

E-Governance

Key Focus Areas

Key Focus Areas (KFAs) indicate the areas that need to be focused by an organization and are a set of related activities when performed collectively, help achieving a particular level of maturity. KFAs are defined from level 3 (Planned) onwards, as this is the stage from where e-governance effort is systematically attempted.

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.

- 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.

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.

- Acquire and/or design, develop, test and deploy e-governance services with the following issues in mind:
 - 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.

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.

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.

Table 2.1 People's Participation in ICT-Enabled Governance

	<i>Conventional media</i>	<i>ICT and convergence media</i>
Mode of participation	Representative of <i>ex-situ</i>	Individual/Collective <i>in-situ</i>
Form of participation	Passive/Reactive	Pro-Active/Interactive
Impact of participation	Indirect	Direct/Immediate

To Be Continued...