E-GOVERNANCE AS A STEP OF NEW PUBLIC MANAGEMENT

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Abstract
In cybernetics sense the management of the administration involves the administrative-management processes planning and accounting, dissemination of administrative management information, decision making, feed back. Now days according to Lisbon contract we have to think to a new management process so called "good management". The “good management” in Lisbon content means management with transparency and visibility, with citizens wide participation in decision making and its realisation, to move from information society to knowledge society.
The e-Governance bring administrative services near to citizens and businesses, involves citizen and stakeholder to participation in planning and decisions making processes, improve mutual information communication through ICT, and enhance democratic processes at all. This means that in theoretical aspect the e-Governance is a form of the “good management”. This leads to improvement of the understanding of the e-Governance as a step of the new public management process at different levels of the information and knowledge society.
At present e-Governance exists like practice examples at both the strategy and policy levels, as well as at the actual practical implementation. In this paper some suggestions for the future innovative work in the e-Governance development will be proposed. Also two directions of the e-Governance like elements of the “new management” will be presented. The first one is the improvement of the visibility of the management decision making in the public management through videoconferencing. The second is a Web based system for dissemination of good public administration practices and formation of tacit knowledge.

Key words: good management, governance, new public management, information society, knowledge society, videoconferencing, information-communication technologies.

Introduction
The aim of this paper is to promote road to “good management” not only through theoretical studies, but also through some practical solutions. The term “good management” is the third stage in the management theory.
At the first stage in cybernetics sense the management of the administration involves the administrative-management processes planning and accounting, analysis - decision making, feed back under administrative services [1]. All of these operations are involved in every management process.
Stages of the management process

Besides classical management process is organised in management levels: (1) operative in our case municipalities (2) tactic in our case regions; (3) strategic in our case government [2].
Further development of the management process

At the second stage of the developing of management theory comes New Public Management (NPM). It enforces competition (in adapted form) as a reliable tool for achieving of greater efficiency in the activities of the state institutions. The New Public Management is characterized as a market oriented approach to manage the public sector. He changed the paradigm in the management: enforcing competitive provision of public services, including through private companies [3]. The NPM have added the principles of effectiveness and efficiency in the whole management process: planning, accounting, analysis, regulation. It is clearly said that the management object are the administrative services in state and business. The principle of the New Public Management is derived from the management of the corporations, that’s why it closes the gap between the state governance and the corporate management.

According to Cris Conforth [4] Governance has been described as “the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation”. The Governance as a management process is organised in three levels:

“In a small community group governance might be about getting things in place, making sure it’s clear who is doing what and making sure that all concerned are working together to a common cause. In a local service providing organisation, governance might be more focused on the relationship between the trustees and staff team, and ensuring good service delivery. In a larger national or regional organisation, governance might be about the need to demonstrate how the organisation delivers on its mission through quality service provision, its accountability to the public and stakeholders.”

These levels are very close to the local, regional and national administrative levels. All this means that the Governance is a step of the NPM.

At this stage the wide use of Information and Communication Technologies (ICT) is realised and now we are speaking about electronic Governance (e-Governance). The e-Governance bring administrative services near to citizens and businesses, involves citizen and stakeholder to participation in planning and decisions making processes, improve mutual information communication through ICT.

The main principles at this management stage are [5]: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership. The third stage of the management process development is “good e-Governance”, so called “good management” in Lisbon content [6]. Good e-Governance means management with transparency and visibility,
with citizens’ wide participation in decision making and enhance democratic processes at all, to move from information society to knowledge society. The good governance makes and executes management decisions that pursue to achieve a high degree of satisfaction of the public expectations by the operation of the governments. This is a management, which includes all interested social groups in the process of making and implementing of the public policies. Good governance is characterised as management in partnership with all stakeholders [7].

**Some practical ICT implementation for the good management and good e-Governance**

To promote good e-Governance and ensure the participation of civil society the public institutions, bodies, offices and agencies operate at the greatest possible respect, openness, visibility and predictability. At present e-Governance exists like practice examples at both the strategy and policy levels, as well as at the actual practical implementation. Also two directions of the e-Governance like elements of the “good management” will be presented.

The first one is the improvement of the visibility of the management decision making in the public management through videoconferencing. The videoconferencing is a set of interactive telecommunication technologies which allow the objects, located in two or more locations, to interact via two-way transmission of video and audio information.

Videoconferencing technology is necessary in case of:

- Need for direct communication;
- Need of visual information communication;
- Lack of opportunity for the communication participants to be physically in one place.
- Significant costs (financial and time) for a physical meeting.

To address these requirements, help the following videoconference properties:

- eye contact and commitment to ongoing events;
- multipoint connection;
- multifunctional connection.

Analysis of the functional capabilities of videoconference directed to the appropriate use on the following administrative and managerial situations [8]Lenk:

- Remote conferencing - integration of live sessions by organizing a group of employees in a job or business area. Remote conferencing liaise between different hierarchical levels in order to
avoid the need for personal presence of the participants in one place. Individual participants can be found on their jobs or in any geographic area, even in traffic. In this network connection can be implemented through a digital mobile network. The initiator of the meeting can be both a manager and employee mounted on the corresponding business line. Remote conferencing is done using videoconferencing technology Teleseminar by applying her mission to save money, time, etc.

- Parallel multi-purpose performance of administrative and management processes. In many cases it is necessary in parallel and simultaneously to monitor multiple processes. Each of these processes is a combination of different operations performed at different locations and with different software tools and technical or technological mix. This is done through a shared videokonferirané screens. Unlike any meeting of communicating parties working with different technologies.

- Controlling the implementation of specific administrative management processes.

Nowadays the process of the administrative services modernization is mainly oriented to the use and development of e-government like way of closeness to the citizens. In this direction on-line realization of the administrative services pass over the four levels: place information at citizens disposal via WWW, give an opportunity to citizens to fill in documents via computers, to give an opportunity to citizens to send back filled documents via Internet, to send to citizens finished documents. The fourth level is very convenient for the end users administrative services. However, in this on-line process it is necessary to achieve greater transparency and reliable feedback by appropriate management levels. For instance, a control on the consumer information entry has to be secured visually as regard to the truth when filling, and in terms of its protection.

For another group of services in the field of different areas is necessary to have direct control of the governance for corruption prevention and sensitizing of staff members.

From an economic point of view e-conference will find widespread application in various advisory and educational activities. In this area they can provide high economic efficiency - to save on transport costs, of participants from being cut off from their direct commitments, will save time. This is essentially another form of bringing the administrative services to citizens. This could be realized through virtualization using communication tools, e-conference and visualization technologies. A typical example in this regard is to ensure reliable control during various
competitive activities in the transportation, security measures in different technical systems.
The videoconferencing technology provides opportunities for conducting remote electronic training also:
• Video seminars;
• Video lectures;
• Video consultation.

Technical preconditions for good e-Governance via video conference

In the good e-Governance and control process there is a lot of collaboration intensive work with municipal councils, local, regional and national administration. This means that we need multidimensional methods to access the process of administrative servicing. In many cases the process of dialog between customers and administrative heads has to be monitored and controlled face to face [9]CH. Such a kind of communication is possible to organize from distance using videoconference hardware and software tools. At the moment there are enough hardware and software devices. The advancement in the global networks both computer and phone creates sufficient hardware preconditions. As regard to the necessary software the main problem is in achieving compatibility between the different types of channels, but in this area has enough while still pilot decisions.

Architecture of good e-Governance via video conferencing
For the purposes of the creation of system for distance monitoring and face to face control of administrative services we can use three level structures. First level includes integrated RADIUS account data base. The second level presents logic and communications architecture of the monitoring and control system. The third level communicates with users and manages multimedia data flows. All three levels work in multi-channel mode. This means concurrent usage of the various types of channels. This provides not only reliability in the operation, but also greater mobility.

The functions of the systems are as follow:

2. Various attendees receive invitations on their GSM phones.
3. Every attendee connects his device (Multimedia Enabled Desktop PC, Multimedia laptop w/ 3G or 802.11a/b/g or PDA w/ 3G or Wi-Fi) to the Internet.
5. Real time connection verification by Certificate Repository Server with RADIUS accounting, which allows encrypted video, audio and slideshow real-time streaming.
6. Every attendee connects and presents himself in e-Conference Virtual Space.
7. Meeting Initiator begins meeting

The second case study is a Web based system for dissemination of good public management practices and formation of tacit knowledge.

The Virtual library can be regarded as a normal library operating without, however, it is necessary to relevant publications are actually in it. Nevertheless, it can function as a normal library that is real 'virtuality'. To solve this problem of library search technology can be adapted and applied in the Internet environment in terms of technology World Wide Web (WWW). Undoubtedly, the integration of these two technologies is a costly event, which is effectively applied to small but a lot of necessary information volumes. These are precisely the best practices in administrative services. They do not describe in great volumes, but are much needed and sought. Usually they try and implementing their share of conferences, seminars, roundtables, discussion forums and remain locked in their writings in print or electronic form. Even be exported to sites, access to them is the content of their titles or key words. In rare cases, can be reached by the names of their authors and their annotations. For in-depth search apply search engine indexing that work
with and pay accordingly. In the project "Center for Research and Training in e-Governance" the goal is to provide both options, but in terms of free information access.

**Structure of the information content of the Virtual library**

The Virtual library is being built in the WWW site. It is structured into four layers: author, abstracts, reports and links to other sites. The first two layers correspond to the requirements of the international library and information standard BibTeX, the third corresponds to the books in the real library [10]. The forth layer corresponds to the bibliography. Authors layer includes information about the author and the name of the material. It can be done with publicly accessible search engines. Abstracts layer contains annotations of various materials and their keywords. These sites are indexed to the second layer and is available in the database. The third layer includes the full text of the reports. They are physically located on the web server. The fourth layer of the information is displayed to users.

![Diagram of Virtual Library Structure](image)

To achieve its objective the Virtual library provides four groups of functions: search by user demand in the abstracts and keywords registered users to gain access to the following more detailed information, consistent view of the reported materials, a link to thematically related materials. This functionality is provided by three levels software architecture. Visualization of the literature data is provided by the now classic hypertext structure of the Web site with its browser. It is managed by the web server. On the third level are the data
base and software managing it. All three levels are associated with the respective interfaces. Such interfaces are provided for initial entry and maintaining data. Data is entered and maintained by Information Administrator, as can be in different but compatible with the Data Base Management System (DBMS) forms. This allows to be taken prepared to print material from various conferences and special publications sent to the library. Integrating DBMS architecture provides flexibility for it, but stable condition. Based on accumulated information on best practice methods of treatment with the artificial intelligence can be derived in an obvious form of management information needed for decision-making in typical management situations [11].

Conclusion and recommendation

Nowadays the good governances require full transparency and predictability of the administrative-management information. At present days it is not enough to use WWW technology and Internet. The new Information society needs more transparency, accountability, multidimensional information view and human control, which could be reached using the new achievements of the information technologies combined with communication technologies and skills like videoconferencing, artificial intelligence etc.

The further development has to be seen in direction of the involving of the new information channel, business technologies, new intellectual methods in the public administration governance.

The introduction of video-conferencing in two new important areas is forthcoming - (1) verification and protection of information and (2) training sessions and mobile conferences. The implementation of the good practices will reach to new tacit knowledge.

Literature

7. www.governancehub.org.uk