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DELIVERY OF CITIZEN CENTRIC SERVICES THROUGH ICT AND PARTICIPATION OF CITIZENS IN FUNCTIONING OF THE GOVERNMENT

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Abstract:

Generally, the functioning of the Government and its processes remains remarkably hidden from the view of the citizens. Since the insularity of the Government processes stands at odds with ordinary notions of democratic policymaking and effective delivery of citizen centric services, many citizens and policymakers look with hope to new Information Communication Technologies (ICT) as a way of overcoming democratic deficit in the functioning of the Government. Just as the ICT has swept through global commerce and everyday life, it also promises to transform the functioning of the Government for effective delivery of citizen centric services, good governance with more transparent and accountable systems, that enhancing the opportunities for more active participation of the citizens, resulting into vibrant democracy.

KEYWORDS:

Citizen Centric , Functioning ,Information Communication Technologies .

INTRODUCTION

Despite the allure of new information communication technologies, their application to the existing processes of the Government, mainly in the complex societies of the developing countries like India, merits a realistic assessment, not just a hopeful embrace. It is argued that the ICT will "change everything" about the dynamics of traditional administrative processes, "revolutionizing public participation" so that ordinary citizens "can play a more central role in the development of new policies, accessing different services effectively and thereby improving their participation in the functioning of the government."1 Given how digital technologies have made communication easier in other areas of life, and given how Government could provide only limited platform to the citizens to actively participate in day-to-day functioning of the department and to access government services effectively at anytime from anywhere, such optimism is understandable.2

The supporting literatures which depict the practices in terms of operation and management, its uniqueness with other practices have been considered. The national as well as state-wide scenario is taken into consideration for analyzing the best practices. These observations were then analyzed to validate the hypothesis.

Government is taking all possible efforts to promote e- observers, e-service delivery or e-government appears to be obviously desirable, in this paper, I hypothesize existing strategies and framework of some applications of technology for providing e-services may not to resolve problems and challenges of the government. New strategies are undesirable due to various socio-economic and political reasons

Government has been rejecting traditional frame to achieve much transparency, accountability,

monitoring and public involvement in administrative functioning.

I. Citizens Expectations about Service Delivery and their Participation

Technological enthusiasts' "rosy predictions" about the positive impacts of e-Government stem in part from the current high level of citizens expectations and their low participation in the Government process. In India, especially Maharashtra state, the way that government agencies deliver services to the citizens does not, at least at first glance, look like a robust democratic process. The key decision makers imposing government processes and rules are not directly elected. Instead, they are only indirectly accountable, having been appointed and confirmed by elected officials or political executives, who are typically too busy to oversee all of what their appointees or subordinates do. Moreover, it is observed that, even these appointees themselves rarely write the rules that their agencies issue, but instead delegate the drafting, analysis, and policy design to others without envisioning or evolving fundamental concepts from broader perspective that are really essential to streamline the functioning of the administration using digital technologies. Also many government officials experience that, key deliberation and decision making by career staff and political executives takes place inside the organization, sometimes literally behind closed doors. It is observed that, the vast majority of government departments and organizations are headed by a single administrator, so by definition there is nothing comparable to an open meeting with all technical experts, Non-governmental Organizations (NGO's) working in the field and heads of the other related departments or with their representative, immediately preceding final regulatory decisions in these organizations.

In absence of the Administrative Procedure Act (APA), like in other countries such as United States of America, that provides the legal framework for federal agency. In India, it does not require government agencies to seek public opinion while formulating key policies. However, it may not be required for the government agencies to adhere or to accept the views contained in any comments submitted by the public. It is essential to make provision for requiring government organizations to give "consideration" to the "relevant" material submitted by the public while formulating policies, but it may not require to rely on any expressed views of the public as a basis for its final policy decisions, however the details of non-acceptance of the citizens views may be placed in the public domain by stating appropriate reasons.

Furthermore, in absence of express legal provision, many times to have flexibility in the rules, bye-laws and regulations are not always subject to repeal or revision by the legislature, most of the they are only placed before legislature for information. This is another problem in Indian democracy that has failed to check on decisions made by government administrators. Therefore, it is suggested by many groups and people that, it is essential to meet with representatives from regulated industries, advocacy groups, and functionaries of various other related departments or organizations of the state and local government while developing new proposals for regulations.

Notwithstanding the various avenues for holding government organizations accountable, the fact remains that the "public" that actually express their voice to the government for demanding different services, schemes and policies is still a very narrow slice of the entire citizenry. Most citizens, indeed most voters and government officials, do not even know about potential immediate and long term use of new technologies for delivering services and effective functioning of the government.3 During the comments from more than 1,500 citizens were sought about conditions of service delivery at local level in Maharashtra state of India, of that less than 10% of individual members of the public - ordinary citizens - were found to have submitted their views and comments on their requirements related to services. In contrast, corporations learned educated people and industry groups filed about 70% of the comments, and officials from state, local bodies like municipal council / corporations and Zilla Parishads filed another approximately 20%. Other studies confirm that, except for the rare services or policies, ordinary citizens are the least frequent to express their demands to government about delivery of services.5

According to a survey conducted in 2000 Indians, with about 1,000 randomly sampled adults, only about one-tenth of all have reported visiting at least one website of the government at least once. According to another survey of randomly selected citizens conducted only twenty per cent of citizens' report having made any "contact" with officials. Of these contacts, however, 92 per cent were specifically about "particularized concerns regarding services" that "pertain only to the respondents themselves or their immediate families," such as benefits determinations or questions related to essential required certificates or documents. Furthermore, we know that survey responses about other forms of participation, such as voting, typically overstate actual levels of participation.

From various observations, it is exceedingly clear that the vast bulk of public participation as to opinion about different service delivery status is not coming from "the public" in the broadest sense of the

term. Unless there exerts some public pressure on government to promote cost-effective quality services at the door step of the citizens, it may not initiate. Is this a serious problem? To gain some perspective on whether such low levels of citizen pressure in demanding effective delivery of services at their doorstep and their absence in formulation of policies should be viewed as problematic, we should consider why participation in policymaking is valued. There are generally four main ways of characterizing the value of public opinion in any democratic country like india.4

First, public participation can be viewed as a mechanism for expressing individual preferences that the regulatory agency then aggregates and uses as a basis for making its regulatory decisions. This can be thought of as participation as voting.

Second, public participation can be viewed as a process by which individuals engage in a deliberative process that aims toward the achievement of a rational consensus over the regulatory decision and delivery of services for fulfilling their expectations. This might be thought of as participation as deliberation.

Third, public participation can be viewed as intrinsically valuable for citizens themselves, for such participation fosters important personal virtues. This is participation as citizenship.

Finally, public opinion and participation can be viewed as valuable because it helps to provide government decision makers with additional strategic information that is needed to make better quality decisions with broad vision. This is participation as information.

The low level of participation by ordinary citizens, especially relative to participation by industry groups, is problematic from any of these four perspectives. Low citizen participation can also mean that the preferences, ideas, and facts represented in the regulatory process may be limited or skewed. It is observed that, whether from the vantage of participation as voting, deliberation, or information, the sheer lopsidedness of participation is problematic, may be due to non-performance of the government towards the common ordinary citizen, since so many voices are heard from industry and so few from ordinary citizens.5 In view of this, in accordance with the recommendations in 12th Report of the 2nd Administrative Reforms Commission on "Citizen Centric Administration", the Department of Administrative Reforms and Public Grievances, Government of India has evolved 'Sevottam' model for all organizations having public interface have been accepted for all central government organizations.6 This model assists organizations in making their Citizen's Charter, Public Grievance Redress Mechanism, and systems to enhance Service Delivery Capability. The 'Sevottam' model has three modules, nine criteria and 33 elements as shown below.

'SEVOTTAM' MODEL DEVELOPED BY GOVERNMENT OF INDIA

This 'Sevottam' model expects the citizen charter should be developed and implemented effectively through wide consultations which include Civil Society in the process. The internal processes and structure should be reformed to meet the commitments given in the Charter by setting benchmarking standards based on feedback received from citizens as end users for delivering services along with redressal mechanism with easy and convenient grievance lodging, redress processes with appropriate time norms and help lines.

It is expected to have periodic evaluation of Citizens' Charters and to held officers accountable for the outcomes. It is also suggested to devise methods and indicators to ensure understanding the expectations of the citizen about delivery of different services. While doing so, the organization shall periodically validate its understanding of citizen expectations by comparing it with feedback received from citizens and expected that its results shall be used for improving the service standards. Similarly, the organizations will have to ensure that information about the Charter and service standards is made known to the service recipients and they understand what they need to do to avail services efficiently.

This model also expects that, the organization will be periodically analyzing the differences between actual and prescribed service standards. At the time of such analysis communications from the public shall also be taken into account. The organization will be periodically revising its prescribed service standards and re-align them with changes in citizen needs and other developments that affect the organization's working. The results of periodical verification of compliance with prescribed standards will be taken into account during the revision. The organization may periodically collect and analyze data on service recipient satisfaction by choosing any collection method like Surveys, Stakeholder workshops, Stakeholder Consultations etc.

However, it is observed and many have suggested that, the appropriate additional mechanisms also need to be developed to ensure better results; best practices and case studies need to be communicated to all in the organization for information and understanding along with the status of compliance with service standards as a whole. While implementing this model, it is also necessary to take e-Government

initiatives for effective processing and delivery of services. Additionally it is essential to have trained quality human resources with appropriate technical and soft skills, capabilities and commitment.

II. Technological Options to Promote e-Government

If we accept, for any of these reasons, that the low level of citizen's satisfaction about functioning of the government is problematic, the next step is to search for ways of promoting e-Government and strengthening delivery of citizen centric services to the door step of the citizens, leading good government and active participation of citizens. E-Governments enthusiasts urge solutions that make use of the Internet and mobile arguing that new information technologies will empower the ordinary citizens for accessing different government services and involvement in its functioning.5 Of course, not all applications of information technology can be expected to have the same effects. Each application deserves its own separate consideration, but we can distinguish between different sets of technological options for promoting e-Government and delivery of services to the citizens.

The current government processes may be redesigning in significant ways and digitized by making innovative uses of ICT to access all services directly from anywhere at any time through web or public kiosks, established for that purpose like Community Service Centers (CSC's). In view of present scenario, various options for system improvement may be analyzed carefully.

A. Digitizing the Existing Process

In India many state Governments has taken various initiatives in providing citizen centric services such as establishment of Citizen Facilitation Centers at every Tehsil office and Collectorate office and are recognized as SETU Centers in Maharashtra. In other states such centers are recognized as 'Tathya Mitra' in West Bengal, 'Jan Sampark' and 'Ekal Seva Kendra' in Haryana, 'Sukhmani' in Punjab, 'eChaupal' in Rajasthan, 'Gyan Darshan e-Seva Mahiti Shakti' in Gujarat, 'Akshaya' in Kerala, 'RASI(Rural Access to Internet Services)-Maiyams' in TamilNadu, 'Gyandoot' in Madhya Pradesh, 'Nemandi Bhoomi' and Banglore-1' in Karnataka, 'Ashwini Kuppam i-community' in Andhra Pradesh, 'Nagrik Soochna Kendra' and 'Lokvahini' in Uttar Pradesh, 'Community Information Centers- CIC' in Jammu & Kashmir and North Eastern States.

Government of India has launched National e-Governance Plan (NeGP), under this plan, government has initiated few Mission Mode Projects (MMP) to develop citizen centric critical applications along with development and deployment of necessary ICT infrastructure like State Wide Area Network (SWAN) with necessary data centers and setting up of common service Centers (CSC's) in every village of India.

In addition to this, recently a number of government organizations and department have developed portals and application, of them except few, many are informal in nature, that do not provide any online services. It is observed that these portals or sites at the most only provide information as to citizen charter, schemes and access to circulars and reports of the departments. Very few sites of the government have begun to establish interactive transactional websites with different services like e-Tendering, railway reservation, accounts and treasuries, online filing of income tax returns, applications for passport and college admissions, etc. Even these transaction based applications have not used ICT to fullest extent, such as consistent use of SMS facility for acknowledgement and status update, chat room or online dialogues, grievance redressal system, etc.

The dedicated Governmental organizations like National Informatics Centre and the State Governments in partnership with the Private software companies have developed many modules but very rare applications are actually being used. Some big Government and semi-Government organizations have developed Enterprise Resource Planning (ERP) or System Automation Products (SAP), but none of them addresses all complex processes and issues of the organization. It is found that, no proper information and data is gathered permanently at source, integrated and used further for carrying out other related activities of the department or given its access to other departments of the same organization or the Government. Most of the software applications are being used also on stand-alone basis due to various technical as well as change management issues.

Although there are key initiatives from the government organizations, due to lack of visionary wholesome integrated approach of the government organizations and administration while developing the ICT applications; we could not see any huge positive impact as it was expected. Therefore, scenario of multiple points of interaction between the citizen and individual departments of the organization spread over so many different offices has not changed to that extent, which was expected by the citizens. This compelled common citizens to face physical, mental and financial hardships while interacting with the

different Government offices.

However, the recently launched ambitious project of providing 12 digit UID number to all citizens across India is really a new hope for the citizen that will provide necessary tools to monitor the citizen centric services and schemes being implemented for different target groups, in integrated manner.8 This new project will develop pressure on all government agencies to take still further steps to initiate different ICT based applications and making the government functioning and processes even more transparent and accountable. Additionally it is essential to complement this initiative by enacting law for mandatorily delivering the citizen centric services electronically for all the government organizations.

It is observed that, political executives have supported efforts to digitize government systems and processes but lack in knowledge, so they have to rely on top career staff for imparting quality services to the people. It is seen that, very few top officials are keen to take e-Government initiatives, as they are least interested to do any systemic changes in the department, mainly when they are on the verge of retirement and observed that, they are neither supported with the internal technical staff having knowledge of ICT nor they themselves are well versed with the appropriate new technologies that can provide key solution to the complex administrative issues affecting the citizens at large. Sometimes the middle level officers who are keen and committed to study and implement new ICT solutions with vision, play very critical strategic role as catalyst in the development and deployment of solutions.

B. New Uses of Digital Technologies

In addition to current efforts to digitize existing practices, information technology could be used in the future to transform the government processes or add new features to it that more fully exploit developments in information technology. Over time, advances in technology can be expected to give rise to proposals as to change current administrative procedures by redesigning government processes and systems that are being implemented since long, in order to affect the public's access to different information and services more effectively and restoring their faith in the administration through their involvement in functioning of the government.

With the diffusion of Internet access throughout society, it will become easier for government organizations to be more proactive and reach out to provide services to the citizens. One proactive approach would be to identify gaps and assessing them in accordance with the citizen expectations. In some cases, agencies already engage in survey research when they conduct contingent valuation studies that seek to determine how to monetize various non-market values. Contingent valuation studies typically ask a random sample of the public questions about their expectations from organization, how much they would pay for incremental reductions in risks or amenities. At present, regulatory officials make these decisions based on their own analysis and judgment, sometimes without even acknowledging that they are making such choices.9

However, especially for the transitional economies like India, In addition to making necessary budget allocation and creating general awareness amongst citizens, it is necessary to adopt change management strategy mainly with respect to appropriate planning, training, development and management of human resources effectively, need to establish special technical cadre of ICT experts, need to develop and deploy knowledge management facility for appropriate documentation of case studies and using best practices without reinventing wheel, taking periodic audits and reviews, adopting government policy to enact appropriate legislation for "Mandatory Electronic Delivery of Public Services", promoting use of new technologies that help to capture data at source such as use of multipurpose biometric UID, bar coding, RFID, GIS, promoting use of payment gateways be encouraged. In addition to this multiple delivery platforms like Common Service Centers, web services, mobile platforms (SMS and Mobile Service Delivery Gateway and Mobile applications), IVRS, IPTV, call Centers, online chatting, etc. are highly essential.

III. Tracking E-Government Effects

The digital technologies open up new, even potentially dramatic, possibilities for imparting citizen centric services more effectively to their doorstep and involving citizens in the functioning of the government. No matter how obvious, any decision about the design of the government process is itself a policy choice. As a result, decisions about various options ranging from on-line information to regulatory transaction based services merit careful consideration. Just as some have suggested that the Internet might contribute to the fragmentation of civic life even as it expands information, information technology in the government process might also create, in varying degrees, both negative effects as well as positive ones.9

Before deciding to adopt new technologies, whether to digitize the existing process or transform

it, policy makers and public managers will do well to consider carefully the effects of different technological options on the government processes. Will response to citizen's expectations about services from the government increase? If so, will citizen participation increase? Will functioning of government will be more effective, transparent and accountable? Will the relevant goals of participation be furthered? Will there be any offsetting consequences that arise? In general, it is observed and realised that, we can conceive of three main categories of effects that policymakers should consider and essential to study: (1) effects on functioning of the government, (2) effects on government officials and their decision making and 3) effects on citizen with respect to their satisfaction i.e. about their inclusive growth and involvement in functioning of the government.

IV. Work of E-Government….

Different e- Government proposals will result in varied effects along the numerous dimensions just enumerated. This is why it will be important to specify the goals of e- Government clearly and monitor the effects of different technological options in terms of these goals. If the goal is to increase the level of satisfaction of citizens by providing them quality access to different government services, then the more citizens can practice civic virtues, and decision makers can properly focus on the volume and frequency of citizen demands and expectations through their active participation.

Of course, discerning the actual effects of e-Government will require careful empirical evaluation undertaken after government have decided to use new technologies in its functioning and processes. Based on this background, it is possible to offer some hypotheses about the likely effects of the e-Government efforts discussed in Part II. In brief, contrary to stated goals of the Government, current efforts to digitize the existing government processes may be unlikely to lead to any dramatic overall increase in quality and effectiveness in delivering citizen centric services. Some of the more innovative and transformational ideas discussed in Part II will stand a greater chance of significantly enhancing fulfillment of citizens as to access to different services at their doorstep and improving their overall participation in the functioning of the government, mainly in formulation and implementation of policies. However, these more dramatic changes to the government process may well have other, less desirable effects on functioning of the government.

Admittedly, electronic communication does make it easier for a large number of citizens to access information and services along with their views on highly salient processes and rules, especially where it is difficult to manage different resources due to the explosion of population, but citizen voices will likely remain sparse in the overwhelming majority of government processes. Current efforts to digitize the government process as mentioned above are supposed to increase participation by making it easier for ordinary citizens to access information and services provided by the government and to communicate their ideas to government officials. Our goal should be to make our government more accessible to all citizens for their social and financial inclusion, which is highly essential in any society, mainly in case of transitional economies that are passing through political instability.

Although current efforts will almost certainly make it easier for the ordinary citizen to access services monitor and participate in policy making and implementation process of the government, these efforts are unlikely to improve the response from the government, unless along with automation, it actually revamps its entire administration by redesigning its processes on the basis of on-going efforts of UID project.

To be sure, over time more people should become aware of different delivery modes of services, policies, schemes, rules, etc. along with the citizen charter of the government and we can expect some more active participation through it. Nevertheless, even after both mandatory electronically delivery of services and the new government-wide initiative of making fully on-line and providing multiple delivery platforms, the core obstacles that keep citizens from accessing services may still remain for various reasons, as it requires some knowledge, willingness and effort in applying for services. Yet we know that many citizens do not even take the time to access net banking or ATM services provided by the banks and are even reluctant to participate in a still more common and familiar process: voting. It is well known fact that, engagement in elections, the most visible form of political participation, is continuously declining.

To access different services, schemes and to participate in policy formulation, the citizens need to understand the rudiments of the service delivery processes. Citizens need to be able to understand what the agency is proposing or delivering services and must be able to have some understanding of the underlying policy issues involved in it. The issues in most government processes are technical and complex, therefore many of them are delegated such decisions to different authorities, mainly for implementing the policies. It is expected that the government organizations should certainly strive to display information in the form of citizen charter, clearly and in easy-to-read formats, as stated under 'Sevottam' model, which is developed by

the Government of India. Simply digitizing existing paper records by way of automation will not by itself make the government functioning and processes simpler for more accessible and timely delivery of services to the ordinary citizens.

Even for those citizens with sufficient skill to process and access information and services of the government, it is observed that, it takes time to learn about what organizations are providing, doing or proposing to do. Citizens either need to be already well-informed about work of government department or must actively monitor or research what these organizations are doing. Contrast this with what it takes for a citizen to vote in a election. Election campaigns spend lots of money actively seeking out voters through political canvassing. The media gives extensive coverage to elections too. Citizens simply need to know where to vote and how to cast their ballot -- and political campaigns also spend large amounts of time and money to address these needs and get voters to the polls. In contrast with voting, accessing services and information requires that citizens do some investigating on their own in order to participate.

Therefore, we probably should not expect to see a large proportion of ordinary citizens accessing eservices and participating in policy formulation or implementation, even with a more digitized and accessible rulemaking process. However, it is certain that to a large extent citizens will access online services like online railway reservation either by themselves or through public kiosks or CSC's established for that purpose. Some of the new uses of technology and strategies discussed in Part II would likely fare better than the existing proposals in enhancing citizen involvement. Organizations that wait for things to happen to come in from citizens will not receive many. To ensure citizens' voices play a much more significant role in effective functioning of the government, policymakers will probably need to turn to more innovative and transformational uses of information technology than those currently being implemented.

In addition, technologies used only in novel ways and strategic long term vision can alone bring more transparency in the functioning of the government such as through ICT will likely have more substantial effects than existing efforts. Even if relatively few citizens access online services or participate in functioning, public officials who know that everyone can easily see, hear and take objections everything they do if information is accessible to the people will almost certainly perform and behave more responsibly and differently than they do now. On an optimistic view, such technologically induced transparency might help to fulfill the objectives of revolutionary act of Right to Information, enacted by the parliament of India, leading to political executives and career public servants to make decisions that better serve the broad public interest over special private interests.

Yet we need not be too optimistic about even these more innovative uses of information technology. Total transparency may well make government officials more circumspect, but it could also make them excessively risk averse. Furthermore, total transparency will almost certainly inhibit regulators' ability to gather necessary information and test out new ideas, to the detriment of developing sound public policy.

Greater participation through more innovative forms of e-Government and access to different online services may well mean that, people with good ideas -- even those who never get to capital city of the state or country will have a chance to shape policy outcomes." But if so, it would also mean that those with less accurate or helpful ideas would have a chance to shape those outcomes. Greatly expanding participation could very well exacerbate cognitive cascades and tendencies toward groupthink that can afflict policy deliberations.

There is also the risk that systematic and substantial increases in citizen role in functioning of the government would shift regulators attention away from selecting the policy option that best fulfils their statutory mandate or the public interest, and instead lead regulators to strive to satisfy the views and expectations as to different services expressed by the citizens.

When policy decisions require making value judgments that have not been predetermined by an underlying statute, as they not infrequently do, then citizens' preferences can provide a reasonable basis for making these value choices. In such cases, technology could very well help by making it easier for regulators to estimate social preferences using Internet surveys of large, representative samples of the public.

If structured well, then, e-Government might help enhance the democratic legitimacy of administrative functioning. However, to structure e-Government well requires explicit analysis of how well different technological applications will solve specific problems or advance concrete goals relative to other options (including the status quo). Simply because new types of information technology can provide innovative services to the citizens and can make it possible new forms of public participation or new administrative procedures, this does not necessarily mean that we ought to deploy all of these technologies. Some uses of e-Government may turn out not to fare much better than the status quo. Other uses of technology, though, may well increase citizen participation; in that case policymakers will need to consider whether other, less desirable consequences could also arise from that increased participation. The future

challenge for e-Government mirrors what has been the fundamental challenge running throughout administrative law: how to redesign procedures and institutions that strike an appropriate balance between law, democratic politics, abilities of bureaucracy and other expert judgment.

CONCLUSION

Recent advances in information communication technology have led many observers to predict that it will deliver government services more effectively and promote citizen participation by way of responsive good governance, leading to citizen voices to be heard more loudly in the government offices where regulatory decisions are made. Digital technologies do make feasible new practices that can make the government services and processes more accessible to those who seek to follow and participate in it. They also promise new opportunities for citizens to communicate and interact with government officials, and they raise possibilities for transforming existing different procedures of the government so as to involve the public in still more meaningful ways as expected in true democracy, i.e. by the people, of the people and for the people.

As attractive as some applications of digital technology undoubtedly seem, designers of regulatory processes should keep in mind the credo of designers and engineers everywhere: Decisions as to policies and services should be based on an evaluation of how well each available option fares in terms of relevant goals, constraints, and effects.

Considering various legal provisions it is well known that the Government offices can not be made actually paperless, but its use can be minimized to large extent mainly for collecting various reports, information repeatedly if data is captured at source by developing different required applications by using convergent technologies for the citizen centric services and processed same data further for regular administrative purposes the tremendous workload, manpower cost may be saved. Further this may also be integrated with document management systems with the generalized workflow automation systems.

Finally, whenever government officials decide to add new technologies to the government processes, they should ensure opportunities to collect data at source so as to be authentic and to follow integrated wholesome approach for developing person independent system by way of redesigning the different administrative processes and using innovative convergent ICT technologies and solutions, especially based on the best practices implemented in other similar organizations, so as to have horizontal as well as vertical flow of data integration in different scenario. This is very much possible and expected in coming days, after completion of on-going ambitious project of providing twelve digit unique identity number to every citizen of India. This may provide strategic edge to the administration for its effective functioning. The citizens would certainly like to spend their time more decently and productively. They would welcome a service that is available with no complex processes and beyond the normal office hours i.e. 24 X 7 at their doorstep, just like banking ATM services.

With all these strategies, there is strong possibility of improving the government system and processes, its functioning, mainly with respect to delivery of citizen centric services that resulting into good responsive governance and in turn resulting into better participation of citizens in policy formulation. That will enable us to learn more about the kinds of effects these technologies have on citizens and policymakers. However, based on all findings and observations as hypothesized it will be appropriate to state that, existing strategies and framework of some applications of technology for providing e-services may not likely to resolve problems and challenges of the government unless they are designed, developed and deployed more strategically from long term perspective, also it is doubtful about altering level of satisfaction, their public participation, functioning and decision making of the government.

To learn from e-Government, we will need more empirical research investigating what difference, if any, information technology makes both in citizen behavior and in how government organizations develop its system and processes.

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