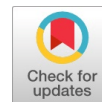




Analysis of the Successes and Challenges of Implementing Citizen-Centric Public Service Delivery: A Study on the Use of Online Public Service Applications

Meenu Sharma, Supriya David, Manjeet Kumar



Abstract: According to the report of India's Second Administrative Reform Commission, which mentions a zero-tolerance approach, the rule of law, increasing institutions' vitality, responsiveness, and accountability, decentralization, openness, civil service reforms, governance ethics, process reforms, and regular, impartial assessments of governance quality are the fundamental principles for making governance citizen-centric. Regarding the tactics, procedures, instruments, and mechanisms that can effectively make the administration more citizen-centric, the Second Administrative Reform Commission of India has investigated how governance might be made more citizen-centric. Some of these include redesigning procedures to make governance "citizen-centric," adopting appropriate modern technologies, adopting citizens' charters, ensuring the right to information, implementing independent service review, establishing grievance redressal systems, and promoting active citizen participation through public-private partnerships. Many state governments passed the Right to Services Act, an excellent way to guarantee citizen-centricity. It takes more than worker behaviour to achieve local governments' goal of providing people-centric services. It encompasses several additional elements, including the accessibility of institutions and services, the timeliness of services, the availability of service standards and procedures to verify that standards are met, and whether information about services reaches the appropriate demographic. More significantly, the degree to which the decentralized governance system meets the needs of the local community, the degree to which it is answerable to its citizens, the degree of transparency, the degree to which citizens can participate in local governance, etc., all influence how people-centric the system is. This paper identifies the organisational components that support successful citizen participation in local government, the behavioural factors that the administration must implement to promote citizen participation in public service

delivery, and the advantages of citizen-centric public service delivery. The study's conclusions showed that the citizens are well-informed about the online system. They expressed great satisfaction with this system. However, they could be happier with the process, as implementing a new system posed several challenges. The study demonstrates the government's commitment to enhancing public service delivery through cooperative governance, public-private partnerships, and community participation, showcasing successful implementations and best practices.

Keywords: Transparency, Administrative Reform Commission, Zero tolerance approach, Rule of Law, Responsiveness, Accountability, Decentralization, Openness, Civil Service Reforms, Citizen-Centric Public Service Delivery.

Nomenclature:

ACCSDP: Assam Citizen Centric Service Delivery Project

UMANG: Unified Mobile Application for New-age Governance

NeSDA: National e-Governance Service Delivery Assessment

I. INTRODUCTION

Citizen-centric public service delivery is an administrative model that serves citizens when they demand it and takes proactive steps to understand their needs.

A. National e-Governance Service Delivery Assessment (NeSDA)

A study that assesses the quality and efficiency of e-governance services in India. It includes a citizen survey, service website assessment, and benchmarking.

B. Citizen-Centric Service Delivery Indicators

A report that provides a framework for developing indicators to assess the quality of public services and the performance of public institutions.

C. Assam Citizen Centric Service Delivery Project (ACCSDP)

A project that aims to provide citizen-centric services in Assam in a transparent, efficient, and accountable manner.

The UMANG platform in India provided over 1,984 government services in 2024. Throughout the time under review, the UMANG platform's government services steadily grew. The National e-Government Division and the Ministry of Electronics and Information Technology created the Unified Mobile Application for New-age Governance (UMANG) to promote mobile governance nationwide. It provides e-governance services to both central and municipal governments across India. The majority of participants

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in a 2023 survey on convenience fees for online reservations in India reported being billed for all online services. On the other hand, 16 per cent said they have been billed for only a small number of internet services [1].

II. LITERATURE REVIEW

Improvements in information and communication technology's networked features could lead to more integrated, citizen-centric services and information. However, to keep that promise, very few governments have so far implemented an integrated citizen service information system. A strong organizational commitment to citizen services is another important factor in the more advanced use of such a system. Nevertheless, there is no discernible correlation between technical and managerial ability and a more advanced, widely utilised system [2]. Governments that practice efficient and effective e-government will likely deliver technology-enabled user services, cut expenses, and realize economies of scale. More research is needed to determine the extent to which these e-government objectives are incompatible, especially research examining the relationship between cost savings and citizen-centred e-government services [3]. According to the 2014 Right to Services Act, information and communication technology is crucial to meeting service delivery deadlines. By educating the populace, the panchayats also serve as a powerful tool for grassroots democracy to thrive. Theoretical principles, the use of ICT in local governance, and the characteristics of the results have also been highlighted. The theoretical and practical aspects of e-governance are also highlighted, as is the role of ICT in promoting good governance and improving citizens' access. Lastly, the prospects for e-governance at the local level in South Asia are examined [4]. Information appropriateness and clarity, relevance and usefulness, accuracy and completeness, system security and user privacy, system stability, and interactive services are the components of e-government. Indian people's effective e-government user decisions regarding the reusability of government websites are influenced by system stability and interaction with new technology support systems [5]. By integrating digital technologies, digital transformation

enhances public services. Groups lacking access to or knowledge of digital platforms may be marginalized by the public sector's rapid use of digital technology. Leaving those unable to access digital services behind can exacerbate inequality and lead to a "digital divide." One significant force behind this change has been the adoption of ICT-enabled social innovations, such as big-data governance and artificial intelligence. Local governments must put their residents first and ensure that their digital projects meet their needs. The potential of this technology-driven governance paradigm to deliver individualised, effective services could make governments more efficient and leaner [6].

III. OBJECTIVES OF THE STUDY

- To find out the organizational components that support successful citizen participation in local government in the Northeast region of India.
- To identify the behavioural factors that the administration must implement to promote citizen participation in public service delivery in the Northeast region of India.
- To suggest measures for properly implementing citizen-centric public service delivery in the Northeast region of India.

IV. RESEARCH METHODOLOGY

The data are collected through structured questionnaires administered to residents in 30 villages across Assam, Meghalaya, Nagaland, and Arunachal Pradesh. The primary tool, a structured questionnaire, is administered to 500 residents in 30 randomly selected villages across Assam, Meghalaya, Nagaland, and Arunachal Pradesh. Random sampling is used to collect primary data. Secondary data for the research is collected from books, research papers, and new websites related to the study. The research design is descriptive, and the organisational components that support successful citizen participation in local government in the Northeast region of India, as well as the behavioural factors the administration must implement to promote citizen participation in public service delivery in the region, have been analysed using simple statistical methods.

V. DATA ANALYSIS

The accessibility of institutions and services for citizens

Table I: Responses Regarding the Accessibility of Institutions and Services for Citizens

S.N.	Institutions and Services	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Sewa setu	10	38	12	7	0	67
2	UMANG app	10	17	5	5	6	43
3	Digilocker	7	72	12	8	0	99
4	Mygov	8	68	10	9		95
5	Dharitree	8	27	5	5	6	51
6	Arogya setu	6	23	3	5	3	40
7	Assam services portal	15	60	12	11	7	105
	Total	64(12.8%)	305(61%)	59(11.8%)	50(10%)	22(4.4%)	500

Source: Data Collected by the Author from the Field

Students use the DigiLocker app to upload educational certificates to schools and universities. Citizens have been using Sewa Setu, the Umang app, MyGov, Dharitree, Arogya Setu, and the Assam service portal for online

services. The data above show that most respondents access DigiLocker, the Assam service portal, and Sewa Setu.

The timeliness of citizen-centric services.



Table II: Responses Regarding the Timeliness of Citizen-Centric Services

S.N.	Timeliness of Services	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Aadhaar card updates	10	38	12	7		67
2	Voter ID registration	10	17	5	5	6	43
3	Passport applications	7	72	12	8	-	99
4	Driving license renewal	8	68	10	9		95
5	Ration card details	8	27	5	5	6	51
6	Property tax payments	6	23	3	5	3	40
7	Scholarship applications	7	32	5	4	4	52
8	Pension updates	8	28	7	7	3	53
	Total	64(12.8%)	305(61%)	59(11.8%)	50(10%)	22(4.4%)	500

Source: Data Collected by the Author from the Field

The timeliness of services is directly related to their efficiency. Timely responses via online channels encourage citizens to use them. The table above shows that most

respondents are satisfied with the Aadhaar card update service.

The availability of service standards for citizen-centric services

Table III: Responses Regarding the Availability of Service Standards for Citizen-Centric Services

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Accessibility	10	7	5	5	6	33
2	Usability	7	72	12	8	-	99
3	Security	8	68	10	9		95
4	Performance	10	7	5	5	6	33
5	Data privacy	7	72	12	8	-	99
6	Inclusivity	8	68	10	9		95
7	Enhanced User Experience	6	35	-	5		46
	Total	56(11.2%)	329(65%)	54(10.8%)	49(9.8%)	12(2.4%)	50

Source: Data Collected by the Author from the Field

The availability of service standards increases the usability of online services and citizen participation in them. Service standards, such as accessibility, usability, performance, and

enhanced user experience, also increase citizen participation in online services.

Procedures to check if standards are being met

Table IV: Responses Regarding Procedures to Check if Standards are Being Met

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Conducting regular performance monitoring	7	72	12	8	-	99
2	Utilising user feedback mechanisms	10	40	3	2	0	55
3	Performing functional testing	20	55	17	10	8	110
4	Conducting periodic audits to identify areas for improvement	14	50	8	10	9	91
5	Feedback on service quality, usability, and satisfaction.	8	68	10	9		95
6	Implement feedback channels like live chat or contact forms	7	40	3	0	0	50
	Total	66(13.2%)	325(65%)	53(10.6%)	39(7.8%)	17(3.4%)	500

Source: Data Collected by the Author from the Field

Procedures to check whether standards are being met include conducting regular performance monitoring, using user feedback mechanisms, performing functional testing, conducting periodic audits to identify areas for improvement, providing feedback on service quality, usability, and satisfaction, and implementing feedback channels like live chat or contact forms. The table above

shows that most respondents agreed that feedback on service quality, usability, and satisfaction, and the implementation of feedback channels such as live chat or contact forms, are procedures used to assess whether standards are being met.

Whether information about services reaches the appropriate demographic

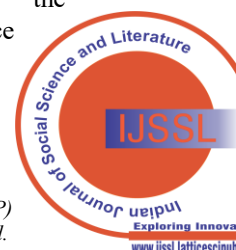
Table V: Responses Regarding Whether Information About Services Reaches the Appropriate Demographic

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	To a large extent	28	90	24	15	11	168
2	To some extent	12	99	19	13	3	146
3	Not at all	14	50	8	10	9	91
4	No response	8	68	10	9		95
	Total	62(12.4%)	307(61.4%)	61(12.2%)	47(9.4%)	23(4.6%)	500

Source: Data Collected by the Author from the Field

The table shows that most respondents agree that the information about services reaches the appropriate demographic to a large extent, and strongly agree that it does.

The degree to which the decentralized governance system meets the needs of the local community



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Table VI: Responses Regarding the Degree to Which the Decentralized Governance System Meets the Needs of the Local Community

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	To a large extent	12	99	19	13	3	146
2	To some extent	28	90	24	15	11	168
3	Not at all	14	50	8	10	9	91
4	No response	8	68	10	9		95
	Total	62(12.4%)	307(61.4%)	61(12.2%)	47(9.4%)	23(4.6%)	500

Source: Data Collected by the Author from the Field

The table shows that most respondents strongly agree or agree to a large extent that the decentralised governance system meets the needs of the local community, and that it does to some extent.

Table VII: Responses Regarding the Degree to which it is Answerable to its Citizens

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	To a large extent	20	55	17	10	8	110
2	To some extent	29	110	20	21	16	196
3	Not at all	7	72	12	8	0	99
4	No response	8	68	10	9	0	95
	Total	64(12.8%)	305(61%)	59(11.8%)	48(9.6%)	24(4.8%)	500

Source: Data Collected by the Author from the Field

The table shows that most respondents strongly agree that the decentralised governance system is answerable to its citizens to a large extent, and that it is answerable to its citizens to some extent.

Table VIII: Responses Regarding the Degree of Transparency

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	All information available on websites	5	27	7	5	3	47
2	Services linked with an Aadhaar card	20	55	17	10	8	110
3	Authentication is a must	14	50	8	10	9	91
4	Verification of beneficiaries	8	68	10	9		95
5	Direct benefit transfer	7	72	12	8	-	99
6	Personal visit to beneficiaries	8	35	7	5	3	58
	Total	62(12.4%)	307(61.4%)	61(12.2%)	47(9.4%)	23(4.6%)	500

Source: Data Collected by the Author from the Field

The degree of transparency in citizen-centric services can be ensured by updating all website information, linking services with Aadhar cards, authenticating users, verifying beneficiaries, transferring direct benefits, and having officials personally visit beneficiaries. Most respondents have considered updating all website information, linking services with Aadhar cards, and having officials personally visit beneficiaries.

The degree to which citizens can participate in local governance,

Table IX: Responses Regarding the Degree to Which Citizens Can Participate in Local Governance

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Voting	7	72	12	8	-	99
2	Contacting representatives	10	40	3	2	0	55
3	Assessing public services	20	55	17	10	8	110
4	Reporting any issue	14	50	8	10	9	91
5	Evaluation	8	68	10	9		95
6	Social audit	7	40	3	0	0	50
	Total	66(13.2%)	325(65%)	53(10.6%)	39((7.8%)	17(3.4%)	500

Source: Data Collected by the Author from the Field

Citizens' participation in local governance is ensured through voting, contacting representatives, assessing public services, reporting any issues, evaluation, and social audit. Most respondents consider that citizens can participate in local governance through voting, reporting issues, and contacting local representatives.

Finding the organizational components that support successful citizen participation in local government.



Table X: Responses Regarding the Organizational Components that Support Successful Citizen Participation in Local Government

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Regular meeting at the local level	10	38	12	7	0	67
2	Regular consultation at the local level	10	17	5	3	8	43
3	Participatory budgeting	7	72	12	8	0	99
4	Use of social media	8	68	10	9	0	95
5	Timely response to the citizens	14	50	8	10	9	91
6	Cooperative behaviour with the citizens	15	60	12	11	7	105
	Total	64(12.8%)	305(61%)	59(11.8%)	48(9.6%)	24(4.8%)	500

Source: Data Collected by the Author from the Field

The organisational components that support successful citizen participation in local government are regular meetings, regular consultation, participatory budgeting, use of social media, timely response to citizens, and cooperative behaviour with citizens. Most respondents have considered regular consultation at the local level, use of social media,

participatory budgeting, and cooperative behaviour with citizens as organisational components that support successful citizen participation in local government.

Identifying the behavioural factors that the administration must implement to promote citizen participation in public service delivery

Table XI: Responses Regarding Identifying the Behavioural Factors that the Administration Must Implement to Promote Citizen Participation in Public Service Delivery

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Conducting regular performance monitoring	10	38	12	7		67
2	Feedback from citizens	10	17	5	5	6	43
3	Speedy grievance redressal	7	72	12	8	-	99
4	Public hearings	8	68	10	9		95
5	Digital engagement tools	8	27	5	5	6	51
6	Public consultation	6	23	3	5	3	40
7	Customer service	7	32	5	4	4	52
8	Demonstration	8	28	7	7	3	53
	Total	64(12.8%)	305(61%)	59(11.8%)	50(10%)	22(4.4%)	500

Source: Data Collected by the Author from the Field

The behavioural factors the administration must implement to promote citizen participation in public service delivery are conducting regular performance monitoring; providing citizen feedback, speedy grievance redressal, public hearings, digital engagement tools, public consultation, customer service, and demonstration. Most

respondents have considered that Feedback from citizens, speedy grievance redressal, public hearings, and digital engagement tools are behavioural factors the administration must implement to promote citizen participation in public service delivery.

The advantages of citizen-centric public service delivery

Table XII: Responses Regarding the Advantages of Citizen-Centric Public Service Delivery

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Improved service delivery:	10	7	5	5	6	33
2	Increased citizen satisfaction	7	72	12	8	-	99
3	Reduced costs	8	68	10	9		95
4	Less time	10	7	5	5	6	33
5	Transparency	7	72	12	8	-	99
6	Increase accountability	4	34	5	5		48
7	Ensures equity amongst the citizens	6	35	-	5		46
8	Empathy for the weaker sections of society	4	34	5	4		47
	Total	56(11.2%)	329(65%)	54(10.8%)	49(9.8%)	12(2.4%)	50

Source: Data Collected by the Author from the Field

Citizen-centric public service delivery systems have many advantages: improved service delivery, increased citizen satisfaction, reduced costs, shorter timeframes, transparency, increased accountability, equity amongst citizens, and empathy for weaker sections of society. Most respondents have considered that the advantages of the Citizen-centric

public service delivery system include reduced costs, shorter timeframes, transparency, increased accountability, and equity among citizens, as well as challenges to citizen-centric online services.

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Table XIII: Responses Regarding Challenges to Citizen-Centric Online Services

S.N.	Responses	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Low server	10	38	12	7		67
2	Lack of awareness	10	17	5	5	6	43
3	Lack of knowledge about the use/process	7	72	12	8	-	99
4	Illiteracy	8	68	10	9		95
5	Network issue	8	27	5	5	6	51
6	Identity theft due to data breaches	6	23	3	5	3	40
7	Language barriers	7	32	5	4	4	52
8	Digital divide	8	28	7	7	3	53
	Total	64(12.8%)	305(61%)	59(11.8%)	50(10%)	22(4.4%)	500

Source: Data Collected by the Author from the Field

The main challenges to citizen-centric services are limited server capacity, lack of awareness, lack of knowledge about use or Processes, illiteracy, network issues, identity theft due to data breaches, language barriers, and the digital divide. Most respondents have identified low service, lack of awareness, lack of knowledge about use/Process, and illiteracy as the main challenges to citizen-centric services.

Best practice or success story from research that could serve as a model for other regions or countries.

Citizens have been using Digilocker, the Assam service portal, and the Sewa Setu app to access online services efficiently.

VI. DISCUSSION

Citizen-centric government initiatives directly impact the efficiency and effectiveness of public services. Students have used the Digilocker app to upload educational certificates to schools and universities. The citizens have used Sewa setu, Umang app, Mygov, Dharitee, Arogya setu, and Assam service portal for online services. The timeliness of services is directly related to their efficiency. A timely response via online channels encourages citizens to use them. The availability of service standards increases the usability and citizen participation in online services. The availability of service standards, such as accessibility, usability, performance, and enhanced user experience, increases citizens' participation in online services.

Conducting regular performance monitoring, utilising user feedback mechanisms, performing functional testing, conducting periodic audits to identify areas for improvement, providing feedback on service quality, usability, and satisfaction, and implementing feedback channels like live chat or contact forms are the procedures to check if standards are being met. The degree of transparency in citizen-centric services can be ensured by updating all information on websites, linking services to Aadhaar cards, authenticating users, verifying beneficiaries, implementing direct benefit transfer, and conducting personal visits to beneficiaries by officials. Citizens' participation in local governance is ensured through voting, contacting representatives, assessing public services, reporting issues, evaluation, and social audit. The organisational components that support successful citizen participation in local government are regular meetings at the local level, regular consultation at the local level, participatory budgeting, use of social media, timely response to citizens, and cooperative behaviour with citizens. The behavioural factors the

administration must implement to promote citizen participation in public service delivery are conducting regular performance monitoring, providing citizen feedback, ensuring speedy grievance redressal, holding public hearings, using digital engagement tools, conducting public consultations, providing customer service, and demonstrating. Citizen-centric public service delivery systems have many advantages, improved service delivery, increased citizen satisfaction, reduced costs, shorter timeframes, greater transparency, greater accountability, greater equity among citizens, and greater empathy for weaker sections of society. The main challenges to citizen-centric services are limited server capacity, lack of awareness and knowledge of use/process, illiteracy, network issues, identity theft due to data breaches, language barriers, and the digital divide.

A. Suggestions

- There is a need to develop a simple process for citizen-centric online services for the local people. The complexity of the process for accessing online services causes many problems for the local people.
- There is a need to ensure transparency in online services by regularly updating websites concerned with online services.
- Properly demonstrating the usage of online services at local services is needed to encourage citizen participation in online services.
- Regular performance monitoring, feedback from citizens, speedy grievance redressal, and public hearings at regular intervals are needed.
- To speed up the delivery of online services to citizens, issues related to low servers, network issues, and the digital divide need to be tackled.
- There is a need to increase awareness about online services and educate people about them.
- There is an urgent need to handle identity theft due to data breaches, protect users' personal information, and prevent cyber fraud.

VII. CONCLUSION

The Second Administrative Reform Commission of India has investigated how governance might be made more citizen-centric. Some of these include redesigning procedures to make governance "citizen-centric," adopting





appropriate modern technologies, adopting citizens' charters, ensuring the right to information, implementing independent service review, establishing grievance redressal systems, and promoting active citizen participation through public-private partnerships. Many state governments passed the Right to Services Act, an excellent way to guarantee citizen-centricity. Achieving local governments' goal of providing people-centric services takes more than worker behaviour. The organisational components that support successful citizen participation in local government are regular meetings, regular consultation, participatory budgeting, use of social media, timely response to citizens, and cooperative behaviour with citizens. The degree of transparency in citizen-centric services can be ensured by updating all website information, linking services with Aadhaar cards, authenticating users, verifying beneficiaries, transferring direct benefits, and having officials personally visit beneficiaries.

DECLARATION STATEMENT

As the article's author, I must verify the accuracy of the following information after aggregating input from all authors.

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- **Author's Contributions:** The authorship of this article is contributed equally to all participating individuals.

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