Impact of Public Administration Innovations on Enhancing the Citizens' Expectations

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Abstract—this article reviews the contribution of public administration (PA) innovations toward sustainable development and its impact on citizens' expectations on the performance of the government. Today governments aim to modernize the public administration, to strengthen its capacities and to make it more efficient and accountable. Governments today are using different methods and techniques to find out the citizen's demands in order to reduce the gap between government and the people and to enhance the public trust as an important factor. The aim of this paper is focused on the review of the new developments on the public administration on the frame of the challenges and process of globalization and its impact on citizens'expectations. Today citizens are more or less satisfied with innovations in public administration, however, it is necessity to regularly asses the achievements related to further innovations and their ability to effect the citizens life and enhance their expectations. The research methods of this paper refer to the empirical materials, comparative systematic analysis on public administration developments, archival research, policies and bibliographical analysis.

Index terms—E-government, ICT, Public administration, Innovation.

I. INTRODUCTION

Public administration is one of the main tools through which the relationship between the state, civil society and the private sector is realized.

In this regard supporting public administration innovations enables achieving higher development objectives in particular economic advantages, poverty reduction, harmony and institutional stability.

Therefore, this paper pretends to provide an active approach of research and studies that might give a concrete contribution on the way toward further innovations in public administration and enhance the citizens' expectations.

Establishment of a stable, efficient, transparent, professional and independent public administration must be considered as a main challenge and a great chance for speeding up of the Europeanization process in many countries.

Experience and the growing body of empirical work in developed and developing countries suggest that the transformation process is most efficient and effective when characterized by (i) credible policymaking and planning, (ii) adequate and predictable resource flows, (iii) flexible delivery arrangements, and (iv) enforceable regulation [1].

However, further experiences are necessity in order to estimate the citizens' expectations in the view of public administration innovations.

II. INNOVATION OF PUBLIC ADMINISTRATION

The term innovation derives from the Latin *innovatio*, the noun of action from *innovare*. The Etymology Dictionary further explains *innovare* as dating back to 1540 and stemming from the Latin *innovatus*, pp. of innovare "to renew or change," from in- "into" + novus "new". The central meaning of innovation thus relates to renewal or improvement, with novelty being a consequence of this improvement [2]. On a lower level, innovation can be seen as a change in the thought process for doing something, or the useful application of inventions or discoveries [3].

In theory and practice of the states the process of innovations in public administration is considered as "ongoing process" and ongoing transformation". As an ongoing process, the public administration innovation includes the decentralizing of public administration, simplifying of procedures, informatization of the service delivery and improving human resource developments. Therefore, the innovation process includes mechanisms that will ensure public sector transparency and accountability and mechanisms for attracting increased foreign direct investments. The innovation of public administration is a key instrument of the state-building.

Innovation in public administration is an effective and inventive solution of problems and obstacles. Furthermore, innovation is not a closed and complete solution, but an open solution, transformed by those who adopt it [4].

The public administration renovation should start with the simplification of the whole frameworks that regulate the functioning of government structures. Administrative legislation reforms and administrative system compatibility should be considered the basis for the public administration innovation.

The creation of a modern structure of public administration, as a tool of the state and civic society, requires building at least a basic structure of values of the pluralistic democracy, which follows the recognition of a heterogeneous structure of society and the number of competing interests [5].

Public administration should be accountable for its actions, not only in the management of public resources, but also in the provision of quality public services. The respect for regulations and procedures, namely those aiming at the improvement of management of public finances, needs to be promoted and valued through the culture of merit and professional accountability [6].

The importance of a well-performing public administration was reiterated in Resolution 57/277 of the "General Assembly on Public Administration and Development" (dated 20 December 2002), which states that "an efficient, accountable, effective and transparent public administration, at both the national and international levels,

has a key role to play in the implementation of internationally agreed goals, including the Millennium Development Goals (MDGs)". In that context, the Resolution stresses the need" to strengthen public sector administrative and managerial capacity-building, in particular in developing countries and countries in economic transition".

Public administration innovation process should be considered in the sense of e-services introduction and re-engineering strategies that examines the current state of play in providing administrative services to citizens. The innovation process also includes changes in organizational structure, human recourses and stage of ICT's implementation.

Many countries in the world have introduced comprehensive transformations in public administration.

Many of the concepts in public sector innovation come from a reform movement known as "new public management" or "reinventing government" that began in Great Britain and New Zealand in the 1980s and expanded to other countries, including the United States in 1993 [7].

The most famous reforming country is New Zealand, followed by Great Britain, United States of America, Netherlands, Germany, Sweden, France etc. OECD has identified the majority of radical reforms in the period of 1989-1992.

The scope of reform in New Zealand over the last fifteen years is extensive, and has been well documented [8]. Since 1984 there has been comprehensive and radical reform of New Zealand's State sector structures, systems and processes. The overall purpose of structural reform activity is to significantly improve the performance of the State sector, first by removing any functions that the government considers to no longer be the business of the State or that could clearly be better performed elsewhere, and then by ensuring the agencies responsible for the remaining functions are structured to deliver their services as efficiently and effectively as possible [9].

The United Kingdom (UK) is frequently referred to as the textbook case of new public management (NPM). This country was, of course, not alone in adopting a reform programme devoted to the introduction managerial techniques and economic incentives to guide the design and operation of public services and executive government since the late 1970s [10]. Together with New Zealand and Australia, Britain is regarded as one of the 'benchmark' cases from which other countries could learn in order to develop their own public management reform programmes [11].

Regulatory reform in Netherlands carries important lessons for other OECD countries about the modernization of the European Welfare state. The regulatory reform that began in late 1980 and has accelerated in the past five years is the most recent element in reshaping the Dutch model [12].

Administrative reform is a recurrent issue in the Austrian public sector with a long history back as far as the public sector reform undertaken by the emperor Maria Theresia in 1748. In the more recent history, public sector reform has been an integral part of most federal government programs [13]. The Austrian strategy for public administration reform was developed in close cooperation with all institutional actors in national, regional and local level, including the private sector as well.

Portugal is characterized with continues efforts and achievements, based on the context that society could have favorable overview on the public administration and state, by the time when all reformed administrative services are being reality.

Germany is characterized of strong organization and functioning of administration. In Germany there are several stages of public administration reform since the Second World War. Such reforms passed from the weak and undeveloped system to a modern one. As an important step of public administration reform, E-government is no longer in its infancy in Germany, however Rapid implementation of e-government has been held up by a raft of obstacles: budget bottlenecks, the challenges of the federal system, the inadequate standardization and harmonization of existing projects as well as the still low penetration of electronic signatures [14]. In 2005, in Germany was lunched the project "Bund Online 2005", which objective was to enable the electronic services. Empirical studies consider that Germany has strong and organized administration in compliance with traditional principles related to the Max Weber doctrine.

France which is considered as a cradle of the Administrative Law applied the partial and sectorial sort of reform, toward positive changes in specific sectors of public administration. For the last several years, the French government has pursued a campaign to modernize the public sector. The reform effort also includes a dialogue on the appropriate scope and role of government in a modern democracy and on the important distinction between citizens as passive recipients of government services, on the one hand, and discriminating consumers of services, on the other [15].

The implementation of program "Klisthenis" in January 1995 in Greece opened the paths toward the public administration reform. The second step began in 1999 with the publication of the White Book "Greece in the Information Society, strategy and actions". It is a global strategy with actions in multiple sectors of economic and social activity, such as public administration, economy, labour market, education, social welfare, telecommunications, regional growth etc [16].

The USA is considered as a key basis of studies on the aims toward implementation of reforms in public administration. The empirical studies in USA regarding the reforming of public administration are divided and contradictory at the certain stage, however they aim the same point. For some countries government reform and innovation involves the reform of an old bureaucracy in the context of a newly democratic state. For other countries this entails an all out fight against corruption. For still other countries the challenge is to modernize large, outmoded bureaucracies and bring them into the information age. While countries have come to government reform for very different reasons, government reform and innovation is a global phenomenon [17]. Prior researches have offered significant insight into the politics, substance, and implications of administrative reform movements in the

USA. However, a coherent theory for understanding the drivers, interactions, and implications of the evolution of U.S. administrative reform movements over time is still lacking [18].

With regard to the public administration innovation in transitional countries it is distinguished that transition refers to a passing from one condition, form, stage, activity, place, etc., to another.

The Slovenian public administration as one of the most successful transitional country has experienced deep reforms since its independence. The membership of Slovenia in EU, opened new paths and new challenges for the economic development, further advances in political and legal system based on EU recognized standards. In this regard, Slovenia is considered as good sample of great success, and a model for other transitional countries toward the public administration innovations.

Croatia as other transitional country influenced by the globalization and European integration, has foreseen the reform of public administration of type of modernization. The process of reformation initially was considered as a sectorial type, which has been later developed into a type of general reformation. The functioning of public administration in Croatia in harmony with EU standards is key criteria and condition for its membership in EU. The government adopted a Public Administration Reform Strategy for the period 2008 – 2011[19]. In order to complete its transition towards democracy and a market economy, Croatia is trying to make governance more transparent at every level, efficient, and responsive to citizens' needs.

The year 1990 marked the beginning of systemic transformations in Poland. Government reform was not a technical, but thoroughly political process. The first steps toward the restoration of local government were made in very specific social and political circumstances. Reform was initiated at the central level, against the will of the existing local state administration, which were resistant to all changes [20].

In Albania the process of public administration reform has been developed into three phases. Albania has chosen the institutional reforms aiming at: increasing the strength of law enforcement bodies and policy development capacities, improving democratic governance and delivery of public services and focusing attention on the poor and the social cases in order to enable their participation in decision making [21].

The transitional countries are still in preliminary stage of the e-government and efforts for transformation of processes and bourocratic procedures.

III. . CHALLENGES TOWARD INNOVATIONS IN PUBLIC ADMINISTRATION

The challenges facing public administration worldwide have multiplied since the adoption by the General Assembly of resolutions 49/136 of 19 December 1994 and 50/225 of 19 April 1996.

The public administration reform initiatives could be sustainable only with a strong institutional and legislative commitment of the state. It is visible that many operational issues come out in connection with the implementation of the reforms. This demands significant capacity in terms of organizations and accountability. The relations between the different political, administrative and other players must keep a balance and require a new set of proficiency pertaining both to senior public servants and to politicians.

The process of public administration creates important benefits for citizens and businesses. However, citizens and businesses are also concerned about overlap, efficiency, inconsistencies, challenges, barriers, etc. Therefore, a good co-ordination between different levels of government is needed.

Generally, initiatives promoted by EU Member States to develop the use of ICT in the public sector have aimed at trying to overcome potential problems arising from the need to adapt the legal framework of their public administrations to the new challenges and problems. However, relevant essential reforms are still necessary in many cases in order to overcome some of the barriers imposed by the existence of specific Administrative Law regulation [22].

There are several obstacles that limit the use of ICT in public sector reforms in many developing countries such as: lack of political will for public administration reforms, lack of financial resources, lack of qualified IT officers, lack of support etc.

An inadequate or non-existent adaptation of Administrative Law to the requirements of technology may involve a lower level of guarantee for private individuals and companies, which could threaten their essential role as users of electronic public services [23].

The challenge of governments in the next few years will be to set out mechanisms on how to embrace more of the public into the decision-making process. More importantly governments, especially the elected bodies, need to take a leadership role in engaging the public in wide debate on how, or if, ICTs can and should change our current dynamics of democracy [24].

In this regard, IT departments in organizations should be alerted that security and privacy are not only vital for the availability and delivery of government services, but also to construct citizen self confidence and trust in online services and transactions they grant or will be providing [25].

Having into consideration the process of globalization, countries with advanced and efficient public administration are in the best position to face with new challenges and obstacles. As difference, the weak efficiency and development in public administration deprive the States to undertake essential innovations.

IV. CITIZENS' EXPECTATIONS ON THE PERFOMANCE OF GOVERNMENT

Increase of citizens' expectations for the Government performance is achieved through the use of a variety of mechanisms such as political, legal, and administrative, designed to prevent corruption and ensure that public officials remain answerable and accessible to the people they serve. In the absence of such mechanisms, corruption may get increased.

Government feedback is considered the "judgment of the community that the system and the political incumbents are accountable, and will do what is right. Levels of responsiveness vary between countries due to the political contestations. Understandable message to the public is a precondition for accountable government in order to affect positively the citizens 'expectations.

Throughout the world, national and local governments are implementing web services to increase citizens' orientation, reduce the red tape, create one-stop shops, decrease administration burden on citizens and corporation and increase citizens trust in government [26].

Innovation of public administration in recent years effects the government openness, efficiency, new advanced services, effectiveness, transparency and citizens'participation.

Trust in government is a multi-faceted, rather ambiguous concept. It covers general and systemic factors, such as the legitimacy accorded to the political-administrative system, but also more specific experiences with the government and its services and the dynamic interaction between the two [27]. Since the mid-1960s, public trust in government and political institutions has been decreasing in all of the advanced industrialized democracies [28].

Many citizens today do not have a trust in government because they don't see government as being approachable and accountable, therefore citizens get disappointed with poor level of services provided. In this sense disadvantages are focused in different aspects such as: websites cost, new flow of enquiries from the public, security dangers, website does not reach the entire population, but only the part of it that have access to the web. This is especially a problem in developing countries where websites should therefore be considered only as alternative means of communication.

Only a few governments have made the necessary investment to move from e-government applications to a more integrated connected governance stage [29].

In recent years, government work has been handicapped by declining citizen confidence and involvement in government. Opinion polls and a growing docket of initiatives signal that citizens do not feel that government officials listen to them, or that citizens have significant influence on community decisions [30].

Leaders must find ways to engage all citizens by developing better and more frequent use of old tools such as surveys, advisory committees, performance review committees, and community forums to make participation more meaningful [31]. Failed accountability is at the origin of public sector dysfunction. A strong accountability between citizens and the public sector generates demand for public administration reform [32].

The Government must set and enforce collective rules and regulations that enable individuals and institutions to interact efficiently, and should work to create a stable economic environment conducive to private investment and business development [33].

Government is more than a service provider, and finding the right balance between skepticism and confidence in government will always be difficult. Certainly, though, very low confidence and widespread skepticism about the performance of government can have destructive consequences, undermining democratic institutions and reducing the attractiveness of the public service career to those with talent [34].

Better tools are needed, too, for re-engaging citizens in the dialog about community direction and improvement. To regain citizen trust, government officials should work with citizens to recall why we created government in the first place and what benefits it provides us [35]. By building trust in government and better public policies the government's legitimacy gets enhanced. Governments and other holders of information have an obligation to provide a good level of data protection and security. Therefore, highly trained staff is a precondition toward enhancing the effectiveness of e-government practices in public sector.

V. BRINGING THE ADMINISTRATION IN THE SERVICE OF CITIZENS

One of the means by which citizens are able to reach public services is through participation in the governance. Regular consultation and active participation of citizens in governance strengths the relationships with public authorities. A citizen should be viewed as a partner in government rather than a mere customer [36].

The success of the initiatives for an effective administration depends on the citizen's commitment. The citizen's approach toward the digital era is topic of different studies. Most of the citizens feel that the reform of public administration shall save their time, while the others would like a better cooperation between local and central government in order to enable easier access for the public services. The governments should give priority to the programs that attempts to increase the founds for an effective, efficient and transparent administration.

Modern concepts of the administrative system rest on models of the administration as a complex and dynamic system of human interaction [37].

The implementation of the concept of One-Stop shops gives the citizens the opportunities to hold all government services through their preferred channel and without the need to approach different civil servants of various authorities [38].

The European Commission established an Information Society Forum (ISF) in 1995, in order to enable an open discussion to take place on the different aspects of the information society, particularly social and cultural aspects, involving all relevant groups of society in Europe. On 12-13 November 1998 the ISF organized a conference in Vienna entitled 'Bringing Public Administration Closer to the Citizens' (ISBACC), with a view to identify new and effective ways of implementing ICT in public administration. Today, Europe's Information Society policies are brought together under the 2010 Initiative: the EU framework for addressing the main challenges and developments in the information society and media sectors in the years up to 2010 [39].

The initiative promotes an open and competitive digital economy, research into information and communication technologies, as well as their application to improve social inclusion, public services and quality of life (European Information Society Thematic Portal).

The governance of the advanced society, in the age of

globalization and ICT, requires stronger and more efficient responsibilities between local, regional and central administrations. Furthermore, the need for coordination that in the past could only be adequately satisfied by centralization of decisions on public policies at a higher territorial level today finds an adequate response in the new possibility of peer to peer coordination allowed by ICTs [40].

Bringing administration in the service of citizens establishes greater trust in government and higher level of democracy. In this way governments fulfill their role in a transparent way and more effectively, credibly and productively.

VI. IMPACT OF INFORMATION AND COMMUNICATION TECHNOLOGY IN PROVIDING EFFICIENT SERVICES TO CITIZENS

During the last decade developments in information and communication technologies (ICT) drastically changed the daily life of citizens and their relationship with governments. The revolution of ICT, respectively e-government influence the citizen transformation in relation with the administration through improvement of service delivery in one hand and vice –versa communication on the other hand.

ICT is a resource for renovating government that allows drastic transformations toward quality change, and in improving services to citizens and public administration's effectiveness. It is a crucial instrument for re-engineering administrative proceedings and for introducing new organizational progress.

In the 1960s and 1970 the governments in many countries were pioneers in IT developments, with their own highly skilled staffs and developed expertise, reflecting the huge impact that computerization and basic automation of government services had on modernization of public sector [41].

The gains in efficiency and effectiveness are focused on different fields of reforming and simplifying administrative procedures starting from modernizing recruitment procedures, improving decision making, combating corruption, enabling trade of information, reducing the costs, enhancing the coherence, increasing the control, consolidating basic principles of good governance etc.

The innovation and transformation of public administration was made possible by use of ICT in the daily performance of the government. The process of renovation would be more comprehensive with involvement of institutional reform and technological improvements. Most crucial aspect of this development is to prioritize ICT use across sectors and levels of government in line with the overall public sector reform strategies.

Use of ICT can considerably change the way in which services are offered to citizens and businesses, overcoming the logistical and temporal barriers and obstacles. ICT empowers the general public to actively participate in policy formulation and help to ensure transparent use of public funds.

In the World Wide Web, the Internet has become the most obvious symbol of the information and communication society. People want to be able to access information quickly, easily and without having to argue why and for which purpose they need it. [42].

E-Governance lies at the heart of two global shifts: the information revolution and the governance revolution. Both shifts are changing the way society works and the way that society is governed. They bring the opportunity for not just incremental but radical gains in efficiency and effectiveness [43].Digitalization of administrative information as a tool for information disclosure makes governmental work visible to citizens [44]. Governments all over the world are developing information systems and electronic services that have the capacity to meet service needs and demands of citizens and other clients [45].

Use of ICT is associated with new ways and techniques on providing more qualitative and quantitative e-services to citizens. E-services as an modern segment of innovation are considered as 24 hours per day electronic delivery of government information to citizens'. The wider move toward of e-government incorporates the whole variety of governance and e-administration including e-democracy, e-management, e-commerce, e-justice, e-education, e-healthcare, etc.

E-services can contribute extensively to the process of innovation of the governments. It can smooth the progress of communication and the coordination of authorities at different levels of government. However, the real benefit of providing e-services to citizens depends not only in the direct use of technology, but in its application to move ahead the renovation of public administration. The information society represents a challenge to government to modernize itself from top to bottom and raises citizens' expectations. For citizens this simply means clicking on or accessing the information they need on different web links.

The aim of improving electronic services is not to force people to make transactions over the Internet, but to encourage them with offered advanced and efficient opportunities for this.

Experience with ICT and administrative reform has shown that technology has to be used in some cases of administrative reform, but only in cases where the expectations for reform are well established.

VII. CONCULSION

The innovation process of public administration intends to modernize the administration toward reinforcement of its capacities and making the government more efficient and accountable. The innovation also effects the improvement of public management, establishment of the conditions to implement public policies, deficiency reduction and endorsement of economic growth. Therefore, the role of the state is becoming more as "service" rather than "power".

The revolution of ICT influences the citizen transformation in relation with the government through improvement of service delivery in one hand and communication on the other hand. The intention to improve the relationship between government and citizens is a key element in the present developments toward electronic government. Through building confidence in government and better public policies, the government's legitimacy gets enhanced.

Due to globalization process worldwide and technological

innovation citizens in many countries began seeking more advanced public services from their governments.

A strong accountability between citizens and the government is a crucial prerequisite for public administration innovation that is achieved through the use of a variety of political, economical, legal and administrative instruments designed to prevent corruption and ensure that public officials are responsible and accessible to the citizens they serve. Nevertheless, many citizens today don't have positive expectation to the performance of government because they don't see government as being liable in relation with them. The governments should give priority to the strategies that attempts to increase the grounds for an effective and transparent public administration that gets every day closer to citizens. People should be offered opportunities for efficient and less expensive services. Each Government must set and implement rules that enable citizens and administrative bodies to communicate in transparent and efficient way.

Structural reform, capacity building and improvement of public service reform signify a gradual shift from improving internal workings of government through enhancement of skills and improvement in managerial systems.

There are several promised signs that we are moving forward the improved trust in government. However, the actual status of the public administration, being influenced by previous centralized management, did not manage to meet all the requests of the new mechanisms and the citizen's needs due to new conditions.

A rational and sustained ongoing process of decentralization in the next period will move toward to better quality and quantity of public services, and public administrations will be able to improve their response to the requirements of citizens. Public administration should be accountable for its actions, not only in the management of public resources, but also in the provision of quality public services.

The ICT implementation and impact within public administration today has changed dramatically. There has been larger investment in technology at all government levels, in order to meet and to enable citizens' expectations. E-services smooth the progress of communication and improve the coordination and communication of authorities at different levels of public administration.

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