The Presentation

- In this first presentation we will look at the changes that are being made to the public sector.
- It will look at the concept of New Public Management and the pressures to change.
- It will then look at eGovernment and how it has become a platform upon which NPM reforms have been extended.

Significance of the Public Sector

- One way of measuring the significance of the public service is its size:
  - Number of people
  - Number of functions & services
  - Percentage of GDP
    - (Australia - 33% of GDP)
    - (Vietnam - ??)
- But:
  - Pressure for smaller government

Significance of the Public Sector

- Another way of measuring the significance of the public service is its diversity:
  - A modern public service is more diverse and fragmented
  - Classify them
    - How it is funded
    - Undertake commercial or non-commercial activities
    - Enabled by legislation or as an agency
    - Degree of autonomy or government direction
- How could we classify the Ministry of Finance?

New Public Management

- But the Public Sector is undergoing change in many countries.
- New Public Management [NPM] (Hood):
  - In developed countries, governments and the public sector are expected to be more transparent, more responsive and more accountable.
New Public Management

- Increased emphasis on accountability and performance management
  - Regular reporting
- Strengthening of the power of consumers through choice
- Financial constraint
  - Efficiency, value for money and return on investment
- Decrease in direct service provision
  - Shared services via outsourcing

Policy Capacity

- Policy is central to the business of government
  - Change from bureaucrats to policy professionals
- The ability of a government to determine and implement policy is its 'policy capacity'
  - What to do
  - How to do it
- In the Ministry of Finance, are you a policy professional?
  - What are some policies and strategies over which you have influence?

What is driving this change?

- Globalisation
- Attempt to reduce the size of government
  - Reduce staff and spending
- Changing societal expectations of government
  - Greater transparency
- ICTs change

What about Vietnam?

- What sorts of pressures are impacting on the Vietnamese public sector?
  - Are they the same as those in developing countries

Technology and NPM

- Technology has sustained globalisation
  - Goods and services and information
  - Also the type of information available
- Changes social structures
- Changes the way knowledge is transmitted
  - Web, television and other electronic media
- It directly changes government and the way it operates
  - Dependence upon knowledge and skills development
  - Service delivery, policy development

NPM and eGovernment

- "After eCommerce and eBusiness, the next revolution will be eGovernment" (Economist, 24th June, 2000)
- Thus the trend towards eGovernment represents a continuation of public sector reforms but with a substantially increased role for ICTs (Feng)
- eGovernment in developed countries is the platform upon which major reform has occurred
UN Findings on eGovernment

“A country’s overall progress in eGovernment closely correlates with its social, political or economic composition. The more effective programs prioritise development to reflect ICT, human resources and user capabilities” (United Nations)

Progress towards eGovernment

Social

Political

Economic

New Public Management

eGovernment

What about Vietnam?

- What are the social factors?
  - Are people using the Internet?

- What are the economic factors?
  - Changing economic circumstances in Vietnam

- What are the political factors?
  - Is there a commitment to more eGovernment?

What is meant by eGovernment?

- On-line information and service delivery
  To provide citizens and organizations with more convenient access to government information and services; and to provide delivery of public services to citizens, business partners and suppliers, and those working in the government sector

- eGovernment builds on stock of IT that has grown over time


More Meaningful eGovernment

- eGovernment builds on stock of IT that has grown over time

- It enables government in a broad sense
  - Not only better information & service provision
  - Not only for more effective delivery of policies

- BUT
  - For formulation and review

In developing countries, eGovernment can reduce economic and social gaps, but in such contexts, a particularly strong public action is needed to guide the process and avoid an exclusively business approach.

What about Vietnam?
- What other focus can a government have?
- What is the focus of ICTs and eGovernment in Vietnam?
  - Is it any different for the Ministry of Finance?
- Is Vietnam any different from other developing countries or other Asian counties?

Key Points of eGovernment
- eGovernment can consistently improve the quality of life for citizens and can create a sharp reduction of costs and time.

Key Points of eGovernment
- eGovernment will eventually transform the processes and structures of government to create a public administration less hierarchical, empowering civil servants to serve citizens better and to be more responsive to their needs.

Key Points of eGovernment
- eGovernment must be given serious consideration also in the developing countries not only for its potential for stronger institutional capacity building, for better service delivery to citizens and business, for reducing corruption by increasing transparency and social control, but also for "showing the way" to the civil society and business community.

What is the state of eGovernment in countries?
- Numerous studies have been done on the state of eGovernment in countries across the world.
  - Some reports and articles are provided in your folders.
- Also, how do you go about determining the state of eGovernment when countries are so different?
Models of eGovernment

- A stage linear model models moving from web presence to full integration
  - Emerging: An official government online presence is established.
  - Enhanced: Government sites increase; information becomes more dynamic.
  - Interactive: Users can download forms, e-mail officials and interact through the web.
  - Transactional: Users can actually pay for services and other transactions online.
  - Seamless: Full integration of e-services across administrative boundaries.

What about Vietnam?

- Where would you rate Vietnam with respect to eGovernment?
- What about the Ministry of Finance?
- How does it compare to Australia or to Victoria?

eGovernment Implementation

"EGovernment is constant and conspicuous" (United Nations)

- A realistic approach to the effective implementation of eGovernment initiatives requires the adoption of a series of methodological guidelines
  - The perception of eGovernment as not just a project but also as process
  - A recognition of the intensively interactive nature of eGovernment initiatives (M Sorrentino)
The major objective in implementing eGovernment initiatives is to realize the intended benefits. With respect to the Ministry of Finance, what are the intended benefits? Who are your clients and what are their needs?

The OECD identified a range of client types for governments:

- Resident
- Consumer
- Receiver
- Prosumer
- User
- Purchaser
- Taxpayer
- Regulatee

Technical considerations involve issues such as:
- The IT processing environment
- Data structures
- Integration with external computer-based systems
- Inquiry languages
- Security considerations
- Others?

Summary

This program will investigate ICT, Strategic IT and electronic information and service delivery in the public sector. There is no one model to follow but things that work in some circumstances but not in others. The program will start by showing you what others have done. And it will show you how they got there and where they want to go.
Discussion