

## *UNIT 2*

### **E-Governance Model (12 Hrs)**

#### **Unit 2: E-Governance Models (12 Hrs.)**

Introduction; Models of Digital Governance – Broadcasting/Wider Dissemination Model, Critical Flow Model, Comparative Analysis Model, Mobilization and Lobbying Model, Interactive Service Model/Government-to-Citizen-to-Government Model (G2C2G); Evolution in E-Governance and Maturity Models – Five Maturity Levels; Characteristics of Maturity Levels; Key Focus Areas; Towards Good Governance through E-Governance Models

## Governance

Governance is "the process of decision-making and the process by which decisions are implemented (or not implemented)". The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

## Model of Digital Governance

- ▶ Digital Governance models keep on expanding and evolving as new applications of ICTs come to light and to deal with new issues in the area of governance.
- ▶ There are **no rigid or finite models** of Digital Governance. In fact **developing countries are experimenting** on their own to find which models will work for them and will best serve their needs.

- ▶ 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.

- ▶ 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.

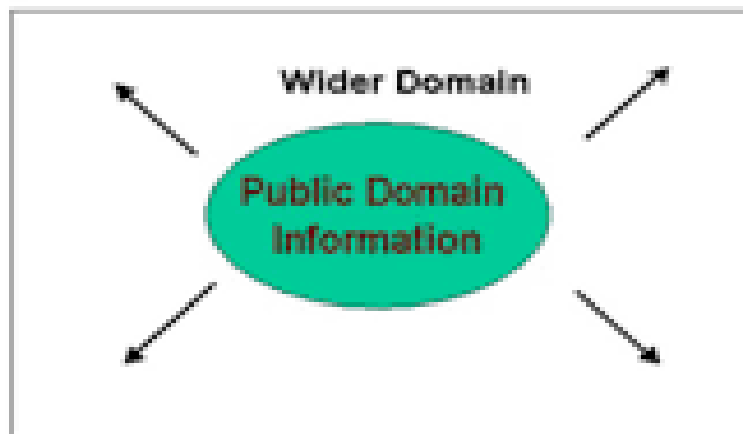
The generic models of digital governance in developing countries are:

1. **Broadcasting/Wider Dissemination Model**
2. **Critical Flow Model**
3. **Comparative Analysis Model**
4. **Mobilization And Lobbying Model**
5. **Interactive -Service Model/ Government-to Citizen- to- Government model(G2C2G)**
6. **Maturity Model**

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

# 1. Broadcasting / Wider Dissemination Model

**Broadcasting / Wider Disseminating Model**  
Public Domain → Wider Public Domain



- Broadcasting model is based on mass dissemination of governance-related information which is already available in the public domain into the wider public domain using ICTS.
- It allows citizens to form an opinion of the government and its administration based on services delivered to them whether the government services were available to them, and the quality of service received.



## ▶ Principle

- Based on dissemination of information relevant to better governance that is already in the public domain into wider public domain through the use 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.

## Applications

- Putting governmental laws and legislations online
- Making available the names, contact addresses, emails, mobile numbers of local/ regional/ national government officials online.
- Make available public interested information such as governmental plans, budgets, expenditures, and performance reports online.
- Putting key judicial decisions which are of value to general citizens and create a precedence for future actions online. viz. key environmental decisions, state vs. citizen decisions etc.

## Evaluation

- This model 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.
- 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.

## Project Based on this Model

### ➤ **Nepal :Department of Information Technology**

✓ <https://doit.gov.np>

✓ The goal is to provide all government services through automated system by maximizing the use of IT and establish good governance, poverty alleviation and realize national development target by the advantages of technology.

### ➤ **India**

✓ <https://goidirectory.nic.in>

## Directory of official websites of Government of India

✓ 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**

- ✓ <https://www.brazil.gov.br>

Brazil's official national E-Government website

- ✓ The website provides comprehensive information on Brazilian government as well as links to integrated citizen services.

## 2. Critical Flow Model

### Principle:

- The model is based on broadcasting information of 'critical value' (which by its very nature will not be disclosed by those involved with bad governance practices) to targeted audience using ICTs and other tools.
- Targeted audience may include media, affected parties, opposition parties, judicial bench, independent investigators or the general public.
- The strength of this model is that the concept of 'distance' and 'time' becomes redundant when information is hosted on a digital network.
- Once available on the digital network, the information could be used advantageously- by instantly transferring the critical information to its user group located anywhere or by making it freely available in the wider public domain.

## Applications

- Making available **corruption related data** about a particular Ministry / Division/ Officials online to its electoral constituency or to the concerned regulatory body.
- Making available **Research studies**, Enquiry **reports**, Impact studies commissioned by the Government or Independent commissions to the affected parties.
- Making Human Rights Violations cases violations freely available to **Judiciary, NGOs** and concerned citizens.
- Making available information that is usually suppressed, for instance, Environmental Information on radioactivity spills, effluents discharge, information on green ratings of the company to concerned community.

## Evaluation

- Critical Flow Model is more focused in terms of its information content and its intended users.
- Due to critical aspect of information, the model exposes the weakest aspects of governance and decision-making mechanisms and 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 cognizance the interest and opinion of the masses in decision making processes.
- The model will not work in cases where government mechanisms do not foster public debates and censure all information of critical nature.



- It will also fail where the government maintains a tight control over all information.
- There it remains restricted to top few levels of the government. Inherently the Internet is an open medium.
- Thus, restricted dissemination is only typical only those interested may use the critical and subject based information lodged on Internet web sites for public access as applications.

## Projects Based on Critical Flow model

<https://www.transparency.org>

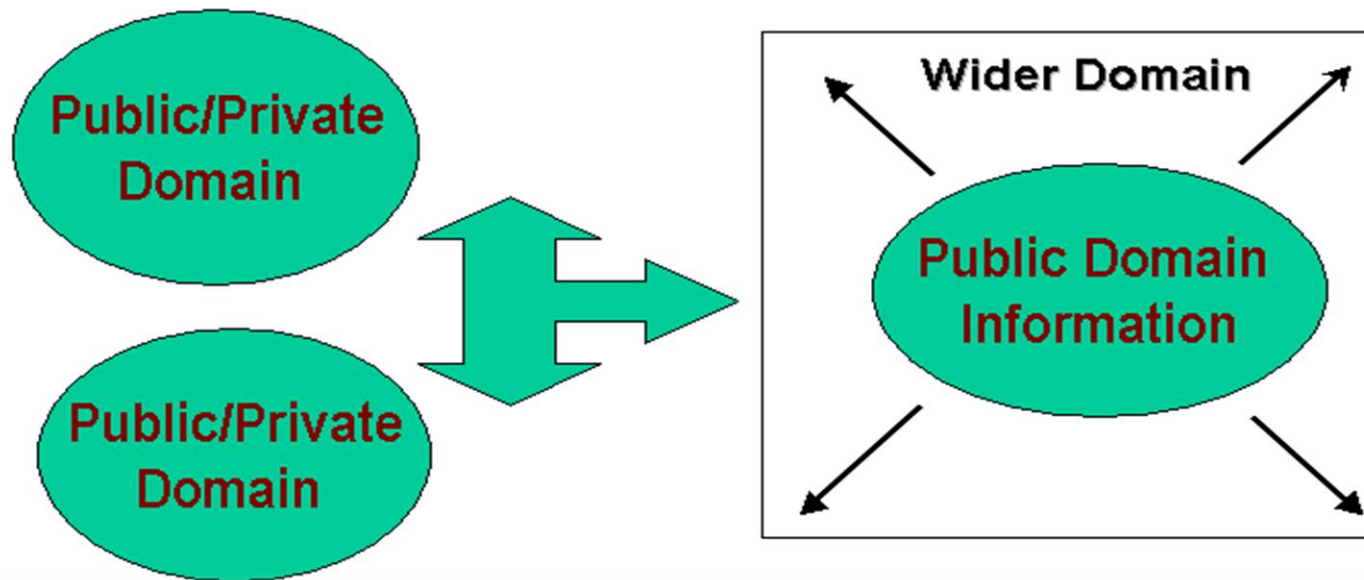
Transparency International -Daily Corruption News. The daily corruption news has been coming out since May 2000.

Wikileaks [www.wikileaks.org](http://www.wikileaks.org)

WikiLeaks is a not-for-profit media organization. It brings important news and information to the public. It publishes secret information, news leaks, and classified media from anonymous sources to keep the public informed, amongst others on cases of corruption, whistle-blowing, and crimes

### 3.Comparative Analysis model

**Comparative Analysis Model**  
**Private / Public Domain + Public / Private Domain**  
→ **Wider Public Domain**



- Comparative Analysis Model is one of the least-used but a high potential e-governance model for developing countries.
- The model can be used to empower people by comparing cases of bad governance with those of good governance and identifying specific aspects of bad governance, the reasons and people behind them, and how the situation can be improved.
- The model continuously assimilates "best practices" in different areas of governance and uses them as benchmark to evaluate other governance practices.

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- It then uses the result to advocate positive changes or to influence 'public' opinion on existing governance practices
- The comparison could be made over a time scale to get a snapshot of the past and the present situation or could be used to compare the effectiveness of an intervention by comparing two similar situations.

## Applications

- To learn from past policies and actions and derive learning lessons for future policy-making.
- To evaluate the effectiveness of the current policies and identify key learning's in terms of strengths and flaws in the policies.
- To effectively establish conditions of Precedence, especially in the case of Judicial or legal decision-making (example for resolving patent-related disputes, public goods ownership rights), and use it to influence advocate future decision-making.
- To enable informed decision-making at all levels by enhancing the background knowledge and also providing a rationale for action.
- To evaluate the performance and track-record of a particular decision-maker/ decision-making body.

## Evaluation

- Developing countries could very effectively use this comparative model as ICT opens their access to the global and local knowledge products at a relatively low-cost.
- The model is very much based on the existing sets of information but requires the ability to analyze and bring out strong arguments which could then be used to catalyze existing efforts towards self governance.
- There is a vast scope of application of this model for judicial advocacy as landmark/key judgments of the past could be used as precedence for influencing future decision-making. Further, watch-guard organizations and monitor-groups can use this model to continuously track the governance past record and performance and compare with different information sets.
- The model however becomes ineffective in absence of a strong civil society interest and public memory which is essential to force decision-makers to improve existing governance practices.

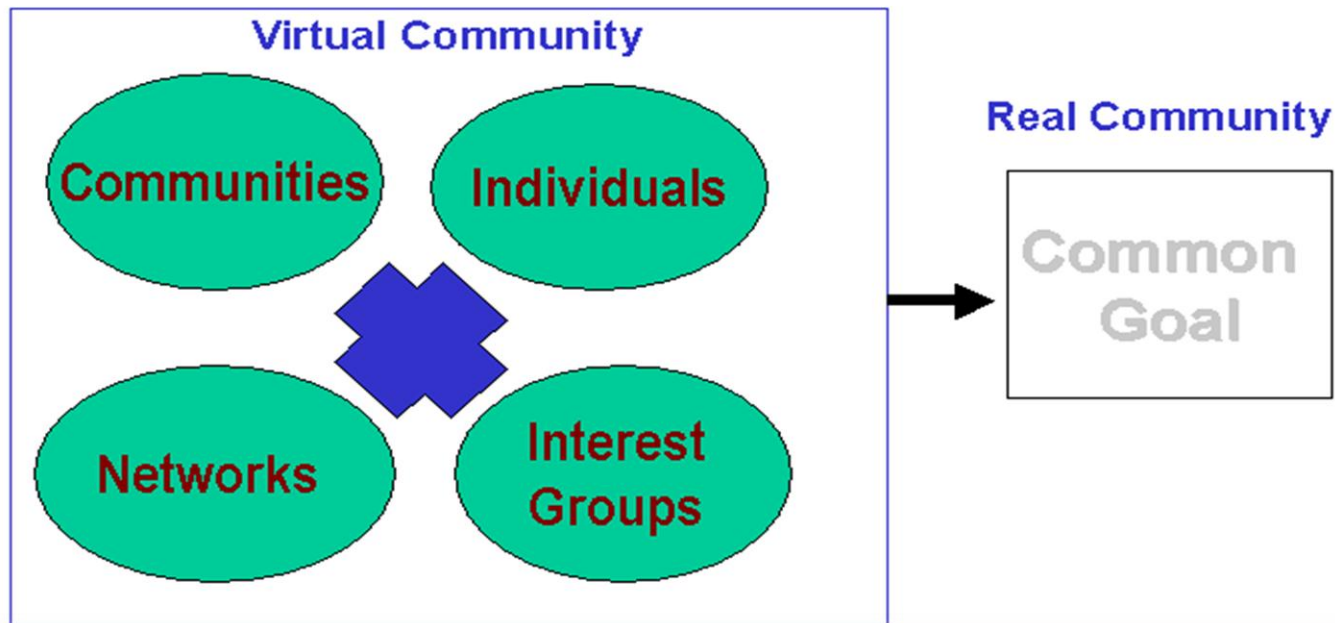
## Example

- ▶ Global Human Development Indicator
- ▶ <https://hdr.undp.org/>
- ▶ 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 suggest policy recommendations based on that.
- ▶ Many countries now also prepare national level indicators to compare progress made in different states in a country.



## 4.E-Advocacy Model/Mobilization and Lobbying Model

### Mobilisation and Lobbying Model Networking Networks for Concerted Action



## Principle

- ▶ **E-Advocacy / Mobilization and Lobbying Model** is one of the most **frequently used** Digital Governance model and has often come to the aid of the global civil society to impact on global decision-making processes.
- ▶ The model is based on planned, directed, strategic flow of information to build strong **virtual** allies to strengthen action in the real world.
- ▶ It takes up the proactive 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 its diversity of the virtual community, and the ideas, expertise and resources accumulated through this virtual form of networking.
- ▶ The model is able to mobilize and leverage human resources and information beyond geographical, institutional and bureaucratic barriers, and use it for concerted action.

## Applications

- Fostering public debates on issue of larger concerns, namely on the themes of upcoming conferences, treaties etc.
- Formation of pressure groups on key issues to force decision-makers to take their concerns into cognizance.
- Making available opinions of a suppressed groups who are not involved in the decision-making process into wider public domain.
- Catalyzing wider participation in decision-making processes.
- Building up global expertise on a particular theme in absence of localized information to aid decision-making.

## Evaluation

- ▶ 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 for government bodies and individuals to be watchful in their actions lest they turn the opinion of local and global community against them.
- ▶ It could be effectively used by the Government to encourage public debates and opinion on a particular issue as a part of good governance strategies.

## Examples

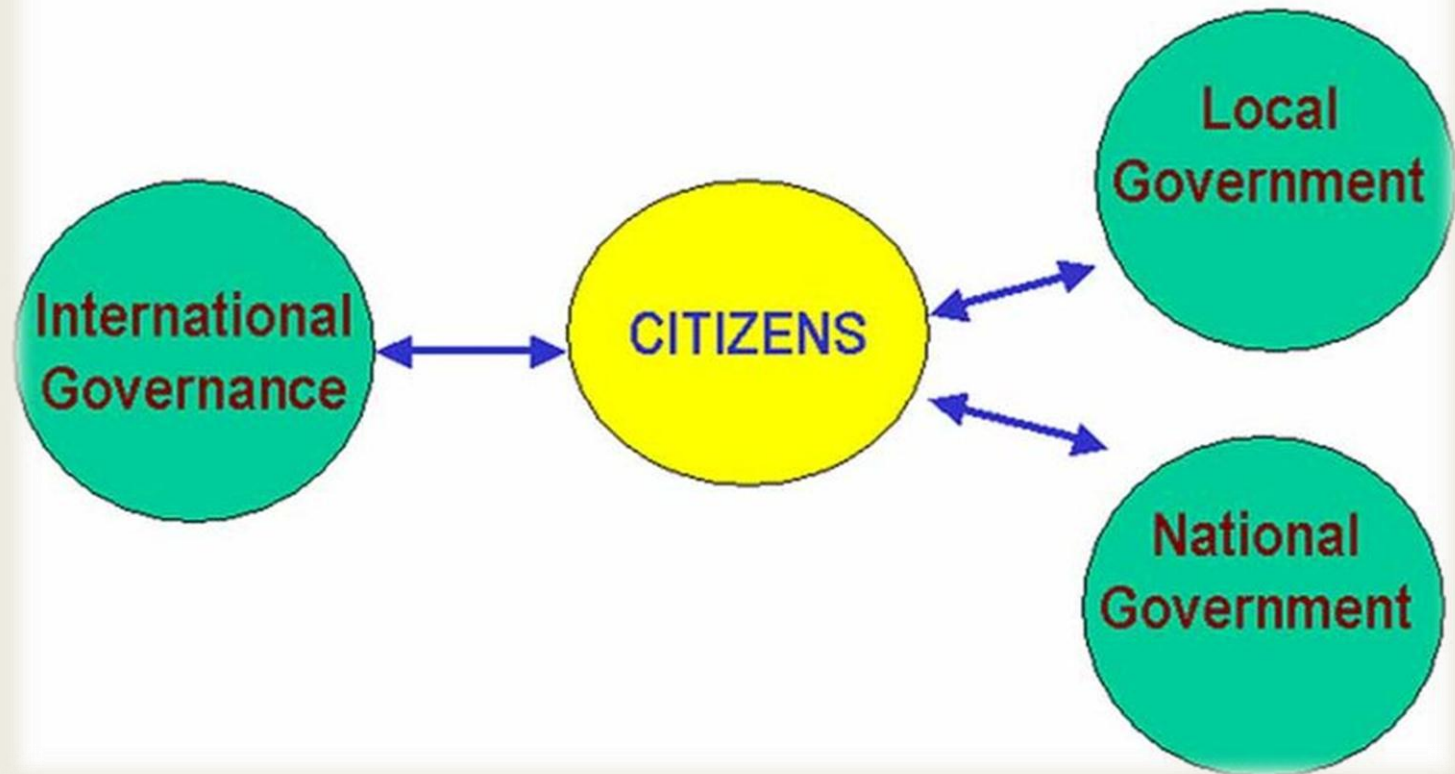
<https://www.jubileeusa.org/>

Drop the Debt Campaign - the campaign spreads awareness of their activities through emails and mobilizes support of concerned individuals.

## 5. Interactive Service Model

### Service Delivery Model

Citizen  $\longleftrightarrow$  Government



# Principle

- **Interactive-Service model** is a consolidation of the other digital governance models and opens up possibilities for one-to-one and self-serviced participation of individuals in governance processes.
- Under this model, the **various services offered by the Government become directly available to its citizens** in an interactive manner.
- **G2C2G** entirely include the potential of **ICT** and use it for **greater transparency**, efficiency and participation in government functions as well as **saving time and cost** related to the decision-making process.



- ▶ It does so by opening up an interactive Government to Consumer to Government (G2C2G) channel in various aspects of governance, such as election of government officials (e-ballots); decision to make on specific issues (eg: health plans), delivery of individualized government services, gauging public mood and opinions, targeting specific communities for specific governance advice or services, bringing mass awareness.

# Applications

- ▶ To establish an interactive communication channels with key policy-makers and members of planning commissions.
- ▶ To conduct electronic ballots for the election of government officials and other office bearers.
- ▶ To conduct public debates / opinion polls on issues of wider concern before formulation of policies and legislative frameworks.
- ▶ Filling of grievances, feedback and reports by citizens with the concerned governmental body.
- ▶ Establishing decentralized forms of governance.
- ▶ Performing governance functions online such as revenue collection, filing of taxes, governmental procurement, payment transfer etc.
- ▶ Carrying out video conferencing, and online discussion with policy makers.

# Evaluation

- This model is more embedded in e-governance initiatives in the developed countries and has often been proposed for implementation in developing countries. Such forms of solution transfer 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 the absence of individual and secure ICT access.
- Various other issues also need to be considered carefully before such blind duplication can be attempted in the developing countries.
- However, the trend is definitely in this direction and sooner or later, this model will be implemented in all the countries with due modifications for local adaptation.

## Example

India: Gyandoot:-

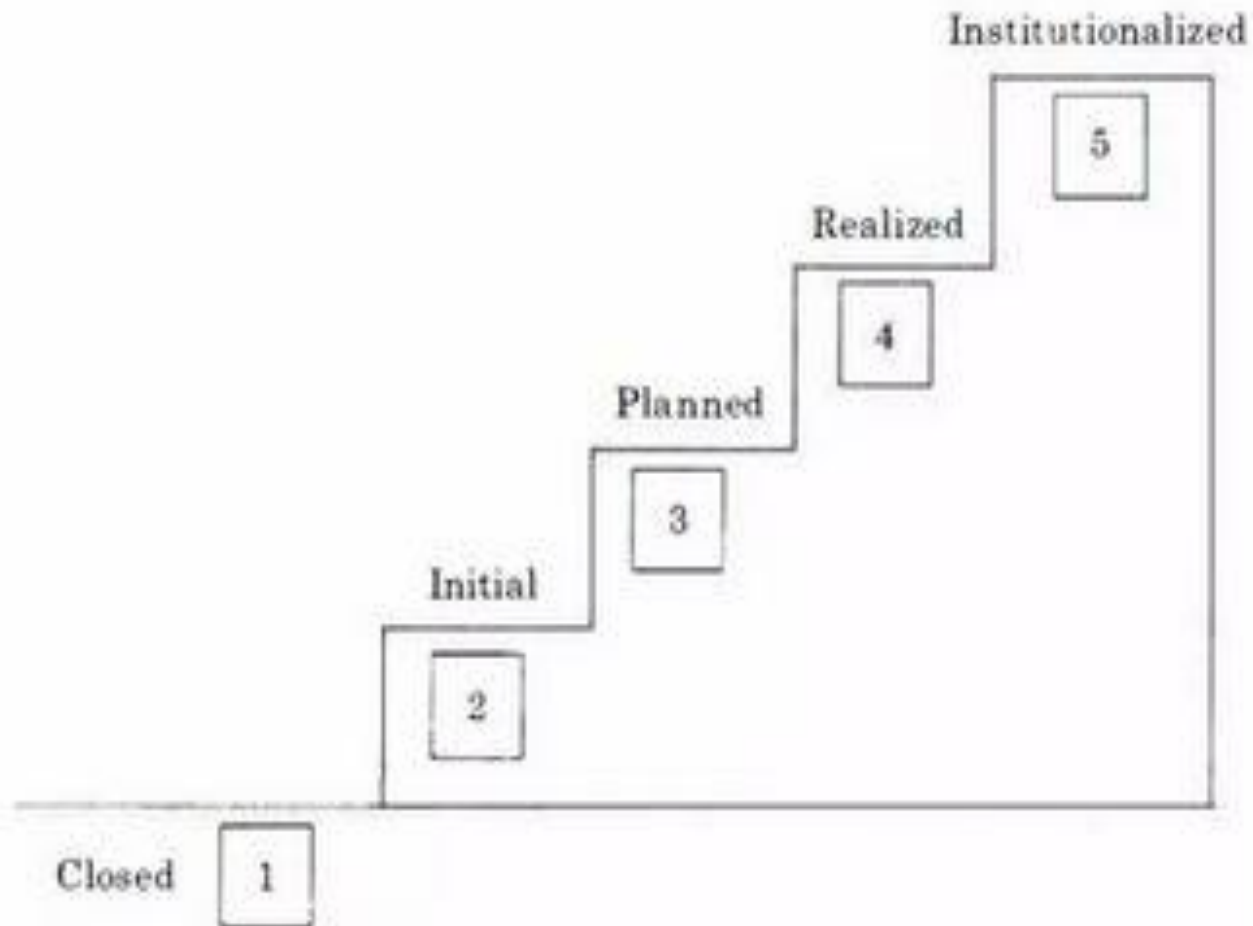
- Gyandoot is an intranet in Dhar district connecting rural cyber cafes catering (computer kiosk) to the everyday needs of the masses. The site has following services to offer in addition to the hope that it has generated by networking, the first district in the state of Madhya Pradesh in India
  - **Commodity/Agriculture/Marketing system Information**
  - **Copies of land maps**
  - **On-line Registration of Applications**
  - **Public Grievance Redressal**

## Evolution in E-governance & 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 e-Government maturity model provides us with guidance on how to gain control of our processes for developing and maintaining e-Government services and how to evolve toward a culture of excellence in providing and managing, e-Government.
- 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 e-Government quality and process improvement.

## **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.



# Five Maturity Levels

**The E-governance (EMM- 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 at a subsequent date.

## **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**

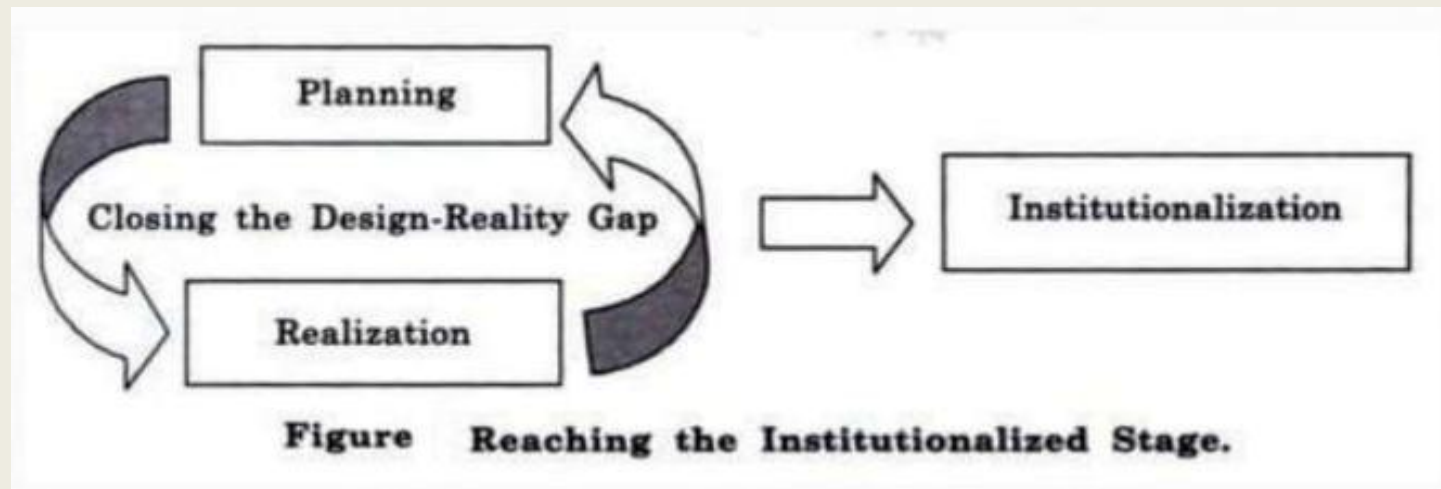
- ▶ This level corresponds to the stage when the organization actually **realizes the complete e-governance plan.**
- ▶ Consequently, an integrated system is established where all the internal processes of the organization are **computerized** and there is a seamless **information exchange among all 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 approach for operationalizing the e- governance services.

## LEVEL 4: Realized(sub-Level)

- ▶ **Retrospect:** 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 the organization. G2E is visible.
- ▶ **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. Outside the organization. G2C,G2G, G2B are well established.

## 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.



## 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 direction for thinking 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.

## 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**

# 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.

# Thank You !