CHAPTER 3
REVIEW OF LITERATURE

3.1 Introduction

A Review of Literature of this study is a critical and in-depth evaluation of previous Research. It is not a chronological catalogue of all of the sources, but an evaluation, integrating the previous research together and also explains how it integrates into the proposed research program. All sides of an argument must be clearly explained to avoid bias and area of agreement and disagreement should be highlighted.

Barbara Ann Allen, Luc Juillet, Gilles Paquet, Jeffrey Roy – (Summer 2001), “E Governance and government online in Canada: partnerships, people and prospects” in “Government information Quarterly”, Volume 18, Issue 2, 93-104 stated that the necessary transformation in public sector governance and accountability is likely to be blocked by an and administrative culture that may be ill suited for a digital world. New skill sets and new leaders will be required to both empower knowledge workers and defend experimental action. It is not only the skills composition of workers altering in a digital era but rather than broader transformations of both everyday and organizational life that are also at play. Digital government must reposition itself to become an engaged and constructive partners in shaping the new governance patterns that will otherwise render it rudderless. Government must produce a new culture in order to harness the enormous potential of digital government.

Jacobs Jerald A, Arend Thomas – (January 2002), “E- Legal implications of Electronic Governance” in “Association Management” 21-22 stated that the tension between the potential practical advantages of E-Governance and the more traditional view of how a deliberative
representative corporate body should operate has caused many stated to hesitate when considering amendments to their status affecting non profit organization. A few states are loosening their director participation in meetings through electronic media other than traditional conference calling. A few areas of change taking place are discussed i.e. board meetings, notice of meetings, written consent, proxy voting and committee activities.

Amrik S Sohal, Paul Fitzpatrick – (January 2002) “ IT Governance and management in large Australian organizations” in the “International Journal of production Economics”, volume 75, Issues 1-2, 97 – 112 : Information technology / Information systems in 21st century production stated that the lack of both senior and middle management commitment to IT initiatives was the primary cause for their organizations not achieving a competitive advantage from their IT. IT literature has always emphasizes the need for top management commitment for successful IT utilization. The impact and value of the confidence of middle managers in IT initiatives is also of paramount importance to the eventual impact that IT has on the organizations. IT managers are critical factors to the adoption of strategic IT in their organizations, represented by factors at the bottom of the model. The leadership factors could be viewed as a subset of management commitment. User training and support as well as organizational communications were also noted as key organizational factors deemed as critical to the successful implementation of IT.

Patel, Nandish V- (2002), In (JITTA) “Journal of information Technology theory and Application”,33-48 defined a frame work for Global e-Business. IT Governance is developed a drawing on research evidence from information systems development and organization study. The purpose is fundamental redirections in Global e- business. IT Governance thinking and it applies to companies that seek to integrate internet, intranet and web technologies into their business activities model. Such integration is termed the fusion of IT and business to develop an e business in emergent forms of IT governance to support global e- business models.

Moon M Jae – (July, August 2002) “The evolution of E – Governance among municipalities: Rhetoric or reality? “ in the “Public Administration review” 424-433 stated that information technology has become one of the core elements of managerial reform and electronic government may figure prominently in future governance. And explored two institutional factors that contribute to the adoption of E-Government among municipalities. They concluded that E-Government has been adopted by many municipal governments but it is still at
an early state and has not obtained many of expected out comes that the rhetoric of E-Government has promised. There are some widely shared barriers and legal issues to the progress of municipal E-Government. The city size and manager council government are positively associated with the adoption of a municipal websites.

Marche Sunny, McNiven James D – (March 2003), “E-Government and E-Governance the future is n’t what it used to be” in “Canadian Journal of Administration sciences”, 74-86 stated that public sector organization in North America and Europe gradually transforming themselves under the pressure executed by internet technologies. Most of these organizations are beyond web publishing and are passing through the interactive stage gradually siding up to the challenges of creating end to end processes that deliver enhanced value from public administration. These organizations will have to manage increased aped of reflexivity in their relationship with the citizens. The future of government as we might have imagined it 10yrs ago is not the future of Government today.

Schwarz A, R Hirschheim – (July 2003), “An extended platform logic perspective of IT Governance: Managing perceptions and activities of IT” in “The Journal of strategic information systems”, Volume 12, Issue 2, 129 – 166 stated that if organizations focused more on implementing a sound IT governance strategy it might help senior executives to manage not only the IT related activities but also the perceptions between IT and the rest of the organizations and in doing so foster a more successful IT organizations.

Prattipati Satya N – (Sep 2003), “Adoption of E-Governance, difference between countries in the use of online government services” in the “Journal of American Academy of business”, Cambridge. 386 stated that the emergence of digital economy has affected the functions and roles of the governments. The advent of E-Governance has been of the main impacts of ICT on the Governments. There is a significant variation among countries in the actual use of these services by the citizens. Governments cannot realize the potential benefits of E-Governance unless the people use them. They attempted to identify the factors that influence the use of E-Governance services by analyzing the difference between countries with varying degrees of use of online services offered by the government services.

Prattipati Satya N – (Sep 2003), “Adoption of E-Governance, difference between countries in the use of online government services” in “Journal of American Academy of Business Cambridge” 386 stated that the emergence of digital economy has affected the
functions and roles of the governments. Many governments have started dozens of E-government projects but unfortunately more than one half of them appear to have failed. The potential impact of E-Government in the citizens of the developing countries will be much higher than in the developed countries as the developing counties started at energy low level of good governance compared to developed countries. The developing counties face lot more resistance to change because of entrenched bureaucracies and vested interests in the current systems. There is need of political influence rather than the money.

A.P.J. Abdul Kalam – (Dec 2003), “Citizen centric E-Governance, technology and management policy” in “Finance India”, 1273-1277 stated that India is transforming into a transparent society. It is essential that government functions which has interfaces on interactions with the public especially where the state and central functionaries have to serve or support even correct the citizens. Appropriate software has to be written to codify the rules, procedures and other related government functions and public access should be entirely through IT. Then the government functions can provide equal access to all. Based on predetermined rules and even such rules to govern exception all of which being done in a wholly transparent manner. “Any time anywhere the information can be accessed”

Wyld David C, Selton Randall P – (2003) “Transforming Government : Management challenges of the E-Government Revolution” in “Academy of strategic management Journal”, 19-29 stated that public sector managers will be required to create a culture that is capable of meeting the personnel and professional needs of information technology workers. IT has become central to making government enabled, retaining and recruiting qualified IT workers has become a critical problem.

Kannabiran G, Xavier M.J, Ammu Anantharaaj – (Oct 2004, March 2005) “Enabling E-Governance through citizen relationship management concept, model and applications” in Journal of services Research” 223-236, 238-240 presents a conceptual model of citizen relationship management with the advent of the internet and telecommunication technologies, business organizations have jumped into the E-business band wagon that has led to better customer service through implementing customer relationship management tool. The same trend has now caught on with the government through E-Governance initiatives. The citizen relationship management combines a set of functionalities and tools that enable government to become citizen centric. It requires the creation of integrated citizen information system to
provide personalized service and setting up of citizen interface centers which can provide many services from a single point of contact.

Cunningham Adrain, Phillips Margaret – (2005), “Accountability and accessibility, ensuring the evidence of E-Governance in Australia” in Aslib proceedings, 301-317 concluded that democracy, governance consultation and participation all depend on the availability of authentic and reliable information. Government agencies as well as educational and research institutions are producing increasingly huge volumes of information in digital format only. Librarians and activist need to become more proactive in influencing the behavior of government agencies to ensure that important evidence of democratic governance is created and managed in ways that facilitate their accessibility and long term preservation. The vital role that information management agencies such as libraries and activist have to play in supporting transparent and accountable governance in the digital age. And explores innovative strategies for ensuring the long term preservation of this important documentary heritage material for the one of future generation.

Roy Joffrey – (Feb 2005), “E governance and International relations”- A consideration of newly emerging capacities in a multilevel world in “Journal of Electronic commerce Research”, 44 explores the contours of international relations in a more digital and interdependent era. In a context driven less by hierarchical control and coercion and more by empowered networks and engagement new systems of governance are forming or struggling to emerge particularly globally and at the level of continents. With less than a definition response in terms of future developments but with more of a set of grounded expectations and future research directions in order to better understand the evolution of governance in a world shaped increasingly by transnational activity and technological connectivity.

Jorge Marcelo Montaga – (2005), “A framework for the assessment and analysis of electronic government proposals” in “Electronic commerce Research and allocations”, Volume 4, Issue 3, 2005, 204 – 219 described that there are many technical, organizational and institutional elements to be considered when making a decision of public administration. They worked on five dimensions that characterize the proposals of product, time, distance, interaction and procedures. These simple elements to be considered to evaluate its viability and the real contribution it makes to government development.
Rose Riochard- (May 2005), “A Global diffusion model of E-Governance” in the “Journal of public policy” 5-27 describes that the extent to which E-Governance develops in a country is a function of the collective national and local capital supplying. IT services and of informal social and human capital creating a demand for E-Governance. Supply requires public officials and citizens to have access to the internet and access varies enormously according to a country’s modern resources and political openness. Internet access shows that it is more realistic to think of across national differences in terms of leading and lagging countries to supply E-Government services are a consequences of its degree of modern resources and to supply E-Participation facilities reflects its political openness and extent of corruption. Globally the diffusion process will promote openness in intermestic public policies that involve both national and transnational policies. It will also reduce the proportion of native English speakers and increase bilingual and bicultural internet users.

Sias Sheila.V – (2005), “E Governance at the local Government level in the Philippines: As assessment of city Government websites” in “The Phillippine Journal of Development”,135-168 stated that in Philippine local government has been witnessed lately in the significant rise in web presence of many cities a development that has facilitated by the passage of the electronic commerce act in 2000 and the implementation of sub sequent programs to support the laws adoption by Government. An assessment of the content of city Government websites indicated how ever the minimal adoption of E-Governance as well as the under utilization of websites as E-Governance tools. Absence of substantial information and resources that could enhance the quality and speed of service delivery make government more transparent, facilitate public participation in decision making and ultimately bring government citizens business community in society together in the government process.

Saxena K.B.C – (2005), “Towards excellence in e-Governance” in the “International Journal of public sector management,498 -513 explained the necessary attributes of a Governance – centric initiatives and describe a methodology for ensuring such excellence in E-Governance implementation. In first conceptually differentiates between E-Government and E-Governance and describes the status of E-Governance in developing countries. And finally differentiates between two approaches to E-Governance i.e., techno – centric and Governance – Centric. Excellence in a E-governance requires the initiatives to be effective driven and not merely efficiency driven. He proposed a methodology to fill the gap and at the same time bring excellence to the E-Governance initiatives implemented.
Paul T Jarger – (2005), “Deliberative democracy and the conceptual foundations of electronic government” in “Government information quarterly” volume 22, Issue – 4,702- 719 stated that E governance clearly has the potential to become an institution that helps to ensure reasoned reflection about political issues and active participation in deliberative democracy by citizens and by members of the Government. The ability of E-government sites either to foster democratic dialogue by presently multiple view points or to enable polarization on political issues by promoting specific views demonstrate a key question about the conceptual foundations of E government stated that political implications between e government build on a foundation of participation and on a foundation of polarization.

Singla M.L - (2005), “ E-Governance potential for rural India” in “ Journal of management Research”,101-109 stated that the relevance of E-Governance for the rural masses in developing nations, with specific reference to India. Information Communication Technology and E-Governance are at best adding to the existing vast virtual divide between the rural and the urban citizenry. E-Governance initiatives in developing country like India runs the risk of a failure if it does not target the benefit of the rural masses. E-Governance should be used to bridge the divide between rural and urban masses and not to widen it.

Suri P.K – (2005), “ Strategic Insights into an E-Governance projects: A case study of AGMARKNE based on SAP – LAP frame work in “Global Journal of Flexible systems Management”,39-48 stated that several Governments across the Globe are in pursuit of Information and communication technology based solutions facilitating good governance. While technology related issues are generally becoming less critical resolving implementation related issues still remains a grunting task. The implementation of ICT based applications becomes much more difficult. The complex interplay of such actors and processes cause emergence of turbulent situations which are often difficult to handle.

Streib Gregory D.Willoughby Katherine G- (Spring 2005), “ Local Governments as E-Governments meeting the implementation challenge” in “ Public administration quarterly”,77-109, 1-2 examined the ability of local Governments to implement the challenges needed to become cyber Governments. The possibilities for advancing the relationship between citizens and government via web based products and services and almost limit less. It is unlikely that citizens will clamor for this governments must recognize the need to do a better job and move ahead with an E-Governance initiative.
Torres Lourdes, Pina Vincente, Royo Sonia – (2005), “E Government and the transformation of public administrations in European countries, beyond NPM or just a second wave of reforms” in “Online information review”, 531-553 studied that E-Government is not likely to remodel governance in the short term, since democracy initiatives are not on the present agenda of most EU countries. They stated that E-Government initiatives are still predominantly no interactive and non deliberative and tend to reflect present service delivery patterns not transform them. The substantial investment in time and other resources for governmental online initiatives is essential to begin to evaluate governmental website initiatives in terms of quality and effectiveness.

Westholm, Hilmar – (2005), “Models of Improving E-Governance’ in “Journal of public policy”. 99-132 examined that how Governance among the different entities in the back offices of service production affects their interoperability. And what the main conditions are to improve their integration and service delivery to citizens and companies as users. The Governance structure between entities of different sectors of the Governance triangle are historically grown and therefore cannot simply to be copied from one state to another. It also provides leeway for political actors to look for the strategy that fits best their specific socio-political Government.

Jordan, Ernest, Musson David – (Jan 2006) “Corporate Governance and IT Governance exploring the boards perspective” in “SSRN working paper series” stated that IT exceeds half the capital spending of large organizations (US commerce 2003) and should thus be a major concern of boards. How corporate Governance extends into the domain of IT becoming IT Governance is not widely researched. Concerns of board members on IT features little in the literature and board members views are rarely obtained by academic researchers partly due to the difficulty of obtaining access.

Eric T.G. Want, Jessica H.F. Chen – (May 2006) “The influence of Governance equilibrium on ERP project success” in “Decision support systems”, Volume 41, Issue – 4, 708-727 described that governance equilibrium plays a mediating role between ERP project hazards and ERP process success. When treated the governance equilibrium as a multidimensional construct we can provide a holistic representation of complex inter firm governance and allow researchers to match broad predictors with broad outcomes, leading to greater explanatory power.
of governance mechanisms on ERP project success. The virtue of one mechanism will grow into the gap of another forming an equilibrium of governance structure.


Roy Jeffrey – (2006), “E-Government and local Governance in Canada: An examination of front line challenges and Federal Tensions” in “The public administration quarterly” 213-262 examined the impacts of E-Government in Canada on both inter Governmental relations and local Governance. Weak status  and limited capacities of canada’s municipalities a concern predating E-Governments emergence, risk amplifications as a governance handicap for both individual communities and the country in adapting to a more digital age. The consequences of the weakness also depend on how provincial and federal governments respond to the erosion of public trust by adapting their own structures as well as effectiveness of emerging top – down mechanisms being deployed to strengthen the infrastructure of cities and communities.

Roy – Joffery – (2006), “E-Government and local Governance in Canada an examination of front line challenges and federal tensions” in “Public administration and management”,306-350 examines the impacts of E-Governance in Canada on both intergovernmental relations and local governance. Over the past decade of two parallel discourse in public sector and governance reforms, first E-Government as primarily a set of national and provincial strategies for public sector reforms and secondly a discourse has focused on the rising importance of municipal government and local government systems. The main problem remain the absence of more holistic thinking on the need for a new enterprise federal architecture for collaboration that entails an over haul of existing political arrangements of the federation. An additional lesson to draw at present is that the weak status and limited capacities of Canada municipalities a common predating E-Governance emergence. Risk amplification as governance handicap for both individual communities and the country in adapting to more digital age. The consequences of the weakness also depend on how provincial and federal governments respond to the erosion of
public trust by adapting their own structures as well as the effectiveness of emerging top down mechanisms being deployed to strengthen the infrastructure of cities and communication.

Morten Falch – (May 2006), “ICT and the future conditions for democratic Governance” in “Telematics and Informatics, Volume 23, Issue 2, 134-156 analyzed that how ICT challenges different models for Governance and how this affects the power of the civil society as well as of individual citizens. Use of ICT creates new products and services such as digital information that have not been taken into account by the present regulation. ICT influence the overall framework for regulation of existing products and services. ICT has implied that international financial transactions can be made faster than ever before and make it much more difficult to control nations monetary markets. ICT has played a very limited role. The technology mediated praxis is developed in an interaction with developments within technology economy and policy. These three factors of technology, economy and policy have influenced each other and they all have worked in a direction of a more market based and international type of Governance. A model where the democratic element to a wide degree is given by ensuring a competitive market that enables a free choice for the individual consumer. This leads to move away from a political democracy protecting the collective interests in the direction of procedural democracy protecting the individual interests.

Tolbert Caroline J. Mors beegee Karen – (May, June 2006,) “ The effects of E-Government on trust and confidence in Government” in “Public administration review”,354 suggested that E-Government can increase process based trust by improving interaction with citizens and perceptions of responsiveness. E-Government has been proposed a way to increase citizen trust in Government and improve citizen evaluations of government. There is a statistically significant relationship between trust and use of a local government website as other assessments of federal and local government.

Raposa Mario, Leitao Joas, Pavo Arminda, Mario Do – (2006), “E-Governance and public marketing tools for Universities” in “ International Review on Public and non profit marketing” 25-40 explained the E-Governance models and public marketing is made in order to justify the importance of bringing about E-Business practices. E-Governance and public marketing tools are proposed in order to disseminate the mission and the institutional culture of benchmarking tools and to obtain accountable and more efficient processes for performing a more efficient administration and other internal activities. A good institutional E-Governance
practices are strategic tool to create a front office side that facilitates both interaction and promotion with the public.

Swartz Nikki – (Jan / Feb 2007), “Survey Ranks cities by E-governance” in “Information management Journal, 16 evaluated that global cities for digital Governance. Which includes both E-Government delivery of public service and E-Democracy and ranked them according to factors such as security, usability, website contents, type of service offered and citizen response and participation through city government websites. A continues divide in terms of digital governance still exists between the developed and developing world.

Subramanian, Malathi, Saxena and Anupam – (June 2008), “E Governance in India from policy to reality a case study of online information system for citizen empowerment of Chhattisgarh state of India” in “ International Journal of electronic Government Research”, 12-26 stated that IT enabled E-Governance in India seeks to achieve a more equators, efficient transparent, speedy and corruption free delivery system. But in the India context the challenge for E-Governance is how to reduce the gap between the rich and poor towards a more inclusive governance system, benefiting particularly the poor in backward regions.

Vicento – Pina, Lourdes Torres – Basilio Acerete – (July 2007),“Are ICTs promoting Government: Accountability? A comparative analysis of E- Governance developments in 19 OECD countries” in “Critical perspectives on accounting” volume 18, Issue 5,583 – 603 ties to assess to what extent information and communication technologies enable better accountability in public bureaucracies through E governance initiatives developments and changes in financial accountability levels depend on both the context and characteristics of public administration styles and on how information is disclosed. The results in the political and citizen dialogue dimensions of public accountability shows that the application of ICTs to the public sector fits well into any kind of public administration style, especially at the bill board stage sine it does not entail substantial changes in the style of the government to citizens relationship.

Sharma Dilip Kumar, Varshvena Gopalji, Upadhyav Ashwani Kumar Ajax- (Sep 2007), “Development of web based architecture for implementation of E-Governance” in “The international Journal of electronic government research” July,40-53 analyses the diffusion of a web technology named AJAX in facilitating E-Government architecture and enhancing its potential by enablement of modern web features as democracy and collaboration. Web technologies are also analysed to consolidate priority of technologies be filling robust and
sustainable web architecture. Proper collaboration among private, public and government entities can only be achieved by proper information dissemination and acceptance of competent.

Sirkku Kristina Hellsten, University of Helsinki Finland – (2007), “E-Government, A case study of East African community Initiative” in www.igi-global.com (DOI – 10, 4018/978-1-60566-368-5-cg008) online stated that E-Government and other applications of information technology can provide powerful means for global, national and local justice, increased democracy decentralization decision making and more efficient service delivery. The increasing internet connectivity and e readiness is particularly important in many African countries that face service economic and political challenges. The challenges include promotion of sustainable development and eradication of poverty, providing equal and fair access to the natural resources, the prevention management and resolution of ethnic conflicts etc.

Calista Donald, Melitski James – (Spring 2007), “E-Government and E-Governance – Converging constructs of public sector Information and communications technologies in “Public Administration quarterly”, 87-99, 101-120 observed that employ E-government and E-governance interchangeably thereby by inhibiting distinguishing between them. The relationship between E-Government and E-Governance which can be termed the dual E-Governance construct both asymptotic and curvilinear. Certain unintended consequences negative spillover which impact democracy detrimentally. In order to continue employing ICT to promote citizen empowerment in Government there spill over need to be articulated and addressed.

Calista Donald, Melitski James – (Spring 2007), “E-Government and E-Governance converging constructs of public sector information and communication technologies” in the “Public administration quarterly”, 87-99, 101-120 concluded that the relationship between E-Government and E-Governance which can be termed the dual E-Government construct is both asymptotic and curvilinear whose trajectories converge twice. Second convergence produces certain unintended consequences negative spill over’s which impact democracy detrimentally. In order to continue employing ICT is to promote citizen empowerment in Government. These spillover’s need to be articulated and addressed.

Shampa – Paul – (September- December 2007), “A case study of E Governance initiatives in India” in “The international information and library review”, volume 39, Issue 3 – 4, 176 – 184 highlight the role of internet, particularly the World Wide Web(WWW) which has made it easier for citizens to locate and download official information and to conduct
transactions. Information management agencies such as libraries and knowledge centers play a vital role in supporting transparent and accountable governance in this digital era. E-Government needs to be integrated into the broader public management framework so as to make a substantial change in the government to citizens relationship.

O’Toole Kevin – (Oct- Dec 2007), “E-Governance in Australian local Government spinning a web around community” in “International Journal of Electronic Government Research”, 28-75 analyzed that local Government in Australia is under pressure to modernize its structures in the new public management environment as well as respond to increasing demands from its local electorates for better delivery of services and greater levels of participation in the democratic process. And analyzed local governments response to these pressures through its use of ICT to execute its broad range of tasks. The problems faced by local Government in its attempt to develop E-Governance as both an extension of its administrative as well as democratic functions.

Pathak R.D, Singh Gurmeet, Belwal Rakesh, Smith R.F.J –(2007), “E Governance and corruption developments and issues in Ethiopia” in “Public organization review” 195-108 reported that the factors generating corruption and the potential of E-Governance to mitigate corruption. They suggested that E-Governance can help not only in weeding out corruption but also in the establishment of sounder government citizen relationships in Ethiopia. While E-Governance cannot cure all the structural factors that breed corruption in the society. Strategic implementation of E-Governance can help improve the critical variable in combating corruption Government, citizen relationships. E-Government initiatives can make important contributions to improving public services they can best do so by helping over all relationships between government and citizens.

Paul Bown, May Yin Decia Cheung, Fiona H Rohde – (September 2007), “Enhancing IT governance practices : A model and case study of an organizations efforts” in “International Journal of Accounting information systems”, Volume 8, Issue 3, 191-121 stated that many organizations information technology enabled business initiatives and IT infrastructure constitute major investments that if not managed properly may impair rather than enhance organizations competitive position. Both management and IT professionals are concerned with design, implementation and assessment of IT governance strategies to ensure that technology truly services the needs of the business. More effective IT governance performances outcomes are
associated with a shared understanding of business and IT objectives active involvement of IT steering committees. IT representatives in IT decisions and comprehensive and well communicated IT strategies and policies. IT governance plays a prominent role in fostering project success and delivering business value.

Ray Subhasri, Mukherjee Amirtava – (2007), “Development of a framework towards successful implementation of E-Governance initiatives in health sector in India” in “The International Journal of Health care quality Assurance” 464-483 suggested a framework for success and failure factors of many E-Governance initiatives in India and abroad. The framework is “Information disseminations “ is more geared towards breaking the “Digital divide” across three dimensions of Government to Business, Government to Citizen, and Government to Agent. And provided measures for continuous evaluation of systems as one passes through various stages of implementation and describes challenges that are mostly likely to be faced during implementation.

Belwal Rakesh, Al-Zoubi Khalid – (2008) “ Public centric E-Governance in Jordan- A field study of people perception of E-Governance awareness, corruption and trust in the Journal of Information Communications and ethics in society”, 317-333 assessed the efforts’ made by Jordan in the direction of E-Governance and people perception of corruption, trust. And concluded that the efforts towards E-Governance are commendable in the middle east. There are certain impediments that are witnesses in the form of the digital divide, corruption, social bottlenecks. The stage of democratization the lack of marketing to stakeholders and the citizens lack of adoption of technology. Educated people are aware of the merit of E-Governance contrary to the un educated ones and perceive that corruption in the Jordanian public sector is increasing people’s perception is that Jordan’s is affected by a low level of corruption and that is citizens lack awareness of E-Governance. Citizens need to be motivated to trust and to participate in the process of E-Governance and to increase their understanding of the tools and technologies available.

ability to communicate. They suggested that Government ambitions far out strip those of its citizens. Non users need to be tempted online in a secure environment. The users should be provided with personalized pages in line with their expectations, that elected members should be encouraged to view with web as a means of reaching out to voters and that citizens should be educated in exploiting the potentially valuable online tools to enhance participation.

Dasg Satyabhusan, Misra Himanshu – (2008), “Rural E governance model and its impact on Decision making process in agriculture: A study of ITC’s E-Choupal “ in “ Asian Journal of Management, 39-46 stated that E-Governance has become a buzz world today. In certain areas it has even produced miraculous results. ITC (Indian Tobacco Company) in the year 2000 from Bhopal was a step to eliminate the intermediaries and connect the farmers directly to the Mandi, there by making the operations are more transparent. The rise of ITC’s business and its much talked about E Choupal model there is momentous need to empirically validate the impact of ITC on improving decision making ability of farmers. The decision making ability of farmers significantly improved after associated with ITC – e- Choupal.

Mc Ghee Wallace E. Capella University –(2008), “Information Technology Governance- An Exploratory study of the impact of organizational information technology security planning” in proquest UMI dissertations, 3296824 suggested that many organizations use standardized security governance methodologies and have in place the control structures required to monitor these methodologies. Such organizations practice these standardized methodologies because organization in the population sample have established steering committee and align their practices to these governance plans.

Zmbrano Raul – (June 2008), “E Governance and development, service delivery to empower the poor” in the “International Journal of Electronic Government Research” April, 1-11 stated that the stake holders needs and fostering their participation in decision making process on focusing on the citizens. Government can be best prepared to provide them with basic services and information, especially to poor and marginalized areas excluded from the potential benefits of E-Governance. The large segments of poor and marginalized populations inhabit in a key entry point to make real impact on delivery primary services in an effective fashion. Service delivery and people awareness of their rights and duties as citizens via access to information.

Chinese/American public”, 151-158 described that E-Governance can fulfill the ideal of citizen-centric government around the world. The utilized a framework that captures the institutional organizational and technological drivers of E-Governance performance resulted that the United states and Taiwan excel in different areas but could improve in others and there by learn from each other.

Diego D Navarra : Tony Cornford- (January 2009), “Globalization networks and Governance : Researching Global ICT programs” in “Government Information quarterly” volume 26, Issue 1,35-41 – Implementation to adoption – Challenges to successful E Government diffusion defined that Global ICT programs are new and universal modes of organizing mediated by technology and enacted through a novel mix of policy instruments, international institutions business interest and techno managerial concepts. Largely unexplored in the various fields studying innovation and digital technologies, such programs are of interest, not least because of their projected ability to promote innovation and help achieve a new mechanisms of governance at local, national and global scale.

Tino Schuppan – (January 2009), “E Government in developing countries Experiences from sub sahara Africa” in “Government Information Quarterly” Volume 26, Issue 1, 118 – 127 – “Implementation diffusion” addressed the different institutional and cultural contexts which much be considered when implementing E-Government in sub sahara Africa. E-Government un doubtly has the potential to reduce administrative and development problems. When compared to develop countries additional effort is necessary when implementing E-Government. The different institutional, cultural and wider administrative contexts must be considered to avoid un intended effects. E Government in African countries lags far behind developed countries this should be more as a state failure or lack of capacity in general. The different administrative contexts and rationalities much be taken into an account when implementing E- Government projects and strategies. Therefore especially for African counties a context oriented approach seems to be a more promising route to the successful implementation of E-Governance. It may not seem ambitious from a western perspective but could contribute to the solution of real life and development problems in African societies.

Pradip Thomas :School of Journalism, University of Queensland, Brisbane, Australia – (February 2009), “Bhoomi, Gyana, Ganga, E-Governance and the right to information – ICTS and development in India” in “Telematics and informatics” Volume 26, Issue-1, 20-31 stated
that both boomi, gyan – ganga have tremendous potential. In the case of bhoomi to bypass corrupt land revenue officers and their power to control access to these records, and to bring some transparency in land revenue transactions and records. In the case of Gyan – Ganga to bring the multiple benefits of the information revolution to the rural masses. The inability to factor in real life contestations in the field to deal with pre existing constraints related to gender, caste, feudalism, privilege and traditional exercises of power, limits the real potential of ICT in development. The right to information movement in India offers pointers towards making E-Project relevant and responsive to peoples real information and knowledge needs.


Sarfaraz Hina – (June 2009), “E-Governance – A case study for good Governance in Pakistan in “SSRN working paper series” defined that previously online and offline governments were treated as two different spheres but with the emergence of ICT. This distinction has been blurred. Even though this overlap seems to retain the independence of both these spheres which face distinct challenges. He argued that there will be a prospective merge. Where E-Governance shall over shadow the other to enforce solutions at a mass scale, active government participation is integral. What happens when ICT falls in the private domain, should there be control mechanisms in place for its governance or should it be discretionary and classified the blur and present workable recommendations.

Matei Ani I, Lancu Diana Camella – (Nov 2009), “ E administration as a way of increasing the managerial capacity” in “ public sector SSRN working paper series” stated that international competition and internal raising expectations have lead governments across the world to reconfigure their relationships with the surrounding environments. They mostly switched to a newer paradigm based not on affirmation and mechanical theories but on the concept of living biological system. ITC represents one of the modern instruments that may help
implementing democracy and developing public services as well as educational systems. Romania has adopted the European vision on E-Government and E-Governance preparing itself for a complete transformation that the new technologies both produce and allow.

Miloshevic Desiree, Doptka Anna, Dutton William H – (Dec 2009), “The new Economic context of internet governance” in “SSRN working papers services” reported that how the global economic crisis could influence the development of internet Governance process. From the financial sector is that lack of multi stakeholders environment for input and dialogue as a transparency mechanism was the missing link that can improve market self regulation and evolution process. There was no general support for internet regulation led by the public rather than private sector for stronger Government involvement in internet governance in general.

Editor Sarabjit Jagardas – (7th January 2010), “Governance for efficiency of the administration” in the “Financial express(Dhaka) stated that the practice is still not practiced by the police in Bangladesh. Computerization would enable the government functions in an efficient and transparent manner. The use of computer can revolutionize the administrative in many areas. The department that deal with the public can provide better service and attend to problems once they are computerized to simplify the work. The government has to train its personnel for a smooth transition from the traditional to the computerized system. The government should make all efforts for achieving E-Governance during the current tenders in office. It should set a time frame for completing the task.

Nixon Muganda Ochara – (January 2010), “Information systems – The department of management science, University of Naisobi, Kenya –“Assessing irreversibility of an E-Government project in Kenya : Implication for Governance in “Government Information Quarterly”, Volume -27, Issue – 1, 89 -97 offers an exploratory analysis into the relationship between E-Government conceptualization and its intended impacts by combining three independent research, streams of technology, transfer and IT. They found that a point to a thinly veiled control agenda by the central Government bid to extend their control authorities through E-Government. The process of building an E-Government infrastructure is unfolding in an environmental in which local actors interests are weakly inscribed. While interests of the global actors are strongly inscribed. Their over all implication is a trend in which the central Government is enhancing bureaucratization through managerialization.
Singh Gurmeet, Pathak R.D, Naz Rafia, Belwa Rakesh – (2010), “E-Governance for improved public sector services delivery in India, Ethiopia and Fiji” in “The International Journal of public sector Management”, 254-275 explored the extent of corruption in India, Fiji and Ethiopia. How E-Governance could fight against corruption and poor public service. Benefits of E-Governance in developing countries are the same as those in developed countries. E-Governance is positively related to Government, Citizen relationship and corruption reduction. The implications of their research is Information Communication Technology needs to be effectively integrated in the development agenda of Government plans in Ethiopia and Fiji. Government agencies of Ethiopia and Fiji do not seems to be much motivated to build sound Government citizen partnerships. Citizens can see little of the internal workings of the Government. However for India, where there are many E-governance projects underway and which is normally considered to be awakening to the challenges of E-Governance. It is surprising to see that citizens find various existent formats of corruption and non transparent service delivery activities.

Michael, Gomez Hermanegildo Gil, Lozano M Angles, Fernandez – (March 2010), “Making E-Government attractive” in “Service business”, 49-62 analyzed that majority of Governments now must take up is not only to introduce a system of E-Administration but also to work towards a system that will hail on era of E-Governance or good Governance. For this to occur public administrations must make greater effort to implement E-Government systems that allow fluid communication with the general public there by achieving a greater degree of participation the key to success for E-Government.

Adegboyena Ojo: Tomasz Janowski, Johanna Awotwi – 2011, (January 2013) “Enabling development through governance and mobile technology” in “Government Information Quarterly” Volume 30, S32 – S45, ICE Government supplement, stated that the impact of mobile technology on Governance and development has attracted significant interest in information and communication technology for development and electronic governance communities. There is a growing consensus that governance mechanisms must complement access to technology to achieve greater impact on development. Showed that governance mechanisms enable the contribution of mobile technology to meeting the livelihood needs. Updating financial and telecommunication regulations to enable the provision of mobile based services, mobilizing local communities in the production of local contents and engaging non-
governmental organizations in building capacity of government agencies mobile service delivery.

Samiur- (Jan 2011)“ E Governance a tool of good governance” in “ The financial express”, stated that E-Governance involves a change in the philosophy of governing the people of the country. It is not the more idea of using ICT to provide services to the door steps of the citizens but how the service will be provided and how the citizens can participate in the system. It is not really the use of IT for Governance but it is a tool to ensure good governance. Government officials need to understand that their job is people oriented to ensure that the Government is working for the people. A shift of attitude of the government officials is very important to establish the E-Governance and whole government mechanism needs to be resigned into made it people oriented. Citizens voice need to be incorporated in the process not just at the time of elections. Technology will perform miracle if it is designed to incorporate all the necessary inputs public opinions attitude of government officials and elected representatives and must importantly desire to make Government more accountable to the citizens.

Singh Gurmeet, Pathak Raghwar Dutt, Naz Rafia – (2011) “Service delivery through E-Governance perception and expectation of customers in Fiji and PNG(Papua-New-Guinea) in “Public organization review”, 371-383 confirmed that E-Governance has the potential to improve public service delivery. The expectations of citizens from public services are quite high, but experience has often been negative. There is a huge variance in the perception and expectations of normal citizens in PNG and Fiji regarding service delivery, quality and services.

Shahjahan H Bhuivan – (January 2011) “Modernizing Bangladesh public administration through E-Governance benefits and challenges” in “Government information quarterly, volume 28, Issue -1, pages 54-65 examined that E-Governance can improve transparency which leads to among other things corruption control and poverty reduction. E-Governance can play in the modernization of public administration for efficient and effective service delivery to the citizens of Bangladesh. And as well as its potential to control corruption and reduce poverty. They suggested that E-Governance can play a significant role for corruption control and poverty reduction and thus offers opportunities to cost effective service delivery to the citizens in Bangladesh.

Samiur- (Jan 2011)“ E Governance a tool of good governance” in “ The financial express”, stated that E-Governance involves a change in the philosophy of governing the people
of the country. It is not the more idea of using ICT to provide services to the door steps of the citizens but how the service will be provided and how the citizens can participate in the system. It is not really the use of IT for Governance but it is a tool to ensure good governance. Government officials need to understand that their job is people oriented to ensure that the Government is working for the people. A shift of attitude of the government officials is very important to establish the E-Governance and whole government mechanism needs to be resigned into made it people oriented. Citizens voice need to be incorporated in the process not just at the time of elections. Technology will perform miracle if it is designed to incorporate all the necessary inputs public opinions attitude of government officials and elected representatives and must importantly desire to make Government more accountable to the citizens.

Singh Gurmeet, Pathak Raghwar Dutt, Naz Rafia – (2011) “Service delivery through E-Governance perception and expectation of customers in Fiji and PNG(Papua-New-Guinea) in “Public organization review”, 371-383 confirmed that E-Governance has the potential to improve public service delivery. The expectations of citizens from public services are quite high, but experience has often been negative. There is a huge variance in the perception and expectations of normal citizens in PNG and Fiji regarding service delivery, quality and services.

Shahjahan H Bhuivan – (January 2011), “Modernizing Bangladesh public administration through E-Governance benefits and challenges” in “Government information quarterly, volume 28, Issue -1,pages 54-65 examined that E-Governance can improve transparency which leads to among other things corruption control and poverty reduction. E-Governance can play in the modernization of public administration for efficient and effective service delivery to the citizens of Bangladesh. And as well as its potential to control corruption and reduce poverty. They suggested that E-Governance can play a significant role for corruption control and poverty reduction and thus offers opportunities to cost effective service delivery to the citizens in Bangladesh.

Shutao Dong – (April 2012), “Decision Execution mechanisms of IT Governance: The CRM case: in the “International Journal of Information Systems” Volume 32, Issue 2, 147 – 157 conceptualize decision execution mechanisms of IT Governance as including two dimensions vertical advocacy from top management and horizontal coordination between business and IT managers. Decision execution mechanisms including both vertical advocacy and horizontal coordination significantly contribute to the three stages of CRM diffusion. Vertical advocacy has
a notably greater effect on CRM use and firm performance gains that horizontal coordination which has a greater effect on process gains. CRM use creates operational and strategic benefits in customer oriented business process, which further improves firm performance.

Balaji Parthasarathy-(winter 2011),ICICI Associate Professor, International Institute of Information Technology, Bangalore – November 4 “E Governance for Development : A focus on rural India” – ISBN 978-230-20157-6, Volume 7, 81-83.E governance for development initiatives by highlighting the limitations of standard technology as development solutions. Analytically it contributes to an emerging body of literature that focuses on the social appreciation of ICTs

De- Graaf Frank Jan, Velthuijsen Hugo – (Feb 2011) “Network Governance for dealing with IT enabled inter organizational C0-operation when should network IT, such as social media, be used and how to Govern it” in “SSRN working paper series” stated that deploying successfully new IT based networking tools rather involves shifting ones trust from a well-established and well known governance system based on hierarchy and control towards another governance system termed in the literature as network governance. Network governance is the better governance system.

Dimitrios Zissis, Dimitrios Lekkas – (April 2011), “ Securing E government and a E voting with an open cloud computing architecture” in “government information quarterly, volume – 28, Issue -2,239-251 stated that by implementing could computing architecture explores increasing participation and sophistication of electronic government services. A secured analysis is adopted to identify vulnerabilities, involved in the digitalization of government transactions and the electoral process, exploring the notion of trust and transparency. They proposed a high level electronic governance and electronic voting solution supported by cloud computing architecture.

Hakikkur Rahman, Institute of computer management and science, Bangladesh- (2011), “Local E-government Management, A wider window of E-Governance” in “ www.idi-global.com online (DOI 10.4018/978 -1 -60566 – 671- 6-Ch 15) described that the popularity, potency and perfection of E-Governance, it is yet somehow remain in uncharted territory for many countries in terms of implementing E-governance at the local government level. Local and national governments are trying to realize this potential findings ways to implement novel technology in spearheading its utilization to achieve the best services for their citizens. ICTs are
extensively used to address only key business processes. The local governments differ considerably in terms of capacity, content, service delivery and effectiveness, they have to be dynamic and developmental due to their involvement in local economic development. Local governments need to take the role of the key player in developing integrated rural based, citizen centric, information driven, user friendly, easily accessible and dynamic E-Governance system.

Klischewski Ralf- (April 2011),“Architectures for Tinkering: Contextual strategies towards interoperability in E-Governance” in “Journal of Theoretical and applied electronic commerce research”,26-42 revealed that entanglement of E-Government strategy and information infrastructure and that the control of infrastructures often remain an illusion as actual development and implementation is challenged by a constant drift. They observed that at first seemed to be an immature, vendor driven, technology first approach with a clear absence of IT governance strategy in retrospect can be considered as the appropriate choice of architecture because it has successfully impacted agendas of most local stakeholder to move into the direction of E-Government interoperability in Egypt. Contextual strategies towards implementing E-Government interoperability are expected to play a greater role than control seeking strategies and this extends also to the selection, promotion and implementation of architecture.

Misuraca Gianluca, Atfano Giuseppe, Viscusi Gianluigi – (April 2011),“ Interoperability challenges for ICT enabled Governance towards a pan- European conceptual framework” in the “Journal of theoretical and applied Electronic commerce Research” 95-111 interplay between ICTs and Governance processes at city level and formulate an interdisciplinary framework to assess the various dynamics emerging from the application of ICT enabled service innovation in European cities.

Gopal Naik- (June 2011) Economics and social sciences, Indian Institute of Management, Bangalore –“Designing a sustainable business model for E-governance embedded rural tele centers(EGERT) in India” in “IIMB Management Review” volume 23, Issue 2,110 to 121 stated that an effective inclusive growth model for rural areas in India will have to be driven by information and communication technology and telecenters places where shared access to ICT and enabled services are available are the potential instruments of rural information and empowerment. They suggested an alternative model for rural telecenters. The E-governance embedded rural telecenters in which E-Governance is an important service to be provided. The
services to be rendered by the centers and the likely markets for them, the location of the centers and support in the form of infrastructure and man power and the technology to support the institutional design.

D.Agastina Maria J. Schwester Richard, Carrizales Tony, Meliski Janes – (2011), “A study on E-Government and E-Governance an empirical examination of Municipal websites” in “Public administration quarterly” 3-25 stated that website progression has been rapid in the public sector especially in terms of functionality and performance. Public sector websites have sought to go beyond the static dissemination of contact information. E-Governance application may help cultivate E-Governmental landscape where people feel more connected to Government and citizens are better able to participate in decision making process. The interactive dynamic between citizens and government cannot be resolved fully through technology.

Nanda Kumar – (28th Dec 2011), “E Governance projects help check grass root pension fraud in Bangalore” in “The economic times, online, stated that the number of beneficiaries were higher than the entire districts population. Digitizing records may make it easier to execute and analyze work, but is no solution to detect the error. The entire pension records was digitized and issued smart cards to pensioners to plug the leakage. And connected billions of people without sufficient literacy without regular access to a computer with a voice driven internet that can be accessed through mobile phones.

Bannister Frank, Cannonlly Regina – (Winter 2012), “Defining E-Governance” in “E-Service Journal” 3-25, 106 stated the definition of the term E-Governance and suggests that not only E-Governance distinct from E-Government but this distinction is important to scholarship and practices and that important differences exist between E-Governance and traditional concepts of public governance. ICT has little effect on some aspects of governance and it has a considerable impact on others. The problem with E-Governance is not quite identical but the effect is much the same.

Gianaluca – Misuraca, David Broster, Clara centena – (January 2012), “Digital Europe 2030 ; Designing scenarioas for ICT in future governance and policy making” in “Government information quarterly” volume 29, supplement – 1, S 121 – S 131 stated that Government information networks outlines a set of visionary scenario on how the European society could develop by 2030 by using advanced ICT tools and modeling techniques and integrating them into the governance processes and policy making mechanisms. By identifying policy challenges
in the domain of ICT for governance and policy modeling needed to build a truly open digital Europe in twenty years from now.

Gopal Naik, Siddharth Joshi, K.P.Basavaraj – (January 2012), Indian Institute of Management, Bangalore, Karnataka – “Fostering inclusive growth through E-governance Embedded rural tele centers (EGERT) in India” in “Government information quarterly” volume 29, supplement 1, S82-S89 stated that in the recent years two significant changes have taken place in an effort to address rural poor business have started recognizing potential of rural markets and governments have started using telecenters for providing G2C services to rural citizens. Sustainability of these centers can be enhanced considerably if Government services are embedded. And also designing these telecenters with embedded G2c services would significantly improve effectiveness of their delivery and strengthen government information network to foster inclusive growth.

Saeed M, Bharali Jugal, Bhoawl Amalesh – (January 2012), “E-Governance service Delivery : An assessment if community Information center model in India” in “ Interdisciplinary Journal of Contemporary Research in Business”, 1344-1359 showed the relationship between Governance and information and communication technology. And stated that a new evaluation methodology and use of empirical research design in the form of implementation of a community information centre model (CCM) from the perspective of the providers, users and community people for the digital revolution in the rural areas in developing countries like India.

Shinde Ranjit – (10th June 2012), “UID E-Governance to boost vakrangeos growth” in “The economic times, online, New Delhi, stated that majority of its revenue comes from online projects vakramjee’s revenue and sales growth in the past four years has been brisk revenue in FYII project is doubled to Rs. 890 crore and net profit shot upto Rs.48 crore from 24 crore in the previous year.

Tomasg Janowski, Theresa A Pardo, Jim Davies – (January 2012), “Government information networks mapping electronic governance cases through public administration concepts” in “Government information quarterly”, volume 29, supplement S1 – S10 described economic pressure, social tensions, global competition and low public confidence governments can no longer affected to address increasingly complex and interdependent public goals along step back and they relay on the markets, instead they have to work through networks of state and non state actors to organize existing resources, knowledge and capabilities in the pursuit of
public goals. They present a conceptual framework for public administration networks and applies the framework to describe analyze and compare the cases.

Van veenstra Anne Fleur, Aagasen Gustor, Janssea Marijin, Krogstive John – (2012), “Infra structure for public service delivery, Aligning IT Governance and architecture in infrastructure development” in “E-Service Journal” 70-97, 99-100 investigated the governance and architecture of these infrastructure developments by conducting a cross country analysis. They found many similarities between the service infrastructure development and architecture in the two countries of Norway and the Netherlands. And also observed the differences in E-services development. While Norway enables integration of building blocks into E-Government initiations of individual government organizations by developing a business process management building blocks on the national level, in the Netherlands local governments integrate the building blocks with implementation support from the national level. The differences in governance between the two countries lead to different ways of E-Government infrastructure development and ultimately to different ways of E-services delivery. A key element for advancing infrastructure development is to ensure the complimentarily of IT architecture and governance.

Twinomuringi, Jackiew Phahlamohlaka, Elaina – Byrne – (April 2012), “The small group subtlety of using ICT for participatory Governance : A South African experience” in “Government Information quarterly”, volume 29, Issue -2,203- 211 stated that the greater number of government efforts to stimulate participative e- governance in communities using information and communication technology often fall short of expectations. People from communities prefer to work in groups rather than individually. The collectiveness inclination is a common denominator of many developing countries where people choose to come together to leverage the few available resources. There is a necessity of re-design ICT to suit small groups as part of participative E-Governance rather than the normative ICT design that suits individual work styles. And also reveals that by working in groups, communities are more willing to accept the government initiative that are being energized with the use of ICT. The ethical issue that arises from action research in its raising of unrealistic expectations in a community.

system provides many benefits to government like reduced cost, distributed storage of data, availability of resources at lower cost managers security, scalability, accountability and modifiability.

Khare Ashish Bhushan, Raghav Vishal, Sharma Prateek – (2012), Cloud computing based rural E-Governance model” in “The Journal of Information and operations management” 89-91 discussed that the urban areas are in good position in form to avail the services of E-Governance as they have all the required infrastructure. But in rural areas the biggest problem is the non-availability of proper infrastructure to implement the E-Governance services as well as the lack of computer awareness in rural citizens. Cloud computing can be a future solution to fulfill that needs. The E-Governance services can be designed in a manner that can be offered through fully customized service oriented(SAAS) clouds.

Joshi Ankush, Tiwari, Haripriya – (2012), “Security for E-Governance” in “The journal of information and operations management”,254-257 stated that security is one of the most important issues in E-Governance. All of the security approaches that are common in E-Commerce are applicable to E-Governance is a little different from E-Commerce. Usually government networks can communicate to each other better than business network because most of them are connected for transferring information but business are competitors and they don’t disclose their sensitive information. So the security of E-Government is much more important as compared to E-Commerce.

Kumar Rajeev, Sharma M.K – (2012), “ Impact of ICT for women literary in Indian rural areas of E-Governance” in “Journal of Information and operations Management”194-195 stated that information and communication technologies built the worlds most affordable, durable education for all people. ICT designed specifically for people who cannot read and who live without electricity like radio and television. ICT provide the voice knowledge, SMS facility etc. Rural E-Governance applications is the important role. The ICT play in the realm of rural women’s development like literacy, knowledge, job etc.

Agneta Ranerup – (July 2012), “The socio material pragmatics of E-Governance mobilization” in “Government information Quarterly, Volume -29, Issue -3, 413-423 stated that mobilization of Information technology in E-Governance is not a straight forward instantiation to develops in dense networks of human and technological actors. But rather a tinkering process in which actors and their interests are combined and transformed. They showed that the
development process involves envisioning the future implementing concrete ideas about technological functionality and platforms reconciling diverse interests, prioritizing and framing political concerns and breakdowns and working towards realization of abstract goals. The technological actors play a role as important as that of the human actors. E-Governance relationships emerge that rest upon socio material pragmatics influenced by political transformations that are often unanticipated.

Ackleash Prasad, Peter Green, Jon Heals – (September 2012) “On IT Governance structure and their effectiveness in collaboration organizational structures” in “The international journal of accounting information systems, Volume 13, Issue 3, 199 – 220 (2011 Research symposium on Information integrity and information systems assurance) stated that organizations today engage in various forms of alliances to manage their existing business process or to diversity into new processes to sustain their competitive positions. Many of to days alliances use the IT resources as their backbone. The emergence of web 2.0 tools is having a profound effect on the nature and form of these alliance structures. These alliances heavily depend on and make radical use of the IT resources in a collaborative environment. Co-created IT Governance structure are necessary for collaborative organizational structure. Such structures include co created IT steering committees, co – created operational committees, and inter organizational performance management and communication systems. They presented a sustainable IT effectiveness of suggested IT Governance structures for collaborative alliances. IT related capabilities also relate to measures business value at the process and firm level. This makes it possible to infer that collaborative organizations. IT governance efforts contribute to business value.

McIntyre, Michael L, Murphy Stevan A – (2012) “ The role of information and communication technologies in moral agents and Governance in society” in “corporate Governance,616-628 argued that it is only when the context of the moral agent is fully understand that it is possible to begin to unravel whether ICT is likely to have beneficial or detrimental effects on fundamental governance goals. Future research into E-Governance topics would be well served by discussing the governance goal that ICT is designed to improve or enhance. Whether ICT can make aspects of E-Government quicker and faster is not in dispute.

academics, international conference academy of marketing studies proceedings” 9-13 described that concept of E-Government evolved from the domain of E-Business where organizations have to collaborate electronically. Due to political, organizational and technical challenges many of the E-Government initiatives are lagging behind expectation. Effective delivery of E-services requires process and information systems integrated and co-ordination and shake holders. Historically bureaucracies associated with in government organizations prevent them from being effective. Even after the emergence of E-Government most of these bureaucratic processes still involve manual work and have abundant checkpoints.

Robert D Carlitz, Rosemary W – Gunn – (2012), “Online rule making a step toward E-Governance” in “Government Information quarterly”, volume 19, Issue -4, 389 – 405 stated that the adoption of electronic rulemaking by many federal agencies provides an opportunity for a greatly enhanced public role both in terms of the number of people who might participate and the depth of their possible participation. The online tools that may be applied to rulemaking and its ancillary activities, advisory committees, advanced notices of proposed rulemaking and enforcement can also be used at earlier stages of the legislative process to increase public interest, involvement and commitment. Online tools can provide an efficient and effective non adversarial process in which officials and members of the public can mutually define problems and explore alternative solutions.

Singla ML – (2012), “E-Governance: Transforming the National Bone Marrow” in “The Journal of Management Research”,164-175 defined that most of the Indian states are following the SMART(Simple, Moral, Accountable, Responsive and Transparent)model of E-Governance. On the flip side there are criticisms that most of the sites which are created by Government Departments are dysfunctional dated, have in effective links and do not encourage interactive communication with the population. In nutshell for implementing a concept like E-Governance there is a total transformation of the public systems and procedures led by a change in the administrative mind set. There is a requirement of technology and impediments to E-Governance need for the re-engineering as a pre – cursive to E-Governance and made certain recommendations for implementing E-Governance solutions.

Khan Mehdi – Jan – (Feb 2013),“ E-Government GIS and good Governance “ in “Public Management”,18-23 described that unhabituated describes good urban Governance as providing a platform to residents use their talents to the full to improve their social and economic conditions.
In order to help country staff and residents the board of country commissioners GIS sector came up with the idea of a web GIS application sitting on an enterprise system which would not only help users find a parcel or property and see relevant information on a map but also enable analysis that are not readily available or easily obtainable.

Al Zwayalif Innam M- (Feb 2013) “IT Governance and its impact on the usefulness of accounting information reported in Financial statements” in the “International Journal of Business and social science” investigated that direct effects of IT governance means value delivery and strategic alignment, risk management on the usefulness of accounting information provided by financial statements as well as indirect effects via its effect in the accounting information system(AIS). The IT Governance affects significantly and directly the usefulness of accounting information and AIS. This usefulness is directly significantly influenced by the AIS. And IT Governance affects significantly and indirectly the usefulness of accounting information through its direct efforts on the AIS.

Guilherme Lerch Nunardi, Jaa0 Luiz zbecker, Antonio Carlos Gastaud Macada, Pietro cunha Dolci – (15th March 2013), “The impact of adopting IT Governance on financial performance: An empirical analysis among Brazilian firms” in “International Journal of accounting information systems(online) stated that there has been a great deal of interest on the part of many organizations in the concept of IT governance in order to justify IT investments. Some companies which have good IT governance models generate higher returns on their IT investments than their competitors. There is a lack of scientific research confirming that effective IT governance leads to better financial performance. They found that companies that adopted IT governance practices improved their performance when compared to the control group particularly in relation to profitability. The effects of adopting IT governance mechanisms on financial performance were more pronounced in the year following adoption than in the year in which they adopted.

Kannabiran, G Xavier, M.J. Banumathi – (2013) “E governance and ICT enabled rural development in developing countries. Critical lessons from RASI project, Erode in Tamil Nadu stated that several ICT projects has been initiated to faster improved governance and facilities rural development by appropriately linking public and private institutions. RASI (Rural access to services through internet) is one such government private initiative to promote E-Governance and ICT enabled rural development. There is a deviation from its objectives due to lack of
government support, non-scalable technology and ownership issues. They provide a set of recommendations to policy makers and implementing agencies.

Nirmalajeet Singh Kalsi, Ravi Kiran – (2013), “E-Governance success factors : An analysis of E-Governance initiatives of ten major states of India in “The International Journal of Public sector Management” 320 -336 defined the evaluation of E-Governance projects for the social and economic development and citizen services by ten major states in India. In terms of overall performance there is a need to look at improving such factors as capacity building, common standards, security guidelines, quality, completeness, depth and spread of services coordination, mindset etc. They introduces the best E-Governance projects which can be a role models for other states in improving E-Governance initiatives.

Rotchanakitumuai siriluck – (2013), “The Governance evidence of E-Government procurement in Transforming Government, People, process and policy”, 309-321 stated that E-Government procurement can improve the traditional Government procurement process and can help to decrease corruption. A transparent E procurement process has a positive effect on good governance practice, increasing cost effectiveness and accountability and decreasing collusions, improve cost effectiveness, accountability and low enforcement, and practical implications. E-Governance procurement is not a guarantor of enhanced governance and reduced corruption. It requires dedicated commitment to strong rule enforcement and penalties to achieve successful implementation of E-Government procurement value.

Xian Gao, Jingla song, Xiaorui Znu – (April 2013), “Intergation and co-ordination, advancing china’s fragmented E-Government to holistic Governance” in Government information quarterly” volume 30, Issue-2, 173-181 stated that in the context of political science, fragmentation refers to the process of decentralization, department differentiation and division of management in government institutions. Increasingly fragmented features emerge in china’s administrative values, public resource operations, public organizational structures and public service provision in the post industrial age, which affect the planning and implementation of E-Government and inevitably map on to virtual government leading to a fragmented Chinese E-Government. They determined that holistic governance could be considered a rational choice for the transformation from fragmentation to holistic developments and an effective measures for the sound advancement of E-Governance.

3.1.2 GAP ANALYSIS
With the emergence of Information Technology on the national agenda and announcement of IT policies by State Governments, “Convergence of core technologies and E-Governance” have gained importance for good governance and sustainable development. The Working Group on “Convergence and E-governance”, In simple terms, Convergence can be defined as the convergence of “carriage and content” and involves convergence of terminals as well as integration of industries. Conceptually, the convergence of carriage and content, along with imaginative applications opens up tremendous possibilities for delivering a big basket to the consumer empowering him to choose, use and control voice data and images delivered through a common device.

In India, Broadcasting has been a State monopoly with the stress shifting in recent years from expansion of network to technology up-gradation. The telecommunications sector, on the other hand, witnessed in the last five years a radical transformation from monopoly of operations to a situation of vigorous competition with fast track liberalization of services and infrastructure. Internet, the latest entrant to the field, acquired tremendous acceptance within a short span with a fast and impressive growth. These three different “product lines”, namely, Broadcasting, Telephony and Internet are now in a position to converge through wired and wireless media.

The success of the convergence would lie in ensuring a seamless transition to the new services and information delivery systems. Both in government funded projects and the private sector, returns in terms of better and cheaper deliveries, scalability and coverage would determine as to which medium would lead the convergence process. The single biggest area of "convergence" could be the integration of the Internet with the broadcast market.

Electronic Governance is the application of Information Technology to the processes of Government functioning in order to bring about Simple, Moral, Accountable, Responsive and Transparent (SMART) Governance. Electronic governance also involves transformation from being a passive information and service provider to active citizen involvement. However, evolution of E-governance is a highly complex process requiring provision of hardware, networking, software and re-engineering of the procedures for examination of cases and decision-making.

At present, the picture of e-Governance in this country presents a wide variation in the
level of computerization and the use of IT enable applications within and outside the Government. In spite of sustained efforts, the entire Government machinery, specially in the States has not yet become fully available for the use of computerization and other IT applications. Some of the State Governments like Andhra Pradesh, Karnataka, Maharashtra, Madhya Pradesh etc. have advanced whereas some others have lagged behind for various reasons.

The early starters would have advantage of further growth at a faster rate, the digital divide will increase not only from one region to another but also from one organ of the Government to another. Although, a minimum agenda has been devised for computerization of the Governments, there is no real total picture of the country or any marking of the level up to which IT is being used by Governments.

There is an urgent need for a national level coordinating body for guiding the progressive advent of E-governance in the country involving the various Central agencies, States, and other organs of the government. The question of standardization is very important otherwise there will be a serious problem of mismatch of data and format.

National Informatics Centre (NIC) of the Ministry of Information Technology (MIT) has been instrumental in steering Information and Communication Technology (ICT) applications in government departments at Central, State and Districts, facilitating improvement in government services. In view of its expertise in government informatics, it is suggested that the existing NICNET infrastructure should be strengthened as well as extended to sub-district levels for promoting “E-governance” at various levels of government.

✓ Intensive and extensive attention is required to be given to re-engineering government rules and procedures.
✓ Private investment in the area of convergence application has not been Estimated.
✓ Government should give priority to the creation of Public Key Infrastructure without which E commerce and E governance cannot take off effectively.
✓ It is not necessary to take up the imitation of every process and practice that is going on in other countries and experiment with them at public expense. Our basic research should be fully relevant to the needs of the country.
✓ It is also important to examine individual cases of convergence of emerging
services and technologies (i.e. Internet Telephony – Voice over Internet Protocol, PC-to-PC, phone-to-PC or PC-to-phone, phone-to-phone) to understand the possible future structures of the communications industry.

The following aspects, which are inter-dependent but separate, are relevant:

i  Technological innovations which enable the convergence of different appliances and their functions.

ii  Cooperation among companies from different sectors or expansion of companies into hitherto unrelated industries.

iii  Changes in consumer behavior, specially, the adoption of interactive television usage patterns which are similar to internet-surfing.

Technological skill is increasing exponentially. Now a lot of consumers possesses the skills necessary to utilize the technological innovation provided by entertainment content providers. Focus should be on enrichment of the content that can be delivered on the existing delivery platforms and then slowly romping it up for more advance platforms once they become popular.

Streaming media has taken large strides, in recent years to offer audio and video over the internet.

Creation of Web content that is useful, interesting and empowers the user, especially if it delivers entertainment products like films and video, requires there solution of contradictory interests. In the case of Web-broadcasting, the high cost entertainment content suffers because it can be sustained only on high revenues, but empowering the viewer, as in the case of video on demand or interactive TV, the advertisement will suffer. This is an issue that has yet to to resolve itself to provide a sustainable commercial segment. In India, we are still far from the reality of viewer empowerment.

Content on the web has to be somewhat different from the TV. Interactivity is the enrichment of the web. Hence the content which is amenable to interactivity (where interactivity enhances the consumer experience) is what is likely to work better on the web. Hence the challenge is not only to visualize how the content is to be prepared for the web, but also for the content provisioning and management to understand the computer software that allows enhancement of the content value i.e. interactivity.
In spite of the possibilities associated with the TV and the Mobile, Internet is and will be the most promising medium and the convergence of services and terminals will be centered on the Internet, at least in the immediate future. The rapid growth of Internet happened not only because of the sheer brilliance of the core technologies behind it, but also due to other factors, namely, innovation, open standards and de-regulation.

The single biggest area of "convergence and embedding for the Internet" could be the integration with the broadcast market. Since both the Internet and most future Broadcasting are digital, broadcasting is the bridging technology that could converge them into a single, seamless digital medium. The convergence of broadcasting and telecommunications in Japan and some other countries has created several exciting phenomena.

Although large possibilities are seen for convergence to provide better life for all, the extent to which it would actually take place would depend on how the infrastructure is laid and how technological possibilities are converted into acceptable and sustainable activities where commercial and other interests often present situations of conflict. A technology and an application would survive if it is “fit” and it would edge out older technologies only if it has satisfaction value specific to various cultures. In India various levels and stages of technologies have existed together in several fields. For ICT the same will hold good.

Cable TV distribution, which has been totally in private sector and initially totally unregulated, has not been fully geared for taking up Internet. A few cable network operators are providing internet connectivity through a separate set of cable LAN network for local areas. This is quite a different and indigenous approach to providing converged access through set-top-boxes for interactive TV.

Aware of the changing patterns of consumption, the television and computing industries in many countries are vying for viewers’ attention. Broadcasters and TV manufacturers are enhancing the interactive capabilities of their services and equipment. Today’s digital television set-top boxes already combine television and telecommunication functionality. TV sets can already function as monitors when connected to low cost Internet appliances. Many in the consumer electronics industry predict that TV sets with built-in PC capability, including Internet
access, will become an important feature of the consumer market in the near term provided its advantages are such that provide sustained satisfaction rather than a novelty only.

In order to provide accessibility to masses in all parts of the country and to derive the benefits from converged applications like tele education telemedicine and world wide web access, government should set up Multifunctional Converged Applications Community Centres (MCACs) at Panchayat level. (Appropriate Indian or local name can be given to the project which should convey the essence of the services that are likely to be delivered rather than the drab name of MCACs. The MCACs should provide the following facilities:

i  E-mail and Internet access.

ii  Telemedicine, Tele-education and E-governance.

iii  Exchange of Social & Cultural heritage across the country

iv  Information about local data base, governments programs

v  As many on line services as possible to be brought through the network

vi  Telecommunication services such as Local/STD/ISD PCO, Fax.

The government should concentrate on making information about government working available to the citizens. The objective of the government should be to bring total transparency in its functioning. Towards this effect the government shall concentrate on making E-governance as one of its goal during this planning period. To start with the government can provide the information about its various plans for poverty alleviation, employment generation, etc. the citizens who have been benefited by it etc. All the forms shall also be made available to the citizens as part of the E-governance. It can also start with the information for registration charges for the land in various parts of the city. These are some of the components of the E-governance on which government should concentrate.

Evolution of E-governance is a highly complex process requiring provision of hardware, networking, software and re-engineering of the procedures for examination of cases and decision-making. A truly e-governed system would require minimal human intervention and decision on cases would be ‘system driven’ rather than ‘individual driven’. Human intervention and the scope for subjective interpretation would have to be minimized in the process of disposal of cases. This will, no doubt relate to a stage that will come after the systems of delivery of information and other routine services has been established in an effective manner.
Evolution of E-governance is a highly complex process requiring provision of hardware, cases and decision-making. A truly e- governed system would require minimal human intervention and decision on cases would be ‘system driven’ rather than ‘individual driven’. Human intervention and the scope for subjective interpretation would have to be minimized in the process of disposal of cases. This will, no doubt relate to a stage that will come after the systems of delivery of information and other routine services has been established in an effective manner.

The introduction of computers in every department/ministry of the central and State governments and their subordinate organizations is the starting point of E-government. This would involve huge investments for the acquisition of hardware and software. One possible way of reducing and distributing costs is that the Governments enter into arrangements for leasing of computers and gradually acquire them over a period of time.

The access of information would have to be made available in the language most Comfortable to the public user, generally the local language. There are existing technologies available in the country such as GIST and language software by which transliteration from English into other languages can be made. Other tools for local language can also be developed as progress is made of their use in the systems of government.

Perhaps the most important aspect of e-governance, computerization and spreading of IT, is the bringing of a change in the mindset of the government functionaries who have been accustomed to work only in the manual mode. It will be necessary to train all employees in basic computer usage.

Adequate and appropriate Infrastructure for Information Technology has to exist across the country with sufficient bandwidth.

E-governance demands standards in all areas. Some of the key areas are: data encoding (ISCII or UNICODE), application logic for common horizontal applications, user interfaces, data dictionaries, etc. These standards will need to be put in place before E-governance can effectively be implemented.
Public Key Infrastructure and Certification Authorities to provide digital certificates that help create an on-line identification and security system for the Internet allowing individuals, corporations and government organizations to conduct transactions and communications is an important requirement for E-governance and E-business.

Good Governance rests on the pillars of knowledge and recognition of this knowledge by the decision-makers. Digitization of the entire set of knowledge within a network which links every individual including the decision-makers and gives democratic freedom to everyone to access and make use of this knowledge paves the way for Digital Governance.

The widening use of Information and Communication Technology (ICT) is leading To distributed Knowledge and Power structures. It has the potentiality of changing the political scenes and reshaping the way citizens interact with the Government. E-governance is part of the Government's strategy to use Information Technology to help enhance people's lives.

Introduction of E-governance is a key to making information technology (IT) relevant to ordinary citizens in India where a large numbers of population are poor and a digital divide is a significant problem. E-governance will allow ordinary people to constantly interface with the government in both local and central level on various matters. E-governance must be a high priority for India, as it is the only means of taking IT to the masses. Additionally, this is a smart and economical process of building the Indian domestic software market.

State Institutes of Public Administration shall be reengineered to help bring about IT-Responsible State Governments. (Recommendation No.98) Study of BPR will be an essential element in these institutes. Alignment of IT and business requirements of Government Departments, and focus of citizen as a customer to deliver one-stop integrated services will be essential. The institutes will need to be reengineered to orient their thinking on the Citizen-IT Interface.

Service Delivery Points (SDPs) should to e set up at convenient locations for citizens to access services. Information Kiosks may be set up in public places such as shopping centers, post offices, railway stations, libraries etc. All the STD/ISD booths should be converted into IT booths through whatever necessary steps required to do the same. They will operate as PTICs
Government Tendering/Procurement should be taken up as mission mode project. Electronic procurement and settlement system to eliminate the need for duplicate departmental systems. Government-wide single system will take advantage of data once entered in buyer’s system, as it is re-usable several times in the supply and settlement chain. The processes and data of buyers and sellers have to be integrated to implement a fully electronic procurement system which will enable informed, and transparent decision to be made with uniform terms and conditions. The following will be integrated:

i. Supply database
ii. Procurement Database
iii. Financial Systems integrated with Payment systems
iv. Electronic Catalogues
v. Price, Performance, delivery details, payment mechanism
vi. Transaction set standardized
vii. Electronic Bulletin Boards and email lists to support E procurement

In the long run citizens must have unique identification Cards – the Citizen ID. The usefulness of the card needs to be driven home by making it a multipurpose card, which will help the citizen receive a number of benefits and services. A single card should help the citizen interact with the Services, make payments, vote electronic, obtain ration card, passport, driving license and so on. A smart card citizen ID with multi-functions should be launched. The private sector should be actively associated by ensuring a business angle in the e governance implementation.

The framework of governmental intervention and public funding in the areas of Convergence of Technologies and E-governance should be guided by the following principles:

a. Government should act as a facilitator and create conditions for the growth of Convergence applications and good governance through the application of Electronics and Informatics.
b. Development of technology should be done at public expense only in areas of gaps or if the cost is disproportionately high in acquiring technology from elsewhere.