DIGITAL GOVERNANCE INNOVATIONS FOR BETTER SOCIETY

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Abstract
The entire country administration is running on digital platforms rather than physical papers. The initiation made a revolution in reduction of corruption and increase in transparency. In this regard the government initiated some of the worthy measures like digitization of education, healthcare, and social care and protection services, including smarter use of well-proven assistive technologies, in this paper is referred to as "digital Innovations". This definition reflects the current cases available from Nordic countries where 'welfare services' has a broader scope than in many other countries, which focus primarily on education and healthcare services. Little information is currently available, at this stage, on digitization in the social care and protection area, or on integration between these broad sectors, although the paper draws on one case that may be classified in this category. The new digital environment offers opportunities for more collaborative and participatory relationships across stakeholders to actively shape political priorities, collaborate in the design of public services and participate in their delivery, with the public value chain highlighting changes to 7 public sector boundaries. New approaches are needed to support a shift from government-centered services, through a focus on citizen-centred approaches, and on to environments in which citizens and businesses determine their own needs and address them in partnership with governments (people driven approaches), which are supported by new governance frameworks and funding arrangements specific to digital innovation projects considered in a number of the cases.

Keywords: Smart Payment, Rupay Card, E-NARM, Transparency.

1.1 Introduction
An increasing share of cultural, political, economic and other human activities taking place in the digital space risk amplifying existing problems of division, inequity, exclusion, fraud, insecurity, imbalance of power, and many others. For example: 3 billion people are using the Internet, but 90 percent of the rest live in the developing world (ITU, 2014); digital natives make 30 percent of the youth population (ITU, 2013) but less than one in four young citizens are voting (Pilkington, 2014); Facebook has 1.44 billion and YouTube 1 billion active users (The Social Media Hat, 2015), but 12 percent of social media users report that someone has hacked into their social network accounts and pretended to be them (Symantec, 2014); smart phone users spend 89 percent of their mobile media time interacting with apps (Nielsen, 2014) but 48 percent of them would limit their use of apps unless their personal information was better safeguarded (GSMA, 2014); Google holds 68 percent of the U.S. online search market (Zeckman, 2014) and Alibaba holds 80 per cent of the e-commerce market in China (Lee, 2014), far ahead of their nearest competitors; etc. While it is clear that governments and policy-makers cannot leave the digital space unattended or ungoverned, a question is how exactly should the core government functions – providing public services and infrastructure, formulating and implementing public policies, maintaining social order and security, operating social programs, promoting economic growth, etc. be performed in both physical and digital worlds.

The answer partly lies in existing government digitization initiatives that take place around the world and the experience and lessons learnt from them, and partly in research and reflection on such

experience. However, with no universal model existing to inform government digitization efforts in different national, local and sectorial contexts, progress can be only achieved through the simultaneous pursuit of multidisciplinary research, which itself is rooted in the administrative, economic, engineering, legal, social, and other disciplines, policy and practice. This interaction between practice and research gives direction and progress to what we call Digital Government.

Electronic Government evolves towards more complexity: The evolution of Electronic Government towards more transactional and integrated presence of government on the Internet, and the increase in technological and organizational sophistication taking place on the national and increasingly local level are two important dynamics of the evolution of Electronic Government according to (Gil-Garcia & Martinez-Moyano, 2007). (Katsonis & Botros, 2015) tracks the evolution of Digital Government from Electronic Government in the 1990s, through Government 2.0 in the 2000s, to today's digital by default agenda, and points out that along with the progress, the governance, cultural and leadership challenges deepened as well. (Luna-Reyes & Gil-Garcia, 2014) offers a theory of the co-evolution of technology, organization networks and institutional arrangements to explain the process of government transformation, including internal transformation in government and the transformation of the relationships between government and other social and political actors, through the development of information and communication technologies in government. Electronic Government evolves towards more specialization: Based on the stage of development analysis of Spanish municipalities' web pages, (García-Sánchez, Rodríguez-Domínguez, & FriasAceituno, 2013) points out that the diversity of developments routes demonstrates that Electronic Government is not theoretically adequate as an aggregate concept and should be instead studied through particular applications. Following the Electronic Government stage models study of over 300 government portals in India.

1.2 Digital Governance Framework
The **digital governance framework** creates an environment where digital can succeed.

1. Leadership: it provides executive buy-in and support for the digital program.
- **Sponsorship:** The program will achieve limited success without an executive sponsor who is both committed and involved. The executive sponsor gives: (1) Prioritisation (aligned with key business goals), (2) Protection (from conflicting initiatives or corporate politics), (3) Problem solving (remove any problems that could impede the success of the program) and (4) Promotion (championing the benefits of digital).

- **Management buy-in**: It can't just be left up to the executive sponsor you need multiple change agents to drive adoption.

- **Communication:** Effective communication from management can accelerate user adoption, by sharing a digital vision and repeatedly reinforcing this message.
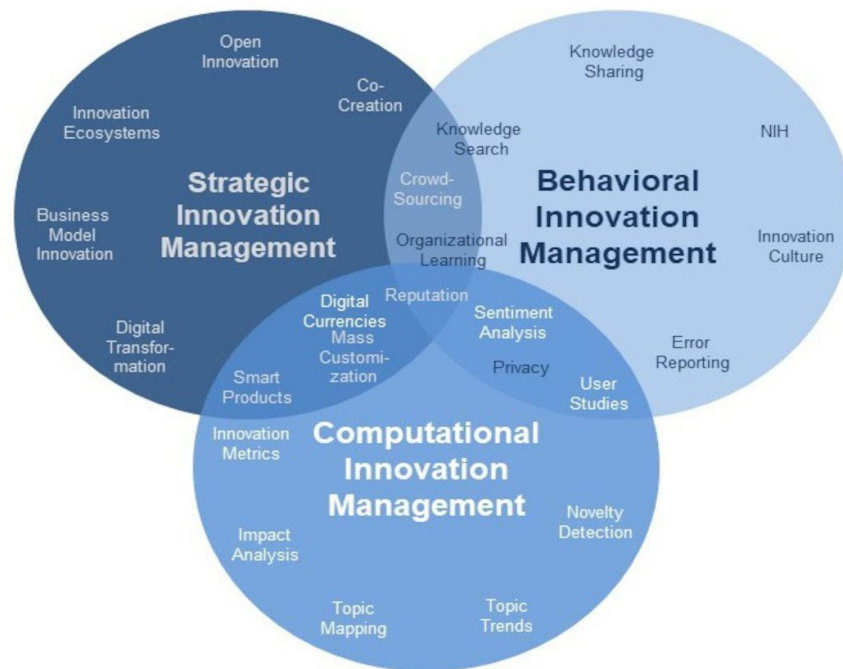
2. Strategy: Clarity and alignment around key business goals for evaluating digital performance.
- **Focus:** Emphasizes the organization's understanding of key business goals and strategic initiatives.
- **Alignment:** Ensuring alignment between your company's current strategy and the deployment of your digital solutions.

3. People: Resources, expertise, and the appropriate team structure to run an effective digital practice.
- **Resources:** Decide the appropriate mix and allocation of internal staff and

4. Process: Procedures, policies, standards, and workflow for deploying and using digital effectively.
- **Deployment:** It covers the various processes related to implementing digital oriented projects.
- **Sustainability:** Focuses on having the right infrastructure and procedures in place to support or sustain your digital efforts.
- **Change Management:** is about managing the people side of change, tactics can include focusing on short-term wins to build internal momentum, evangelising the successes of the program throughout the company, and creating optimisation checklists to turn behaviours into habits.

5. Technology: should act as an enabler
- **Solution Fit & Integration:** Ensure there's a good solution fit between your current business needs and digital technologies (e.g. CMS, Analytics, CRM).
- **Automation:** Whenever a company can substitute technology for people through automation, it means they can either reduce costs or reallocate resources to more strategic areas.

6. Organizational dynamics:
- Corporate Culture: This may be an issue when it comes to how digital or Internet savvy your organization is.
- Corporate Politics: They can interfere with efforts to build and sustain a digital-driven organization. Navigating politically-charged organisations requires extra attention and patience.
- History & Reputation: Past successes or failures in digital and the overall reputation of the program can have a lasting effect on building internal

1.3 Innovations in Corporate Digital Governance

Since digital transformation is a broad subject that requires competency across strategy and vision, people and culture, process and governance, and technology and capabilities, any maturity model needs to include the perennial capabilities and skills that are required for business success (e.g. investment, leadership, culture, change management and governance), as well as these new capabilities that we've been discussing.

1.3.1 Key pillars of digital transformation

By combining these elements, we can develop a new model for digital transformation maturity that incorporates both the perennial capabilities as well as the new ones. We'll now take a quick look at these various pillars, their key elements, and the rationale for why each of these elements is important.

Strategy & vision – Some of the key elements of this pillar include digital transformation strategy, digital transformation focus and investments. It takes strategy to set the agenda in terms of transformation objectives, focus to maintain the customer-centric (outside-in) perspective and align the organisation, and investment to drive transformational change.
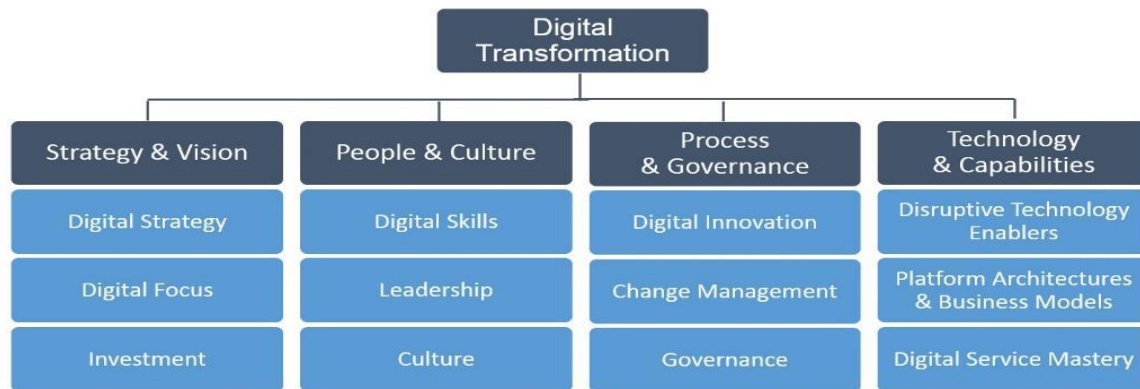
Source: Key Pillars of Digital Transformation (Source: "Mastering Digital Business", BCS, 2017)

People & culture – Some of the key elements of this pillar include leadership, culture and digital skills. It takes leadership to make digital transformation a necessity, to enforce behaviours, and to keep programmes chartered and aligned with the external perspective front of mind. It necessitates an innovative and collaborative culture to enable tolerance and receptivity to risk, to embrace and empower change, and to encourage innovation and experimentation. Finally, it takes strong digital skills embedded in all strategic areas across the organization to do the heavy lifting with a completely new set of tools and techniques.

Process & governance – Some of the key elements of this pillar include innovation management, change management and governance. Leading practices in corporate innovation are important to identify and accelerate digital transformation initiatives from idea to execution and to provide a mechanism for continuous and collaborative innovation across internal and external constituencies. Because digital transformation initiatives typically have a broader and deeper change impact than traditional ones, change management programmes need to take a more holistic view across a wider range of stakeholders with a richer, ongoing engagement model. Effective digital governance is important to promote the right levels of coordination and sharing to minimize risk and cost and to ensure close and continual alignment with strategic priorities.

Technology & capabilities – Some of the key elements of this pillar include disruptive technologies, platform business models, and digital services mastery. When building the next wave of digital applications, disruptive technologies can be applied in powerful combinations to create unique new value propositions for customers. Platform business models can be used to convert traditional, linear value chains into multi-dimensional value networks. This converts the pipeline business model, where value creation is one-way and subject to bottlenecks throughout the supply chain, into a platform business model where value creation is two-way and continuous. Digital services mastery is another key element because it's no longer sufficient to have an innovative set of products or services, you have to be a master of how you design, develop, deploy, manage and continually evolve your digital services as well.

1.4 Innovations in Society Welfare

Digital isn't the word you'd often associate or put alongside India. We're more familiar with using words like "traditional India", "cultural India", or "ancient India", etc. India had its first brush with "information technology" and "digital" in the 80s under Rajiv Gandhi's leadership and then in the early 90s. Since then, we've travelled leaps and bounds quite quickly to reach where we are today. But, we know that the current milestone isn't satisfactory and needs serious improvement if we are to be anywhere close to the developed nations. **PM Modi's Digital India** push is forceful and much-needed. Here's what he has said about Digital India in the past and what he's working towards now.

1.5 Conclusion

The digital divide refers to the gap in opportunity between those who have access to the Internet and those who do not. Those who do not have access to the Internet will be unable to benefit from e-government services. Thus, digital divide is "the gap between those with access to computers and the internet and those without". Therefore not all people have the suitable access to computers and Internet, whether due to a lack of income, necessary skills, or internet access. Smith recommended that making computer available in public locations, such as libraries, post offices and shopping centre's, could help in addressing the digital divide. Feng points out that the lack of Internet access among the society was considered the most important barrier to e-government development. In summary, this paper highlights the different stages of e-government implementation, advantages and barriers to successful implementation of e-government system. It is clear that e-government involves multiple stages or phases of development and it has many advantages to all sectors of government, citizens and business. However, the implementation of e-government is not an easy job it faces many challenges and barriers which have to be treated very carefully.

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