E-Governance in India is the Effectual and Challenging Approach to Governance

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ABSTRACT
Today is the era of e-communication. All over the world governments are using e communication that is e-governance which is used to govern the public and private activities in which India is on of them. This is the fastest and easiest way of communicating information. There are many challenges which creating problems for Indian government to run e-governance.

In this paper we want to explore the usefulness of e governance for the government businesses and citizen of India. We want to identify the sectors those are benefited through e-governance policy and those who were never getting any benefit from this and what are the reasons behind it. Support of secondary data and with the help of reviewing the literatures we are analyzing the effectiveness of the e-governance. Also identifying the challenges for e-governance which reduce its effectiveness. At last findings related to strategies to make e-governance effective and conclusion will drown.

Key Word: E-Governance, Effectiveness, Implementation, Efficiency.

1. INTRODUCTION

Now days every country is using e-governance to manage their government, according to the different conditions, governmental policies, they are having different definition for e-governance those are as follows.

Moon and Norris (2005) provides a simple definition that e-government is perceived as "means of delivering government information and service" (p.43). According to 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, businesses, and other arms of government" (The World Bank Definition). E-government is the most frequently cited term in comparison to e-governance, online government, one-stop government and digital government (Andersen and Henriksen 2006). Riley (2003) refers to 'government' as a superstructure that deals with decisions, rules, implementation and outputs of its policies; whereas 'governance' refers to functioning based on processes, goals, performance, coordination and outcomes. The extant literature on public administration offers various conceptual definitions of both the terms, however Sheridan and Riley (2006) makes an interesting remark that e-governance and e-government are often used interchangeably and clarifies the

distinction by stating that e-governance is based on four processes; namely electronic consultation, electronic controllership, electronic engagement and networked societal guidance; whereas, e-government refers to the structure that is responsible for electronic service delivery, electronic workflow, electronic voting and electronic productivity.

The term E-Governance has many symbolic words:[12]

- **E-Administration**—the use of ICT to modernize the state; the creation of data repositories for MIS, computerization of records.
- **E-Services**—the emphasis here is to bring the state closer to the citizens. Examples include provision of online services. E-administration and e-services together constitute what is generally termed e-government.
- **E-Governance**—the use of IT to improve the ability of government to address the needs of society. It includes the publishing of policy and programme related information to transact with citizens. It extends beyond provision of on-line services and covers the use of IT for strategic planning and reaching development goals of the government.
- **E-Democracy**—the use of IT to facilitate the ability of all sections of society to participate in the governance of the state. The remit is much broader here with a stated emphasis on transparency, accountability and participation. Examples could include online disclosure policies, online grievance redress forums and e-referendums.

The paper is organized into six sections: The next section deals with literature review which focuses on the related work done in the same field. The third section covers the objectives, the scope of study, fourth section research methodology related to various sources of data and adopted for analysis of data. The fifth section reports the analysis and findings of the study. The sixth section presents conclusions of the study.

2. LITERATURE REVIEW

Sanjay Kumar Dwivedi & Ajay Kumar Bharti (2010), In this paper authors has been discussed about the problems facing by the government and public sector organizations in all over the world to perform their administration and to making it efficient and cost effective. They are also considering the effective use of information and communication technology (ICT) for e-governance for to provide proper services to citizen. Findings of there research are they have considered e-Governance as a high priority agenda in India, they find out that e-governance is the best way to make the business of governance inexpensive, qualitatively responsive, and truly encompassing.

Sameer Sachdeva(2002), In this paper he has author has discussed about the knowledge of the user of the e-governance website government as well as come people for whom this e-governance is established   Results of this paper was that government should make short term as well as long term strategies for the implementation of the e-governance. They have to give main focus to make proper format for the Standards, Infrastructure, Legislations, and strategies to facilitate proper implementation and also requires establishment of different institutions under the Ministry of Information Technology. Make acceptably from the citizen and employees for e-governance.

Shalini Singh (2010), In this article author has been focuses on the system related to right to information, The Right to Information (RTI), which gave the citizens of India access to records of the central government and state governments, was thought to be one of the most revolutionary of legislation in recent India which can make India one of the highly developed democracies. He has also discussed about the some booming initiatives that can guide Results of this article that there are several challenges arising for e-governance restrained and not excitement. Government is still failure to deliver e-governance in better way from last more than a decade.

N. S. Kalsi, Ravi Kiran, and S. C. Vaidya (2009), the paper discusses the requirement for revolution from traditional governance to e-governance. In addition, it tries to identify good way for governance. They have also focuses on utilization of e-governance for citizen and how much they were benefited from it. Results are that the developing country and governance requires Joint Corporation between various major players in the society. Government should limit on mutual approach and strategy for process not for

results. Government has to be focus to face increasingly expectations and demand and identify the way to make satisfy and fill the gaps between actual and expected level.

Sunil K. Nikam (2011), this study conducted for find out the usefulness of e-Governance projects in agriculture area of India. He thinks that the agriculture is the most important area which really required development in India because India is the country where more than 70% citizens are dependent on agriculture and living in rural areas. E-governance provides proper guideline and improves the productivity and quality of the agriculture products. He has analyses various projects of the government. Hence it is essential to develop this area of the economy. Proper use of ICT can improve the productivity and the quality of the agricultural products. Its having different integration with the various departments related to agriculture its provide support to the these departments.

Anand Agrawal, Pragya Shah and Varun Wadhwa (2008), they have studied about the quality of the governance online services. In the finding part they have proposes a comprehensive model for the quality measurement for measuring quality of the electronic governance. They have recommended a two stage design combining which covers qualitative and quantitative research methods to develop the measurement model.

Andrew Gilmore and Clare D'Souza (2006), the paper provides an exploratory study of categorization of online service within the public sectors. Results is that e-governance still have challenges because it serves to the billions of the people and it is not possible to satisfied them government can reduce complains with proper planning and planned steps. .Findings is that the challenge of e-governance to serve a billion people should not fail to be a significant focus of the government and every possible step should be undertaken to harness its delivery be it in the service or technological area.

Vineet Agrawal, Manish Mittal and Lavanya Rastogi (2003), this paper are discussed about good practices of implementing e-governance. How it has been implemented and used. They have directly focuses there study to the responsible specialists for its design and operation. They have recommended guidelines for an effective e- governance strategy and lastly essential benefits of implementing such strategies.

 Shefali Nandan (2008),   the paper discussed about HR issues of e-governance. They have established a case related to human resources management planning focuses on changing employee and organizational requirements. Such changes occur due to the changes in various magnitudes of job responsibilities and work pattern. Such strategies will provide the redressal for many problems related to implementation of e-governance. ICT makes it essential for an organization to provide online information.

Rahul De (2009), the paper discussed mainly about the priorities prevailing caste groups determine e-governance. They have studied through the three case studies of India which are used to conduct a analysis and these includes Bhoomi projects from Karnataka, the Gyandoot project from Madhya Pradesh, and the VKC project from Puducherry. All three are information kiosk-based projects for providing e-governance services for citizens living in villages and rural areas.

 Debjani Bhattacharya, Umesh Gulla and M. P. Gupta (2008), this paper studied about the effectiveness of Indian governmental online portal of different states. They have thorley analyzed the web portal from the primary window to end guideline for accessing information which is required. They have found that they is a requirement of proper utilization of technological development around the world. Also find that there is lack of appropriate portals and scarcity appropriate uses of the same.

3.   OBJECTIVES OF THE STUDY

The present study is based upon the conceptual approach to identify the strategies for making e-governance more effective. Specifically the objectives of the study are:

   1. To identify the challenges of e-governance implementation in India.
   2. To identify strategies to make effective e-governance.

4.   RESEARCH METHODOLOGY

The study is based upon secondary data covering the period when e-governance was started till date. The study is related to comparison between Indian e-governance effectiveness and present status. The data has been collected from the different Indian government websites and, where e-governance projects are available, through review of many researches related to e-governance in India and other country.

5. ANALYSIS AND FINDINGS

First part of this section is analysis; it covers the challenges part of the e-governance in India as compare to other countries. Second part will cover strategies to make e-governance effective which is the part of findings.

5.1 CHALLENGES IN E-GOVERANCE IN INDIA

India does have an inspiring vision of where e-governance is going; there is a gap between service delivery and reality in that country. The challenge of e-governance in India lies in providing the service to about a billion people. At the moment, India is ranked 87th in the global e-government readiness ranking of 2005 (CIOL, 2006), which indicates significant room for improvement. Research has indicated that the three Indian states leading in e-governance provision are Andhra Pradesh, Karnataka and Tamil Nadu, while the states of Kerala, Gujarat, Maharashtra, Madhya Pradesh, West Bengal and Rajasthan are not far behind (NASSCOM, 2003). These Ten Indian States out of a total of 28, comprise over half the total Indian population.

There are many factors in India which restrict or create a challenge to develop and implement the e-governance those are as under:

1.1 MAJOR FACTORS
1) Human related Factors
2) Technological Factors
3) Other Factors

1.1-A
HUMAN FACTOR
Human related factor are those factors which is related with the human knowledge, qualitative human resource, political party related aspects, which limiting as well as creating challenges to implementing the e-governance
- **Computer Literacy Level:** in India literacy level is still very poor, and if we will talk about the computer literacy level it is not o good in percentage of overall population. Factors behind these conditions are literacy level, language barriers, and limited infrastructure resources provided by the government.
- **Qualitative Human Resources:** If we will talk about the scope of e-governance in India there it covers the each and every public and private organization bounded to provide every information in there website but organizations are having scarcity of knowledgeable human resources who will properly manage there online website and updated it time to time.
- **Language:** one of the major constraints is language. In India 70% of the population still living in villages India's national language is Hindi after that there is more then 26 languages and more than 100 local languages are used to communicated. Major benefiters are the farmers but they cannot easy learn to used the online portals because portals are providing information's in English and Hindi
- **Political Issues**: e-governance covers one legislation that is right to information after the legislative rule every government employees has to disclose there earning as well as there properties which the posses. Politicians and political parties are not ready to accept these rules even not following it. E-governance is the tool to reduce corruption. If we will see the corruption level the India is coming in the top ranking corrupted country and the corruption manly supported by the political parties.

1.1-B
TECHNOLOGICAL FACTORS
Although there have been great strides forward, the fact remains that most developing countries are a long way short of the computing and telecommunications infrastructure. With compare to population in India there is scarcity of technological resources which support the e-governance for adequate implementation.

1.1-C
OTHER FACTORS
Certain factors are also excites which generate challenging environment for e-governance which are:

- **Cost Factors:** E-governance projects are the costly affairs it requires large amount of money to implement. Overall economical condition of India is not so good but if we will talk about the state wise than there is different economical condition will arise. Many projects of e-governance are still in the waiting lists because of the limitation in financial resources.
- **Data Systems Infrastructure:** To move e-governance quantitative and qualitative data support system is required through which facilitates appropriate information for timely updating the portals. In India data quality and data security are still undoubtedly not strong
- **Legal Infrastructure:** For appropriate implementation laws and regulations required for stopping the illegal activities through e-governance. For example digital signature cannot be accepted in India as compare to developed countries.
- **Institutional Infrastructure:** E-Governance can only be progressed if the organizations exist to act as a focus for awareness and to act as a means for facilitation of e-governance. In India there are many institutions are those are not maintaining there website and if they are having there website but running without essential information which has been made mandatory by the law.
- improper planning

5.2 STRATEGIES TO MAKE E-GOVERNANCE EFFECTIVE

Indian economy is the developing economy its facing problem to implementing the e-governance they main reason is improper planning and adequate strategies. India requires capacity building strategy for proper implementation.

Sameer Sachdeva (2008) In order that the National e-Governance Plan is success the government needs to draw a long term plan designed to achieve the National Vision for e-Governance. The Capacity Building Strategy must be differentiated from tactics or immediate actions like training etc. The key steps for a capacity building strategy for e-Governance in India as identified by the author are:

- **Structure and Institutional Framework:** The first step in Capacity Building for e-Governance is creation of structures. Initially it was thought that the outsourced work to consultant will work out, then PPP institutions were conceptualized, then it was felt that Government needs to have its own trusted advisors and therefore the concept of EGPMU was evolved. Now it is felt that a separate agency in NEGA may be required for e-governance. Author as far as in 2001 in his paper "e-government strategy for India" and later the draft "e-Government Act for India" identified multiple institutions that will be required for e-governance in India. These institutions include the following:
  - ➤ National e-Government Council
  - ➤ Chief e-Government Administrator
  - ➤ CIO forum
  - ➤ Permanent Administrative Reforms Commission (ARC)
  - ➤ National Institute for Standards
  - ➤ Programme and Project Management Units at Central and State levels

Further the role of each institutions should be defined clearly and an overlap or / and clash of egos must be avoided.

- **HR Policies:** The second step towards capacity building for e-governance should be to evolve HR policies that retain the talent in an organization. Despite various initiatives the institutions like NISG, PMU are unable to retain talent. Recently the Government lost a key talent in Mr. Prakash Kumar, who switched from IAS to private sector. The global best practices in HR must be adopted to retain talent. A few pitfalls in the current HR policies are discussed in next section. However it is important that the role clarity of a job profile must be made available before hiring of a talent, regular feedback for improvement, Employee Development initiatives, and biannual salary hikes, are few steps that are required to retain the e-governance talent.
- **Central Database of e-Gov Champions:** The third step towards strategy for e-Governance will be crating of a database which will list out national and international resources on e-Governance. Such a

database will help to identify skills as may be required for a particular project. The database must cover professionals from all stakeholders, i.e., Government, NGO, Private Sector, Consultants and academia.

- **Formation of Teams:** The next crucial step in the capacity building exercise is to ensure formation of teams. It must be ensured that one individual is included in one team only at State or Central level. It is often felt that the limited e-Governance Champions are put on each committee thereby limiting their role to attending meetings. If an individual like AS (eGov) or State IT Secretary is crucial for multiple teams then he should be made part of the Central Coordination team rather than each project team. Individuals must be drawn from the line departments to achieve true merits of e-Governance.

- **Strengthening of Existing Organizations:** The next step towards e-Governance Capacity Building Strategy is to strengthen the existing organizations. The Central organizations like NISG, CDAC, NIC, NICSI, Cert-In, MLA, DOEACC, ERNET and the state level organizations like Punjab Infotech (Punjab), ELCOT (Tamil Nadu), GIL (Gujarat), APTS (Andhra Pradesh), RajComp (Rajasthan), MAP IT (Madhya Pradesh), HPSEDC (Himachal Pradesh), HARTRON (Haryana), UPDESCO & UPTRON (Uttar Pradesh), ITDA (Uttranchal), Webel (West Bengal), OITS (Orissa), JAP-IT (Jharkhand), KSITM (Kerala), CHiPs (Chattisgarh) etc should be strengthened and re-engineered rather than creating new structures for e-Governance. Professionals from industry must be brought in as CEOs of these organizations rather than restricting to the individuals from Civil Services.

- **Training Need Assessment:** Training Need Assessment is important part of e-Governance Capacity Building Strategy. It must be ensured that the training needs of all stakeholders as discussed in section II above must be ensured. Further the training requirements for each MMPs have to be identified and it must be ensured that the Department Staff is imparted the required training well in advance. Training Need Assessment will require National, State and local level consultations with various stakeholders.

- **Funds for Capacity Building:** Many e-Governance projects do not allocate funds for training and capacity building. The maximum amount of money is spent in System Integration, Software Development and hardware procurement. It must be realized that the success of e-governance depends not on Machine but the Man behind the Machine. It must be therefore ensured that minimum of 20-30% of budget is allocated to Capacity Building and project planning.

- **Training Strategy:** Training Calendar and Program, Training Faculty, Training Content, Training Outcomes are few such areas that need to be covered under the Training Strategy. Training timings and participants also need to be identified in the course of implementation of any e-Governance initiative.

- **Forging Partnerships for Capacity Building -Resource Exchange Programs:** Another important part for Capacity Building is forging partnerships for resources. Resource Exchange Program between Government, Private Sector, and Academia may be encouraged to ensure that individuals have a diverse experience for the complete range of services offered. Individuals may also try to opt in organizations which offer complete range of services. A true e-Governance Champion will need to have a diverse experience of Government, Consultancy Organization, PPP, multilateral agency, academia, Software development agency, System Integrator and technology prospective.

- **Establishing a School of e-Governance**: The School of e-Governance as conceptualized will be built on four pillars, i.e. Governance, Information Technology, Management and e-Governance. The school should be an autonomous institution with an advisory council drawn from who's who of e-governance.

- **Sustainability Strategy:** Any initiative is successful if it is accompanied by a sustainability strategy. It should not be that the initiative towards capacity building is a one time affair but they must be looked into a long term prospective.

- **Knowledge Management:** An important need for Capacity Building is Knowledge Management in e-Government. It is very important that a Central Repository is created where all stakeholders can refer as a single point of information. An initiative in form of ego world was planned by GOI/ and NISG however it is still to get launched.

The above steps are a part of the strategy and more steps may evolve while bringing the next editions of the working paper on Capacity Building Strategy for e-Governance in India. The above steps are neither comprehensive nor in sequential order and may vary with individual perception.

Suggested courses in School of e-Governance
The various courses as visualized in a School of e-Governance are as discussed below:

S. No.	Course	Area	S. No.	Course	Area
1	Indian Administration	Governance	14	Technology Management	Management
2	Political Science	Governance	15	Communication and Politics in Information Age	Management
3	Constitution and Law of Land	Governance	16	Quality Management and Government	Management
4	Land and People	Governance	17	Information System Service	Management
5	Computers and Network Fundamentals	Information Technology	18	E-Governance Initiatives	E-Governance
6	E-Commerce	Information Technology	19	Issues for E-Governance	E-Governance
7	Government Process Reengineering	Information Technology	20	Cyber laws	E-Governance
8	Decision Support and Expert Systems	Information Technology	21	E-Policy	E-Governance
9	Knowledge Management and Data ware housing	Information Technology	22	PROJECT	E-Governance
10	GIS	Information Technology	23	Project Management	Management
11	System Analysis , Design and Development	Information Technology	24	Strategic Management	Management
12	Evaluation of IT Projects	Information Technology	25	Organizational Behavior & Management of Change	Management
13	DBMS and OLTP	Information Technology	26	Creativity and Innovation	Management

Sources: Reference-3

6. CONCLUSION
The key strategy to make e-governance effective is formation of right institution and agencies and identifying the right human resources for the same. It is recommended that adequate management and governmental experts required for implementation rather technical. . If we will compare language barriers with other countries its so easy in the part of language because, other countries are having there single language like: America, United states Japan, all these countries having single language to communicate which make it easy to implement. Government has to also consider this barrier to reduce this challenge.

If we will discuss the success of e-governance in India than it is effective but not efficient, need is to make it efficient for implementation. For make it efficient government is requires to reinforce its present

institution especially the IT and Electronics development corporation in every state. India requires overall focus on e-governance initiative in every sector public or private with the support of legislation on priorities basis. Make a committee which is having group of members nominated from each states. Selection of specialist of e-governance those are having proper knowledge trained and experienced, then only they can provide right direction or accurate implementation of e-governance.

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