



## ROLE OF 'IT' THROUGH E-GOVERNANCE IN MUNICIPAL GOVERNMENT IN HARYANA : A STUDY

Anjali

Research Scholar, Department of Public Administration,  
Kurukshetra University, Kurukshetra (Haryana)

Received : 23/09/2017

1st BPR : 30/09/2017

2nd BPR : 18/10 /2017

Accepted : 11/11/2017

### ABSTRACT

Haryana has emerged as an IT hub with some of the best multinational companies being located in the state. Though the process of e-governance is slow but it is gradually picking up. It would not be out of place to mention that in the recently held National e-Conference at Cochin on Feb. 2, 2006. Haryana has received two National a Governance Awards. The first award is for HALRIS software which Dynamically Integrates Property Registration and Land Records Administration. HALRIS software facilitates availability of Records-of-Right (RoR) anytime and any where with transparency. The online system has been developed to monitor the results of various examination system conducted by Haryana Board School of Education. The State IT Policy, 2000 is the first step towards creating an enabling IT environment in the state. It states that Information Technology (IT) would have a prominent and progressive role in the new millennium as the single most important enabler for improving efficiency and effectiveness in organisations. This policy further seeks to facilitate private domain initiative in e-transition of Haryana by providing critical infrastructure, systems framework and enabling environment.

The term E-government is of recent origin and there is no commonly accepted definition. The term was perhaps coined about a decade ago after the success of electronic commerce to represent a public sector equivalent to E-commerce. The term is used in a loose manner to describe the legacy of any kind of use of information and communication technology within the public sector. Analogous to the concept of E-commerce, which brings customers closer to business and enable businesses to transact with each other more efficiently, E-government aims to make the interaction between government and citizens, government and business enterprises and the inter agency dealing friendly, convenient, transparent and less expensive.<sup>1</sup> Through these E-government strategies, both governments expect to satisfy citizen demand for effective services provision and democratic policy processes that allow them to reduce transaction costs and facilitate greater citizen participation.

E-Governance is understood as the use of ICT to promote more efficient and cost effective government facilitate more convenient government service allow greater public access to information, and make government more accountable to citizens.<sup>2</sup>

In context of globalization, the recent conceptualization of E-Governance or digital governance is of significance in administrative reforms. Drawn on the latest ICT, the aim of E-Governance is to open up government processes and enable greater public access to information. Both digital and E-Governance are of recent origin and there is hardly any universally acceptable definition. E-Governance refers to the use of the emerging ICT like the internet, web page, and mobile phones to deliver information and services to citizens. It can



conclude publication of information about government services on web sites and citizens can download the application forms for these services. It can also deliver services such as filling of a tax form, renewal of License, and processing on line payments as well. The purpose of digital government is to create departments and eliminate the endless maze citizens have to negotiate in going from door to door, floor to floor, to obtain service. Appropriate use of various techniques of ICT will uses in a new era in Public administration by seeking to make the governmental functioning and processes more transparent and accessible. Sp. E-Governance through a technology innovation 'has changed the basic character of governance. Its operational methodology, functional style ideological orientation, even the spirit heart and soul. In the developed countries, E-Governance is a well established mode in which governmental services are made available to the citizens through online portals.<sup>3</sup>

**Key Words** : E-Governance, Information technology, Operational, ICT, Innovations, Transformation, Initiatives, Reducing, Transaction, Electronic-commerce, HARIS, Software EWA, Ideological, Orientation, Citizen Centric.

## INTRODUCTION

The word 'Municipal' has variety of meanings in many constitutions and statutes all over the world. In some instances, it is employed to designate cities, villages and incorporated towns, in others it has been applied to any unit of government below the level of the Country. But whether used in either the strict or the elastic sense 'Municipal' applies to a unit of government which acts as an agent of the State.

Municipal government is a part of local government. The municipal government is not only adjudged as a system of local self-government, but a totality of political processes as well. Municipal government in India has had a long and chequered history. Over the years a number of experiments have been made. Local variations of great magnitude have been quite apparent. The cultural conditions and socio-economic compulsions have made their impact. In spite of diversities and innovations, not only many old problems persist, but new problems also emerge due to the fast pace of urbanisation, population growth and industrialization. The realization is also dawning that urban-rural divide is not something fixed and unalterable. From a different angle, it is not a divide but a continuum. The municipal government at times finds itself inhibited due to the sitting up of many functional agencies in the name of specialization or efficiency.

Municipal government is of primary significance to the citizen as it is the closest, most accessible and most amenable to them. And the impact of services rendered by it is more direct on them than that of other two levels of government, viz. the state govt. and the central government.<sup>1</sup>

E-governance and Urban Local Bodies have become the buzzwords in recent days; there is a lack of uniformly accepted definition of e-government. A simple statement of e-government avers that e-government is the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees. As per the World Bank, E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, business, and other arms of government. Ministry of Information Technology, Government of India indicated that electronic governance goes far beyond mere computerization of stand alone back office operations and it means to fundamentally change as to how the government operates and this implies a new set of responsibilities for the executive, legislature and the citizenry.

It is expected that in this context the Electronic Governance will result in improved transparency, speedy information dissemination, higher administrative efficiency and improved public services in sectors including transportation, education, power, health, water, security and the state



administration and municipal services.<sup>1</sup> Before going ahead with the significance of Information Technology, it would be better to differentiate between the concepts of e-commerce, e-governance and e-citizen, India remains one of the poorest countries in the world with 44.3 per cent adult literacy rate, 25 per cent people without health services, 71 per cent without access to sanitation, 35 per cent living below the poverty line, \$ 100 billion external debt and 128<sup>th</sup> rank in the recent Human Development Index. Questions about the role of e-governance in eradication of poverty, reducing inequality and satisfying basic human needs in a poor country like India have also been raised from time to time. At the same time, it has been noted that in terms of the total number of government websites, India is ranked seventh in the global list and is one of the leading advocates of e-governance in the developing world.<sup>2</sup>

### Meaning and Definition of E-Governance:

E-Governance or “electronic governance “is basically the application of information and communication technology to processes of government functioning in order to bring about simple, Moral, Accountable, Responsive and Transparent (SMART) governance. Public managers worldwide aspiring to improve the quality of government services are increasingly deploying E-government strategies that apply the capabilities of information and technologies and communication to redesign E-government services.

E-Governance is the application of information & communication technologies to transform the efficiency, effectiveness, transparency and accountability of informational & transactional exchanges with in government, between Govt. & Govt. agencies of National, State, Municipal & Local levels, citizen & businesses, and to empower citizens through access & use of information. Global shifts towards increased deployment of IT by government emerged in the nineties, with the advent of the World Wide Web. The technology as well as E-Governance initiatives have come a long way since then. With the increase in Internet and mobile commotions, the citizens are learning to exploit their new mode of access in wide ranging ways. They have stated expecting more and more information and services online form governments and corporate organizations to further their civic, professional and personal lives, thus creating abundant evidence that the new “E-citizenship” is taking hold.

### Concept of E-Governance:

The concept of E-Governance has its origins in India during the seventies with a focus on development of in-house government applications in the areas of defense, economic monitoring, planning and the deployment of IT to manage date intensive function related to elections, senses, tax administration etc. The efforts of the National Informatics Center (NIC) to connect all the district headquarters during the eighties was a very significant development. From the early nineties IT technologies were supplemented by ICT technologies to extend its use for wider sectoral applications with policy emphasis on reaching out to rural areas and taking in greater inputs from NGOs and private sector as well. There has been an increasing involvement to citizen technologies in the development of E-Governance laws and technologies in developing countries.

While the emphasis has been primarily on automation and computerization. State governments have also endeavored to use ICT tools into connectivity, networking, setting up systems for processing information and delivering services. At a micro level, this has ranged from IT automation in individual departments. Electronic file handling and workflow systems, access to entitlements, public grievance systems, service delivery for high volume routine transaction such as payment of bills, tax dues to meeting provision of market information. The thrust has varied across initiatives, with some focusing on enabling the citizen-state interface for various government services, and others focusing on bettering livelihoods. Every state government has taken the initiative to form an IT task force to outline IT policy document for the state and the citizen charters have stated appearing on govt. websites. For



governments, the more outer motivation to shift from manual processes to IT-enabled processes may be increased efficiency in administration and service delivery, but this shift can be conceived as a worthwhile investment with potential for return. Following are some of the recent E-Governance projects implemented by various state governments. E- Governance does not mean merely computerizing offices. Launching websites and opening information out-lets in rural and urban areas. E-Governance is about efficient governance, effective governance and empowering governance. The ultimate goal of E-Governance is to make all public services of the state of Haryana comes not only form the boundless energy and enterprise of the people, It is also a result of the fact that the state has been on forefront in implementation E-Governance initiatives that focus on citizens' needs and ensure superior service delivery. The contribution of E-Governance in Haryana cannot be ignored.

According to the World Bank

“E-Government refers to the use by government agencies of information technologies (such as wide area network, the internet and mobile computing) that have the ability to transform relation with citizens, business and other aims of government. These technologies can serve a variety of different ends:-better delivery of government services to citizens, improved interaction with business, and industry citizen empowerment through access to information, more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth and /or cost reduction.

The Council of Europe has take E-Governance to mean:

“the use of electronic technologies in three area of public action-relation between the public authorities and civil society.

- functioning of the public authorities process (electronic democracy)
- The provision of public services (electronic public services ). In this case the focus is on with a view to encourage better interaction between government and citizens, promote democracy and provide public service.

Dr. APJ Abdul Kalam. Former President of India has visualized E-Governance in the Indian Context to mean:

“A transparent Smart E-Governance with seamless access, secure and authentic flow of information crossing the interdepartmental barrier and providing a fair unbiased service to the citizen.”

### **E-Governance Municipal Government:**

Urbanization is an emerging phenomenon in the developing countries, going by the present trends of urbanization more than half of world population would be lived in urban areas by the turn of this century. As per 2000 censuses. Out of total 1.02 billion populations in India, the urban population is about 285 million which is 27.8% of total population The rate of urban growth in the country is very high as compared to developed countries, and large cities are becoming large mostly due to continuous migration population to these cities. Thus keeping in view a systematic and planned policy for urban development is needed So, central government has given contribution in Municipal reforms and role of urban development program, and policies in recognition of Municipal government, the government of India attempted several reforms such as enactment of model Municipal law Jawahar Lal Nehru National Urban Renewal Mission and 74th constitutional amendment Act. Before this amendment, Municipal bodies were established under various laws passed legislature or executive orders of government. The structure, function and powers of those bodies were different from state to state in India. A number of problem confronting local governments began to emerge. Such as excessive officials control, lack of education and training etc. A need was felt to strengthen the urban local government that would look after the day to day civic affairs in an efficient manner. A number of steps well taken from time to time in



in attempt to reform local government.

### **Municipal Government & Administration:**

The word 'Municipal' has variety of meanings in many constitutions and statutes all over the world. In some instances, it is employed to designate cities, villages and incorporated towns, in other it has been applied to any unit of government below the level of the Country. But whether used in either the strict or the elastic sense 'Municipal' applies to a unit of government which act as an agent of the State. Municipal government is a part of a local government. The Municipal Government is not only adjudged as a system of local self-government, but a totality of political processes as well. Municipal government in India has had a long and chaptered history. Over the years a number of experiments have been made. Local variables of a great magnitude have been quite apparent. The cultural conditions and socio-economic compulsions have made their impact. In spite of diversities and innovations not only many old problems persist, but new problems also emerge due to the fast pace of urbanization, population growth and industrialization. The realization is also dawning that urban-rural divide is not something fixed and unalterable. From a different angle, it is not divide but a continuum. The Municipal government at times finds itself inhibited due to the sitting up of many functional agencies in the name of specialization or efficiency.

The personality of the Municipal government consequently has suffered without any commensurate gains in terms of Municipal effectiveness or adequate delivery of services. The quest for an adequate system of Municipal government continues. The Municipal government cannot be treated in isolation from politics as mere local administration. Politics provide the framework for the functioning of any social organ for managing human affairs. It provides the goals as well as the style of working. Politics is concerned with the allocation of scarce reserves and their utilization for public good. It is necessary to take a holistic view of the Municipal primary significance to the citizen as it is the closest, most accessible and most amenable to them. And the impact of services rendered by it is more direct on them than that of other two levels of government. Viz. the state govt. and the central government.<sup>5</sup> Municipal government is also an invaluable training ground for emerging leaders, who after acquiring experience in art of politics and government at the local level rise as such to the state and national level.<sup>6</sup> In the view of lord ripon, Municipal institutions were desirable as an instrument of political and popular education, through which the people of India could be trained to take an intelligent share in the administration of their own affairs.<sup>7</sup>

The study of Municipal government is having is great significance because the Municipal institutions serve from pre-natal days to even after death. Democracy rests on the assumption that all the problems are to be solved in accordance with the public opinion. However, all problems are not national, some are purely local and they should be saved in accordance with the local opinion. If this is ignored and an attempt is made to concentrate all authority in the state or central government it will result in encumbering the government with too much work and in transferring all powers in practice into the hands of all salaried officers bringing it all the evil of bureaucracy.

### **E-Governance and Municipal Administration:**

The State Level Steering Committee, IT -PRISM is headed by chief-secretary and Joint secretary IT is its member secretary. The committee is entrusted: to decide the priorities of sectors to be taken up for computerization; to review the progress of implementation of IT Action Plan of deptts, boards and corporations; to approve budget and sanction posts and expenditure for IT; and to devise the ways and means for the promotion of IT education in Haryana.

The Technical Committee, as the name suggests, composed of: Secretary, Electronics and



Information Technology as its chairman; MD, HARTRON; Joint secretary IT; secretary IT; SIO, NIC, Haryana state unit and three IT experts to be nominated by state government- Joint secretary (IT) is the member secretary of this committee. Standardization of hardware, software and databases, evaluation of technologies for IT, establishing framework contracts, fixing up norms for hardware and software purchase, to approve the course curricula for all types of computer courses and to assist the steering committee i.e. IT-PRISM.

Use of information technology, notably Internet might be one of the possible solutions. There might be one of the possible digital divide between the e-citizens and other in availing the e-services. In the beginning, the e-services might be useful to those who are technologically developed citizens. But over a period of time, steps may have to be taken to bring the others also into Electronic Service Delivery (ESD). Even if a sizeable number of citizens in any mega city are covered by ESD in the early days of e-governance, there might be other gains like reduction of pressure on the staff to serve mostly the creamy layer of the population which continues to be the norm in the pre- e-governance days in many of the government departments/agencies. The staff which would be relieved from the pressure of giving undue attention to the elite classes, can be redeployed to service the poorer sections of the society. It may be worth noting that there are many successful cases of effective e-governance applications in many developing countries around the world. Continuous efforts are on to introduce E-Governance in the city Government in India.

The Information Technology Policy of the State Government provides for improvement in the quality of delivery of public services and the State Government proposes to establish electronic delivery of services in the public domain in its Departments, Boards and Corporations using state-of-art technology.



### Objectives of E-Disha through E-Governance

In order to bridge the digital divide and to empower the citizen, it is proposed to take the benefit of ICT right up to the village level and to involve the educated, unemployed youth as Internet Kiosk entrepreneurs. Rural people must be able to express and communicate locally relevant knowledge in local languages so that they can shape the decisions that affect their livelihoods. The main objectives of the e-DISHA are:

to provide broad spectrum of government services to Citizens and Businesses, through integrated multi-service single window system, ensuring transparency, efficiency and effectiveness, and to provide global meaning to local expertise.





**Benefits/Gains of E-Disha: the following are the benefits/gain of E-Disha:**

•	Longer Hour of Service Delivery
•	Easy, hassle-free access at the doorstep
•	Improved quality of service
•	Transparent, efficient & effective delivery at the citizens doorsteps
•	Reliable, Real-time services
•	Effective dissemination under single roof
•	Reduced delivery and opportunity costs
•	Elimination of 'touts' and exploitation
•	Citizen friendly environment
•	Quick redressal of citizen grievances
•	Strengthening the back office operations for timely availability of information.
•	Consolidated information for effective decision making
•	Integration of databases of Government departments and organizations

**Services Operational at E-DISHA Centre**

The services as an operational at E-Disha are listed as given below:**Name of E-Disha Service:**

- Forms & Procedures
- Birth & Death Certificate of Urban Areas
- House Tax Collection, Billing and Query
- Social Welfare Schemes Application acceptance
- Caste & Residence Certificate Issuing
- Passport Application collection
- Arms Licence
- Licence : Learner
- Licence : Permanent Driving Licence/Duplicate/Renewal
- Vehicle Registration Certificate
- Touch Screen Kiosk for Revenue Records & House Tax Data query

**IT through E-Governance in Municipal Government:**

Though e-governance has become the buzzword in recent days, there is a lack of uniformly accepted definition of e-government. A simple statement of e-government avers that e-government is the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees.<sup>3</sup>

As per the World Bank, E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, business, and other arms of government.<sup>4</sup> Ministry of Information Technology, Government of India, indicated that electronic governance goes far beyond mere computerization of stand alone back office operations and it means to fundamentally change as to how the government operates and this implies a new set of responsibilities for the executive, legislature and the citizenry.<sup>5</sup>

**Stages of E-Governance in Municipal Administration:**

There have been many stages of e-government development. Many scholars have attempted to define the stages of e-government based on a set of criteria. There notable views of e-government stages



are delineated here depending upon the interaction with the user and the technical sophistication, Hiller and Belanger have identified the five stages of e-government viz., Simple information dissemination (one-way communication); Two-way communication (request and response); Service and financial transitions; Integration (horizontal and vertical integration) and Political participation.

The first stage is considered as the most basic form of e-government as IT is used for merely disseminating information. Second stage is characterized by a two-way communication between the government and the constituents. E-mail systems and information and data-transfer government's websites in this stage. The third stage would have been achieved when services and financial transactions are taking place online leading to web based self-services. In the integration stage, the government would attempt intergovernmental integration and intra-governmental integration.

According to another classification, made by Deloitte Research, Public Sector Institute in June 2000, there are six stages through which governments pass as electron service evolves. While the first two stages are more or less similar to that proposed by Hiller and Belanger, the third stage of this classification refers to multi-purpose portals which allow customers to use a single point of entry to send and receive information and to process transactions across multiple departments. South Australia's portal, which includes a link for citizens to pay bills, conduct personal stock brokering and manage bank accounts, is cited as an example in this regard. When government departments cluster services along common lines to accelerate the delivery of shared services clustering of common services, the fifth stage would have been achieved. Full integration and enterprise transformation is considered as the sixth stage wherein the technology is integrated further to bridge the shortened gap between the front and back office.<sup>6</sup>

#### **E-Governance and Citizen Centric Initiatives:**

During the last few years there have been a number of major initiatives taken by various states and local governments in India towards ushering in information technology in the functioning of government. Haryana has also been a part and parcel of this process. The emphasis has been on providing better services to citizens and improving the internal productivity of the Urban Local Bodies in Haryana. It has been widely accepted that implementation of e-governance has been difficult process due to a number of factors and hence requires careful planning and formulation of strategies for effective implementation. To enable us to understand and appreciate the transformation and changes that e-governance intends to bring about in service delivery in Haryana, select a governance projects from the state have been discussed. These "Quick Wins" will enhance the faith and confidence of the citizens in Urban Local Bodies as they are much more citizen centered and cater to their requirements and at the same time improve the service delivery mechanism at the district level.

#### **E-Governance, Haryana Initiatives and Case Studies:**

Haryana has emerged as an IT hub with some of the best multinational companies being located in the state. Though the process of e-governance is slow but it is gradually picking up. It would not be out of place to mention that in the recently held National e-Conference at Cochin on Feb. 2, 2006. Haryana has received two National a Governance Awards. The first award is for HALRIS software which Dynamically Integrates Property Registration and Land Records Administration. HALRIS software facilitates availability of Records-of-Right (RoR) anytime and any where with transparency. The online system has been developed to monitor the results of various examination system conducted by Haryana Board School of Education. The State IT Policy, 2000 is the first step towards creating an enabling IT environment in the state. It states that Information Technology (IT) would have a prominent and progressive role in the new millennium as the single most important enabler for improving efficiency and effectiveness in organisations. This policy further seeks to facilitate private domain initiative in e-transition of Haryana by providing critical infrastructure, systems framework and enabling environment.



### Information Services for Urban Local Bodies:

In a country like India where a large number of governments (national, provincial and local) are operating, availability of right information itself can be a boon to citizens, a sizeable of whom are illiterate. For instance, in its website ULBs MC provides details such as procedure for obtaining building permit, time limit for grant or refusal of building application, site and buildings requirements, factory/industrial building requirement, educational building, institutional and public office complexes, commercial/mercantile buildings, residential buildings, security deposits, lighting and ventilation requirements of buildings, mandatory inspections and issue of fit-for occupation certificate by local authorities and such other things as outlined in the Haryana.

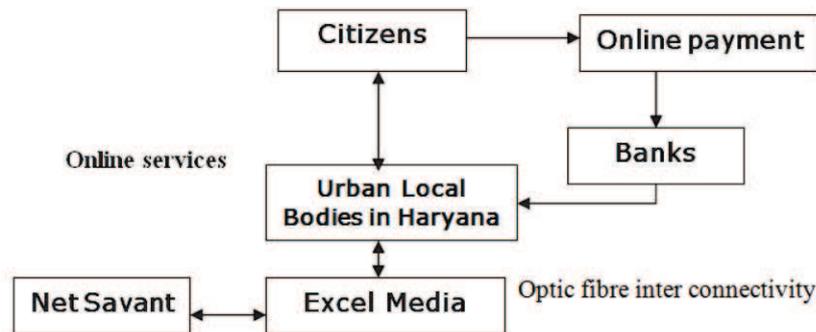


Fig 1 E-Governance framework of Urban Local Bodies in Haryana (2010)

Secondly, once an application has been submitted for building permission in the relevant counter, a number is allotted to the application. Using this number, any applicant can log into the website and check the status of the application. Probably this might reduce the number of trips one has to make to the local bodies' office to get the permission for building construction. A summary of pending through this website and this information can be used by anyone, especially the elected representatives to make the officials of the local government more accountable by raising the issue in the meeting of the Urban Local Bodies.

Information about water supply, an important service provided by the local governments in this part of the world, are also available in the website. This includes the most important aspects such as status of water supply, water supply distribution timings in various locations in the ULBs of the state and list of names of persons concerned with water supply in ULBs.

### E-Governance, and Municipal House Tax Assessment and Collection System:

One of the important duties assigned to the municipalities in the state relates to house tax collection. This has not been an easy task due to various reasons including poor data base management. To overcome this problem and also increase the revenue of the municipalities a new software has been designed. Based on the new House Tax formula of Haryana Government, the software for generating of house tax notices, house tax bills for collection of tax and issue of receipts, various forms, registers, reports and analysis has been developed. The survey has been carried out and data entry has been completed in all the 82 municipalities, and detailed analysis on house tax assessment has also been carried out. The notices of house tax have been issued in al 82 municipalities and wherever applicable fire tax has also been added. The collection of tax using this software has started in various municipalities.

### Transactional Services for Urban Local Bodies:

Transactional that can be completed through the website or through the nodes available in the



civic service centers or at the banks connected with the server of ULBs can be termed as transactional services. In case of ULBs, on line payment of property tax, water tax, online registration of birth and death by individuals and hospitals and online registration of complaints/suggestions can be considered as the major transactional service. In case of online payment at the counters of various banks, any citizen can pay by presenting his assessment number. Immediately all relevant information such as updated dues and arrears if any with interest would be available. Once payment is made by the concerned in the bank connected to the main server at ULBs, necessary updating is carried out automatically at the main server. The bank would give an acknowledgement to the payee in turn immediately showing the details of payment made. In addition of the 18 collaborating banks in the city, there are bill junction counters directly operated by ULBs in Suryabagh for this purpose. In addition to that online payments can be made using the credit cards of various banks such as HDFC Bank. To make this mode of payment through credit card attractive, possibilities of winning a free gift has also been introduced for those who use this facility.

#### **Promoting E-Governance in Urban Local Bodies:**

E-Governance and Urban Local Bodies opens up a realm of possibilities for provision of cost effective transparent services. E-governance is fast emerging as an important tool for achieving good governance especially with regard to improving efficiency, transparency and making interface with government user friendly. E-Governance denotes the application of IT to the processes of government functioning in order to bring about better governance, which has been termed as SMART. Use of ICT in government facilitates efficient, speedy and transparent process for dissemination of information to the citizens. In an attempt to promote convenience and facilitate e-governance. E-governance would help to improve the universal availability of quality services and universal access to these services

#### **Conclusion and Suggestions:**

E-governance has the potential to transform governance. Governments can advance the agenda on governance reform, transparency and empowerment of the citizens, while making the interaction of the government with other bodies, more meaningful and productive. It is however, not a panacea for all troubles of governance. Reaching the poor and realizing the potential benefits of e-governance is a difficult endeavor. Now it is proper tune to bring changes in mind-set for completely harvesting the advantages of IT. A way Forward, Everyday when one sees tens of thousands of citizens approach the government one can't help asking a question whether it is possible to live up to their expectations. For democracy to be successful at the national level, the grassroots organizations have to be strong. The local authorities have to respond to the felt needs of the people.

The citizens have to have faith in the efficacy of the administrative system so that the distance between people and the government is reduced. The conclusions may now be summarized. In the first place it seems that, formal urban institutional reforms need to be matched by corresponding changes of their instrumentalities, e.g., in the colonial bureaucracy, in terms of its structuring, accountability, and exit arrangements. Similarly, introduction of management incentives in municipal governments may have limited success so long as the overprotected colonial bureaucracy does not operate in a competitive organizational environment at all levels of Urban Local Bodies in Haryana. Provision of information by topic has made it simpler and the website is easily navigable. Every single page has also links to relevant sub-topics. For instance, the page on birth registration will be having links to related aspects like not eon birth and death registrations, registration of birth and death rules and download of various related forms.

#### **Suggestions for E-Governance in Urban Local Bodies:**

E-Governance needs to be strengthened by vigorously pursuing the decentralization initiatives



envisaged in regard to executive system, functional domain, intra-city decentralization and municipal authority to the governments to set their own tax rates and charges. It is also imperative to inject into the E-Governance process elements and attributes of E-Governance, including participation of the civil society. The following measures need to be taken to improve and strengthen the Urban Local Bodies in Haryana state. Empowerment and strengthening of the Urban Local Bodies by E-Governance, as per the provisions of the constitution amendment, to ensure formulation of realistic and effective integrated development plans incorporating resource mobilization plan.

Improving services delivery through E-Governance and develop incentive structure to encourage the Urban Local Bodies in efficient and responsive urban service delivery. Professionalization of the municipal personnel system and modification of existing recruitment process. Strengthening of the State Government, Municipal administration and decentralization of their operations at the local level to take care of the management needs of municipal government in the small and medium towns. Facilitating Private Sector and People's Participation through E-Governance in development of proper relationship and systems for interaction with and participation of the different institutions in their municipal areas. Active cooperation of the citizens in the maintenance of municipal services. Promotion of initiatives for privatization, through E-Governance contacting out of municipal services to private operators and producers and communities development societies in the Municipal Areas.

#### **Strengthening to Governance:**

The governance needs to be strengthened by vigorously pursuing the centralization initiatives envisaged in the Constitution. In regard to executive system, functional domain, intra-city decentralization and authority to the governments to set their own tax rates and charges. It is also imperative to inject into the governance process elements and attributes of good governance, including participation of the civil society. The following measures need to be taken to improve and strengthen to the governance.

#### **Democratic Decentralization:**

- ❖ Empowerment and strengthening of the governments" by devolving powers and authority as required by the Constitution.
- ❖ As per the provisions of the Constitution Amendment/ to ensure formulation of realistic and effective integrated development plans incorporating resource mobilization plan.

#### **Improving Service Delivery :**

- ❖ Develop incentive structure to encourage local self Government in efficient and responsive urban service delivery.
- ❖ Replace incentives that produce a negative effect and act as constraints to efficient service delivery by those that encourage reform and improve the delivery of services.
- ❖ Constitution of technical support groups should also be constituted in every government to supervise the works at the local level.

#### **Facilitating Private Sector and People's Participation:**

- ❖ Development of proper relationship and systems for interaction with and participation of NGOs, CBOs, Residents Associations, professional groups, industries and other organs of the civil society in municipal governance.
- ❖ Promotion of initiatives for privatization, contacting out of Urban services to private operators and producers and communities development societies.



### **Local self-government:**

Those aspiring for good governance believe in democracy and democracy is epitomized by a system of local self government. Although local government institutions have existed in our county even prior to independence somehow these did not function well because of their being considered as mere appendages of the respective state governments. The 73rd and 74th constitutional amendments have somewhat tried to remedy the situation yet in many states their position. The new leadership that has emerged at the local level is qualitatively no better. A qualitative change is therefore required.

### **Role of NGOs:**

People need some outside for help organizing themselves so that they could also become active participants in good governance. The role of organizing people can be most effectively played by the NGOs. These can help in bridging the gap between the local community and local administration. The central issue in good governance such social mobilization can done only by the agencies are not bureaucratic. In this task, the NGOs have a crucial role to play and as such they become agents of change as well. The NGOs can also be helpful to newly created PRIs institutions under the 73rd constitutional amendment.

### **Taking Socio-Economic Problems:**

We should also try to tackle our socio-economic problems. Even today, after more than after more than fifty years of independence, our basic problems on the socio economic front are the same that were there at the time of independence in 1947, viz., poverty, illiteracy, backwardness, population explosion leading to overpopulation, shortages of good, drinking water, etc. Unemployment has reached alarming proportions.

### **Improving Human Resource:**

The success of any system depends upon the quality of the human material at all levels-central, state and local. HRD measures would facilitate good governance by changing the mindset of the functionaries and making them both efficient and effective. As at present, the polity is being manned by poor quality human resources. All political parties of the land began more or less mobilizing such anti-social elements to win the elections and giving them cabinet berths.

### **Encouraging People's Participation:**

Create appropriate environment and make provisions in the relevant Acts to effectuate the involvement of private, co-operative and corporate sectors In and assembly, development, disposal and construction of housing.

- ❖ Identify areas for involvement of the private sector, NGOs, CBOs and people's participation in planning, development, implementation and enforcement in the planning process.

Last but not least the administration, for E-governance has to be accessible. In developing countries, it is the government, which initiates and implements development programmes. It must gain support of people in the discharge of these programmes, particularly at the cutting edge. Such support would strengthen democracy as well as a positive response of the community to development programmes, which should be the ultimate goal of good governance.

### **REFERENCES:**

1. C-DAC
2. M. Shamsul Haque, "E-Governance in India: its impacts on relations among citizens, politicians and



- public servants! International Review of Administrative Science, Vol 68, No June 2002, p. 247.
3. Indian Council of Social Science Research: A survey of Research in Public Administration, New Delhi, 1973, Vol. 1, p. 208.
  4. Datta, Abhijit, Municipal and Urban India, IIPA, New Delhi, Jan. 1980.
  5. Bhattacharya, Mohit, 'Municipal Government Problems and Prospects' Indian Institute of Public Administration, New Delhi, 1975.
  6. Rachel Silcock, "What is e-Government?", 'Parliamentary Affairs, Vol 54, No 1, January 2001, p. 88.
  7. (<http://www.worldbank.org/publicsector/gov/definition.htm>).
  8. (<http://www.mitgov.in/bgground1.htm>).
  9. Silcock, op.cit, p 90.
  10. Tinker, Hugh, 'The Foundations of Local Self Government in India, Pakistan Burma London, 1954.

