



## Strategies for Rebooting the Government in e-Mode

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### ABSTRACT

*The essence of e-Government is to be able to seamlessly integrate the disparate Information and Communication Technology initiatives of government agencies to provide integrated services to all the objects targeted like the citizens, businesses and even the Government itself. The process of governance has been and is continuously impacted by the developments in various technologies. It brings down the cost, improves the process quality and makes a speedy reach to all the objects targeted. E-Governance provides many opportunities to improve the quality service to the citizen. An effective strategy will result in significant improvements in the E-Governance. The strategy should involve a good leadership and vision. This paper stretches its objectives for a boot sequence to be implemented grouping the Governance with Information and Communication Technology which is the E-Governance and examines the relationship between an organization's technical environment and managerial perceptions of E-Government's effectiveness. The main goal of this paper is to bring out the concerns related to management in E-Governance and application of the framework in them.*

**KEYWORDS : Leadership, Value of Vision, E-Governance Management, Information and Communication Technology**

Modern administrative systems have become more and more information-based. This has profoundly altered the environment in which governments, citizens and other organizations operate. It has also impacted the way in which new systems are being designed. E-Governance is the outgrowth of the efforts made by the governments to improve relations with their citizens. With its ingrained transparency and openness, given the principles of Internet, E-Governance brings governments more closely to their citizens. Therefore, E-Governance has a larger social angle, as it ensures a more wide and representative democracy.

Governments have also embraced Information and Communication Technology (ICT) in the form of E-Governance for better service delivery and information dissemination to citizens (G-2-C) and for intra government transactions (G-2-G). With technological revolution, it is easier for the governments to maintain consistent and cordial relationship with citizens and other government departments. It is a strategic opportunity for the governments to harness Information Technology to provide service excellence by increasing the efficiency of service and information delivery to citizens; build and strengthen the links and cooperation between government; its citizens and stakeholders; realize operational and financial efficiencies; assist in community building and outreach; and build an environment which encourages innovation.

New technologies demand new types of implementation models. In the conventional approach of e-governance, the project ownership lies with the public sector itself along with the responsibility for funding it and bearing the entire risk. E-Governance has several dimensions and that implementation of a comprehensive programme of e-governance involves a multi-sectored approach. The successful use and adoption of E-Governance initiatives is largely dependent on the proposed or managed technical environment. Most prominent theories regarding the effectiveness of E-Governance place the technical environment in a prominent position as a determining factor in the E-Governance management. The success of E-Governance lies in applying the principles in a coherent and holistic way by infinite people across agencies and states consistently over a period of time. Hence its time to reboot the government in an e-mode and resume the operations where we had left them with several settings reconfigured. The keywords for such a resetting are citizen-centricity, transformation, architecture, standards, partnership and inclusion. This paper mainly focuses on the strategies for effective E-Governance Management as a case study methodology.

### Boot Sequence

Electronic Governance is the application of technology by govern-

ment to transform itself and its interactions with customers, in order to create impact on the society. According to Dawes (2008), E-Governance comprises the use of Information and Communication Technologies (ICTs) to support public services, government administration, democratic processes, and relationships among citizens, civil society, the private sector, and the state.

Dimensions and Elements of Electronic Governance

GOVERNMENT	TECHNOLOGY	INTERACTION	CUSTOMERS	SOCIETY
Mission	Equipment	Channels	Information needs	Demography
Role	Infrastructure	Channel Strategy	Service needs	Digital Inclusion
Value	Data	Interoperability	Producer roles	Institutional change
Operation	Social Media	Partnerships	Consumer roles	Social tension
Service	Services	Goals	Accessibility	Participation
Institution	Applications	Governance	Change	Globalization
Inspection		Transactions	Trust	Migration
Enforcement		Participation		Public value

E-Governance for sustainable development is the use of ICT to support public services, public administration, and the interaction between government and the public, while making possible public participation in government decision-making, promoting social equity and socioeconomic development, and protecting natural resources for future generations.

The agency charged with E-Governance implementation has to manage the below subjects that comprise the management of E-Governance and the models for the agencies or institutions.

### Managing Policies:

The systematic development of the E-Governance sector calls for the designing, promulgation, enforcement and review of number of policies such as ICT policy, E-Governance policy, Telecom policy, Security policy, Private Public Partnership policy and so on.

### Managing People:

E-Governance has to be implemented and used by the people within or outside the government. Managing these people is a complex task. People management involves awareness building, education, training, coordination, team building and so on.

### Managing Process Reform:

Managing reform process is of pivotal significance to E-Governance implementation and involves service definition, Business Process Reengineering (BPR), legal process reform and delivery channel reform.

**Managing Technology:**

Most of the conventional E-Governance projects were built pre dominantly around technology. The tasks involved in translation E-Governance vision into reality through technology are the design and development of architecture, prescription of standards, security and procurement.

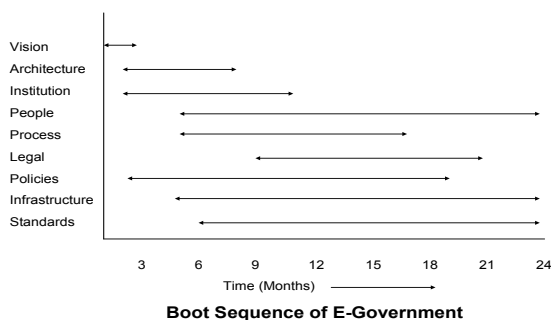
**Funding E-Governance projects:**

Projects of E-Governance can easily attract commercial funds for implementation. Mostly initial activities like developing vision and standards are funded by the Government.

**Managing Partnerships:**

The concept of Public Private Partnership could provide the partnership in projects between various agencies. Expertise is required in designing suitable partnership models, crafting the contracts and steering partnerships.

Managing E-Governance therefore means managing a large portfolio of divergent responsibilities in a coherent manner. Illustration below attempts to fit all major tasks of an e-government initiative in a logically sequential manner against a time line. It reinforces the fact that only leadership and vision start followed by other resources in the E-Governance initiatives with each having a time period as show below.



In the illustration above, the boot sequence and the journey is indicated as a flow. The timeframes are indicative based on basic assumption. The whole implementation is closely orchestrated at the highest level in Government. It clearly indicates that the leadership and vision add an immense value to all other components of E-governance management.

**Discussion**

There are various models globally to implement the Electronic Governance in each sector. A majority of the states are alive to the needs of the digital world. With globalization acting as a strong driver of E-Commerce, the sheer economic compulsions are making countries to their e-readiness to withstand the pressures and be competitive in the world markets. An undercurrent of the entire special effort in establishing e-government is the concern for serving the disadvantaged sections of the society. This permeates all the important sectors of the e-government viz. the people, process and technology. Retrofitting may not yield the desired results. Elements of the basic concept of serving the disadvantaged rural areas and poorer sections have to be part and parcel of people building, process reform and technology architecture. Designing of a welfare portal that is seamlessly integrated with all other core systems of e-government gives a good mileage in this direction.

The findings also show that the E-Governance management related research pursues a clear multi-disciplinary approach. According to Kajikawa (2008), the challenge ahead is to explore if such research could become inter or trans-disciplinary. To this end, despite the maturity of many disciplines contributing to the E-Governance management related research, there is a clear need to strengthen theoretical foundations.

**Applicability**

It is useful for any state embarking on a large E-Governance initiative to have an idea of where each of the components and sub-components would be relevant and what management structures would be best suited to deliver results at each level. The government structures of E-Governance have to be established at three levels viz. the Apex policy making level, Apex strategy formulation level and the Enterprise level; for effective policy making and strategy formulation.

Close on the heels of the initiation of the architectural exercise is another critical effort which lays down standards and building metadata standards, XML schemas and repositories. These are tedious and time consuming as they require the deep involvement of multiple government agencies. These initiatives should be driven in a partnership mode with bulk of the initial funding coming from the Government. These partnerships should be so built as to ensure their long term survival and eventual commercial viability. It is also essential to ensure that the required levels of accountability, internal efficiency and effectiveness are built into the transformation process. The actual transformation has to originate, take root and get a legally valid shape only within the respective government agencies.

According to Bridges.org (2001), each tool has its own impact, benefits and limitations and therefore to be carefully selected in order to fulfill the required goals. In large implementation, the models may be lacking and hence every model should require redesigning in order to be a comprehensive assessment tool.

**Conclusion**

The success of e-government lies in applying the principles in a coherent and holistic way by infinite people across agencies, states consistently over a period. E-Government has already occupied a significant place in the global economy. The various agencies of United Nations Organization (UNO) and the World Bank provide huge support in e-government initiatives. As many arguments for Electronic Governance planning prove, Electronic Governance project implementation is a complex exercise and more research is needed to identify challenges, good practice and solutions for successful implementation. This implies the need for a certain amount of organizational change strategies with effective leadership addressing issues like creation of shared vision, motivation of stakeholders, dealing with resistance to changes, obtaining political support, planning intervention strategies, reallocation of responsibilities and so on. New technologies demand new types of implementation models. Hence there is always a way and necessity for betterment in this. In order to make progress in a new research area like Electronic Governance Management, there is a need to build a good understanding of the underlying concepts and to assess the state of this area and its immediate neighborhood. In order to fulfill this need, this paper presented a boot sequence for managing Electronic Governance implementation. The framework identified relationship of subjects with their inter-relationship in managing Electronic Governance implementation. The main contribution of the paper is to build a good understanding of the nature and state of the E-Governance management related research domain, and to establish a foundation for further E-Governance related research.

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