Unit 2

E Governance Models

Models of Digital Governance

- Still evolving in developing countries
- Models are based on the inherent characteristics of ICT such as enabling equal access to information to anyone who is a part of the digital network and de-concentration of information across the entire digital network, connecting all sources of information.
- Information does not reside on any particular node but flows equally across all the nodes in the Digital Governance Model.
- Does not embed the common hierarchical information flow model that leads to the unequal distribution of information and hence skewed power relations.

Models of Digital Governance

- Hierarchy is inherent in the government departments where equity based information flow may not always be compatible with government functioning.

- Hence, appropriate administrative reforms and some reengineering is required before the real implementation of e-governance

- Models of e-governance are fundamentally different in developing and developed countries due to differences in basic conditions and perspectives and expectations from good governance.

Models of Digital Governance In Developing Countries

- Broadcasting/Wider Dissemination Model
- Critical Flow Model
- Comparative Analysis Model
- Mobilization And Lobbying Model
- Interactive Service Model
- E-governance Maturity Model

These models exhibit several variations dependent on the local situation and the governance functions carried out through these models

Broadcasting/Wider Disseminating Model

Public Domain ➔ Wider Public Domain

Wider Domain

Public Domain Information
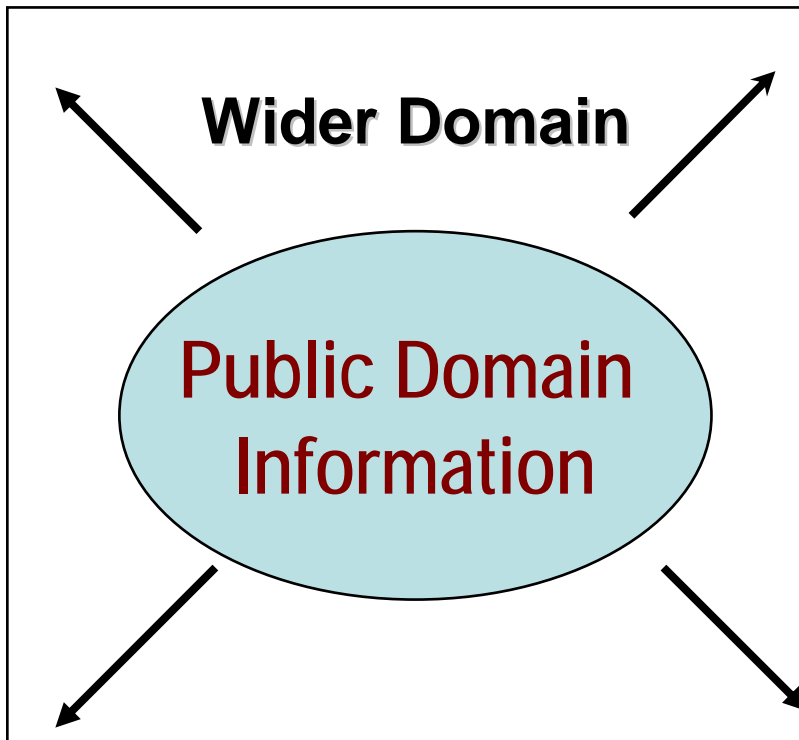
- Laws and Legislations
- Govt. Offices and Officials
- General Health Information
- Environmental Problems
- Disaster Warning

Africa News Online, Kabissa Network, Wougnet, Earth Negotiations Bulletin (ENB), Communication Initiative

Broadcasting/Wider Dissemination Model

- Principle
  - Based on dissemination of information relevant to better governance that is already in the public domain **into wider public domain** through the used of ICT and convergent media.
  - **Rationale (Justification)**
    - A more informed citizen is able to understand the governance mechanism better and is more empowered to make informed choices and exercise its rights and responsibilities.
    - There is a great likelihood that the society in which the individuals are equally informed will ensure that the agenda and forms of governance are not biased to favor a few.
- Opens up an alternative channel for people to access information as well as validate information available in the local domain from external sources.
- The widespread application of this model gradually corrects the situation of information failure and provides people with the basic government-related information to come to a common understanding and decide upon the future course of action.

Broadcasting/Wider Dissemination Model

- Applications
  1. Putting government laws and legislations online
  2. Making available the names, contact addresses, e-mails and fax numbers of local government officials online
  3. Making available key information pertaining to governmental plans, budgets, expenditures and performances online.
  4. Putting key court judgements / judicial statements that are of value to common citizens and creating a precedence for future actions online, through key environment related judgements, State vs. Citizen court rulings etc

Broadcasting/Wider Dissemination Model

Evaluation (Pros and Cons)

- is the first step to more evolved forms of digital governance models and is the most crucial one as it catalyses free access and flow of information to all segments of the society and serves as the building block to better governance.
- National Governments therefore need to aggressively adopt this model if they want to create an environment for enhanced participation of its citizens in the governmental processes.
- The model however loses its effectiveness where free-flow of information is not encouraged or is not objective.
- Tight governmental controls and bids to censor the content being transmitted through this model would be the bane of this model.
- The responsibility is therefore both on governmental organizations as well as civil society organizations to ensure such models continue to proliferate.

Organizations / Projects based on the Wider Model

- India
  - Directory of official websites of Government of India: http://goidirectory.nic.in/ministry.htm
  - National Informatics Centre (India) is the official website of the Government of India. It makes available information on government ministries- its projects and schemes, Indian laws and legislation, contact details of local government offices and key position holders online for public access.
- Brazil
  - Brazil's official national E-Government website: http://www.brazil.gov.br
  - The website provides comprehensive information on Brazilian government as well as links to integrated citizen services.
- South Africa
  - Chapter 2 Network: http://www.advocacy.org.za
  - The Chapter 2 Network is a clearinghouse of information and communication for social justice issues in South Africa. It provides information about advocacy campaigns, research on political intelligence, policy analysis and legislation monitoring to civil society organisations engaged in social justice advocacy.
- Global
  - Earth Negotiations Bulletin: http://www.iisd.ca/voltoc.html
  - A reporting service that keeps citizens around the world informed about global environmental negotiations, processes and decisions. It has immense value for people and government officials alike in developing countries to keep track of global negotiations taking place in the West and be more informed about them.

Critical Flow Model

Critical / Private Domain ⟶ Wider Public Domain

Private Domain Information ⟶ Targeted Domain
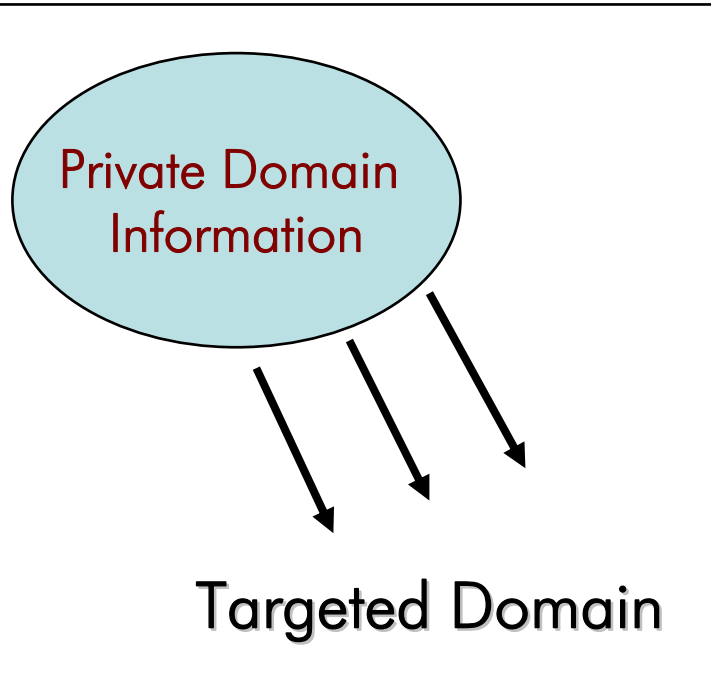
- Corruption Information
- Company's Green Ratings
- Human Rights Violations
- Scientific Research

Greenpeace Campaigns, KACA, VERCON (FAO), HealthNet Staging Posts, Telecentres (Sangonet-SA, UNDP-Ukraine, Gyandoot-India)

Critical Flow Model

- Principle

  - Based on channeling information of critical value to a targeted audience or dissemination, it in the wider public domain through the use of ICT and convergent media.

  - Requires foresight to understand the significance of a particular information set and using it strategically.

  - May also involve locating users to whom the availability of a particular information set would make a critical difference in initiating good governance.

  - The **strength of critical-flow model** is the inherent characteristic of ICT that makes the notion of distance and time redundant. This reduces the cases of exploitative governance possible earlier due to time lag between availability of information to different users.

Critical Flow Model

- Applications

  1. Making available information on corruption of a particular government ministry or government officials, to its electoral constituency or to the concerned governing body.

  2. Making available research studies, enquiry reports and appraisals commissioned by the government to the affected parties.

  3. Making available Human Rights violation and criminal impeachment records against government officials to NGOs and concerned citizens.

  4. Making available environment related information available to local communities. For example, information on radioactivity spills, effluent discharge in rivers, green ratings of a company etc.

Critical Flow Model

- Evaluation (Pros And Cons)
  - This model is more directed in terms of its information content and its intended users. By focusing on the critical aspect of information, it exposes the weakest aspects of governance and decision-making mechanisms.
  - It informs people about specific cases of state-failure and bad-governance to build up a case for concerted action. At the same time, by fuelling public unrest, the model exerts pressure on the concerned government institutions and individuals to take into notice the interest and opinion of the masses in decision- making processes.
  - The responsibility of creating such models **may lie more with the civil society organizations** to emerge as an effective watch guard to government policies and actions. The government by itself may not have sufficient incentive and an attitude towards sharing such information.
  - The model will not work in cases where government mechanisms do not foster public debates and censure (criticize) all information of critical nature.
  - It will also fail where the government maintains a tight control over all information and it remains restricted to top few levels of the government.

Organizations / Projects based on Critical Flow Model

- ## India
  - Central Vigilance Committee (India): http://cvc.nic.in
  - An initiative on e-vigilance. The website provides free-access information to citizens about government officials who have been indicted on judicial charges relating to corruption and have been advised penalty. People can also file complaints against any public servant who fall within the jurisdiction of the Commission.

- ## Bangladesh
  - Human Rights Portal: http://www.banglarights.net
  - The Bangladesh Human Rights Network actively promotes human rights reforms both within Bangladesh and across geographical and political boundaries, and supports women, children, and marginalized communities in resisting social oppression.

- ## Global
  - Transparency International's Corruption News: http://www.transparency.org/press_moni.html
  - A trial service run by Transparency International called the "The Daily Corruption News" which reports on corruption from around the world.

Comparative Analysis Model

Private / Public   Domain + Public / Private Domain ⟶ Wider Public Domain

Public/Private Domain

Public/Private Domain

Wider Domain

Public Domain Information
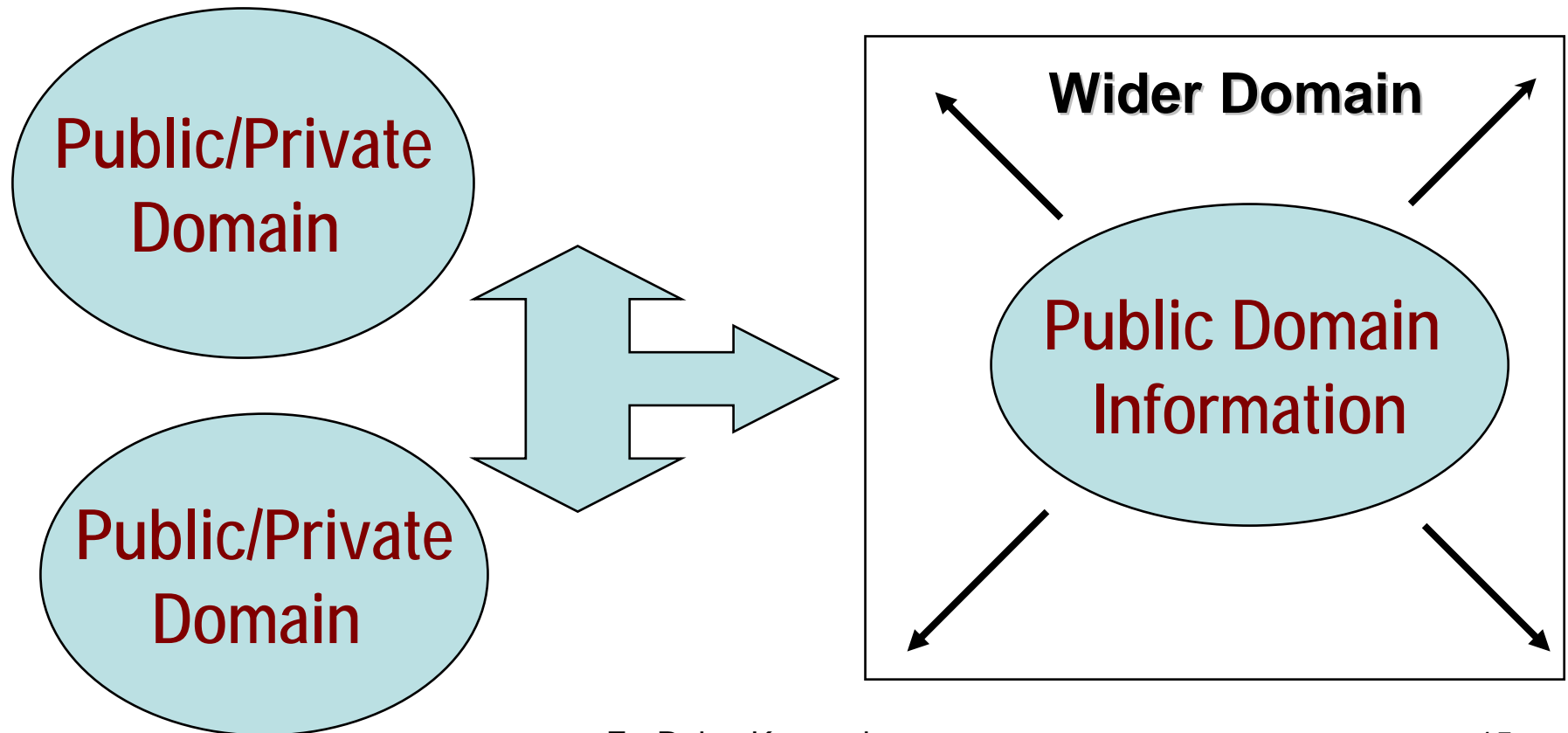
Comparative Analysis Model

- ## Principle
    - One of the least-used but a highly effective model that is gradually gaining popularity.
    - Based on exploring information available in the public or private domain and comparing it with the known information sets to derive strategic learning and arguments.
    - Continuously assimilates new knowledge products and uses them as a benchmark to evaluate, influence or advocate changes in current governance policies and actions.
    - The comparison could be made over a time scale to get a snapshot of the past and present situation (before-after analysis) or between two different situations to understand the effectiveness of an intervention. (with-without analysis).
    - The strength of this model lies in the boundless capacity of ICT to store information in a retrievable manner and transmit it almost instantaneously across all geographical and hierarchical barriers.

Comparative Analysis Model

- Applications
  1. For gauging the effectiveness of current policies by extracting learning from government policies and actions in the past.
  2. Establishing conditions of prior-precedence, especially in the case of judicial or legal decision-making and using it to influence future decision-making. This could be useful in resolving patent-related disputes, public goods ownership rights etc.
  3. Enabling informed decision-making at all levels by enhancing the background knowledge and providing a rationale for future course of action.
  4. Evaluating the performance record of a particular government official or ministry.

Comparative Analysis Model

- Evaluation (Pros And Cons)
  - Developing countries can effectively use this model to their advantage as ICT opens access to global and local knowledge products at a relatively low cost.
  - Watch guard organizations and monitor-groups could use the model to track the performance records of electoral candidates and share them in their constituency.
  - The model is however reliant on the availability of comparative information sets and the ability of users to analyze and bring out strong arguments or self-explanatory graphics from the analysis.
  - The model becomes ineffective in absence of a strong civil society interest and short public memory.

Organizations / Projects based on Comparative Analysis Model

- **India**
  - Green Ratings Project: http://www.oneworld.org/cse/html/eyou/eyou31.htm
  - The Centre for Science and Environment in India conducts a survey of how Green the Indian industries are. The Green Rating Project is an attempt to provide an independent and fair evaluation of the comparative environmental performance of companies, from a perspective which supports responsible industry and encourages poor performers to improve. Performance reports of companies are shared over Internet and other media and people's opinion is solicited in deciding the greenest environmental managers, Chief Minister etc.

- **Philippines**
  - Vote.ph: http://www.vote.ph
  - Vote.ph is the non-partisan, non-sectoral online directory and quick reference center on Philippine elected government officials and election candidates for both the national and the local levels. It serves the purpose of informing voters know who are the electoral candidates running in their respective area and who their incumbent elected officials are.

- **Global**
  - Human Development Indicators http://www.undp.org/hdro/indicators.html
  - The Human Development Report of UNDP makes use of archived statistical information pertaining to literacy, health, national income etc. as a benchmark to assess the progress made by different countries with regards to their Human Development Index and suggests policy recommendations based on that.

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Mobilisation and Lobbying Model
Building Allies / Networking Networks for Concerted Action
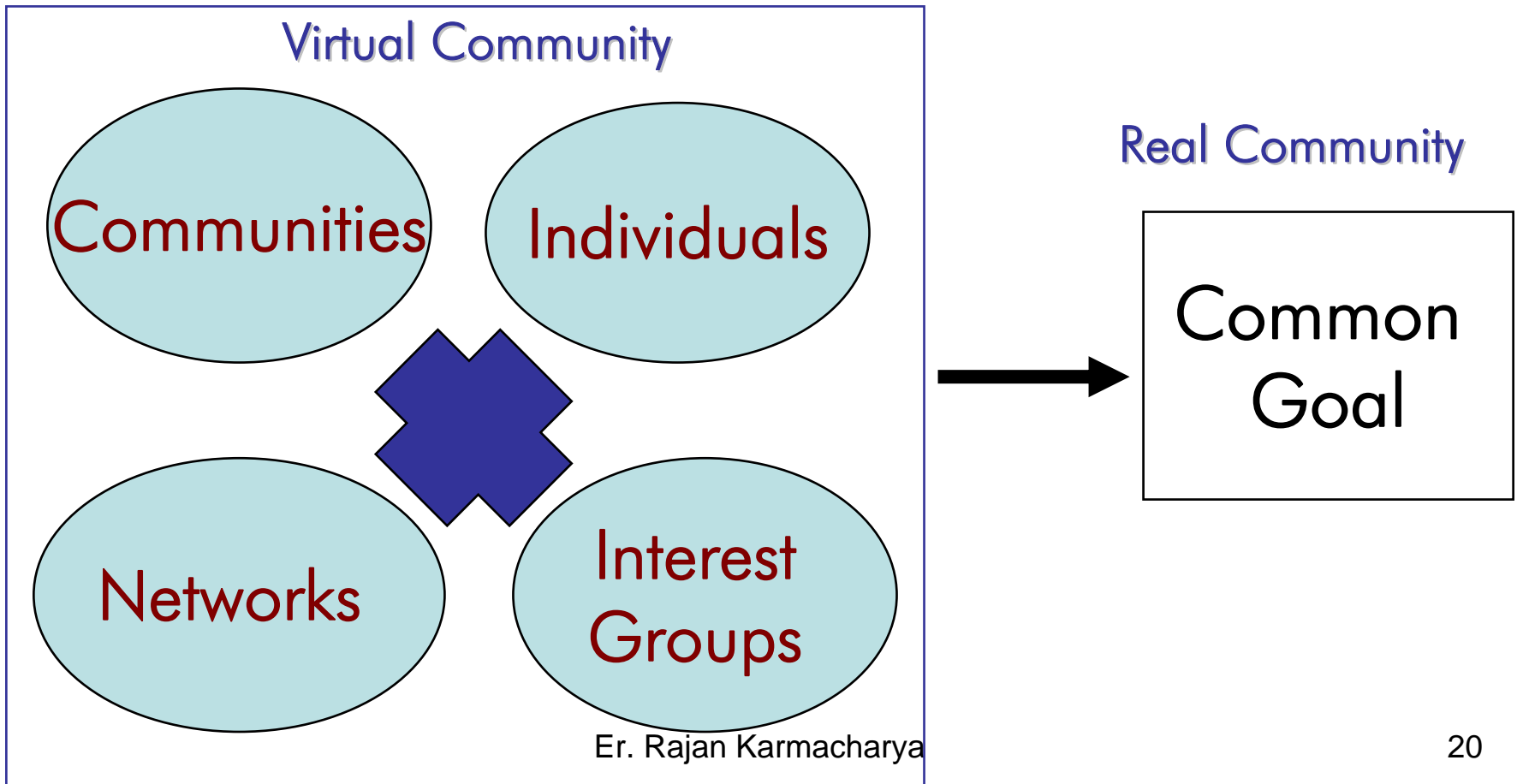
Mobilization and Lobbying Model

- Principle
- One of the most frequently used digital governance model and has often come to the aid of the civil society organizations in developing countries to impact international decision-making processes.
  - Based on planned, directed, strategic flow of information to build strong virtual allies to strengthen action in the real world.
  - Takes up the pro-active approach of forming virtual communities which share similar values and concerns, promoting active sharing of information between these communities, and linking them with real world activities.
  - The strength of this model is in the diversity of its virtual community, and the ideas, expertise and resources accumulated through virtual forms of networking.
  - The model is able to effectively overcome geographical, institutional and bureaucratic barriers to shape concerted action.
  - The model also provides a strong virtual arm to several activities such as directing campaigns against a particular individual or decision-making body.

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Mobilization and Lobbying Model

- Applications

  1. Fostering public debates on global issues, themes of upcoming conferences, treaties etc.

  2. Formation of pressure groups to pressurize decision-makers to take their common concerns into cognizance (knowledge/awareness).

  3. Amplifying the voices of marginalized groups who are traditionally marginalized from decision-making process.

  4. Building up wider participation in decision-making processes.

  5. Building up global expertise on a particular theme in absence of localized information to aid decision-making.

Mobilization and Lobbying Model

- Evaluation (Pros and Cons)
  - The model has grown tremendously since the onset of debates for the Seattle round of World Trade Organization (WTO) in 1999 when it saw the formation of several virtual communities to advocate the concerns of developing countries in the WTO agreement.
  - The display of a unified civil society force at Seattle was in many ways a result of intensive discussions that took place over virtual networks months prior to the summit. The discussions taking place over the virtual network fed into regional level action plans that built into the global movement.
  - The mobilization and lobbying model enhances the scope of participation of individuals and communities in policy issues and debates.
  - The model also creates an effective deterrent (restriction) for government bodies and
  - individuals to be watchful in their actions lest they turn the opinion of local and global community against them. This model could be effectively used by the Government to encourage public debates and to gauge public opinion on a particular issue as a part of good governance strategies.

Organizations / Projects based on Mobilization and Lobbying Model

- **India**
  - Panchayats: http://www.panchayats.org
  - A discussion list run by Indian professionals to discuss policy issues and case-studies relating to local livelihood strategies and decentralised natural resources management. The participation is open and the list generates useful discussion between practitioners, activists and policy makers.

- **Global**
  - Independent Media Centre: http://www.indymedia.org/
  - The Center was established by various independent and alternative media organisations to provide grassroots coverage of WTO-Seattle in 1999. The Center acted as a clearinghouse of information for journalists, and provided up-to-the-minute reports, photos, audio and video footage through its website.

- **Global**
  - Greenpeace Cyber-activist Community: http://cybercentre.greenpeace.org//t/s
  - The Greenpeace Cyberactivist Community has members from more than 170 countries and territories. and is growing quickly. It is an effort towards creation of virtual communities to mobilise global support against some of the disputable environmental policies/ actions of the Government. Members receive email campaign updates, and can send letters to key corporate and political decision makers, download action kits, send e-cards to friends and colleagues, participate in on-line discussions, and play a significant role in helping to win environmental campaigns.

Interactive-Service Model / Government to Citizen to Government Model (G2C2G)

Service Delivery Model

Citizen ⇌ Government

International Governance ↔ CITIZENS ↔ Local Government

CITIZENS ↔ National Government
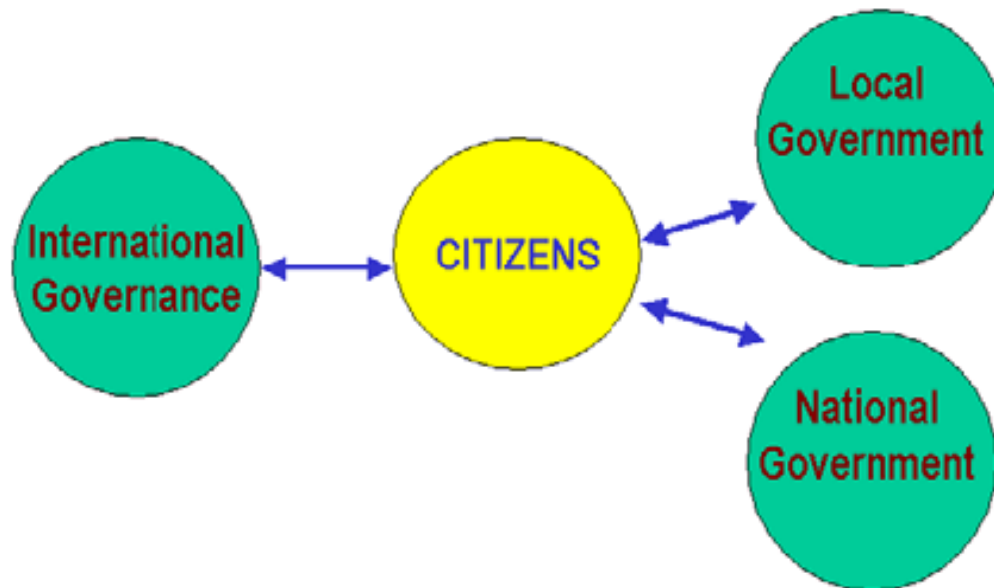
Interactive-Service Model / G2C2G

- ## Principle

  - Interactive-Service model in many ways is a consolidation of the earlier digital governance models and opens up avenues for direct participation of individuals in the governance processes. ICT as mentioned earlier have the potential to include every individual within a knowledge network and enable interactive communication channels among them. This model fully captures the potential of ICT and leveraged it for greater participation, efficiency and transparency in functioning of the government as well as savings in time and costs relating to decision-making.

  - The Interactive-Service Model makes possible the various services offered by the Government to be directly accessible to the citizens. It creates an interactive Government to Consumer to Government (G2C2G) channel in various functions such as election of government officials (e-ballots); filing of tax returns, procurement of government services, sharing of concerns and providing expertise; conducting opinion polls on public issues, and grievance redressal (Complaint Addressing).

Interactive-Service Model / G2C2G

- Applications

  1. Establishing an interactive communication channel with policy-makers such as video-conferencing and online dialoguing.
  2. Conducting electronic ballots for the election of government officials and other office bearers.
  3. Conducting public debates / opinion polls on issues of wider concern before formulation of policies and legislative frameworks.
  4. Filing of grievances, feedback and reports by citizens with the concerned governmental body.
  5. Performing governance functions online such as revenue collection, filing of taxes, governmental procurement, payment transfers etc.
  6. Carrying out video-conferencing, on-line discussion with policy makers.

Interactive-Service Model / G2C2G

- Evaluation (Pros And Cons)
  - This model is more embedded in developed countries and has often been proposed for replication in developing countries. Such forms of solution-transfers may not be very effective.
  - The model is on the higher end of technology-reliance as compared to the other models. This makes it difficult to replicate in developing countries in absence of individual and secure ICT access.

Organizations / Projects based on Interactive-Service Model / G2C2G

- **Philippine**
  - Philippine Custom Reform:
  - http://www1.worldbank.org/publicsector/egov/philippinecustomscs.htm
  - The Philippines Customs Bureau has developed an on-line system to process clearance of imports, payment of duty, and delivery of release orders for shipments to leave the docks. The new on-line system has lessened the cost of trade for businesses, reduced opportunities for fraud, and helped the Bureau to maximise revenue collection.

- **India**
  - Gyandoot: http://www.gyandoot.net/gyandoot/intranet.html
  - Gyandoot is an intranet in Dhar district of Madhya Pradesh connecting rural cybercafes catering to everyday needs of the masses. The site offers several interactive governance related services to the local people such as providing copies of land-maps, online registration of applications, and public grievance redressal. It is a step towards tele-centre based e-governance models.
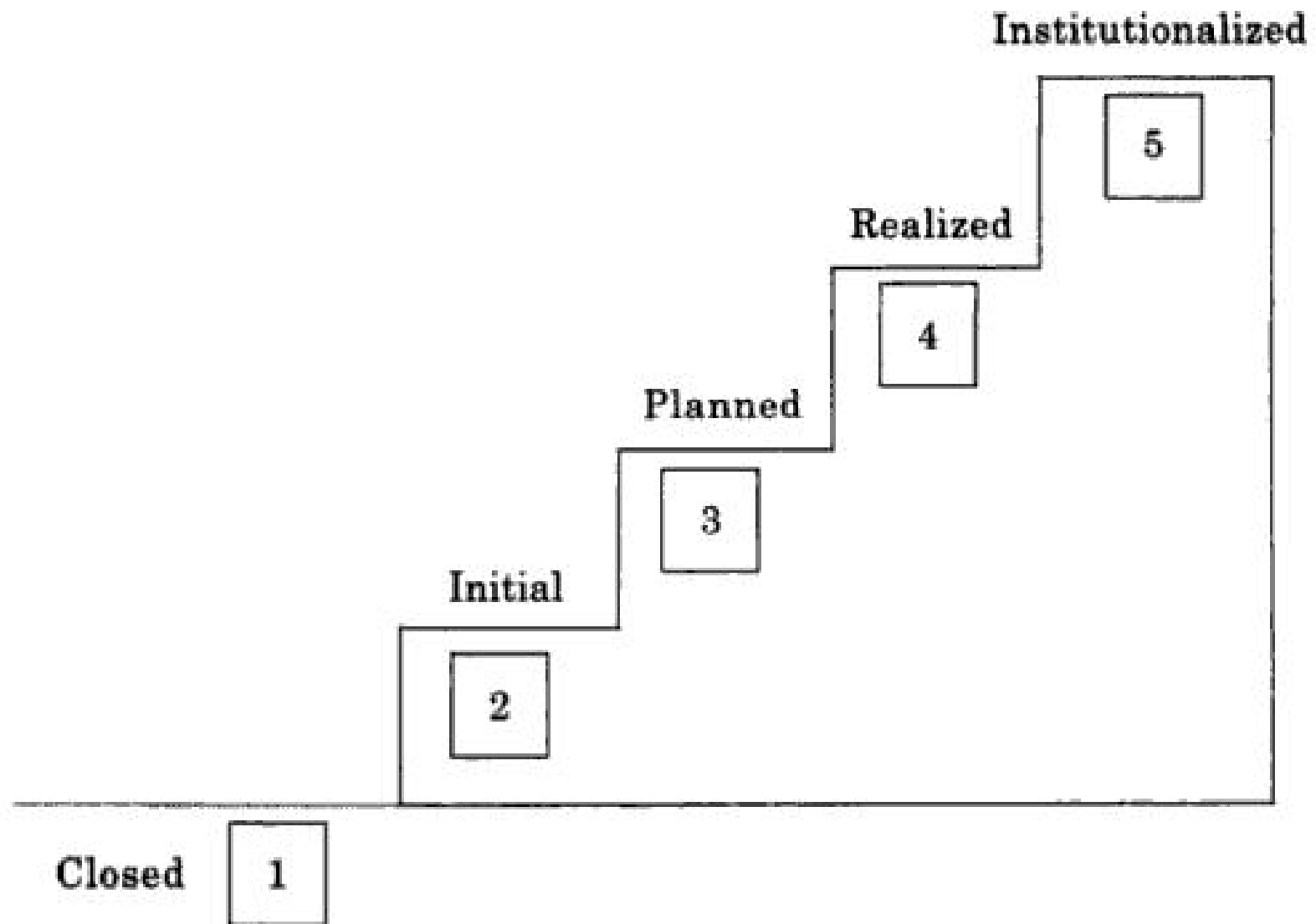
Maturity Model

- A maturity model is a method for judging the maturity of the processes of an organization and for identifying the key practices that are required to increase the maturity of these processes.

- An eGovernment maturity model provides us with guidance on how to gain control of our processes for developing and maintaining eGovernment services and how to evolve toward a culture of excellence in providing and managing eGovernment. A maturity model can guide us in selecting process improvement strategies by determining current process maturity and identifying the few issues that are most critical to eGovernment quality and process improvement.

- By focusing on a limited set of activities and working aggressively to achieve them, we can steadily improve our organization-wide eGovernment processes and enable continuous and lasting gains in our eGovernment capabilities.

- Maturity models can be very involved and take years to masterFor good or bad, no well-developed maturity models for eGovernment exist; the best available models are simple, but still useful for understanding some key facts about eGovernment.

Table 1: eGovernment Maturity Model

Attributes	Level 1: Simple Website	Level 2: Online Government	Level 3: Integrated Government	Level 4: Transformed Government
	Static pages Lists of departments and contact information Links to separate departments Policy statements Downloadable forms and documents Access primarily via telephone No site reporting, tracking or analysis	Departmental focus Online forms for applications and registrations Online payment Request information or service via email Respond to online surveys Limited online help, FAQs, resolution services Basic account inquiry Basic benefits enrollment	End-to-end electronic transactions Automated RFP and procurement process Cross-departmental sharing of information Automated advice and problem resolution data Limited configuration capabilities Self-service HR administration Web-based training	Community-centric, integrated, intergovernmental processes Common platform for targeting content through any channel/touch point Internal/external business process integration and collaboration (planning, workflow, design) Constituent case tracking to ensure resolution and satisfaction Highly configurable HR (benefits, career planning, development training)

E-Governance Maturity Models (EMM)

- EMM (version 1.0- Anjali Dhingra and D.C. Mishra) proposes some levels of maturity, depending on the effectiveness with which the e-governance efforts have been initiated, implemented or successfully completed.

- The model also provides for identification of key focus areas that need to be concentrated for attaining a specific maturity level.

- The EMM version 1.0 proposes five levels of maturity, depending upon the effectiveness with which the e-governance efforts have been initiated, pursued, utilized and institutionalized.

E-Governance Maturity Levels.

Five Maturity Levels

- The E-governance maturity model (EMM-Version 1.0) is based on
  - speed, openness and ubiquity (omnipresence) are the major capabilities of ICT which can be use for generating transparency, responsiveness and accountability in the system.
  - empowering the common man by providing faster access to right information at the right time.
  - service-oriented approach where public administration is seen as professional activity and efficient delivery of services to the internal and external users is emphasized as a key performance indicator of the government department.

LEVEL 1: Closed

- Here an organization does not use ICT as a facilitator for good governance and has no plans to do so in the near future.

- Such situation may arise due to lack of exposure to ICTs and associated benefits that again may depend upon a number of reasons: remoteness, lack of resources and strategic thinking.

- As a result the organization is closed in terms of being connected and sharing of information in the context of "E-governance".

- However, even in this condition the organization may be efficiently functioning.

LEVEL 2: Initial

- This level corresponds to the stage when an organization has initiated the automation of its processes but on a ad-hoc basis.

- No organized efforts are made to undertake the e-governance initiatives.

- May of such efforts are abandoned due to lack of proper direction

LEVEL 3: Planned

- This level comprises of systematic approaches with clearly defined vision, objectives and goals for e- governance.

- Need assessments are made to prioritize the areas of implementation and measure the extent of e-readiness.

- Taking necessary input from need assessment study, extensive planning has been carried out indicating policies, strategies, various activities, stakeholders, roles and responsibilities and resources required in terms of time, money and manpower to undertake the e-governance exercise.

LEVEL 4: Realized

- This level corresponds to the stage when the organization actually realizes the complete e-governance plan.

- Consequently, an integrated system is established where all the internal processes of the organization are computerized and there is a seamless information exchange among all concerned entities.

- The organization starts delivering the services to its external as well as internal customers in an effective manner.

- Complete realization of the plan, in a single instance, would entail enormous amount of resources in terms of time, money and manpower which may necessitate adopting a phased approached for operationalizing the e-governance services.

LEVEL 4: Realized (Contd...)

- **Retrospected:** At this level, the organization has retrospectively studied its business processes in view of its vision, overall e-governance objectives, the service-oriented approach and changes, if required, in the processes are initiated as a constant evolutionary process.

- **E-ready:** In this stage, e-readiness essentials, which are also the building blocks for e-governance, are ensured by the organization

- **Partially open:** At this stage some of the e-governance services are operationalized resulting in a partial information exchange among the entities both within and outside the organization.

- **Open:** This sub-level of realized state implies complete deployment of e-governance services that ensure an integrated system that is open to information exchange. The focus here shifts from acquiring and implementing "e" enabling factors to effectiveness to deal with the customer needs and is accountable for its services.

LEVEL 5: Institutionalized

- At this level, the organization sustains the realized state over a period of time so that e-governance becomes part of its work culture. The e-governance services are effectively utilized and accepted by the users. Several iterations between planned and realized state lead to institutionalization , when e-governance becomes a way of life.
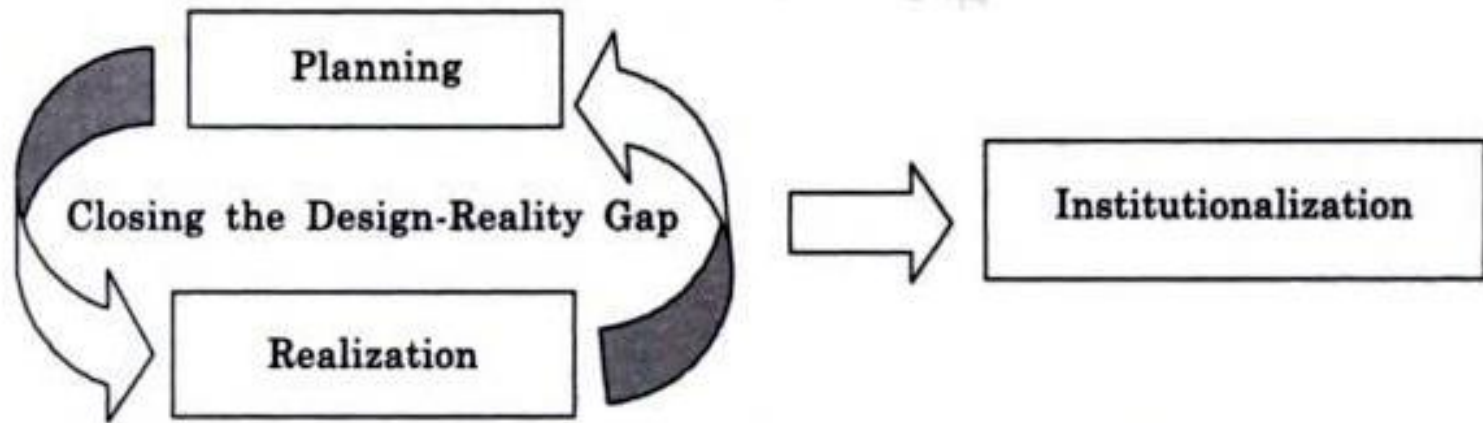
Figure   Reaching the Institutionalized Stage.

LEVEL 5: Institutionalized (Contd..)

- E-Readiness Essentials
  1. presence of strategic thinking, leadership and commitment among top-level decision makers
  2. Institutional Infrastructure
  3. ICT Infrastructure
  4. Human Capacities
  5. Legal Infrastructure

Characteristics of Maturity Levels

- ## Level 1: Closed

  - Organization are closed to e-governance

  - No plans or vision is available

  - Continue with fully manual and conventional operation

- ## Level 2: Initial

  - Organization lacks strategic thinking and direction for e-governance at top level

  - Unorganized and individual efforts of automation in some areas

  - Individual efforts sustains as long as the enthusiasm remains and is often abandoned due to lack of direction

  - Generally accumulate hardware without any planning and much of it goes unutilized or underutilized

Characteristics of Maturity Levels (Contd…)

- **Level 3: Planned**
  - E-governance becomes a part of organization's agenda
  - Strategic thinking and leadership guide the e-governance initiatives
  - Clear understanding of e-governance needs as projected by the external and internal users
  - Extensive planning for implementing and addressing the Key Focus Area (KFAs)
  - Documentation including vision, scope, need assessment survey, policy guidelines, action plan and outsourcing guidelines

Characteristics of Maturity Levels (Contd…)

- Level 4: Realized
  - Retrospected:
    - Business processes are attuned with the vision and overall e-governance objective
    - There is awareness about e-governance among all concerned-the stakeholders as well as the users
  - E-ready:
    - The organization has a sound infrastructure in place
    - Users motivated to use e-governance services
  - Partially Open:
    - Such organization sometimes focus only on their internal processes, allowing information exchange confined to the organization. In such case G2E is visible where as G2C, G2G, G2B is not yet established.

Characteristics of Maturity Levels (Contd…)

- Level 4: Realized
  - Open:
    - The organization has integrated system, reflective of smooth information exchange within and outside the organization.
    - G2E, G2C, G2G, G2B are well established.
    - Organization focuses on satisfying the users of e-governance.
    - The internal and external customers of organization start utilizing the e-governance services and become dependent on them.

- Level 5: Institutionalized
  - The –governance system of the organization is driven by a well established Knowledge Management System that generated an ability in the organization to evolve with time in view of new requirements.
  - E-governance becomes an effortless exercise for the organization and it becomes a way of life for the stakeholders and customer/users.
  - The organization at this level is completely paperless

Key Focus Area

Planned

- Define a quantifiable vision for the e-governance exercise.
- Conduct a Needs Assessment Survey in view of objectives covering the following areas:
  - Survey of requirements both within and outside the organization, indicative of the information needs of the internal (employees) and external (citizens, business and other government agencies) customers/users with respect to e-governance.
  - Analyze the requirements to identify priority areas for initiating e-governance exercise.
  - Assess the extent of e-readiness for identified areas and requirements to achieve the desired level of e-readiness.

Key Focus Area

- Prepare an extensive plan on e-governance that includes the following areas:

  — Define objectives and goals for the e-governance exercise.
  — Design policies and strategies for implementing e-governance.
  — Decompose the e-governance exercise into various activities.
  — Project the resource requirements in terms of time, money and manpower.
  — Identify stakeholders and assign roles and responsibilities.
  — Define implementation methodology.
  — Define measures for creating awareness and change in mindset among the external and internal customers/users of the organizations for effective implementation of e-governance.
  — Define measures for attaining required level of e-readiness.
  — Identify risk factors and propose risk mitigation plan.
  — Define the expected impact and propose an impact assessment methodology.
  — Identify external sources of funds, if required.
  — Define mechanisms (Research and Development, Knowledge Management initiatives) for developing innovative ways of delivering services within the organization and outside it.
  — Define the time for which the plan is valid.
  — Prepare all the necessary documentation including Vision and Scope document for e-governance, Need Assessment Survey document, Policy guidelines, Action Plan and Outsourcing guidelines.

Key Focus Area

Realized

- Arrange for resources required to implement the e-governance initiative.
- Develop a high level awareness and commitment among decision-makers, stakeholders and users to initiate and carry forward the e-governance objectives.
- Select vendors for outsourced activities and formalize terms and conditions with all the stakeholders, clearly assigning roles, responsibilities and ownership.
- Set up management committees with appropriate representation of all stakeholders for executing and monitoring the e-governance exercise.
- Conduct a detailed study and review of the existing business processes in view of e-governance objectives.
- Initiate the change in business processes wherever required, and bring in suitable legislation to make it effective.

Key Focus Area

— Address information needs of common man in local language with easy to use interface.
— Address the issues related to standardization of content and data to facilitate seamless flow of information among concerned entities.
— Ensure interoperability in terms of interconnectivity, data integration and information access.
— Use open standards.
— Ensure easy accessibility to information.
— Provide efficient data communication.
— Build scalable architecture.
— Ensure wide market support (supply from multiple vendors).
— Ensure wide product support (interconnection between products from diverse vendors).
— Ensure cost effectiveness.

- Conduct extensive training for customers/users and administrators for effective operationalization and utilization of e-governance services.
- Collect, compile, validate and update data/content.
- Maintenance activities.
- Conduct an Impact Analysis to assess the effectiveness of service delivery.
- Initiate activities (surveys, research and development, knowledge management initiatives) to devise more innovative ways of developing and delivering e-governance services.

Key Focus Area

Institutionalized

- Address the *design-reality* gaps, if any, by iterating between planning and realization phases.

- Evolve a mechanism (knowledge management system, research and development initiatives and surveys) to make e-governance an effortless exercise so that the entire system develops an ability to evolve and scale up with time and new requirements.

Towards Good Governance Through E-Governance Models

- The digital governance models bring about a transformation in the existing forms of governance as they change the nature of citizen-governance relationship and bring in new agents and mechanisms to influence the governance processes.
- The models foster democratic control over the governments' economic, social and welfare policies by citizens and civil society organizations - a key process requirement for good and responsive governance.
- It ensures that the voices of people are more likely to be reflected in decision-making processes.

Towards Good Governance Through E-Governance Models

The changes brought about in the citizen-governance relationship through digital governance are fourfold:

- They open up avenues for flow of information both vertically and laterally, and thus encompass a wider foundation of the civil society. A greater density of information flow is achieved – between government and civil society, amidst the government or within the civil society itself. The right to voice and expression therefore gets more frequently exercised by citizens who wish to engage in the political processes.
- Information becomes difficult to be capitalized by a few for political gains and at the expense of ignorance of citizens. Digital governance ensures that the power-equations shift from being concentrated and restricted at selected nodes to its more even and timely distribution among citizens, opposition parties and watch guard groups.
- There is a greater scope to influence policy-makers and members of the civil society through collective opinion casting, direct participation, participation in public debates, and use of advocacy tools.
- Policy-makers become more aware of the voices of people and can effectively involve them in policy-making mechanisms. They realize that their actions are under the scrutiny of many more watch guard organizations and there are greater avenues available with people to obtain or triangulate information from different sources. Information also becomes difficult to obliterate and is forever archived to increase the institutional memory of the society.

People's Participation in ICT-enabled Governance

	Conventional Media	ICT and Convergence Media
Mode of Participation	Representative Ex-Situ	Individual/ Collective In-Situ
Forms of Participation	Passive/ Reactive	Pro-Active / Interactive
Impact of Participation	Indirect	Direct/ Immediate