CHAPTER: THREE

SMART GOVERNANCE TO e - GOVERNANCE
CHAPTER - 3

SMART GOVERNANCE TO e - GOVERNANCE

Evolution of e- Governance

The last two centuries have seen the evolution of government structures as we experience them today. The feudal structures mainly concentrating on defence and revenue with small involvement in health and education changed to handle industrial revolution with new political philosophies and to understand the needs of welfare state.

Newly independent countries to hasten the process of development followed the Soviet Model of planned economy with government intervention in all the sectors of the economy. This lead to emergence of “Big Government” based on “command and control”.

International developments in the latter half of the 20th century had made a major impact on governance process with shrinking budgets, downsizing and privatization. Multi National Corporation (MNC) became very active and too big. The expectations of the customer citizens underwent a complete shift in demanding service module from government same as business world. This forced governments to adopt the new process to change. This gave governments a new agenda for change which include establishing a structure based on law and order, maintaining healthy policy environment, investing in social services and education, infrastructure and realizing citizen as customer. The priorities of the governments in the 21st century changed to attain economic competitiveness, providing digital services to citizens, encourage e-democracy and e-communities leading its citizens to be ready to greet “knowledge century”. To achieve new government it was essential to take stock and re-invent government by re-assessing governance process and organization with the help of re-engineering and trying to attain 24x7 working with flatter organization with better performance and higher accountability. In short, citizen focused, flat, empowered global
government is emerging. Many countries in the world both developed and developing have taken notice of these changes and utilized technology to attain their goal and India is no exception.

**Good Governance through “SMART” Government**

The mandate of any democratic government is to provide a set of services to its citizens in an efficient, convenient, equitable and effective manner. This can ensure the welfare and wellbeing of its citizens and will facilitate the growth of economic activities.

“SMART” captures the important attributes of Good Governance i.e. Simple, Moral, Accountable, Responsive and Transparent government. It is necessary to discuss these five attributes to understand them and to know what can be achieved from these elements with electronic intervention.

“Simple” -- Citizen expects a user friendly government with simplicity of laws, rules, regulations and processes, procedures formulated by the government. The multiplicity of laws and their complex procedures with the requirement of many proofs drive citizens to middle men, resulting in delay and corrupt practices. To avoid this situation with the help of e-Governance, government is implementing “Single Window” one stop services through CSC to facilitate common citizen.

“Moral” - The word “Moral” in “SMART” government denotes emergence of new system of governance based on moral values. The “cleaning up” process is very slow but it is very essential for the survival of values cherished by Good Governance. Some of the processes like systematic changes in electoral reforms, downsizing of government, enhancing literacy, to increase awareness and participation can take a longer duration to show its effects still such programs should not be overlooked. The maintenance of high ethical standards in the system with proper checks can improve efficiency of police department, judiciary and administration in general. The use of technology will be limited in creating a moralist government.
“M” also stands for “Measure in “SMART”” government qualities as it is an equally important parameter to access the performance of e-Governance. When “Sarbenes-Oxley Act 2002” brought major changes in corporate governance many public companies felt it was a case of over regulation. But today they had moved out of that phase and realized the virtues of streamlining organizational processes to achieve more efficient use of resources. The same logic of resisting change initially is true in case of governance. It is expected that as time passes process will improve and will realize the importance of performance measures. Performance measures provide a valuable tool to track the progress of e-Governance implementation efforts. The success and continuity of e-Governance initiatives requires government to establish and maintain an operational framework to judge the performance. The three performance measures are noted below.

1) Performance tracking measures used to access the progress achieved by using e-Governance to transform operations & service delivery capability of government. It can be measured on finding number of customers using e-Governance services or by number of departments transferred in to e-Governance or by information published over e-Governance portal and finding number of transactions executed electronically.

2) Customer value measures used to access the advantages and benefits gained by customers by using e-Governance initiatives. It can be accessed by finding reduction in number of visits or reduction in number of documents required for submission or by reduction in time and effort to request a service or to track pending transactions or to acquire a service or to file a complaint or to find information of each service.

3) Department value measures are used to know the advantages that have accrued to the government departments by provisioning and consolidation of e-Governance services. This measure can be used by finding reduction in service cost or increase in revenue or total number of transactions and total revenue achieved over a period of time.
“Accountability”- The civil service is accountable for design of strategies, action plan drawn to implement particular program or system and performance achieved. IT helps in design, implementation with sophisticated systems as MIS or SAP which helps top officials to execute, to pinpoint minutest details and take corrective actions in time.

“Responsiveness” – It means to be attentive to the needs of common man and by action to show the urgency in responding to such needs. It includes quality of service offered in time. Service delayed is as good as service denied. An important concept developed to assure “Responsiveness” is “Citizen Charter”. Citizen Charter is a set of assurances given by the government agency on the quality of service and time limit for delivery. ICT can play a significant role in improving the performance of delivery and to fulfill promises set by “Citizen Charter”.

“Transparency”- Transparency brings some of the essential virtues in to public life such as equity, level playing field, the rule of law. These virtues confer social benefits to the deserving with no discretion, no scope of corruption.

“Transparency” arises out of the citizen's Right To Information (RTI) , the right to know why certain decisions were taken. The deployment of ICT can quickly disseminate information through the use of web sites or portals which can be used to form decisions, opinions. Government of India through decentralization of power and citizens empowerment, trying for effective citizen participation at all levels in program and civic service reforms.

The five principles of “SMART” governance are relevant to the working of public sector. If e-Governance systems are designed and built to enhance these principles in practice they can provide multiple benefits to its users.

**e- Governance – Vision and Priorities**

Government of India has set a vision to develop in India a Simple, Moral, Accountable, Responsive, and Transparent i.e. SMART Government. Although the acronym SMART is very attractive but it is not sufficient as “SMART”
attributes are keeping government at its centre and not the user or the citizen. The new approach is to evolve a Citizen Centric Design (CCD) especially for e-Governance applications.

The government of Mozambique has defined six priority areas along with main poverty alleviation program are education, human resource development, health, universal access, infrastructure and e-Governance. All are equally applicable to India. The country should have a broad range of IT capabilities; skilled manpower to be used for its rapid development through enhanced efficiency. e- Governance can act as a trigger or a catalyst for progress in different spheres & will reduce the digital divide gap.

**Village Vision:** - Villages have access to media like phone, T. V, newspapers & magazines yet they have no voice due to lack of self-confidence. What is needed is providing an interactive solution to let them have their say & plan their own future. This can be done by providing them right technology and information they need. To achieve this, villager should have a computer with internet access & e-mail ID. Access to e-education and to various e- services, electronic markets should be provided to villagers.

National e-Governance Plan (NeGP) is launched with two broad objectives, first to make government services available electronically & second to make them available in rural areas. This can be achieved with Common Service Centre (CSC) and providing SWAN basic infrastructure connectivity, so that transformation process of rural area can be smoothly carried on and leadership can be developed in the domain carried on.

Initially NIC has provided one stop solution for all applications. Now, the needs of government have multiplied & vast growth in capability and skills outside government are to be channelized.

**Citizen Participation**

Since the 1960's the term citizen participation has been a growing popularity, although it has yet to achieve a fuller meaning and depth. It represents a revived
interest in the philosophy of participatory democracy promoted by the French political philosopher Alexis de Tocqueville who propounded that individual citizen participation is essential to the survival of a democracy and that democracy is undermined when citizens are incapable of influencing government decisions. This is known as bottom-up rule.

The development process in a developing economy will acquire a fuller meaning if the citizen’s not only associate themselves with planning development programs but also participate fully in their implementation. V Subramanian puts this idea beautifully, “but the success of any program of action depends on the response of the citizens and particularly the class of people for whom the program benefits”. Citizen participation has come to mean the direct involvement of citizens in the process of administrative decision making, policy formulation and implementation. Citizens participate in the operation of development administration, but the role of citizen’s as distinguished from that of public servants in exerting influence on the developmental activities of the government.

People’s participation involves the deliberate and systematic mobilization of citizen’s around issues and problems of common concern. Citizen’s participation is often used in conjunction with the term “participatory democracy”. It may be ranged from the village level (like construction of rural roads) to the national level (as defence). It may involve only decision making or extend to actual execution. Again the participation may be direct (as in community project) or indirect (through electoral representatives).

**Advantages of Participation**

Citizen’s association with intervention in the development efforts of a democratic country like India has several advantages. These are -

1. It creates the interest of local people in providing a new thrust to programs of which they are beneficiaries. In other words participation is a platform for local people to show by their behaviour and action that they are capable of assuming future responsibility.
2. It is a means of expressing their feelings and thoughts.

3. It offers them an opportunity to demonstrate their willingness to do constructive work and show that they are good and responsible citizens.

4. It is a cure for the unresponsiveness and repressiveness of traditional decision making mechanisms. It enables the citizen’s, especially the poor to gain control over decisions affecting their lives through direct participation in programs.

5. It is a remedy to control wrong practices.

Participation in both developed and developing countries has grown for three reasons: the expansion of government activities and another, the explosion of knowledge and communication and neglecting citizens by bureaucrats all this lead to citizen participation. Governments have assumed increasing responsibilities in regulating the economies, planning for financial resources for accelerating development and exploitation of natural resources. In social sphere they have the responsibility of improving the well-being of the people and decreasing the level of unemployment and poverty and disease. The government of today directly or indirectly is a trader, industrialist, financier and entrepreneur and to gain acceptance for its objectives and policies particularly in the economic and social spheres, it has to rely on the citizen’s willingness and understanding. The second reason which has led to the growth of citizen participation is the explosion of knowledge and communication. More knowledge in science and technology and education has made people able to understand the problem of life in society and made them responsible to carry out constructive public work. They feel that if they wish to exert pressure on government authorities, they can be better heard through collective action. The third contributing factor in the citizen participation is the perceived failure of the bureaucracy to meet the growing demand of citizens.

These three factors – expansion in the functions of the state, explosion of knowledge and communication and the failure of the bureaucracy to meet the
growing demands of the citizens coupled with higher standards of living have made the growth in citizen participation in the development effort.

The 73rd and 74th amendments chalked out route to people’s empowerment with better delivery system, fostering transparency with openness and easy access to public transactions which will improve the interface between administration and citizen. To establish a responsive governance government introduced citizen's charters, strengthened internal grievance machinery and reviewed existing legislations, rules and procedures in the light of responsive governance.

**Citizen’s charter to e-Governance**

Realizing the importance of accountability and transparency in administration the concept of Citizen Charters has been initiated in India. The idea quintessentially is one of citizen’s entitlement vis-à-vis governments to easy, un-hassled access to public services, to services of an acceptable quality and specifications, to an efficient and prompt delivery of services and to transparent conduct on the part of the service provider. The Government of India seems to be committed to the concept of Citizens Charters and large numbers of ministers and departments have rolled out their charters. It will transform the mindset of people in the government and for ensuring better deal to the people.

The citizen’s charter expects from each office or a branch of a department to display on a board list of services offered by the said office or a branch with service standards set in and response time against each service. The board will also display in case of non-compliance with stipulated standards the procedure to lodge the complaint and follow up and redress of complaints performance. Each department will set up third party independent machinery for system audit, performance monitoring etc. Each department head has to spare fix time in a week to meet customers to have interaction with them, listen to their difficulties and find and convey solution.

**Role of Citizen-Charter**
Good Governance with citizen–centric attitude is a main guiding principle of all government activities. To strengthen good governance, government has put in to practice Right to Information, Single Window concept and Citizen Facilitation Centers.

A citizen is entitled to a quality service with affordable cost. Service norms should be based on the positive interaction between citizen and government. This is the essence of Citizen Charter. Citizen Charter that helps to strengthen a transparent, accountable government along with time bound service confirming organization commitment. Citizen Facilitation Centre provides an operative mechanism to understand the process reasoning behind each action.

**RIGHT TO INFORMATION**

The right to information (RTI) is an effective tool in the governance of a nation. It is expected that people should make proper use of this act, making governance more active and alert in working and people centric in action\(^{kvi}\). In the last 63 years of India’s independence, we have lived in the shadow of secrecy, with no chance to question the government or its officials for it’s functioning, that too in democratic set up.

The RTI Act 2005 gives people an opportunity to understand the functioning of the government. In the present set up the power rests up with the central government and it is not percolating. For a meaningful democracy power should be given back to people. Present Indian democracy is considered to be an electoral democracy as common people are active only during elections. Common man should have say in the functioning and in budget similar to citizens of Brazil or USA. RTI Act plays a major role in converting electoral democracy into participative democracy with peoples active participation at all levels of governance. Ordinary citizen should not remain as passive observer or spectator but should be active and alert to governance actions. For a functional democracy people should be able to question the governance and RTI Act has given an opportunity to common man to understand functioning of the governance process.
RTI helps to establish democracy at the grass root level, only care should be taken to use this facility in the right spirit. It is expected from government to have transparency and accountancy in all functioning of governance. RTI Act allows citizens to demand information regarding any government department or office. The provision of penalty clause reduces the chances of denial or delay of granting information.

RTI Act is a good beginning but still our “Swaraj” dreams of Gandhi and Nehru are far away. It is just slight improvement in the governance system as government officers and staff still not giving proper attention to common man. Government officials are trying to protect their fort under threat of secrecy. Supreme Court CJ says RTI should be applied to judiciary but not to judges. Another instance is, government has put forward an amendment to RTI Act, that file noting other than for social and developmental projects cannot be disclosed. File noting are expressions of opinions by officials that plays vital role in decision making. RTI activists from all over the country are arranging nationwide campaigns to create awareness and support against such amendments. These campaigns have shown some results as Maharashtra CM at last agreed to scrutinize CM Fund under RTI Act\textsuperscript{lxvii}.

Maharashtra is more alert state as it received highest number of (4,40,728) applications in the country during 2009 and out of that 24,519 were disposed. Still, the pendency level is a matter of concern. Total penalties aggregating to Rs. 26.57 lacks received during 2009 and maximum penalty of Rs. 25,000 were imposed in 61 cases. The state is considering setting up five regional benches to give better service to common man\textsuperscript{lxviii}.

**E-Democracy**

All over the world the governments are worried about decline in public approval of their institutions. ICT can help to reverse this trend. Most democratic governments are relied on interest groups and experts to convey their suggestions that will help to amend rules. It is necessary for government to provide proper tools for consultation so that the goals of interactive government
can be achieved. Democracy is practiced as representative democracy and e-Democracy can take us to direct democracy. With the help of technology societies can organize and administer democracy themselves.

Steven Clift expert and worldwide leader in e-Democracy movement defines e-Democracy as “how the internet can be used to enhance our democratic processes and provide increased opportunities for individuals and communities to interact with government, and for the government to seek input from the community.” \textsuperscript{xix}

The UK based Dialogue by Design, defines e-Democracy as “the use of computers to enhance the democratic process.” AkeGronlund of Sweden is of the opinion that definitions of e-Democracy often focus more on ICT’s use rather than democratic processes and institutional change. \textsuperscript{xix} e-Democracy is a growing part of e-Governance. With internet, the citizenry can bypass all channels of government, they can talk; register their opinion, from any part of the world through so many channels. They can form “virtual communities" There are conflicting results came from the study that whether citizens would use properly the internet to involve in the decision making process. Digital divide creates disparities in use of technologies. Developed countries have implemented community access program to bridge the gap.

\textbf{Reforms through e-Democracy}

Online consultations for obtaining input on government policies.

e-Voting can facilitate participation in elections or particular ballot pole.

e-Participation will open new channels for participation in governance process.

The use of opinion polls is in use for last many years but they represent very limited input from citizen to conclude firmly on any trend.

e- Democracy is in nascent stage and we can’t predict about its future shape. The success of e-Democracy will depend on participation and partnership of all stakeholders in government and citizenry alike. \textsuperscript{xix}
Digital Governance is a new and evolving form of governance in which ICT's have a major role to perform. Digital Governance ensures that common citizens have equal right in decision making process which affect them directly or indirectly and influence their conditions and the quality of lives.\textsuperscript{lxxii}

**Role of ICT in reducing Digital Divide**

Most of the wealth created in India, by the recent spurt in development process has benefited by 160 million urban rich and largest share out of this spurt is cornered by top 1L dollar millionaires. It is a fact that less than 10% of India's population has seen any benefits and against that less than 0.01% is prospered. IT can play role in reducing this gap and inequality by providing benefits to those who have been left over to improve their livings.\textsuperscript{lxxiii}

The spread of ICT and its impact resulted in the hope that tomorrow will be brighter than today. ICT, with its global information system, has transformed the whole world into a global village with global economy. It supports the communication and analytical power which takes business at global level. To coordinate worldwide network of suppliers, distributers, consumers, multinational organizations have developed global information system which can provide status of orders, deliveries and payments round the clock. All this is possible because of the Information Technology and can be used in various fields. Its prominent applications in the business field are: e-Commerce, e-mail, online services and multimedia. e- Commerce is not only buying & selling but it includes many more commercial activities. (**e- commerce applications can be broadly classified as Business to Business (B2B), Business to Consumer (B2C), Business to Government (B2G), and Consumer to Administration (C2A). Business to Government i.e. B2G connects various government agencies with business organizations resulting increase in efficiency and saving in time & money. Another application Consumer to Administration i.e. C2A provides relevant information to consumers through websites of government agencies. **) ICT can create equal opportunities irrespective of your location and financial
clout to enter in the world market. Farmer from a remote village can market his products through e-Commerce and transact business from his native place.

**Role of ICT in e-Governance**

ICT can support to sustain e-Governance process by involving in complex decision making & implementation process and by automating tedious manual tasks. When ICT’s are properly aligned with governance process, they can create goals in efficiency and effectiveness. With ICT governments are more open in their interactions with the civil society. More informed civil society is in a better position to exercise its rights and carry out its responsibilities. With ICT knowledge gaps can be reduced. ICT have much strength as speed, ease of access, informality and low cost. As a result of these changes brought out by ICT major players gets affected. ICT can help people to participate in the governance process by creating avenues and opportunities. This can be done by expanding public debate on issues and agendas or with greater transparency in actions and decisions more public watch guards will follow the system. Interest groups and media will be better informed to play a positive role. Women, senior citizens, villagers and other unrepresented communities will be represented. The new form of governance will be emerged where citizens are no longer passive consumer of government services offered to them; and instead they will play a decisive role in deciding the kind & structure of services to be provided to them. With ICT virtual communities and Digital Governance of common citizens will be formed. Digital governance includes ICT induced changes in delivery of governance services and more importantly changes will facilitate the citizen’s interaction and participation in the governance process. The Times of India, Pune dated 1/12/2008 news says that India is wired with on-line shopping spread across the length and breadth of the country and Pune has emerged as the eighth largest e-commerce hub in the country according to the census undertaken by website eBay.com.

**E-Governance and Telecommunication**
India has always had a chronological divide, like its head in 21st century and tail in 17th century. India is a multispeed country. Thanks to Information Technology (IT), there is an opportunity to make India a single speed modern developed country. IT is ultimately coming together of computers & communications. Therefore telecommunications is vital for e-Governance and government policies are designed to make e-Governance a reality with telecommunication network throughout the country. We have to remember that technology is only medium, not creator of change but only a facilitator. ICT can enhance the transformation of work culture with efficient government administration.

The telecom policies of the government with active cooperation from private sector can provide bandwidth necessary for WIMAX connectivity. The WIMAX is designed to extend up to 30 miles with internet fast access. In 2005, the government has projected a broadband subscriber base target of 3 million. Two years later, it’s still a target. According to latest figure (ECO 31/10/2007), India has 2.3 million broadband subscribers i.e. .02 % penetration as compared to 19.6 % in US and 20 % in UK and 32 % in smaller countries as Denmark, Iceland. India stands at the bottom on a list of 34 countries published by OECD. The reasons are many as high cost of PC, failure of BSNL and lack of vision on the part of Department of Technology (DOT). The 2G Spectrum and 3G Spectrum facilities are just started and expected to have impact on future telecom services.

**Issues and Challenges before e-Governance**

World has recognized that Information Technology is an effective tool to be used in catalyzing economic activities and in efficient governance in developing human resources. As the internet supported digital communities grow around the world, the internet present new challenges & opportunities to their national government. In present era accountability & performance parameters are applicable to all sectors and government. This results pressure on Government from own citizens, international communities, and donor institutions to provide service & information accessible to all citizens. In India reform minded public officials have proved that technology can improve the lives of common man with innovative e-
Governance projects like FRIENDS, Gyandoot, Election ID cards, Railway Reservation, Bhoomi and many more. This has also confirmed that ICT can help to make our lives easier. e-Governance has two intimate dimensions, one technical dealing with issues of efficiency, effectiveness and other political relating to public management. The purpose of e-Governance is not merely to exploit technology but to achieve good governance by enforcing effectiveness along with efficiency to realize expected outcome.\textsuperscript{lxxvi}

e- Governance is a concept which defines how and what the public sector organizations will govern, how they will serve their citizens, how they interact with other stakeholders namely business partners, employees & government departments. This will bring a major change in the way the government functions. e- Governance is more than a simple automation of services or availability of information online but it also involves citizens to communicate and participate with government in decision making process and it is the responsibility of government to open the avenues.

e- Governance expects change of system with restructuring of administrative processes and institutions to suit the purpose. Change is always resisted and resistance comes from the culture of the government organizations. The term e-Governance may be described as the process by which society steers itself i.e. private enterprises along with civil society are being increasingly conditioned and modified through the influence of ICT's constituting the phenomenon of e-Governance.\textsuperscript{lxxvii}

Initially NIC has provided one stop solution for all applications. Now, the needs of government have multiplied & vast growth in capability and skills outside government are to be channelized. The National Task Force has made several recommendations regarding initiatives, issues & directions to be followed to propagate e-Governance.

The government has to sort out availability of power and connectivity on priority basis. Then social & cultural issues, relating to changes to be brought in governments style of working & mainly relating to corruption. The government
should look to take care of authenticity of on-line information and confidentiality of transaction and network security. These are main challenges before the government. It is necessary also for the government to look in to hardware and software requirements, administrative hurdles and financial requirement.

**Steps taken by Government of India to meet the challenge**

In a diverse country such as India, it is difficult to engage the citizens in political process. Electronic Governance or e-Governance is seen as a solution by Indian government to reduce time with costs and increase transparency and get closer to the public so that common man will benefit with ICT. Hence Government of India has taken steps to achieve the desired objective. Important decisions are listed below.

The National Information Centre (NIC) and Department of Information Technology (DIT) were formed. DIT is responsible for IT relating policy matter such as promotion of Internet and IT enabled services. The Information and Technology Act 2000 was introduced to provide legal recognition to electronic data change and other means of electronic communication and e-Governance was included as primary mission in National Minimum Program 2004.

Union cabinet approved National e-Government Plan (NeGP) in 2004 with a vision to “Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of common man.” NeGP set up core infrastructure and policies and implemented core mission mode projects such as State Wide Area Network (SWAN) to facilitate inter and intra connectivity to various government departments and to establish 1,00,000 Common Service Centre (CSC) scheme covering 6,00,000 villages.

India has ranked 44th in 2009 against 48 in 2008 in World IT industry competitiveness index, moving four notches up from its earlier ranking.
India has maintained its ability to develop strong talent pool and maintain a conducive business environment. India should provide support to IT industry, to develop a sound infrastructure and enhance R&D.

All these measures laid the foundation of Electronic Governance in the country. e- Governance will ensure faster and timely delivery of government services provided there is change in attitude of bureaucracy and support from the citizens and public servants.

RESISTANCE FACTORS TO E-GOVERNANCE

E- Governance brings a major change in the way the government functions. Any serious attempt to application of IT in government functions will have to take in to account the hidden resistance to the whole process. There are at least four qualities which give rise to cultural resistance to e-Governance.

1. Government culture of secrecy

The culture of secrecy is strengthened by the Official Secrets Act and activists and NGOs are trying to bring greater transparency in government functioning and empowering the citizen. Right to Information Act (RTI) is the outcome.

2. Corruption

Red Tape delays and lack of transparency has been a source of corruption. E- Governance tries to remove these basic factors that promote corruption in the government system. India ranks 85th among 133 countries in the Corruption Perception Index of Transparency.

The World Bank Report “Doing Business 2004” argues that red tape and stifling bureaucracy juxtaposed with object poverty is no coincidence. The report according to the Economist shows how poor countries governments often tie their own poor people in the thicket of useless regulation. e- Governance is supposed to be anti-dote for red tape.

3. Culture of seniority
Seniors show neglect and indifference in the whole effort of introducing e-Governance.

4. Lack of imagination

The emphasis in government most of the time is on red tape, procedures and systems. Doing a thing rightly is more important in government than doing a right thing. Innovation is the key to success and generally the bureaucratic culture discourages innovation.

The best solution would be to first identify the factors of cultural resistance and initiate specific action, so that the appropriate environment for the success in e-governance is created.

**e- Government**

To understand e-Government, we must take into account administrative development along with reforms in government process. During last three decades, administrative reform process has experienced Total Quality Management (TQM), Reengineering and Reinventing Government. Government reinvention has proved that government is actually a dynamic mixture of goals, structures, and functions. The rapid development of IT particularly by the internet, promoted the development of government online and e-Government.

e- Government defined by Gartner (2000): “e-Government is the continuous optimization of service delivery, constituting participation and governance by transforming internal and external relationships through technology, the internet and new media.” This includes Government to Citizen (G2C), Government to Employee (G2E), Government to Business (G2B) and Government to Government (G2G) interactions. Thus e-Government can be defined as the ability to obtain government services through nontraditional electronic means, enabling access to government information and completion of government transaction on an anywhere any time basis.

e- Government can be defined as a way for governments to use the most innovative information and communication technologies particularly web based
internet applications with more access to government information, to improve the quality of the services and to provide greater opportunities to participate in democratic institutions and processes.\textsuperscript{lxxxii}

Electronic Government is defined as Government activities that take place over electronic communications among all levels of government, citizens and business communities including, acquiring and providing products and services, placing and receiving orders, providing and obtaining information and completing financial transactions.\textsuperscript{lxxxiii}

Theresa A. Pardo outlined e-Government functions as follows -

- Citizen access to government information,
- Facilitating general compliance with set of rules or regulations,
- Citizen access to personal benefits,
- Procurement including bidding, purchasing and payment,
- Government to Government information and service integration and
- Citizen participation.\textsuperscript{lxxxiv}

\textbf{e- Government and e-Governance}

The objective of e-Government is to satisfactorily fulfil the public needs and their expectations on the front office and at the same time simplifying their interaction with on-line services. The other objective of e-Governance is to support and simplify governance for all stakeholders i.e. government, citizen and business with the use of ICT by connecting all the parties and support processes and activities.

An important distinction is to be made between “government “and “governance”. Government is the institution itself, whereas governance is a broader concept describing forms of governing which are not necessarily in the hands of formal government. (according to Kohane and Nye (2000)) Governance means processes & institutions, both formal & informal that guide & restrain the collective activities of a group. Government is the subset that acts with authority and creates formal obligations. Governance need not be conducted exclusively
by governments. Private firms, association of firms, non-governmental organizations (NGO's) all in association with government bodies work to create governance with or without government authority. 

The words e-Government and e-Governance are used interchangeably. Government and governance both assume the consent and cooperation of the governed. e-Governance is beyond the scope of e-Government. While e-Government is defined as delivery of government services and information to the public using electronic means while e-Governance allows citizens direct participation in political activities beyond government such as e-Democracy or e-Voting. The e-Governance is not just Government website or e-mail or use of internet for service delivery and electronic payments only but e-Governance will allow citizens to communicate with the government, participate in the government policy making. It will change the relationship between citizen and government as well as among citizen and citizen. It will enhance good governance.

The terms “digital democracy” and “e-politics” are referred in the same context as e-Government. Neither of these terms observes the principle of leveraging internet to simplify government and its procedures. Digital democracy is in fact “e-politics” which is leveraging internet to simplify the election process i.e. one of the government functions. e-Administration refers to improving government processes and internal working with ICT. e-Services refer to improved delivery of public services and e-Democracy implies greater and more active citizen participation with involvement enabled by ICT.

Definitions of e-Governance

Although the term e-Governance is widely used, there is no standard definition of this term and different governments and organizations define the term to suit own aims and objectives. Some widely used definitions are noted below:

According to World Bank “e-Governance 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. These technologies can serve a
variety of different ends, better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth and cost reductions.” World Bank stress is on use of ICT in improving citizen-government interactions, cost-cutting and transparency in process. UNESCO defines e-Governance as “Governance refers to the exercise of political, economic and administrative authority in the management of a country’s affairs, including citizen’s articulations of their interests and exercise of their legal rights and obligations. e-Governance may be understood as the performance of this governance via the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public and to other agencies while performing government administration activities.”

This definition visualizes the use of ICT in the management of country’s affairs with greater transparency and efficiency protecting citizen’s interests.

Dr. APJ Abdul Kalam, former President of India, has visualized e-Governance in the Indian context as “A transparent smart e-Governance with seamless access, secure and authentic flow of information crossing the inter-departmental barriers and providing a fair and unbiased service to the citizen.”

e-Governance is the application of information and communication technologies to transform the efficiency, effectiveness, transparency, and accountability of informational and transactional exchanges within government, between government and government agencies of national, state, municipal and local level, citizens and businesses and to empower citizens through access and use of information.

Electronic Governance can be defined as giving citizens choice of when and where they access government information and services. The advantages are plenty, higher degree of transparency, lesser paper work, less delay, improved pace and effectiveness of governance to name a few.
e-Governance is understood as the use of ICT at all levels of government to provide speedy, convenient and efficient services in transparent manner to citizens and business enterprises.

**Solutions in delivery of effective public services**

The Government should provide internet and intranet for ensuring smoother flow of data, communication and access to information among different departments and ministries of government. e-mail to be incorporated into the normal range of contact methods. Each department should have a panel of IT consultants to seek advice.

Department of Administration should redesign manual of office procedures, look into cyber law implementation. The department should issue common guidelines on different aspects of acquiring IT items and standardization of key areas like data encoding, application logic, user interfaces. The introduction of computers in every department will require huge investments and arranging leasing of hardware and software will ease the problem. The Government has approved budget allocation of 2 to 3% for IT and decided to do computerization in phased manner. There is a need for greater use of open source software as it will have cost advantage. There should be a uniform citizen code at the national level to facilitate easy information exchange. Former President APJ Abdul Kalam has called for standardization of e-Governance policies, guidelines and software at national level and also said that “States should be assigned individual areas to work and state should specialize in particular field.”

It will avoid duplication of work and will save cost, time and manpower.

UID project will help to bridge the gap. Transition from English to local language will make easy access to information.

There is a necessity to bring a change in the mind-set of government servants & to train all employees in basic computer usage. Creative Leadership is the most important ingredient to realize organizational and national goals. The IT leaders should be groomed to take further responsibilities in e-Governance domain.
Reasons of Failure of e-Governance Projects

It starts with faulty planning without properly defining objectives and ignoring stakeholders in the process. There lies vision gap among project coordinator, government and consultant and outsiders. Consultants and outsiders are ignorant about process and its limitations. This makes faulty process design. If leadership can’t spare time for project or is unskilled or not interested, then project gets affected and officials get misled by vendors trying to push their products and services. In such situation more focus remains on “e” than other project requirements. Most of the successful e-Governance projects are individual driven and not institutionalized, that lowers project performance once leader is out of the project. Some of the projects had been hampered by early media hype creating undue pressure of expectations and that upsets time table planned. If project is involving more than one department then integration, cooperation among them creates difficulties. Some of the departments oppose radical changes while some go for reverse engineering without proper action plan and few with ego spoils end result. In government, sometimes procedural delay takes long time or non-availability of funds in time or utilization of funds in haste makes project unviable. These are common causes of failures of e-Governance projects in the country.

Ground work required to start e-Governance

The declaration of the year 2001 as the year of e-governance is a step in the right direction to improve the quality of public service in India. The state governments made ambitious plans to ride the tempo. But the question is whether the declaration will turn out to be mere hype or whether it can potentially change relationship between government and the governed. The challenge is to draft proper vision document, create framework, integrate resources and then start action plan.

Transactions with the government are rarely a matter of choice but the challenge lies in making dealings with the government simpler, convenient and customer focused. The average government has fifty different departments and agencies
organized vertically, which for the public is quite cumbersome. Within a particular
department, citizens have to move from one desk to another to get their work
done and they have no way of knowing the operative process. Can we create a
Dell Model on the Internet, where customers can track the delivery and
performance of their work within the government? Government portals are to be
designed for all users to find out what they are looking for and should offer one
stop shop for all citizen needs. The internet offers huge advantage for
governance to turn around and create a special relationship with the people by
offering 24 hour service for seven days a week. It can transform the delivery of
public services.

Some of the governments launched portals by simplifying process in the interest
of users. For example, Singapore’s “NISMAN” and “MINDEF” provides defence
related services in convenient way and saved millions of dollars in procurement.
Singapore’s “e-citizen” is appreciated all over the world as most developed
example of integrated delivery service.\textsuperscript{xcii}

Andhra Pradesh has developed on similar lines customer care centers in
Hyderabad. Governments are now realizing that it is time to improve the
governance and refurbish their image. Citizens used the internet in matters of e-
commerce and web related services. The National Spot Exchange (India) is an
electronic physical market that provides on-line trading facilities to farmers,
traders, processors, exporters, importers and investors was able to achieve
turnover from Rs 1.5 cr. – 2 cr. to Rs 10-15 cr. per day within a span of one-and
–half month since its launch. NSE is aiming a daily turnover of up to Rs 15,000
crore by 20011.\textsuperscript{xciii} In 2008 NSE launched trading in Re-$ futures and currently
daily average turnover is about Rs 4,500 crore, nearly about $1 billion.\textsuperscript{xciv} i.e.
currency futures grow 1,500% in one year.

**Essential Requirements of e-Governance implementation**

e-Governance is not to be underestimated. It creates a new platform which
requires a paradigm shift in current thinking. The entire paraphernalia, culture
and structure of the bureaucratic organization, the hierarchy the recruitment and
promotion process has to change. To operate a young technology you need to put younger people in command and a flatter hierarchy. NOKIA experience in inventing attractive designs of cell phones by putting younger people in design team is a good example to follow.

e-Governance involves a few key issues as infrastructural, social and cultural, security, administrative and investment. Ministry of Information & technology’s high commitment and cooperation from all state governments and financial institutions is necessary to move forward in 21st century.

e-Governance demands standardization in all areas to facilitate seamless integration of information between various entities.

It is important to adopt a phased approach for the process of information generation and consolidation to achieve success. According to survey by “egov4dev” during 2002, success ratio of e-Governance projects is 15% while 35% are total failures and 55% are partial failures.

The structured approach should start from developing awareness and commitment among decision makers, then study government space in respect of priority area’s detail report with status of computerization and then draw policy document. Then field work starts with ICT infrastructure along with standardized data formats, legal and human capacities need to be addressed. The hardware & software should take care of information generation; storage and accessibility, intra-organization integration, G2G, G2C, G2B network on anywhere, anytime, any service availability. Andhra Pradesh with its “6C model” based on computers, connectivity, content, consumers, cyber laws and capital successfully implemented e-Governance Programmes in the state.

It requires a wide penetration and accessibility of new technology to increase usability. PC penetration in India is about 1% (2002) and Internet connection is less than 0.5%, in comparison the US, Singapore has 60%. The other important bottleneck is the digital divide with 50% population is illiterate that restricts reach of technology and promotion of e-Governance. Tele-density in 1998 was 1.9% reached to 18.47% in 2006 and to 32.57% in 2008 but increase is mostly in
urban area. The number of telephones in 2010 reached to 400 million from 363 million in 2009 and internet subscribers also gone to 12.8 million in 2008\textsuperscript{xcviii}. Mobile telephony is providing poor people a point of contact to improve economic growth. The same was concluded in 2005’s London Business School’s study that “for every additional 10 mobile phones per 100 people, country’s GDP rises by 0.5%\textsuperscript{xcviii}. Grameen phone, mobile operator in Bangladesh formed Community Information Centres (CIC) and benefited farmers in saving crops and in marketing of fruits. Baramati’s Vasundhara Vahini, a community radio project is providing agriculture related information to nearly 1, 50, 000 people and they had been benefited.

Experiments like cyber cafes, kiosks, call centres and access through mobile phones to internet broadband are introduced in the country and in next 2-3 years these few experiments will be spread all over the country offering many services similar to Japan’s I-mode service.

We need to move fast in Telecom sector as this can enable wider & faster reach of services all over the country. Presently, India is ranked behind South Korea, Taiwan and China in factors such as connectivity, e-leadership, info security, human capital and e-business climate, and all these are essential ingredients of e-Governance.

**National e-Governance Plan (NeGP)**

Till mid 2005 e- Governance projects in India were implemented by individual states in the absence of a uniform national plan. The result was that there were many disparities in development of e- Governance projects among the states. To rectify this, the DIT rolled out NeGP with the objective of initiating an integrated and uniform approach to e- Governance across the country. The plan included 26 mission mode projects and 8 support components. The plan was adopted Public-Private-Partnership (PPP) model involving a total cost of Rs.20,000 crores over the five years. On line railway reservation and MCA-21 are some of the successful projects which have changed life of common man and business community.
Government of India launched National e-Governance Plan (NeGP) with a vision to “make all government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency and reliability of such services at affordable costs to realize the basic needs of common man.”

There is a big challenge in expediting and evaluating e-governance initiatives.

The ICT benefits are not uniform within the country. To realize the countrywide benefits, GOI introduced programs under NeGP like SWAN to provide connectivity to all states and union territories covering around 50,000 department offices through 10 lakh kms of communication links. As on 1 May 2009, SWAN is operational in seven states and work is nearing completion in remaining states.

Under NeGP, e-District program is launched to offer easy convenient and near to residence all essential services to villagers. e - District aims to target high volume services and backhand computerization to enable efficient service delivery of public services through CSC all over the district. Citizens will be benefited with quality service with saving in time and money. Departments will benefit with standardization using software can generate MIS reports, registers etc. Pune is one of the pilot districts selected under e- District.

**e- Government Partnerships**

Government identified implementation of eight types of partnerships which can bring significant benefits to government, citizen, business, employee and other non-profit organizations. The eight partnership categories covers areas as noted below.

1) Government to Citizen (G2C): Build user friendly one-stop shop to avail government services to citizen and to provide online information.


3) Government to Business (G2B):-- e-transactions, e-procurement and to provide online information, forms and payment facility.

4) Business to Government (B2G):-- Activity drove transactions or exchange of information.
5) Government to Employee (G2E):-- Initiative to facilitate the management of civil service, internal communication with employees. Use of e-Career, e-Office applications.

6) Government to Government (G2G): _internal exchange of information, data among different government departments and agencies.

7) Government to Non-Profit (G2N):-- Government provides information to NGOs.

8) Non-Profit to Government (N2G):-- Exchange of information among Government and NGO, political parties and social organizations.

All these initiatives can build friendly relations among stakeholders. Through proper communication channels all the constituents can save cost and time and will get efficient service.

**e- Governance- International Scene**

We should be proud with our progress in e- Government. Three or four years ago, e-Government was not more than agencies web sites with information containing some forms that can be downloaded, printed & to be mailed. Today web presence consists of numerous transaction based services. Where we will go from here?

One tool to determine the road ahead is called maturity model. A maturity model is a method of judging the maturity of processes of an organization and identifying key practices required to increase the maturity of these processes.\(^1\)

Accenture annual research studies shows development of e- Government internationally. The studies are based on measurement of several parameters indicating nation’s maturity level in delivering e- Government services. 2002 research data from 23 countries showed Canada is the leader followed by Singapore, US, Australia, Denmark, UK, Finland, Honking and other nations. While it was noted & appreciated that UK’s website [www.ukonline.gov.uk](http://www.ukonline.gov.uk) is a centralized, one-stop shop for UK governments electronic services that combines all characteristics of good portal.\(^2\)
Germany’s e-government progress- German governments all activities were grouped under “Bund online 2005”. The strategy adopted was “think big, start small and scale fast”. Centres of competitive focusing on specific topics were established. e-Government manual was published. In spite of these steps a low degree of coordination was observed between levels of government.

The Philippine Experience-The Philippine was the late in embracing e-Governance. But it made progress due to its comparative advantage of ICT, general interest in ICT & commerce, highly educated english speaking population, basic policy commitment, strong business and private sector support. Philippine established The Information Technology and Electronic Commerce Council (ITECC) to develop Philippine as a world class ICT service provider.

e-Government to i-Government- Singapore Experience-Singapore government’s highly efficient services won global prizes in the e-Government sector. But government was not satisfied with success achieved, it had planned initiative to transform its government services and business to take more intelligent and interactive initiative to change e-Governance to integrated government or i-Government with the use of ICT.

India has to study the progress made by developed countries and formulate own model to suit our national setup.

Some of the successful e-Governance projects

ITC e-choupal

ITC’s e-choupal is a one-stop shop, through internet, transmitting weather information, market prices, news, knowledge about farm equipment, risk management, facilitating sale of farm equipment’s and consumption goods of verified product quality, price and offering choice of an alternative output marketing channel to the farmer right through his doorstep. ITC e-choupal is designed to address challenges faced by small farmers. The challenges might be due to institutional illegal working or low risk appetite or more intermediaries and infrastructural limitations. The farmer community was not ready to manage &
understand working of the market chains with its impact on global competitiveness. The farmer community was finding it difficult to suit with socio-economic character of different regions. ITC e-choupal has proved to be a partner to farmer community to face the challenges. ITCs e-choupal has introduced a collaborative and sustainable model built with ICT, on one side a globally competitive demand based food supply chain while on the other side powerful vehicle that transforms rural farmers, mitigate their rural isolation, and facilitate a cost effective channel for quality goods and services. All this change by ITC’s e-choupal has contributed to a better and quality life of rural folks.

The project offers alternative choice of a marketing model with convenience, lower consumption costs and all at farmer’s door step. The project maximizes stakeholder's value and creates social wealth.

The project was started in MP with a pilot of 6 choupals in June 2000. Today it scaled up to 6500 choupals across 6 states reaching 4 million farmers. ITC has made agenda for 2012 to cover 12 states, 1,00,000 villages and 10 million farmers to be e-powered. ITC’s e-choupal was able to increase in market share from 8% to 12% and reduce transaction cost from 8% to 2%. The farmers price realization gone up by 20 to 25% with better price, low wastage, yield improvement and openings of new avenues in marketing. The project was awarded ICC-UNDP-IBLF World Business Award 2004 for furthering Millennium Development Goals and Development Gateway Award 2005 for contribution to development of rural communities.

**AGMARKNET**

The aim of AGMARKNET is to empower farming community with the knowledge of latest commodity prices through innovative use of ICT by networking agriculture products wholesale markets in the country.

AGMARKENET covers 3026 wholesale markets and 300 commodities of more than 2000 varieties. Agriculture marketing in India is undergoing a significant change in view of globalization and economic liberalization. Indian farmers in rural areas experience great disparity in income compared to other sectors. The
farmers fall prey to middle men due to lack of latest knowledge about market trends. Project displays market information which is important to traders, processors, exporters, researchers, policy makers and planners. cvii

Lokvani (Voice of people)—Sitapur (UP)

Lokvani is a public private partnership (PPP) e-Governance project introduced in September 2000 at 30 locations to provide accountable and transparent governance to district Sitapur which has 88% rural population with 38.86% literacy rate. 44 Kiosk centres operate in the district. People can access information regarding medical facility, land records, arms license, application status, GPF accounts of teachers and can interact with the government without personally visiting the office. Through kiosks villagers can file the application to District Magistrate by paying nominal fees. Lokvani gives strength to governance for combating corruption and changes in policy implementation. The objective of Lokvani is to eliminate digital divide and connecting the people to strategy makers in seamless manner. cviii

The first order effects as noted by Rahul De in his study during 2003-04 that Lokavani kiosks filed 29,000 complaints through system and 25,000 were disposed. The second order effect was the decision of state government to replicate the project in all the districts of state. cix

Bhoomi- Digital land records

Bhoomi is one of the most successful e- Government projects that created a significant impact in India. The project was implemented in Karnataka. Land is a primary source of economic activity. Millions of farmers in the country depend on land for their livelihood. Title to land has become an important aspect in the farmer’s life. Record keeping of land holding, taxes paid, the crops grown season wise, the transfer of land after original owner’s death or on sale, irrigation facilities, water tax, cooperative society or bank’s loan all these issues related to land, impact farmer’s day to day life. To create a data base was a challenging job, due to many languages and different style of maintaining records during all these years. Database is a core activity handled by village accountant. He
became a power centre in the village. The farmers were heavily dependent on these accountants for everything relating to land. Government has taken a national program of “Computerization of Land Records” to bring similarity, simplification and correctness in the system.

Bhoomi was introduced to help about 6.7 million farmers of Karnataka state. The farmers would be able to claim: 1) access to their land records immediately, 2) apply for mutation of land records within an hour, 3) transfer certificate in a month, 4) access to credit facility instantly, and 5) manage litigation process efficiently. The land administration of government would be able to serve the farmers efficiently, give better service to agriculture and irrigation departments, correct and better mode to collect land revenue, preventing encroachment to governments and other’s land. Bhoomi is well designed and properly implemented project. The project won many awards at the national and international levels.\textsuperscript{cX}

e- Seva initiatives in AP: e- Seva is a citizen service initiative that provides a clean, transparent, efficient and effective administrative system through ICT. Citizens are benefited by the direct interference between government which saves time, energy and money and gives hassle free interaction with the administration. All the administrative departments serve the customer under one roof offering a wide range of services is a novel idea in operation.

Evaluation studies of e- Governance Projects

India’s e- governance projects are evaluated to study projects impact on stakeholders. The projects were selected with some criteria depending upon the objectives of the studies. The studies were sponsored by international donor institutes and Government of India. The evaluation studies will pin point the positive and at the same time negative factors that had contributed in the performance of the project. These studies findings and recommendations will be of help during planning and implementation of the project.

IIMA-CEG conducted studies of e- Governance projects to access their impact on the community, government service providers and stakeholders. The study
was sponsored by the World Bank, Asia Foundation and Ministry of IT and other organizations. The five G2C e-Governance applications were selected for evaluation four from Gujarat and one from Andhra.

The selected projects were 1) Civic Centres of Ahmadabad Municipal Corporation (CCMC), 2) Fully Automated Services of Transport (FAST), A.P. 3) Regional Passport Office (RPO)-Ahmadabad,3) Mahashakti (MSK)- Godhra District, Gujarat, 4) Road Transport Office (RTO) at Ahmadabad.

The projects performance was analysed on the pre-determined factors which evaluators considered as responsible for the successful implementation and sustenance of e-Governance projects. The factors and findings summary of each factor is noted below.

1) All five projects mentioned transparency and efficiency as the stated objective. However, CCMC achieved this to a high degree through staff training on service orientation, efficient creation, processing and updating of database, transparent way of tax calculation, easy to operate & understand web. FAST and RTO showed an average degree of efficiency and transparency. Projects namely, RPO and MSK registered low degree of efficiency as well as of transparency; inadequate training and inefficient data processing were main reasons of deficiencies.

2) Benefit to citizens is depending on convenient transaction processing and reduction in cost. All five projects stated above objective. To accomplish this objective, it was expected that projects will create better amenities and atmosphere at service locations, increase revenue by widening customer base to offset cost and offer services at convenient locations. The CCMC and FAST had achieved objectives by creating service centres at convenient locations with amenities. CCMC had widened customer base and enhanced revenue collection. RTO and RPO had captive customer base approaching for licenses or passports. Citizens were demanding RTO and RPO to extend services to different locations and improve amenities. The MSK project focused on service delivery to trial’s at
their villages as it is very useful project to them but not attractive as service provider.

3) Extent of re-engineering and improvement of back-end services. The CCMC, FAST and RTO scored high on this dimension. These projects had taken advantage of IT in simulating the procedures, databases were built, and departmental procedures were simplified in extending the end-user services. The staff was adequately trained. RPO project was reengineered, used IT to improve the internal processes and customer service, but this has not effected in customer satisfaction. RPO should put more effort on staff training. The MSK project had difficulty in reengineering as several team members were not under direct control of team leader i.e. District Collector.

4) Extent of Integration of backward processes with front-end and web site. Efficiency and quality of services depend on the extent of integration between front-end user interface and back-end processes. The CCMC project has accomplished integration quite well and citizens from experienced staff claim the advantage of such integration. The FAST, RTO and RPO had integrated front-end system. But web-enabled services were not seamlessly integrated with their departmental servers. Lack of back-end integration in MSK had resulted in limiting its use.

5) Degree of employee involvement and change management. In the changed service environment created by e-Government projects, employees should respond to higher expectations of citizens. The CCAMC has exhibited high degrees and FAST, RTO projects exhibited average level of employee involvement. The citizens were happy with CCAMC staff’s helping nature, while the citizens were critical of RTO staff’s unfriendly nature. The MSK project showed no serious employee involvement.

From the study of the projects, it was observed that all projects had exhibited some degree of success and sustenance. The following factors had contributed to success and sustenance and are listed below.
1. Degree of efficiency and transparency shown in citizen services can build citizen-centric image of government that CCMC achieved to a high degree.

2. Extent of reduction of cost and improvement of convenience benefits citizens and makes government transactions convenient. The projects CCMC & FAST have created service centres with good amenities and scored high.

3. Extent of Re-engineering and improvement of back-end services. The projects CCMC, FAST and RTO scored high by stimulating procedures with IT.

4. Integration of backward processes with front-end - The efficiency and quality depends on interface provided to user. The CCMC has achieved integration quite well.

5. Degree of employee involvement and change management. In e-Governance projects, employees have to respond to higher expectations and CCMC has shown high degree and FAST and RTO shown average level of employee involvement.

6. Amenability of Public Private Partnership (PPP) arrangement and except in RPO project all other projects were designed in such way that PPP is possible.

7. Strength of PPP arrangement in the application Development and in service delivery. The CCAMC, FAST and MSK had used PPP arrangement in the application development. The RTO was rated lower as applications not so smooth. RPO did not involve private partners in application development.

8. Respondents to CCAMC project expressed high degree of satisfaction while FAST and RTO were at average and PRO project did not involve private parties. The MSK showed very low strength with reference to private partnership.

9. Enhancement of Revenue-The CCAMC has exhibited a very high level of revenue generation while FAST, RTO and RPO are generating revenue through its captive customers. The MSK customer base was not increased.
10. Technological Robustness-The technologies of CCAMC, FAST and RTO satisfy most of the considerations and therefore rated high on this dimension. In case of RPO application server was not seamlessly connected and MSK had poor connectivity.

All ten attributes are guiding principles while studying or planning of any e-Governance project. The projects were summarized with reference to ten factors and performance of each of the project noted under each category. The CCAMC scored high on most of the dimensions and turned out to be successful and sustainable project among rest.

Empowering the poor- ICT for Governance and Poverty Reduction

A study of Rural development projects in India was conducted by Rojer Harris and Rajesh Rajora to understand the importance of “ICT for Governance and Poverty Reduction”. (UNDP-APDIP ICT4D series)

The study was conducted under guidance from international institutions to study impact analysis of ICT development projects on the lives of rural poor. It was done in 2006 i.e. after 5-10 years after computerization and introduction of e-Governance. Time lag is quite sufficient to access impacts. The selection of projects covers most of the states and providing services from different fields. The wider selection can paint real picture of India. The working arrangement comparison will guide future planning. The study was conducted with well defined objectives, well set defined system and questionnaire covering necessary qualities and with large user base so that study will highlight certain essential qualities in planning, implementation, selection of technology and to understand user expectations. The study material can be used as reference for researchers, students, team leaders and government officials. The project study was forwarded by Dr. Swaminathan well known scientist & authority on the subject.

India’s initiatives with ICT

It is accepted fact that ICT can help to empower rural people in their day-to-day life in sectors such as health, education, agriculture, weather and markets. In last
ten years number of institutes had worked in different parts, in different fields, and it has shown that ICTs has changed rural community in the areas of knowledge, skill and empowerment. Still, there are so many poor people are remaining poor, as they had no assets like land, livestock or alternative productive employment. There is urgent need to shift this poor class from unskilled work to skilled jobs and ICT can help to master functional literacy, market driven skills and knowledge about their entitlements. The GOI has introduced “Bharat Nirman" programme and many ICT based initiatives to bring rural prosperity.

**Study Methodology**

This study examined the application of large scale approaches to the use of ICT for e-Governance and poverty reduction. The study was conducted with the hypothesis that ICTs are effective tools when used appropriately to reduce poverty. The study examined 18 development projects in India that are using ICTs in the form of community centres for the benefit of the poor.

The objective of study was to evaluate the projects along key constraints as project design, community participation and project outcomes. Questionnaires were prepared and 2156 users completed it, interviews were conducted by study team. It was noted that external factors can influence projects but recipient community’s acceptance is the key component of success. Furthermore, it was noted that most effective way of achieving community acceptance lies in the quality of staff at the centres with which community interacts. Several projects had failed to understand the importance of maintaining close relationship with beneficiary community and resulted in lowering quality of services.

The other characteristics observed that the projects formed under PPP had widen service base and established close relationship with beneficiaries that had produced desirable outcomes. The projects formed with less capital investment or engaged in capital capacity building exercise at all levels of stakeholders were successful. The study has shown that a far more priority towards selection,
training, support and development of skills of staff is necessary, if the project is required to be scaled in to a wider implementation.

Study Findings: It was evident from the study that ICT projects were well received in rural community, the users value its benefits though benefits did not meet their expectations. It was expected that users of technology will take over the control of the project after reasonable time, but survey team did not noticed this possibility as users were not encouraged and not well managed to adopt leadership qualities. The performance of staff varied across the projects. As users had accepted the projects as part of their community, so it would be best strategy to design the project around community needs and deploying capable staff. Social and political environments were not always supportive. PPP run projects had shown positive trends towards financial sustainability. There were many projects that do not appear to have engaged closely with user community. Though community acceptance was high, still participation was low.

The list of various projects that included in the study is listed below.

1. Akshaya- Mallapuram, Kerala. This is a joint PPP project in 2001 to bridge the digital divide gap by providing community access to computers and the internet.

2. Anand Milk Collection Centres- Anand, Gujarat. AMUL introduced an electronic milk collection system to reduce acceptance time of milk at the counter. The use of technology impacted a huge population of women dairy farmers from socially backward community.

3. BHOOMI- Bangalore, Karnataka. Government of Karnataka computerised 20 million land records and each record can be accessed online. The project has been widely acclaimed as most successful ICT project in the country.

4. Computer Aided Administration of Registration Department (CARD)- Hyderabad, A.P. CARD offers cumbersome certificates, market value search reports within one day to 15 days.
5. Community Information Centre- Gangtok, Sikkim. This is a joint project of DIT with NIC started in 2001 to serve seven north-Eastern states providing e-Governance, e-health, e-education and e-business solutions.

6. e-Choupal-Ujjain, M.P. The ITCs web based kiosk facilitate the high quality farm inputs, and purchase of soya at doorsteps of the villagers.

7. e-Seva- Hyderabad, A.P. The project facilitates registration of birth and death certificates, vehicle registration and issuing learning licenses.

8. (FRIENDS)-Thiruvanthpuram, Kerala. Fast, Reliable, Instant and Effective Network for Distribution of Services This is one-stop service centre to provide public services as payment of bills and taxes.


10. Gyandoot- Dhar, M.P. The project was introduced in Dhar, backward district of M.P. with 40 ICT equipped kiosks. The kiosk handles 24 different most required services. The project is replicated in more than 45 districts.

11. India Agriland- Nellikuppam, T.N. This is a joint project started by EID Parry and N-Logue Communications Pvt. Ltd. Through 48 Kiosks services as disseminating market and commercial information to farmer and providing direct access to market.

12. Janmitra-Jhalawar, Rajasthan. This is a joint venture of UNDP, GOI-DIT and state administration. A rural intranet arranges e-Governance, e-health, and e-commerce services through 30 CICs (Community Information Centre) since 2002.

13. Mahitishakti- Panchmahal, Gujarat. The project is in operation with 80 tele-centres in Panchmahal district of Gujarat. Tele-centre caters needs of villagers with availability of 200 online forms of different government schemes, updating sanctions of development works and GIS (Geographical Information System).

Web based 30 tele-centres in Madurai district had set up a link between doctors at Madurai Medical College and the villagers to offer e-health advice.

15. Self Employed Women’s Association (SEWA)- Ahmadabad, Gujarat. SEWA operates in 9 districts for computer training to semi-illiterate women workers. SEWA has set two main goals that are full employment and self-reliance.

16. TARA hut- Jhansi, UP. The project serves as a business model of e-bazaar, mobile kiosks, e-education, cyber cafes, news, e-mail, e-commerce, e-greetings etc.

17. Vidyal Information Provider (VISP)-Tiruchirapalli-TN. VISP serves 2000 women’s credit groups with information of prices of agricultural commodities, rural market place, horoscope, matrimonial services, educational services, grievance redress and government scheme claim forms.

18. Warna Wired Village- Kolhapur, Maharashtra. The project was jointly started in 1999 by GOI, GOM and Kolhapur Sugar Co-operative in 70 villages in Kolhapur and Sangli districts. The project aims to offer 12 public services to members of sugar cooperative and the villages by WAN network linking.

DATA ANALYSIS

All the 18 projects were benchmarked for each of variables depending on the score allocated by users, examined, grouped together to understand impact and comparative standing of each one with the help of graphs. Benchmarking by project design was compared under technology, service delivery, community acceptance and staff capability scores. Benchmarking by community participation based on scores in each of the qualities as leadership development, management of expectations, influence on project management, equality in benefits, equality in decision making. Benchmarking by project outcomes based on scores in sustainability, usefulness, empowerment, usage and satisfaction.
Benchmarking by political economy based on performance under social environment and policy environment scores.

Benchmarking based on total score of each project.

All the graphs were self-explanatory to understand the overall comparative picture. Overall picture showed that all projects vary within a limited range scoring nearly 50% of total 80 marks i.e. users had evaluated all projects as moderately successful. Janmitra and VISP emerged as the often highest scoring under different variables. 10 out of 18 reached to highest rank at least once that proves 8 do not score highest once. Six rank second at least once and two ranked third on at least one score. The projects were studied under wide range of essential characteristics but none display all and most of the projects display one or two. The survey team observed that staff-user relationship was better in projects operated by profit motivated individuals. This shows that PPP model is more desirable in e-Governance.

Observations and Suggestions - The project outcomes were based on community needs. The range of services delivered by all projects showed opportunities to expand service base. The projects under study had offered a wide range of information services as e-Governance, e-education, e-health, agricultural information and entertainment. It is advisable to restrict technology to low-cost devices but not observed in majority cases.

Awareness building and capacity building are essential to boost up human resources for replication, high standards of service delivery and community participation. Most of the projects had attained moderate to high levels of usage, community acceptance, user satisfaction. Users of the centres value e-Governance applications most, followed by prices, farming practices and business practices. User satisfaction is closely related to the capability of staff and in turn it changes community acceptance of the centre.

The projects were ranked on standardized scores, all were in range from 40 to 52 and e-Seva with score 51.62% won top slot, followed by Warana, Janmitra, while Mahitishakti and N-Logue were ranked last with scores 41.58 & 39.40.
Evaluating e-Government

Commercial IT applications are evaluated in terms of returns on investment (RTI), but same technique cannot be hold true for e-Governance applications, as the benefits accruing through these applications are difficult to quantify. E-Governance applications are mostly operated to achieve operational efficiency and convenience along with effectiveness in the system. The benefits should be determined in relation to customer service. The pointers to determine quality of service are convenience to user, saving of transaction time, empowerment of ordinary citizen, effective utilization of RTI, implementation of Citizen Charter, reducing corruption, improvement in efficiency, transparency in decision making and participation of citizens etc. There should be minimum contact between user and government functionaries.

Another point is affecting e-Governance projects most of the project leaders were from government service without much of ICT related experience. So, non-availability of proper background restricts performance. It is also difficult to segregate and to ascertain tangible and non-tangible benefits.

Suggested criteria for evaluation of e-Government

The evaluation of e-Government can be assisted by evaluating e-Readiness, performance of e-Governance projects and overall impact of e-Governance on government functioning, economic development and citizen servicing. A framework for evaluation broadly depends on the citizen centricity, technology, replicability, and integration factors.

Developing countries use e-readiness assessment to plan ICT integration. e-Readiness is a multidimensional concept that determines states ability to participate in networking environment. It states readiness to use technology skilfully in the interests of individual, government and business.

India which was ranked at 113 in the 2008 United Nations e-Government survey is now gone down by 6 places to 119 in 2010 survey. Republic of Korea took first slot followed by United States and Canada. Even Maldives (92) and Sri lanka
(111) fared better than India. India’s score was 0.3567 below world average score of 0.4406. India was ranked 55 in online services but 147 in telecommunications infrastructure and human capital indices lowered ranking.

In Dataquest-IDC e-Governance Survey 2008 Tamil Nadu ranked first up by 3 ranks of 2007, Andhra Pradesh was at 5 up by 3 ranks of 2007 while Maharashtra was slipped to rank 9 from earlier rank of 6. The survey report noted that in Maharashtra e-Governance activities do not have a separate coordinating institutional mechanism or budget commitment and internet connectivity was also below expected.

A NASSCOM survey (2002-2003) of 10 leading states pointed that all the states have an IT policy, expert group, e-Governance cell and even separate IT department. A major problem likely to be faced by these states is integration within & outside the state as each one is proceeding standalone applications & not focusing on standardization and integration.


http://www.rajastan.gov.in/rajgovresources/egovernanceinitiatives/egovernance
Roadmap.pdf accessed on 1/01/2011.

e-Government by J. Satyanarayana page 2-4

E-Governance by V. M. Rao, page 147

http://www.micci.blogspot.com/2009/09/people-must-ensure... accessed on 17/12/2010

http://right2information.wordpress.com/category/Maharashtra_rti/..., accessed on 17/12/2010

http://groups.yahoo.com/group/rti_india/message/..., accessed on 17/12/2010

http://www.publicus.net/article/edemresources.html DT 21/08/2010

E-Governance by V. M. Rao, page 118

E-Governance by V. M. Rao, page 144

Electronic Governance by S. Pankaj, page 34

e-Governance case studies, Message by L.C. Singh, Editor—Ashok Agrawal page Xi

Electronic Governance by S. Pankaj page 33
Electronic Governance by S. Pankaj, page 32

e-Government from vision to implementation, Chapter-6, by SubhashBhatnagar, page 60

E-Governance by V.M.Rao, introduction page 1


Times of India, Pune, Date 9/10/2009 page 20

TOI 24/09/08


http://www.google.co.in/search?source=ig&hl=..., DT 16/08/2010, E-Government in digital era; Concept, Practice and Development by Zhiyum Fang

In State of Texas Electronic Governance Strategic Plan, Jan.2001

E-Government in digital era : concept, Practice and development By ZhiyumFangn,

Towards E-Government-Management Challenges, Editor: M.P.Gupta, page 27


www.iceg.net/2007/books/1/5--392pdf dt 20/08/2010,

VikasKanungovikaskanungo@rediffmail.com Citizen centric e-Governance in India


E-Governance Session at Bangalore 2002

Annual Google conference 2007, DrKalam


DT 21/08/2010

Pune Mirror DT 1/12/2008

Times of India, Pune Dt. 29 August 2009

e-Government…the science of the possible- J. Satyanarayana, page 5

http://www.i4donline.net/issue/nov03/implementation_full.htm dt 20/08/2010,e-Governance in India, Implementation Issues- Dr. V. NGarg& Anjali Khataokar
xcvii  domain.com dated. 23/07/2009
xcviii  it4dJan.. March 2010, page 7
xcix  http://www.indg.in/e-governance/egov-plan DT 12/8/2010
c  http://www.mit.gov.in/content-status-swan-implementation accessed on 14/1/2011
ci  E-Government Maturity- Phillip J. Windley,  
cii  Towards e-Government – Management Challenges page 94-95
civ  Towards E-Government- Management Challenges page 108-111
cvi  http://www.itcportal.com/ruraldev_philosophy/echoupal.htm Retrieved on 1/10/2010
cx  E-Government-the science of the possible by J. Satyanarayana
cxiii  E-Governance in Indian perspective by AttanuGhosh, SaurabhLahiri page 193