Challenges and Strategies for Effectiveness of e-Governance in India: An Analysis

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Abstract

Today is the era of e-Communication and all over the world the Governments are using e- Governance that is used to govern the public and private activities This is the fastest and easiest way of communicating information among the citizens but there are many challenges which creating the problems in the way of implementing the e-Governance projects. In this paper I want to explore the usefulness of e- Governance for the government businesses and citizen of India and analyzed the effectiveness, challenges of the e-Governance projects with the help of secondary data and reviewing of the literature. At last findings related to the strategies for making e-Governance more effective is given.

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

• 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.This paper is organized into six sections: The first section deals with review of literature which focuses on the related work done in the same field. The second section covers the objectives, the scope of study and third section on research methodology related to various sources of data and their interpretation. The fourth section relates to the analysis and findings of the study. In the last section conclusion is given.

2. REVIEW OF LITERATURE:

1. Sameer Sachdeva (2002), In this paper the author has discussed about the knowledge of the user of the e-Governance website government as well as people for whom this e-governance is established. The Government should make short term as well as long term strategies for the proper implementation of the e-governance and they have to give more 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.

2.Vineet Agrawal, Manish Mittal and Lavanya Rastogi (2003), this paper discussed about good practices of implementing the 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 the guidelines for an effective e- Governance strategy.

3. Andrew Gilmore and Clare D'Souza (2006), the paper provides an exploratory study of categorization of online service within the public sectors. The e-Governance still have challenges because it serves to the billions of the people and it is not possible to satisfied them. The Government can reduce their complains with proper planning and planned steps.

4.Debjani Bhattacharya, Umesh Gullaand M. P. Gupta (2008), this paper studied about the effectiveness of the Central Governmental online portal of the different states. They have thoroughly analyzed the web portal from the primary window to the end which provides guideline for accessing information which is required. They have also found that there is a requirement of proper utilization of technological development around the world.

5. Anand Agrawal, Pragya Shahand Varun Wadhwa (2008),they have studied about the quality of the governance online services and 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.

6. 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. The Information Communication & Technology (ICT) makes it essential for an organization to provide the online information.

7. 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 can benefit from it. The developing country and governance requires the joint corporation between various major players in the society. The Government should limit on mutual approach and strategy for process not for results. The Government has to focus on the increasingly expectations and demand and identify the way to make satisfy and fill the gaps between actual and expected level.

8. Rahul De (2009), the paper discussed mainly about the priorities that determine e-Governance. They have studied the three case studies of India which are used to conduct an analysis and these include Bhoomi Projects of Karnataka, the Gyandoot Project of Madhya Pradesh, and the VKC Project of Puducherry. All these are kiosk-based projects for providing e-Governance services to the citizens that are living in rural

areas of the country.

9. 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 Communication and Technology (ICT) for e-Governance to provide proper services to the citizens. They have considered e-Governance as a high priority agenda in India and   the best way to make the business of governance inexpensive, qualitatively responsive, and truly encompassing.

10.Shalini Singh (2010), In this article author has focuses on the system related to Right to Information(RTI 2005), which gives the right to the citizens of India access the records of the Central Government and State Governments, one of the most revolutionary of legislation in India . He has also discussed about the   some initiatives that can guide results of this article that there are several challenges in the way of e- Governance. The Government is still failure in delivering the e- Services in better way from last more than a decade.

11.Sunil K. Nikam (2011), this study conducted for finding 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. The 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 that provide support to the these departments.

3.   OBJECTIVES OF THE STUDY:

The present study is based upon the conceptual approach to identify the strategies for making e-Governance more effective. 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 till date. The study is related to the comparison between e-Governance effectiveness and the present status. The data has been collected from the different Central Government websites, e-Governance projects, review of many researches related to e-governance in India and other country.

5.   ANALYSIS AND FINDINGS:
 First part of this section is analysis of the study that covers the challenges in the way of e-Governance in India as compare to other countries. The second part covers the strategies to make the e-Governance more effective .

CHALLENGES IN e-GOVERANCE IN INDIA:

There is a gap between the service delivery mechanism and real delivery of the services in the country. India is ranked at 87th in the global e-Government readiness ranking of 2005 (CIOL, 2006), which indicates   the significant room for improvement. The   research has also indicated that the three states leading in e-Governance projects 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

States out of a total of 28 comprise over half of the total Indian population. There are many factors in India which restrict or create challenges to develop and implement the e-Governance.

MAJOR FACTORS:

1) Human related Factors: The 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 in the implementation of the e-Governance.

•Computer Literacy Level: In India literacy level is still very poor and if we talk about the computer literacy level that is also not so good in the percentage of overall population of the country. The language barriers, limited infrastructure resources provided by the government are the factors behind this factor.

•Qualitative Human Resources: If we talk about the scope of e-Governance in India it covers the each and every public and private organization bounded to provide every information through their website but organizations are having scarcity of knowledgeable human resources who properly manage their online website and updated it time to time.

•Language: This is one of the major constraints in the development and implementation of the e- Governance projects in India. In India nearly 70% of the total population still living in the villages. The farmers that are not well qualified cannot easily learn to use the online portals because portals are providing information's in English. •

•Political Issues: Under Right to Information Act – 2005 every employee has to disclose their earning as well as their properties which they possess but the politicians and political parties are not ready to accept these rules. E-Governance is the tool to reduce the corrupt practices in India but if we see the corruption level the India is coming in the top ranking corrupted country that is only and only due to political parties.

2) 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.

3) 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 that requires large amount of money to their implementation The overall economic condition of country is not so good but if we talk about the state wise than there is different economic condition. Present ally many projects of e-Governance are still in the waiting lists because of the limitation in financial resources.

•Data Systems Infrastructure: The quantitative and qualitative data support system is much required which facilitates appropriate information for timely updating the portals. But in our country India data quality and data security are still undoubtedly and not properly strong

•Legal Infrastructure: The laws and regulations are required for proper implementation of the e- Governance projects for avoiding the illegal activities in the departmental system . The digital signature cannot be accepted in our country as compare to developed nations.

•Institutional Infrastructure: The 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. But in India there are many institutions which are not maintaining their website and if they are having their website but running without essential information which has been made mandatory by the law.

STRATEGIES TO MAKE e-GOVERNANCE MORE EFFECTIVE:

 The Indian economy is the developing economy and facing problems in the implementations of e-Governance projects   in very smooth manner. The main reason is the improper planning and adequate strategies on the part of Central Government of India. The Government is requires the capacity building strategy for the proper implementation for e- Governance projects at level in the country.

 According Sameer Sachdeva (2008 in order that the National e-Governance Plan(NeGP) becomes the 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 the various initiatives the institutions like NISG, PMU are unable to retain the talent in governmental organizations. . 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 the talent in public sectors. 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. The Employee Development Initiatives, and Biannual Salary Hikes, are few steps that are required to retain the e-Governance talent.

•Central Database of e-Governance 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 atState 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.The 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. The 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 but 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. The 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 according to the requirements of the projects.   . The above steps are neither comprehensive nor in sequential order and may vary with the individual perception.

6.   CONCLUSION

The key strategy to make e-Governance more effective is the 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 compare language barriers with other countries is 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. The Government of India has also to consider this barrier to reduce this particular challenge in the way of e- Governance projects.

If we discuss the success of e-Governance in India than it is effective but not efficient,   hence need is to make it efficient for their proper implementation. The Government is requires to reinforce its present institution especially the IT and Electronics development corporation in every state for implementation. The Government is requires the overall focus on e-Governance initiative in every sector public or private with the support of legislation on the   priorities basis. The provision of such type of committee is also required on the part of Central Government of India having group of members that are nominated from each states. The selection of specialist of e-Governance should be among those who have proper knowledge, trainining and experience only than they can provide right direction or accurate leadership in the implementation of e-governance projects throughout the country.

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