

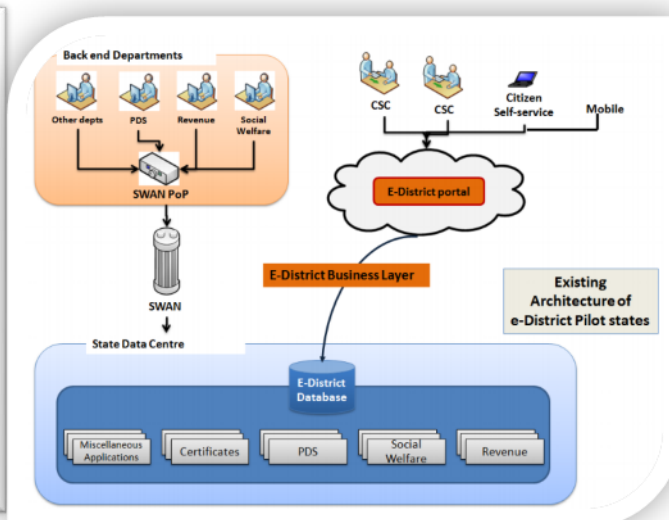


# A Case Study on the Implementation of e-District Application in the District of Kangra, Himachal Pradesh



Centre for Good Governance & Policy Analysis  
**National Institute of Rural Development and Panchayati Raj**  
Ministry of Rural Development, Government of India  
Rajendranagar, Hyderabad

# A Case Study on the Implementation of e-District Application in the District of Kangra, Himachal Pradesh



**K Rajeshwar**

**Manu Mahajan**



**National Institute of Rural Development & Panchayati Raj**

Ministry of Rural Development, Govt. of India

Rajendra Nagar, Hyderabad – 500 030

Title: **A Case Study on the Implementation of e-District Application in the District of Kangra, Himachal Pradesh**

Authors: **K Rajeshwar, Manu Mahajan**

Published by: National Institute of Rural Development and Panchayati Raj

Publisher's address: National Institute of Rural Development and Panchayati Raj (Ministry of Rural Development, Government of India) Rajendranagar, Hyderabad- 500030, India

Printer's details: National Institute of Rural Development and Panchayati Raj

Edition: 1

Copyright: National Institute of Rural Development and Panchayati Raj

Date: March, 2022

ISBN: **978-93-91412-21-0**

# Contents

|                                                                                   |    |
|-----------------------------------------------------------------------------------|----|
| Chapter 1: Introduction .....                                                     | 6  |
| 1.1 Background:                                                                   |    |
| 1.2 Achievements:.....                                                            |    |
| Chapter 2: Review of Literature .....                                             | 9  |
| 2.1. e-Governance trend in India                                                  |    |
| 2.2. e-Governance trend in other countries                                        |    |
| 2.3. e-Governance key factors towards acceptance of e-service                     |    |
| 2.4 Role of Citizen Service Centre (CSC):                                         |    |
| Chapter 3: Research Methods.....                                                  | 12 |
| 3.1 Purpose and Rationale of Study:                                               |    |
| 3.2 Scope of the Study:                                                           |    |
| 3.3 Data collection:                                                              |    |
| 3.4 Sampling:                                                                     |    |
| 3.5 Period of Data Collection:                                                    |    |
| Chapter 4: Analysis and Discussion.....                                           | 15 |
| Findings                                                                          |    |
| Socio-economic Profile of the Sample beneficiaries                                |    |
| 4.1 Literacy status of the respondents:                                           |    |
| 4.2 Caste Distribution of the respondents:                                        |    |
| 4.3 Principal Occupation of the respondents                                       |    |
| 4.4 Income of Beneficiaries                                                       |    |
| 4.5 Status of the Beneficiaries                                                   |    |
| 4.6 Usage of Digital Devices                                                      |    |
| 4.7 Digital vs Analog Devices usage by the Beneficiaries                          |    |
| 4.8 Operating Digital Devices                                                     |    |
| 4.9 Level of managing digital devices                                             |    |
| 4.10 Avail of Internet Services                                                   |    |
| 4.11 Awareness of e-Services under e-District Application                         |    |
| 4.12 Capacity Building of the Respondents w.r.to Digital Literacy:                |    |
| 4.13 Requirement of Capacity Building of the Respondents w.r.to Digital Literacy: |    |
| 4.14 Mode of availing services by the Beneficiaries:                              |    |
| 4.15 Distance of LMK from home/ work place of the Respondents:                    |    |
| 4.16 Status of Communication devices:                                             |    |
| 4.17 Features of the portal                                                       |    |
| 4.18 Feature of Digilocker in e-District Portal                                   |    |
| 4.19 Language Barrier                                                             |    |
| 4.20 Popularizing e-Services                                                      |    |
| 4.21 Frequency of Availing e-Services                                             |    |

|                                                                            |           |
|----------------------------------------------------------------------------|-----------|
| <a href="#"><u>4.22 Digital Vs Manual in terms of time consuming</u></a>   |           |
| <a href="#"><u>4.23 Types of e-Services</u></a>                            |           |
| <a href="#"><u>4.24 Role of Cyber Café:</u></a>                            |           |
| <a href="#"><u>4.25 Services availed from Departmental Officials</u></a>   |           |
| <a href="#"><u>4.26 Grievance Redressal System</u></a>                     |           |
| <a href="#"><u>4.27 Features of Application:</u></a>                       |           |
| <a href="#"><u>4.28 Gender Perspective:</u></a>                            |           |
| <a href="#"><u>4.29 Overall Analysis</u></a>                               |           |
| <a href="#"><u>Department Officials</u></a>                                |           |
| <a href="#"><u>Chapter 5: Findings, Conclusion and Recommendations</u></a> | <u>38</u> |
| <a href="#"><u>5.1 Salient Findings &amp; Key Success Factors</u></a>      |           |
| <a href="#"><u>5.2. Recommendations:</u></a>                               |           |
| <a href="#"><u>5.3 Conclusion</u></a>                                      |           |
| <a href="#"><u>5.4 Suggestions:</u></a>                                    |           |
| <a href="#"><u>References:</u></a>                                         | <u>43</u> |
| <a href="#"><u>Annexure -1: Enlisted Services in the application:</u></a>  | <u>44</u> |

## List of Tables

|                                                                           |    |
|---------------------------------------------------------------------------|----|
| Table 1: Selection of Blocks.....                                         | 14 |
| Table 2: Details of Data Collection .....                                 | 14 |
| Table 3: Literacy level of the respondents .....                          | 15 |
| Table4: Caste Distribution .....                                          | 16 |
| Table 5: Occupation of the respondents.....                               | 16 |
| Table 6: Ration card of the respondents.....                              | 17 |
| Table 7: Usage of Digital Devices of the beneficiaries .....              | 18 |
| Table 8: Digital devices operation.....                                   | 19 |
| Table 10: Using Internet Services.....                                    | 20 |
| Table 11: Awareness level of e-District application .....                 | 20 |
| Table 12.2: Trainings attended Institution wise (N=30) .....              | 21 |
| Table 12.2: Trainings usefulness (N=30).....                              | 22 |
| Table 13: Training requirement w.r.t. Digital Literacy.....               | 22 |
| Table 13.1: Training requirement level wise w.r.t. Digital Literacy ..... | 22 |
| Table 14: Distance of LMK from your home / work place (N=102) .....       | 23 |
| Table 15: LMK Merits (N=102).....                                         | 23 |
| Table 16: Status of communication Devices (N=10) .....                    | 24 |
| Table 17: Features of the portal (N=10).....                              | 24 |
| Table 18: Integration between Digilocker and e-District portal (N=2)..... | 25 |
| Table 19: Language barrier (N=10) .....                                   | 25 |
| Table 20: Popularizing e-Services.....                                    | 26 |
| Table 21: How frequent you are using eServices.....                       | 26 |
| Table 22: Consume of time wrt services .....                              | 27 |
| Table 23: Types of e-Services .....                                       | 28 |
| Table 24: Paying of Bribe .....                                           | 28 |
| Table 25: Cyber Café features (N=2) .....                                 | 28 |
| Table 26: Services from Departmental Officials (N=1).....                 | 29 |
| Table 27: Features of Application (N=10) .....                            | 30 |
| Table 28: Gender Perspective .....                                        | 30 |
| Table 29: Composition of the dimensions .....                             | 31 |
| Table 30: Block wise break-up of the average scores - dimension-wise..... | 31 |
| Table 31: LMK features.....                                               | 33 |
| Table 31.1: LMK features.....                                             | 34 |
| Table 31.2: LMK features.....                                             | 34 |
| Table 31.3: LMK services.....                                             | 35 |
| Table 32: Departmental Officials .....                                    | 36 |
| Table 32.1: Departmental Officials.....                                   | 37 |

## **List of Charts:**

|                                                                                 |                    |
|---------------------------------------------------------------------------------|--------------------|
| <a href="#">Chart Exec Summ 1: Classification of scores into groups.....</a>    | <a href="#">1</a>  |
| <a href="#">Chart 1: Income of the Beneficiaries .....</a>                      | <a href="#">17</a> |
| <a href="#">Chart 2: Digital Penetration (Digital v/s Analog Devices) .....</a> | <a href="#">18</a> |
| <a href="#">Chart 3: Digital Penetration ( Managing Digital Devices).....</a>   | <a href="#">19</a> |
| <a href="#">Chart 4: Trainings attended w.r.t. Digital literacy .....</a>       | <a href="#">21</a> |
| <a href="#">Chart 5: Mode of availing services .....</a>                        | <a href="#">23</a> |
| <a href="#">Chart 6: Language barrier .....</a>                                 | <a href="#">25</a> |
| <a href="#">Chart 7: Frequency of availing services .....</a>                   | <a href="#">27</a> |
| <a href="#">Chart 8: Grievance Redressal Mechanism .....</a>                    | <a href="#">29</a> |
| <a href="#">Chart 9: Classification of scores into groups.....</a>              | <a href="#">32</a> |

## **LIST OF ACCRONYMS**

ICT: Information, Communication & Technology

CSC: Common Service Centre

LMK: Lok Mitra Kendra

NeGP: National e-Governance Plan

NeGD: National e-Governance Division

DoIT: Department of Information Technology

DeitY: Department of Electronics & Information Technology

MMP: Mission Mode Project

HP: Himachal Pradesh

## Executive Summary

The penetrating of Information and Communication Technology in the government setup strengthened the governance process especially in providing services to citizen at grassroots level. In this sequence, the Government of India has launched a Mission Mode Project (MMP), namely e-District application under National e-Governance Plan (NeGP) aimed to electronic delivery of identified citizen centric services. It also envisages automation of workflow, backend computerisation and data digitisation across participating departments. The hilly state in northern India, Himachal Pradesh has kick-started e-District application with 11 Departments in the aegis of Department of Electronics & Information Technology (DeitY), Government of India and was conceptualised in the FY 2013-14 to enable seamless service delivery to the citizen. This project has also won the Skoch Order-of-Merits Award & Skoch e-Governance Gold Award 2016. The State Data Centre, HIM State Wide Area Network and Citizen Service Centre namely Lok Mitra Kendras are key pillars of the project. The citizen can avail these service under e-District through multiple channels viz. Lok Mitra Kendra (LMK) or Sugam Centres or Online through web login. The district Kangra of Himachal Pradesh has registered highest number of around total of 1.18 Million applications for availing e-services during April, 2018 to November, 2018. A total of 1.17 Million applications were enrolled through 882 LMKs/CSC which are serving at panchayat level under PPP mode whereas 14.99 Thousand applications enrolled using direct web login indicating a good progression that the people of Kangra, HP have started to adopt the use of e-District application and LMK is serving best to the people.

In Kangra district, four blocks were selected viz., Indora, Baijnath, Lambagaon and Kangra because of highest and lowest level of literacy rate and sex ratio. From the sample size, the majority of beneficiaries i.e. 89 per cent have availed e-Services

through CSCs, 8 per cent through direct web- login, 2 per cent through web-login using Cyber Café and only 1 per cent of them availed e-Services from Department official.

The CSC is acting as a service delivery platform for the rural masses with a good progression. A total of 62 per cent people found LMKs nearby, 66.7 per cent found that they are adhering time limits. The respondents who availed the services through direct web logins found portal 100 per cent responsive and user friendly, 73 per cent showed their trust on the portal in terms of data and its security and 70 per cent responded that the final document is also available at Digilocker which fulfils the face and paper less services. Moreover, 90 per cent are comfortable with the language in which the portal is available. A very less percentage accessed the services through cybercafé where they have rated the internet speed as good and believed that the cyber-café operator charged minimal. The people who availed the services through Departments also found that the process was simple and no bribe was demanded and services were served with in time frame with a good ges-

<https://meity.gov.in/content/e-district-status> accessed on 10.12.2019

ture/behaviour.

Talking to the frequency, majority i.e., 70.4 per cent avail the services whenever it is required and maximum of them availed the services for license, passport and house tax payments. The grievance redressal mechanism is the important aspect of any project/ portal, 83.5 per cent of people believe that in case of any problem, the grievance redressal cell of e-District application will provide the solution. All the respondents rated the overall quality of the services offered at portal as good.

Talking about the block, the **Kangra** block was selected because of highest literacy rate which is also evident from sample where 87.9 per cent of people are graduate and above. The families who benefited the most are backward and scheduled category and marginal families with income in between Rs. 30,000 to Rs.1,00,000 with 78.3 per cent and 65 per cent respectively. It is also found that only 27 per cent of cultivators got benefited which is the highest in comparison to other sample blocks. Block is having a good Digital penetration as 81.8 per cent were availing internet services and 84.8 per cent of the respondents were having digital devices with majority of smartphone/ phablets. Moreover, 81.8 per cent respondents operate digital devices where 42.4 per cent are at advanced level and 43.33 per cent of the respondents have undergone Digital Literacy trainings. 100 per cent of the respondents knew about e-Services but 39.40 per cent were aware that e-Services were launched under e-District applications and it is surprising that 88.57 per cent respondents still availed these e-Services through Lok Mitra Kendra/ CSCs. Majority of the respondents i.e., 84 per cent found LMK nearby or within the radius of 2 kms and majority of beneficiaries are satisfied with the services provided by CSCs as 95.1 per cent believes that they will not consume more time in comparison to availing manual services. The respondents who have availed the services by their own found the portal responsive, user friendly and overall quality of the portal as good. However, all of them found they are not getting the updates regularly. This indicates that working of the portal is very good but capacity of the respondents needs to be build.

Lambagaon block is having the highest sex ratio, only 64 per cent of respondents are well qualified and 76 per cent of people are holding BPL ration card which means gender mainstreaming needs to be stressed upon. The scheduled and backward category respondents have maximum availed e-Services by means of e-District portal i.e., 84 per cent. The majority of the beneficiaries have reported their income below Rs. 1,00,000 meaning they have very limited resources but 68 per cent of the respondents belong to petty business or service class. In the block 84 per cent of the people are equipped with digital devices and 84 per cent of them are having smartphones but 68 per cent will know to operate the digital devices and 92 per cent of them operate the basic features only. The data predicts that the capacity of the respondents need to be built at village level. A total of 76 per cent of the respondents are availing the internet services and only 12 per cent of the people are aware that e-Services are launched under e-District application. From the sample size, only 8 per cent of the respondents have undergone Digital Literacy Training and 85.2 per cent showed up their willingness to undergo the training which means massive training programmes need to be organised at grassroots level to build the capacities of the people residing in the block Lambagaon. In Lambagaon 17 per cent people reported that the LMKs are far away from the radius of 10 kms.

The block Indora, which is selected for the lowest sex ratio. In the block 100 per cent of the respondents are educated and 67.9 per cent belong to scheduled/backward category and 17.9 per cent were involved in cultivation with maximum of the respondents in the lowest slab of income i.e., Rs. 30,000 to Rs.1,00,000 and 75 per cent are in the APL category of PDS. Remarkably 100 per cent of the respondents are having digital devices and 100 per cent are equipped with phablet/smartphone where 89.3 per cent know how to operate the devices and out of which 67.9 per cent only operate devices with basic functions. A majority, of 89.3 per cent were availing the internet services. Only 16 per cent of the respondents have undergone the Digital Literacy training where 75 per cent have attended the basic training programmes. The respondents have attended the training programmes in 50-50 per cent from private and Govt. institutions respectively. A total of 85.2 per cent of the people are willing to undergo the training on Digital Literacy whereas 31.6 per cent respondents are willing to attend the advanced level programme. A total of 56 per cent of the respondents found the LMKs nearby within the radius of 2 kms.

The block Baijnath is selected due to lowest literacy rate in the district Kangra, but all the respondents who have availed the services were well qualified. The penetration of the services to the scheduled castes/backward category people is good as 69 per cent of these categories have availed the services. The majority of the respondents are in service sector or run petty businesses and only 3.4 per cent of the respondents are earning income greater than Rs.5,00,000 i.e., the marginal respondents are getting benefited through e-District portal. Close to 27.6 per cent of the respondents belongs to BPL. In the block 79.3 per cent are having digital devices in which 86.2 per cent are operating smartphones & 100 per cent respondents are having less than 2 smartphones available but 51.7 per cent responds that they can operate the basic functions only. The internet subscribers are 86.2 per cent but 48.3 per cent are aware that these services are available on e-District online. 44 per cent of the respondents have undergone the training on Digital Literacy and 60.7 per cent want to undergo the hands-on training. 73 per cent respondents found the LMKs near their work place/ home.

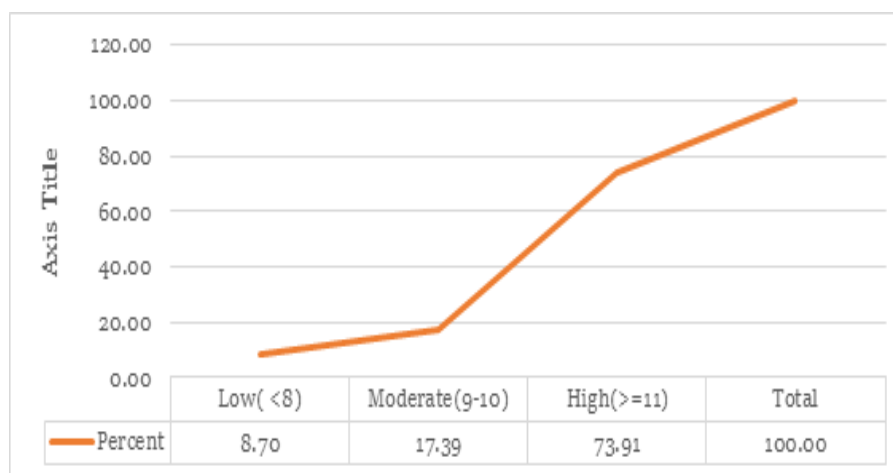
It is evident that, the community has shifted to paperless and faceless services using the e-District and DigiLocker portal. The majority of the applications are submitted for Minority Community Certificate 66.7 per cent followed by Backward Area/ Character/ Agriculturist Certificate 60 per cent, Income Certificate 53.33 per cent, Revenue Court Cases Management/ Freedom Fighter Certificate 40 per cent, Bonafide Himachali Certificate 33.33 per cent, Copy of Record of Rights with Digitized Map 26.67 per cent etc. which further indicated that the portal is providing the basic services at the door steps of the citizens without putting any extra pressure on the Government machinery. It is also evident from the figures that the Government officials have also moving ahead to use the portal and verifying the records over the machine.

The CSC/ Lok Mitra Kendra are the foundation pillars established at the Panchayat level which act as an interface between the people and Government. From the sample it is found that the LMK officials are having a good understanding of the application, 80 per cent are having a good computer knowledge and 66.7 per cent found application less complex and 93.3 per cent rated the good flexibility and responsiveness of the portal. Majority of the LMK is happy with the infrastructure but 86.7 per cent face technical issues during providing

the services that means a strong communication should be established between the LMK, DoIT and concerned line departmental officials which helps the LMK officials to serve the citizens effectively and efficiently. It is further suggested that the LMK should be monitored timely, proper capacity building activities are to be carried out with proper HIM SWAN connectivity.

The district administration is the first line of contact to avail any service. With the implementation of e-Governance and other online tools the pressure is also reduced on the Government setup. 84.6 per cent Departmental officials admitted that there is a reduction of footfall in the Government setup and 84.6 per cent officials are completely satisfied with the e-District portal. 46.2 per cent officials admit that citizen may face difficulties in availing services online which means capacity building programmes needs to be executed at field level and portal needs to be simplified in terms of technology and complexity. Moreover, only 69.2 per cent of the officials attended the training programme on e-District portal which means a proper capacity building activities should be carried out at field level.

The index values of the sample has been computed by aggregating the dichotomous replies given by each sample respondent to each of the 13 indicators have been merged into the groups (dimensions) namely Digital penetration, Utility of LMKs and Portal features, found that an average scores of the Digital penetration and LMK utility are 3.34 and 3.47 respectively out of maximum score 4 and whereas for Portal features the average score is 4.41 out of a maximum score of 5 units. This indicates that an average score is close to their respective maxima which further represents that in the perception of the sample respondents, the actual implementation status of e-District portal at Kangra District is very high. On splitting these groups, a graph is drawn which represents a lot of clustering of scores in the high group accounting for 73.9 per cent, followed by the moderate group with 17.4 per cent and low group with hardly 8.7 per cent, to enable comparison across the dimensions, percentage scores are computed, Of the three dimensions, the Digital penetration gets the lowest at 83.5 per cent, followed by LMK utility with 86.7 per cent, and portal features 88.2 per cent. The overall implementation score is 86.2 which presents a high status of implementation of e-portal in Kangra district. The documentation of this success story helps to understand the process of rolling out and may help the administration for the better implementation of the portal especially in other states of India especially in the difficult terrains like North-Eastern States.



*Chart Exec. Summ. 1: Classification of scores into groups*

The exercise serves two purposes- first, going by the total score the 13 indicators obtained, a clear endorsement of the fact that the indicators selected '*reflect the status of implementation*' of e-portal and second, the implementation status can be viewed and also assessed from the view point of three different dimensions which are digital penetration, LMK utility and portal features. The second part would enable the implementing agencies to take appropriate steps in respect of those dimensions which yield lower scores. From this point of view, this exercise is useful for adoption in like situations.

## Abstract

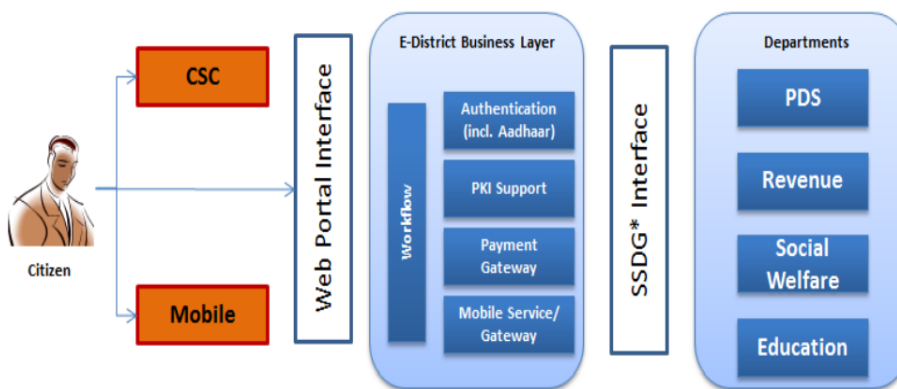
Democratic governance mechanisms are becoming more receptive to the potential of Information and Communication Technologies (ICT) to achieve good governance in its implementation during the last two decades in India. In rural India, with the inception of NeGP initiatives and Digital India, the e-services are maximising and serving at the doorstep of the citizen. It is also not only improving responsiveness of public service delivery mechanisms but also augmenting citizens' participation in governance mechanism especially through Lok Mitra Kendra's/Citizen Service Centre or through web portals. The Government of Himachal Pradesh has launched the e-District application under NeGD initiative. The average scores which were arrived by aggregating the dichotomous replies given by each sample respondent are close to their respective maxima of the Digital penetration and LMK utility which are 3.34 and 3.47 units respectively out of 4 and whereas for Portal features an average computed score is 4.41 out of a maximum score of 5 units which indicates that the actual implementation status of e-District portal at Kangra District was high. Moreover, this implementation has also reduced the footfall in the Government setup. Through this case study, it is intended to study and document the process of implementation and effectiveness of e-District Application in the hilly district of Kangra, Himachal Pradesh which is the largest populated district in Himachal Pradesh.

# Chapter 1: Introduction

## Background:

**e-District Mission Mode Project (MMP)** is one of the 31 MMPs under National e-Governance Plan (NeGP). The e-District MMP aims at electronic delivery of identified citizen centric services at District, Sub-Division and village level. It also envisages automation of workflow, backend computerisation, and data digitisation across participating departments. It integrates various digital database for online verification and complete automation of process. Nationwide, e-District services were launched in 553 out of 672 districts including the 40 districts in pilot phase, whereas Himachal Pradesh rolled out e-District services in all 12 districts. The e-District architecture envisages leveraging of the core NeGP components of State Wide Area Network (SWAN), State Data Centre (SDC), State Services Delivery Gateway (SSDG) and Common Services Centres (CSCs).

## The illustration of functional architecture:



## Technical Architecture:

The State Data Centre, HIM SWAN and Citizen Service/Lok Mitra Centres are the three pillars of the project. Citizen can avail this service under e-District MMP through multiple channels viz. Lok Mitra Kendra (LMK) Centres or Sugam Centres or Online through web login and from department office.

**Himachal Pradesh, India** is situated in the Western Himalayas. It is a difficult terrain and people need to travel long distances to avail the services of the public office. On another side, the good literacy rate i.e., 82.80 per cent and a very good telecom density of ~148 per cent helps the government to provide the services at their doorstep. To provide the services effectively and efficiently, the Public Service Guarantee Act, 2011 is in place and the Digital Literacy Mapping of the government employees are in progress to build the capacity.

<https://digitalindia.gov.in/content/status-mmpps> accessed on 3.5.2020

<https://youtu.be/96Bg4DSEMFO> accessed on 10.12.2019

Furthermore, the Lok Mitra Kendra/Citizen Service Centre are also established at the Panchayat level in the Public Private Partnership mode. The government of Himachal Pradesh introduced e-District application under the aegis of Department of Electronics & Information Technology (DeitY), government of India and it was conceptualised in the FY 2013-14 to enable seamless service delivery to the citizen at the district-level. In the state of Himachal Pradesh, the district administration is the primary delivery channel for G2C services. With the concatenation of e in the governance process, the quality of the citizen will increase automatically and helps the administration for data mining with the centralised database for effective planning.

The Department of Information Technology is the nodal agency for the implementation of e-District MMP. Currently, 11 departments have hosted their services online which is further integrated with other databases like eParivaar and Digilocker. To execute, re-engineering of the internal processes have been carried out and the services are to be delivered to common man using the web portal or through the Common Service Centers (CSCs)/Lok Mitra Kendra's. In the F.Y. 2018-19, the district Kangra has registered highest number of 1.44 Million transactions where LMK has delivered the services at ground level with 1.42 Million transactions. Maximum applications pertaining to Department of Revenue were submitted by using web login and LMK/CSC collected maximum of bill payments. These figures have stated that the people of Kangra, HP have started to adopt the use of e-District application and LMK is serving best to the people. This success story will help to understand the process of rolling out, awareness and challenges & enabling factors undergone to execute the application.

## 1.2 Achievements:

The government of Himachal Pradesh has kick-started e-District application with 11 departments and the project also won the Skoch Order-of-Merits Award & Skoch e-Governance Gold Award 2016.

<https://meity.gov.in/content/e-district-status> accessed on 10.12.2019

## Chapter 2: Review of Literature

After a rigorous and extensive literature review to cover e-Governance trends both in India and abroad. The E-District portal in India provides citizen centric services and there is very little literature available on this topic. So, an attempt has been made to walk through existing e-governance literature, to find out key factors influencing citizen's satisfaction.

### 2.1. e-Governance trend in India

According to National e-Governance Plan (NeGP, 2006), Government of India (GoI) aimed to transform all the Government activities from manual to computerised system in order to meet the commitment of providing fully ICT based Government services. To make it happen, GoI has initiated 27 Mission Mode Projects (MMPs) including 10 Central MMPs, 10 State MMPs and 7 Integrated MMPs.

The Department of Electronics and Information Technology, GoI (2012) has detailed e-District projects in the document entitled 'Integrated Framework for Delivery of Services', described holistic views of application including service scope and coverage, business re-engineering process and technical details, like underline network, software, Database, Software delivery model, etc.

With the other State in India, Government of West Bengal also has rolled out the e-District application in Bankura and Jalpaiguri district as pilot in the year 2010. The Federation of Indian Chambers of Commerce and Industry (FICCI), West Bengal State Council (2012) has made a rigorous study in Bankura district to analyse the project management technique which has been adopted to roll out e-District project. The study has used Fishbone analysis to find out the root cause of different challenges in terms of process/procedure, people, technology, delay in service delivery and document/guideline.

Another research done by Bagga, R. K. and Gupta Piyush (2009), has identified different approaches to roll out e-governance projects in India. The main focus of the study was to find out the different critical issues, challenges of e-Governance projects and different approaches and methodologies for project assessment.

### 2.2. e-Governance trend in other countries

The implementation of e-governance projects is getting success in most of the developing countries. In this context, Shirin, M. (2009) explained about the proliferation of e-governance projects in developing countries and their impact on local communities.

In context of e-governance implementation in Sri Lanka, Jehan, S. N., Nishantha, G. G. D., Jehan, S. Q. (2010), have shared their experiences that they have gathered through their practical involvement in different projects. They have highlighted different challenges and probable remedies to overcome all those challenges mainly related to transformation of any public services from manual to automation.

Bhuiyan, M. S. H. (2011) has focused on e-service initiatives taken by Bangladesh government like health service, utility bill payment, public exam result publication, e-ticketing, etc. He has identified that maturity level of various e-Governance projects needs to be improved by introducing sufficient infrastructures, e-payment sys-

tem and digital signature, etc. He has also identified some challenges in his study which are related to the deployment of e-governance services in Bangladesh like top management initiatives, legal issues, inadequate power supply, lack of integrity in public services which involve technical, operational, administrative and political differentials.

In a case study of e-governance project, Kettani, D. and Mahidi A. E (2009) showed that how the government and academic collaboration has overcome lot of challenges like organisational misbehaviour and ills of bad governance in local government in deployment process of Fez e-Government Project (eFez) in Morocco. Authors have concluded that the collaboration in academia, public administration and private sector could provide better transformative capability within Morocco and among other North African countries via the Maghreb Arab Union.

For the implementation of e-governance projects in Nigeria, Mundy, D. and Musa, B. (2010) have enlightened details towards building up an e-Governance framework by benchmarking existing e-Governance projects in Nigeria with the UK e-Governance projects. In this study, authors have identified that Nigerian citizens are very much interested to engage themselves with government activities through online services. Nigerian citizens are very keen to assist government to roll out different e-governance projects and authors also found that the demands of citizens are more than the present facilities provided by the government. In the proposed framework, authors have suggested to appoint a commissioner to oversee the implementation of e-governance projects stage by stage to ensure the policy formulated in federal level are put in place. Authors also included into the framework that IT education is must needed to spread across the state government departments and offices as well as to the civil society.

### 2.3. e-Governance key factors towards acceptance of e-service

In order to make successful implementation of e-Governance projects, it is very important for GI to measure different success factors of e-Governance projects in India or worldwide which could help government to take corrective action for e-District project also.

In the context of India, Gujarati, D. M., Patil Rakesh S. (2009) has emphasised some major factors which were responsible to make successful implementation and sustenance of different e-Governance projects for social development in rural area.

In related to e-Governance success factors Alomari, M. K., Sandhu, K., Woods, P. (2010) also have emphasised the different factors those are influencing the adoption of e-Governance in Jordan. Using the exploratory factor analysis, they identified the main factors like website design, beliefs, perceived usefulness, complexity, trust in e-Government, and trust in Government.

In the same objectives, Mofleh, S. I. and Wanous, M. (2008) have conducted survey among 660 people in Jordan to identify the important factors that Government should take special care for implementing e-Governance services in Jordan. Using the factor analysis authors have reached to the decision that

“Compatibility with e-Government”, “Trust in Internet”, “trust in Government” might play significant role to make citizens more satisfied to avail e-Governance services. This study also has highlighted that the special concentration to “e-Business activity” and “esociety” would increase the e-Governance demand among common citizens.

In the other study, Nabafu, R. and Maiga, G. (2012) also have followed the similar approaches like factor analysis to find out the important factors which are mostly identified as success factors towards implementing the e-Governance services in Uganda. In this study, the component factor loading has been observed through rotated component matrix based on the collected data from the field survey. Finally, the study concluded with the order of different success factors of implementing e-Governance services as ‘reduction on corruption’, ‘Faster Decision-Making’, ‘increased transparency’, ‘Communication’, and lastly ‘reduction cost’.

It is very important to examine risk dimension as a part of risk assessments of IT project management. To identify the different factors of risk dimension, authors Choudhury R. D., Banwet D. K., Gupta M. P. (2007) have conducted a study on 205 project managers. A factor analysis was performed with the data collected from this survey. After the study, they have identified that ‘System Specifications’, ‘Project Planning’, ‘Technology and Technical Aspects’, ‘e-Governance Organization’ and ‘Stakeholders’ are the different five factors involved for risk dimension. Authors also have conducted factor analysis among project performance variables and concluded that ‘Product performance’ and ‘Process performance’ are the two factors directly impacting project performance.

## 2.4 Role of Citizen Service Centre (CSC):

The Citizen Service Centre is actually bridging the digital-divide at grassroots level and providing the services to the citizens at their door step.

In the study, Khare, Aparna & Tiwari, Alok. (2016). CSC 2.0: The Game Changer. Redefining the Delivery of Common Citizen Services (Newsletter Publication). Centre for Electronic Governance IIM Ahmedabad, discussed the framework of three levels of VLE, SCA and SDA. They have also discussed the SWOT Analysis; in the Strength part; they covered Self-sustainability because of entrepreneurship; Improvement in VLE Channels; Efficient delivery of services as it provides one stop shop to avail all services; Removal of touts and unburdening the pressure of Digital Literacy. Whereas, risk of uncontrollability; uncertainty of how they charge due to private vendors; need of status checking facility; and challenges of infrastructure upgradation. The behavior & availability of CSCs in particular area, bad infrastructure, political will and direct web-access are the threats in line to CSC. On another hand, successful establishment of CSC, better & effective service delivery to citizen at their door step will also increase the goodwill of government.

In the study of district level e-Governance initiatives - A Case of Lokmitra in Himachal Pradesh by Amar Jeet Singh came up with the in the district of Hamirpur for the year 2002, where they have questioned the sustainability of the project and lack of proper publicity of the project among the citizens. However, at accountability front of District administration the success rate is 89 per cent.

## Chapter 3: Research Methods

### 3.1 Purpose and Rationale of Study:

e-District Mission Mode Project (MMP) is one of the 31 MMPs under National e-Governance Plan (NeGP). e-District MMP aims at electronic service delivery for citizens and it also envisages automation of work flow, back-end computerisation, and data digitisation across participating departments. It integrates various digital database for online verification and complete automation of process. Citizen can avail this service under e-District MMP through multiple channels viz. Lok Mitra Kendra (LMK) Centres or Sugam Centres or Online through e-District portal.

The statistics of district Kangra reveals that 1.19 Million applications are registered using e-District out of 15,00,000 population. It seems to be a paradigm shift from visiting Government offices to LMK/CSC/web-login. The snippet is as under:



In the case of web logins, the users have filled maximum applications pertaining to Department of Revenue and LMK/CSC has collected maximum of Bill collections. The Digilocker –cloud service is also integrated with e-District application and helps the user to file the application using the portal and access and save the documents at Digilocker platform. The list of services in the application is placed at Annexure 3. This indicates that the presence of Lok Mitra Kendra/ Citizen Service Centre at Panchayat level and citizen centric service provid-

Data accessed on url: <http://edistrict.hp.gov.in/pages/staticSite/home.xhtml>

ed through e-District portal helps the citizen to avail these services at their door step.

### 3.2 Scope of the Study:

The study focuses on two main objectives which are mentioned below:

- To study the implementation of e-District application in the district Kangra of Himachal Pradesh.
- To study the digital penetration of services, usage of e-District application at grassroots level and how those services are benefiting the beneficiaries.

Through fulfilling these objectives, the researchers envisage to replicate this best practice in similar situations of the hilly states.

### 3.3 Data collection:

Present study is based on quantitative as well as qualitative data collected from primary and secondary sources. In the process of developing a methodology and for collecting data for this study, a visit was made to Kangra District, Himachal Pradesh for assessment of the following:

- e-service availability & usage and benefit to citizens.
- Reduction in footfall in government setup.
- Digital literacy.

To understand various technicalities of the success story, data will be collected from:

1. Primary data is collected from the beneficiaries, LMKs and department officials by administering the questionnaire tool.
2. Secondary sources such as internet and department records.

To achieve the objectives of the study, the data collection tools developed for four categories such as beneficiaries, LMK's, Department Officials and Department of IT officials. The primary data will help in analysing & highlighting issues related to digital literacy awareness & knowledge, ease and convenience to users. As the application is rolled-out in hilly area and if it is found to be advantageous, the same would be recommended for other hilly areas especially North-eastern states of India.

### 3.4 Sampling:

Since the objective of the case study is to document process, achievements, challenges and also immediate impact, Kangra District was selected due to 100 per cent implementation of e-District Application. In district Kangra, four blocks were selected viz., Indora, Baijnath, Lambagaon and Kangra because of highest and lowest level of literacy rate and sex ratio (details at Table 1). The list of beneficiaries is collected from the Department and LMK officials during last two months whereas the LMK details are available online. Through tracer exercise, the data has been collected from all the selected blocks, a total of 115 beneficiaries, four LMKs from each

Data accessed on url: <http://edistrict.hp.gov.in/pages/staticSite/home.xhtml>

block (list is placed at Annexure). From all the selected blocks, department officials such as Project Officer, Block Development Officers, Panchayat Secretaries and State IT officer from the Information Technology Department (list is placed at Annexure-2), primary source of information has been collected for this purpose.

| <u>Table 1: Selection of Blocks</u> |                       |           |            |
|-------------------------------------|-----------------------|-----------|------------|
| Sr. No.                             | Particulars           | Block     | Percentage |
| 1.                                  | Highest Literacy Rate | Kangra    | 87.39%     |
| 2.                                  | Lowest Literacy Rate  | Baijnath  | 81.49%     |
| 3.                                  | Highest Sex Ratio     | Lambagaon | 1185 :1000 |
| 4.                                  | Lowest Sex Ratio      | Indora    | 927 :1000  |

**Data Analysis:** Primary Data is collected on the open data platform, Open Data Kit (ODK) hosted at NIRDPR server and data is analysed using IBM-SPSS and MS-EXCEL. The variables which are supportive for the successful and effective implementation of e-District portal are identified from the primary data and calculated the score and classified into three dimensions viz., Digital Penetration, LMK Utility and Portal Features.

### 3.5 Period of Data Collection:

Primary and secondary data from the selected beneficiaries list has been collected from the department and accordingly the Block and Gram Panchayats have visited to collect the data from them during the period 18<sup>th</sup> -24<sup>th</sup> November, 2019 and 16<sup>th</sup> -17<sup>th</sup> December 2019 from state level IT department officials. Field visit was conducted as per following travel schedule:



## Chapter 4: Analysis and Discussion

| <u>Table 2: Details of Data Collection</u> |                                                         |                                                                                                                                                                      |
|--------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date                                       | Place of Visit                                          | Detail of Activities Conducted                                                                                                                                       |
| 18.11.2019 & 19.11.2019                    | Block Indora, Kangra                                    | Data Collected from Beneficiaries of all the selected blocks, Visited LMK's and Interacted with the Department Officials and State level officials of IT Department. |
| 20.11.2019                                 | Block Bijanath, Kangra                                  |                                                                                                                                                                      |
| 21.11.2019                                 | Block Lambagoan, Kangra                                 |                                                                                                                                                                      |
| 22.11.2019                                 | Block Dharamsala, Kangra                                |                                                                                                                                                                      |
| 23.11.2019 & 24.11.2019                    | Block Kangra, Kangra                                    |                                                                                                                                                                      |
| 16.12.2019 & 17.12.2019                    | State level: Department of Information Technology, GoHP |                                                                                                                                                                      |

## Findings

### Socio-economic Profile of the Sample beneficiaries

This section presents the analysis and results of the data on socio-economic parameters of the respondent beneficiaries, who availed e-services through e-District Portal.

#### 4.1 Literacy status of the respondents:

The literacy level in the selected blocks viz., in Baijnath 44.80 per cent were graduates and 51.70 per cent were post graduates. In Indora 25 per cent were graduates and 64.30 per cent were post graduates and only three per cent were diploma holders. In Kangra block, 18 per cent were graduates and 66.70 per cent were post graduates and where as in Lambagaon block 60 per cent were graduates and only four per cent people were post graduates. On the whole, in the selected four blocks, the literacy level was above average and the people can adopt the technical skills. From the data of respondents, it is evident that the region having highest sex ratio is having the least graduates and Post Graduates which reflects that female literacy rate should be boosted.

#### 4.2 Caste Distribution of the respondents:

| <u>Table 3: Literacy level of the respondents</u> |                         |                 |                 |                      |                            |              |
|---------------------------------------------------|-------------------------|-----------------|-----------------|----------------------|----------------------------|--------------|
| <u>Name of the Block</u>                          | <b>Education</b>        |                 |                 |                      |                            | <b>Total</b> |
|                                                   | <b>Secondary School</b> | <b>PUC (+2)</b> | <b>Graduate</b> | <b>Post Graduate</b> | <b>Diplo-<br/>ma / ITI</b> |              |
| Baijnath                                          | 0                       | 0               | 13              | 15                   | 1                          | 29           |
|                                                   | 0.00%                   | 0.00%           | 44.80%          | 51.70%               | 3.40%                      | 100.00%      |
| Indora                                            | 0                       | 0               | 7               | 18                   | 3                          | 28           |
|                                                   | 0.00%                   | 0.00%           | 25.00%          | 64.30%               | 10.70%                     | 100.00%      |
| Kangra                                            | 1                       | 4               | 6               | 22                   | 0                          | 33           |
|                                                   | 3.00%                   | 12.10%          | 18.20%          | 66.70%               | 0.00%                      | 100.00%      |
| Lambagaon                                         | 1                       | 8               | 15              | 1                    | 0                          | 25           |
|                                                   | 4.00%                   | 32.00%          | 60.00%          | 4.00%                | 0.00%                      | 100.00%      |
|                                                   | 2                       | 12              | 41              | 56                   | 4                          | 115          |
|                                                   | 1.70%                   | 10.50%          | 35.70%          | 48.70%               | 3.50%                      | 100.00%      |

In the sample of four blocks of the study, backward category was the major group with 48.70 per cent, followed by Schedules castes 29.60 per cent and General Category 21.70 per cent. The data presents that the e-District portal is catering to the needs of the backward and scheduled category people through direct web-logins or through LMKs at panchayat level. The caste distribution in block wise is as follows:

Table4: Caste Distribution

| Name of the Block | Caste            |                   |                 | Total   |
|-------------------|------------------|-------------------|-----------------|---------|
|                   | General Category | Backward Category | Scheduled Caste |         |
| Baijnath          | 9                | 10                | 10              | 29      |
|                   | 31.00%           | 34.50%            | 34.50%          | 100.00% |
| Indora            | 9                | 11                | 8               | 28      |
|                   | 32.10%           | 39.30%            | 28.60%          | 100.00% |
| Kangra            | 3                | 27                | 3               | 33      |
|                   | 9.10%            | 81.80%            | 9.10%           | 100.00% |
| Lambagaon         | 4                | 8                 | 13              | 25      |
|                   | 16.00%           | 32.00%            | 52.00%          | 100.00% |
| Total             | 25               | 56                | 34              | 115     |
|                   | 21.70%           | 48.70%            | 29.60%          | 100.00% |

#### 4.3 Principal Occupation of the respondents:

Table 5: Occupation of the respondents

| Name of the Block | Occupation |                                    |                           |                |          | Total   |
|-------------------|------------|------------------------------------|---------------------------|----------------|----------|---------|
|                   | Cultivator | Cultivator cum agricultural labour | Labour (non agricultural) | Petty Business | Services |         |
| Baijnath          | 1          | 2                                  | 4                         | 8              | 14       | 29      |
|                   | 3.40%      | 6.90%                              | 13.80%                    | 27.60%         | 48.30%   | 100.00% |
| Indora            | 5          | 0                                  | 0                         | 15             | 8        | 28      |
|                   | 17.90%     | 0.00%                              | 0.00%                     | 53.60%         | 28.60%   | 100.00% |
| Kangra            | 9          | 0                                  | 0                         | 15             | 9        | 33      |
|                   | 27.30%     | 0.00%                              | 0.00%                     | 45.50%         | 27.30%   | 100.00% |
| Lambagaon         | 3          | 4                                  | 1                         | 8              | 9        | 25      |
|                   | 12.00%     | 16.00%                             | 4.00%                     | 32.00%         | 36.00%   | 100.00% |
| Total             | 18         | 6                                  | 5                         | 46             | 40       | 115     |
|                   | 15.70%     | 5.20%                              | 4.30%                     | 40.00%         | 34.80%   | 100.00% |

Owning petty businesses and service sector were the two occupations which had more presence of about 40 per cent and 34.80 per cent in the district. Whereas cultivator cum agricultural labour and non-agricultural labour were the two occupations which had more or less equal presence of about 5.20 per cent and 4.30 per cent each and 15.70 per cent were cultivators in the entire sample of 115 respondent beneficiaries who availed the e-services from the e-District portal.

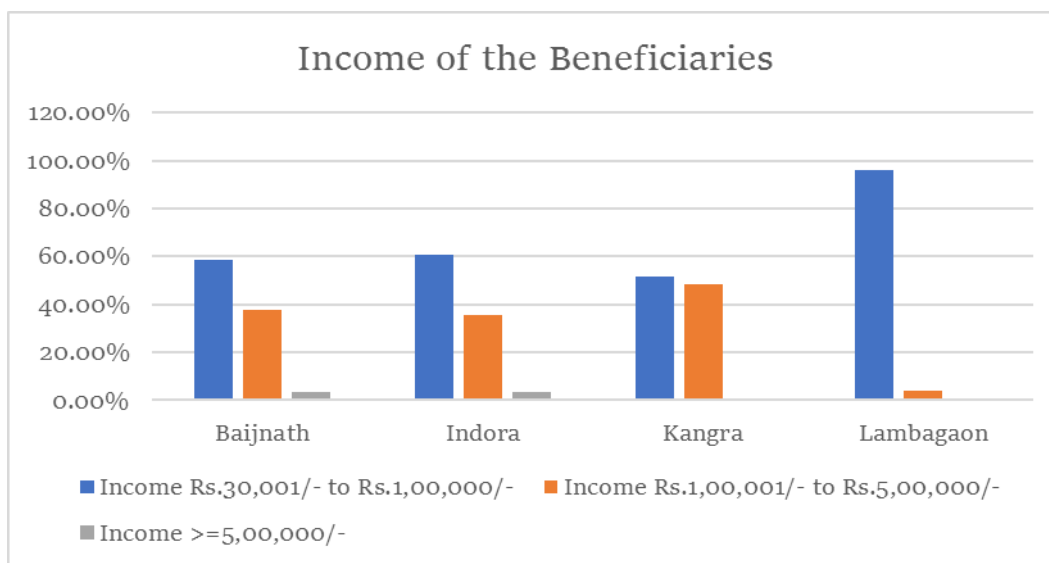
The lowest literacy rate block was having the highest no. of labourers (non-agricultural) and service class people whereas in the highest literacy block, 27 per cent people were engaged in cultivation process which is the highest cultivation ratio in all the blocks. In Indora, 53.6 per cent people are engaged in petty businesses.

#### 4.4 Income of Beneficiaries

Out of 115 sample size of selected blocks, 65.20 per cent beneficiaries had an average income in between Rs.30,001/- to Rs.1,00,000/- and Rs.1,00,001/- to Rs.5,00,000/- was 33 per cent. Only 1.70 per cent of the sample had income more than Rs.5,00,000. In Lambagaon block, about 96 per cent of the beneficiaries had average income in between Rs.30,001/- to Rs.1,00,000/-. More than 40 per cent of people in block Kangra and less than 40 per cent of people in Baijnath were in income slab of Rs.1,00,000 to Rs. 5,00,000.

This indicates that majority of the people who are in the income slab of Rs. 30,000 to Rs.1,00,000 availed these e-Services from e-District portal either through LMKs/CSCs. This resembles that it actually serves the marginal people at ground level.

Chart 1: Income of the Beneficiaries



#### 4.5 Status of the Beneficiaries

From the selected sample size of the blocks, 61.70 per cent beneficiaries had APL card and followed by 33 per cent had BPL and very less 5.20 per cent had AAY card. Out of these, in Kangra 81.80 per cent, Indora 75 per cent and Baijnath 62.10 per cent had APL beneficiaries and in Lambagaon 76 per cent beneficiaries had BPL cards.

Table 6: Ration card of the respondents

| Name of the Block | Status type    |        |        | Total   |
|-------------------|----------------|--------|--------|---------|
|                   | APL            | BPL    | AAY    |         |
| Baijnath          | 18             | 8      | 3      | 29      |
|                   | 62.10 per cent | 27.60% | 10.30% | 100.00% |
| Indora            | 21             | 5      | 2      | 28      |
|                   | 75.00%         | 17.90% | 7.10%  | 100.00% |
| Kangra            | 27             | 6      | 0      | 33      |
|                   | 81.80%         | 18.20% | 0.00%  | 100.00% |
| Lambagaon         | 5              | 19     | 1      | 25      |
|                   | 20.00%         | 76.00% | 4.00%  | 100.00% |
| Total             | 71             | 38     | 6      | 115     |
|                   | 61.70%         | 33.00% | 5.20%  | 100.00% |

#### 4.6 Usage of Digital Devices

Maximum of the population in the district Kangra had the digital devices where in 100 per cent of the Indora block citizens were using digital devices followed by Kangra block 84.80 per cent, Lambagaon 80.00 per cent and Baijnath block 79.30 per cent respectively. It means the digital devices having penetrated in the selected blocks.

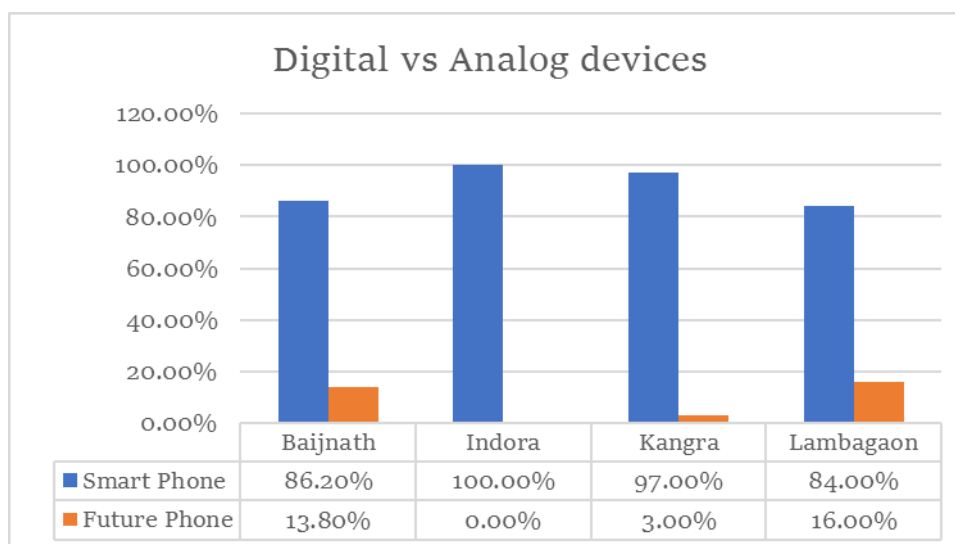
Table 7: Usage of Digital Devices of the beneficiaries

| Name of the Block | Digital device |        | Total   |
|-------------------|----------------|--------|---------|
|                   | Yes            | No     |         |
| Baijnath          | 23             | 6      | 29      |
|                   | 79.30%         | 20.70% | 100.00% |
| Indora            | 28             | 0      | 28      |
|                   | 100.00%        | 0.00%  | 100.00% |
| Kangra            | 28             | 5      | 33      |
|                   | 84.80%         | 15.20% | 100.00% |
| Lambagaon         | 21             | 4      | 25      |
|                   | 84.00%         | 16.00% | 100.00% |
| Total             | 100            | 15     | 115     |
|                   | 87.00%         | 13.00% | 100.00% |

#### 4.7 Digital vs Analog Devices usage by the Beneficiaries

Among the respondents with digital devices, it was found that 100 per cent of the beneficiaries from the block Indora migrated to smart phone which was followed by Kangra 97 per cent, Baijnath 86.20 per cent and Lambagaon 84 per cent respectively.

Chart 2: Digital Penetration (Digital v/s Analog Devices)



#### 4.8 Operating Digital Devices

From the sample size, 87 per cent of the respondents were equipped with digital devices and 91.8 per cent of these respondents had smart phones. 81.70 per cent of the respondents from the sample size knew to operate the digital devices. A total of 89.30 per cent respondents from Block Indora can operate these de-

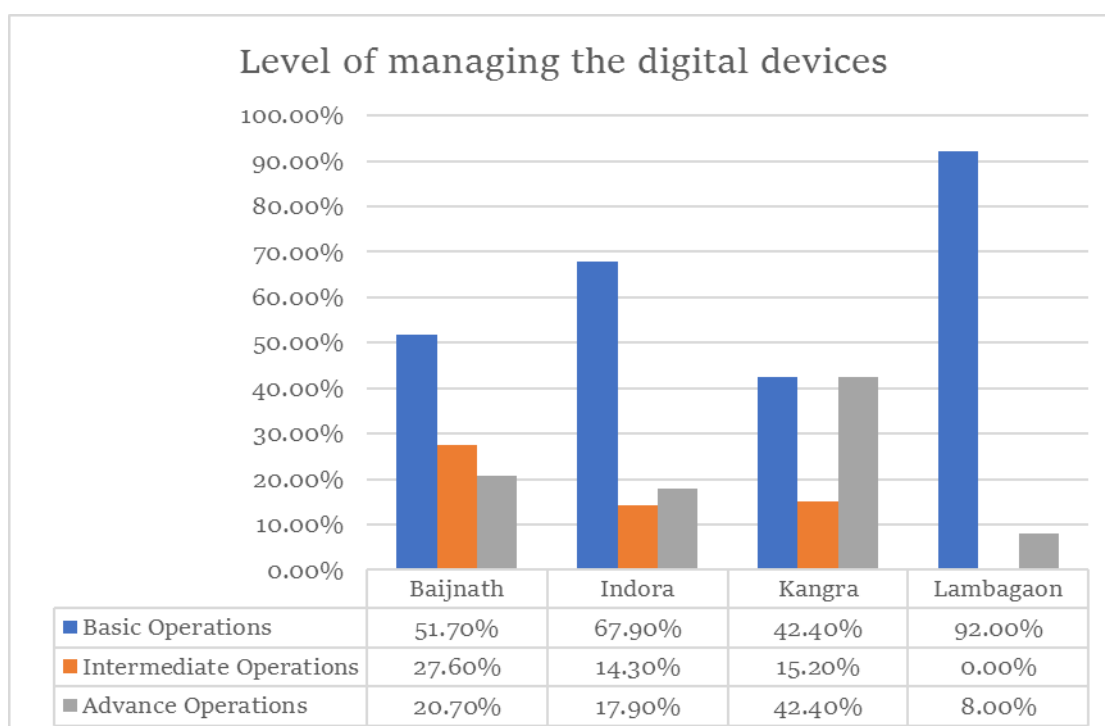
vices which was followed by Baijnath 86.20 per cent, Kangra 81.80 per cent respectively. The respondents from Lambagaon need some hands-on training as only 68.00 per cent operate the digital devices.

| <u>Table 8: Digital devices operation</u> |                              |        |         |
|-------------------------------------------|------------------------------|--------|---------|
| Name of the Block                         | Operation of Digital devices |        | Total   |
|                                           | Yes                          | No     |         |
| Baijnath                                  | 25                           | 4      | 29      |
|                                           | 86.20%                       | 13.80% | 100.00% |
| Indora                                    | 25                           | 3      | 28      |
|                                           | 89.30%                       | 10.70% | 100.00% |
| Kangra                                    | 27                           | 6      | 33      |
|                                           | 81.80%                       | 18.20% | 100.00% |
| Lambagaon                                 | 17                           | 8      | 25      |
|                                           | 68.00%                       | 32.00% | 100.00% |
| Total                                     | 94                           | 21     | 115     |
|                                           | 81.70%                       | 18.30% | 100.00% |

#### 4.9 Level of managing digital devices

The majority of respondents i.e., 63.5 per cent operate the digital devices at the basic level which is higher in the block Lambagaon with 92 per cent. A total of 14.28 per cent of the respondents were operating the device at intermediate level and 22.2 per cent are operating at advanced level which is higher in the block Kangra with 42.40 per cent. Digital devices at intermediate level operations can be done by the blocks from highest to lowest as Baijnath 27.60 per cent, Kangra 15.20 per cent and Indora 14.30 per cent. In Lambagaon no one could operate at intermediate level from the selected sample size. Basic operations of the digital device can be handled more by Lambagaon as 92 per cent followed by Indora 67.90 per cent, Baijnath 51.70 per cent and Kangra 42.40 per cent respectively.

Chart 3: Digital Penetration (Managing Digital Devices)



advance training whereas only 23.50 per cent people will act as master trainers to impart training in cascading mode.

#### 4.10 Avail of Internet Services

Overall, 83.50 per cent of the citizens of selected blocks are using internet services on their digital devices/ smart phones. The highest in Indora block is 89.30 per cent beneficiaries are using internet services followed by Baijnath 86.20 per cent, Kangra 81.80 per cent and Lambagaon 76 per cent respectively.

| <u>Table 10: Using Internet Services</u> |                                 |        |         |
|------------------------------------------|---------------------------------|--------|---------|
| Name of the Block                        | Are you using internet services |        | Total   |
|                                          | Yes                             | No     |         |
| Baijnath                                 | 25                              | 4      | 29      |
|                                          | 86.20%                          | 13.80% | 100.00% |
| Indora                                   | 25                              | 3      | 28      |
|                                          | 89.30%                          | 10.70% | 100.00% |
| Kangra                                   | 27                              | 6      | 33      |
|                                          | 81.80%                          | 18.20% | 100.00% |
| Lambagaon                                | 19                              | 6      | 25      |
|                                          | 76.00%                          | 24.00% | 100.00% |
|                                          | 96                              | 19     | 115     |
|                                          | 83.50%                          | 16.50% | 100.00% |

#### 4.11 Awareness of e-Services under e-District Application

| <u>Table 11: Awareness level of e-District application</u> |                                                                     |        |         |
|------------------------------------------------------------|---------------------------------------------------------------------|--------|---------|
| Name of the Block                                          | Awareness level of e-Services launched under e-District application |        | Total   |
|                                                            | Yes                                                                 | No     |         |
| Baijnath                                                   | 15                                                                  | 14     | 29      |
|                                                            | 51.70%                                                              | 48.30% | 100.00% |
| Indora                                                     | 14                                                                  | 14     | 28      |
|                                                            | 50.00%                                                              | 50.00% | 100.00% |
| Kangra                                                     | 20                                                                  | 13     | 33      |
|                                                            | 60.60%                                                              | 39.40% | 100.00% |
| Lambagaon                                                  | 15                                                                  | 10     | 25      |
|                                                            | 60.00%                                                              | 40.00% | 100.00% |
| Total                                                      | 64                                                                  | 51     | 115     |
|                                                            | 55.65%                                                              | 44.35% | 100.00% |

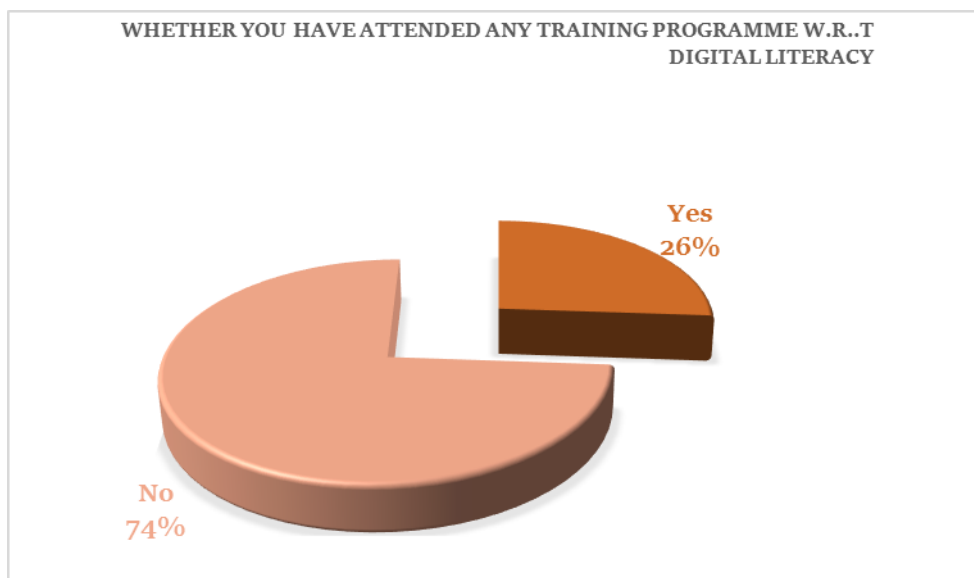
As 100 per cent of the people are aware about the e-Services and they are utilising through LMKs/CSCs. Out of which 55.65 per cent respondents were aware that e-Services are available under e-District application. Majority of the respondents are in the block Kangra i.e. 60.6 per cent which is followed by block Lambagaon i.e. 60 per cent then block Baijnath with 51.7 per cent and block Indora with 50 per cent. The data reveals that

more awareness campaigns, programmes are to be hosted in order to spread the awareness on e-Services launched under e-District Application.

#### 4.12 Capacity Building of the Respondents w.r.to Digital Literacy:

From the complete dataset, only 26 per cent of the respondents (N=30) have attended the training programmes of any level with respect to Digital Literacy/Digital awareness. It is also found that the majority of the participants attended the training programmes in the block Kangra i.e., 43.33 per cent which is followed by block Baijnath for 36.67 per cent, Indora for 13.33 per cent and Baijnath for 6.67 per cent. Overall, 46.67 per cent of respondents received the training of advanced learning which is followed by basic training to 33.33 per cent and intermediate level training for 20 per cent only which means the block having highest literacy learns advance trainings.

Chart 4: Trainings attended w.r.t. Digital literacy



The maximum of 75 per cent respondents from Indora has received the trainings on Basic Computer which is followed by Lambagaon for 50 per cent. The 50-50 per cent respondents attended trainings from Government as well as from private institutions. This implies except Lambagaon people also rely on private institutions. All the respondents from the district have rated the training programmes useful.

Table 12.2: Trainings attended Institution wise (N=30)

| Name of the Block  | Institution |         | Total |
|--------------------|-------------|---------|-------|
|                    | Govt.       | Private |       |
| Baijnath           | 45%         | 55%     | 100%  |
| Indora             | 50%         | 50%     | 100%  |
| Kangra             | 46%         | 54%     | 100%  |
| Lambagaon          | 100%        | 0%      | 100%  |
| <b>Grand Total</b> | 50%         | 50%     | 100%  |

| Name of the Block |     | Baijnath | Indora | Kangra | Lambagaon | Grand Total |
|-------------------|-----|----------|--------|--------|-----------|-------------|
| Usefulness        | Yes | 37%      | 13%    | 43%    | 7%        | 100%        |

#### 4.13 Requirement of Capacity Building of the Respondents w.r.to Digital Literacy:

| Table 13: Training requirement w.r.t. Digital Literacy |       |       |        |
|--------------------------------------------------------|-------|-------|--------|
| Name of Block                                          | Yes   | No    | Total  |
| Baijnath                                               | 60.7% | 39.3% | 100.0% |
| Indora                                                 | 85.2% | 14.8% | 100.0% |
| Kangra                                                 | 51.5% | 48.5% | 100.0% |
| Lambagaon                                              | 85.2% | 14.8% | 100.0% |
| Grand Total                                            | 69.6% | 30.4% | 100.0% |

An average of 69.6 per cent (N=80) of respondents from the sample size, exhibited their interest to undergo the hands-on training on digital literacy. Out of which, the maximum respondents of Indora and Lambagaon 85.2 per cent are willingness to undergo the training followed by 9.67 per cent of Baijnath and 51.5 per cent with Kangra block.

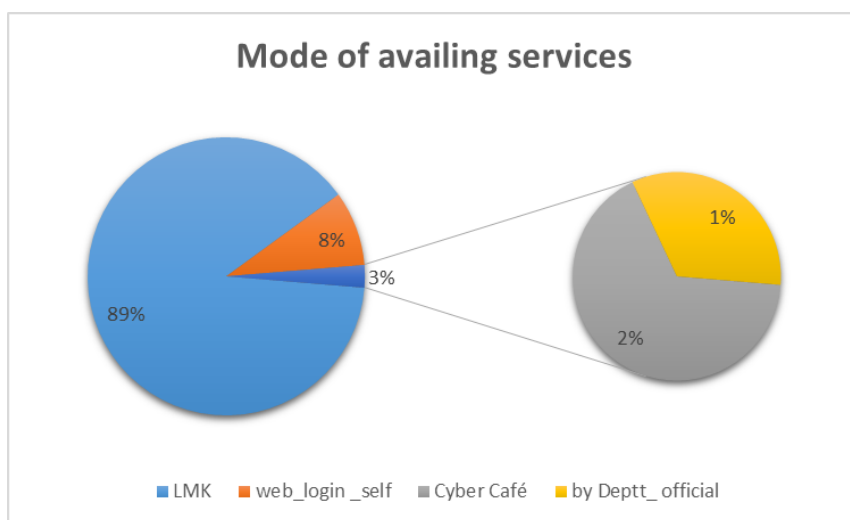
| Table 13.1: Training requirement level wise w.r.t. Digital Literacy |       |              |          |             |
|---------------------------------------------------------------------|-------|--------------|----------|-------------|
| Name of Block                                                       | Basic | Intermediate | Advanced | Grand Total |
| Baijnath                                                            | 2     | 4            | 11       | 17          |
|                                                                     | 25.0% | 11.8%        | 28.9%    | 21.3%       |
| Indora                                                              | 2     | 9            | 12       | 23          |
|                                                                     | 25.0% | 26.5%        | 31.6%    | 28.8%       |
| Kangra                                                              | 4     | 6            | 7        | 17          |
|                                                                     | 50.0% | 17.6%        | 18.4%    | 21.3%       |
| Lambagaon                                                           | 0     | 15           | 8        | 23          |
|                                                                     | 0.0%  | 44.1%        | 21.1%    | 28.8%       |
| Grand Total                                                         | 8     | 34           | 38       | 80          |
|                                                                     | 10.0  | 42.5         | 47.5%    | 100.0%      |

Out of 69.6 per cent respondents who wants to undergo the digital literacy, from the table 13.1 it is depicted that 47.5 per cent of respondents need hands-on training of advanced level which is followed by 42.5 per cent for intermediate training req. and 10 per cent for basic training requirement. Kangra block with 50 per cent and followed by 25 per cent of the respondents requires the basic level of the training on digital literacy. Lambagaon block with 44.1 per cent and followed by Indora 26.5 per cent, Kangra 17.6 per cent and Baijnath respondents requires the training at intermediate level on digital literacy. In Indora 31.6 per cent respondents felt that advance level training on digital literacy is required and followed by Baijnath 28.9 per cent, Lambagaon 21.1 per cent and 18.4 per cent with Kangra respectively.

#### 4.14 Mode of availing services by the Beneficiaries:

The e-Services launched to serve the respondents at their door steps but the web logins alone are not sufficient to serve the people because 18.30 per cent respondents (Table-8) are unable to operate digital devices and majority of the remaining respondents operate at basic level and 69.6 per cent (Table 13) respondents needs hands on training to improve Digital Literacy skills. To penetrate these services in the rural masses the Citizen Service Centre/Lok Mitra Kendra's at panchayat level, services from Departments and Cyber Café will play a vital role.

It is also represented from the sample size where 89 per cent of the respondents availed e-Services through Lok Mitra Kendra/ Citizen Centric Services followed by 8 per cent from web logins and per cent from Cyber Café & by visiting Government Department. The said figures represent that Lok Mitra Kendra's at panchayat level



3

helped the penetration at grassroots level, therefore, their capacity needs to be strengthened and upgraded.

#### 4.15 Distance of LMK from home/ work place of the Respondents:

Since 89 per cent (as per Chart 3) of the respondents are availing the services from Lok Mitra Kendra, it is important that all the Lok Mitra Kendras which are established under PPP at Panchayat level are functional and approachable to all the citizens. During the survey, it is found that maximum beneficiaries have responded that the LMKs i.e., 62 per cent are nearby or less than 2 kms of their home/work place.

**Table 14: Distance of LMK from your home / work place (N=102)**

| Name of the Block  | Near by    | <2 Kms     | <10 kms    | >10 Kms   | Grand Total |
|--------------------|------------|------------|------------|-----------|-------------|
| Baijnath           | 23%        | 50%        | 27%        | 0%        | 100%        |
| Indora             | 32%        | 24%        | 44%        | 0%        | 100%        |
| Kangra             | 71%        | 13%        | 16%        | 0%        | 100%        |
| Lambagaon          | 4%         | 29%        | 50%        | 17%       | 100%        |
| <b>Grand Total</b> | <b>35%</b> | <b>27%</b> | <b>33%</b> | <b>4%</b> | <b>100%</b> |

**Table 15: LMK Merits (N=102)**

| Particulars                              | Yes   | No            |
|------------------------------------------|-------|---------------|
| Consuming more time                      | 4.9%  | 95.1%         |
| Rush at LMK                              | 9.8%  | 90.2%         |
| Adhering time limit as PSG Act           | 66.7% | 33.3%         |
| Display board with time limits & charges | 19.6% | 80.4%         |
| <b>Grand Total</b>                       |       | <b>100.0%</b> |

Further, cent stat- will not

95.1 per ed that it consume

more time than availing the services manually from the Government Offices and 90.2 per cent told that there is no any rush in the LMK helping to avail the services in time without delay and 100 per cent believed that the behaviour of the respondents was friendly. In the sample size, 66.7 per cent appreciated the services to adhering the time frame as per PSG (Public Service Guarantee) Act, 2011. But 80.4 per cent have not found any display boards in the LMK which displays the time frame, charges etc.

#### 4.16 Status of Communication devices:

From the sample size only 8.69 per cent of respondents availed the services through web logins and among them 90 per cent of the users are using smart phones where 40 per cent of users having more than 2 smartphones in the family. Whereas only 10 per cent of the users are having feature phone in the family.

| <u>Table 16: Status of communication Devices (N=10)</u> |                     |                   |                |                  |
|---------------------------------------------------------|---------------------|-------------------|----------------|------------------|
| Block Name                                              | Feature Phone<br><2 | Smart Phone<br><2 | Smart Phone >2 | Grand To-<br>tal |
| Baijnath                                                | 0%                  | 100%              | 0%             | 100%             |
| Indora                                                  | 0%                  | 50%               | 50%            | 100%             |
| Kangra                                                  | 0%                  | 0%                | 100%           | 100%             |
| Lambagaon                                               | 50%                 | 0%                | 50%            | 100%             |
| Grand Total                                             | 10%                 | 50%               | 40%            | 100%             |

#### 4.17 Features of the portal:

| <u>Table 17: Features of the portal (N=10)</u> |      |     |
|------------------------------------------------|------|-----|
| Particulars                                    | Yes  | No  |
| Responsiveness of Portal                       | 100% | --  |
| User friendly                                  | 100% | --  |
| Payment Gateway                                | 30%  | 70% |
| Fetching Personal details                      | 60%  | 40% |
| User manual availability                       | 80%  | 20% |
| Getting Process updates regularly              | 10%  | 90% |

The respondents who have availed the services through web/self-logins found the portal responsive and user friendly. 30 per cent of the respondents feel that there are some issues in the payment gateway and 40 per cent are unable to fetch their details by adding Aadhaar details (Supreme Court judgment also restricts over this). 80 per cent of people says that the user manual is available on the portal but 90 per cent of the people are not getting the process updates.

#### 4.18 Feature of Digilocker in e-District Portal

| <u>Table 18: Integration between Digilocker and e-District portal (N=2)</u> |     |     |
|-----------------------------------------------------------------------------|-----|-----|
| Particulars                                                                 | Yes | No  |
| Final documents are avail at Digilocker                                     | 80% | 20% |
| Downloaded the document online                                              | 70% | 30% |
| Any problem in downloaded the documents                                     | 30% | 70% |

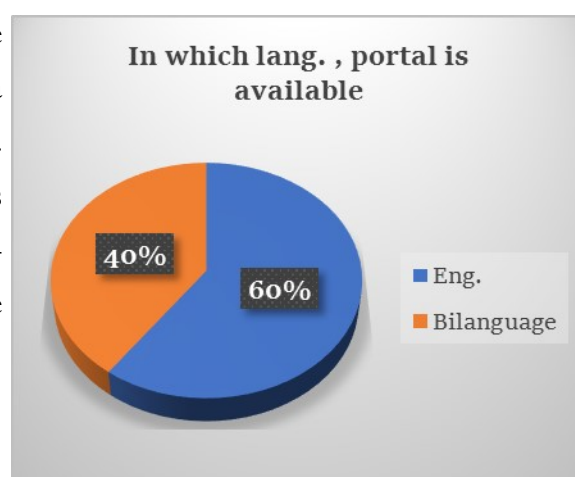
The Digital India aims towards faceless and paperless services. In order to proceed with, e-District is providing a platform to file the application using the portal with requisite fee and the final document may be pulled from the Digilocker application which is cloud based service of Government of India.

From the sample of respondents who have availed the services by themselves, 80 per cent are aware that the documents are available at Digilocker and 70 per cent of them claimed that they have downloaded the documents from the GoI: Cloud and they don't face any problem in downloading the final document.

#### 4.19 Language Barrier

| <u>Table 19: Language barrier (N=10)</u> |     |     |
|------------------------------------------|-----|-----|
| Particulars                              | Yes | No  |
| Comfortable in the language              | 90% | 10% |

90 per cent of the users are comfortable in the language with the highest in block Baijnath with 40 per cent followed by Indora and Lambagaon with 20 per cent and Kangra with 10 per cent. Furthermore, 60 per cent of the people stated that the portal is available in English language and 40 per cent stated that the portal is available in bilingual. 100 per cent of the people rated the portal as "Good".



#### 4.20 Popularizing e-Services

As 100 per cent of the sample size are aware about the e-Services but 55.65 per cent people [Table 11] are actually aware that e-Services are launched under the HimSeva i.e., e-District application of Himachal Pradesh which may also be accessed through direct web-login. This awareness level actually restricts the participants and 89 per cent of total respondents availed these services through Lok Mitra Kendra/ CSCs only.

To find out how these 55.65 per cent got aware about e-District application, the Institute analysed the data and found that social gatherings and friends were the major source among the rural masses to popularise the services. This share stands at 60.12 per cent whereas the social media or internet is the second major source to disseminate the information among the rural masses and this has contributed to 19.40 per cent of the total. Short Messaging Services (SMS) contributes to 15.65 per cent and print media contributed to 4.82 per cent. Thus, to popularise the services in the hilly terrains it is observed that awareness programmes were to be launched vigorously in the Gram Sabhas via public gatherings, social media and using SMS services.

Table 20: Popularizing e-Services

| Name of the Block | Came to know about the e-Services |              |        |         | Total   |
|-------------------|-----------------------------------|--------------|--------|---------|---------|
|                   | Newspaper                         | Social Media | SMS    | Friends |         |
| Bajjnath          | 0                                 | 4            | 0      | 11      | 15      |
|                   | 0.00%                             | 26.66%       | 0.00%  | 73.33%  | 100.00% |
| Indora            | 2                                 | 2            | 2      | 8       | 14      |
|                   | 14.28%                            | 14.28%       | 14.28% | 57.14%  | 100.00% |
| Kangra            | 1                                 | 2            | 3      | 14      | 20      |
|                   | 5.00%                             | 10.00%       | 15.00% | 70.00%  | 100.00% |
| Lambagaon         | 0                                 | 4            | 5      | 6       | 15      |
|                   | 0.00%                             | 26.67%       | 33.33% | 40.00%  | 100.00% |
| Average           | 3                                 | 12           | 10     | 39      | 64      |
|                   | 4.82%                             | 19.40%       | 15.65% | 60.12%  | 100.00% |

#### 4.21 Frequency of Availing e-Services

It is evident from the data that majority of the respondents were availing the services whenever it was required i.e., 70.43 per cent, 15.70 per cent and 13.9 per cent of people use the services once in a month and less than 10 per cent in an annum respectively. The chart 7 illustrates that the block Lambagaon is having the majority of the respondents i.e., 80 per cent who are availing the services when they are required which is followed by block Kangra with 75.8 per cent then block Indora with 67.9 per cent and block Bajjnath with 58.6 per cent. It is also found that majority of the respondents are in block Bajjnath i.e., 24.10 per cent, who availed the services once in a month followed by block Indora with 14.3 per cent, block Kangra and Lambagaon with ~12 per cent of respondents.

Table 21: How frequent you are using e-Services

| Name of the Block | Whenever required | Once in a month | < 10 times in a year | Total   |
|-------------------|-------------------|-----------------|----------------------|---------|
| Bajjnath          | 17                | 7               | 5                    | 29      |
|                   | 58.60%            | 24.10%          | 17.20%               | 100.00% |
| Indora            | 19                | 4               | 5                    | 28      |
|                   | 67.90%            | 14.30%          | 17.90%               | 100.00% |
| Kangra            | 25                | 4               | 4                    | 33      |
|                   | 75.80%            | 12.10%          | 12.10%               | 100.00% |
| Lambagaon         | 20                | 3               | 2                    | 25      |
|                   | 80.00%            | 12.00%          | 8.00%                | 100.00% |
| Total             | 81                | 18              | 16                   | 115     |
|                   | 70.40%            | 15.70%          | 13.90%               | 100.00% |

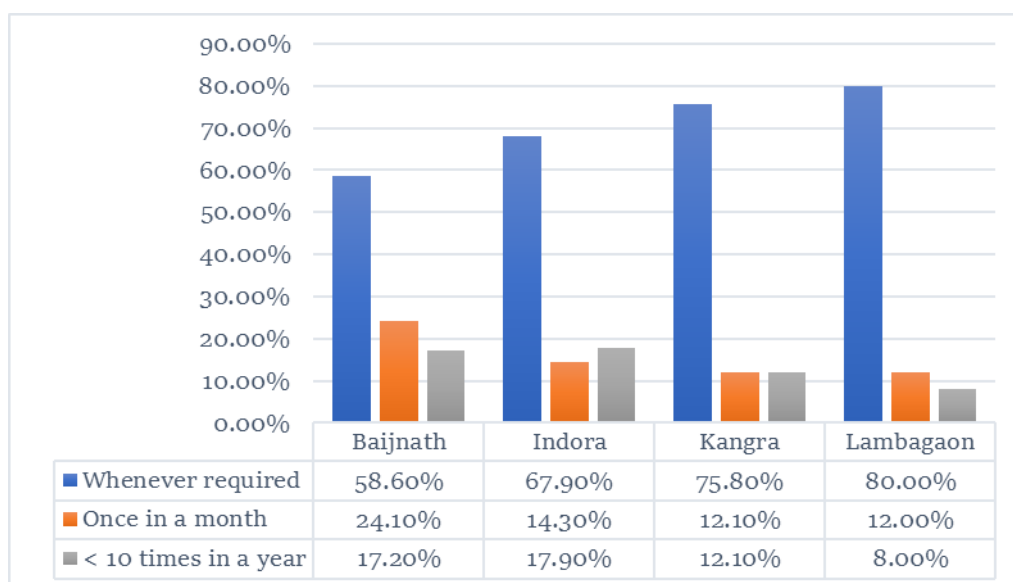


Chart 7: Frequency of availing services

#### 4.22 Digital Vs Manual in terms of time consuming

| Table 22: Time consumed of wrt services |                     |        |        |
|-----------------------------------------|---------------------|--------|--------|
| Particulars                             | Consuming more time |        | Total  |
|                                         | Yes                 | No     |        |
| Name of the Block                       |                     |        |        |
| Baijnath                                | 0                   | 22     | 22     |
|                                         | 0.0%                | 100.0% | 100.0% |
| Indora                                  | 2                   | 23     | 25     |
|                                         | 8.0%                | 92.0%  | 100.0% |
| kangra                                  | 2                   | 29     | 31     |
|                                         | 6.5%                | 93.5%  | 100.0% |
| Lambagaon                               | 1                   | 23     | 24     |
|                                         | 4.2%                | 95.8%  | 100.0% |
| <b>Grand Total</b>                      | 5                   | 97     | 102    |
|                                         | 4.9%                | 95.1%  | 100.0% |

Most of the citizens (N=102) avail the e-services from LMK's and the data reveals that only 4.9 per cent of sample size of district Kangra believes that LMK/CSC's will take more time in comparison to availing services manually. But majority of the people believed that CSC/ LMK will serve them properly at their door step and consume less time in comparison to manual services.

## 4.23 Types of e-Services

**Table 23:** Types of e-Services

| Have you availed any e-Services | Types of e-services     |                    |                                      |                   |         |
|---------------------------------|-------------------------|--------------------|--------------------------------------|-------------------|---------|
|                                 | Birth/Death Certificate | Licenses/ Passport | Tele-phone/ Electricity Bill Payment | House Tax payment | Total   |
| Yes                             | 4                       | 49                 | 11                                   | 51                | 115     |
|                                 | 3.50%                   | 42.60%             | 9.60%                                | 44.30%            | 100.00% |
| Total                           | 4                       | 49                 | 11                                   | 51                | 115     |
|                                 | 3.50%                   | 42.60%             | 9.60%                                | 44.30%            | 100.00% |

A total of 44.30 per cent of the citizens of the Kangra District availed the e-District platform for payment of House taxes and followed by 42.60 per cent for applying the License/ Passport services. However, 9.6 per cent for telephone or electricity bill and 3.5 per cent of people have availed the services for Birth/Death certificates.

This indicates that majority of the common citizen centric services which were hosted by the district administration were now available at e-District portal. The respondents are availing these services through nearby Lok Mitra Kendra or through direct web-logins/Departments easily by round the clock. It is also evident that there are no paying bribes to middle men for availing these e-services and nor anybody demanded bribe for the services. This also increases the transparency in the service and reduces turn-around-time of the services with an accountability.

**Table 24:** Paying of Bribe

| Re-sponse | Paid any bribe charges for middle man for helping to avail e-Services | Have they demanded any bribe for the services |
|-----------|-----------------------------------------------------------------------|-----------------------------------------------|
| No        | 115                                                                   | 115                                           |
|           | 100%                                                                  | 100%                                          |

## 4.24 Role of Cyber Café:

**Table 25:** Cyber Café features (N=2)

| Block Name         | Good Internet Connection speed |      | Charge for availing e-services |         | Grand Total |
|--------------------|--------------------------------|------|--------------------------------|---------|-------------|
|                    | Excellent                      | Good | High                           | Minimal |             |
| Baijnath           | 0                              | 100% | 0                              | 100%    | 100%        |
| <b>Grand Total</b> | 0                              | 100% | 0                              | 100%    | 100%        |

Cybercafé also plays a vital role in availing e-Services through e-District portal. However, only 1.74 per cent of the people (only 2 citizens) availed the e-Services from the cybercafé, where 100 per cent of the respond-

ents claimed that the internet speed is good and 100 per cent claimed that the cybercafé people charged minimal rates.

#### 4.25 Services availed from Departmental Officials

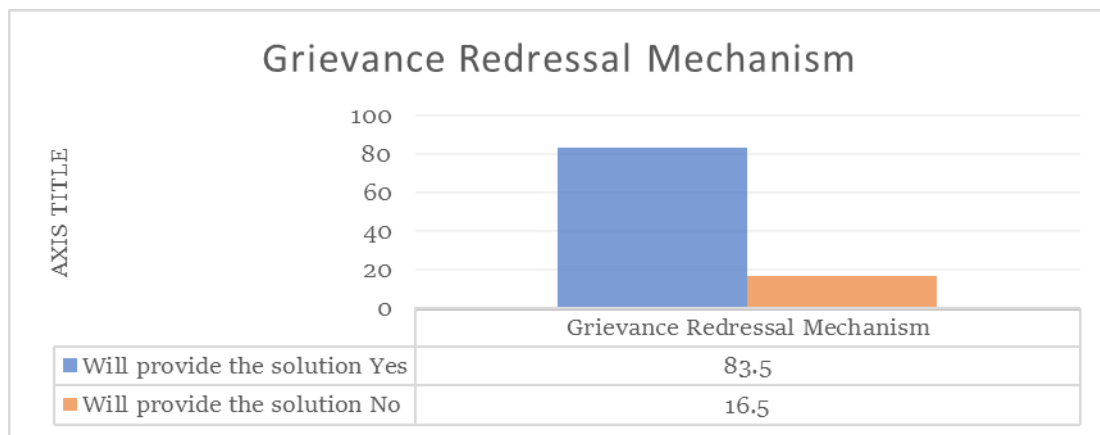
From the complete sample size, only one person availed the e-Services from Department office. The respondent availed the e-Service easily and the behavior of the official was good enough and no bribe was demanded. The respondent found it was easy to fill the form and the services were provided within the time frame.

| <u>Table 26: Services from Departmental Officials (N=1)</u> |      |      |
|-------------------------------------------------------------|------|------|
| Services from Department Officials                          | Yes  | No   |
| Availed e-Services easily by the Department Officials       | 100% | 0%   |
| Is form filling easily                                      | 100% | 0%   |
| Behavior of Departmental Official- Good                     | 100% | 0%   |
| Bribe demanded                                              | 0%   | 100% |
| Whether services provided within time limit                 | 100% | 0%   |

#### 4.26 Grievance Redressal System

In the sample size, 83.5 per cent of people believe that in case of any problem, the Grievance Redressal Cell of e-District application will provide the solution and 16.5 per cent of people believe that they will not provide the solution.

Chart 8: Grievance Redressal Mechanism



#### 4.27 Features of Application:

The portability of the application is important and the trust of the respondents on the portal is considered to be the success factor of the portal. From the overall sample size, 93.9 per cent of the respondents stated that the responsiveness of the portal is good, 73 per cent showed their trust on the portal in terms of data and its security. To maintain this trust, the web portal should have SSL certification and two-way authentication. The respondents believed in the portal and rated the overall quality of the services offered at the portal were good. This trust acts like a catalyst in managing the change in the society.

| <b>Table 27: Features of Application (N=10)</b>     |             |             |
|-----------------------------------------------------|-------------|-------------|
| <b>Particulars</b>                                  | <b>Good</b> | <b>Poor</b> |
| What is the responsiveness of the portal            | 100%        | 0%          |
| How would you rate the data security of the Portal  | 73.00%      | 27.00%      |
| What is the internet connection speed at cyber cafe | 86.10%      | 13.90%      |
| How is the behaviour of departmental officials      | 100%        | 0.00%       |
| Overall quality of the services offered at portal   | 100.00%     | 0           |

## 4.28 Gender Perspective:

| <b>Table 28: Gender Perspective</b>                 |              |              |                        |            |            |                      |             |
|-----------------------------------------------------|--------------|--------------|------------------------|------------|------------|----------------------|-------------|
| Particulars                                         | Female Count | Female Total | Female (in percentage) | Male Count | Male Total | Male (in percentage) | Total_Count |
| <b>Education (Graduation and above)</b>             | 12           | 35           | 34%                    | 48         | 80         | 60%                  | 60          |
| <b>Penetration of Digital Devices</b>               | 29           | 35           | 83%                    | 71         | 80         | 89%                  | 100         |
| <b>Digital Literacy trainings undergone</b>         | 6            | 35           | 17%                    | 24         | 80         | 30%                  | 30          |
| <b>Hands on requirement w.r.t. Digital Literacy</b> | 32           | 35           | 91%                    | 48         | 80         | 60%                  | 80          |
| <b>Awareness level</b>                              | 9            | 35           | 26%                    | 35         | 80         | 44%                  | 44          |
| <b>Availing services through LMK/ CSCs</b>          | 32           | 35           | 91%                    | 70         | 80         | 88%                  | 102         |
| <b>Availing services through direct web login</b>   | 1            | 35           | 3%                     | 9          | 80         | 11%                  | 10          |

It is analysed from the given sample size that only 30 per cent of female candidates have availed e-district services where 34 per cent of female respondents were graduate and above in comparison to 60 per cent of male respondents. It was also found that the penetration of digital devices was less among females in comparison to male respondents. Moreover, only 17 per cent female have undergone any type of Digital Literacy training programme and 91 per cent exhibited their interest to undergo hands-on training. It is also found that in comparison to male respondents, females were less aware i.e., only up to 26 per cent female respondents know that these e-Services were available under e-District portal.

These all indicators pushed the female beneficiaries to avail e-District services from CSC/LMKs, in the sample study, 91 per cent female respondents availed these services through LMK only and only 3 per cent availed using direct web-login.

This implies that gender mainstreaming is the important factor which needs to be considered as the saying “सक्षक्त नारी सक्षक्त समाज.” The digital literacy and awareness especially for female needs to be built at ground level with the support and help of Ministry of Rural Development, GoI and Department of W&CD.

## 4.29 Overall Analysis

Taking the direction of these indicators into consideration, an index/score has been computed which reflects the extent of implementation of e-District Portal. It may be added that the index values have been arrived at by aggregating the dichotomous replies given by each sample respondent to each of the 13 indicators.

| <b>Table 29: Composition of the dimensions</b> |                         |                                                                                                                                                                             |
|------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>S.No.</b>                                   | <b>Index Name</b>       | <b>Indicators in the dimension</b>                                                                                                                                          |
| 1                                              | Digital Penetration (4) | Usage of Internet Services , Connected with Social Media, Operation of Digital device and Holding of Digital device                                                         |
| 2                                              | Utility of LMKs (4)     | Consume less time at LMK, No rush at LMKs, LMKs adhere time frame wrt PSG Act 2011 and No extra charge for service provided                                                 |
| 3                                              | Portal Features (5)     | Getting of process updates of the portal, No issues in Payment Gateway, Documents available in Digilocker portal, fulfilment of user requirement and Simplification of form |

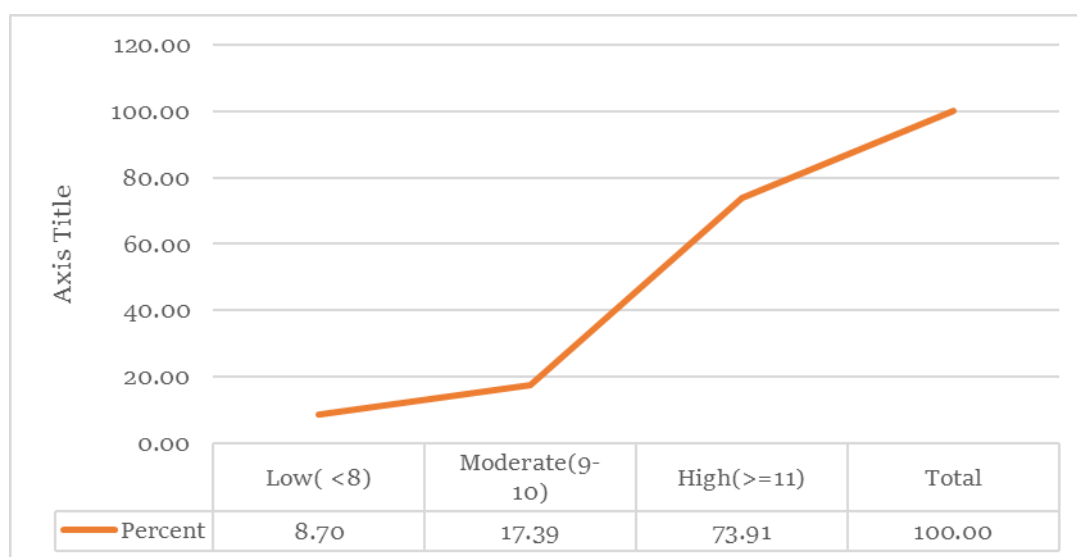
Based on the nature of the indicators, they have been merged into the groups (dimensions) namely Digital penetration, Utility of LMKs and Portal features. The following tables show the composition in terms of indicators of each dimension.

| <b>Table 30: Block wise break-up of the average scores - Dimension-wise</b> |                                       |                               |                                   |                                |
|-----------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------|--------------------------------|
| <b>Name of the Block</b>                                                    | <b>Digital Penetration (out of 4)</b> | <b>LMK Utility (out of 4)</b> | <b>Portal Features (out of 5)</b> | <b>Total score (out of 13)</b> |
| Bajnath                                                                     | 3.34                                  | 3.59                          | 4.41                              | <b>11.34</b>                   |
| Indora                                                                      | 3.68                                  | 3.18                          | 4.07                              | <b>10.93</b>                   |
| Kangra                                                                      | 3.27                                  | 3.55                          | 4.42                              | <b>11.24</b>                   |
| Lambagaon                                                                   | 3.04                                  | 3.56                          | 4.76                              | <b>11.36</b>                   |
| <b>Total</b>                                                                | <b>3.34</b>                           | <b>3.47</b>                   | <b>4.41</b>                       | <b>11.22</b>                   |

The average scores of the digital penetration and LMK utility are 3.34 and 3.47 respectively, where the maximum score is 4 and whereas for Portal features the average score was 4.41 out of a maximum score of 5 units. This indicates that the average scores are close to their respective maxima which further shows that in the perception of the sample respondents, the actual implementation status of e-District portal at Kangra District was very high. (Based on the 13 indicators considered)

The total score on the 13 indicators is split into three groups viz., low, medium and high where low group means a score less than or equal to 8.0, moderate 9 to 10 and high includes those cases where the score value is greater than or equal to 11. Following this grouping, a graph is drawn which shows that there is a lot of clustering of scores in the high group accounting for 73.9 per cent, followed by the moderate group with 17.4 per cent and low group with hardly 8.7 per cent.

Chart 9: Classification of scores into groups

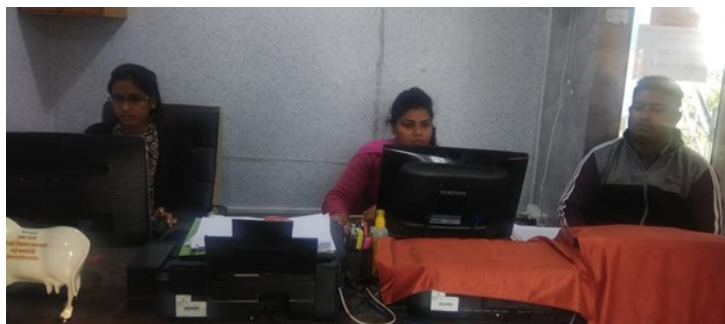


As each dimension is dependent upon varying number of indicators, to enable comparison across the dimensions, percentage scores are computed, of the three dimensions, the digital penetration gets the lowest at 83.5 per cent, followed by LMK utility with 86.7 per cent, and portal features 88.2 per cent. The overall implementation score is 86.2 which shows a very high status of implementation of e-portal in Kangra district .

The exercise serves two purposes- first, going by the total score the 13 indicators obtained, a clear endorsement of the fact that the indicators selected '*reflect the status of implementation*' of e-portal and second, the implementation status can be viewed and also assessed from the view point of three different dimensions which are Digital penetration, LMK utility and Portal features. The second part would enable the implementing agencies to take appropriate steps in respect of those dimensions which yield lower scores. From this point of view, this exercise is useful for adoption in like situations.

## Citizen Service Centre: Lok Mitra Kendra (LMK)

The Lok Mitra Kendra's are the outreach layer to deliver the e-Services at their door steps. In order to identify the pros and cons of the LMK, four LMKs in each block has been selected and a total of 13 LMKs were interviewed and administered the questionnaire accordingly.



From the sample dataset N=13), it is found that the LMK officials needs to be trained over the portal and functionality of the government machinery for the effective use. Moreover, there should be a proper dialogue with the Department of Information Technology specifically in the case when one application is not processed in the certain time period. Moreover, a proper commission-based system and network connectivity over the HIMSWAN (Himachal State Wide Area Network) encouraged the LMKs to serve the public using e-District portal. The figures stated that 80 per cent of



LMK officials are having a good computer knowledge and opinioned that the interface of the portal is also user friendly. A total of 66.7 per cent of the LMK officials believed that the processes are not complexed and 93.3 per cent believed that responsive time is good. Overall, they rated the flexibility of the application up to 93.3 per cent.

[Table 31: LMK features](#)

| Particulars                                       | Good  | Poor  |
|---------------------------------------------------|-------|-------|
| LMK Respondent Computer Knowledge                 | 80%   | 20%   |
| User Interface Portal                             | 80%   | 20%   |
| Process Complexity of the portal                  | 66.7% | 33.3% |
| Response Time application                         | 93.3% | 6.7%  |
| Responsive time uploading downloading application | 66.7% | 33.3% |
| Rate of technical maintenance                     | 66.7% | 33.3% |
| Rate of Flexibility application                   | 93.3% | 6.7%  |

In detail, only 73.3 per cent are satisfied with the infrastructure of devices and its maintenance, 80 per cent are satisfied with network speed, 53.3 per cent of the LMK people did not take any backup of the system database and 86.7 per cent LMKs admit that complaint register is not prominently displayed. Majority of the LMK officials i.e., 86.7 per cent face technical issues while providing the e-Services to the common man which means a

fast and reliable dialogue is required between the LMK, DoIT and concerned line departmental officials. As 53.3 per cent LMK officials told that no departmental official or person concerned will ever monitor their progress.

| <b>Table 31.1: LMK features</b>                                             |            |           |
|-----------------------------------------------------------------------------|------------|-----------|
| <b>Particulars</b>                                                          | <b>Yes</b> | <b>No</b> |
| Whether the portal easily fetch the data using Aadhaar services             | 66.7       | 33.3      |
| Whether citizen are comfortable in providing the Aadhaar details            | 86.7       | 13.3      |
| Do you know about the PSG Act 2011                                          | 6.7        | 93.3      |
| Are all services listed in the eDistrict are under PSG Act 2011             | 100        | 0         |
| Whether the services are provided at LMK adhere time frame wrt PSG Act 2011 | 100        | 0         |
| Whether the pendency auto escalated to senior level                         | 53.3       | 46.7      |
| Have you undergone any training on e-District application                   | 26.7       | 73.3      |

From the sample size, 86.7 per cent of the beneficiaries were comfortable in providing the Aadhaar details but only 66.7 per cent LMKs stated that it fetched the data easily. LMKs are not aware about Public Service Guarantee Act, 2011, as majority of the group were unaware about it. A total of 53.3 per cent LMK officials believed that the pendency was auto escalated to senior level. A total of 73.3 per cent of the LMKs have not received any training on the e-District application and 26 per cent of the officials thought that there is no grievance redressal system adopted by the e-District portal. This clearly indicates that the capacity building of the LMK officials needs to be built on the digital literacy as well as on the e-District portal.

| <b>Table 31.2: LMK features</b>                                              |            |           |
|------------------------------------------------------------------------------|------------|-----------|
| <b>Particulars</b>                                                           | <b>Yes</b> | <b>No</b> |
| Are you satisfied with the infrastructure of devices and its maintenance     | 73.3       | 26.7      |
| Are you satisfied with internet speed                                        | 80         | 20        |
| Did you take up any back up of the system local database                     | 46.7       | 53.3      |
| Did you face any technical issues in providing the e-Services                | 86.7       | 13.3      |
| Is man power is sufficient at LMK                                            | 86.7       | 13.3      |
| Is there any grievance redressal system is adopted for eDistrict application | 73.3       | 26.7      |
| Is the complaint register prominently displayed at the LMK                   | 13.3       | 86.7      |
| Is any Department Officials will monitor the progress of LMK                 | 46.7       | 53.3      |

After analysing the data, it was found that the major services which were availed from the e-District portal were: Minority Community Certificate 66.7 per cent followed by Backward Area/Character/Agriculturist Certificate 60 per cent, Income Certificate 53.33 per cent, Revenue Court Cases Management/Freedom Fighter Certificate 40 per cent, Bonafide Himachali Certificate 33.33 per cent, Copy of Record of Rights with Digitised Map 26.67 per cent etc., which indicates that the portal is providing the very basic records at the

door step of the citizens without putting any extra pressure on the Government machinery. It is also evident from the figures that the Government officials have also initiated the use of portal and verifying the user's record over e-District portal. Further, after interacting with the LMKs it is also found that sometime LMKs are also requesting the Government officials to look/monitor the portal.

| <b>Table 31.3: LMK services</b>             |       |
|---------------------------------------------|-------|
| <b>Services</b>                             |       |
| Minority Community Certificate              | 66.67 |
| Backward Area Certificate                   | 60.00 |
| Character Certificate                       | 60.00 |
| Agriculturist Certificate                   | 60.00 |
| Income Certificate                          | 53.33 |
| Revenue Court Cases Management              | 40.00 |
| Freedom Fighter Certificate                 | 40.00 |
| Bonafide Himachali Certificate              | 33.33 |
| Copy of Record of Rights with Digitized Map | 26.67 |
| Application for work under MGNREGA          | 26.67 |
| Copy of Land records                        | 26.67 |
| Domicile Certificate                        | 20.00 |
| Renewal of Contract Labour License          | 20.00 |
| Application for contract Labour License     | 13.33 |
| Indigent Certificate                        | 13.33 |
| Widow Re-Marriage                           | 13.33 |
| Copy of Pariwar Register                    | 13.33 |
| CM Bestowing Plan                           | 13.33 |

## Department Officials

The Departmental officials are the key persons who actually verify the record which are submitted either by the Lok Mitra Kendra or by the self-web login. These verified records will further take the shape of document.



This service works face less and paper less where the applicant can apply through e-District portal and final documents are available at Digilocker-cloud platform. The Institute has also collected the data from departmental officials.



**Table 32: Departmental Officials**

| Question                                                                 | Yes  | No   |
|--------------------------------------------------------------------------|------|------|
| Whether e-services are compatible in smart phone                         | 100  | -    |
| Whether there is any difficulty to avail e-Services by citizens          | 46.2 | 53.8 |
| Have you organized any Digital Literacy Training Programme?              | 46.2 | 53.8 |
| In collaboration with other Institutes like: HIPA/ PRTI etc              | 7.7  |      |
| Are citizens being aware about these e-services                          | 53.8 | 46.2 |
| Have you conduct any awareness programmes                                | 92.3 | 7.7  |
| Are you aware about PSG Act 2011                                         | 84.6 | 15.4 |
| Have you undergone any training on e-District application                | 69.2 | 30.8 |
| Any computer trainings are imparted to the officials                     | 92.3 | 7.7  |
| Any computer trainings are imparted to the LMK                           | 53.8 | 46.2 |
| Any SoP is provided by the department to work with eDistrict application | 61.5 | 38.5 |
| Is there any mechanism to redress the grievances                         | 84.6 | 15.4 |
| Whether there is a reduction in footfall?                                | 84.6 | 15.4 |

From the sample of the respondents, 100 per cent officials said that the e-District portal is compatible in the smart phones. A total of 46.2 per cent officials admitted that citizens face difficulties in availing the services online which means capacity building programmes needs to be executed at field level. However, 46.2 per cent Departments organised digital literacy programmes either by self or in collaboration with other institutes. As per data collected, only 53.8 per cent stated that citizens were aware about e-Services and 92.3 per cent department officials stated that they have conducted the awareness programmes. A total of 84.6 per cent of department officials were aware about PSG Act, 2011. A total of 69.2 per cent of the respondents attended the training programmes on e-District portal and 92.3 per cent respondents have undergone the training on Computer Literacy, 61.5 per cent officials stated that Standard Operating Procedure are provided by the Department to work in/on e-District application.

Grievance Redressal Mechanism has been adopted in the e-District application and 84.6 per cent respondents confirmed that with the implementation of e-District application there is a reduction of footfall in the government setup. A total of 84.6 per cent of the respondents were completely satisfied with the portal and 76.9 per cent were satisfied with the overall experiences of the portal. In respect to portability and flexibility of the portal 84.6 per cent were satisfied whereas only 53.8 per cent of the respondents were satisfied with the efficiency with which the problem was dealt. This clearly indicates that the e-District portal is success but during discussion it was also found that the capacity of the officials needs to be built on e-District portal and change & behaviour management programmes are to be organised.

[Table 32.1](#): Departmental Officials

| Particulars                                                                                                  | Completely satisfied | Partially Satisfied |
|--------------------------------------------------------------------------------------------------------------|----------------------|---------------------|
| How satisfied are you with the Portability and flexibility of the portal                                     | 84.6                 | 15.4                |
| How satisfied are you with the efficiency with which problem was dealt with                                  | 53.8                 | 46.2                |
| How satisfied are you with eDistrict Portal whole                                                            | 84.6                 | 15.4                |
| After considering your experiences with all the above aspects of the e-District Portal how satisfied are you | 76.9                 | 23.1                |

## Chapter 5: Findings, Conclusion and Recommendations

### 5.1 Salient Findings & Key Success Factors

The study involved a survey of four blocks in the district Kangra, Himachal Pradesh.

- As per the census records, the State literacy rate is 82.8 per cent, as per TRAI, the tele-density is 148 per cent and as per e-PDS.HP 13.42 per cent were BPL families in the district of Kangra of Himachal Pradesh. In the sample size of four blocks, 84 per cent were graduates & above and 80 per cent+ respondents from all four blocks were equipped with digital devices. A majority of 83.5 per cent of the respondents were availing internet services. This represents a very strong digital penetration in the state.
- A majority of 81.7 per cent of the respondents knew how to operate the digital device but 77.75 per cent of them operated at basic/intermediate level. It is also found that only 26 per cent of them have undergone digital literacy programme and 69.6 per cent exhibited their interest for hands-on training in digital literacy. In proportion to this the very less beneficiaries i.e., 8 per cent availed e-Services through direct web login. This represents that the capacity building training programmes needs to be hosted at ground level which help in the benefit of the rural people for availing e-Services.
- 100 per cent of beneficiaries of sample size were aware of e-Services but 55.65 per cent were aware that these e-Services are launched under e-District application. The friends, social gathering and social media were major sources of penetration with 60.12 per cent & 19.4 per cent respectively. It also represents that more awareness programmes need to be launched through Gram Sabha like public gatherings and using social media extensively.
- The Citizen Service Centre, in the state is known as Lok Mitra Kendra which are established at Panchayat level under the PPP mode. The CSCs are the channel between the e-Services and citizens, in the sample size, 89 per cent of the respondents availed these services through CSCs only. The beneficiaries were happy with the services of CSC as 95 per cent found that they are delivering the services without consuming much time and 66.7 per cent stated that they serve within the time frame. It is also found that 80 per cent of the beneficiaries have not found any display board and majority of LMK i.e., 53.3 per cent stated that no monitoring was there. The Department of IT needs to ensure sustainability and transparency of the CSCs. Moreover, the motivational factors are to be increased with more technical support and training to CSCs.
- The trust of the citizen on the portal is the major factor. In the analysis it was found that 73 per cent of the respondents who have availed the services through web login trusted the data security of portal. The portal is continuously integrating with new databases and services in that order, the SSL certification and two-factor authentication needs to be incorporated in the application.
- The application helps in data management and planning & management of schemes as reported by State Department of IT which also helps for data mining. Integrated service will also reduce the cost for availing the services. Creating a win-win situation for both the government machinery and to the citizen. It is

also found that the 84 per cent of Departmental officials admitted that with the launch of e-Services there is a reduction of footfall in the government setup.

- The users found the application user-friendly, responsive and rated the application good. Moreover, 100 per cent of the departmental officials rated the overall quality as good. The Department of IT is also planning to fuse the latest technologies to increase the outreach of the application in the rural masses. It resembles that in near future people will avail the services in a paperless and face less manner.
- For the progress of any district, the up-liftment of Scheduled Castes and Backward Classes is must. From the collected data it is evident that 78.3 per cent i.e., the majority of the sample belongs to these sections this directly represents their upliftment of scheduled/backward category using e-Services.
- The sample size, also represented that majority of the beneficiaries belongs to marginal families i.e., 65 per cent are in the income slab of Rs. 30,000 to Rs.1,00,000 only meaning e-Services are actually serving the people who need it most and can't afford to visit Tehsil/Sub-Division/district offices for these services.
- The cybercafé available in the district is charging a minimal fee and the connection speed is also good helping the people to avail the e-services as per their needs.
- The ministry and department has to work on gender mainstreaming as only 30 per cent female respondents have availed these services and only 17 per cent have undergone training on digital literacy whereas 91 per cent exhibited their interest to undergo digital literacy training.

## 5.2. Recommendations:

From the sample size, it is clearly evident that the District Kangra is having a good literacy rate and 87.9 per cent of people are well qualified. In the block Lambagaon only 64 per cent people are graduates/post-graduates/technical diploma holders and 76 per cent of people are holding BPL ration card which means block having highest sex ratio need to stress upon the education level and gender mainstreaming. The majority of the respondents are from Backward Class or Scheduled Caste i.e., of 78 per cent, indicating a very good reach and awareness. The majority of the beneficiaries have reported their income in between Rs.30,000 to Rs.1,00,000 meaning they have very limited resources. Highest literate block Kangra is having 81.8 per cent of APL cards and 27 per cent of respondents are engaged in cultivation which is the highest no. of cultivators in comparison to other sample blocks. In the district, 87 per cent respondents were equipped with digital devices out of which 91.8 per cent were using smartphones where 83.5 per cent of the respondents were using Internet services and 18.26 per cent knew how to operate digital devices at intermediate or advanced level. District is having a very good tele density and internet subscribers. The district is having a very good awareness level i.e., 55.65 per cent, but due to the lack of digital awareness and capacity building they are availing the services through Lok Mitra Kendras. A majority of the 89 per cent of the respondents have availed e-Services through LMKs and only 8.38 per cent have availed the services through direct/web-logins. In this scenario, awareness workshops and capacity building programmes on e-District portal, change & behavioral management training programmes

help the people to get motivated and avail the e-services 24x7. Further, helps in reduction of footfall in the government setup for efficient and effective working. It is also suggested that the persons who can handle the devices at advanced level may act as master trainers at the ground zero.

In Himachal Pradesh, the CSC/Lok Mitra Kendra's were established at Panchayat level using PPP and 89 per cent of the sample size availed e-services through these centers. Majority of the respondents i.e., 53.9 per cent availed e-services for bill/tax payments and the rest of the respondents i.e., 42.6 per cent availed e-service for license. The people exhibited their trust on CSC/LMKs as 95.1 per cent LMKs served the services without consuming more time than manual services and 66.7 per cent appreciated for adhering to the time frames. Maximum LMKs/CSCs are available nearby or within the radius of 10 kms which means they are delivering the services at the door-steps of the citizens. A majority of 90.2 per cent stated that there was no rush and they are available to them. The display boards with the services and service charge needs to be installed in the LMKs for the better service delivery and these LMKs will be functional and approachable to all the citizens at normal rates.

All the respondents rated the e-District portal as "Good Quality Portal" and 83.5 per cent of people will believe that in case of any grievance, the GRM cell will provide the solution. Moreover, all the respondents marked the portal as trustworthy and 95.7 per cent of the people admitted that the said portal is fulfilling their needs. To go with this confidence, the government has to add more services on this platform with proper data security and the same may be linked with Digilocker and other services with proper SSL certifications.

Training is the key component of any project, in the sample size only 26 per cent respondents attended the training from Govt/private institutions, where 46.67 per cent have attended the training on advanced level and 69.6 per cent people required hands on training. It is suggested that the State ATIs/ SIRDs or local administration may organise the training programmes at Block/Village level where 47.5 per cent seeking advanced hands-on training and 42.5 per cent were seeking hands on training on intermediate training requirement.

Some respondents in the district availed these e-services from the web logins and all of them found the portal responsive and user friendly. A majority of the 70 per cent of them found no issues in the payment gateway but 40 per cent of them are unable to fetch their details from the unique id and 90 per cent of them have not received proper application updates on their phone. It is therefore, suggested that proper database integration with unique ids and other database may be carried out with proper updates via SMS etc.

It is evident that, the community has shifted to paperless and faceless services using the e-District and Digilocker portal. The majority of the applications are submitted for Minority Community Certificate 66.7 per cent followed by Backward Area/Character/ Agriculturist Certificate 60 per cent, Income Certificate 53.33 per cent, Revenue Court Cases Management/Freedom Fighter Certificate 40 per cent, Bonafide Himachali Certificate 33.33 per cent, Copy of Record of Rights with Digitized Map 26.67 per cent etc. which further indicated that the portal is providing the basic services at the door step of the citizens without putting any extra pressure on the Government machinery. It is also evident from the figures that the Government officials have also started to use the portal and verifying the records over the machine.

The Lok Mitra Kendra are the foundation pillars established at the Panchayat level which act as an interface between the people and government. From the sample it is found that the LMK officials are having a good understanding of the application, 80 per cent are having a good computer knowledge, 66.7 per cent found application less complex and 93.3 per cent rated the good flexibility and responsiveness of the portal. Majority of the LMK is happy with the infrastructure but 86.7 per cent face technical issues during providing the services that means a strong communication should be established between the LMK, DoIT and concerned line departmental officials which helps the LMK officials to serve the citizens effectively and efficiently. It is further suggested that the LMK should be monitored timely, proper capacity building activities are to be carried out with proper HMSWAN connectivity.

The district administration is the first line of contact to avail any service. With the implementation of e-Governance and other online tools the pressure is also reduced on the government setup. A majority of 84.6 per cent Departmental officials admitted that there is a reduction of footfall in the government setup and 84.6 per cent officials were completely satisfied with the e-District portal. Close to half that is 46.2 per cent officials admitted that citizens face difficulties in availing the services online which means capacity building programmes needs to be executed at field level. Moreover, only 69.2 per cent of the officials attended the training programme on e-District portal which means a proper capacity building activities should be carried out at field level.

### 5.3 Conclusion

e-District portal is great success in the state of Himachal Pradesh as 84.6 per cent departmental officials admitted that there is a reduction in the footfall in government offices which reduces the pressure on government machinery and people were completely satisfied with the e-District portal. The Lok Mitra Kendra's are the foundation pillars established at the Panchayat level which act as an interface between the people and government and 89 per cent respondents have availed the services through LMK only. This pushes the PPP mode and enables the beneficiaries to avail the services at their door steps. 66.7 per cent of LMK officials found application less complex and 93.3 per cent rated as flexible and responsive portal. A total of 87 per cent respondents were equipped with digital devices and 83.5 per cent were internet subscribers in the sample size which means the digital penetration is good among society but 69.6 per cent required the hands-on training on digital literacy. These training programmes may be executed with state SIRD/ PRTI/ETC in cascading mode at panchayat level. This represents that the capacity of the respondents has to be built on digital literacy enabling them to avail the services on their own round the clock. The said model/project is great success to reach the citizen to deliver the services. It is also strongly recommended from the above-mentioned enabling factors that the said model may also be implemented in the North- Eastern states of India with almost the same hilly terrain as of Himachal Pradesh. This helps the community to avail the services at their door step round the clock.

## 5.4 Suggestions:

It is evident from the factor analysis that the average scores are close to their respective maxima's i.e., Digital penetration and LMK utility are 3.34 and 3.47 respectively out of the maximum score of 4 whereas for Portal features the average score as 4.41 out of a maximum score of 5 units which represents actual implementation status of e-District portal at Kangra District is high.

From the sample size, only 26 per cent beneficiaries have attended any training programme on Digital Literacy and 69.6 per cent showed their interest to undergo hands-on training. Moreover, awareness level has to be built among the rural masses as only 53.8 per cent departmental officials claimed that the citizens were aware about these e-Services. It is also suggested that for gender mainstreaming, the role of the female needs to be encouraged at the village level.

The users who availed the services themselves rated the overall quality as 100 per cent and 73 per cent rely on the data security but 90 per cent users admitted that they have not got the process updates regularly which means the portal needs some more technical enhancements.

The 93 per cent of LMK officials found the application flexible and 80 per cent of them found it user-friendly but 86.7 per cent have some technical issues while filling the application. And 66.7 per cent got the technical maintenance over the portal which means a technical upgradation is required.

A total of 76.9 per cent departmental officials are completely satisfied with the e-District portal and 84.6 per cent of officials admitted that this portal helps them to reduce the public footfall in the government setup and the citizens are now availing these services at their doorstep round the clock. It is therefore, strongly suggested that this portal and model may also be replicated in the North-Eastern states of India to deliver the citizen centric services at their doorstep round the clock considering the difficult terrains of Himachal and North-Eastern states.

## References:

1. Sanyal, Manas & Das, Sudhangsu & Bhadra, Sajal. (2014). E-District Portal for District Administration in West Bengal, India: A Survey to Identify Important Factors towards Citizen's Satisfaction. *Procedia Economics and Finance*. 11. 510–521. 10.1016/S2212-5671(14)00217-2.
2. Alomari M. K., Sandhu, K., Woods, P. (2010), “Measuring Social Factors in E-government Adoption in the Hashemite Kingdom of Jordan”, *International Journal of Digital Society (IJDS)*, Volume 1, Issue 2, June.
3. Jehan ,S. N. , Nishantha ,G. G. D. , Jehan ,S. Q. (2010), “E-Governance Initiative in Sri Lankan Public Service Delivery”, *Institute of Electrical and Electronics Engineers ( IEEE )* , Feb. 7-10, 2010 ICACT.
4. Mofleh, S. I., Wanous M. (2008 ) “Understanding Factors Influencing Citizens’ Adoption of e-Government Services in the Developing World: Jordan as a Case Study, “<http://www.dcc.ufla.br/infocomp/artigos/v7.2/art01.pdf>
5. .Nabafu R. and Maiga G. (2012), “A Model of Success Factors for Implementing Local E-government in Uganda “, *Electronic Journal of e-Government* Volume 10 Issue 1.
6. Dwivedi, S. K., Bharti, A. K. (2010), “E-GOVERNANCE IN INDIA – PROBLEMS AND ACCEPTABILITY”, *Journal of Theoretical and Applied Information Technology*.
7. Amar Jeet Singh, Mahinder Kumar sharma (2002), *District Level e-Governance Initiative- A Case Study of Lok Mitra in Himachal Pradesh*.

## Annexure -1: Enlisted Services in the application:

| S. N o. | Name of Department                                                 | Service Name                                                                    |
|---------|--------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 1       | <b>Panchayati Raj Department / Urban Development Department</b>    | Birth Registration & Certificate                                                |
| 2       |                                                                    | Death Registration & Certificate                                                |
| 3       |                                                                    | Marriage Registration & Certificate                                             |
| 4       | <b>Panchayati Raj Department</b>                                   | Copy of Pariwar Register                                                        |
| 5       | <b>Rural Development Department / Urban Development Department</b> | Application For BPL Certificate                                                 |
| 6       |                                                                    | Application for Registration under MGNREGA                                      |
| 7       |                                                                    | Application for Work under MGNREGA                                              |
| 8       | <b>Department of Labour &amp; Employment</b>                       | Registration of Shops And Commercial Establishment                              |
| 9       |                                                                    | Renewal of Shops And Commercial Establishment                                   |
| 10      |                                                                    | Registration of Establishment Employing Contract Labour                         |
| 11      |                                                                    | Application for Contract Labour License                                         |
| 12      |                                                                    | Renewal of Contract Labour License                                              |
| 13      |                                                                    | Application for Registration of Employing Migrant Workmen                       |
| 14      |                                                                    | Application for Registration of Motor Transport Worker Registration             |
| 15      |                                                                    | Application for Renewal of Motor Transport Worker Registration                  |
| 16      |                                                                    | Migrant Workmen Contractor Licence Registration                                 |
| 17      |                                                                    | Migrant Workmen Contractor Licence Renewal                                      |
| 18      |                                                                    | Registration of Establishment Under the Building and Other Construction Workers |
| 19      | <b>Revenue Department</b>                                          | Revenue Court Cases Management                                                  |
| 20      |                                                                    | Application for Agriculturist Certificate                                       |
| 21      |                                                                    | Application for Backward Area Certificate                                       |
| 22      |                                                                    | Application for Bonafide Himachali Certificate                                  |
| 23      |                                                                    | Application for Caste (SC/ST) Certificate                                       |
| 24      |                                                                    | Application for Character Certificate                                           |
| 25      |                                                                    | Application for Dogra Class Certificate                                         |
| 26      |                                                                    | Application for Domicile Certificate                                            |
| 27      |                                                                    | Application for Freedom Fighter Certificate                                     |
| 28      |                                                                    | Application for Income Certificate                                              |
| 29      |                                                                    | Application for Indigent (Needy Person) Certificate                             |
| 30      |                                                                    | Application for Legal Heirs Certificate                                         |
| 31      |                                                                    | Application for Minority Community Certificate                                  |
| 32      |                                                                    | Application for OBC Certificate                                                 |
| 33      |                                                                    | Application for Rural Area Certificate                                          |
| 34      | <b>Women &amp; Child Welfare Department</b>                        | Application for Sr. Citizen ID Card                                             |
| 35      |                                                                    | Application for Disability ID Card                                              |
| 36      |                                                                    | Beti Hai Anmol Yojna                                                            |
| 37      |                                                                    | CM Bestowing Plan (Mukhya Mantri Kanyadaan Yojana)                              |
| 38      | <b>SC, OBC and Minority Affairs Department</b>                     | Mother Teresa Asahay Matri Sambal Yojana                                        |
| 39      |                                                                    | Widow Re-Marriage                                                               |
| 40      | <b>Revenue Department</b>                                          | Panch Praman Scheme                                                             |
| 41      | <b>Electricity Department</b>                                      | Electricity Bill Payment                                                        |



## National Institute of Rural Development and Panchayati Raj

Ministry of Rural Development, Government of India

Rajendranagar, Hyderabad - 500 030

[www.nirdpr.org.in](http://www.nirdpr.org.in)



TRAINING  
& CAPACITY  
BUILDING



RESEARCH  
& CONSULTANCY



POLICY  
FORMULATION  
& ADVOCACY



TECHNOLOGY  
TRANSFER



ACADEMIC  
PROGRAMMES



INNOVATIVE  
SKILLING  
& LIVELIHOOD