

# Connecting Public Administration Sectors with Modern Technology Services to Implement E-Government

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**Abstract:** *The paper discusses the necessity of a unique linking of all segments of the public administration and electronic, mobile and intelligent business in her serving. For the first time we point out that in the implementation of new technologies of the public administration we should not speak separately of e-Administration, m-Administration, i-Administration and e-Service and m-Service but to introduce new unique notions such as: e-m-i-Administration and e-m-Service. We especially emphasize the necessity of a unique approach in the application and the implementation of new models of electronic, mobile and intelligent business. We have here a new and a different perspective on the use of new technologies in the work of the public administration also searching and providing services in a different way.*

**Keywords:** public administration; better service; e-m-i-Administration; e-m-Service

## 1. Introduction

The story of a unique new electronic, mobile and intelligent administration (e-m-i-Administration) may now be a story about a group of the blind where each person touches one part of the horse and tries to describe the whole animal. A feud how a horse really looks like is started very soon until a man who can see encounters them and describes the entire horse. Although each of the blind was partly right of course not one of them has guessed how the entire animal looks like. In our case a man that sees it has not yet encountered it, that is, no one in the world has not yet realized its full project implementation. We have only a presentiment for now through the attempted syntheses of views of the different stakeholders and through the experiences of those who have went further in its construction. What is certain is that the new e-m-i-Administration is far more than the sum of the individual programs on digitalizations of work of the state and local administration. Today, the totality of e-m-i-Administration we sense through its three aspects:

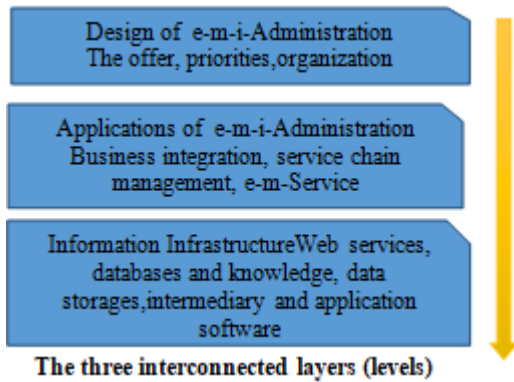
- 1) e-m-i-Administration is a new approach and a system for the access to the services, data, information and knowledge of all citizens, legal entities and businesses, community groups and institutions and professionals (journalists, historians, sociologists, anthropologists, etc.) There will be contained the services and information which the public administration wants to place itself but also those that the government should make available even if it is not in the current political interest.
- 2) The new e-m-i-Administration is a new mechanism for deciding WHAT public administration, state or local should do. The impact on the decisions extends to many more subjects, the service process becomes more visible and more available to the public and less susceptible to the narrow party interests.

- 3) It ensures improved service delivery to the customers (citizens and businesses) and building the necessary infrastructure for performing these tasks.

## 2. E-M-I-Administration is more than Technology

There are three dominant factors that lead the way of the new economic and technological revolution: the shift in the service chain of self-service and the personalization, the appearance of web and mobile services and rapid technological development. These are just some of the reasons why the current and common way of serving in the public administration necessary changes. To succeed in this new environment the public administration must knowingly enter the next stage of the development: a period of permanent changes of the service solutions for e-m-i-Administration and e-m-Service. In the new age it is no longer primarily a contest between the services but between technologies. It will increasingly monitor the influence and relationship of electronic (e), mobile (m) i intelligent service (i). The true competition consists in the care for the survival of the traditional service solutions in a service environment with the growing dominance of business intelligence and e-m-Service.

The challenge facing the present public administration is in the creation, implementation and in the lasting verification of successful business solutions for e-m-i Administration. How to shape business solutions for e-m-i-Administration? How to reshape the traditional business solutions into the solutions for e-m-i Administration and e-m-Service. E-m-i-Administration can be a blessing or a curse that depends on how you look at it. A good part of the administrative bodies is not sufficiently active and far-sighted to make good decisions when it is concerned the focus of their attention.



What if the administration chooses the wrong guiding idea or a strategic way? In an environment that is rapidly changing every error that has been made is multiplied and a very small number of them get a second chance.

The success of e-m-i-Administration depends on how well the public administration makes decisions while the implementation of business intelligence and e-m-Service pave their own feet and not trampling with others. While digging out its direction the administration must pay attention on the three interconnected layers (levels): the design of the solution for e-m-i-Administration, application structure of e-m-i-Administration and informational structure of e-m-i-Administrations.

### 3. How to supply the user with what he wants

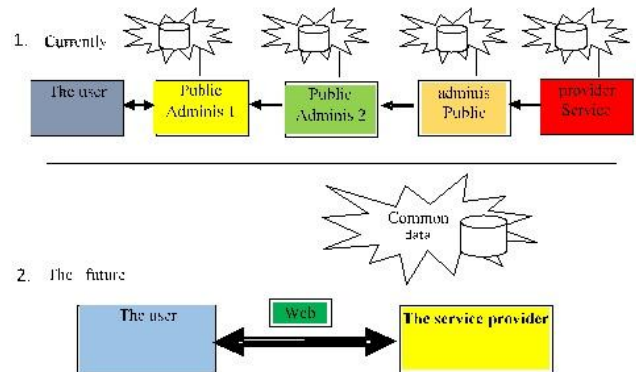
In the digital business, business solutions for e-m-i-Administration represent the strategic weapon of the first level. Service solutions are no longer an optional part of the strategy of the public administration but its most essential part. In order for the innovative service solutions to be created for e-m-i-Administration, first it is necessary to answer the following questions:

- Which business solutions can contribute the serving to be unique and unforgettable? Although it is not easy, to be the leader you must offer to the users a new satisfaction and a better service. In making the assessment of its business process you need to ask if they satisfy the needs of the user, not just today but in the near and distant future.
- What abilities and skills give birth to the new activities of the user? This question helps to define the abilities necessary to satisfy the priorities of the user. This decision determines what the user sees and with what the user comes across during the interaction with the solutions of e-Administration, m-Administration, i-Administration (e-m-i-Administration).
- How to structure the administration to become more efficient? To which extent the public administration is itself a service, and to what extent the service is relocated to the service partners for the service cycle to be reduced? How you deliver your service?

This design element of e-m-i-Administration must be directed to the fact that the public administration is better in providing exactly what consumers want to get. When the solutions are once set it can be proceeded to the next level: creation of applicative structure.

### 4. Integration of Administrative Bodies

The integration of public administration and the user is the main objective of service chain management. It can be seen the development of the model in which the public administration is in focus to the model in which the user is in focus.



Strategy regarding the service chain – 1. Focus on the administration, 2. Focus on the user.

The largest part of the strategy that stands behind the integration of administrative bodies is focused on reducing costs, better service and easier service.

Service chains which operate on the principle of serve-and-demand have magical effects thanks to the miracles of integration. For successful design of efficient service chains, quickly constructed, well-susceptible and flexible in which will be embedded business intelligence we need experienced and skilled managerial staff.

Lack of integration between planning and operation of the service chain is expressed in the following ways:

- Unpredictable level of service for a user,
- Absence of vision of future requirements and their impact on the service,
- Too many terms in serving.

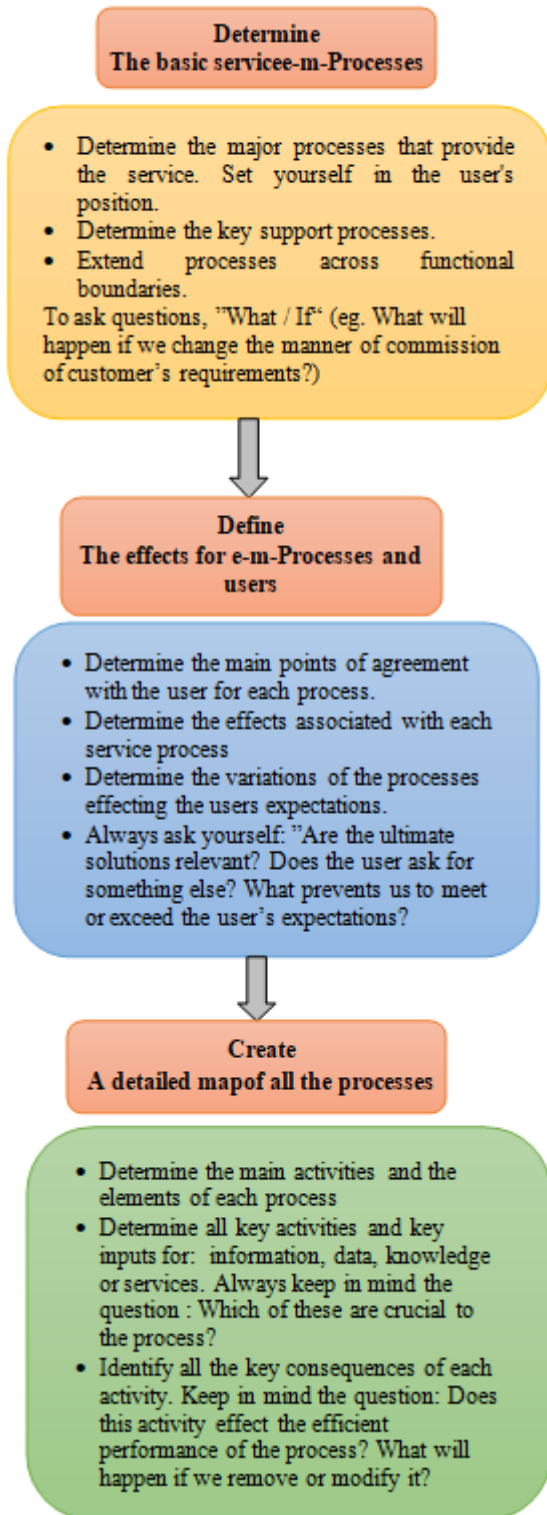
Poorly integrated infrastructure of the service chain of the public administration creates the same problems as its absence. Poor integration of the system means reduced flexibility and reduced control. The ultimate success of the administration depends of its ability to collect, organize and analyze data, and their spreading along the service chain appropriately. To ensure the integration between the participants in the service chain the administration must install application to support

The business to meet the needs of the planning and operation of the service chain. Besides the integration of the public administration both horizontally and vertically, it is necessary to integrate technological solutions for e-m-Service and business.

### 5. Redesign of the Process and E-M-I-Administration

A good part of the project of e-m-i-Administration or implementation of business intelligence requires some form of reengineering of service processes. The effective

implementation of the new technology depends on the existing optimized service processes. Reengineering the service processes includes the following main activities: determining the basic service processes, identifying users that these processes serve and their expectations and creating a detailed high-level diagrams that shows how these processes work. The following table shows the components of these tasks:



Strategy for implementing changes

Transformation of the administrative body under the influence of new technologies and especially business intelligence is a painful process. It is easy to go astray on a side road, move away from the main tasks, and go off the track due to the necessary adjustments. Therefore, changes must be accepted by all, from employees who work in the public administration and those who use its services. To be able to implement the changes it should:

- Act fast.
- Bring together groups that can manage changes and that they can enforce the changes.
- Create and communicate a vision of change.
- Employees and users of their services to encourage to behave in accordance with the vision.
- Plan improvements and create short-term successes.
- Every change to promote and do not stop with the changes.

Successful transformation strategy of administrative bodies assumes rapid and innovative changes. The strategy of changes is a top management job in the administration. This can not do anyone instead of them or for them. It also indicates where primary responsibility for the failure and success lies. Strategic planning is not always possible to reconcile with the traditional understanding of planning (long-term, predictability, stability). For a modern administration it is not a question of whether you should or shouldn't make changes but what changes should be implemented prior to and in what way.

Accelerated changes that we are now witnessing the administrative bodies receive differently. In these changes some people will rely on the past, others will enter changes with ensecurity and with fear, some will enter with confidence having a range of plans and goals that will perhaps turn out to be unfit for the new era. Those who like risk will enter without thinking, relying on luck and fate. However, there are those that can be safely said to be successful in the new era and that will be able to shape the future. At the head of these administrative bodies are leaders who promote and develop an entirely new concept of thinking and acting based on e-m-i-Administration, e-Service and the implementation of business intelligence.

Into the changes that the public administration must carry out also must be installed more responsibility for providing direct services to the citizens. Responsibility and cooperation are one of the critical factors of computerization. Inertness, incompetence, lack of knowledge and resources on the lower levels of administration often give arguments for imposing solutions of higher levels even when the jurisdiction of the law is explicitly at the lower levels of administration. Imposed solutions can become a practice, so that there is a block in the process of computerization due to the bottle necks at higher levels. On the other hand, lower levels of administration are not sometimes willing to co-operate with the higher levels even in the cases when they themselves don't have the resources to solve specific problems and when such cooperation would be of benefit to them.

Considering that a matter of technical implementation (central or distributed) often has many other consequences



and draws a number of other issues (jurisdiction of authorities and ownership over the data, responsibility for the accuracy, timeliness and data security, funding for development, allocations of revenues, etc.), it is necessary to respect the legislation and regulations relating to such matters. It is of great importance the willingness of all administrative bodies for mutual cooperation, exchange of information, experiences and "of good practice" and willingness to similar or identical problems solve by combining the resources, knowledge and all other resources.

## 6. Service Oriented towards the User

The most visible aspect of e-m-i-Administration and what you most identify with e-m-i- Administration is the improvement of service delivery to the customers (citizens and businesses) and building the necessary infrastructure to carry out these tasks. Citizens often see the services of the public administration as a very slow and time-consuming, inconvenient, burdensome and complex. Requirements of users are consistent. They have always appreciated the services of the public administration that are quick, simple, effective, tailor-made, safe, reliable.

What's the difference now? The users are much more sophisticated and have much higher expectations. In today's digital society citizens expect from the public administration the same quality of the service as they receive On-line from the private sector. Citizens expect that the public administration acts as a successful business organizations. The truth is that the public administration doesn't have to fight for their service users and it simply doesn't have the competition, and her position is essentially different from the market system.

Reasons for significant investment in new technologies are meeting the needs of both parties – citizens and public administration. Citizens-users get the most. Quickly and without the delay they can do their jobs without standing in endless lines, get timely service and accurate information or to do the job for which it is sometimes necessary multi day visitation of various government institutions. It is also important to mention the fact that this way of managing the state structures is closer to the citizen and he becomes a participant in the management of state structures.

From the standpoint of the public administration the benefit is double – saving and happy citizens. This enables the public administration to relieve pressure on the counters and to cheapen their services. In addition, people generally have bad experience in dealing with the administration and any change that effects the creation of good relationship with the citizens gives a picture of something happening in favor of the citizens. It should be borne in mind that every time we facilitate citizens to get services we raise their level of expectations.

A mature e-m-i-Administration is developing an approach that rather "empowers" citizens rather than too simply "serve" by giving them the right and the opportunity to participate in the process and not just passively use the services. They move from service facing the administration to the service facing the citizens.

## 7. Conclusion

In this paper we have looked at some trends that are definitely coming and the effects of which can only be seen in the future. The idea of necessity of connecting e-m-i- Administrations and e-m-Services in the implementation will certainly encounter resistance especially with the idea of the necessity of sharing information and knowledge. Is the public administration ready for that?

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