



Strategic Management for e-Governance

D. N. Gupta¹

ABSTRACT

E-governance offers vast opportunity for transforming governance in general and improving competitiveness of government in particular in terms of empowering citizens and providing services efficiently. However, it should be viewed carefully in the context of complex nature of intertwined factors – both internal and external – affecting e-governance system; and it demands coherent integration of IT, people, and processes. It is for this reason, to realise full potential of e-governance. It will require right strategy formulation and its management, involving the development of long-range plans for the effective management of opportunities and threats, while managing multifaceted internal activities and external environment.

Keywords: Strategic Management, Citizen Requirement Study, CRM, PPT Model

1. Introduction

It is widely acknowledged that information and communication technologies (ICTs) are effective tool in bridging rural-urban and rich-poor divide in many ways, and can play important role in accelerating economic growth. Specifically, to realise tangible advantages, e-governance offers big opportunity for government to provide services efficiently, empowerment of people, and to usher in knowledge-based economy. It offers the scope for transformation of apparatus of Governance. The available literature (Hammer and Champy, 1993; and Gupta, 2004) on e-governance has brought out complex and multi-dimensional nature of e-governance projects. Also, the projects are people-oriented and have long gestation period. The projects are influenced by both internal and external factors. They are subjected to the scrutiny of wide range of stakeholders. The need of aligning technology with other aspects such as work culture, human resource practices, capabilities, processes, systems, and external environment (social and political), is strongly felt.

It is for these reasons the decision-making require strategic management. It involves the development of long-range plans for the effective management of opportunities and threats, in light of strengths and weaknesses, while managing various and multifaceted internal activities and external environment (Pearce and Robinson, 1996). It includes defining the mission, specifying achievable objectives, developing strategies, and setting operational guidelines.

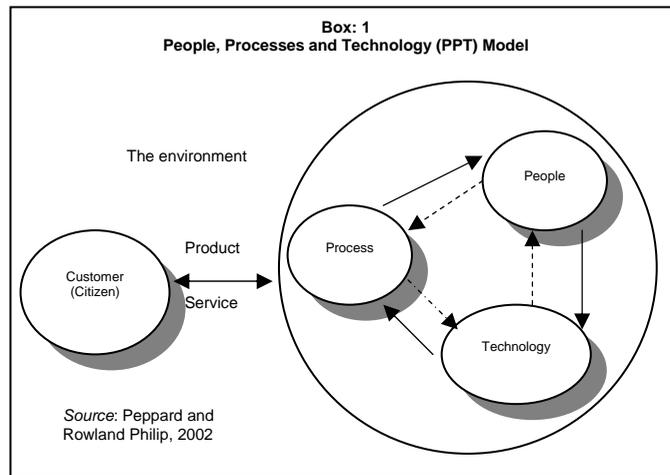
2. Strategy Formulation for e-Governance

People, Process and Technology Model: The e-governance systems are required to be built on three main pillars viz., processes (systems), people (functionaries) and technology (see Box 1) (Peppard and Rowland

¹ Institute of Social Sciences (ISS), 8, Nelson Mandela Road, Vasant Kunj, New Delhi-110070, India (Email: d_n_gupta@yahoo.co.uk, Telephone: +91-11-26121902, 26121909)

Philip, 2002). In designing a set of processes these pillars must be aligned to the needs of the market (society) and the customers (citizens) within it, and also with one another. It will entail working on internal work culture, ethos, capabilities of people, systems and processes, while addressing simultaneously external requirements of citizens, community organisations, NGOs, political groups, business groups and so on.

In the case of e-governance, which is marked with complex nature of problems, it will call for the set of managerial decisions and actions that determine the long-run performance of a project. It includes environmental scanning (both external and internal – culture, capabilities of people, systems and processes on one hand; and market and customers on the other), strategy formulation (strategic planning for right alignment of processes, people and technology), implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in light of a internal strengths and weaknesses in order to generate and implement a new strategic direction for the project.



People: It refers to personnel / functionaries of service department
 Process: It refers to process of service delivery
 Technology: It refers to IT

2.1 Dimensions of Strategic Decisions for e-Governance

Typically, strategic decisions have following five identifiable dimensions that deserve strategic management attention:

- *Strategic decisions require support of top leadership:* Strategic decisions have overarching influence on every area of operation, and therefore, top-leadership involvement in decision-making is imperative. At this level, the complete understanding and anticipating broad implications and ramifications of initiatives under e-governance are expected.
- *Strategic decisions involve both internal and external factors:* For any organisation's capacity to perform largely depends on internal work culture, ethos, capabilities of people, systems and processes. The launch of new projects or plans, in the present case e-governance, must factor in these issues. There will be need to consider: what new capabilities are required for the people in the organisations in order to enable them to function efficiently, or, how the systems and processes are to be reengineered to meet new challenges of service delivery. Similarly, the government organisations exist in an open system, constantly interacting with various stakeholders – citizens, NGOs, political groups, business groups and so on. They impact and are impacted by external conditions. There may be changing aspirations due to demographic pattern, or technological

changes, or economic conditions, or influence of culture. The strategic planners need to factor in likely changes in the society.

- *Strategic decisions involve the allocation of large resources:* Strategic decisions characteristically involve substantial resource development to realise short and long term objectives on a sustained basis. The manpower, physical assets (infrastructure, IT hardware, etc.), or budget needed should be adequately pooled.
- *Strategic decisions involve Multifunctional Issues:* A strategic decision is coordinative. Decisions about factors such as customer (citizen)-mix, service-mix, or organizational structure necessarily involve a number of departments, functions, divisions, or program units. Each of these areas will be affected by the allocation or reallocation of responsibilities and resources related to the decision.
- *Strategic decisions are future-oriented and have significant Long-term Impact:* Strategic decisions in case of e-governance are going to affect the way services are delivered in the next ten years (may in the next 2-3 decades) and thus, will altogether change the style, stance and substance of governance. So the decisions commit the government departments for a long period of time, and such decisions are going to impact both government and citizens substantially.

2.2 Strategy Formulation Process for e-Governance

To deal effectively with all the factors that affect the ability of a project to perform, grow in a sustained way, need is to design strategic management processes, which will facilitate the optimal positioning of the project in its new environment. Such positioning will allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal or external (citizens') demands. Typically, strategic management will involve attention to critical areas such as (see Figure 1).

- determining the mission, including broad statements about its purpose, philosophy, and goals;
- assessment of internal conditions and capabilities, and the external environmental factors;
- analysis of possible options, identifying the desired options, and selecting right choice to achieve the desired objectives;
- designing implementing strategy (decisions for systems & processes design; matching of people, structure, process and technologies; and rewards systems); and
- review and evaluation of the success of the strategic process to serve as a basis for control and as an input for future decision-making.

2.3 Levels of Strategy formulation

Though there are going to be some overlapping areas, typically there can be three levels of strategy formulation: government, project, and functional (see Figure 2).

- Government level strategy should overall define its direction in terms of its general approach towards application of IT for improving efficiency and effectiveness of government services and empowering people; and should address issues like key areas of e-government and e-services, network design, data centre, organisational structure, capacity building and system architecture.
- Project strategy is needed at the service delivery level, and it should lay its emphasis on improvement in the service levels. It should specifically deal with citizen requirements study, BPR, system integration, organisational development, business model, revenue model, user charges and quality control & assurance
- Functional strategy is the approach taken by a functional area, such as marketing of services, performance and quality of services, increasing usage of e-Kiosks, and citizen care and satisfaction. It should be concerned with developing and nurturing a distinctive citizen-centric culture to meet varied expectations of citizens.

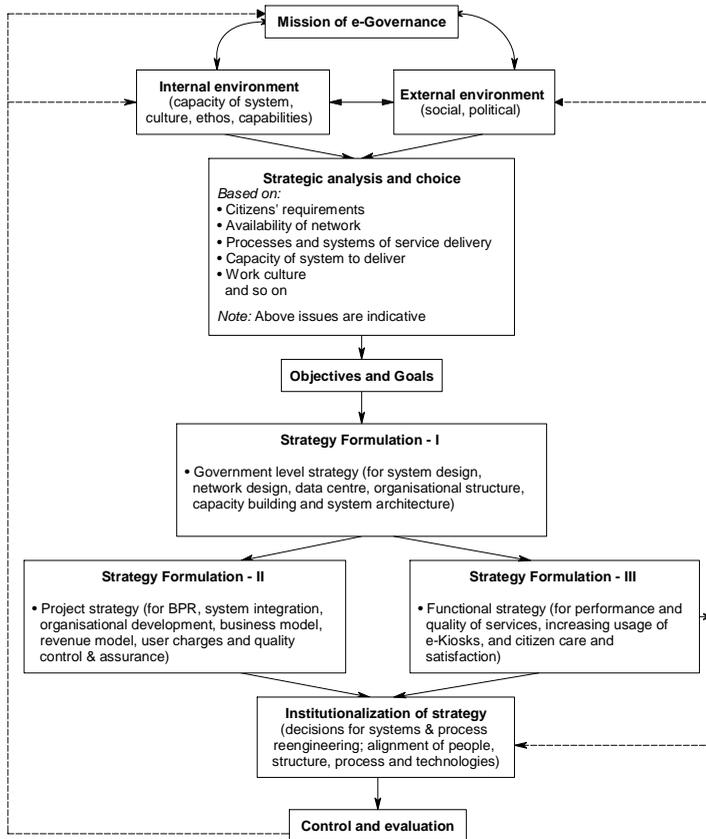


Figure 1: Strategic Management Process for e-Governance (Source: Based on own analysis)

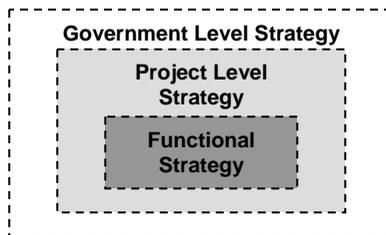


Figure 2: Level of Strategy

3. Strategy Formulation – A Case Study

In the context of e-governance, strategy formulation means the preparation of future-oriented plans for meeting the citizens requirements, while optimizing the resources of departments and achieve both short and long term objectives. Thus, a strategy represents an ‘department’s roadmap’. It provides a framework for managerial decisions. A strategy reflects an organisation’s approach of how to position itself, against likely difficult problems, when, and where they occur. In view of emerging importance, the strategic analysis is attempted for the following four vital aspects of e-governance:

- For system design
- For addressing citizens’ requirements

- For increasing usage of e-Kiosks
- For enhancing performance of service delivery

3.1 For System Design

For the purpose of understanding the e-Governance system, SWOT analysis of Gramdoot, Janmitra e-governance projects (in Rajasthan) was carried out during field study. The salient points are summarised in Table 1.

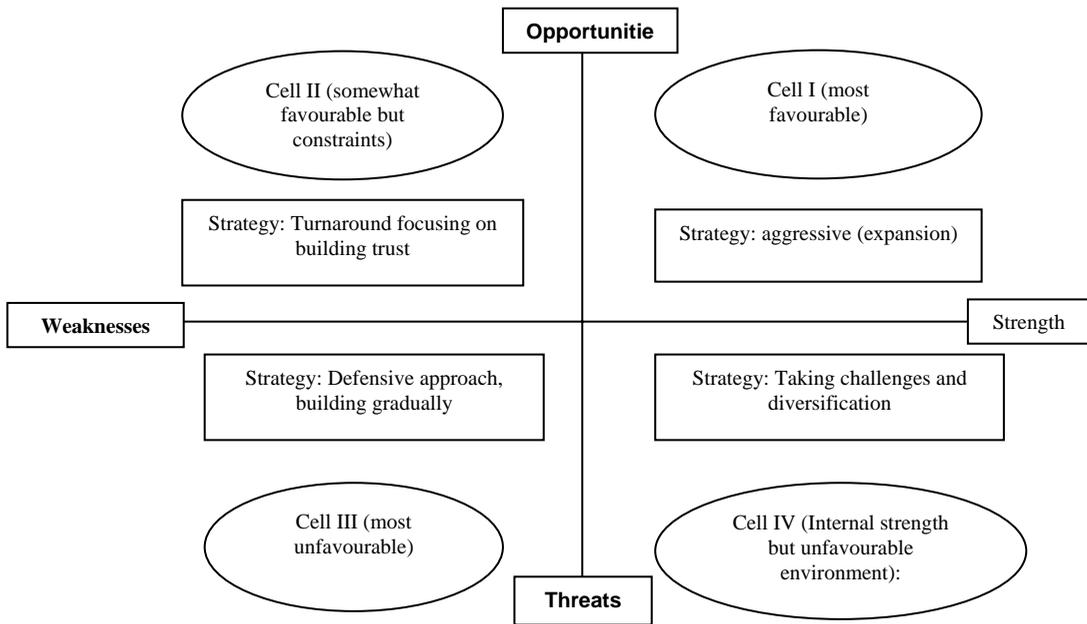
Based on SWOT analysis, there are four sets of strategies suggested, which as follows (see Table 1 and also Figure 3 for strategy model) (Pearce II and Robinson, 1996):

- **Cell I (most favourable):** It calls for the ‘aggressive (expansion)’ type strategy. The emphasis should be laid on adding more services (certificates for land, caste, etc.) then value added services (like bank credit, insurance, etc.), and backend computerisation.
- **Cell II (somewhat favourable but constrained):** It requires ‘turnaround’ strategy focusing on building trust. The focus should be on process reengineering, CRM, Change Management (CM), backend computerisation, system integration and value added services.
- **Cell III (most unfavourable):** This is the most difficult quadrant and it requires making efforts having ‘defensive approach’.
- **Cell IV (Internal strength but unfavourable environment):** Here, it requires taking threats as challenges and building on internal strength. It requires taking initiatives for improving network planning and management, tie-up with government for support (e.g. electricity supply), CRM and gradually adding more services

Table 1: SWOT Analysis

Internal	External
<p>Strength</p> <ul style="list-style-type: none"> - OFC Network and high bandwidth - One Kiosk setup in most of the villages (one Kiosk for about 8,000 population) - Government support - No competitor 	<p>Opportunity</p> <ul style="list-style-type: none"> - To provide services at village level - To generate revenue - Partnership with government - Helping citizens (serving the cause of corporate social responsibility) - To spread services and business in other areas (districts) - Building awareness through Cable TV
<p>Weakness</p> <ul style="list-style-type: none"> - Citizens-centric system not designed. Citizens’ needs, their concerns not addressed - Lack of awareness among people - Women, poor, less educated and old are less willing - Lack of capabilities of Kiosk owner – inability to take people in confidence - Processes not simplified, only a few activities of the existing processes automated partially – mostly the processes are same as in manual system - Lack of sufficient hardware in the government departments - Capacity of delivery system to provide services is poor - Lack of coordination between services provider, Kiosk owner and government functionaries 	<p>Threat</p> <ul style="list-style-type: none"> - Erratic supply of electricity - Cable cutting in some cases (affecting connectivity)

Source: Based on own analysis



Source: Pearce II and Robinson (1996) and based on own analysis

Figure 3: Required Strategy Model for different Quadrants

Based on Figure 3, the details of specific strategies for the system design for the following services are suggested in Table 2 and Figure 4:

- i) e-Services and grievances
- ii) e-Information
- iii) e-Entertainment
- iv) e-Business
- v) e-Education

3.2 For Addressing Citizens Requirements

For understanding citizens’ requirement, the field survey was conducted. The citizens were classified in five categories and that were further broken into groups as indicated in Table 3. The purpose was to understand the requirement of different groups and their preferences for a variety of information, services and grievances under different sectors. It has added value for the formulation of strategy and positioning of the products (information, services and grievances) that may fulfill the requirements of different customers (citizens), and thus maximise the usage of e-Kiosks. And, the system design should be based on the citizens’ requirements study.

Box 2: Services offered by Gramdoot Project	
Type of services	Items
i. e-Services and grievances	Certificates, single window, complaints redressal, etc.
ii. e-Information	About development programmes
iii. e-Entertainment	Cable TV, computer education, video conferencing, etc.
iv. e-Business	Photograph, <i>mandi bhav</i> , computer games, horoscope, matrimonial, etc.
v. e-Education	Computer courses

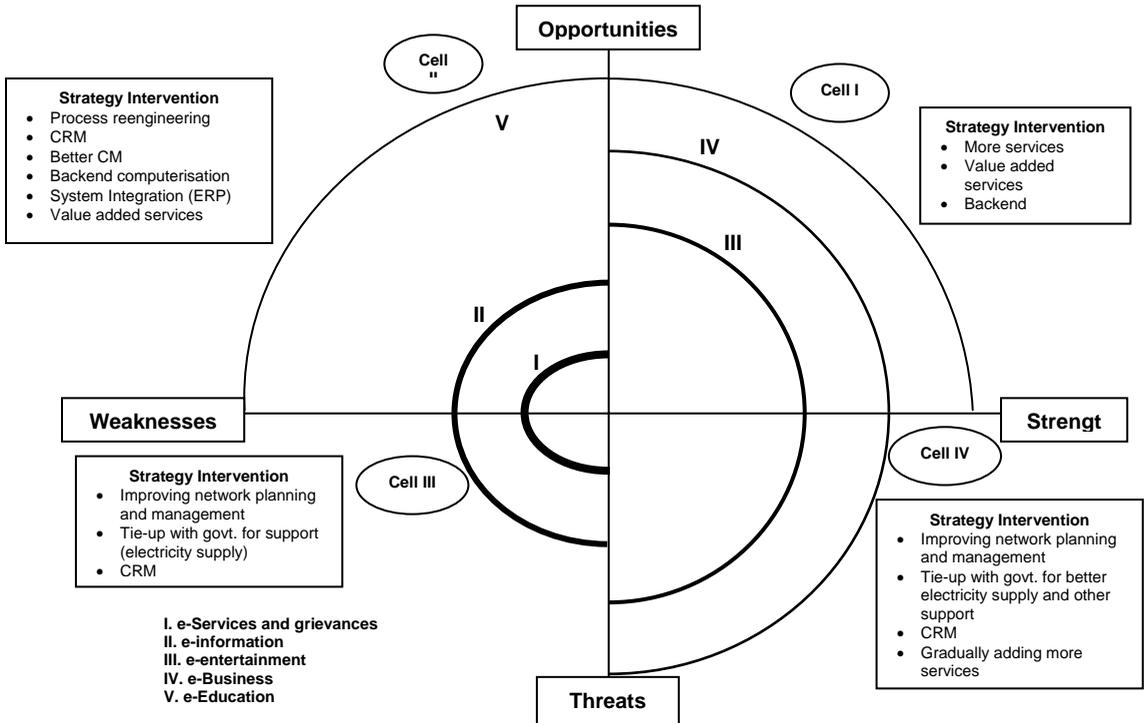


Figure 4: Strategy Formulation based on SWOT Analysis

Table 2: Specific Strategy required for different Types of Services

SN	Type of services	Cells	Strategy required	Specific interventions
1.	e-services and grievances	Cells II & III	Phase I - Defensive approach, building gradually Phase II - Turnaround focusing on building trust	Phase I - Improving network planning and management - Tie-up with govt. for support (e.g. electricity supply) - CRM Phase II - Process reengineering - Backend computerisation - System Integration (ERP) - CRM, Better CM - Value added services
2.	e-information	Cells II & III	Phase I - Defensive approach, building gradually Phase II - Turnaround focusing on building trust	-do-

3.	e-entertainment	Cells I & VI	Phase I - Taking challenges and diversification Phase II - Aggressive (expansion)	Phase I - Improving network planning and management - Tie-up with govt. for support (e.g. electricity supply) - CRM - Gradually adding more services Phase II - More services - Value added services
4.	e-business	Cells I & VI	Phase I - Taking challenges and diversification Phase II - Aggressive (expansion)	Phase I - Improving network planning and management - Tie-up with govt. for support (e.g. electricity supply) - CRM - Gradually adding more services Phase II - More services - Value added services - Backend computerisation
5.	e-education	Cells I & II	Phase I - Aggressive (expansion)	Phase I - More services - Value added services

Note: See Figure 4 (SWOT analysis) for details

Table 3: Categories and Groups of Different Users (Citizens)

SN	Categories	Groups
1.	Gender	- Male - Female
2.	Age	- Young (18-30 yrs.) - Middle-aged group (31-40 yrs) - Aged (> 40 yrs.)
3.	Income	- Low income group (BPL) - Middle income group (>BPL but < Rs. 4000pm) - High income group (income> Rs. 4000pm)
4.	Education	- Low education group (illiterate to PE) - Medium education group (>PE but <HS) - High education group (>HS)
5.	Caste	- General - OBC - SC & ST

BPL: Below poverty line; PE: Primary education; HS: High school; pm: per month

The overall strategy, for positioning of the products (information, services and grievances), should be formulated, keeping in view two vital factors:

- *First*, creating sustainable demand from citizens, and
- *Second*, financial viability of e-Kiosks and service provider, the following strategies are suggested:
- Focus on information and services with maximum impact and visibility
- Awareness and confidence building programme
- Creating demand through
 - Making day-to-day required information (by citizens) available at e-Kiosk
 - Providing reliable delivery of ‘a few services’ in the beginning

- Services those are cost effective and are likely to give higher revenue should be given priority
- Adding services gradually based on success

For the purpose of strategy formulation, based on: *first*, the utilisation of IT, *second*, process of service delivery, and *third*, the capacity of delivery system, three types of information, services and grievances have been identified as indicated by Table 4.

Table 4: Types of Information, Services and Grievances and their Order for Introduction for e-Governance

S. N.	Types	Order	Special focus
1.	Mainly computer based	First	- Information based, where database can be prepared with available data and information, and - Information and services that can be provided at e-Kiosk through databases which would require lesser efforts for preparation and likely to give higher returns. For example: <i>mandi bahv</i> , Jamabandi, weather forecast, guidelines for schemes, etc.
2.	Computer and delivery system (department) based	Second	- Services, which would require BPR and backend computerisation. For example: caste, income, domicile, mutation certificate, etc.
3.	Mainly delivery system (department) based	Third	- Services and grievances that would require interface at e-Kiosk but delivery system would play major role. It would require improving capacity of concerned delivery system to provide services efficiently. For example: providing agriculture inputs, health services, drinking water, etc. would require major improvements in delivery system

Citizen requirement study and strategy formulation: For the field survey, the information, services and grievances were identified in the structured formats for all the sectors that are of concern to the citizens. It was important to take into account all possible information, services and grievances as may be required by citizens at the time of identification of customer (or citizen) requirement. Based on such assessment, requirements can be classified in the order of preference by citizens and priority of the project management (it is also important to have priority of the management as there may be a large number of preferences of citizens, but it may not be possible for management to provide all of them at one point of time. But such preferences can definitely provide a road map for future add-ons). Based on field survey, the strategies are suggested for the following:

- **From the point of view of ‘product’ (information, services, grievances) positioning:**
 - Separate strategy for (see Tables 5 & 6):
 - Information sharing
 - Service provisioning
 - Grievances redressal
- **From the point of view of ‘users’ priority**
 - Separate strategy for different categories viz. gender, income, education, caste and age (Table 7)

3.3 For Increasing Usage of e-Kiosks

The Strategic Analysis Model as shown in Figure 5 is applied to decide about the strategic interventions to be made in each of the factor for improving usage / performance, based on the combined effect of ‘present status’ and ‘weightage’ of factor.

Table 5: Overall Strategy for promoting Information, Services and Grievances under e-Governance

SN	I / S / G	Immediate strategy	Short term strategy	Long term strategy
1.	Information (I)	<i>Focus on providing</i> - Urgent information needs like employment notification, mandi rates, health information, etc.	<i>Focus on providing</i> - Information related to socio-economic development	- Main focus on citizen satisfaction and revenue generation - Information that require making network with other agencies
2.	Services (S)	<i>Focus on providing</i> - Certificate required on day-to-day basis like caste, income, RORs, domicile, ration card, etc.	<i>Focus on providing</i> - Services to be added after BPR and backend computerisation	- Main focus on citizen satisfaction and revenue generation - Services those require system integration and networking like crop loan, insurance, etc.
3.	Grievances (G)	- Grievances of urgent needs like electricity failure for household, non-availability of health worker, late coming of teachers, etc.	- Grievances that require strengthening delivery system (e.g. primary education, health, drinking water, etc.) like infrastructure, funds, facilities, manpower and logistics	- Main focus on citizen satisfaction and revenue generation - Grievances that require online interaction and processing (backend computerisation) of grievances like delay in pension, non-availability of scholarship, etc.

Table 6: Overall Strategy for Designing System for Information, Services and Grievances under e-Governance

SN	I / S / G	Immediate strategy	Short term strategy	Long term strategy
1.	Information (I)	<i>Focus on</i> - Database for select information - Listing of important information - Providing interface at village level - Providing accurate information	<i>Focus on</i> - Improving MIS - Improve work culture - Training	<i>Focus on</i> - Integrated information database (automatic updation) - Backend computerisation - Making network with other agencies (horizontal and vertical integration)
2.	Services (S)	<i>Focus on</i> - Listing of important services - Providing the interface at village level	<i>Focus on</i> - BPR - Backend computerisation - Improving MIS - Improve work culture - Training - Improving the capacity of delivery system	<i>Focus on</i> - Horizontal & vertical integration - System integration - Integrated provisioning of services like ROR, mutation, deeds, loan and insurance
3.	Grievances (G)	<i>Focus on</i> - Listing of important grievances - Providing the interface at village level	<i>Focus on</i> - Improving work culture - Improving MIS - Training	<i>Focus on</i> - Backend computerisation - Improving the capacity of delivery system

The logic used here is that efforts are to be maximum, where the weightage has been high (or the contribution in improving the performance is maximum) and also the present status is low. On, it implies that the factors that have low present status, but have high contribution factor (weightage) in the performance should be given high priority in terms of making efforts to improve performance.

Table 7: Strategy to Attract Citizens of different Categories for Usage of e-Governance Services

SN	Categories	Groups	Immediate Short term strategy	Long term strategy
1.	All Groups		<ul style="list-style-type: none"> - Awareness building - Highlight the services of immediate usage like health information, information about electricity cut, availability of forms, weather forecast, employment notification, etc. 	<ul style="list-style-type: none"> - Involvement of local representatives - Involvement of NGOs - Good quality of services - Good citizen management - Reliable services - Reliable network - Create information society
2.	Gender	Male	<ul style="list-style-type: none"> - Focus on certificates and licenses 	-
		Female	<ul style="list-style-type: none"> - Discount in select services - Implement ladies first rule 	- Empowerment: improving education and awareness
3.	Age	Young	<ul style="list-style-type: none"> - Providing services like internet, e-mail, computer education 	-
		Middle-aged group	-	-
		Aged (above 40 years)	-	-

Note: Though any provisioning for providing information or services can be utilised by any group, but in order to encourage a particular group (e.g. female or SC & ST) a special focus has to be given on a certain information / services / grievances.

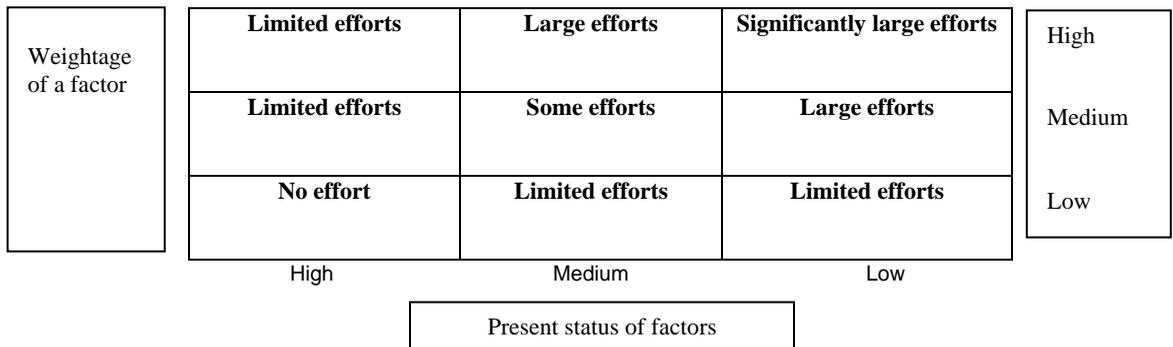


Figure 5: Strategic Analysis Model

Order of effort: No effort – Limited efforts – Some efforts - Large efforts – Significantly large efforts

From Figure 5, it is clear that for increasing usage of e-governance services, ‘significantly large efforts’ are to be made for the factor ‘enhancing opportunity cost (or improving performance of delivery of services)’. It means that there is a strong case to improve the performance of delivery of services only then would the citizens use e-governance services.

As regards ‘number of services’, ‘large efforts’ are required to increase the number of services at e-Kiosk so that citizens find it convenient to access more services through the Kiosk. It is important that the Kiosk should provide a package of services that are commonly required by citizens (see Table 8). Simultaneously, ‘some efforts’ are required to improve the ‘security of data’ and ‘reliability’ of functioning of e-Kiosk. It implies that the security of operations by Kiosk owner and functionaries should be raised, as also data security should be upgraded. And, down time should be reduced by having improved supply of electricity

(together with UPS) and better network management, so that when citizens go to e-Kiosk, they find it ready for usage.

Table 8: Strategy required for increasing Usage of e-Governance Services

S. N.	Factors	Present status	Weightage in usage of e-Kiosk (%)	Status of Weightage of factors	Strategic efforts required
1.	Awareness	Medium	8.95	Low to medium	Some efforts
2.	Access (availability of e-Kiosk)	Medium	3.66	Low	Limited effort
3.	Ease of use	Medium	4.12	Low	Limited efforts
4.	Opportunity cost (or Performance of delivery of services)	Low	41.72	High	Significantly large efforts
5.	Security of data	Medium	3.66	Low	Some efforts
6.	Number of services	Low	26.65	Medium	Large efforts
7.	Reliability	Low	11.21	Low to medium	Some efforts

Source: FGDs and AHP Tool for calculating weightage.

3.4 For enhancing Performance of Service Delivery

Based on Figure 5 and Table 9, for improving quality of services (or performance of delivery of services), ‘significantly large efforts’ are required for business process reengineering (BPR) and backend computerisation. It is in a way is the most important factor. Also ‘large efforts’ are required for improving delivery system (DS), so as to reach out to citizens effectively and deliver services efficiently.

Table 9: Strategy required for enhancing Quality of Services (Performance of delivery of services)

SN	Factors	Present Status	Weightage in Performance (%)	Status of Factor contributing in Performance (Weight)	Strategic efforts required
1.	IT infrastructure	High	7.22	Low	No effort
2.	Business process reengineering (BPR) and backend computerisation	Low	46.31	High	Significantly large efforts
3.	Delivery system (DS)	Low to Medium	25.49	Medium	Large efforts
4.	Electricity	Low	9.12	Low	Limited efforts
5.	Citizen relationship management (CRM)	Low	11.83	Low to Medium	Some efforts

To conclude, if the performance of delivery of services is to be improved, the maximum attention is to be paid to two vital factors viz., *first*, business process reengineering (BPR) and backend computerisation, and *second*, improving capacity of delivery system (DS).

4. System Design – A Few Strategic Issues

Though IT is a great enabler in improving efficiency, but for good governance, the focus should be on ‘citizen’ and ‘quality’ of services. And, the organisations (delivery systems) should be built in such a way, that the processes, people (functionaries) and systems are aligned with IT. Hence need is:

- To involve concerned functionaries (of department) in the governance process effectively
- To continuously improve the capabilities of stakeholders (functionaries, IT professionals, etc.), reengineer processes, and to enhance capacity of delivery system in order to leverage IT effectively for providing quality services to citizens

4.1 Areas that need urgent attention

- Environment building – with two fold aim, *first*, creating information society, and, *second*, involvement of functionaries of departments at ever level from State to district to Block to village level
- Evolving a work culture of ‘quality’ in official functioning
- Efficient and reliable network for connectivity
- Business process reengineering (BPR) and backend computerisation
- Strengthening capacity of delivery system

4.2 Core Measures for System Design

- *Preparation of State organisational chart.* The chart is suggested in Figure 5. Here, the emphasis is on five issues:
 - i. A separate SRS group for each department (in SRS, the functionaries of concerned departments must be integral part of it. They must be a part of both SRS as well as implementation team, and be involved right from conceptual stage to study to analysis to reengineering and then implementation)
 - ii. Experts at State and district levels to be provided
 - iii. Formation of dedicated district project team, project implementation team
 - iv. Organic linkages among different teams and groups for better communication and monitoring
 - v. Fair representation to all stakeholders (citizens, panchayat and civil society members, IT consultants, management experts, officials) (it is important as governance is a multiple stakeholder issue)
- *Teams formation*
 - Formation of core group at State level
 - Formation of SRS team for each department (or whichever department to be taken)
 - Formation of district project team, project implementation team
- *Strategy and programme design*
 - Strategy for sensitisation for functionaries for good governance and evolving a work culture of ‘quality’ in office functioning
 - Strategy for sensitisation of members of core group, SRS team, district project team, project implementation team about ‘quality’ issues
 - Strategy for evolving work culture for participatory management
 - Strategy for creating information society
 - Strategy for awareness building for citizens
- *Strategy for implementation*
 - Quality circles formation for participatory management
 - Process approach – learning by doing
 - Ownership of system

4.3 Strategy for e-Governance System in a District

It needs to follow growth model, starting from stage I to stage V (Stage I: Interface; Stage II: Transactional; Stage III: Vertical Integration; Stage IV: Horizontal Integration; and Stage V: Networking). Initially in the vertical integration there should be focus on one department by linking village level unit to Block / Tehsil to District to State head-quarters. And in the next stage (Horizontal Integration), other departments are to be added at each level as shown in Figure 6.

Foundations of E-government

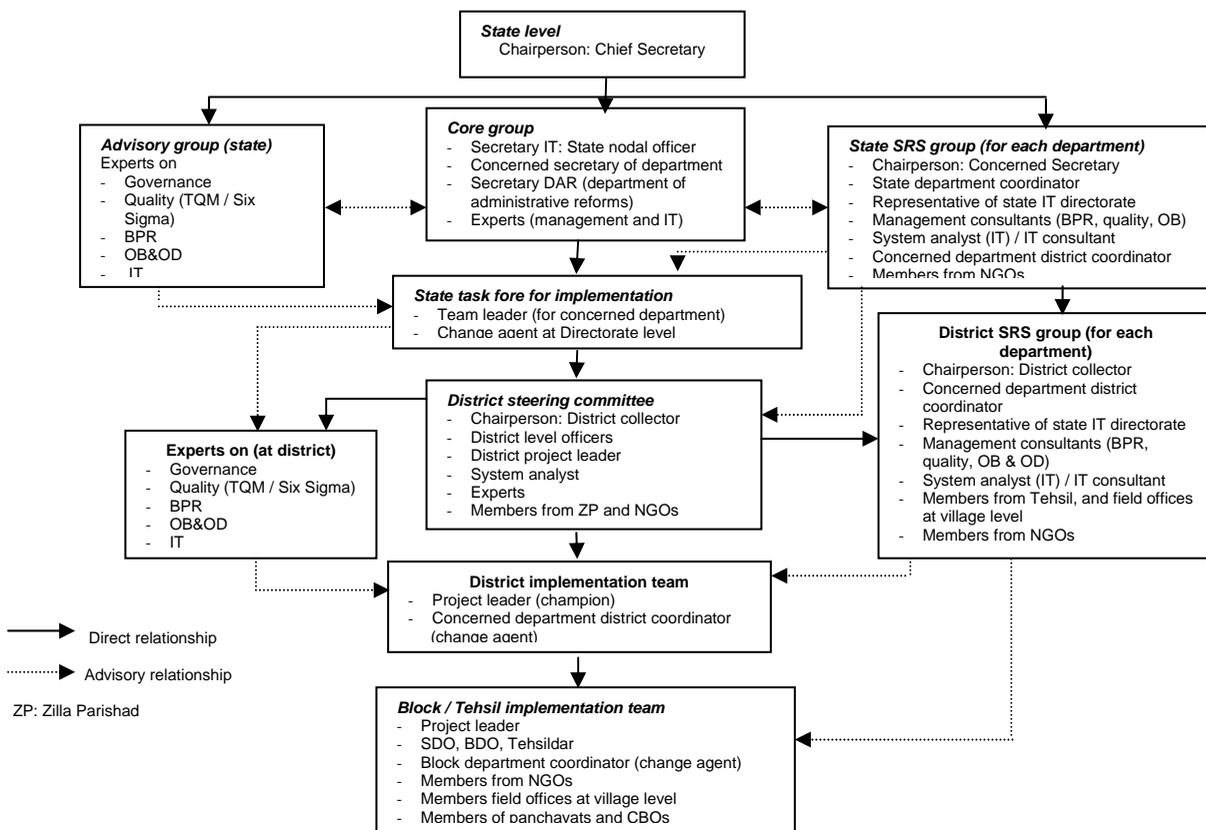
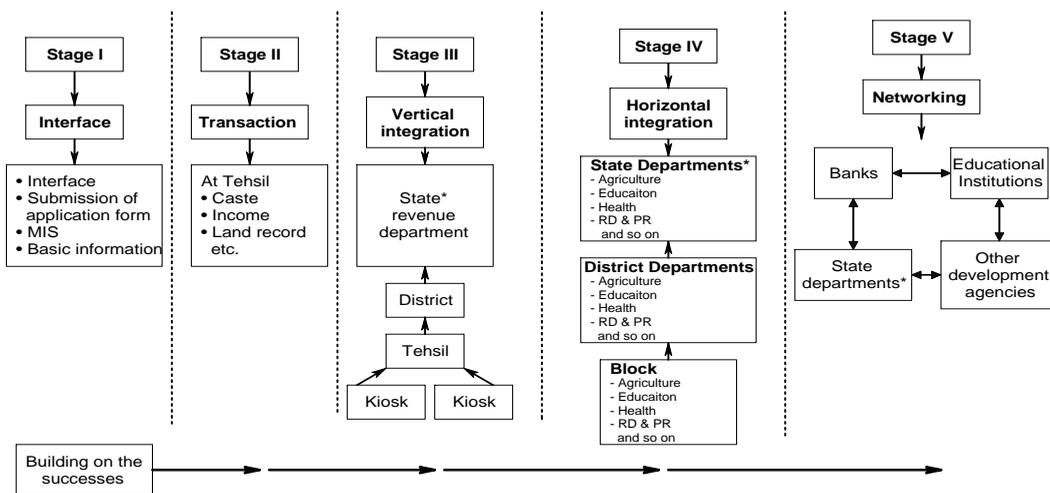


Figure 5: Organisational Chart for E-governance Project in a State



* Developing data centre [System Integration (SI), Citizen Relationship Management (CRM), and Knowledge Management (KM)]

Figure 6: Strategy for e-Governance System in a District

5. Concluding Remarks

The national e-governance programme (NeGP) in India has provided a big platform for scaling up initiatives under e-governance across the country. It offers big opportunity for the government to transform. Though there have been a number of successful initiatives in e-governance in the country, but a complete roll out will require successful handling of complex issues of system design – process reengineering, work culture management, capabilities, citizens' aspirations, external factors (social and political) and so on. Therefore, to deal effectively with all the factors that affect the ability of an e-governance project to perform, grow in a sustained way, need is to take strategic decisions by integrating internal and external factors in the solution matrix, and to design system by anticipating citizens' requirements, that will lead to improved preparedness for meeting internal or external requirements.

Glossary

- *Strategy*: A strategy of an organisation is a comprehensive plan stating how the organisation will achieve its mission and objectives. It maximizes competitive advantage and minimizes competitive disadvantage.
- *Strategy Formulation*: It is the development of long-range plans for the effective management of environmental opportunities and threats, in light of strengths and weaknesses. It includes defining the mission, specifying achievable objectives, developing strategies, and setting operational guidelines.
- *Strategic Management*: It is the set of managerial decisions and actions that determines the long-run performance of an organisation. It includes environmental scanning (both external and internal), strategy formulation (strategic planning), implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in light of an organisation's strengths and weaknesses in order to generate and implement a new strategic direction for the organisation.

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Abbreviations

AHP	:	Analytical Hierarchy Process
APL	:	Above Poverty Line
BPL	:	Below Poverty Line
BPR	:	Business Process Reengineering
CM	:	Change Management
CRM	:	Customer Relationship Management
DS	:	Delivery System
FGDs	:	Focus Group Discussions
GIS	:	Geographical Information System
HR	:	Human Resources
HS	:	High School
ICT	:	Information and Communication Technologies
ISS	:	Institute of Social Sciences
IT	:	Information Technology
KM	:	Knowledge Management
MIS	:	Management Information System
NeGP	:	National e-Governance Programme
NGOs	:	Non Government Organisations
OB	:	Organisational Behaviour
OD	:	Organisational Development
PE	:	Primary Education
PPT	:	People Process and Technology
RoR	:	Records of Right
SI	:	System Integration
SRS	:	System Requirement Study
SWOT	:	Strengths, Weaknesses, Opportunities, and Threats
UPS	:	Uninterruptible Power Supply

About the Author

D.N. Gupta joined Indian Administrative Service (IAS) in 1989. For the last one and a half decades he has been closely associated with development planning, and management of implementation of various social and rural development programmes. He has worked in various capacities in the state of Orissa. He was Deputy Secretary, Ministry of Rural Development, Govt. of India. His specialisation is in the field of development administration, e-governance and GIS. He has written several articles on development issues, and books on Rural Development System, Integrated Development Planning, and Decentralisation. Presently, he is associated with Institute of Social Sciences (ISS), New Delhi.