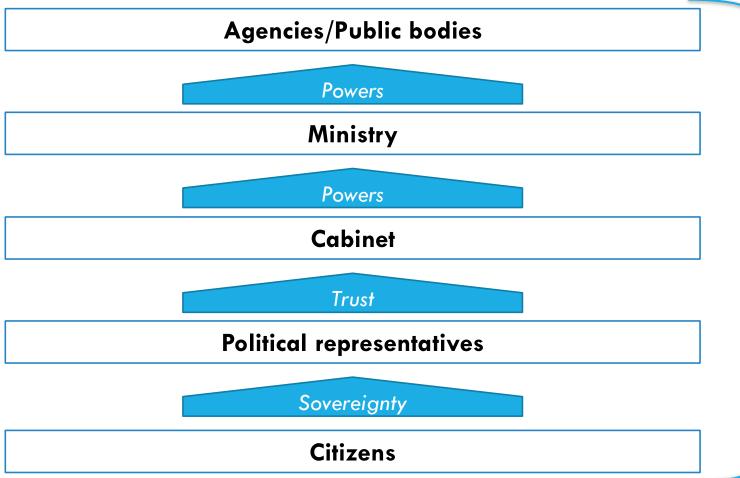




IL RUOLO DEI SISTEMI DI MONITORAGGIO NEL RILANCIO DEGLI INVESTIMENTI AL SUD





Need for democratic control



Public accountability



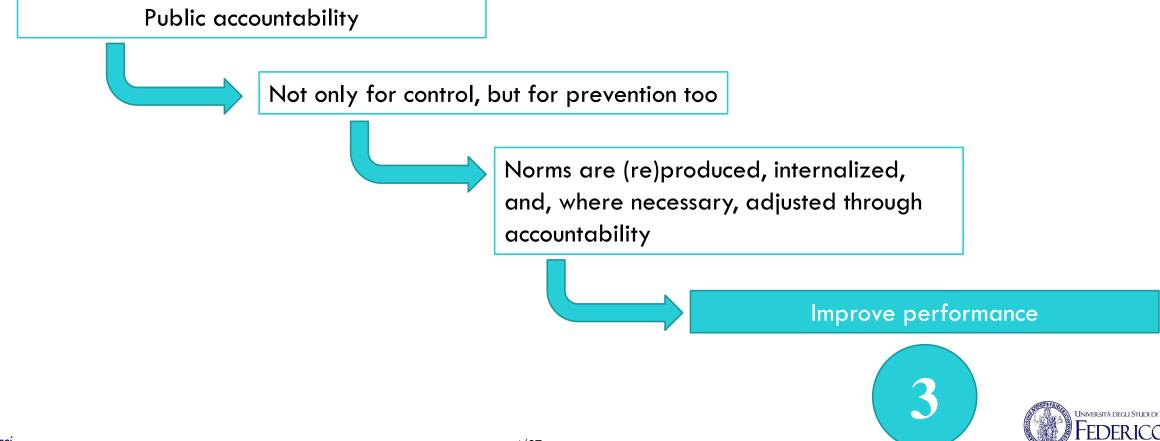
- Corruption,
- Nepotism,
- Abuse of power,
- Inappropriate behaviors

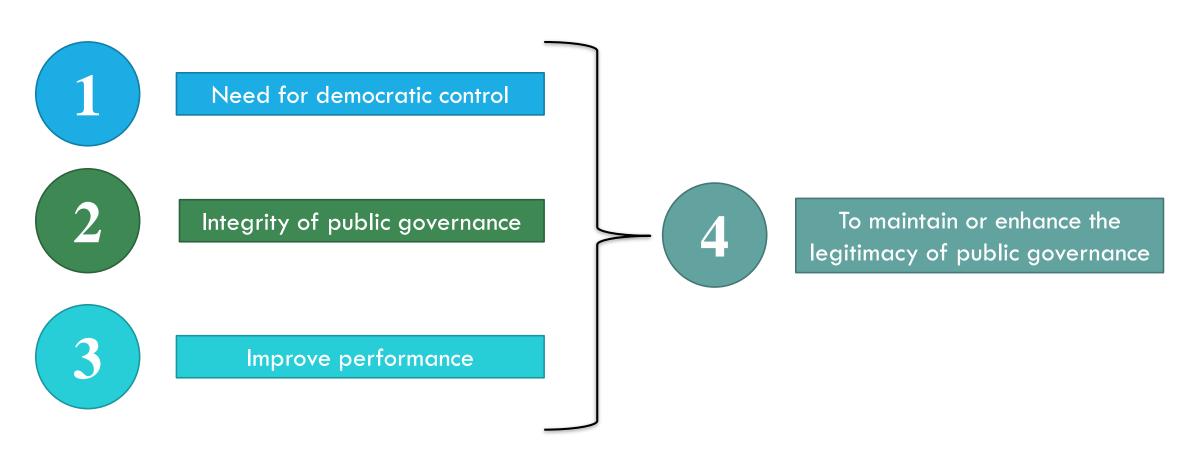


2

Integrity of public governance

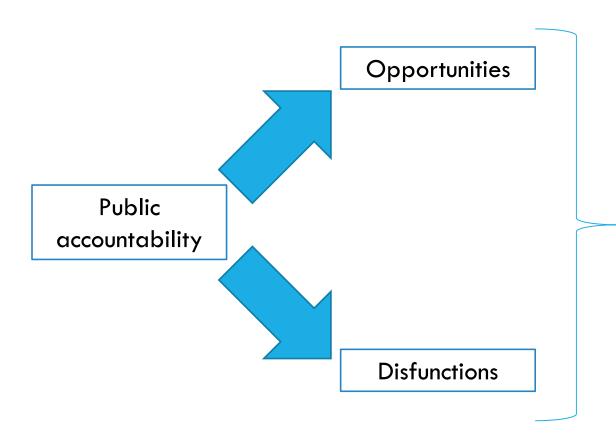








EXCESS OF ACCOUNTABILITY



Accountability Dilemma or Accountability Paradox

In situations in which resources are scarce, a large measure of accountability can lead to an inefficient distribution of those resources



EXCESS OF ACCOUNTABILITY

Functions and dysfunctions of public accountability	
Functions	Dysfunctions
Democratic control	Rule-obsession
Integrity	Proceduralism
Improvement	Rigidity
Legitimacy	Politics of scandal
Catharsis	Scapegoating

Ferlie, Lynn & Pollitt, 2007



THE LIMITS OF PUBLIC ACCOUNTABILITY

Accountability is tightly linked to the main ethical and moral choices taken by public managers and politicians



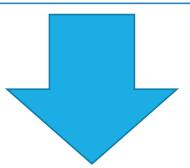
Accountability can be observed from an ethical point of view or, perhaps, a moral one (Messner 2009; Cho et al. 2015)



ICTS & E-GOVERNMENT

ICTs

Information and **C**ommunication **T**echnologies



e-Government

"the intensive use of ICT applications in the fulfillment of functions of politics and public administration" (Lenk & Traunmuller, 2000; Peristeras et al. 2002)



E-GOVERNMENT IN EXECUTIVE BRANCHES

Database technologies Tracing and tracking technologies Desk-top technologies Decision support technologies Network technologies

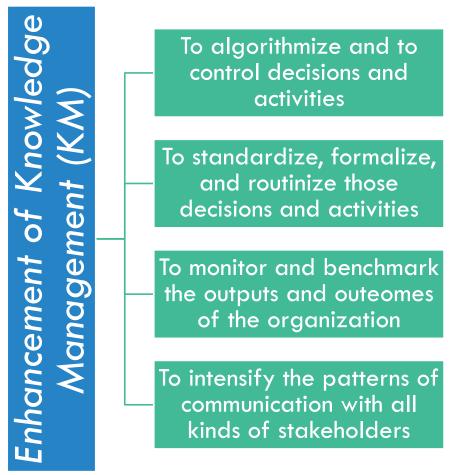


ICTS IN PUBLIC ORGANIZATIONS

Database technologies	e.g., data repositories or for file sharing
Tracing and tracking technologies	e.g. for workflow management and monitoring purposes
Desk-top technologies	e.g. text processors, digital personal assistants (DPAs), e- mail, and other Internet facilities
Decision support technologies	e.g. spread-sheets, all kinds of task directed computer programs and expert systems
Network technologies	e.g. websites, homepages, call-centres and e-mail



ICTS IN PUBLIC ORGANIZATIONS





PRELIMINARY STAGES OF E-GOVERNMENT

Computer in P.A. ('50)

"Main frames" era ('60)

Increase in computer applications ('70)

Decrease of computer price and introducing (micro) Personal Computer ('80)

Web Services and networking ('90)



THEORIES ON INFORMATIZATION

- Pro or contra technological determinism
- Organizational implications of the use of ICTs
- Policy implications of ICTs



THEORIES ON INFORMATIZATION: TECHNOLOGICAL DETERMINISM



Deterministic position

The properties of ICTs are the result of autonomous technological developments



Voluntaristic position

The way in which informatization is given shape may serve predominantly the power position of the person(s) who decide about its deployment



Mixed position

The consequences of informatization are the outcome of more or less contingent interactions between actors and their intentions on one side, and technological and social circumstances on the other side



THEORIES ON INFORMATIZATION: ORGANIZATIONAL IMPLICATIONS OF ICTS

The complete "reengineering" of business organizations, with the help of the new information and communication technologies



- √ Simultaneous delivery of huge cost-savings
- ✓ Huge improvement of the quality of the provided services



Prof. Paolo Ricci 16/27

THEORIES ON INFORMATIZATION: 3 POLICY IMPLICATIONS OF ICTS

Workflow of ICTs' functions

Technical coordination and synchronization of processes

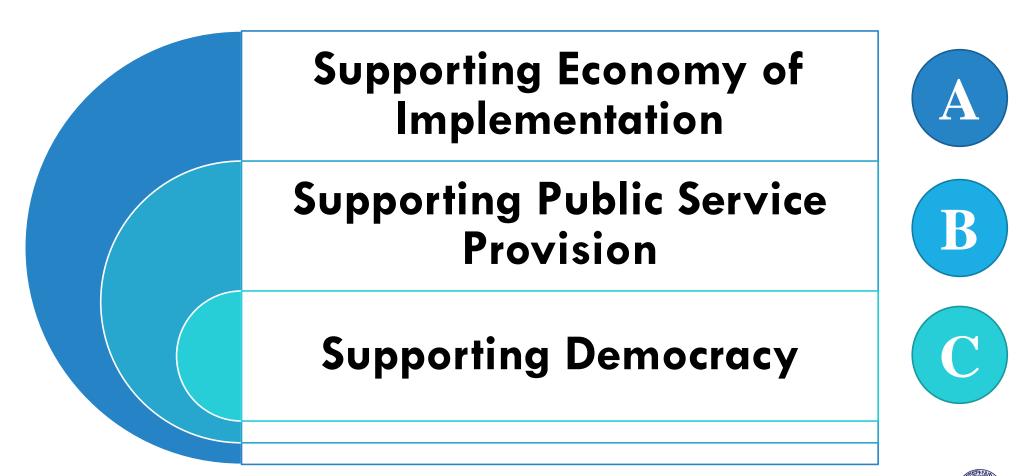
Storage and retrieval of information used in these processes

Automated support of case handling

Generation of secondary (e.g. managerial) or aggregate (e.g. statistical) information

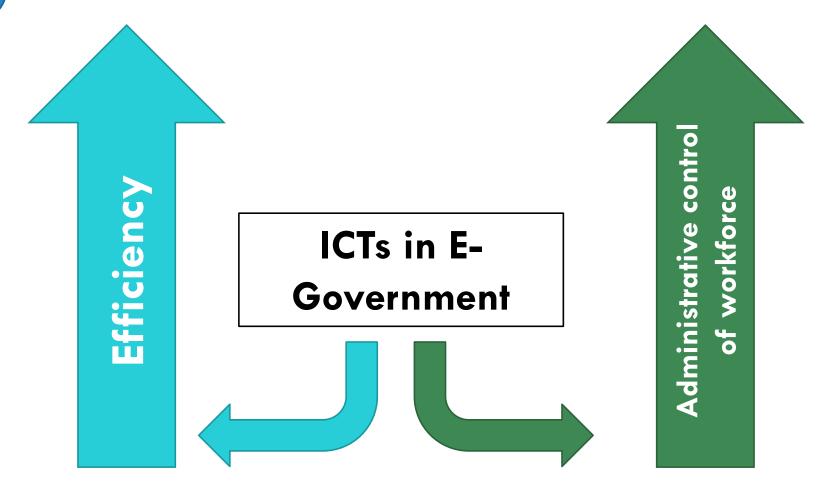


THREE ROLES OF ICTS IN E-GOVERNMENT





THREE ROLES OF ICTS IN E-GOVERNMENT: SUPPORTING ECONOMY OF IMPLEMENTATION (1/3)





Efficiency

THREE ROLES OF ICTS IN E-GOVERNMENT: SUPPORTING ECONOMY OF IMPLEMENTATION (2/3)

Case-processing systems: data entry also takes place electronically, inputted by citizens or businesses, or by automatic document imaging and document retrieval

Expert (support) systems advise experts on a whole decision trajectory and also dispose of an explanation facility

Advisory information systems, which cover only a limited part of the decision space (mostly of complicated calculations)

Routine calculations of salaries, alimonies, subsidies, and other complicated financial entitlements were executed by computers



Prof. Paolo Ricci 20/27

Administrative control of workforce

THREE ROLES OF ICTS IN E-GOVERNMENT: SUPPORTING ECONOMY OF IMPLEMENTATION (3/3)

Text building blocks: pre-fabricated motivations to justify administrative decisions before citizens

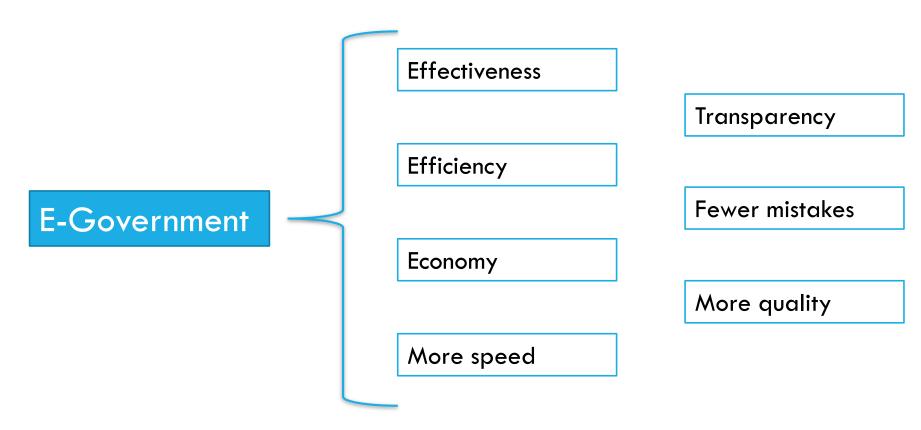
Front end verification tools: enable the street-level bureaucrat to check the information given by clients and thus tight fraud

Workflow management systems: coordinate, synchronize, and guard the process requirements of administrative tasks



Prof. Paolo Ricci 21/27

THREE ROLES OF ICTS IN E-GOVERNMENT: B SUPPORTING PUBLIC SERVICE PROVISION



UNIVERSITÀ DEGLI STUDI DI NAPOLI FEDERICO II

Prof. Paolo Ricci 22/27

THREE ROLES OF ICTS IN E-GOVERNMENT: SUPPORTING DEMOCRACY

ICTs

Direct democracy

e.g. continuous opinion polling, instant referenda, teleconferencing, digital cities, and discussion groups

Co-production of policies



Prof. Paolo Ricci 23/27

E-GOVERNMENT: BARRIERS AND CHALLENGES

Technical Barriers

Organizational Barriers

Institutional Barriers



Prof. Paolo Ricci 24/27

E-GOVERNMENT: BARRIERS AND CHALLENGES: 1) TECHNICAL BARRIERS

Technical Barriers

Intra-Organizational and Intra-Sectoral

About electronic sharing of data related to clients and societal situations

Intra-Sectoral with Respect to Service Delivery and Client Registration

About transformation of service delivery and the registration of clients and citizens

Inter-Sectoral with Respect to Overall Information Architectures

Concerning the exchange of information between different sectors of public administration



Prof. Paolo Ricci 25/27

E-GOVERNMENT: BARRIERS AND CHALLENGES: 2) ORGANIZATIONAL BARRIERS

Organizational Barriers

Loss of autonomy

"Ownership" with respect to data

Information and knowledge within repositories of the organization

One-sides view on societal problems



Prof. Paolo Ricci 26/27

E-GOVERNMENT: BARRIERS AND CHALLENGES: 3) INSTITUTIONAL BARRIERS

Institutional Barriers

Mental

Legal

Cultural

Public servants, especially those at street level, are incited to resist the downgrading of their jobs through information infrastructures, and through a knowledge management approach

ICTs lead to blurring of boundaries between organizations. The moment information is shared between parts of public administration, responsibilities for the authenticity, accuracy, and integrity of the information also become blurred

The lack of confidence in the new technologies. The traditional carefulness, seen as a bureaucratic virtue, may turn to risk-avoidance, and a lack of innovation



Prof. Paolo Ricci 27/27