



E-GOVERNANCE IN INDIA

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INTRODUCTION

The term e-Government came into existence with the advent of government websites in late 1990s. e-Governance or “**electronic Governance**” refers to the use of Information and Communication Technologies (ICTs) to provide citizens and organisations with more convenient access to the government’s services and information. In other words, e- Governance involves ICTs, especially the internet, to improve the delivery of government services to citizens, businesses and government agencies. It is not limited to the public sector only but also includes the management and administration of policies and procedures in private sector as well. The use of internet not only delivers the services faster but also brings more transparency between the government and the citizens. But in developing countries like India, where literacy level is very low and most of the people are living below poverty line, it is very much difficult for the government to provide its services to such citizens via means of internet. Even the e-Readiness Rank of India is very low. E-readiness is defined as the ability to use information and communication technologies to develop one’s economy and welfare. According to the Global Information Technology Report 2012, the e-Readiness rank of India is 69 with the score of 3.89 out of 10 that means the use of ICTs in India is very low. Many other factors like privacy and security related to user’s personal information, digital divide etc. are also huge challenges for the implementation of e- Governance in India.

E-GOVERNMENT INITIATIVES IN INDIA: AN OVERVIEW

The Government of India kick started the use of IT in the government in the right earnest by launching number of initiatives. First the Government approved the National E-Governance Action plan for implementation during the year 2003-2007. The plan is an attempt to lay the foundation and provide impetus for long-term growth of e-governance within the country. It proposed to create the right governance and institutional mechanisms at the center, state and local levels to provide a citizen centric and business centric environment for governance. The Government has given approval in-principle to the plan and overall programme content implementation approach and governance structure. While endorsing the plan, it was observed that: weight age must be given for quality and speed of implementation in procurement procedures for IT services; suitable system of motivating the states for quick adoption be incorporated; provision of delivery of services to the citizens through a single window should be encouraged; Outsourcing of services wherever and whenever feasible; efforts be made to promote and develop public private partnerships to utilize the full potential of private sector investments; and connectivity should be improved and extended up to the block level in the states. Apart from the action plan, the following measures have also been introduced.

Adoption of “Information Technology (IT) Act, 2000 by the Government of India to provide legal framework to facilitate electronic transactions. The major aims of this act are to: recognize electronic contracts, prevents computer crimes, and make electronic filing possible. The Act came into force on 17th October, 2000.

- Establishment of the National Taskforce of Information Technology and Software Development in May 1998.
- Creation of Centre for e-governance to disseminate the best practices in the area of e- governance for the use by the Central and State Governments and act as a nodal center to provide general information one-governance, national and international initiatives, and IT policies of the government(s).
- Developing e-office solutions to enable various ministries and departments to do their work electronically. Modules such as Workflow for Drafts for Approvals, e-file, e-nothings, and

submission of reports, integrated personal information and financial accounting systems have been developed.

- Setting up of a High Powered Committee (HPC) with Cabinet Secretary as its Chairman to improve administrative efficiency by using Information Technology in Government.
- Designating a Joint Secretary level officer as IT manager in every Ministry/ Department; and
- Instituting websites by almost all Ministries and Departments and providing information on aspects such as their objectives, policies and decisions, contact persons, etc. Some of them have started their electronic newsletter for giving publicity to their activities on wider scale; and identifying departments, which have frequent inter-face with the citizens, and computerizing them on priority basis.

Thus, it can be inferred from the above that a good beginning has been made to make e-government a reality in India, but still a lot needs to be done. Sincere efforts are required on sustained basis in future also to maintain the momentum.

STRATEGIES FOR E-GOVERNANCE IN INDIA

1. To Build Technical Infrastructure/Framework Across India

India lacks a fully-fledged ICT framework for implementation of e-governance. Complete implementation of E-governance in India will include building technical Hardware and Software infrastructure. It will also include better and faster connectivity options. Newer connectivity options will include faster Broadband connections and faster wireless networks such as 3G and 4G. The infrastructure must be built by Government, Private Sector as well as individuals. Infrastructure will also include promotion of Internet Cafes, Information and Interactive Kiosks. However while building technical infrastructure, disabled persons must also be considered. The technology implemented, shall incorporate the disabled persons.

2. To Build Institutional Capacity

Apart from building technical infrastructure, the Government needs to build its institutional capacity. This will include training of Government employees, appointment of experts. Along with the Government has also to create an Expert database for better utilisation of intellectual resources with it. Apart from this, the Government has to equip the departments with hi-technology and has also to setup special investigating agency.

3. To Build Legal Infrastructure

For better implementation of e-governance, the Government will need to frame laws which will fully incorporate the established as well as emerging technology. Changing technology has changed many pre-established notions; similarly the technology is growing and changing rapidly. It is important, that the Government makes laws which incorporate the current technology and has enough space to incorporate the changing future technology. These IT laws need to be flexible to adjust with the rapidly changing technology. Currently India has only the IT Act, 2000 which is mainly E-Commerce legislation. India has also modified many laws to include electronic technology; however it is not sufficient to cover e-governance completely.

4. To Build Judicial Infrastructure

Overall technological awareness in current Judges is very low. The judiciary as a whole needs to be trained in new technology, its benefits and drawbacks and the various usages. The judiciary may alternatively appoint new judges with new judges and setup special Courts to deal with the matters relating to ICT. The Government can also setup special tribunals to deal with matters relating with ICT.

5. To make all Information Available Online

The Government has to publish all the information online through websites. This can be facilitated through centralized storage of information, localization of content and content management. The information of government is public information; therefore the citizens are entitled to know every piece of information of the Government, because the Government is of the People, by the People and for the People.



6. To popularize E-Governance

Literacy percentage in India is alarming. The whole world is moving towards e-governance, but India still lacks in the literacy department. The people need to be educated and made e-literate for e-governance to flourish. There are very few e-literate people in India is very low. The Government needs to campaign for e-governance, increase people's awareness towards e-governance. Government can only encourage people to go online if it can make people feel comfortable with e-governance. This can be done through educating the people about the advantages of e-governance over physical governance. This can also be done through raising awareness of the leaders who can motivate the people to go online.

7. Centre-State Partnership

Indian setup is quasi-federal. Therefore Centre-State and inter-state cooperation is necessary for smooth functioning of the democratic process. This cooperation is also necessary for successful implementation of e-governance. This cooperation shall extend to Centre-state, inter-state and inter-department relationships. For the same the Government can setup a Central Hub like the current Government of India portal, for accessing the information of all the organs of the central government and also all the state government. The states can cooperate with the Centre to create a National Citizen Database.

8. To Set Standards

Finally it is important to set various standards to bring e-governance to the quality and performance level of private corporate sector. The Government of India is currently working on standards management and has various drafts prepared for the same. These standards include following: Inter-operability standards, Security standards, Technical standards, Quality standards. Government websites in India currently have no uniform standard. Many Government of Maharashtra websites differ in standards within even two of its WebPages. There is no set standard as to quality of the information, document, the formats, etc. It is very important for the Government to set uniform national standards to be followed by all the Governments and agencies.

United Nations E-Readiness Survey contemplates the following stages of E-governance as to the online presence of Governments worldwide:

E-GOVERNANCE 10 MANTRAS FOR SUCCESS

The spectrum of good governance ranges from least governance (deregulation, partnerships, etc.) to citizen-centric governance (service-centricity, efficiency etc.) and finally to participative governance (inclusion, consultation etc). E-Governance is an enabler of good governance as it has the potential to reduce bureaucracy and the power to facilitate citizen participation.

Governments across the world are adopting e-Governance. In each department and in each state government, one finds a plethora of IT projects in various stages of implementation – conceptualization, implementation, deployment and up-gradation to latest technology. One also finds many abandoned projects. For each successful project, one can count an equal if not higher number of failed IT projects. A survey of e-governance projects by a Professor in Development Informatics in the University of Manchester in developing and transition economies revealed that as many as 85 percent e-Governance projects are either partial failures for not having attained all the intended goals, or total failures- having been abandoned soon after implementation.

The common reasons for such failures include lack of internal ownership; absence of vision or strategy, poor project management, inadequate technological infrastructure, unwillingness to adopt IT enabled governance techniques and obstacles in transitioning legacy government data to a computerized format. Traditional governance systems are usually not amenable to computerization, and insufficient business process reengineering is also cited as a major reason for the failure of e-governance projects. I present here some ideas for enhancing the success rate of e-Governance projects.

1. Think Big, Start Small, Scale Fast

Keeping it simple by taking baby steps is more likely to succeed. In other words, evolutionary ideas are likelier to succeed than revolutionary leaps. This is because of limited capacity of the government on the technological and

human front. Therefore, e-Governance projects should build carefully and sustainably on the existing ICT usage base. Instead of directly trying to implement large scale process re-engineering and backend computerisation, the stages of e-governance should be kept in mind. In the first phase, e-Governance merely means a simple presence on the web which provides the public with relevant Government to Citizen (G2C) and Government to Business (G2B) information. In the second phase, the interaction between government and the public (G2C & G2B) is stimulated with various applications. People can ask questions via e-mail, use search engines, and download forms and documents, saving time and money. In phase three, complete transactions should be enabled so that they may be conducted without the citizen having to visit a government office. Examples of such services are filing tax returns, extending/renewal of licenses, online application for visa and passports, online voting and e-procurement applications. Phase three is made complex because of security and personalization issues, such as the necessity of digital (electronic) signatures to enable legal transfer of services. It is also the phase which requires maximum process reengineering and change management within the government functioning. The fourth phase is when all information systems are integrated and the public can get G2C & G2B services at a single virtual counter. One single point of contact for all services spanning all departments which is accessible from the citizen's home is the ultimate goal.

As we set out on our path of e-governance, we need to remember that we should commence our projects from simple provision of information online, and slowly work our way towards the long term vision of a unified platform for e-delivery of services, for we must walk before we can run.

2. Avoid Big Bang Waterfall Method

Requirements for regular run of the mill projects in the IT industry are usually captured to the last detail in various project documents such as functional requirement study, requirement traceability matrix, high level design, system requirement study, low level design etc which are duly vetted by the client. These requirements are then communicated by business analysts to the software development team so that they may translate the requirement into software, working peacefully in their zones of comfort. Once the development is completed, the client checks the software against the earlier documented requirements and acceptance testing is done. The project is thus rolled out as in a smooth waterfall model, without much change in requirements from one stage to the next. On the other hand, adopting the waterfall method for e-governance applications runs the risk of failure since this method is not capable to cater to the change in requirements and priorities, which is the rule rather than exception in the government setup. Government departments typically perform multiple functions involving complex processes. New tasks, schemes and projects are added ever so often. For many functions, there are no documented standard procedures and processes. For others, the actual practice varies from one office to another even within the same department. Such continually evolving and non-standardized processes compound the problem of capturing and freezing the requirements for software development in a single cycle. Information/ requirements which were relevant at the time of initial study by the software development team may become redundant by the time the product is readied for user acceptance by the concerned department. This would cause initiation of another cycle of study, documentation, development and testing, causing a hiatus in the project rollout. By the time the next version of software is presented, the department officials may have lost interest or even more likely, priorities may have changed, especially with a new boss at the helm of affairs who would be keen to put his stamp on the project. This leads to an endless loop of requirement study and subsequent development- a sure recipe of failure.

Therefore, adopting the traditional waterfall method for software development within the e-Governance domain is likely to be time consuming, especially if application software is to be developed de novo or even if there is a commercial off the shelf product readily available.

3. Adopt Agile

Instead of taking years to completely automate all the processes of a department or an activity using the traditional waterfall software development life cycle, an agile methodology is more likely to succeed. Agile software development is an interactive process that allows small development teams to develop software in a collaborative environment that is responsive to business change. Development is done in short iterations, each



iteration adding incremental functionality to the software. This methodology involves prototyping – the use of a working model of the final system, which users can see, comment on, and have revised before the final version is produced. This ensures that the design matches real user needs. It also provides the flexibility to quickly react to changes in the environment. From the government officials' perspective, however, it needs greater involvement, commitment and focus on the working product.

The e-mitra application software for the Common Service Centre's and the LITES project (MIS for the Pending Government Court Cases) are examples of successful of e-governance implementations in Rajasthan following the agile methodology.

Government procurement framework, however, does not facilitate adoption of agile methodology, since it is typically based fixed cost models. Rajasthan, as also some other states have found a way out for building software using agile methodology by getting work done on man-month rates, discovered through open bidding processes. It is suggested that even in cases where traditional waterfall methodology is used, software can be built incrementally in stages. A related methodology is prototyping – the use of a working model of the final system, which users can see, comment on, and have revised before the final version is produced. Another recommended practice is piloting – implementing the e-government system on a small scale at a single site or office; learning and improving the system; and only then rolling out on a large scale to all sites. Adoption of these methods has been shown to increase the chances of project success.

4. Internal Ownership and External Facilitation are Both Necessary

Because of their very nature, e-Governance projects need external facilitation and encouragement. In fact, an e-Governance project may not even be conceived without external support and encouragement. However, without ownership within the department for whom the e-Governance project is being implemented, e-governance initiatives may never be successful. Not only should the strategic and critical components be decided by the internal users but they should take complete ownership of the project. Any project, IT or non- IT, is doomed for disaster if totally outsourced.

While the role of vendors in triggering the conceptualization of a project should be welcomed, it should not so happen that the government department loses control and the project is totally vendor driven. Private companies can definitely play the part of subject matter experts and update government functionaries with the latest technological developments and trends in e-Governance across other states thereby aiding them in conceptualizing and implementing IT projects. However, at the end of the day, it is the responsibility of the concerned government department to freeze requirements and specifications in keeping with their needs rather than in line with the features of COTS software.

It may be noted that the Government Department of Information Technology or e-governance Societies and companies, which most of the States have established, in this sense, are also outsiders and cannot totally take over the role of the end user government department, when they are asked to implement a project.

The requirements of the departments are best understood only by internal department users, and so, a project executed independently by the state IT Company, Society or Department for another government department without involvement and ownership by the client department is also likely to fail.

The role of the State IT departments is to encourage and facilitate e-governance and act as a change driver; establish the IT infrastructure including the data centre, network and the CSCs for use by other government departments; build generic and application software for use by multiple departments; act as the technology consultant to government departments and build standards and meta data.

5. Top-down Approaches Are Likely to Result in Failure

After long drawn out consultations with senior officers of all involved government departments, we in Rajasthan built software for application for and delivery of various certificates – bona fide residence, caste, income,



solvency, etc. Government orders were issued by the departments providing legal sanctity to these certificates. The objective was to make available at the doorsteps of villagers digitally signed certificates through the CSCs so as to reduce the time and money involved in travelling to the tensile office. The application was launched with great fanfare by the Hon'ble Chief Minister. It was expected that this citizen centric scheme would be demand driven as it would save not only money and time but also provide hassle free services to the citizens. However, the scheme did not take off as expected even after a couple of months despite training and publicity.

A quick evaluation revealed that it had increased the burden of the sanctioning officers (the Tehsildars) as the process of affixing digital signatures was very slow and cumbersome. The application software was then improved to be more user friendly for Tehsildars and computerized issuance of digitally signed certificates quickly gained popularity, amongst both citizens and department officials.

An important lesson was learnt in the process. The first attempt at the project – which took a top-down approach – was a failure. The second attempt ensured that the lower and middle level users were involved with the project. Their ideas were incorporated into the design, and the process of involvement also helped develop their commitment. Involvement of the lowest level of functionary's right from the beginning is essential for gaining the support of the users.

6. The Project Must Answer “What’s in it For Me?” for all Key Stakeholders

Key stakeholders – officers, employees, operators, users, citizens, etc – must support an e-governance initiative. To garner stakeholder support in any project, it must prove advantageous to that stakeholder.

Many e-governance projects fail as the employees feel that their job is threatened or their position undermined. While allaying such fears, the application software should offer benefits like reducing filing hassles or repetitive work. Benefit to the citizens, especially, must be kept uppermost in mind while conceptualizing e-Governance projects. If a project offers no or little utility to citizens, it is likely to die a natural death.

In other words, the e-governance project must provide each stakeholder with at least some positive answer to the question: “What’s does this project have in it for me.”

7. Project Management Skills are Critical for Success

It is well documented that e-governance projects have cost and time overruns. Very often, major risks and issues in the project are not addressed in a timely fashion. The end product is often not in line with the user requirements. Such phenomena point to poor project management.

It needs to be understood that project management is different from general management, especially so in the e-Governance arena. If a manager is managing his department well, it is not necessary that he will be a good project manager.

Use of project management software is recommended. Since knowledge of project management tools is limited in the government, option to use the project management software of consultants and system integrators should be explored.

8. Sustained Leadership is a Prerequisite

Yeates, D. & Cadle, J. (1996) in their book *Project Management for Information Systems* differentiate between managers and leaders as follows–

“The difference between leadership and management was once summed up in the following way by someone looking out of our office window in Covent Garden in central London:

‘Imagine there’s a sudden power failure in the London underground rail system. The system halts and all the lights go out. In the central control room someone is marshalling resources, implementing the standby facilities, rescheduling the trains, calling the emergency services. That’s management. Someone else is walking along the

darkened platform with a torch bringing a trainload of people to safety. That's leadership." e-Governance projects are complex; involve multiple stakeholders, many times interdepartmental; and entail reengineering age-old governmental procedures and change management. They need effective managers as well as inspirational leaders.

Effective leadership is needed to ensure a strong focus while directing, pushing or encouraging the government officials in the implementation of e-governance projects. Moreover, the leadership has to be sustained as these projects are long term. Frequent change in government functionaries puts e-Governance projects in jeopardy. e-Bhumi and Aadhaar based PDS system of Andhra Pradesh are but a couple of examples which have succeeded due to sustained and effective leadership.

9.L1 Based Selection May Prove To Be Penny Wise Pound Foolish

Much work has already been done across India in e-Governance. Wherever possible, don't reinvent the wheel. Implementing a readymade, tried and tested solution with minor customization saves effort, time and money. Rajasthan was able to quickly and successfully rollout e-Procurement because she used the readymade GePNIC solution developed by National Informatics Centre.

If ready-made software is not available and its development is indeed to be outsourced, one needs to think twice before choosing the L1 or Least Cost Based Selection (LCBS) methodology for selecting the software development company. This mechanism may be suited for procuring standardized items likely computer hardware, licenses for generic computer software etc.

However, it is not likely to yield the desired application software required for complex e-governance projects. Software is an intellectual property, which cannot be developed by a vendor selected on cost considerations alone. The quality of the software will depend on the quality of the software development professionals and the development and testing processes used by the vendor. A Combined Cost and Quality Selection method is, thus, highly desirable. Moreover, the technical scoring criterion needs to be appropriately designed. A criterion giving high weight to the size, experience and repute of a company may not suffice. The quality of the whole project team, the development methodology and the testing strategy and tools should also be scrutinized while evaluating the proposals.

10. Success entails 99% Perspiration, 1% Inspiration

E-governance projects are not technology projects as much as they are governance projects. Indeed, the 'e' in e-Governance is only a small element. Getting the 'governance' right is the harder task as the road from project conceptualization to implementation involves a multitude of tasks and activities including procurement, stakeholder management, process re-engineering, change management, training and capacity building, etc. This requires sheer hard work and perseverance, motivated by a strong desire to serve the public and an unwavering commitment to improve governance.

CHALLENGES FOR E-GOVERNMENT IN INDIA

The governments both –the Union and the states must make earnest efforts to complete the daunting, but formidable task of quicker and effective e-government programs by:

- Making a policy choice in favour of computerization to overcome radically the even if it requires huge investments for the purchase of hardware and software.
- Serious efforts would be required to mobilize resources for this arduous job. One way to deal with the situation could be that governments enter into arrangements for leasing of computers. This would reduce initial heavy capital investments. There are a large number of agencies which would like to fund the leasing to the departments. Ministry of Finance can be asked to provide concessions to these agencies.
- Establishing complete connectivity between various ministries and departments so that transfer of files and papers could be done through Internet thereby choosing efficacious speed as an

alternative to manual labour. To make this really effective, there is a need to make databases of various departments compatible with one another. Thus, interoperability of e- governance projects is of vital importance if the citizens are to feel the benefit of IT in day to day life.

- Supplying information to the public in a language that they understand and are comfortable with, and generally, it is the local language. As, technology is available by which transliteration from English into other languages can be made. Therefore, the problem is manageable provided there is enough motivation to do this onerous task.
- Changing the mindset of the government employees who are used to working only in the manual mode. This is a big task and needs patience and careful planning. Workshops, seminars, and training programmes are required to be organized to spread awareness among the employees at all levels.
- Making cyber laws available to the public as early as possible so that the IT systems and information documents stored in the systems has the same legal validity as the documents stored today on paper and ,
- Build supporting infrastructures of power and all weather surface transport system to bridge the digital divide between the rural and urban India.

Last of all the Government must address on urgent basis: the two major concerns in the IT implementation - the security and privacy. Steps must be initiated to generate confidence among the individuals and organizations to conduct on-line transactions and communications.

PHASES OF E-GOVERNANCE

Gartner, an international consultancy firm, has formulated four-phase e-governance model. This can serve as a reference for governments to position where a project fits in the overall evolution of an e-governance strategy. An effort as tremendous as complete realization of e-governance has to be addressed in these phase. This approach would allow for retrospection after each phase, and the ability to retrace steps if required, within a feasible frame of time and money. The design and purpose of each step would have to serve the relevant needs of all G2C, G2B and G2G sectors.

Phase I – Presence

This first phase calls for making the intentions and objectives of the government known. Development of an inclusive government website, or a network of sites dedicated to different ministries and departments would set the stage for further advancements. These sites would convey the government's initiatives, providing information such as official addresses, working hours, as well as forms and applications to the public, economic reviews, corporate regulations for business and budgetary allocations and spending as a reference for government agencies. With this first phase, the very critical task of building the infrastructure, such as telecommunications would be undertaken.

Phase II – Interaction

This phase would allow for basic interaction with the government. Besides hosting search engines on the sites for easy navigation, information detailing social records and job application forms for the public, permit and license documentation for businesses and census details, submission of requests and approvals to the centre by local government officers would have to be provided.

The task of building the underlying infrastructure would have to be sustained through these two stages, allowing for rapid implementation of advanced applications as endorsed by the consequent phases.

Phase III – Transaction

This phase onwards would signify direct interaction of the government and relevant entities. With the infrastructure in place, complete online service suites can be put forth for the public, businesses and governmental agencies. Services for the public such as bill and fine payments, license renewal, aggregating opinion etc online procurement tax returns etc for businesses, cooperative budget preparation, tax

records, etc for governmental agencies can be envisaged here.

Phase IV – Transformation

This final phase would strive to achieve the true vision of e-Governance.

- A single point of contact to constituent entities would provide an integrated platform for government services and organization totally transparent to citizens and businesses.
- Focus on ‘virtual agencies’ where government information is readily available to all allowing a seamless interface to respective agencies involved in the transactions.
- State-of-the-art Intranets linking government employees in different agencies extranets allowing seamless flow of information thereby facilitating collaborative decisions among government agencies, NGO’s and the public.

The following factors have to be taken into account when examining the risk of implementing e-governance.

- Political stability: Democracy or dictatorial regime.
- Level of trust in government: perception of service levels.
- The importance of government identity: fragmentation or integration.
- Economic structure: education, agriculture, industry or service.
- Government structure: centralized or decentralized.
- Different levels of maturity: weakest part of the Determines chain Speed.
- Constituent demand: push or pull.

DEVELOPMENT & IMPLEMENTATION OF E-GOVERNANCE

The model presented can serve as a reference for governments to position where projects fit in the overall evolution of their e-Governance implementation.

The model can also support governments in defining an e-governance vision and strategy.

A vision is a high-level goal, or ambition level, of government regarding the democracy, government and business aspects of e-governance.

A strategy consists of plans that translate the vision into SMART (Simple, Measurable, Accountable, Realistic & Time-related) projects. A good strategy is crucial to keep the speed in the reform of and implementation process. Thus budgets must be available, time consuming legal transformations should be initiated and quick results must be achieved and communicated to all stakeholders, including the public.

A Good approach towards implementation of e-governance is to combine short-term steps (projects) and long-term goals (vision). Projects will have a more structural value for development when embedded in a vision and supported by a strategy. Accentor has defined an approach to implement e-governance projects: ‘Thinking big, start small and scale fast’. The process of going from global objectives to concrete targets is complex. It is a joint effort undertaken by all stakeholders. IICD’s core activity is to organize workshops in which this process is facilitated and first steps can be taken.

CONCLUSION

As the usage of Information Technology is growing very fast, Indian government is making many efforts to provide services to its citizens through e-Governance. Although Indian government is spending a lot of money on e-Governance projects but still these projects are not successful in all parts of India. Unawareness in people, local language of the people of a particular area, privacy for the personal data of the people etc. are main challenges which are responsible for the unsuccessful implementation of e- Governance in India.

Government must take some actions to make the people aware about the e-Governance activities so that people may take full advantage of these activities and e- Governance projects can be implemented successfully. The participation of people can play a vital role in implementation of e-Governance in India.