E-Governance

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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.

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.

- **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.
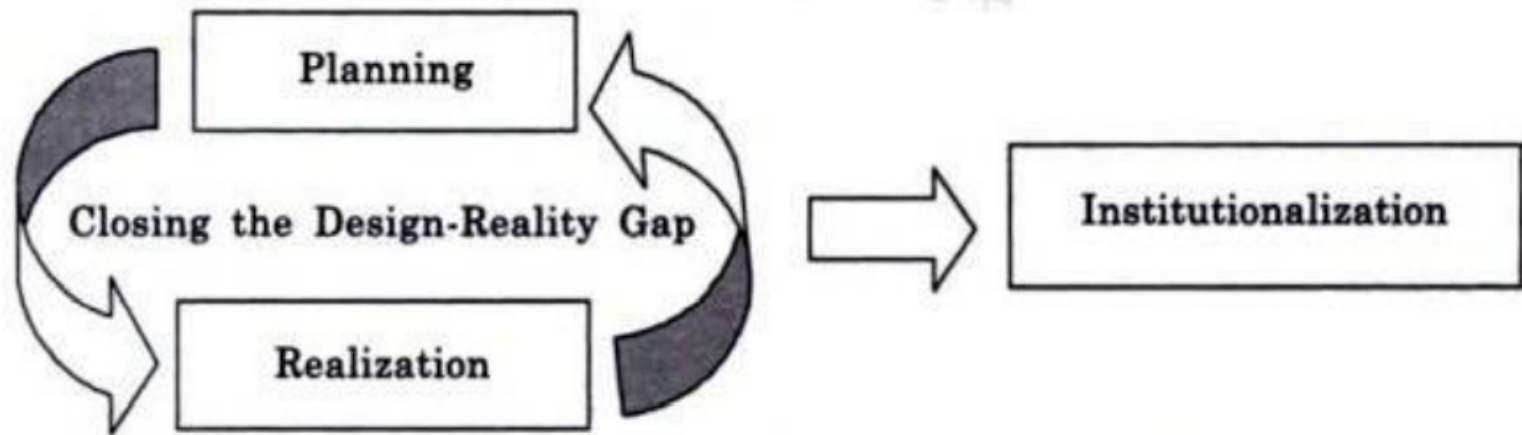

Figure   Reaching the Institutionalized Stage.

- **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

- 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

- 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.

- 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

To Be Continued…