

UNIT 2

E-Governance Models

(12 Hours) — E-Governance (CACS409)

⚠ Please Note — May Contain Errors

These notes were prepared with AI assistance and **may contain errors, omissions or outdated information** (names, dates, figures, acronyms and project details in particular). Please take care: cross-check everything against your prescribed textbook, class notes and official sources before relying on it for exams or assignments.

2.1 Introduction

An **E-Governance model** describes how information and services flow between government and its stakeholders through ICT. Different models serve different purposes: spreading information, enabling informed debate, comparing performance, organising public pressure, or delivering services interactively. The five widely taught **models of digital governance** are the Broadcasting / Wider-Dissemination model, the Critical Flow model, the Comparative Analysis model, the Mobilization and Lobbying model, and the Interactive-Service (G2C2G) model.

Model	Core idea	Main flow
Broadcasting / Wider Dissemination	Put governance information in the public domain	Government → citizens
Critical Flow	Send critical information to targeted groups	Third party → target audience
Comparative Analysis	Learn from past and others' experience	Past/other cases → decision-makers
Mobilization and Lobbying	Mobilise public opinion and pressure	Citizens/NGOs ↔ government
Interactive Service (G2C2G)	Two-way services and participation	Government ↔ citizens

2.2 Models of Digital Governance

1. Broadcasting / Wider Dissemination Model

This model is based on the wider dissemination of useful governance information that is already in the public domain. Information about laws, policies, rules, schemes, budgets and decisions is placed on websites, portals, SMS, radio or TV so that citizens can make use of it. The aim is an *informed citizenry* — people who know their rights, entitlements and the way the government works.

- **Strategy:** Provide government information to citizens through ICT and mass media — it is a one-way flow.
- **Applications:** Putting laws, court decisions, budgets, tenders, notices and citizen charters online; broadcasting parliamentary proceedings; government information on FM radio or TV.
- **Benefits:** Better awareness, transparency, informed voting and accountability; low cost per additional user.
- **Limitation:** No feedback channel; benefit depends on the citizen's access and ability to understand.

2. Critical Flow Model

This model is based on the idea of **delivering critical information** to a target audience that can make use of it — typically information that the government may not want to publicise or that powerful groups would not release. Such information (for instance on corruption, human-rights violations, environmental damage or poor performance) is collected, then *flowed* by an interested third party — such as the media, civil society, an opposition group or an NGO — to the people most affected and to those who can act.

- **Strategy:** Critical information is obtained and channelled to the right audience (the affected people, courts, press, international bodies).
- **Applications:** Exposing wrongdoing, publishing facts about pollution, community watchdog websites, whistle-blower platforms, RTI-based disclosures.
- **Benefits:** Raises public awareness of hidden issues, strengthens accountability and press freedom.
- **Limitation:** Depends on credibility and verification of information; the information may be disputed or misused.

3. Comparative Analysis Model

This model uses **comparison** as a tool to learn. By comparing the performance of the government or institution over time, or with other countries, states or departments (benchmarks, *best practices*), citizens, planners and policy-makers can judge what works and what does not. Information from earlier programmes and from other places is used as the basis for improving present decisions.

- **Strategy:** Use ICT to store and compare the outcomes of past and parallel cases — e.g. historical data, success/failure stories, rankings.
- **Applications:** Comparing development indicators of districts, benchmarking local governments, case databases for courts and administrators, performance league tables.
- **Benefits:** Encourages evidence-based decisions, avoids repeating mistakes, spreads best practices.
- **Limitation:** Comparison is only valid when contexts are similar and data is reliable and up to date.

4. Mobilization and Lobbying Model

This model is built on **mobilising public opinion** and organising lobbying groups, using ICT to link like-minded individuals, groups and communities. Using the Internet, e-mail, social media and discussion forums, civil society and NGOs can mobilise support, raise funds, coordinate action and lobby the government on specific issues. It also allows overseas communities and diaspora to join in.

- **Strategy:** Use ICT to build virtual communities, campaigns and online action groups; the flow is between citizens/groups and government (and among citizens).
- **Applications:** Online petitions, campaigns on environment or rights, crowd-funding for causes, networks of NGOs, diaspora groups.
- **Benefits:** Low-cost, quick reach, global participation, strengthens civic involvement.
- **Limitation:** Risk of misinformation, “slacktivism” (support without action), and domination by loud groups.

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

This is the most advanced model. It opens a **two-way channel**: the government delivers services and information to citizens, and citizens give feedback, requests, opinions and votes back to the government — so the citizen becomes an *active participant*, not a passive receiver. Service delivery moves from the department-centred approach to a citizen-centred one. Direct participation of the citizen in governance is enabled — this is what makes it “G2C2G”.

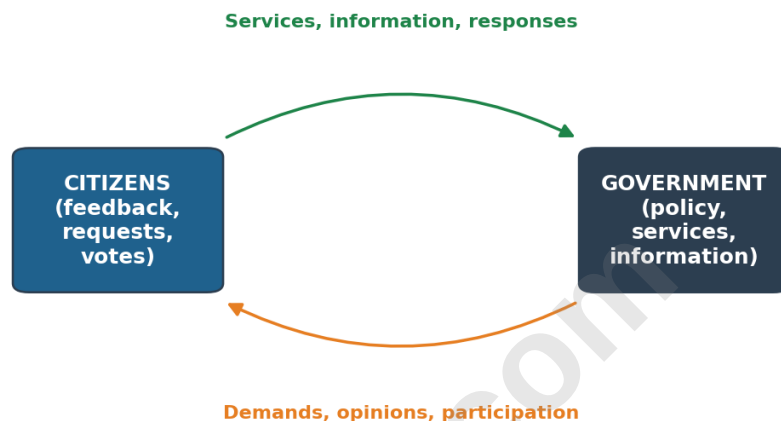


Figure 2.1 — Interactive Service Model (G2C2G): a two-way flow between citizens and government

- **Strategy:** Transform the government into a service provider and the citizen into a consumer who also contributes to policy.
- **Applications:** Online application and payment for services, e-consultations, e-voting, e-ballots, feedback and grievance portals, e-referendums, online discussion with ministers.
- **Benefits:** Transparency, personalised service, participation, accountability, trust.
- **Requirements:** Strong infrastructure, secure identity and authentication, legal backing, citizen awareness.

Example 2.1 — Identify the model

Which model of digital governance is represented by each case?

- (a) A ministry publishes its annual budget and all circulars on its website.
- (b) A civil-society group uploads evidence of illegal logging and sends it to affected villages and the media.
- (c) A portal lets citizens apply for a licence, pay online, track status and rate the service.

Solution

- (a) **Broadcasting / Wider Dissemination** — public-domain information spread widely.
- (b) **Critical Flow** — critical information flowed to those who can act.
- (c) **Interactive Service (G2C2G)** — two-way transaction and feedback.

Model	Direction	Citizen role	Complexity
Broadcasting	One-way	Receiver	Low
Critical Flow	One-way (via third party)	Receiver/user of critical info	Low-medium
Comparative Analysis	Analytical	Evaluator / decision-maker	Medium
Mobilization & Lobbying	Multi-way among groups	Activist / supporter	Medium
Interactive Service (G2C2G)	Two-way	Participant and customer	High

2.3 Evolution in E-Governance and Maturity Models

E-Governance does not appear overnight; it **evolves in stages**. A **maturity model** describes these stages so that organisations can see where they are, what they should aim for next, and which areas need work. The model discussed here has **five maturity levels**, from basic presence to full transformation.

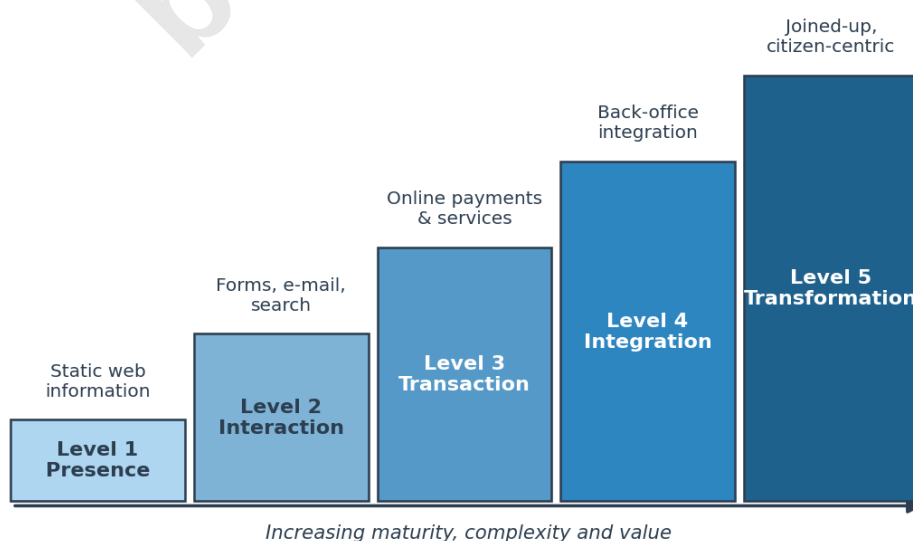


Figure 2.2 — Five maturity levels of E-Governance

Five Maturity Levels and their Characteristics

Level	Characteristics	Key focus areas
1. Presence (Initial / Information)	Basic web presence; static information, contact details, downloadable forms; one-way flow.	Content creation, website design, awareness, basic infrastructure.
2. Interaction (Managed)	E-mail, search, simple forms and feedback; limited two-way communication; departmental systems start to appear.	Usability, navigation, standards, back-office computerisation.
3. Transaction (Defined)	Complete online services with payment and authentication; digital signatures; legal recognition of e-transactions.	Security, payment gateways, legal framework, service quality.
4. Integration (Quantitatively managed)	Departments are integrated; shared databases; single-window / one-stop access; data reuse across agencies.	Interoperability, process re-engineering, data standards, governance.
5. Transformation (Optimising)	Citizen-centred, seamless “joined-up” government; personalisation; continuous improvement; participation in policy.	Culture change, innovation, analytics, citizen engagement, sustainability.

Note: Different textbooks name the levels differently (e.g. Presence–Interaction–Transaction–Transformation, or Initial–Managed–Defined–Quantitatively Managed–Optimising as in the CMM style). Learn the names used in your class notes.

Key Focus Areas at Each Level

- **Technology:** from websites to networks, databases, interoperable platforms.
- **Process:** from manual → automated → re-engineered, integrated processes.
- **People:** awareness and skills of staff and citizens; leadership and change management.
- **Policy and legal:** rules for e-transactions, security, privacy, standards.
- **Service:** from information to full transactions to personalised services.

2.4 Towards Good Governance through E-Governance Models

Good governance is commonly described by characteristics such as participation, rule of law, transparency, responsiveness, consensus orientation, equity and inclusiveness, effectiveness and efficiency, and accountability (UNDP). E-Governance models help to deliver each of them.

Good-governance principle	How E-Governance supports it
Participation	Online consultation, e-voting and feedback (G2C2G, mobilization models).

Good-governance principle	How E-Governance supports it
Transparency	Publication of decisions, budgets and tenders (broadcasting, critical flow).
Accountability	Performance dashboards, benchmarking, audit trails (comparative analysis).
Responsiveness	Grievance portals, status tracking, faster service.
Efficiency and effectiveness	Automation, integration and re-engineered processes.
Equity and inclusiveness	Kiosks, mobile access, multilingual content to narrow the digital divide.
Rule of law	Legal recognition of digital records, signature and transactions.

Example 2.2 — Long question

Explain how the Interactive Service (G2C2G) model contributes to good governance, and mention the maturity level it relates to.

Solution

The G2C2G model creates a two-way flow in which citizens receive services and also give feedback, grievances and opinions that return to government. This improves **transparency** (status is visible), **accountability** (officials can be monitored and rated), **responsiveness** (grievances are logged and tracked), **participation** (consultation and e-voting) and **efficiency** (less paperwork and fewer visits).

It corresponds mainly to the higher maturity levels — **Transaction, Integration and Transformation** — where complete online services, integrated back offices and citizen-centred governance exist.

Key Takeaways — Unit 2

- ✓ Five models: Broadcasting, Critical Flow, Comparative Analysis, Mobilization & Lobbying, Interactive Service (G2C2G).
- ✓ Broadcasting and Critical Flow are mainly one-way; G2C2G is fully two-way and participatory.
- ✓ Maturity model has five levels, from Presence to Transformation; each has its own characteristics and focus areas.
- ✓ Moving up the levels needs technology, process re-engineering, skilled people, legal backing and change management.
- ✓ The models together support good governance: participation, transparency, accountability, responsiveness and efficiency.

— End of Unit 2 —

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