



AN ORGANIZATIONAL READINESS TOOLKIT: ASSESSING THE IMPACT OF NEW TECHNOLOGIES IN LATIN AMERICAN AND CARIBBEAN COUNTRIES

(A collaborative project between the Inter-American Development Bank Staff, the Regional Policy Dialogue - Public Policy Management and Transparency Network, and the Canadian Centre for Management Development)

PURPOSE

This document provides a brief overview of the project workplan. The sections below address:

- Context
- Specific objectives and deliverables
- Research methodology
- Revised project schedule
- Project funding
- Project team and roles and responsibilities

CONTEXT

E-government is gaining a higher profile in Latin American and Caribbean countries (LAC). This shift is being driven by the recognition that technologies can reshape elements of how governments work and interact with citizens and businesses. These emerging technologies can also introduce organizational impacts (e.g. on resources and competencies) and societal challenges (e.g. the digital divide). Governments are best served by ensuring that the technologies they adopt are aligned to their unique context and requirements, and thereby represent an optimal investment. There is a need, therefore, to ensure that investments in technology and the related "...growth of the knowledge economy contributes to carrying out a democratic process of efficient, equitable and sustainable development..." (www.iadb.org). As a result, the so-called e-government revolution "will be not so much a function of the technology of e-government as it will be of the ideology that underlies its implementation" (Riley, 2001).

SPECIFIC OBJECTIVES AND DELIVERABLES

The objective of this project is to contribute to the understanding of how technological changes influence public sector reforms, particularly, the theme of Civil Service and Technological Changes. This will be a step toward comparing, at the LAC regional level, the different challenges facing State Governments in their efforts to ensure effectiveness in their civil service.



This work will be accomplished through a close collaboration with the Inter-American Development Bank Staff and the Regional Policy Dialogue - Public Policy Management and Transparency Network and the Canadian Centre for Management Development. This project will have two specific deliverables:

- an organizational readiness toolkit that will address the impact of new technologies on both public management and governance.. It will consist of background material, check lists, articles, etc.
- an orientation session to be delivered in Canada, during a Network meeting or with identified pilot countries.

In the development of these products, two important dimensions of e-government will be explored: 1) its key purposes and impacts; and 2) the organizational context.

Key Purposes and Impacts

1. Extending democracy—helping enable accessible, open and transparent government. These elements can also reduce perceived or real corruption.
2. Accelerating the transition into the knowledge age—as Alvin Toffler noted some time ago, the new economy is primarily about minds, not muscle or money. To this end, technology can assist in the sharing and leveraging of information and knowledge.
3. Providing government services to citizens—adding an electronic channel can improve service to citizens by improving accessibility for citizens that have Internet access.

The Organizational Context

The purposes of e-government outlined above will help frame and categorize this project. But they will not be explored in isolation. They will be considered within the parameters of each organization's unique context, such as:

- What the organization wants to achieve:
 - This relates to vision and mission, and some combination of the three key purposes described above.
- The organization's capacity:
 - Technological infrastructure (e.g. bandwidth)
 - Human Capital, such as the knowledge and skills of staff (e.g. computer literacy)



- Enabling frameworks (e.g. legislation) in place for legal and privacy reasons
 - Financial resources
 - Government operations (e.g. how centralized or decentralized present technology is. Whether or not there is a Chief Information Officer, etc)
- Societal challenges such as the digital divide, which can be related to issues of human capital (e.g. computer literacy), geography (e.g. infrastructure issues), or be socio-economic in nature.

RESEARCH METHODOLOGY

The research process will be driven primarily by two researchers from CCMD. The methodology will be qualitative in nature, and will include:

1. *A Review of Documentation:*

- Academic and business literature: what do the most recent studies and writings say?
- government frameworks, reports, policies from a number of developing and developed countries
- private sector approaches, especially approaches developed by the large consulting firms

2. *Interviews and Panel Discussions*

To identify what has been learned, and the good practices that have been identified, by a number of developed and developing countries. This will include interviews of individuals from L.A.C. countries and Canadian experts via:

- An Expert Panel of Canadian authorities in this field. This panel will help
 1. to validate approach
 2. to validate product
- Interviews with IADB and LAC (Latin American and Caribbean) officials:
 1. to gain an understanding of unique challenges in LAC countries, and to jointly identify “key success factors” that can be used as criteria for assessing the likelihood of success of similar projects; and
 2. to start “field testing” the toolkit in one or more LAC countries. The Canadian delegation will be made up of researchers and experts. Participation in the delegation will be determined by project need and budget considerations.



REVISED PROJECT SCHEDULE

Over the period of January 2002 and August 2002, the following activities will be the main focus of the project:

Task	Description	Schedule
1	Set up of "Management Team"	<u>Target:</u> Feb <u>Status:</u> Complete
2	Set up research team to gather and analyze information on technology frameworks, assessments, toolkits, etc used by other developed and developing countries, as well as by international organizations and private sector consulting firms.	<u>Target:</u> end of February <u>Status:</u> complete
3	Develop Workplan and Establish "Panel of Experts" to help guide project, and validate work. The panel has representation from departments that have extensive experience implementing information and communications technologies and agencies responsible for setting the policies, guidelines and frameworks for Government on Line across Canada's federal Public Service: <ul style="list-style-type: none"> • Industry Canada • Treasury Board Secretariat • Public Works and Government Services (Government Telecommunication and Information Services) • Canada Customs and Revenue Agency • Human Resources and Development Canada • Privy Council Office 	<u>Target:</u> End of February <u>Status:</u> Complete
4	Locate, analyze and distill key academic, business and government literature and documentation.	<u>Target:</u> March/April
5	Validate methodology and interview questions with Canadian Expert Panel	<u>Target:</u> April
6	Conduct interviews with select individuals from L.A.Cs: <ul style="list-style-type: none"> • share Canadian experiences, • gain understanding of unique challenges in LAC 	<u>Target:</u> May/June



	countries, • jointly identify "key success factors"	
7	Complete first draft.	<u>Target:</u> end of June
8	Test first draft with Expert Panel Meeting in Ottawa, and incorporate resulting revisions	<u>Target:</u> July
9	Test the toolkit in selection of L.A.C. countries, and incorporate resulting revisions.	<u>Target:</u> July/Augus t
10	Draft final report	<u>Target:</u> August
11	Present final report during IADB Regional Policy Forum	<u>Target:</u> August

PROJECT FUNDING

IADB has agreed to pay CCMD US \$80,000 to cover costs of this project. This fund will be used to cover the following costs:

It is not our intention to pay for travel expenses of IADB/LAC delegates visiting Canada. The project will also not pay for salary costs of Canadian experts participating in the panel discussion in Canada or as part of the delegation to LAC countries.

ITEMS	US\$
Honoraria 55 days @ US\$1000	55,200
Travel Expenses	14,112
Three visits of two experts to Washington DC:	
1. Tickets to DC (6 X \$800)	4,800
2. Per diem for two experts, three trips, three days each	4,212
One visit of two experts to a LAC country	
1. Tickets (2 X \$1,300)	2,600
2. Per diem for two experts, one trip, five days each	2,500
Subtotal	69,312
Coordination and administration (13%)	10,688
TOTAL	80,000



THE PROJECT TEAM

Canadian Centre for Management Development

David Waung
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Rhodena MacDonald
Director, Computer Based Learning Programs

Luc Rivard
Senior Advisor, International Cooperation

Geoff Dinsdale
Action-Research Coordinator, Strategic Research and Planning Group

Samir Chhabra
Research Analyst, Strategic Research and Planning Group

ROLES AND RESPONSIBILITIES

David Waung: Chair of Management Team

Luc Rivard: Contract management, relationship with the Bank

Geoff Dinsdale: Lead Researcher

Samir Chhabra: Researcher