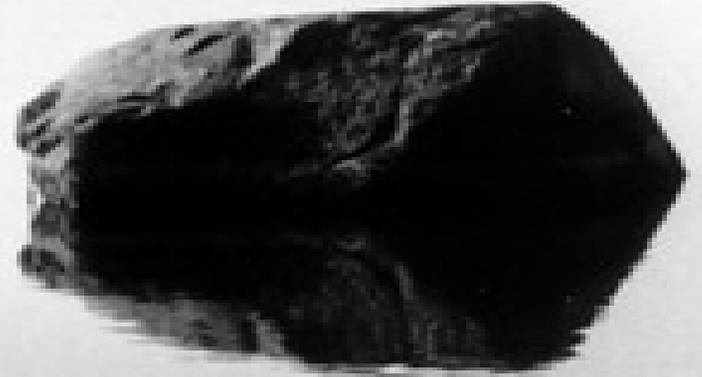


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**Problems  
and Perspectives  
of e-Governance in Europe:  
e-Governance and Public  
Management Reform**

**Barcelona, 13 July 2005**

**eGovernance**

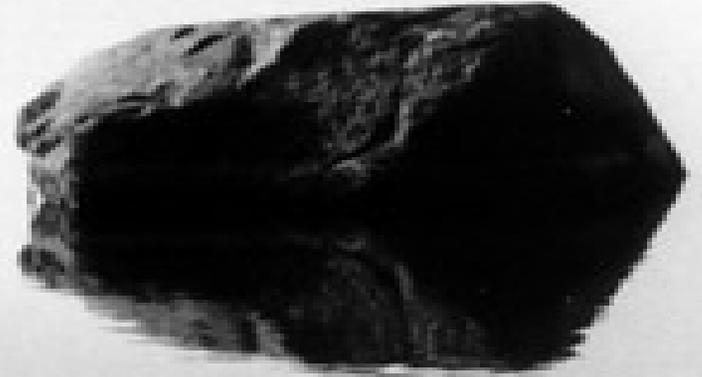
**eGovernment**

**eAdministration**

**ICT**

**Public Administration (PA)**

**Public Management (PM)**





**e-Governance**

**NEW PUBLIC MANAGEMENT**



# eGov & NPM

jointly  
overcoming the  
'Weberian',  
dusty, old-  
fashioned  
hierarchical  
State that  
hinders  
networking,  
development,  
flexibility, and  
progress

# New Public Management

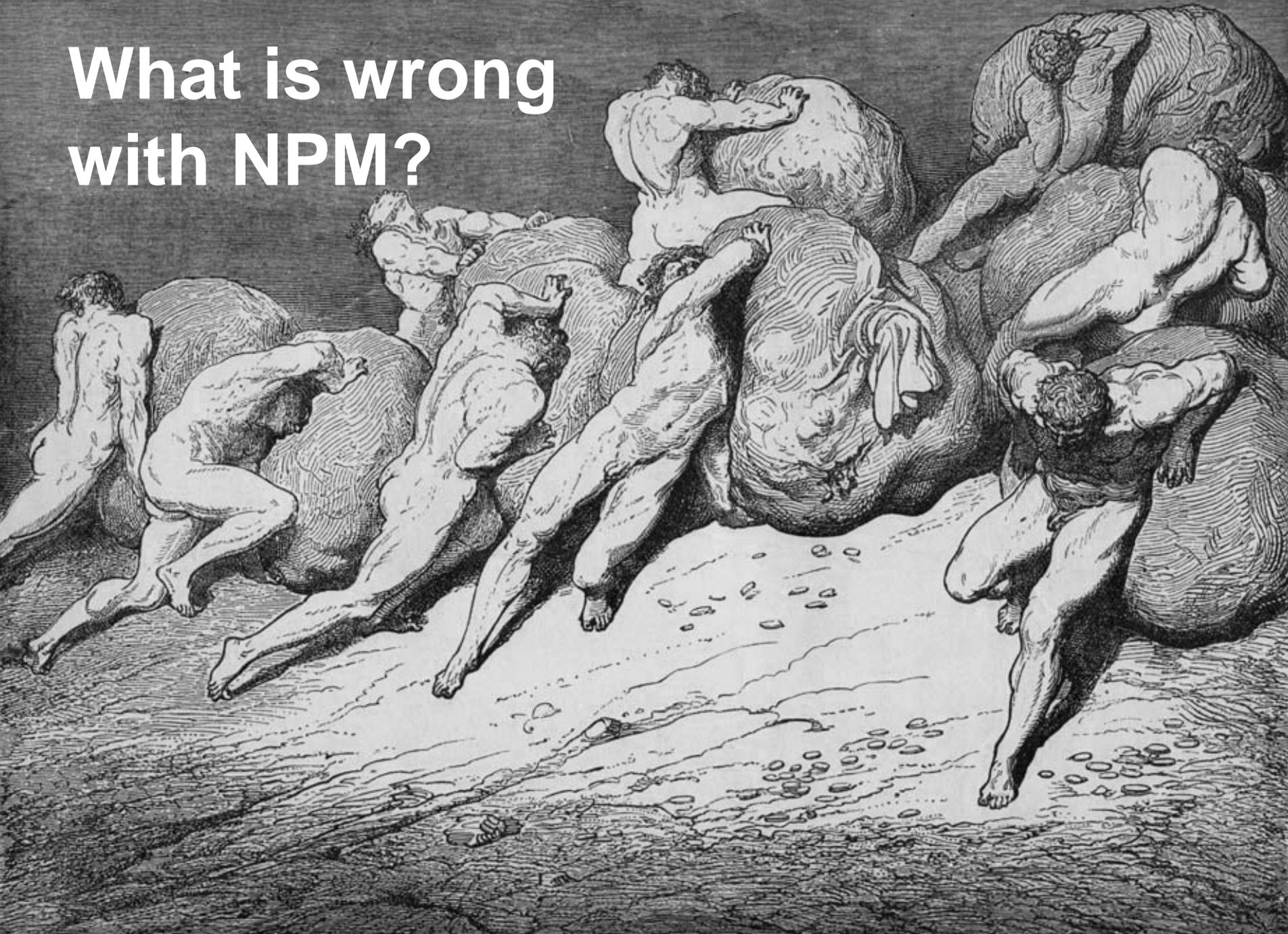
- transfer of business and management principles and techniques from private into public sector
- neo-liberal concept of State and economy (genuine ideology)
- goal: minimal State - outsourcing
- key principle of efficiency
- came from Anglo-America in the 1980s
- very fashionable at the time



However, what was an option  
ten years ago is  
**not an option anymore today**

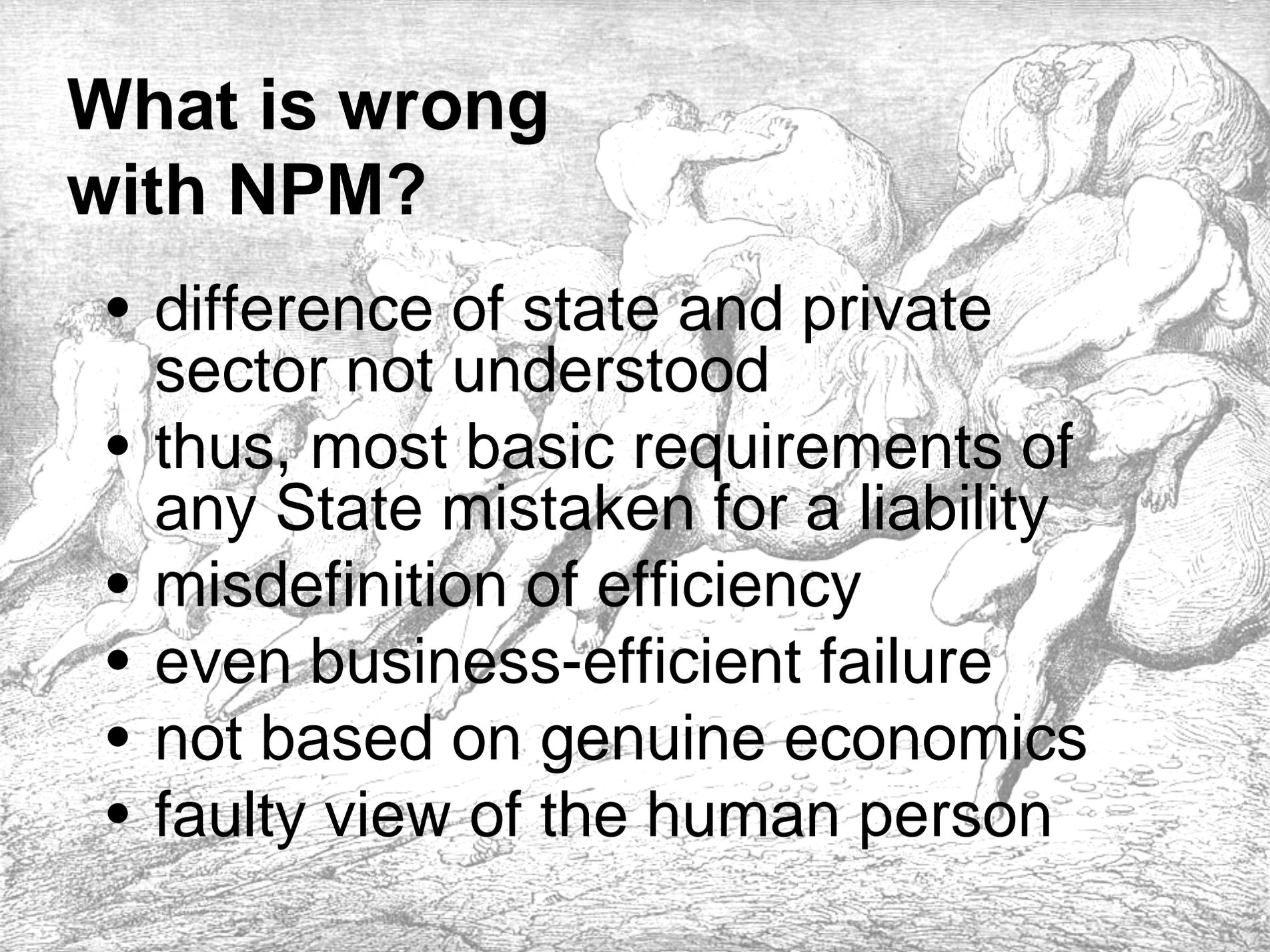
- In 1995, it was still possible to believe in NPM, although there were first strong and substantial critiques
- In 2000, NPM was on the defensive, empirical findings spoke clearly against it
- In 2005, NPM is not a viable concept anymore

What is wrong  
with NPM?



# What is wrong with NPM?

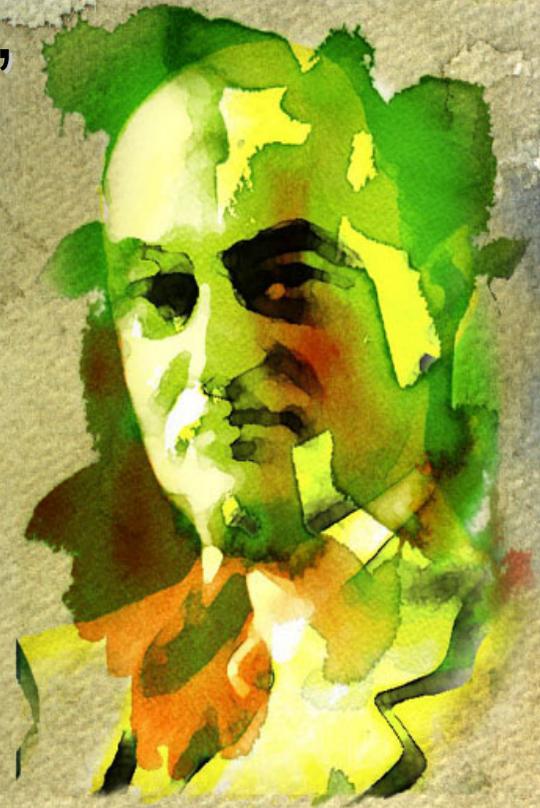
- difference of state and private sector not understood
- thus, most basic requirements of any State mistaken for a liability
- misdefinition of efficiency
- even business-efficient failure
- not based on genuine economics
- faulty view of the human person



# The State is neither dead nor incapacitated

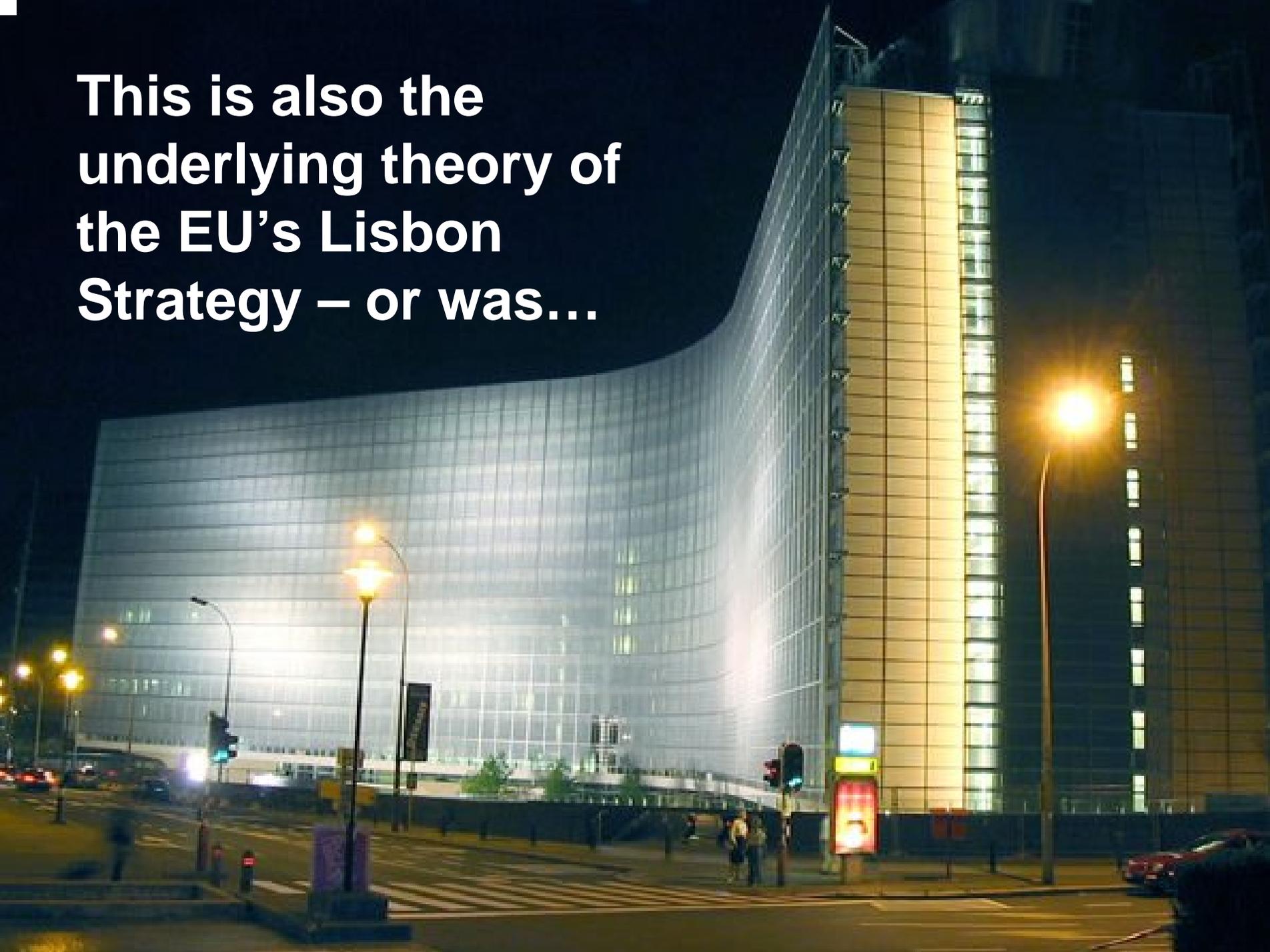
- Globalization as challenge to State structures (widely understood) – does not make them obsolete
- resilience of the State since 1989
- EU as State

The key economic and development issues of today, sustainability, dynamic markets, innovation, and technology, actually foster the role of the State in economic growth. The Schumpeterian, innovation-based world cannot be imagined without a capable State actor.



**Joseph A. Schumpeter**  
(1883-1950)

**This is also the  
underlying theory of  
the EU's Lisbon  
Strategy – or was...**





Evans and  
Rauch's study of  
35 developing  
countries (1999):

'Weberian' characteristics of PA  
significantly enhance prospects of  
economic growth



- So, we look again is Weberian PA, the *bête noire* of the NPM
- a problematic label, as NPM presents a caricature of it
- Max Weber himself did not even particularly like this model of PA
- he just thought it was the most rational and efficient one for **his** time



**Very briefly put, for Weber, the most efficient PA was a set of offices in which appointed civil servants operated under the principles of merit selection (impersonality), hierarchy, the division of labor, exclusive employment, career advancement,**

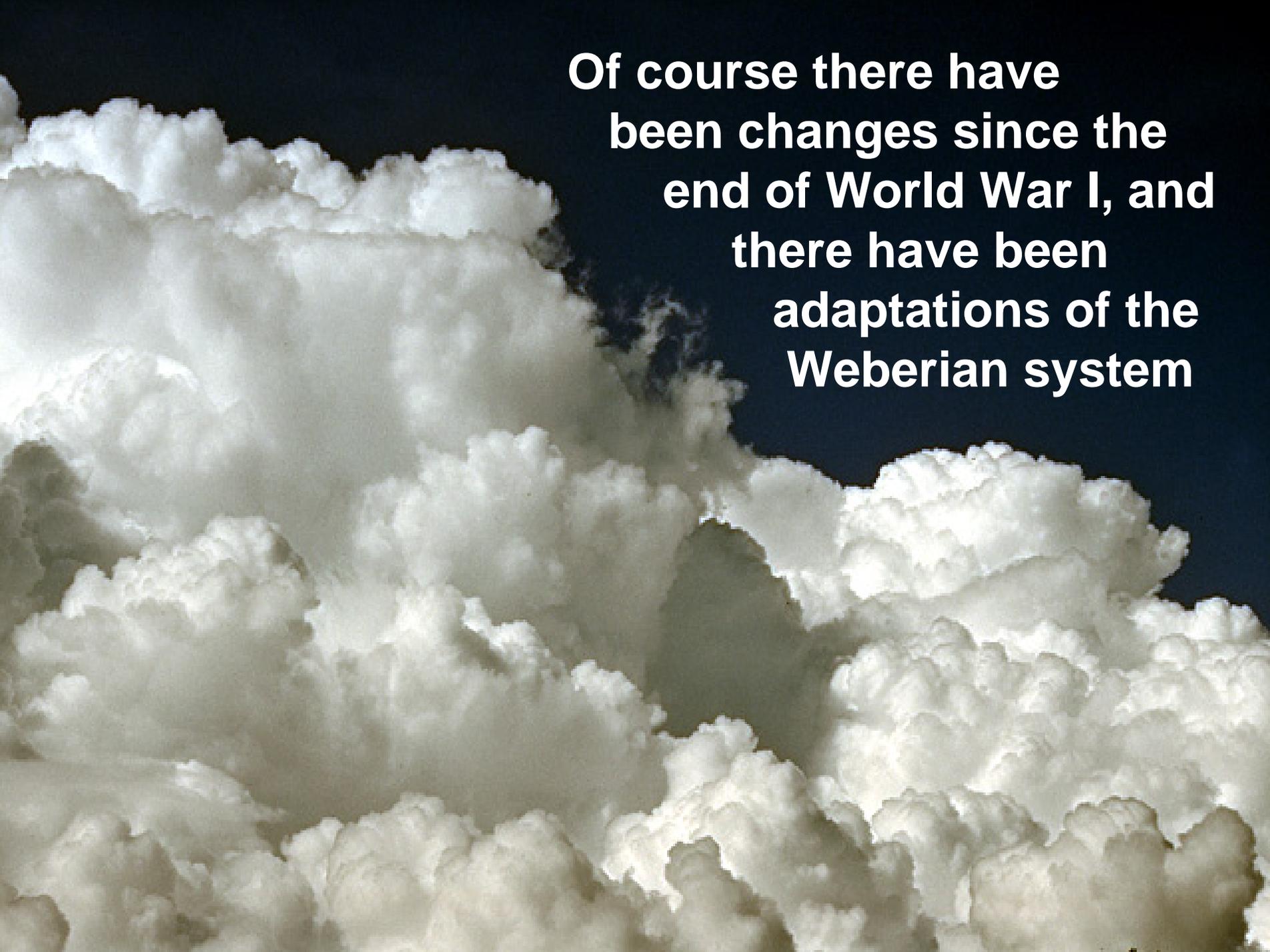


**the written form, and legality. This increase of rationality – his key term – would increase speed, scope, predictability, and cost-effectiveness, as needed for an advanced mass-industrial society. (*Wirtschaft und Gesellschaft*, 1922, esp. pp. 124-130)**



So, do we have to go back to the  
Prussian style of bureaucracy?

**NO**

A large, billowing white cloud or smoke plume against a dark background. The cloud is composed of many smaller, rounded, puffy sections that together form a massive, upward-rising mass. The lighting is dramatic, highlighting the texture and volume of the cloud.

**Of course there have  
been changes since the  
end of World War I, and  
there have been  
adaptations of the  
Weberian system**

# Neo-Weberian State (NWS):

A specifically European  
Model of contemporary  
good Governance

Pollitt and Bouckaert:  
*Public Management Reform* (OUP),  
2<sup>nd</sup> edn. September 2004

# NWS: Weberian Elements

- reaffirmation of the role of the state as the main facilitator of solutions
- representative democracy  
legitimizing element within the state
- administrative law to preserve the basic principles of the citizen-state relationship
- idea of a public service with a distinct status

# NWS: “Neo”-Elements

- shift to citizen orientation, not via market but quality and service culture
- supplementation of representative democracy by direct citizens' input
- results orientation rather than following procedure (Wolff!)
- professionalization of public service, from legal expert to professional manager, focused on needs of citizen

But what about e-Governance?  
the connection of NPM and  
eGov **is obviously a Myth** –  
there is no conflict between  
eGov and the NWS  
to the contrary:  
not only no conflict,  
**eGov can reinforce the NWS**



# Weber's HEMDCLAW and ICT

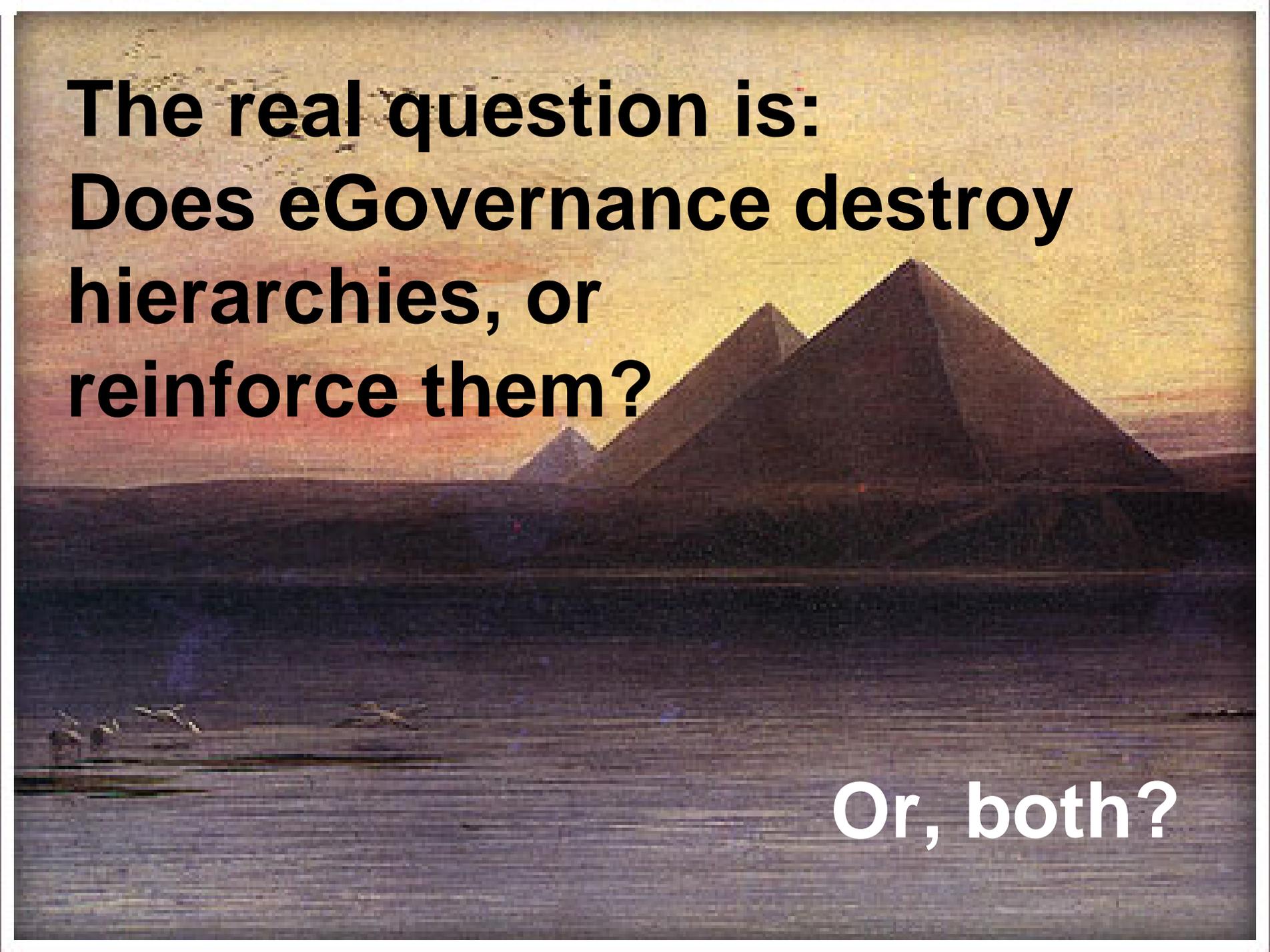
- Hierarchy
  - Exclusive Employment
  - Merit Selection
  - Division of Labor
  - Career Advancement
  - Legal Principle
  - A
  - “Written” Principle
- Discuss
  - Discuss
  - No change
  - Discuss
  - No change
  - No change
  - No change

# Weber's HEMDCCLAW and ICT

- **Exclusive Employment:** Change facilitated, but that is in fact a problem
- **Division of Labor:** No, actually reinforced, not abolished by ICT

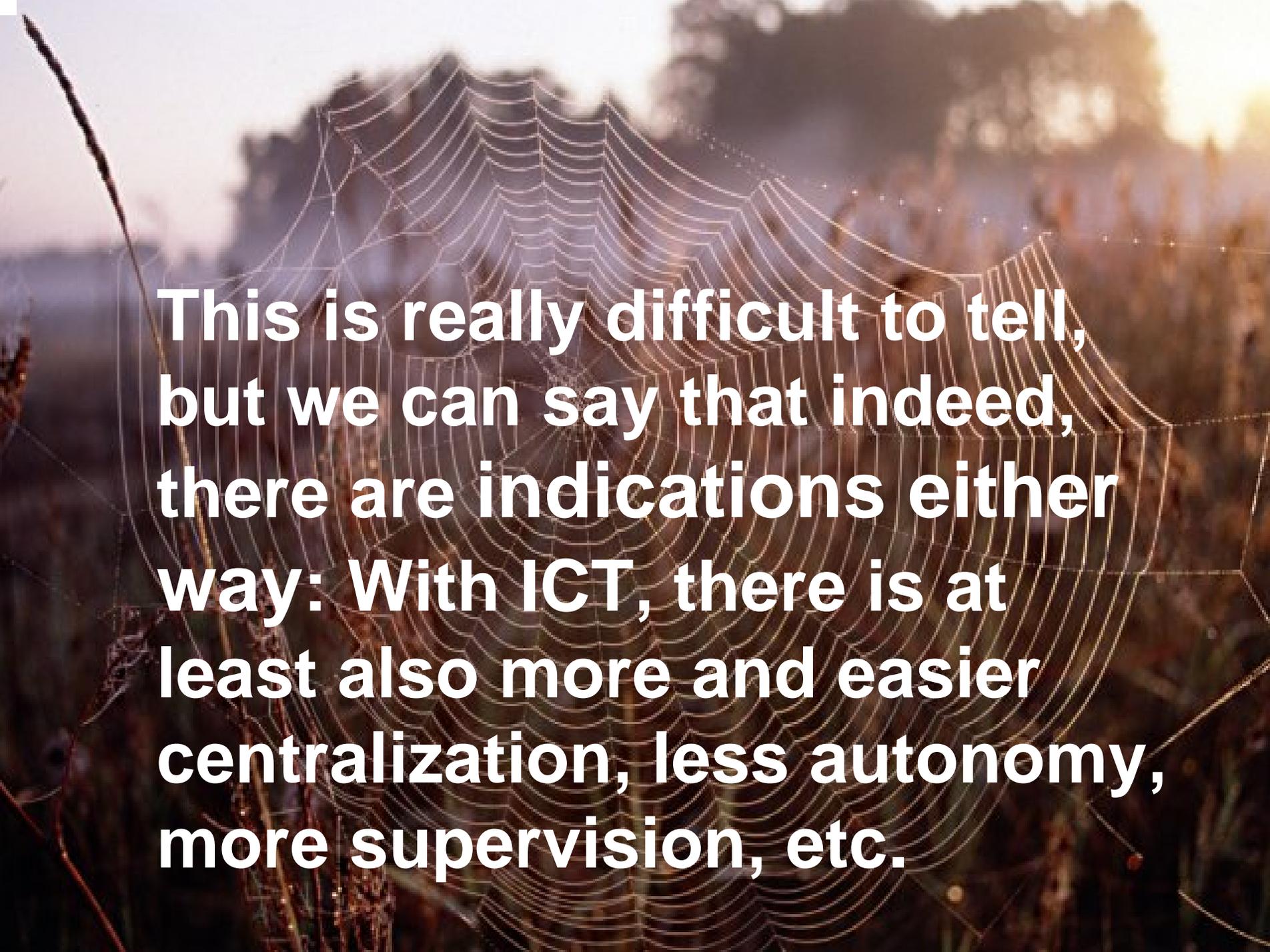
# “Written” Principle

- ICT reinforces this
- increase in writing (SMS, e-mail)
- e-mail, PC help track records (as compared to phone-calls)

The background of the slide is a photograph of the Great Pyramids of Giza in Egypt. The pyramids are silhouetted against a bright, golden sunset sky. The foreground is a dark, flat desert landscape.

**The real question is:  
Does eGovernance destroy  
hierarchies, or  
reinforce them?**

**Or, both?**

A close-up photograph of a spider web in a forest. The web is the central focus, with its intricate spiral and radial patterns clearly visible. The background is a soft-focus forest scene during sunset or sunrise, with warm, golden light filtering through the trees. The overall mood is serene and contemplative.

**This is really difficult to tell, but we can say that indeed, there are indications either way: With ICT, there is at least also more and easier centralization, less autonomy, more supervision, etc.**



A second alternative model of steering is charismatic leadership, which cuts through hierarchy



This may look like a network but isn't

But hierarchy is an

**inside**

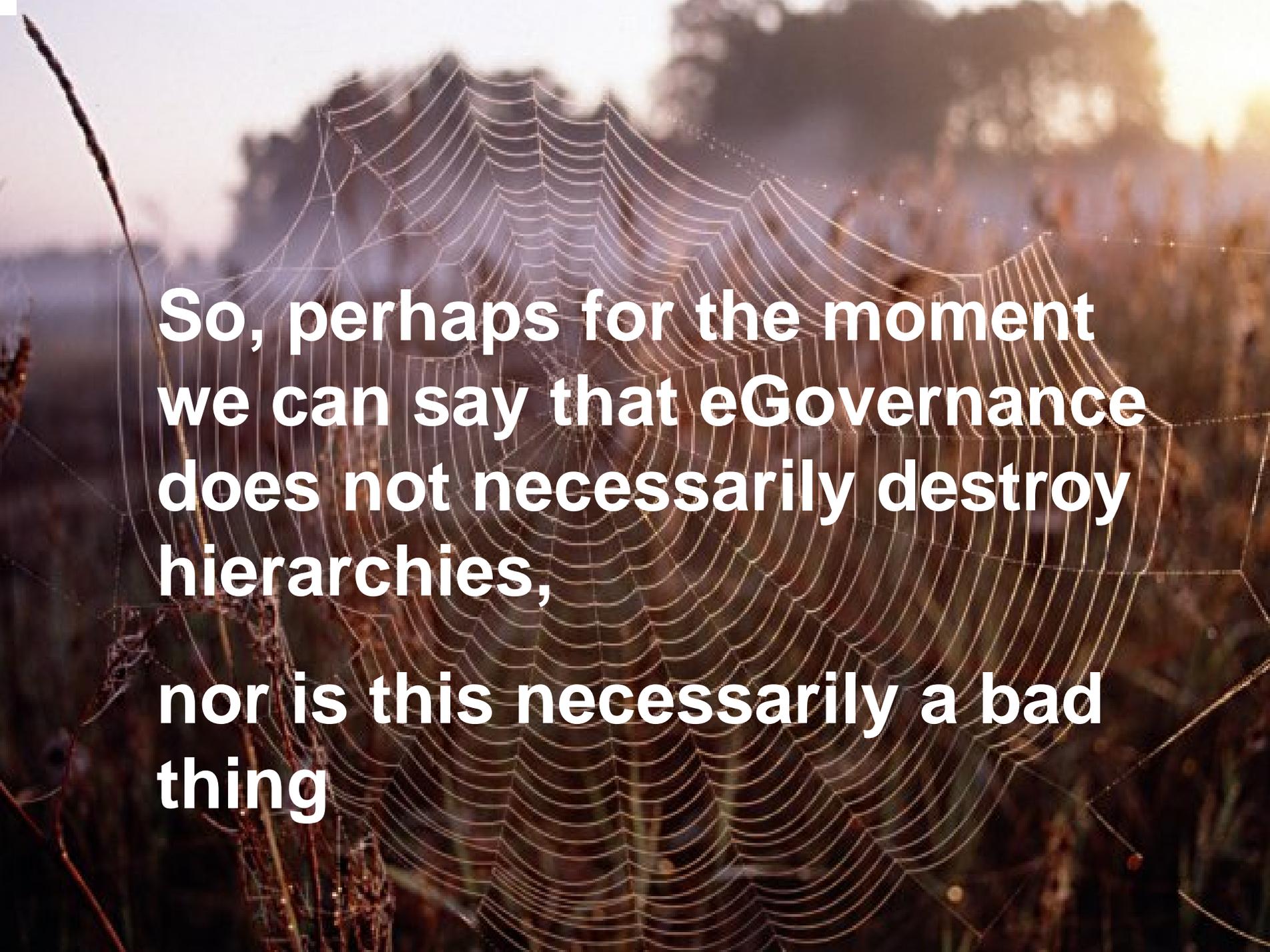
issue of  
appro-  
priate-  
ness

that count

**Hierarchy is central  
for the principle of  
subsidiarity**



**e-governance can  
facilitate de-  
centralization in the  
sense of the  
subsidiarity  
principle**

A close-up photograph of a spider web on a thin branch. The web is intricate, with many concentric circles and radial lines. The background is a soft, out-of-focus sunset or sunrise, with warm orange and yellow light filtering through trees. The overall mood is contemplative and serene.

**So, perhaps for the moment  
we can say that eGovernance  
does not necessarily destroy  
hierarchies,**

**nor is this necessarily a bad  
thing**



**e-Governance**

**NEO-WEBERIAN STATE**



**So eGovernance can  
reinforce and support  
genuinely good PA  
within the NWS**

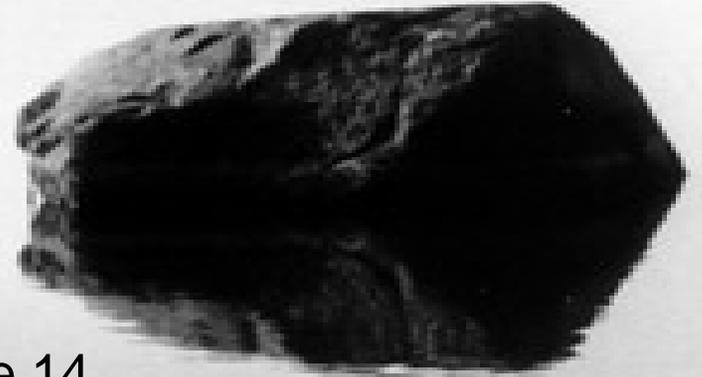
**... and good PA is of  
course exactly what  
we want**



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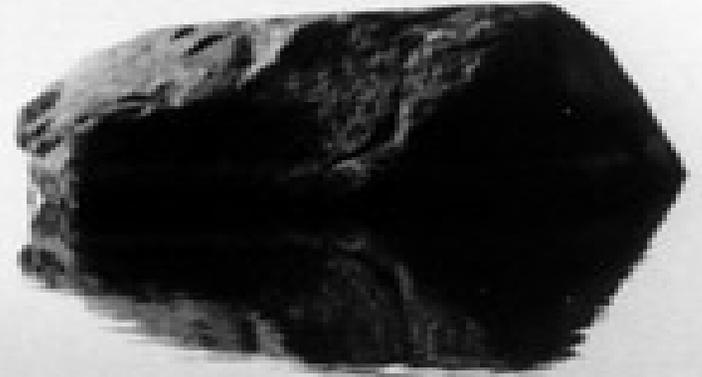
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