

Service Delivery Effectiveness Through E -Governance– A Comparative Study Between Rural And Urban Karnataka

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Abstract: *E-governance is considered to be one of the instruments by which corruption free, transparent administration is promoted. The country can achieve the objectives of India Vision 2032 provided corruption is arrested. E-Governance expectations include a system of online and anywhere any time service delivery. It should be faster, easier, simpler than the traditional system and facilitate problem solving with ease using electronic systems.*

The Karnataka government is a forerunner in implementing e-governance projects that have brought in visible improvements in terms of efficiency and effectiveness. IT has implemented milestone projects such as Bhoomi, Kaveri, KarnatakaOne, E-procurement, HRMS, Kswan, UID, Biometric, FMS, LMS, Khajane, Sarathi and Vahan This paper aims to measure the effectiveness of implementation of such e-governance project in quantitative terms by developing suitable index. Attempts have been made in this paper to compare the service delivery effectiveness in rural and urban places. Data from 2000 beneficiaries, 450 officials have be collected across all the 30 districts in Karnataka.

I. Introduction

Technology intervention has become the order of the day in all fronts. The technology has promoted the quality of life of the people in every corner of the world, be it developed or developing or under developing country. In India with her massive population it is a highly challenging task to provide services to the citizens. The ratio of service providers to receivers is very huge and hence the citizens face innumerable problems while availing services from the government. But today with the increased awareness among citizens, service delivery has to have improved. Hence the intervention of technology has become imminent in the field of service delivery. Hence, the Government of India embraced E-Governance as a solution to many problems that are encountered in the traditional system. The Government of India in general and all the states in particular are investing huge amount of tax payer's money in these ventures. They have taken up various projects either specific to their states or at par with other states to address common problem that are encountered on day to day basis. The major asset of India is the human resource as has been rightly pointed out by the former President Dr A.P.J. Abdul Kalam. Such a diversified human resource suffers from a variety of grievances which our government is supposed to address. But in any government office, even after stepping into 21st century, a letter or an application hardly moves from table to table. The citizens of India can seldom expect the government to solve problems by just sending an email or SMS to the offices concerned.

E-GOVERNANCE

It is through the implementation of electronic media that the government can render its services and disseminate information effectively. Electronic governance (e-governance) can be defined as the use of Information and Communication Technologies (ICT) for the planning, implementation and monitoring of government programmes, projects and activities¹. In India, e-governance is experiencing a tremendous boom especially in the last twelve years. The Government of India has launched a national e-governance action plan. E-governance is an acronym for the term electronic governance used by government agencies to improve and refine the relations with citizens, businesses and other arms of government. It is an opportunity to transform a public sector organization's commitment, so that it can function as truly citizen centric. It provides an opportunity to provide cost effective services to the private sector contributing to the development of business and promotion of long term economic growth, an opportunity to change governance through improved access to accurate information. E-governance leads to transparent and responsive democratic institutions.

E-GOVERNANCE IN KARNATAKA:

Presently, the Karnataka government has been implementing the following projects.

Projects implemented by the Government of Karnataka:

- Bhoomi
- Khajane

- Kaveri
- KarnatakaOne
- E Procurement
- Human Resource Management System (HRMS)
- KSWAN
- VATSOFT

Projects in implementation process by the Government of Karnataka

- Letter Monitoring System (LMS) and File Monitoring System (FMS)
- E- attendance
- Digital Land Records
- MobileOne

Projects Implemented in Karnataka in collaboration with Government of India

- Aadhar
- Atalji Jan Snehi Kendra or RDS or CSC or Nemmadi

STATEMENT OF THE PROBLEM

E-governance is a revolution in government administration. It has speeded up the process, simplified it to a greater extent and has resulted in better service delivery. The information is available to the users in the concerned websites on 24 X 7 basis. The government is spending a huge amount of taxpayers' money in these projects. If the delivery of services to various stake holders such as Citizens, Business people, Government employees and other government bodies is not effective, the stakeholders would deny the uses of service, making the whole exercise squandered. Hence it is highly essential to evaluate the effectiveness of service delivery. The central idea of the problem is to assess the effectiveness of service delivery through e-governance in Karnataka and to identify the pitfalls and short comings and to come out with constructive suggestion that would benefit Central government in general and Karnataka state government in particular.

1.6 OBJECTIVES OF THE STUDY:

The objectives of this study are:

- To assess the profile and level of satisfaction of the citizens towards service delivery through e-governance,
- To evaluate the impact of IT implementation on the working of Government employees,
- To examine the effectiveness of service delivery through e-governance and
- To suggest measures to policy makers for good governance though effective service delivery.

II. Review Of Literature

Yennis Backos and Micheal E Treacy (1986)¹¹ have remarked that the use of information technology as a competitive weapon has become a popular cliché. But there is a still marked lack of understanding of the issues that determine the influence of e-governance on government and the process that will allow a smooth coordination between technology and strategy.

Hans J Scholl (1996)¹³ identifies that the electronic governance increasingly impacts business processes and work force in public sector. The e-governance has capacity to directly change the business process using ICT.

Gartner (2000)¹⁷ opines that e-governance would mature according the four phase e-governance maturity model. These four phases include information, interaction, transaction and transformation. These phases have been defined based on experiences with e-commerce and e-governance in Europe and other Western regions. Phase one is just the presence of information on web. Phase two allows interaction between providers and receives. The third phase facilitates on line transaction where as the fourth phase is complete transformation of activities over internet.

Ramarao T.P. (2003)²⁴ remarks that the e-governance projects have very high potential for offering cost-effective, improved and easy-to-access services to citizens, and improved processing of transactions both within the government and between the government and other agencies. The planning, implementation, and monitoring of government programmes, projects, and activities can be significantly strengthened by these applications. Successful e-governance projects involve, in the design process, all stakeholders such as government officials, legislators, regulatory agencies, citizens, voluntary organizations, technology consultants, vendors, academics, researchers, funding agencies, and media.

Basavaraj K.P. (2011)⁵⁵ indicates in his research, effectiveness of e-governance in Karnataka, that financial sustainability of telecenters can be addressed by following a three-pronged approach. First, the private partners in the PPPs need to offer a cluster of integrated and complete services so that they have a wider customer base. Depending only on G2C services as sources of revenue is not sufficient to make telecenters financially viable.

Second, the government also needs to go beyond telecenter usage to provide G2C services. Thirdly, The possibility of making the telecenter a conduit for collecting information at the village level in facilitating better planning, monitoring, evaluation, and execution of programs is enormous.

H. Rajeshwari (2012) observes in her study on effectiveness of e-governance in Mysore, Karnataka that service delivery has vastly improved

RESEARCH HYPOTHESES

The Researcher has testified the following research hypotheses to test the effectiveness of service delivery through e-governance in Karnataka.

1. Effective service delivery of e-governance is related to the literacy, awareness and knowledge of service receivers
2. The government officials are satisfied about implementation of e-governance.
3. The effectiveness of service delivery of E-Governance is same in urban places than in rural places

Table 6.0: Category of Respondents

| Category | Group | NO. OF PEOPLE | |
|----------|------------------------------|---------------|-----|
| A | Government Employees | 448 | |
| B | Urban People | 2943 | |
| | Respondents on Bhoomi | | 652 |
| | Respondents on Kaveri | | 641 |
| | Respondents on Nemmadi | | 634 |
| | Respondents on Sarathi Vahan | | 661 |
| | Respondents on KarnatakaOne | | 355 |
| C | Rural People | 600 | |
| | Total | 3991 | |

Source: Primary Data

1.3 BODY OF THE PAPER

Research Methodology

The proposed research is depending on the support of both primary data and secondary data. **Primary data** is collected by administering questions to the respondents which invariably covers the citizens of Karnataka on one hand and office machineries on the other. 6.1 crores is the population of Karnataka as per 2011 census. There are 30 districts in Karnataka. Information is elicited from citizens from all these districts to evaluate the service delivery in each district. The researcher has drawn 2000 citizens as the sample size. For this purpose, Stratified random sample techniques will be adopted. Structured questionnaires were administered to the sample size to elicit the required information and data for this research. The following questionnaire were employed

Questionnaire to assess effectiveness of service delivery to rural people. Data is collected in selected villages in each district of Karnataka. Questionnaire to assess effectiveness of Service Delivery through **Kaveri, Bhoomi, Nemmadi Kendra, Sarathy and Vahan, KarnatakaOne**. This questionnaire was circulated to citizens. Business men, farmers, professionals and students will be selected. A schedule will also be prepared to administer to the 449 officials of the sample of managerial cadre working in all these offices.

The researcher is also depending on the **Secondary Data**. The research will be making use of books, journals, national & international magazines, government and other websites to collect secondary data.

Chi square test and Annova is used to testify the significance. The researcher has developed an e-governance service delivery index based on various essential parameter required for the study. 10 different parameters have been identified and each of them has be given equal weightage. Various parameters under each sub indexed items are identified and are measured using the questionnaire. The index is developed by refereeing various secondary data and also over the discussions held with various experts in e-governance Department of Karnataka and NIC offices at Mysore and Bangalore.

Table 6.0A E-Governance Service Delivery Index

| SI No | Parameter | Index Value |
|-------|---|-------------|
| 1 | Awareness: Awareness in citizens about the existence of a e- service which includes Awareness about Government Services and Awareness about E-Governance Projects | 0.1 |
| 2 | Time Taken: Time Taken to provide a service $1 - \frac{\text{Time Taken more than Sakkal Time}}{\text{Sakkal Time to provide service}}$ | 0.1 |
| 3 | Quality of Service: Quality of the service, Quality of records Issued a. Clarity | 0.1 |

| | | |
|---|---|----------|
| | b. Easy Availability c. Mistakeless d. Quality e. Accuracy | |
| 4 | Cost incurred: Cost incurred by Citizen to avail a service $1 - \frac{\text{Cost incurred after e - governance}}{\text{Cost incurred before e - governance}}$ | 0.1 |
| 5 | Responsiveness: The response of the service providers a. Availing of services in time b. Changes in response of providers as perceived by users c. Preference to get direct service over middlemen d. Opinion about investment in e-governance | 0.1 |
| 6 | Delivery of essential services: The variety services offered Total Number services offered to No of services that could be offered | 0.1 |
| 7 | Overall Satisfaction of employees • Reduction in Work • Accepting that e-governance is better way of administration • Reduction in paper work • Reduction in personal intervention by citizen • Accepting that e-governance has increased overall productivity of employees • Attitude of the employees | 0.2 |
| 8 | Ambience of the service centre: The service centre | 0.1 |
| 9 | Infrastructure in the kiosk/office: a. No. of Computers/ No of People b. No. of Trained People c. Variety of Work done d. No. of E-governance programmes e. Level of E -Governance | 0.1 |
| | Total | 1 |

However appropriate modifications are made depending on the nature of project while calculating service delivery effectiveness of each project.

III. Results

TESTING OF HYPOTHESIS

H1: Service Quality of e-governance is related to the literacy, awareness and knowledge of service receivers

In a country like India having a massive population over 1.2 billion, serving the citizens is not an easy job. The citizen must also have some basic knowledge to measure the effectiveness of service. The literate folk can gain the knowledge of e-governance service. Awareness can be created in them if they have some basic education as a result of which their knowledge is enhanced. The below table shows the consolidated perception of citizens about the effectiveness of service delivery based on their education.

Service Quality Index of various projects based on education level of respondents

| Sl No | Education | Service Quality Index | | | | |
|-------|----------------------|-----------------------|---------|----------|---------------|----------|
| | | Bhoomi | Kaveri | Nemmadi | Sarathy Vahan | K1 |
| 1 | Upto 10 | 0.5520 | 0.6535 | 0.8078 | 0.6787 | 0.9508 |
| 2 | Degree | 0.1754 | 0.3052 | 0.4495 | 0.2281 | 0.9484 |
| 3 | PG | 0.9353 | 1.3136 | 0.9233 | 1.2258 | 0.9532 |
| 4 | Other | 0.6583 | 0.5965 | 0.9394 | 0.7339 | 0.9366 |
| 5 | Total | 0.4966 | 0.6239 | 0.8325 | 0.6023 | 0.9496 |
| 6 | X ² Value | 0.6417 | 0.32733 | 0.959243 | 0.01046 | 0.975993 |
| 7 | P Value | 0.886817 | 0.91363 | 0.811113 | 0.999716 | 0.807061 |

The above table shows service Delivery Effectiveness index is varied based on the level of education of the respondents. A p value ranging from 0.80 to 0.99 clearly reject the null hypothesis that the there is no relationship between education and e-governance. Hence the null hypothesis is rejected and alternative hypothesis is accepted which means that the service delivery effectiveness is related to education and in turn to awareness and knowledge. Chi square values clearly confirm the goodness of fit and express that e-governance related to education.. These values clearly focuses that the proposed hypotheses is accepted.

H2: The government officials are satisfied about implementation of e-governance.

The Overall satisfaction of the employees towards e-governance, working in various departments is considered

based on the following parameters as discussed in the development of instrument. They are

1. Reduction in Work
2. Accepting that e-governance is better way of administration
3. Reduction in paper work
4. Reduction in personal intervention by citizen
5. Accepting that e-governance has increased overall productivity of employees

The below table shows how many employees have responded positively to the above parameters and percentage

Overall satisfaction of employees department wise

| Office | No of respondents | Reduction in work | Better way of admin | Reduction in paper work | Reduction in personal interventions | Increase in overall productivity | Average | Percent |
|-----------------------------|-------------------|-------------------|---------------------|-------------------------|-------------------------------------|----------------------------------|--------------|-------------|
| Agriculture Dept | 19 | 15 | 18 | 16 | 16 | 16 | 16.2 | 85.26 |
| City Corpn | 24 | 18 | 16 | 20 | 17 | 18 | 17.8 | 74.17 |
| DC Office | 37 | 26 | 34 | 32 | 28 | 27 | 29.4 | 79.46 |
| Food & Civil Supplies | 21 | 16 | 16 | 17 | 18 | 14 | 16.2 | 77.14 |
| KSWAN | 12 | 8 | 9 | 11 | 7 | 10 | 9 | 75.00 |
| Nemmadi Kendra | 9 | 4 | 7 | 8 | 5 | 8 | 6.4 | 71.11 |
| Police Depart | 14 | 12 | 12 | 11 | 9 | 12 | 11.2 | 80.00 |
| PWD | 12 | 7 | 8 | 7 | 9 | 9 | 8 | 66.67 |
| Revenue Depart | 66 | 52 | 53 | 49 | 49 | 48 | 50.2 | 76.06 |
| RTO | 28 | 15 | 24 | 19 | 21 | 18 | 19.4 | 69.29 |
| Sub reg Office | 42 | 31 | 37 | 31 | 34 | 34 | 33.4 | 79.52 |
| Taluk Office | 32 | 26 | 26 | 26 | 23 | 25 | 25.2 | 78.75 |
| Taluk Panchayat | 18 | 12 | 13 | 16 | 14 | 11 | 13.2 | 73.33 |
| Treasury | 36 | 23 | 31 | 31 | 29 | 26 | 28 | 77.78 |
| Urban Development Authority | 20 | 15 | 15 | 19 | 14 | 19 | 16.4 | 82.00 |
| Karnataka 1 Centres | 58 | 42 | 51 | 46 | 46 | 48 | 46.6 | 80.34 |
| Total | 448 | 322 | 370 | 359 | 339 | 343 | 346.6 | 77.3 |

(Source: Primary Data)

From the above table it can be seen that 77.3 per cent employees are satisfied with e-governance. Employees of Agriculture Department, Police Department and Karnataka One centres are highly satisfied with e-governance whereas the employees of PWD and RTO are not happy with e-governance. As the average satisfaction level is 77.3 per cent, the hypothesis is proved.

H3: The effectiveness of service delivery of E-Governance is same in urban places than in rural places
District wise Service Delivery Effectiveness Index

| Sl No | District | SDI of Bhoomi | SDI of Kaveri | SDI of Nemmadi Kendra | SDI of Sarathi Vahan | SDI of K1 & | Average SDI |
|-------|-----------------|---------------|---------------|-----------------------|----------------------|-------------|-------------|
| 1 | Bagalkot | 0.5019 | 0.5000 | 0.67224 | 0.5758 | - | 0.562485 |
| 2 | Bangalore Rural | 0.6189 | 0.6163 | 0.7169 | 0.82635 | - | 0.694613 |
| 3 | Bangalore | 0.7568 | 0.9106 | 0.7125 | 0.72686 | 0.8199 | 0.785332 |
| 4 | Belgaum | 0.7091 | 0.6941 | 0.76144 | 0.75647 | 0.8484 | 0.753902 |
| 5 | Bellary | 0.6651 | 0.7050 | 0.7424 | 0.72184 | 0.8494 | 0.736748 |
| 6 | Bidar | 0.7390 | 0.6170 | 0.71422 | 0.80999 | - | 0.720053 |
| 7 | Vijayapura | 0.7241 | 0.6849 | 0.77111 | 0.77748 | - | 0.739398 |
| 8 | Chamarajanagar | 0.6291 | 0.7117 | 0.75306 | 0.71372 | - | 0.701895 |
| 9 | Chikkaballapur | 0.6154 | 0.5817 | 0.73711 | 0.62845 | - | 0.640665 |
| 10 | Chikkamagaluru | 0.6883 | 0.7017 | 0.78652 | 0.66439 | - | 0.710228 |
| 11 | Chitradurga | 0.7327 | 0.6607 | 0.76758 | 0.79765 | - | 0.739658 |
| 12 | Davanagere | 0.6273 | 0.6531 | 0.82399 | 0.65863 | 0.8563 | 0.723864 |
| 13 | Dharawad | 0.6583 | 0.6910 | 0.74796 | 0.66554 | 0.8811 | 0.72878 |
| 14 | Gadag | 0.7401 | 0.7694 | 0.76453 | 0.8297 | - | 0.775933 |
| 15 | Kalaburagi | 0.6896 | 0.7084 | 0.71851 | 0.73913 | 0.8164 | 0.734408 |
| 16 | Hassan | 0.6320 | 0.6091 | 0.75855 | 0.64098 | - | 0.660158 |
| 17 | Haveri | 0.7110 | 0.7715 | 0.7228 | 0.69556 | - | 0.725215 |
| 18 | Karawara | 0.6842 | 0.7592 | 0.73464 | 0.75607 | - | 0.733528 |
| 19 | Kodagu | 0.6922 | 0.7111 | 0.71868 | 0.65624 | - | 0.694555 |
| 20 | Kolar | 0.8318 | 0.7841 | 0.70768 | 0.84962 | - | 0.7933 |
| 21 | Koppal | 0.7260 | 0.7532 | 0.70925 | 0.65956 | - | 0.712003 |
| 22 | Mandya | 0.6423 | 0.6674 | 0.68106 | 0.66379 | - | 0.663638 |
| 23 | Mangalore | 0.6737 | 0.7414 | 0.72025 | 0.68423 | 0.8554 | 0.734996 |
| 24 | Mysuru | 0.6753 | 0.6820 | 0.66164 | 0.65023 | 0.7713 | 0.688094 |

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| | | | | | | | |
|----|----------------|--------|--------|---------|---------|--------|-----------------|
| 25 | Raichur | 0.7538 | 0.6773 | 0.77899 | 0.74605 | - | 0.739035 |
| 26 | Ramanagara | 0.6422 | 0.7122 | 0.69076 | 0.72847 | - | 0.693408 |
| 27 | Shivamogga | 0.6755 | 0.7076 | 0.80882 | 0.65499 | 0.8602 | 0.741422 |
| 28 | Tumakuru | 0.6009 | 0.6433 | 0.71549 | 0.7205 | 0.8592 | 0.707878 |
| 29 | Udupi | 0.6304 | 0.6093 | 0.69695 | 0.60671 | - | 0.63584 |
| 30 | Yadgir | 0.6920 | 0.7281 | 0.73745 | 0.75813 | - | 0.72892 |
| | Average | 0.6679 | 0.6830 | 0.73904 | 0.68467 | 0.8341 | 0.721742 |

Table 6.70B Service Delivery Index of Various Projects

| SI No | Name of the Project | Service Delivery Index |
|-------|--|------------------------|
| 1 | Bhoomi | 0.67 |
| 2 | Kaveri | 0.68 |
| 3 | Nemmadi | 0.73 |
| 4 | Sarathi Vahan | 0.68 |
| 5 | KarnatakaOne | 0.84 |
| | Average Service Delivery index in Karnataka in cities | 0.720 |

The hypothesis assumes that the SDI of Urban and rural area is same. To test this hypothesis the SDI of rural area is taken as observed value and SDI of urban is taken as expected value.

| SI No | District | Urban SDI | Rural SDI | O-E | (O-E) SQ | (O-E) SQ/EXP |
|-------|-----------------|-----------------|----------------|----------|----------|----------------|
| 1 | Bagalkot | 0.562485 | 0.51017 | -0.05232 | 0.002737 | 0.004866 |
| 2 | Bangalore Rural | 0.694613 | 0.67699 | -0.01762 | 0.000311 | 0.000447 |
| 3 | Bangalore | 0.785332 | - | - | - | - |
| 4 | Belgaum | 0.753902 | 0.67141 | -0.08249 | 0.006805 | 0.009026 |
| 5 | Bellary | 0.736748 | 0.66968 | -0.06707 | 0.004498 | 0.006105 |
| 6 | Bidar | 0.720053 | 0.66803 | -0.05202 | 0.002706 | 0.003759 |
| 7 | Vijayapura | 0.739398 | 0.67483 | -0.06457 | 0.004169 | 0.005638 |
| 8 | Chamarajanagar | 0.701895 | 0.63497 | -0.06693 | 0.004479 | 0.006381 |
| 9 | Chikkaballapur | 0.640665 | 0.67034 | 0.029675 | 0.000881 | 0.001375 |
| 10 | Chikkamagaluru | 0.710228 | 0.62143 | -0.0888 | 0.007885 | 0.011102 |
| 11 | Chitradurga | 0.739658 | 0.65359 | -0.08607 | 0.007408 | 0.010015 |
| 12 | Davanagere | 0.723864 | 0.66621 | -0.05765 | 0.003324 | 0.004592 |
| 13 | Dharawad | 0.72878 | 0.68852 | -0.04026 | 0.001621 | 0.002224 |
| 14 | Gadag | 0.775933 | 0.71042 | -0.06551 | 0.004292 | 0.005531 |
| 15 | Kalaburagi | 0.734408 | 0.66389 | -0.07052 | 0.004973 | 0.006771 |
| 16 | Hassan | 0.660158 | 0.67634 | 0.016182 | 0.000262 | 0.000397 |
| 17 | Haveri | 0.725215 | 0.66339 | -0.06183 | 0.003822 | 0.005271 |
| 18 | Karawara | 0.733528 | 0.70504 | -0.02849 | 0.000812 | 0.001106 |
| 19 | Kodagu | 0.694555 | 0.65206 | -0.0425 | 0.001806 | 0.0026 |
| 20 | Kolar | 0.7933 | 0.69062 | -0.10268 | 0.010543 | 0.01329 |
| 21 | Koppal | 0.712003 | 0.66265 | -0.04935 | 0.002436 | 0.003421 |
| 22 | Mandya | 0.663638 | 0.68338 | 0.019742 | 0.00039 | 0.000587 |
| 23 | Mangalore | 0.734996 | 0.6417 | -0.0933 | 0.008704 | 0.011842 |
| 24 | Mysuru | 0.688094 | 0.63542 | -0.05267 | 0.002775 | 0.004032 |
| 25 | Raichur | 0.739035 | 0.73298 | -0.00606 | 3.67E-05 | 4.96E-05 |
| 26 | Ramanagara | 0.693408 | 0.65853 | -0.03488 | 0.001216 | 0.001754 |
| 27 | Shivamogga | 0.741422 | 0.66079 | -0.08063 | 0.006502 | 0.008769 |
| 28 | Tumakuru | 0.707878 | 0.67506 | -0.03282 | 0.001077 | 0.001521 |
| 29 | Udupi | 0.63584 | 0.6111 | -0.02474 | 0.000612 | 0.000963 |
| 30 | Yadgir | 0.72892 | 0.67051 | -0.05841 | 0.003412 | 0.004681 |
| | SUM | | | | | 0.13877 |

The chi square (p) value is 1 at the degree of freedom of 28 (Observed no of samples being 29) is shows the null hypothesis is accepted.

IV. Suggestions

- ❖ While designing any e- initiative need assessment has to be done. The government may conduct a need assessment survey among general public before taking up any project.
- ❖ An awareness has to be created in the minds of service receiver that there is no need to pay bribe to get the work completed by the case worker concerned. The whole process may be made more transparent so as to avoid manipulation. The procedure for getting any work shall be displayed in all offices. User friendly counters must be established.
- ❖ In sub registrar offices middlemen would be present plenty in numbers. Hence ID cards must be given to government employees so that the public can enquire with the right person.

- ❖ LMS and FMS are being implemented in Karnataka. In many offices it is already implemented. Once it is completely implemented, paperwork would be largely reduced. Further the citizens may be empowered to trace the movement of files through websites.
- ❖ E- Procurement system is a transparent system that has eradicated many evils that existed in the traditional system. However it is identified that still favouritism is being nurtured among higher authorities of the government. For example, there is no rules to fix EMD amount. The authorities are fixing the EMD amount at exorbitantly higher values which acts as a barrier to many interested and eligible bidders.
- ❖ Citizen feedback book can be kept at all kiosk and must be reviewed periodically to improve effectiveness. The government may take such feedback from to citizens to know whether responsiveness has improved. Online portals may also be established to register any complaint and immediate action may be taken.
- ❖ Nemmadi Kendras alias Atal Jana Snehi Kendra are very popular among rural people. It is a one-step solution to 38 different documents that the citizens require for their transactions such as availing loan, availing government facilities etc. However it was observed that few services were denied in few centres.
- ❖ 87 per cent of respondents are happy about linking of Aadhar to various schemes. The government has removed few top level barriers that were present for implementation of Aadhar Scheme. However the supreme court has given judgment saying that Aadhar is not compulsory. This would be a major setback. The government may initiate action to make complete use of Aadhar on which it has spent crores of rupees.
- ❖ Due to insufficient systems and older version of computers there is delay in the works at the SROs. Hence the old systems and printers must be replaced with new systems and printers

V. Conclusion

The e-governance implementation is started in India in 1998. Various e-governance projects were initiated by every department both at state and central level. E-governance is successfully implemented in Andhra Pradesh which has earned an overwhelming response. Akin to this the Karnataka Government has also introduced various projects such as Bhoomi, Kaveri, MysoreOne, HRMS, e-procurement, Nemmadi and UID. The implementation of complete e-governance solutions is taking its own time.

The respondents have agreed in toto that the e-governance is a beneficial initiative. Citizens have opined that the e-governance has reduced red tapism, bribery, corruption and manipulation. There is change in the behaviour of service providers owing to less pressure as noticed by the service receivers. The vision document 2023 prepared by the Government of India has made provisions for the effective use of technology based services to be extended to the people at large. E-governance has been really effective to the people of Karnataka and service delivery is effective. The people are looking forward for more initiatives from government to make their life easy.

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