneficiaries (34%) opined the non existence of formal redressal mechanisms or Appellate Authority. For improving the coverage of e-DISHA universally, it is recommended that each e-DISHA Centre should have citizen grievance redressal authority in place. The information about it should also be displayed on the Boards at central places.

Further, the Department of the Administrative Reforms and Public Grievances has developed software for the redressal of public grievances. It is recommended that all the Administrative Departments of Haryana and e-DISHA Centres should use the relevant software for timely redressal of public grievances. The objectives of the Web-Enabled Grievances Redressal System should be to resolve public grievances in a time bound manner. In case public grievances are not resolved at a particular level of authority within stipulated time, it should automatically reach the first appellate authority. Similarly, if the complaint is not resolved by the first appellate authority, it automatically should reach the second appellate authority. Finally, once in a month, all the unresolved public grievances should automatically escalate to Service Commission/higher authorities preferably Chief Minister for direct involvement in the public grievance redressal process.

5. Ensuring Better Coordination between Administrative Departments and e-DISHA Centres

The performance of e-DISHA Centres largely depends upon the cooperation of the parent Administrative Department whose services are routed through e-DISHA Centres. The officials of the concerned administrative department collect all applications on daily basis from Electronic Service Delivery Point (ESDP) at e-DISHA Centres and get back to e-DISHA Centres about the earlier applications. In a number of cases the desired degree of cooperation is not forthcoming. For improving the delivery of services through e-DISHA Centres it is recommended that a formal institutional mechanism should be introduced for ensuring effective coordination between administrative departments and e-DISHA centres so that the citizen can get uninterrupted public services.

6. Provision of Quality Infrastructure

The provision of adequate and good quality infrastructure plays significant role for enhancing the level of satisfaction of services seekers. Based on other studies and survey results it is suggested that the e-DISHA Centres should have good quality spacious premises comprising a waiting foyer, a help desk, more Computerized Operators/Service windows, public conveniences including canteen, drinking water, television and generator in case of power failure.

7. Increasing the Staff Strength

The workload of e-DISHA Centres has been increasing with the passage of time. The work load would increase further due to the provision of notified services under the Act. But the staff strength is either stagnating or not increasing in tune with increasing workload. Inadequate staff strength is one of the stumbling blocks for the delivery of services by the e-

DISHA centres. With a view to provide services to the full satisfaction of citizens it is recommended that additional staff be required on urgent basis.

8. Launching of Aggressive Awareness Campaigns

Review of studies and field results clearly suggest that effectiveness of e-DISHA Centres, in addition to other factors, largely depends upon widespread dissemination of information about the services provided through these Centres and procedures followed therein. Survey results reveal that most of the beneficiaries have come to know about e-DISHA Centres from sources other than electronic sources. In this e-age, dissemination of information through e-modes at the speed of a thought would play important role. It is therefore recommended that the Government of Haryana should extensively utilize electronic modes including television and mobile phones for reaching door steps of users of its services for sharing information about HRTSA and e-DISHA Centres.

9. Putting Display Boards at Prominent Places

Display of information about the services provided at each e-DISHA Centre, time limit, cost/fee, contact person along with telephone numbers, first and second appellate authorities plays pivotal role in determining the level of satisfaction of service seekers. No doubt for the State as a whole impressively high percentage of beneficiaries opined that the Display Boards containing relevant information were placed at central places. But in case of Gurgaon and Mewat districts 36% and 17% beneficiaries respectively stated that information about cost/fee was not mentioned on the Display Boards. The absence of information about fee/cost does not rule out the possibility of over-charging. In this backdrop, it is recommended that all e-DISHA Centres should adopt to a uniform pattern of Display Boards showing all service related information including fee/cost for availing a service.

10. Ensuring Better and Time Bound Delivery of Services

The major stumbling block in successful implementation of e-DISHA Centres is not adhering to time limits in letter and spirit. The survey results show that only 37.3% of total beneficiaries confirmed getting the services within the stipulated time limit. e-DISHA Centres need to take drastic measures in this regard. Strong accountability mechanisms in the form of well defined formal redressal mechanisms and provision of penalty for the errant officials would help in ensuring time bound delivery of services.

11. Increasing Working Hours of e-DISHA Centres

Governments in advanced countries specially Organization for Economic Co-operation and Development (OECD) countries provide services round the clock (24x7). By learning from the

experience of advanced countries, the working hours of the e-DISHA Centres should be increased considerably. At present the e-DISHA Centres work only for 8 hours (from 9 AM to 5 PM). In case of Chandigarh, Samparak centres work from 8 AM to 8PM. Following this practice, the e-DISHA centres should also start providing services for 12 hours (from 8 AM to 8 PM). It is relevant to mention here overwhelmingly a large number of beneficiaries to the tune of 95% have voted in favor of increasing the working hours of e-DISHA Centres.

12. Delivery of all the Notified Services through e-DISHA Centres

e-DISHA Centres, at present are delivering only limited services. For other services the citizens have to undergo the traditional institutional mode which is cumbersome, time consuming and costly. Making e-DISHA centres more popular and effective institutions for delivery of services, it is recommended that, preferably all the notified services under the Act should be provided e-DISHA Centres. Majority of the beneficiaries (76%) during the field survey have also suggested to enlarge the coverage of services by the e-DISHA Centres.

13. Making e-DISHA Centres Effective in Rural Areas

Majority of the people (65%) in Haryana resides in rural areas. For availing public services in number of cases rural people have to travel to urban areas which is both time consuming and costly. No doubt, at present around 1159 e-DISHA *Ekal Sewa Kendra* (Common Service Centres) are claimed to operating. Their effectiveness, however, is not satisfactory. Haryana has 6841 villages. With a view to provide public services at the door steps of rural people it is suggested that existing e-DISHA Centres should be made really functional and more e-DISHA Centres should be opened in the villages of Haryana. In case of small villages, the e-DISHA Centres may be opened in cluster of villages. For opening more e-DISHA centres in rural and remote areas public private partnership model can be adopted. Survey results also suggest the opening of more e-DISHA Centres in the rural areas. For example, 24 percent of the employees suggest more rural e-DISHA Centres. The implementation of this policy would help in reducing the workload of urban e-DISHA Centres.

14. Changing the Mindset and Behavior of Service Providers

Traditionally, the mindset of service provider is that of master. In the citizen-centric governance paradigm the service provider needs to tailor his/her services in accordance with tastes/likings of the service seekers. Under the new paradigm it is essential to change the mindset of the employees from that of master to public servant in true sense of the concept. This can be done by organizing orientation and refresher courses on the themes relating to citizen-centric governance models, and also enforcing effective mechanism of external accountability preferably social audit.

VII

CAPACITY ENHANCING TRAINING PROGRAMMES FOR PREPARING THE HUMAN RESOURCES ALIGNED WITH CITIZEN-CENTRIC GOVERNANCE REFORMS IN HARYANA

The successful implementation of the above mentioned recommendations largely depends upon the capacity enhancing training programmes for preparing the human resources aligned with citizen-centric governance reforms in Haryana. At present the capacity building of staff is done on the pattern of traditional model of governance. The contours of governance have been changing rapidly. The officials, however, are not well equipped with necessary expertise and skill in service delivery mechanisms in the State. With a view to equip the staff with latest advances in the field of governance especially e-governance it is essential to impart training on regular basis to the employees of e-DISHA Centres. Also, regular capacity building programmes in the form of training programmes should be undertaken for Headquarters and Field officials. The induction, orientation and sensitization courses should contain basic introduction to the legal framework for service delivery, good governance, concept of citizen-centric administration and rights and responsibilities of officials. Capacity building programmes should necessarily aim at developing interpersonal skills of officials, application of ICT in service delivery, and aligning the modern day service provider with prevailing trends. The training content should also concentrate on changing mindset of service provider from being master to servant with prime concern of citizen's service delivery.

Professional Development courses shall also be introduced for the officials to enable them acquire the professional knowledge and skills necessary for delivering quality services. All technical staff shall be eligible for career development courses especially those that are mandatory for confirmation in appointment and promotion.

Newly recruited staff should be attached with experienced staff for sharing experiences and good practices for short duration. Inter department and intra-department staff exchanges should also take place for skills transfer.

Lastly, resource persons for capacity building programmes should be reputed practitioners in the field of e-governance in combination with subject experts from academic institutions. This will enrich the theoretical as well as applied knowledge of officials in the field of citizen-centric governance. Further, in the training programmes relating to capacity building of officials, different organizations such as national, private and overseas training institutions be roped in so that the officials are equipped with recent developments in the field of time bound *service* delivery.

End Notes

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