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E-GOVERNANCE: A ROADMAP TO SUCCESS IN GOVERNANCE

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ABSTRACT

e-Government is a subset of the concept of good governance. It has the portents of providing high quality government services to citizens and businesses, of providing equal access and equal treatment to the rich and the poor, of bringing in enhanced transparency, speed, reliability, and consistency in handling transactions, of opening up immense scope for offering new services, for instance 'any time, anywhere services' to the clientele, of making the concept of citizen charters a reality and above all, of reducing the real cost of transacting with the Government. Any e-governance framework for a comprehensive e-governance solution, that meets the objectives defined, will have to address many diverse requirements. These requirements may be driven by economic, political, technical and cultural reasons.

The main objective of the research paper is to study e-governance implementation challenges and design e-governance model for improving and strengthening government processes (e-administration), connecting citizens (e-citizens and e-services), and building external interactions (e-society). Web enabled network technology provides a wonderful opportunity. Quantity and quality of data on management systems, records, and work processes. Real requirement of e-governance are Knowledge and skills which the right attitude for implementing and sustaining e-Governance in the public sector.

Keywords: C2C, G2C, G2B, G2G, N-Tier etc.

INTRODUCTION

Introduction of E-Governance is the key to making information technology (IT) relevant to ordinary citizens. Governance is a culture, which changes how citizens relate to governments as much as it changes how citizens relate to each other. The architecture should be able to provide the following capabilities to the government:

To provide to the citizens, secure and easy access to the key services through the e-governance infrastructure, any time, from any place, using any device.
- To give to the citizens, a unified and simplified view of government services and information.
- To allow government employees access to relevant information across all its offices, seamlessly and efficiently.
- To enable future e-governance application, a consistent and open mechanism of an interoperability with government services.

Intense analysis suggests a preferred route to e-Governance, the portal route. It provides interface to millions of citizens and allows thousands to access the services and resources of hundreds of government departments. Multinational software corporations working in this field of action to strengthen the democratic foundation of governance.

E-GOVERNANCE COMPONENTS:

A comprehensive e-governance solution has base components that are mandatory in several activities that need to be accomplished for its successful implementation. Presented below is a simple framework to capture the important components.

TRUE COPY
Strategy: Defining a clear strategy and implementation plan is important to avoid duplication wastage of effort, minimize chances of mistakes and lead to the creation of an integrated system.

Infrastructure: The Connectivity Infrastructure definition specifies how various government offices would be interconnected with one another and with external entities (including public). The technologies and scale (bandwidth) of connectivity at various levels should be chosen carefully based on technical feasibility, economic considerations and criticality of requirements.

Hardware: The hardware description primarily contains specifications for end-user terminals and servers at various levels.

Database Management: Databases are the starting point of most applications. Since most of the information with the government currently resides on paper media, a giant effort may be required for converting it to electronic.

Enabling Technologies: Technologies such as those for pervasive/mobile access, speech interface technologies, security technologies and solutions, technologies for conducting electronic transactions, web hosting and multi-lingual support technologies amongst others.

Applications: Applications comprise the software used by the end users for their activities. They may be standard applications with or without customization, or custom applications developed specifically for solving the problems at hand. Applications typically make use of one or more databases and may have enabling technologies embedded into them.

Middleware & Workflow Tools: The integration tools comprise middleware and workflow tools that are used to provide or databases. They are required because some applications/databases may have originated independently and may not be compatible in format or data model with other applications/databases, and for defining complex applications that span across multiple simple applications or multiple levels of users or multiple departments.

Implementation Services: The implementation services would be needed for development of applications, their integration and deployment. Besides these components, there may be need for ongoing maintenance and support as well as up gradation of hardware/software.

Training: Training of employees to enable them to use the applications would also be required. Maintenance and Up gradation: Maintenance and up gradation is an ongoing process in development of e-governance solutions.

E-GOVERNANCE CHALLENGES FOR GOVERNMENT

GOOD GOVERNANCE" connotes the process of decision-making and the process by which decisions are implemented. Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. It encompasses the entire process of public administration, the process underlying the formulation of public policies, the HRD efforts required for re-skilling the government machinery, prioritization, efficient management of public resources and above all re-designing the various instruments used to realize the concept of a welfare state.

E-Governance is a subset of the concepts of good governance. It has the portents of providing high quality government services to citizens and businesses, of providing equal access and equal treatment to the rich and the poor, of bringing in enhanced transparency, speed, reliability, and consistency in handling transactions, of opening up immense scope for offering new services, for instance "any time, anywhere services" to the clientele, of making the concept of citizen charters a reality and above all, of reducing the real cost of transacting with the Government.

Challenges are faced in Conceptualizing, Operating
and Maintenance of Systems

Table: 1 PEST and SWOT Analysis of e-Governance

<table>
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<th>PEST Aspects</th>
<th>Strengths</th>
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<td>No problem owner with in government</td>
<td>Transparency causes</td>
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<td></td>
<td>Combination with democratisation reforms</td>
<td>Slow decision making process</td>
<td>Natural change of processes</td>
<td>Maintaining disorder, no transparency</td>
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<tr>
<td></td>
<td>Hierarchical structures</td>
<td>Reinvent government</td>
<td>Political instability</td>
<td></td>
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<td></td>
<td>Short term approach due to elections</td>
<td></td>
<td>Resistance</td>
<td></td>
</tr>
</tbody>
</table>

| Economic Aspects | e-Governance argument for external funding | Investors | Higher cost efficiency | Corruption |
| | Transparency for businesses/procurement | Budget control | New business | |

| Social Aspects | People eager to learn IT skills | Basic education poor | Employment increases | Brain drain IT skills people after training |
| | Skilled people possible export product | Low literacy | Education system improve | Influence of other culture |
| | | IT literacy | People get structural job | Resistance of people |
| | | Different languages | Cheap manpower widely available | Digital divide |
| | Public acceptance of self service models | Promotion of internet | | |
| | Skills shortage: competition with private sector | | | |

IV E-GOVERNANCE AND CITIZEN FOCUS

Content, competencies, connectivity and cyber law n be good but no use unless the citizens have an afforda and ubiquitous access mechanism. There are sever options like Citizen Interaction centers, Internet Kios Home PCs, Set-top-boxes.

Citizen (customer) Relationship Management (CRM) one of the key elements in an e-government strategy th aims to put constituents both citizens and enterprises the very centre of the service delivery . CRM government promises the same outcomes as in the priva sector:

- A single view of the citizen.
- Greater citizen access.
- More-effective interactions and greater citizen insight.

The citizens escapes the bureaucratic loop and gains mon control as well as better view and understanding o governmental services. This leads to significant c. least in time spent on applying for the desired services, and in the frustrations associated with it.

This clearly requires effective CRM to manage interaction through different channels so that service levels remains same across all the channels.

- Architecture:

A model for sustainable e-government architecture has been developed to address the above challenges and offers a simple and economical options. Software's like Oracle's technology platform is designed to leverage the
emerging clustering models of hardware products and ensures high level of availability and scalability.

Oracle's model consolidates data, integrates operation so that all departmental applications access a single version of truth from a single data model. Consolidated data and integration of application also ensures functionality complete process flows that might span departments operational boundary. Oracle's architectural framework is achieved by creating e-hub services that allow plug and play model of integration for back office as well as front offices, front office applications and access devices.

In order to ensure sustainable information architecture, the e-governance solutions adheres to the standard in place. By doing so, while it supports a large number of heterogeneous platforms of computing, it is able to incorporate emerging technologies at all times. This means any new technology evolution will be automatically incorporated in Oracle's information architecture.

Software's like Oracle and the partners HP, PWC, CMC, NIC, Red Hat and IIT-Bangalore had recognized the important role that internet technology will play and had committed itself to support the internet computing model seven years ago. Today, e-governance software's offers 100% internet-leveraged products and solution. This means, citizens and business organization can now transact with the government any time from anywhere and using state-of-art access devices.

N-Tier : 3- and n-tier architecture : The following diagram shows a simplified form of reference-architecture model, on which e-governance solutions are based:

Client-tier : This tier is responsible for the presentation of data, receiving user events and controlling the user interface.

Application-server-tier : Business-objects that implement the business rules "live" here, and are available to the client-tier. This tier protects the data from direct access by the clients.

Data-server-tier : This tier is responsible for data storage. Besides the widespread relational database systems, existing legacy systems databases are often reused here.

Service Architecture:

This architecture framework is able to abstract common application services. These services are the part of the application development standards.

The key application services are:
- Payment services
- File tracking system
- Privacy protection
- Workflow Engine
- Messaging and collaboration requirements
- Data archiving and backup
- Process
- Local Language Fonts

Functional Architecture:

Phase -I : Information : Presence
Phase -II : Interaction : Intake Processes
Phase -III : Transaction : Complete Transaction
Phase -IV : Transformation : Integration & Change

First phase : e-Governance means being present on the web, providing the public (G2C & G2B) with relevant information.
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.

Third phase: Complete transactions can be done without going to an office. Examples of online services are filing income tax, filing property tax, extending/renewal of licenses, visa and passports and online voting.

Fourth phase: All information systems are integrated and the public can get G2C & G2B services at one (virtual) counter.

E-GOVERNANCE REQUIREMENTS:
Any e-governance framework for a comprehensive e-governance solution, that meets the objectives defined, will have to address many diverse requirements. These requirements may be driven by economic, political, technical and cultural reasons. The requirements are classified into the following categories: Generic infrastructure requirements that apply to the overall solution, Application requirements which relate to individual applications.

Several key pre-requisites for the e-governance:
- Quantity and quality of data on management systems, records, and work processes.
- Laws and regulations to make digital signatures acceptable.
- Institutions which focus and facilitate e-Governance.
- Knowledge and skills as also the right attitude for implementing and sustaining e-Governance in the public sector.
- Technological infrastructure
- A committed leadership with skills and vision to provide impetus.

The e-governance applications that can be successful in reducing total processing time and curtailing costs, through a substantial re-engineering of e-government processes. Successful implementation of projects requires clear focus on the purpose for which the application is being built and implementing all requirements of standard e-governance solution. In general, these requirements are in concern to strong project management skills, automation for regulating workflow in inter-departments, to overcome resistance from low levels of civil servants, minimize the training expense partnership with private sector and department ownership.

Generic Infrastructure Requirement:
Phased Implementation: The solution should be implemented in phases. This helps to spread the resource requirements over a longer period (reducing the amount of upfront investment required) and learn from early mistakes for the subsequent phases.

Rank Overall Requirements: Working with the key stakeholders, the overall set of requirements is ranked. At a coarse level, each requirement is deemed as mandatory desirable or low priority. Within each of these three categories, importance weightings are assigned to give fine grain control over requirement rankings.

Maintenance: The system should be rugged, maintenance-free and with little or routine support and upgradation requirements. Also, the systems should be simple so that the manpower training and support cost are low.
Reliable and Scalable: The technology should be reliable, that is, provide assured levels of service for uptime, availability and performance. The solution should also incorporate backup capabilities and the ability to handle contingencies and recover from failures.

Integration of Isolated Legacy System: Some departments or agencies may have already created isolated systems for their own purposes that would need to be integrated into the rest of the solution for creating interconnected applications.

Inter-Department Workflows: Processes involves multi-department and multi-agencies workflows. For this purpose, it is necessary that the different departmental offices (and also external agencies) are also interconnected and share the same underlying back-end.

Application Requirement: Main target groups that can be distinguished in e-governance concepts are government, citizens and businesses. The most common interactions in e-governance, G2C, G2B and G2G, are presented schematically.

The main aim of the research work is to design the e-governance model for improving and strengthening government processes (e-administration), connecting citizens (e-citizens and e-services), and building external interactions (e-society). Web enabled network technology provide a wonderful opportunity.

Application requirements relate to individual applications that form a part of the overall solution these related to:

Support for key verticals: The technology should support interfaces for government to business (G2B), government to employees (G2E), government to citizens (G2C) and government to government (G2G) interactions. In addition, it should support citizen to citizen (C2C) interactions also.

Security features: Various security services like authentication, multiple levels of access control, confidentiality, privacy, data integrity (prevention of forgery) and non-repudiation should be provided. In addition, ability to generate access logs, especially for sensitive data should be present. The solution should integrate use of public key certificates and digital signatures, as applicable in India, in order to enable the transactions to have legal validity.

Record retention requirements: The applications should satisfy the record retention requirements implied by the legal and accounting norms and practices.

Simple human interface: Human interface should be simple to facilitate greater usage and to keep training costs low. For citizen interfaces, this is all the more important where people may not be literate. Intuitive graphical user interface, use of speech and video technologies etc. may be useful.

Multilingual support: Native language interfaces would be required both for employee and citizen applications.

E-GOVERNANCE STANDARDS:
The development of standards to enable interoperability across departments in the government at the centre and the states is a key priority. Each department either at the centre or the state uses different types of solution and data architecture to support a wide variety of domains that can be broadly be grouped under two main categories - homogenous and heterogeneous.

Homogenous domains have services provided by a single provider, with a centralized IS architecture solutions and central bases of data supporting these solutions. Heterogeneous domains have multiple local IS architecture solutions and diverse local databases supporting these solutions. Here, the focus of standardization is on the interchange of data between different types of system, which is non-trivial. The prime
standard is of semantic integrity. Standards can reduce the cost of interfaces and links and lead to improved data quality. The key components of the technology standard that has been identified during interactions with various Indian state governments. E-Governance demands standards in all areas.

The key components of the technology standard that has been identified during interactions with various Indian state governments (Govt. of Maharashtra, Govt. of West Bengal, Govt. of Arunachal Pradesh, Govt. of Uttarakhand) are:

Databases, Operating systems, Schema and nomenclature standards, Middleware standards, Security standards

The technology standards help in building a solution within a framework. This framework is the architecture framework for the complete integrated solution across the state departments.

CONCLUSION:
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 favor 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 difficult 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 labor. 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 translation from English into other languages can be made. Therefore, 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 programme, orientation programs 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.

FUTURE SCOPE
E-Governance is the key to making information technology (IT) relevant to ordinary citizens. Governance is a culture, which changes how citizens relate to governments as much as it changes how citizens relate to each other. Future work is to design architecture
which should be able to provide the following capabilities to the government:

- To provide to the citizens, secure and easy access to the key services through the e-governance infrastructure, any time, from any place, using any device.
- To give to the citizens, a unified and simplified view of government services and information.
- To allow government employees access to relevant information across all its offices, seamlessly and efficiently.
- To enable future e-governance application, a consistent and open mechanism of an interoperability with government services.
- To study various political, technological, economical and social aspects of e-governance.

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