



Citizen-centric Approach for e-Governance

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ABSTRACT

It is widely acknowledged that e-governance can be immensely useful in raising the efficiency of government functioning and improving public service delivery, as also in bridging geographical divide. Several e-governance projects are being run across the States in the country by various agencies both public and private sector. However, in spite of such efforts, there remain areas of concerns affecting the performance of e-governance in the service delivery. Among others, prominent areas are: lack of citizen-centric approach in identifying citizens' requirements, portal design, process design, IT system architecture, besides inadequate capacity of delivery system to deliver, lack of responsive work culture and so on. For achieving optimal benefits of e-governance, a citizen-centric approach to service delivery is essential. This approach will enable governments to achieve essential efficiency gains and improve service delivery levels, raise citizen satisfaction with government services, and enhance quality of life. This paper attempts to provide framework for citizen-centric e-governance system and also presents a case study about citizen requirement study that can provide insight for designing e-governance project successfully.

Keywords: citizen-centric e-governance system, citizen requirement study, usage of e-Kiosk, participatory management

1. Introduction

Citizen-centric approaches to government transformation are at the leading edge of public service reform in an increasing number of countries around the world. The countries (like Austria, UK, Italy) which are making most rapid progress in the direction of citizen-centric government are doing so because they see very hard, quantifiable benefits which go to the heart of public sector efficiency and the creation of public value (<http://www.intel.com>). Need of the hour is to understand the underlying know-how about the cultural, political and contextual factors which have contributed to success. Globalisation is driving up the customer expectations. In most cases citizens are being exposed to commercial and other services delivered via the internet. The known examples of this include Amazon, eBay, and MSN, and search engines such as Yahoo. These global services are setting the standard and driving up the customer expectations. In India, the launch of NeGP has further provided a fillip. Notwithstanding high potential offered by e-governance, except for some successes in providing land related certificates and collection of utility bills, the success is still alluding. The prominent reason attributed to sub-optimal performance is lack of citizen-centric approach in identifying citizens' requirements, portal design, process design, and IT system design. To reap the maximum benefits of e-governance, a citizen-centric approach to service delivery is essential if

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governments are to improve service delivery to citizens; reduce cost of government service delivery and improve delivery of public policy objectives. A citizen-centric approach will enable governments to achieve essential efficiency gains and improve service delivery levels, improve citizen satisfaction with government services and improve quality of life (Mehra, 2004).

1.2 Citizen-centric Philosophy

Amidst the tremendous pressures coming from the rising aspiration of citizens, the need is to understand and accept the significance of citizen-centered philosophies. A number of successful case studies (Gupta 2004) incorporating citizen-centric approach in the e-governance setting have been reported. In this approach, the focus is on the citizen. Ultimately, the objective is to build a system that delivers services, which fulfill citizens' requirements. The citizens' requirements and aspirations thus, form the very premise of citizen-centric approach. While identify citizen's requirements, it is also important to identify the various groups of citizens due to their particular and different preferences. The importance / degree assigned to such requirements of varied groups is the essence of this approach. The paper attempts to highlight the different requirement of varied groups, and presents how those can be utilised for system design.

2. Citizen-centric government

Citizen-centricity is all about turning the focus of government around- looking at the service delivery through the eyes of the citizens (so that the needs of the citizens come first) rather than operational or other imperatives of the government system. It is hoped that a citizen-centric approach will enable government:

- to achieve essential efficiency gains and improve service delivery levels
- to increase usage of online services, thereby improve sustainability and encourage investment in e-governance
- to improve citizen satisfaction with government services
- to improve quality of life

2.1 Key Principles of Citizen-centricity

Presently, citizen-centric government is a much-talked about subject in the discourses on governance. It is an evolving art rather than a known science (<http://www.intel.com>). So there is no fixed template for success. However, based on experience some principles for evolving successful citizen-centric delivery models are listed in Box 1.

Box 1 Principles for citizen-centric e-Governance design

- A holistic approach to customer focus
- Web-centric delivery
- Building a credible brand
- Value addition by large efficiency gains
- Continuous improvement, building trust and confidence

The citizen-centric approach should be such, which encourages citizens (see Figure 1) to avail e-services from citizen portal. It should provide *first*, easy and affordable access; *second*, motivation to citizens in terms of providing host of services at citizen portal; and *third*, it should provide confidence to citizens that the e-Kiosks provide credible services. Simultaneously, Citizen must feel that there is a value addition for him. It should add value (see Figure 2) to citizens by way of providing value added services, creating trust and confidence and value creation for quality of life.

2.2 Framework for citizen-centric e-governance system

The framework for citizen-centric e-governance system is reflected in Figure 3. It specifically looks into the specifics about the following process and system management:

- citizen-centric service management
- citizen-centric communication management
- citizen care and management

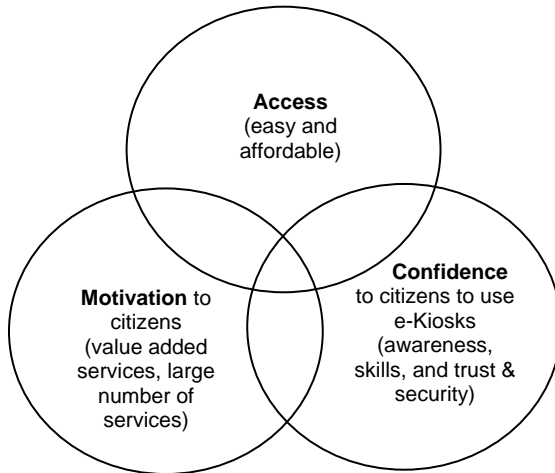


Figure 1: Encouraging Citizens through Citizen-centric Approach

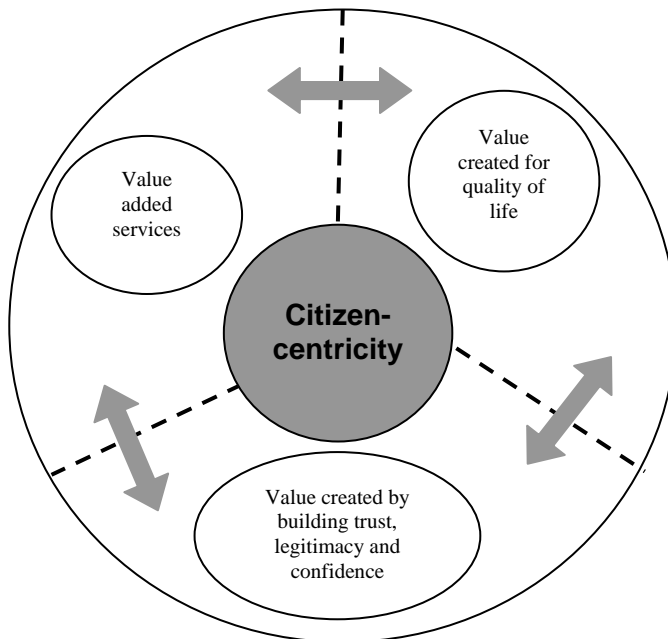


Figure 2: Creating Value for Citizens

The Table 1 outlines the issues that are to be handled in order to build citizen-centric e-governance system. Among others, the following are vital for building such system:

- focus of vision and mission on citizens

- availability of a good number of services through citizen portal
- emphasis on developing brand for e-Kiosks through awareness building and credible delivery of services
- right communication channels for easy access
- citizen requirement study (or market research)
- systems of participatory management and quality culture
- robustness of IT infrastructure

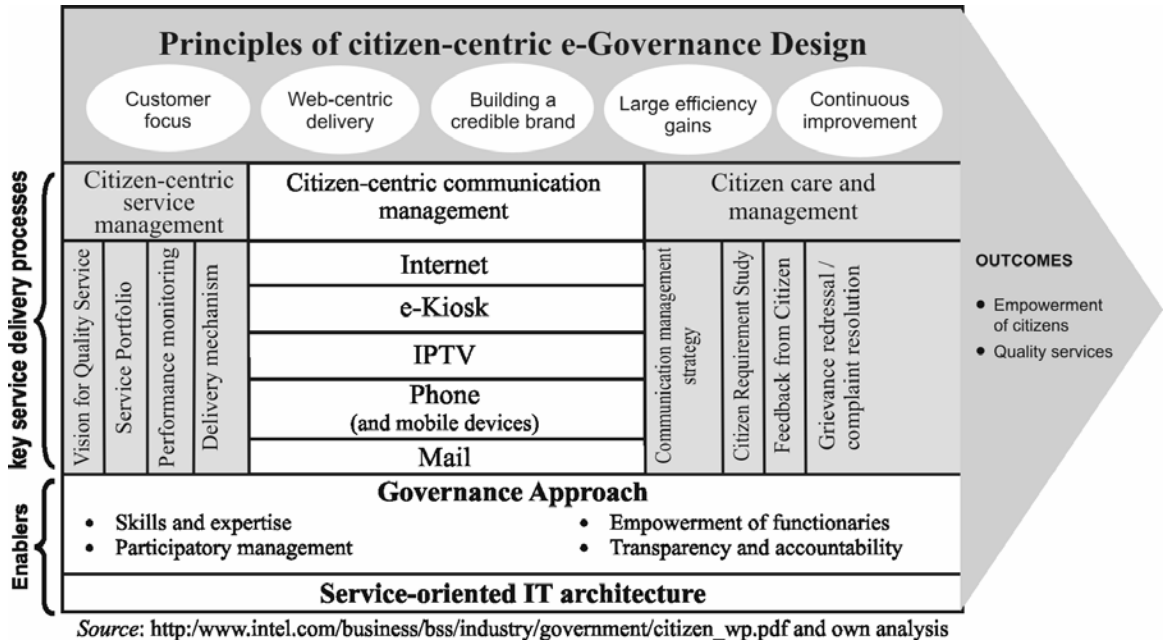


Figure 3 Citizen-centric Framework for e-governance

3. Citizens Requirement Study (CRS)

The CRS was conducted to elicit requirements for information, services and grievances. Underlying assumptions for CRS have been as follows:

- different groups (Males, Females; SCs / STs, General caste; High-income' low income group) of citizens have 'varying requirements' – they will access e-Kiosks as per their needs
- correct positioning of 'services' on Portal is essential in order to cater to the requirements of 'large population' – thereby increasing usage of e-Kiosks

For the purpose of survey, the citizens were interviewed in four gram panchayats viz., Shivdaspora, Chandlai, Kumahariyawas and Teetriya in Chaksu block in Jaipur.

The citizens were classified in five categories, which are further divided into some groups as indicated in the Table 2.

Table 1: Issues for Citizen-centric e-Governance System

SN	Component	Elements	Issues to be addressed
1.	Principles of citizen-centric e-Governance Design	Citizen focus	Focus of vision and mission on Citizens
		Web-centric delivery	Availability of a good number of services through web
		Building a credible brand	Emphasis on developing brand for e-Kiosks through awareness building and credible delivery of services
		Large efficiency gains	Availability of services within minimum possible time and large reduction in comparison to manual delivery
		Continuous improvement	Whether the quality culture is evolved, and management systems put in place for continuous improvement
2.	Citizen-centric service management	Vision of Quality Service	Whether citizens' requirements and expectations reflected in service delivery policy
		Service portfolio (type and number of services)	Whether there is a right service-mix and a good package of services at e-Kiosks for citizens
		Performance monitoring	Monitoring of service delivery by officials manager and timely action by them
		Delivery mechanism	Whether delivery system (of concerned department / agency) has adequate capacity to deliver
3.	Citizen-centric communication management	Internet (at office / home)	Whether right communication channels placed for easy access
		e-Kiosks	
		PITV	
		Phone (and mobile devices)	
		Mail	
4.	Citizen-centric citizen management	Citizen requirement study (CRS)	Whether citizen requirement study done (or market research carried out)
		Feedback from citizens	Whether citizens can provide feedback
		Grievance redressal / complaint resolution	How efficient is complaint resolution mechanism
5.	Enablers		
	5.1 Governance Approach	<ul style="list-style-type: none"> - Skills and expertise - Empowerment of functionaries - Participatory management - Transparency and accountability 	Whether systems of participatory management and quality culture established in the service department / agency
	5.2 Service-oriented IT architecture	<ul style="list-style-type: none"> - Hardware and software 	<ul style="list-style-type: none"> - Robust IT infrastructure - Backend computerisation (including system integration, CRM) - Data security
6.	Outcomes	Empowerment of citizens	Overall quality policy of service department / agency for citizen care
		Quality services	

Source: Figure 3 and own analysis

The purpose was to understand the requirements of different groups and their preferences for a variety of information, services and grievances under different sectors (see Annexure 1 for survey schedules) as also to utilise it for system design. The questionnaires were prepared based on the feedback collected from the citizens during FGDs. The different sectors covered for field survey are listed below:

- | | |
|-----------------------------|---------------------|
| i. Education | viii. Agriculture |
| ii. Drinking water | ix. Irrigation |
| iii. Health | x. Animal husbandry |
| iv. Women and child welfare | xi. Tehsil |
| v. Social welfare | xii. Electricity |
| vi. Poverty alleviation | xiii. Road |
| vii. PDS | xiv. Others |

Table 2: Categories and Groups of Citizens

S.N.	Categories	Groups
1.	Gender	- Male - Female
2.	Age	- Young (18-30 yrs.) - Middle-aged group (31-40 yrs.) - Aged (> 40 years)
3.	Income	- Low income group (BPL) - Middle income group (>BPL but < Rs.4000pm) - High income group (income > Rs.4000pm)
4.	Education	- Low education group (illiterate to PE) - Medium education group (>PE but <HS) - High education group (>HS)
5.	Caste	- General - OBC - SC& ST

BPL: Below poverty line; PE: Primary education; HS: High school; pm: Per month

The response was taken for 'scale of importance' and 'frequency of usage' (see Annexure 1).

Note 1: Scale of the importance: It shows about the importance given by citizens from 1 to 5 ('1' means least important and '5' means most important). The mean of the scale of importance has been calculated using SPSS package, which is used in the following tables.

Note 2: Frequency of usage: under this category, the followings have been taken. These are: 'weekly', 'monthly', 'in three months', 'in six months to one year' and 'rarely'.

Findings of the Survey

3.1 Gender perspective

It is found that women in comparison to men are more interested in the subjects like health information, immunization, availability of medicines, non availability of doctors / health workers etc. as indicated in Table 3. It shows that they are more inclined towards social and welfare activities.

- The study revealed that unlike females, the males are more interested in computer education, prices of the commodities and its variation in the market, agricultural training centres, purchasing of seeds, marketing agricultural products, etc. as illustrated in Table 4. They are particularly concerned about economic issues such as money spent on poverty alleviation programmes and vocational training.

Table 3: Information, Services and Grievances preferred by Females over Males – A select list

S.N.	Sectors	I/S/G	Items	Mean	
				Male	Female
1.	Health	I	Health information	3.55	4.38
		S	Immunisation	3.85	4.55
		S	Making medicines available	3.87	4.31
		G	Non availability of doctors / health workers	3.27	3.86
		G	Non availability of medicines	3.70	4.14
2.	Education	S	Providing education to children	4.32	4.97
3.	Drinking water	S	Making water available	3.90	4.52
4.	Women and child welfare	G	Food is not given to children	0.90	1.55
5.	Social welfare	I	Schemes for BPL families	3.29	4.39
		S	Scholarship for SCs, STs	3.09	3.83
		G	Irregularities in running of hostels/ old age homes/ orphanages	1.96	2.67
6.	Animal husbandry	S	Supply of feed	4.07	4.75
		G	Street cattle	1.91	2.83

I: Information, S: Service, G: Grievance

Table 4 Information, Services and Grievances preferred by Males over Females – A select list

S.N.	Sectors	I/S/G	Items	Mean	
				Male	Female
1.	Education	S	Computer education	4.00	2.40
2.	PDS	G	Higher prices of essential commodities	2.62	1.33
3.	Agriculture	I	Daily mandi rates	3.51	2.22
		I	Agriculture training centres	2.95	1.89
		S	Purchase of seeds, fertiliser, pesticide, implements	4.23	3.33
		S	Marketing of agriculture produce	2.57	1.39
		G	Soil testing	2.99	1.61
		G	Crop loan	3.61	2.33
		G	Crop insurance	3.52	2.17
4.	Poverty alleviation	I	Amount spent on poverty alleviation programmes	2.30	1.00
5.	Others	S	Internet browsing	0.90	0.70
		S	E-mail	1.00	0.40

I: Information, S: Service, G: Grievance

3.2 Age Perspective

- The young citizens within the age group of 18-30 years have higher preference for the family planning, loan for self-employment, purchase of seed, fertilizer, pesticides, etc. as pointed out in Table 5. They are particularly inclined towards income generating activities and interested in internet browsing, driving license, etc.
- The middle-aged (31 to 40 years) group is more concerned about the non availability of ambulance, purchase of seeds, fertiliser, pesticide, land / caste and income certificate, conversion agriculture land into non-agriculture land, non-availability of *Patwari*, supply of electricity, etc. that highlighted in Table 6. They are especially interested in collecting various local and national news that have some bearing on their day to day life.

Table 5 Information, Services and Grievances preferred by Young Citizens – A select list

S.N.	Sectors	I/S/G	Items	Mean		
				A1	A2	A3
1.	Health	I	Family planning	3.28	2.42	2.86
2.	Poverty alleviation	S	Loan for Self-employment	4.38	3.93	3.59
		S	Training for Self-employment	4.38	3.90	3.19
3.	Agriculture	S	Purchase of seeds, fertiliser, pesticide, implements	4.35	4.38	3.57
		S	Training and demonstration	3.29	2.76	2.19
		S	Crop insurance	3.91	3.38	2.62
		S	Expert advice on agriculture	3.76	3.52	2.65
4.	Others	S	e-mail	1.96	0.94	0.36
		S	Internet browsing	1.56	0.90	0.48
		S	Driving license	3.19	2.58	1.79

I: Information, S: Service, G: Grievance

A1: Young, A2: Middle-aged group, A3: Aged (above 40 years)

Table 6: Information, Services and Grievances preferred by Middle-aged Groups Citizens – A select list

S.N.	Sectors	I/S/G	Items	Mean		
				A1	A2	A2
1.	Health	G	Non availability of ambulance	2.30	3.36	2.52
2.	Agriculture	S	Purchase of seeds, fertiliser, pesticide, implements	4.35	4.38	3.57
3.	Tehsil	S	Land certificate	3.37	4.32	3.02
		S	Caste certificate	2.81	4.06	3.33
		S	Income certificate	2.59	3.87	3.02
		S	Mutation	2.22	2.94	1.62
		S	Sale deed	1.15	2.26	0.93
		S	Conversion of agriculture land into non-agriculture land	1.63	1.65	0.69
		G	Non-availability of Patwari	2.19	3.81	3.12
		G	Complaint against Patwari	1.85	3.52	2.60
4.	Electricity	S	Electricity connection	3.74	4.42	3.10
		G	Electricity failure – for household	3.93	4.29	3.38
		G	Electricity failure – for agriculture pump sets	3.48	3.94	2.90
5.	Road	I	Timings of buses and bus routes	1.56	3.45	2.33
		G	Adding more buses	1.89	3.16	3.21
6.	Others	S	Local news	2.33	3.58	1.69
		S	National news	2.07	2.84	1.33
		G	Non-functioning of buses	2.59	3.45	2.14

I: Information, S: Service, G: Grievance

A1: Young, A2: Middle-aged group, A3: Aged (above 40 years)

3.3 Education Perspective

- The less educated citizens have given preference to availability of various schemes for BPL families as indicated in Table 7. It shows that they put special emphasis to fulfill their basic requirements.

Table 7: Information, Services and Grievances preferred by Low Education Group – A select list

S.N.	Sectors	I/S/G	Items	Mean		
				E1	E2	E3
1.	Irrigation	I	Schemes for BPL families	2.81	2.53	2.00
2.	Animal husbandry	I	Schemes for BPL families	2.85	2.65	1.88
3.	Tehsil	I	Schemes for BPL families	2.23	2.23	1.29

I: Information

E1: Low education group, E2: Medium education group, E3: High education group

- Unlike the less educated, the more educated citizens and young are going to be prospective user for the educational results and computer education. Hence they are concerned about irregularities of teachers, training and demonstration on income generating activities, insurance, quality of drinking water, facility at anganwadi centre, etc. pinpointed in Table 8. The educated citizens are much more action or result oriented.

Table 8: Information, Services and Grievances preferred by High Education Group and Young – A select list

S.N.	Sectors	I/S/G	Items
1.	Education	I	Results for 10 th and 12 th classes
		S	Computer education
		G	Late coming of teachers
2.	Agriculture	S	Purchase of seeds, fertiliser, pesticide, implements
		S	Training and demonstration
		S	Crop insurance
		S	Expert advice on agriculture
3.	Drinking water	G	Poor quality of drinking water
4.	Women and child welfare	S	Facility at anganwadi centre
5.	Others	S	e-mail
		S	Internet browsing
		S	Driving license

I: Information, S: Service, G: Grievance

3.4 Income Perspective

- The high income group has placed higher value with regard to all information, services and Grievances. For example, computer education, organizing immunization programme, quality of water, loan schemes, marketing of agricultural produces, non-availability of quality seeds, sources of irrigation, cattle health care and availability of bus services as highlighted in Table 9. It shows that the high income groups are more concerned about availability of quality services. Also, as the income increases, the value also goes up as indicated in the Table 9.

3.5 Caste Perspective

Caste divide is clearly reflected in the scale of preference. The following remarks can be safely drawn:

- General caste & OBC have attached more preferences to those services which are economic in nature. Their preferences are on the availability of drinking water, education, women and child welfare, agriculture, requirement for veterinary doctors and electricity, etc. as illustrated in Table 10. As per their preferences, particularly general caste and OBC have given higher scale in comparison to ST&SC group.

Table 9: Information, Services and Grievances preferred by High Income Group – A select list

SN	Sectors	I/S/G	Items	Mean		
				I1	I2	I3
1.	Education	S	Computer education	2.10	3.82	4.16
2.	Women and child welfare	S	Organising immunisation programme	3.10	3.97	4.37
3.	Drinking water	I	Quality of water	3.05	3.61	4.16
4.	Agriculture	I	Loan schemes	4.03	3.24	4.25
		S	Mandi rates	2.89	2.94	4.42
		S	Marketing of agriculture produce	1.97	2.25	4.00
		G	Pest attack	3.22	3.47	4.33
		G	Non-availability of quality seeds, fertiliser, pesticides	3.30	3.84	4.33
5.	Road	S	Availability of buses	3.62	4.40	4.50
6.	Irrigation	I	Sources of irrigation	2.65	3.33	4.00
7.	Animal husbandry	I	Cattle health care and controls	3.92	3.64	4.38

I: Information, S: Service, G: Grievance

I1: Low income group; I2: Middle income group; I3: High income group

Table 10: Information, Services and Grievances of Different Caste – A select list

SN	Sectors	I/S/G	Items	Mean		
				C1	C2	C3
1.	Drinking water	I	Village-wise drinking water resources	3.21	2.22	1.75
2.	Education	I	Number of schools	2.21	2.49	1.25
3.	Women and child welfare	I	Facilities at Anganwadi centre	3.41	3.29	2.25
4.	Social welfare	I	Schemes for handicaps	3.56	4.00	2.43
		S	Aids for handicaps	3.69	4.13	2.30
5.	Agriculture	S	Crop insurance	3.60	3.87	2.70
6.	Animal husbandry	S	Marketing of milk	3.09	2.95	2.00
		G	Requirement of veterinary Doctor in rural areas	4.52	4.70	3.92
7.	Electricity	G	Electricity failure – for household	4.23	4.02	2.92
		G	Electricity failure – for agriculture pump sets	3.84	3.55	2.52

I: Information, S: Service, G: Grievance

C1: General caste, C2: OBC, C3: SC & ST

- The marginalized groups, especially SC and ST attach higher preference for availability of scholarship, distribution of books, scheme for BPL beneficiaries, health related problems, social welfare measures like IAY, construction of village assets etc, as mentioned clearly in Table 11. It

shows that SC/ST are more interested to obtain the caste and income certificates in order to avail various welfare schemes launched by government. Moreover, due to their lower economic conditions in the society, they are more interested in timely release of old age and widow pension, Antodaya cards, timely availability of essential commodities and special health camps, etc.

Table 11: Information, Services and Grievances preferred by SCs and STs – A select list

SN	Sectors	I/S/G	Items	Mean		
				C1	C2	C3
1.	Education	I	Type of scholarship	2.30	3.30	3.30
		I	Distribution of books	2.62	2.14	3.42
		I	Schemes for BPL families	1.45	2.39	3.50
2.	Drinking water	I	Schemes for BPL families	1.31	2.08	2.92
3.	Health	I	Type of diseases	3.59	3.56	4.42
		I	Special health camps	3.62	3.02	4.17
		S	Making medicines available	3.90	3.97	4.42
		I	Expert advice on health	4.07	4.14	4.67
		G	Non availability of ambulance	2.62	2.63	3.25
4.	Social welfare	S	Old age and widow pension	3.80	4.53	4.75
		S	Scholarship for SCs, STs	2.67	3.67	3.68
		G	Delay in pension	2.64	3.00	3.73
5.	Poverty alleviation	I	Construction of village assets	2.60	2.93	2.93
		S	Family-housing (IAY)	2.40	3.13	3.62
		G	Poor quality of implementation of work	2.60	3.93	3.98
		G	Name not included in BPL list	3.38	3.00	3.95
6.	PDS	S	Timely availability of essential commodities	3.47	4.00	4.28
		G	Complaints of BPL / antyodaya cards holder	2.76	2.27	3.13
7.	Agriculture	S	Production	2.33	2.47	2.68
8.	Tehsil	S	Caste certificate	2.52	3.80	3.88
		S	Income certificate	2.58	3.36	3.56

I: Information, S: Service, G: Grievance

C1: General caste, C2: OBC, C3: SC & ST

3.6 Some General Observations

- The study brings into sharp focus two different groups i.e. marginalized and privileged groups and the differences in their preferences for some selected services as illustrated in Table 12. This reflects that the marginalized groups have overall higher value for the various sectors like health, social welfare, PDS, and poverty alleviation. Services like computer education, internet and e-mail are preferred by 'males', 'young', 'middle-aged group', 'high education group' and 'high income group' citizens.
- The vulnerable groups like 'Females', 'aged' (above 40 year), 'low education group', 'low income group' and 'SC&ST' citizens have preferences for the schemes for BPL families, irregularities in mid-day meal, health information including immunization and availability of medicines, information about diseases, supply of fodder for cattle, social welfare programmes, old age / widow pension, fair availability of commodities, ration cards, caste/income and land certificate, the conditions of road for transportation and communication etc as pointed out in Table 13. This reflects that they give importance to the need-based services.

Table 12: Information, Services and Grievances preferred by Males, Young, General, Higher Education group, High Income Group Citizens (better off / prosperous) – A select list

S.N.	Sectors	I/S/G	M/A1/C1/E3/I3
1.	Education	I	Results for 10 th and 12 th classes
		S	Computer education
		S	Providing education to children
		G	Late coming of teachers
2.	Drinking water	I	Quality of water
		S	Making water available
		G	Poor quality of drinking water
3.	Animal husbandry	G	Requirement of veterinary Doctor in rural areas
4.	Electricity	S	Electricity connection
		G	Electricity failure – for agriculture pump sets
5.	PDS	S	Timely availability of essential commodities
6.	Irrigation	I	Sources of irrigation
		S	Timely availability of water for irrigation
7.	Tehsil	S	Domicile certificate
		S	Mutation
		S	Sale deed
		S	Conversion of agriculture land into non-agriculture land
8.	Agriculture	S	Purchase of seeds, fertiliser, pesticide, implements
		S	Mandi rates
		S	Expert advice on agriculture
9.	Other	I	Employment notification
		S	Driving license
		S	E-mail
		S	Internet browsing
		S	Local News

M: Male, A1: Young, C1: General, E1: Low education group, I3: High income group

To sum up, findings of CRS reflect that different groups have different requirements, so we need to position different services on portal as per requirements of different groups, and design the system accordingly. The findings provide value for the formulation of strategy and positioning of the products (information, services and grievances) on portal that may ‘fulfill the requirements’ of different groups of customers (citizens), and thus ‘maximising the usage’ of e-Kiosks. CRS can help in achieving the following specific objectives:

- Identifying the number of likely users in different groups
- Identifying right mix of information, services and grievances
- Revenue modeling
- Strategy formulation
- Positioning of information, services and grievances on portal at e-Kiosks, in the order of priority for different groups (like males, females, SCs / STs, etc.), as different groups have different priorities
- Identifying promotional activities for attracting Citizens to utilise e-Kiosks
- Demand forecasting
- Designing system architecture, keeping in view the demand and usage in future

Table 13: Preferred by Females, Aged (above 40 year), Low Education group, Low Income Group and SC&ST Citizens (Vulnerable group) – A select list

S. N.	Sectors	I/S/G	F/A3/C3/E1/I1
1.	Education	I	Schemes for BPL families
		G	Irregularities in mid-day meal
2.	Health	I	Health Information
		S	Immunisation
		S	Making medicines available
3.	Animal husbandry	I	Information of diseases
		I	Schemes for BPL families
		S	Supply of feed
		S	Expert advice on cattle management
4.	Women and child welfare	I	Schemes for BPL families
		S	Organising immunisation programme
5.	Social welfare	I	Social welfare programme for different categories
		S	Old age and widow pension
6.	Poverty alleviation	I	Schemes for BPL families
		G	Name not included in BPL list
7.	PDS	I	Schemes for BPL families
		I	Items available at fair price shops
		S	Ration card
		G	Complaints of BPL / antyodaya cards holder
8.	Tehsil	I	Schemes for BPL families
		S	Caste certificate
		S	Income certificate
		S	Land certificate
		G	Non-availability of Patwari
9.	Road	G	Bad road

F: Female, A3: Aged (above 40 years), C3: SC & ST, E1: Low education group, I1: Low income group

4. Citizen-centric e-Governance System Design – Process Approach

A citizen-centric government is something much more fundamental than simply a collection of departments providing services to citizens. It involves rethinking the entire service delivery system — across all agencies, and all levels of government — from a citizen perspective. Moreover, user needs typically cut across the organisational structures and hierarchies of government. So a true citizen focus requires a holistic approach, appreciated by all the levels of government. Citizen-centricity demands a single view of the citizen, within a single service architecture, based around web technology. To begin and then sustain, it demands building a credible service delivery points, value addition by large efficiency gains, and continuous improvement, building trust and confidence. Delivering citizen-centric services needs to be seen as an ongoing and incremental process rather than a one-time exercise. There is no better way of understanding what is involved in moving to citizen-centric online delivery, and understanding customer needs, than to process approach. System design should be keeping in view, *first*, creating sustainable demand from citizens, and *second*, viable revenue model for financial viability of e-Kiosks and service provider

While designing system, in the light of CRS, the following aspects need to be taken into consideration:

- Focus on information and services with maximum impact and visibility
- Awareness and confidence building programme
- Creating demand through
 - making day-to-day required information (by citizens) available at e-Kiosk
 - providing reliable delivery of ‘a few services’ in the beginning (to win citizens’ confidence)
- Services those are cost effective and are likely to give higher revenue should be given priority
- Adding services gradually based on success

Typically, under process approach, service delivery will include the following steps as outlined in Figure 4:

- Understanding citizen
 - Citizen requirement study (CRS)
- Identifying key processes
- Defining standards
- Aligning processes to meet desired standards
- Quality management system (QMS) design
- Effective service delivery

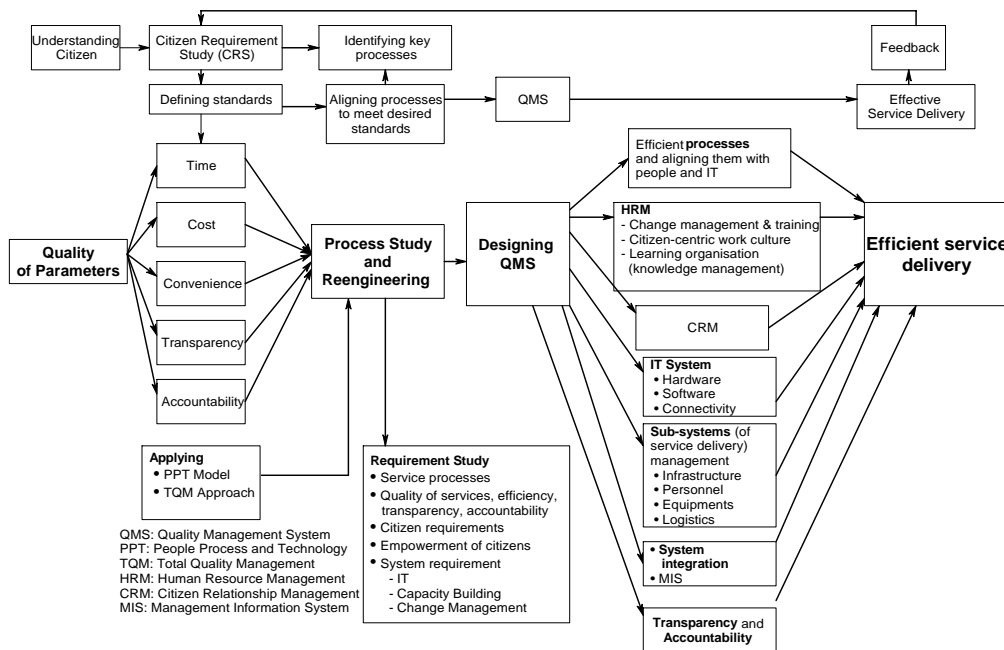


Figure 4: Citizen-centric e-Governance System Design
 (of e-Governance for one Service Department in a District)

5. Concluding Remarks

Citizen-centric approach for e-governance is a strategy that encompasses policies and processes designed to attract, acquire, serve and retain citizens. Or, it can be said that it is an organisational philosophy that seeks to commit to building, managing and sustaining citizen for achieving the larger benefits of e-government system. The likely benefits are going to be: for service users in terms of reduced cost of transmitting information and travel, low price for services; for service provider, reduced processing, error rates, complaints; and for government, improved service consistency and equality; and finally, the benefits will

lead to improved policy outcomes, e.g. better informed citizens leading to improved delivery of social policy objectives, greater tax collection, improved national competitiveness, and resources freed up to invest in critical national infrastructure. As a part of citizen-centric approach, CRS will be useful in identifying the profile and demand of various groups (service-wise, gender-wise, income-wise, location-wise, etc.) of citizens and providing vital inputs for system design, as also adding value in formulating strategies for maximising the usage of e-Kiosks and citizen satisfaction.

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Abbreviations

AF	: Application Form	IPTV	:Internet Protocol Television
BC	: Backend Computerisation	ISS	: Institute of Social Sciences
BPL	: Below Poverty Line	IT	: Information Technology
BPR	: Business Process Reengineering	MIS	: Management Information System
CM	: Change Management	NeGP	: National e-Governance Programme
CRM	: Customer Relationship Management	OBC	:Other Backward Classes
CRS	:Citizen Requirement Study	PDS	:Public Distribution System
CSCs	: Common Service Centres	PE	: Primary Education
CTQs	: Critical to Quality Characteristics	QMS	:Quality Management System
DB	: Database	RoR	: Records of Right
DF	: Delivery Form	SC	:Scheduled Castes
FGDs	:Focus Group Discussions	SPSS	:Statistical Package for the Social Sciences
HS	: High School	ST	:Scheduled Tribes

About the Author

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Sample Survey Schedule for Requirement of Information, Services and Grievances of Citizens, for e-Governance Project

1. Name of GP:
2. Name of the village:.....
3. Name of the respondent:.....
4. Ward member / up-sarpanch / sarpanch / Citizen:.....
5. Age:

18-30	31-40	41-50	51-60	More than 60
1	2	3	4	5

6. Education

Illiterate	Just literate	PE	PE to HS	HS to HS	Graduate or more
1	2	3	4	5	

7. Income

Destitute	BPL	APL	Rich	Very rich
1	2	3	4	5

8. Caste:

General	OBC	SC	ST	Others
1	2	3	4	5

9. M / F:

Male	Female
1	2

1 2 3 4 5
 (Least important) (Most important)

S. N.	Sector	No.	Services*	Scale (1-5)**	Not required	Frequency of usage***				
						Weekly	Monthly	In 3 months	6 months-1 year	Yes, but Rarely
1.	Education									
	Information	1.	Type of scholarship							
		2.	Number of schools							
		3.	Number of children attending schools by age, caste and gender							
		4.	Number of teachers							
		5.	Number of night schools and locations							
	6.	Results for 10 th and 12 th classes								

* Note: List of sectors covered: i. Education, ii. Drinking water, iii. Health, iv. Women and child welfare, v. Social welfare, vi. Poverty alleviation, vii. PDS, viii. Agriculture, ix. Irrigation, x. Animal husbandry, xi. Tehsil, xii. Electricity, xiii. Road, xiv. Others

**Scale of the importance: It shows about the importance given by citizens from 1 to 5 ('1' means least important and '5' means most important).

*** Frequency of usage of service: under this category, the followings have been taken: 'weekly', 'monthly', 'in three months', 'in six months to one year' and 'rarely'.