

# Introduction

# Government Reform

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Reform according to the Webster's international dictionary means to induce or cause a change for the better.

Government Reform therefore implies a change of a government organization for the better.

Why reform government?	<p>Response to pressure from citizens and other stakeholders towards, among other things, improved service quality and higher internal efficiency while being transparent and accountable.</p> <p><b>Good Governance</b></p>
What is the degree of reform expected?	<p>Radical change or transformation is usually expected, similar to the case of the private sector.</p>
What do we change in government organization?	<p>Capabilities and attitudes</p>

# Good Governance

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Good governance consists of a public service that is efficient, a judicial system that is reliable, and an administration that is accountable to the public [World Bank].

Elements of good governance according to the World Bank:

- 1) **Public sector management** emphasizing the need for effective financial and human resource management
- 2) **Accountability in public service**, including effective accounting, auditing and decentralization
- 3) **Predictable legal framework** with rules known in advance and an independent judiciary
- 4) **Availability of information and transparency** to enhance policy analysis, promote public debate and reduce risks of corruption

# New Public Management (NPM)

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New Public Management is a broad term used to describe the wave of public sector reforms throughout the world since the 1980s.

## New Public Management:

- 1) Seeks to enhance the efficiency and effectiveness of the public sector and the control that government has over it
- 2) Introduces a management culture that emphasizes the centrality of the citizen who are seen as clients and shareholders (instead of petitioner)

# NPM Elements

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Major elements of NPM comprise structural, organizational and managerial changes, such as:

- 1) Cutting cost and increasing labor discipline
- 2) Business management practices to increase flexibility in decision making
- 3) Explicit standards and performance measures with challenging targets
- 4) Competition in the public sector through contracts and tendering
- 5) Decentralization to make units more manageable and to increase competition among them
- 6) Orientation shift from inputs to outputs to stress results rather than procedure, e.g. Output Oriented Budgeting System

# ICT and Government Reforms

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ICT can assist in achieving government/public sector reforms or desired transformation.

Observations about ICT applications in the government/public sector:

- 1) Cost reduction and operational efficiency were the major drivers for ICT applications in the government/public sector
- 2) ICT applications, if simply added to existing government structures and processes, have yielded very modest outcomes
- 3) Reform activities must precede effective ICT deployment in government
- 4) Reform outcomes are largely ICT based solutions

# e-Governance and Reforms

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Reforms towards e-Governance involves ICT based outcomes and subsequent ICT support for internal operations as well as government interactions with its stakeholders.

Therefore we note that:

- 1) Reform is intrinsically part of any well conceived e-governance agenda
- 2) e-Governance by definition differs from traditional ICT application to government - automation or computerization
- 3) e-Governance is a tool for achieving the desired governance transformation

# Tutorial Discussion

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- 1) Can you identify one capability you would like to acquire in your organization?
- 2) Can you identify one attitude you would like to change?
- 3) Can you identify one element of NPM implemented in your organization during the last year?
- 4) Can you identify some outcomes of the last ICT applications implemented in your agency?
- 5) Did reform activities precede the deployment of the ICT application?