Nagy K. Haniia

Transforming Government

Challenges and Opportunities for the Developing World

£) Springer

Contents

	An ICT-Transformed Government and Society.	
	Structure of the Book and First Chapter.	. 2
	Disconnects and Their Implications.	4
	Missing a Techno-Economic Paradigm Shift?	6
	Building on Emerging Lessons: of Development	. 7
	Imperatives of ICT-Enabled Government Transformation	9
	A Digital-Era Government Paradigm	12
	The Future of Government and Competition.	13
	Imperatives of Inclusive Information Society.	.,15
	Community-Driven and Participatory Development.	17
	Toward a Networked Society. •	19
	ICT-Enabled Transformation as a Process	19
	Thinking Strategically about e-Transformation.	. 20
	Thinking Creatively about e-Transformation.	_23
	Key Themes.	24
2	Implications of the ICT Revolution	27
	Early Phase of a Technological Revolution.	
	Early Phase of a Productivity Revolution	
	A Techno-Economic Paradigm	
	Pervasive and Increasing Impact.	
	Governance and Participatory Democracy	33
	Governance and Participatory Democracy	
	Education and Health.	35
	Education and Health	35 39
	Education and Health.	35 39 43
	Education and Health. Poverty Reduction. Communication and Service Delivery.	35 39 43 46
	Education and Health. Poverty Reduction. Communication and Service Delivery. Regional and Urban Development.	35 39 43 46 51
	Education and Health. Poverty Reduction. Communication and Service Delivery	35 39 43 46 51 53
	Education and Health. Poverty Reduction. Communication and Service Delivery. Regional and Urban Development. Innovation. Organization.	35 39 43 46 51 53
	Education and Health. Poverty Reduction. Communication and Service Delivery. Regional and Urban Development Innovation. Organization Media and Cultural Development.	35 39 43 46 51 53 55 61
3	Education and Health. Poverty Reduction. Communication and Service Delivery. Regional and Urban Development. Innovation. Organization	35 39 43 46 51 53 55 61 63
3	Education and Health. Poverty Reduction. Communication and Service Delivery. Regional and Urban Development. Innovation. Organization	35 39 43 46 51 53 55 61 63

	Cutting-Edge Practices in Government Reform .	71
	Promoting Managerial Flexibility for Results.	71
	Responding on Demand, Becoming Customer-Centric	
	Providing Choice, Competition, and Incentives'	73
	Using Performance Management	. 74
	Engaging Citizens	75
	Using Networks and Partnerships	75
	Closing the Public-Sector Innovation Gap.	76
	Visions of Future Government	79
	Agile, Integrated, Client-Centric Government	80
	Transparent, Accountable, Engaged Government.	81
	Smart, Innovative, Collaborative Government	. 83
	Locally Responsive, Globally Competitive Cities	86
	The Journey to Transformed Government	86
4	Uses of e-Government	93
_	i	
	Improving Efficiency and Resource Management	
	Improving Access andtQualily of Public Services.	
	Improving Investment Climate and Business Competitiveness	
	Simplifying Government-to-Business Transactions	105
	Supporting Access to Information, Finance, and Online Business Services	100
	Improving Governance, Transparency, Accountability,	108
	and Participation	110
	Improving Policy Making and Knowledge Management	
5	Approaches to e-Government.	
3		
	A Whole-oT-Government Approach	
	Citizen-Centric and Citizen-Driven Government	
	Multichannel Service Delivery	
	Common Business Processes	
	Balancing Top-Down and Bottom-Up, Horizontals and Verticals	
	Public-Private Partnership.	130
6	Managing Change and Innovation in Government	143
	Strategic Planning and Management of e-Governmenl	143
	Benchmarking e-Readiness and the Demand fore-services	-144
	Analyzing, Communicating with, and Mobilizing Stakeholders	151
	Leading and Organizing	153
	Making the Business Case.	1 ~ -
	Financing and Budgeting	158
	Strategic and Flexible Approaches to Funding.	
	Monitoring and Evaluating e-Government	
	Managing for Change	
	Managing for Innovation	
	Governing and Managing the Technology •	174

Contents xi

	Enterprise Architecture, Interoperability Framework,	
	and Open Standards	175
	Mobile Government.	
	Open Source Software	182
	Collaborative Government (Web 2.0).	184
	Building Technical Competencies Within Country	
	fore-Government	186
	Managing e-Seclor: the Cases of ICT in Education and Health	186
	Summing up: Starting, Sequencing, Piloting, and Scaling up. Step 1: Developing the Vision, Policy Framework,-	.190
	and e-Leadership.	191
	Step 2: Creating Basic Information Infrastructure and Networks Step 3: Identifying, Prioritizing, and Developing Key Pilot	192
	Projects.	
	Step 4: Scaling Up, Learning, and Deepening the Transformation .	194
7	Grassroots Innovation for the Information Society.	
	Why e-Society?' 1	
	e-Society as a New Phase in ICT for Development.	
	Demand-Di iven ICT-Enabled Grassroots Transformation.	
	The Next Four Billion—a Market Approach	
	Strategies to Serve the Base of the Pyramid	
	The User Innovation Revolution	
	e-Society for Pro-Poor Innovation	209
	Social Knowledge Creation and Participation	
	Networks for Inclusive and Grassroots Innovation.	
	Dedicated Funds for Grassroots Innovation	213
	e-Sociely Fund: The Case of Sri Lanka.	214
	Creating e-Society Funds: Lessons Learned	
	New Actors and Funding Sources.	223
	Mainstreaming ICT for Poverty Reduction.	
8	Shared Access for the Networked Society.	
Ü	Why Telecenters Are Needed for a Networked Society?	228
	Socio-Economic Context for Telecenters	
	Business Models and Financial Sustainability.	
	Mix of Services, Impact, and Sustainability.	
	Cost-Effective and Affordable Technologies.	
	Capacity Building to Manage Shared Access	
	1	
	Collaborating for Community and Shared Services	
	A Holistic Approach to Telecenters	240
9	Toward a Holistic Approach to Government	24
	and Social Transformation	
	A Holistic Framework	
	Role of a Holistic Framework	24

xii Contents

	Integrating ICT into Broader Transformation Strategies	250
	A Holistic Approach to Government Transformation	251
	A Holistic Approach to Build Information Society.	254
	Policies for the Knowledge Economy and Information Society	
	A Mullilayered Enabling Environment	
	Improving the Policy Making Process	
	Institutional Frameworks	
	Institutionalizing Stakeholder Engagement	
	Leadership Role of Government	
	Alternative Models	
	Trends and Lessons in e-Leaders hip Institutions.	
	Mobilizing Demand for e-Leadership Institutions	
	e-Leadership Institutions at Local Levels	
	Human Resources.	
	e-Liieracy: Public Awareness and User Skills	
	e-Leadership: ICX Policy and Strategy Leadership.	
	TCT Professionals: Education and Training.	
	e-Learning and Lifelong Learning	
	A Holistic View of Human Resources.	278
10	Lessons for Managing Implementation	.281
	Implementation Challenges.	282
	Window Dressing	282
	Vision.Implemenlation Gap	285
	Politics of e-Transformation	
	Continual Priority Setting	
	Lead Time and Tailored Programs to Develop e-Leaders	
	Weak Partnership Culture	
	Lessons and Guiding.Principles	. 290
	Integrating ICT into Governance Reform and Information	
	Society Strategies	
	Pursuing a Holistic Approach	
	Addressing the Soft Aspects of Transformation	
	Adopting Coherent and Tailored Approaches to Equity	
	Taking a Political Economy Perspective	
	Adopting Participatory Approaches	
	Seeking Quick Wins Within Long-Term Perspectives.	
	Building Strategic Partnerships. Balancing Strategic Direction with Local Initiative.	303
	Building Capabilities for Innovation and Learning	
Bibl	iography.	313
Inda	NV.	220