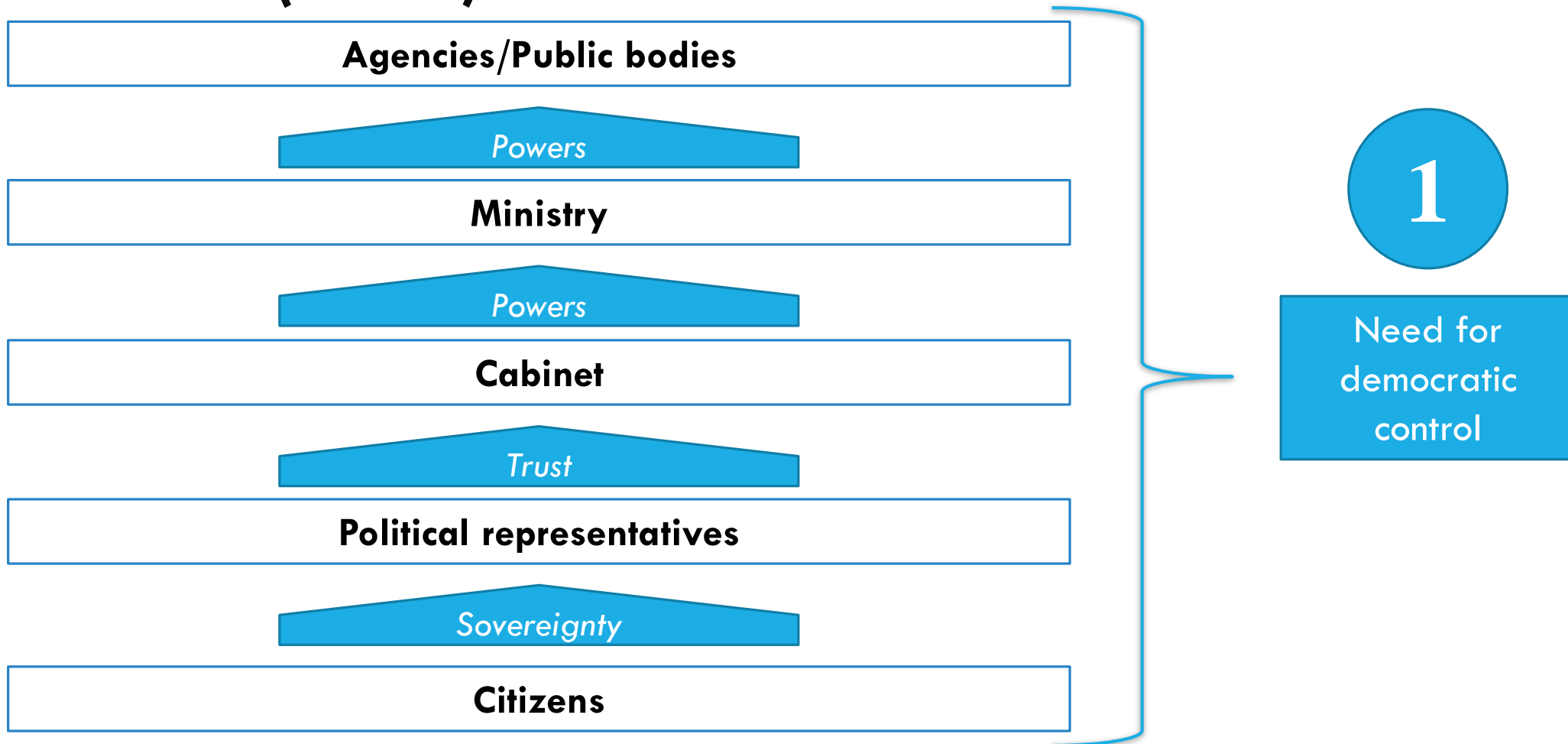




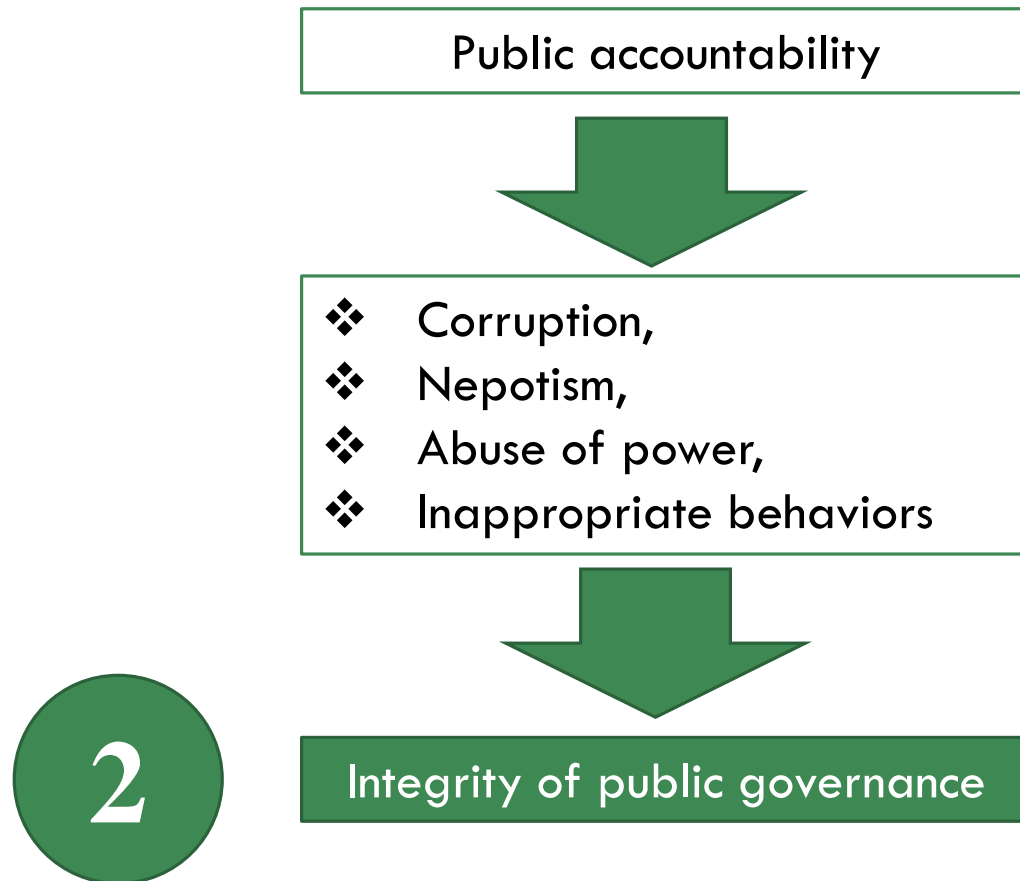
IL RUOLO DEI SISTEMI DI MONITORAGGIO NEL RILANCIO DEGLI INVESTIMENTI AL SUD

Prof. Paolo Ricci

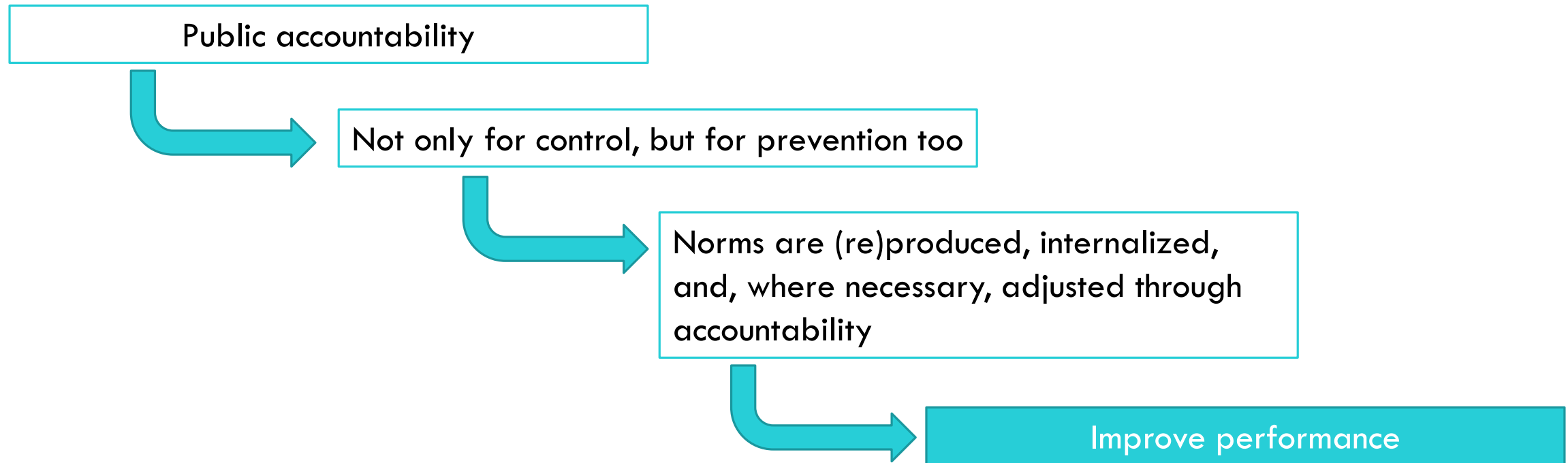
WHY DO WE NEED PUBLIC ACCOUNTABILITIES? THREE (FOUR) ACCOUNTABILITY FUNCTIONS



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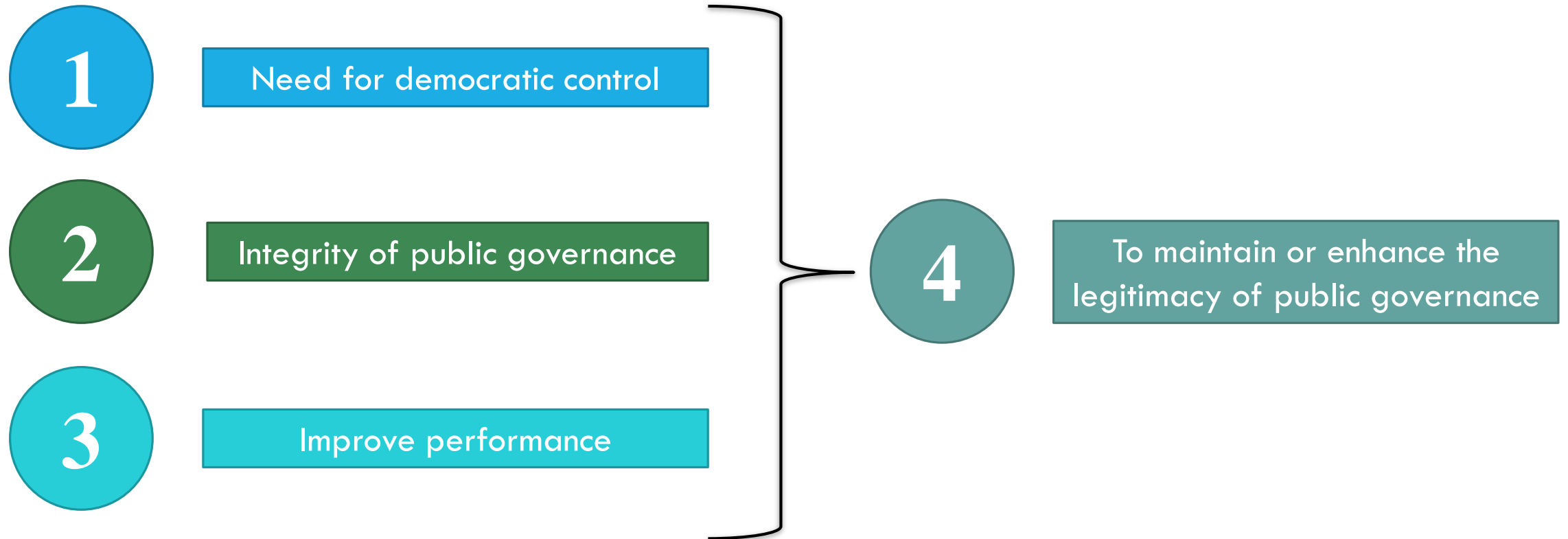


WHY DO WE NEED PUBLIC ACCOUNTABILITIES? THREE (FOUR) ACCOUNTABILITY FUNCTIONS

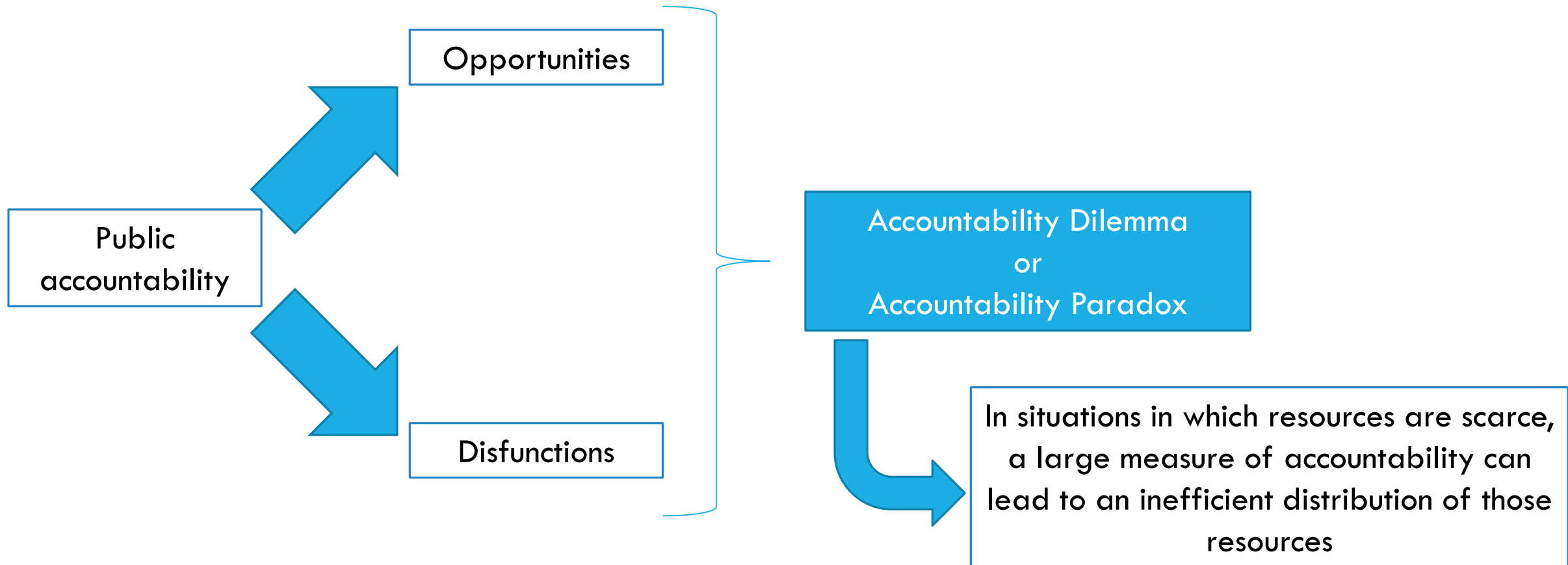


3

WHY DO WE NEED PUBLIC ACCOUNTABILITIES? THREE (FOUR) ACCOUNTABILITY FUNCTIONS



EXCESS OF ACCOUNTABILITY



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

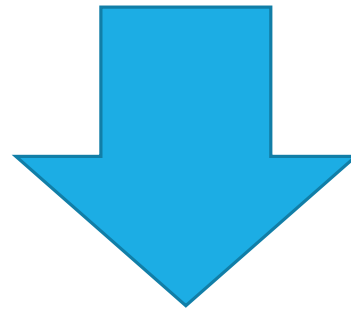


Accountability can be observed from an ethical point of view or, perhaps, a moral one (Messner 2009; Cho et al. 2015)

ICTS & E-GOVERNMENT

ICTs

Information and Communication Technologies



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

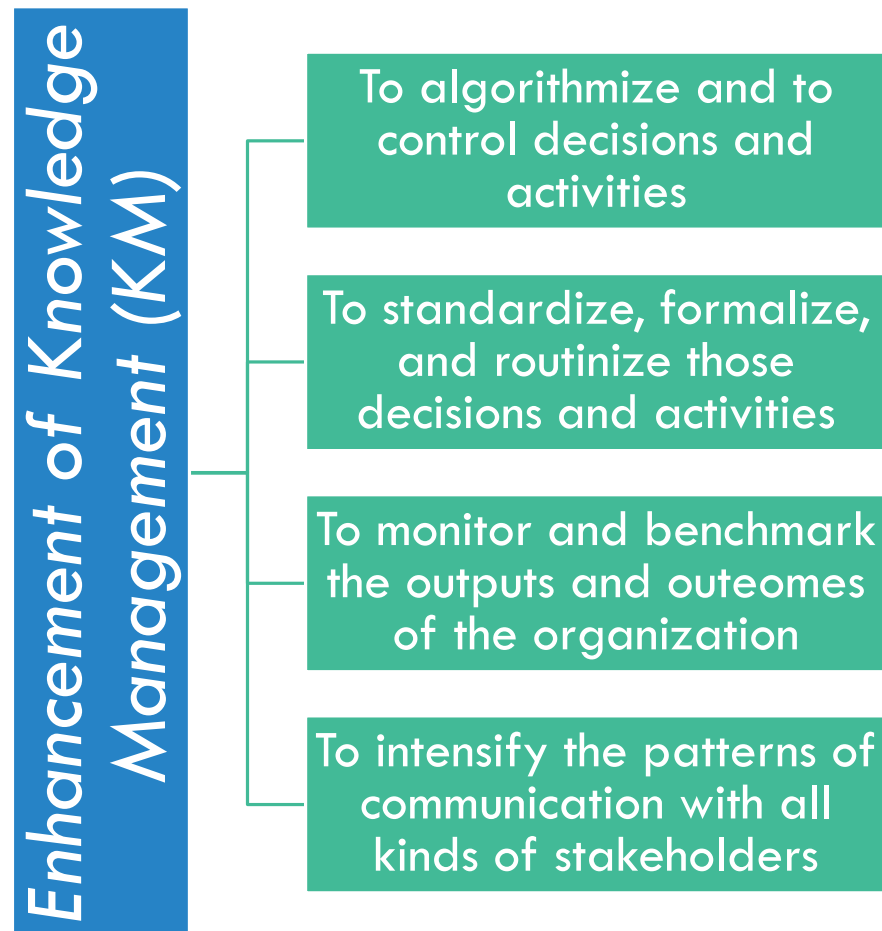
Decision support technologies

e.g. spread-sheets, all kinds of task directed computer programs and expert systems

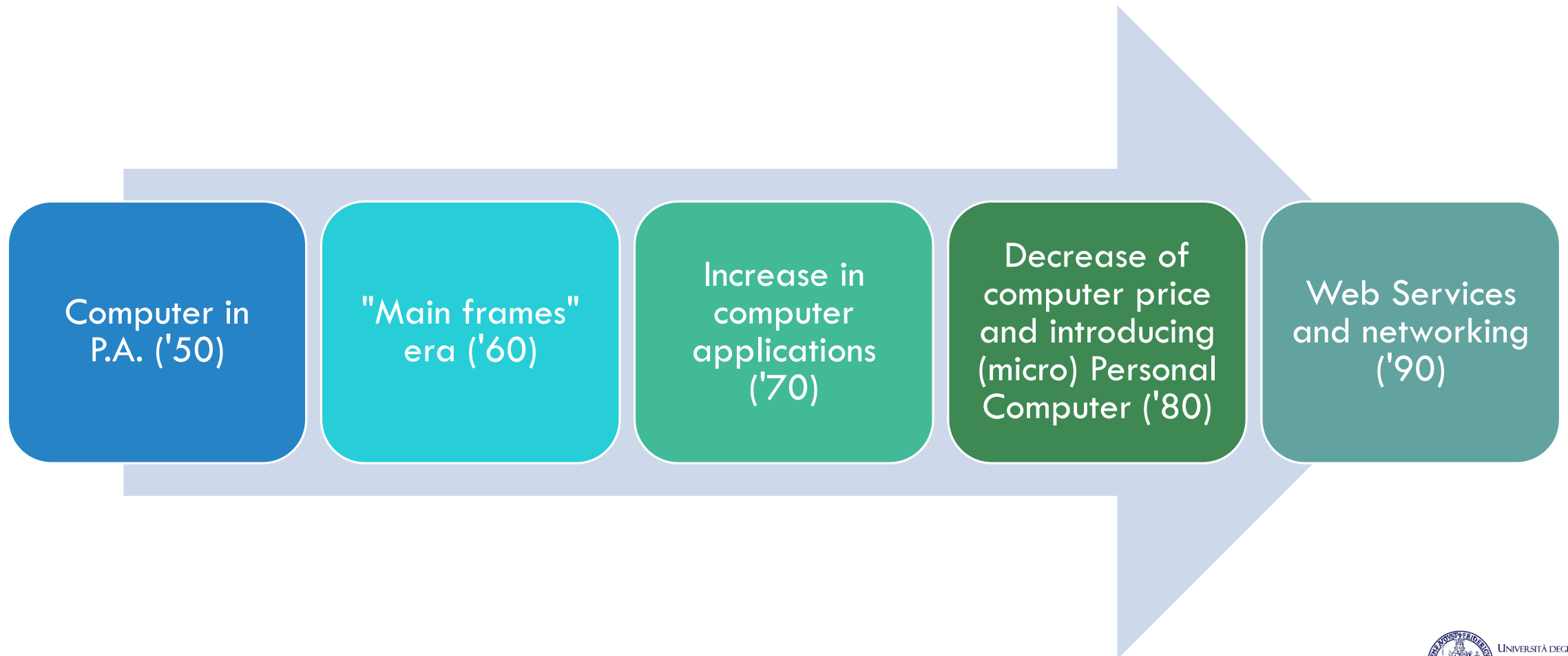
Network technologies

e.g. websites, homepages, call-centres and e-mail

ICTS IN PUBLIC ORGANIZATIONS



PRELIMINARY STAGES OF E-GOVERNMENT



THEORIES ON INFORMATIZATION

1

Pro or contra technological determinism

2

Organizational implications of the use of ICTs

3

Policy implications of ICTs

THEORIES ON INFORMATIZATION:

1 TECHNOLOGICAL DETERMINISM

A

Deterministic position

The properties of ICTs are the result of autonomous technological developments

B

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

C

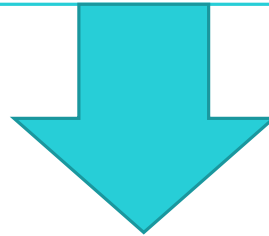
Mixed position

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:

2 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

THEORIES ON INFORMATIZATION:

3 POLICY IMPLICATIONS OF ICTS

Workflow of ICTs' functions

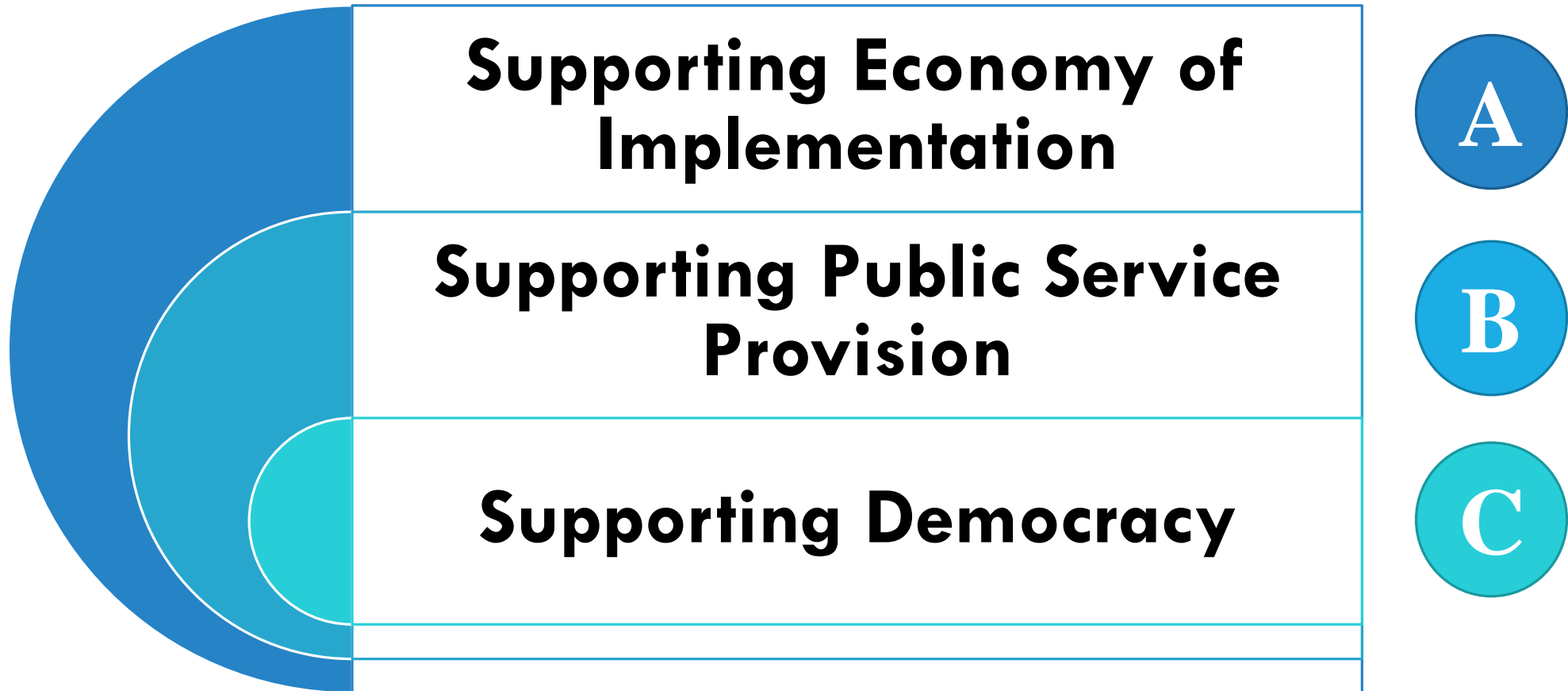
Technical coordination and synchronization of processes

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

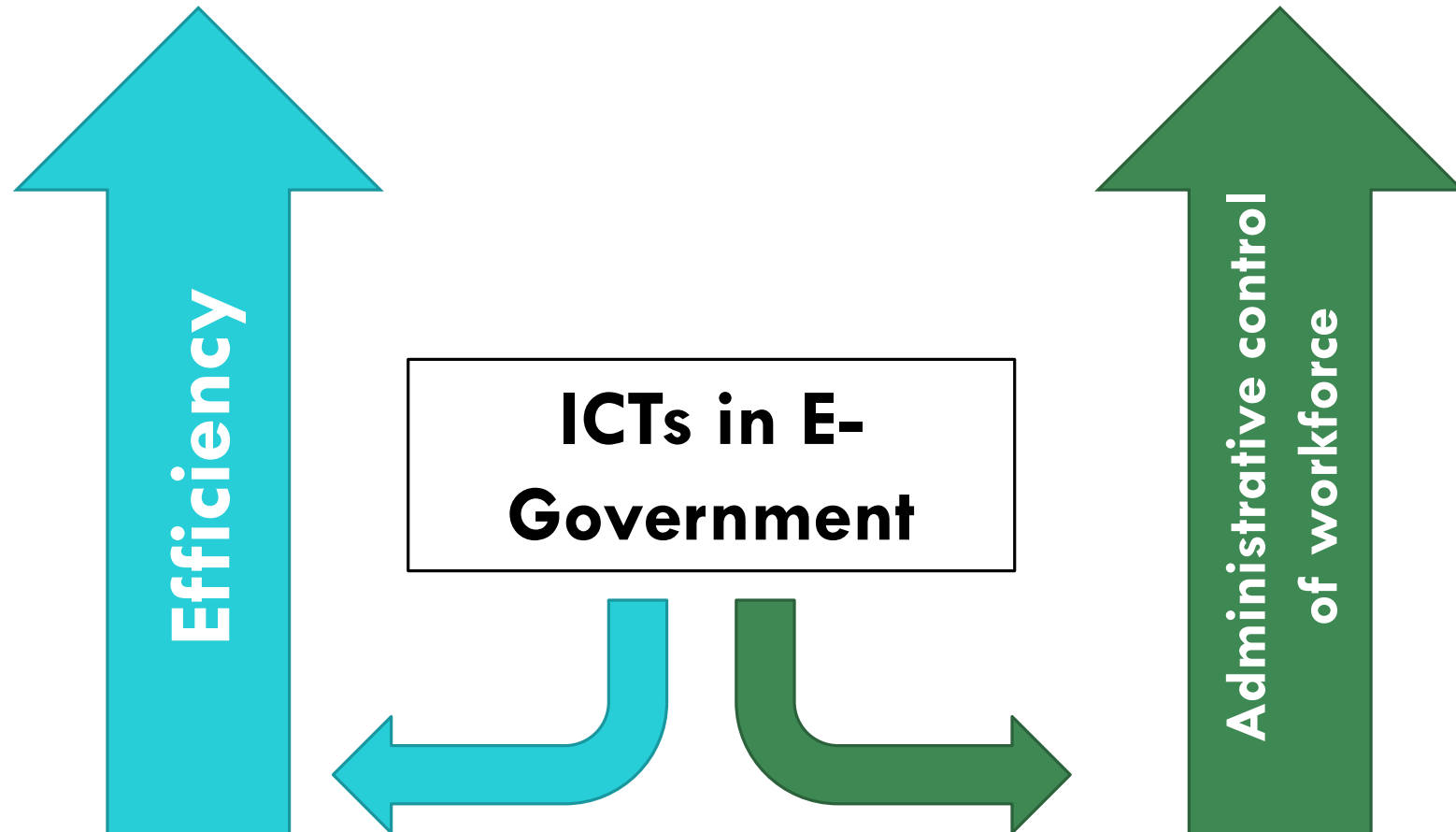
THREE ROLES OF ICTS IN E-GOVERNMENT



THREE ROLES OF ICTS IN E-GOVERNMENT:



SUPPORTING ECONOMY OF IMPLEMENTATION (1/3)



THREE ROLES OF ICTS IN E-GOVERNMENT:

A

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

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

THREE ROLES OF ICTS IN E-GOVERNMENT:

B

SUPPORTING PUBLIC SERVICE PROVISION

E-Government

Effectiveness

Efficiency

Economy

More speed

Transparency

Fewer mistakes

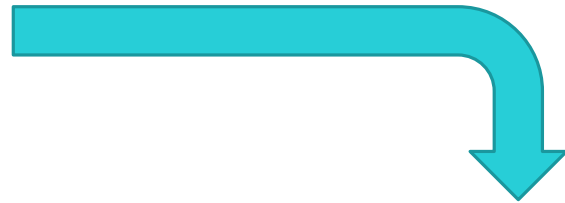
More quality

THREE ROLES OF ICTS IN E-GOVERNMENT:



SUPPORTING DEMOCRACY

ICTs



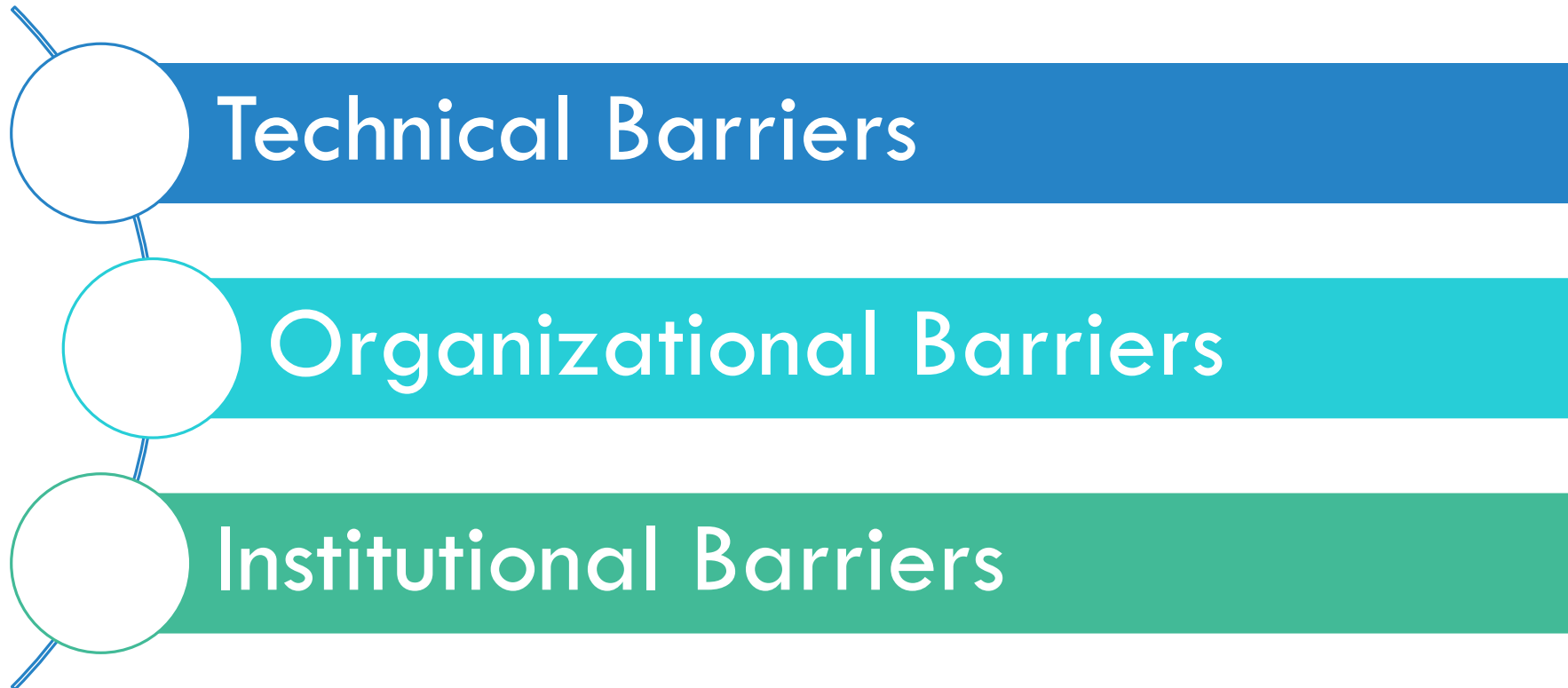
Direct democracy

e.g. continuous opinion polling, instant referenda, tele-conferencing, digital cities, and discussion groups

Co-production of policies



E-GOVERNMENT: BARRIERS AND CHALLENGES



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

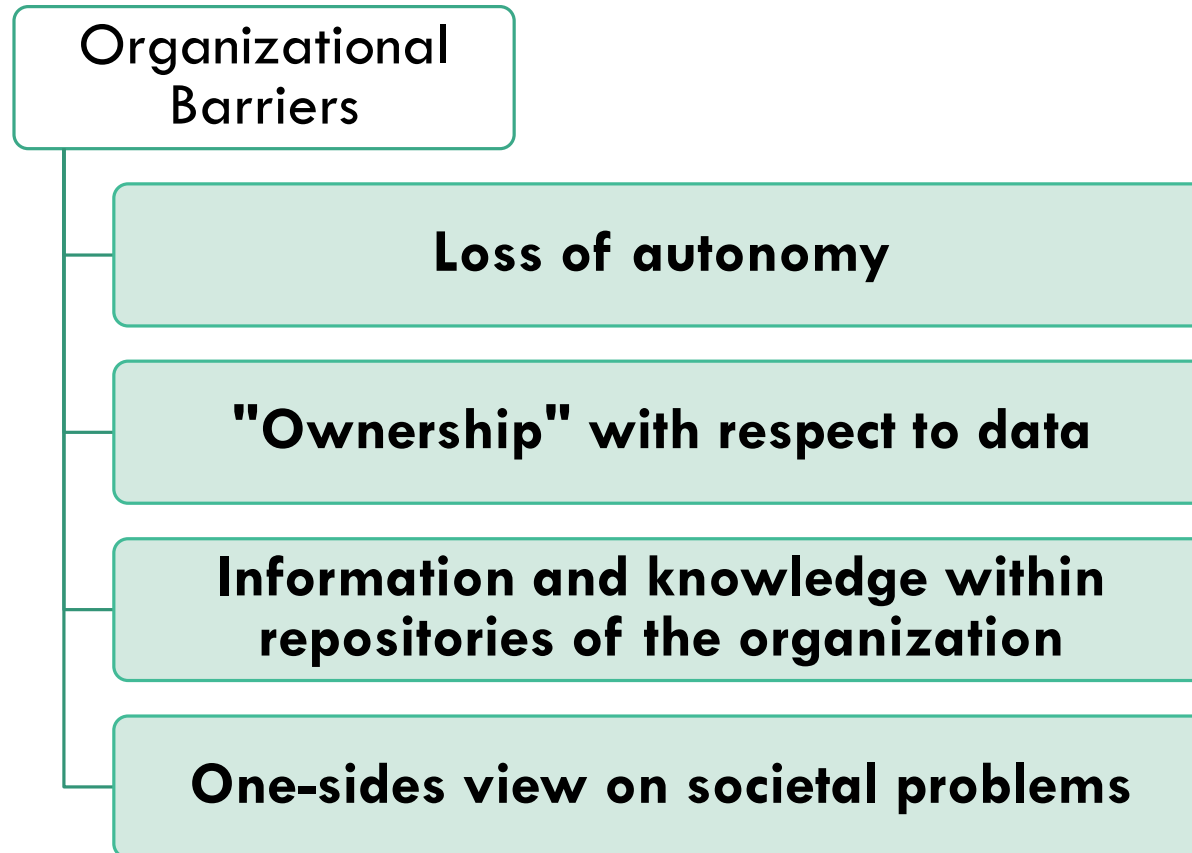
About transformation of service delivery and the registration of clients and citizens

Inter-Sectoral with Respect to Overall Information Architectures

Concerning the exchange of information between different sectors of public administration

E-GOVERNMENT: BARRIERS AND CHALLENGES:

2) ORGANIZATIONAL BARRIERS



E-GOVERNMENT: BARRIERS AND CHALLENGES:

3) INSTITUTIONAL BARRIERS

