Impact of E- government on the Government Performance Management

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Abstract. With the world-wide economic globalization, marketization, informatization and knowledge economy era coming, our government is facing an unprecedented challenge, which makes that improving government performance is the only way to survive. As an integrated product of modern government management and information technology, e-government has a huge impact and promotion in government performance management. This article will give a brief description of our government status quo of performance management combining with the support of e-government to government performance management.

Keywords: e-government; performance management; government function; impact

Both e-government and performance management are important tools for government reform. They have a lot in common. Government performance management has the typical character of process and systematization, while government performance management is a sequential process containing some links of management activities. Performance appraisal is just a link among government performance management, and a whole government performance management runs through the planning, implementing, evaluating and so on in the process of government management. We can understand government performance management from these three aspects of the macro level, medium level and micro level. It includes cognizance of work achievement and contribution of government staff; management evaluation of each government branch and particular government organization; performance appraisal of the whole government.

1. The Design Concept Of E-Government

E-government refers to government agencies using modern information and communication technology, integrating management and service through the network technology, to achieve governmental organizations structure and work flow optimization and reorganization in the network, without the constraints of time and space and the separation between departments, and to provide quality and comprehensive, standardized and transparent, international standards of management and services to society. E-government model can be simply summarized into two aspects: First, government departments can achieve office automation, information management, scientific decision-making with the advanced network information technology; Second, with the help of network information platform, the government departments and the community are able to share information and offer services fully, strengthen supervision by the pubic, improve efficiency and promote openness in government affairs and so on.

According to the business form of government, e-government consists of three major applications: government information inquiries, public government office and government office automation, Among them, the government information inquiries is to provide policies, rules, regulations and processes the query services for the public and business organizations; public government office is to achieve the government's office to the pubic ,such as: application and reporting, etc, through the Internet, and increase government efficiency as well as transparency; government information office automation is a way to improve the efficiency of government agencies, such as the submitting documents, message notification and information inquiries. Public and business mainly communicate with e-government platform through government inquiries and public government office, and relevant requests will be delivered to the government staff by the

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Government Office Automation System, so that they can deal with them through office automation system and update the Government Information Inquiry System at the same time.

Through the analysis of the typical business model, we can see in the e-government system, there are three main flows of information: government office information flow, pubic affairs information flow and government advisory information flow. As is shown in figure 2, government office information flow is mainly in the process of government departments' inside office; while public affairs information flow mainly in the process of government agencies opening offices, and government advisory information flows mainly in the process of the public and business query information.

Compared with the traditional government, e-government is able to optimize the work processes of government, strengthen government's external communication, improve administrative efficiency, and enhance the government's function of services. The construction of e-government is technology-related, but the core is not technology, but achieving the transformation of government functions through it.

2.Development Of E-Government In China

Among the five applications of, "information superhighway" promoted actively by the world, e-government has been put forward as the first in developing countries. E-government started late in China, yet it has a rapid development since the 21st century. Generally speaking, China's e-government development can be divided into three stages, namely initial sprout stage, rapid growth stage and the universal access stage.

2.1.   Initial Sprout Stage (80s In 20th Century)

E-government in China started in the Project within the Country, 1985, and the goal of building was implementing office automation in the central government as well as progressively achieving information network in decision-making and government administration. Since then, government agencies at all levels carried out office automation projects in succession, and establish a variety of vertical and horizontal internal information office network.

2.2.   Rapid Growth Stage (90s In 20th Century)

E-government development in China has entered a rapid growth period from the 90s of the twentieth century by focusing on building the key information systems such as gold tax, gold Customs, gold cards, etc. In 1993, China set up national economic information joint, which responsible for leading the national public economic information network construction. In 1999, more than 40 information department of ministries and commissions (offices, bureaus) launched the "Government Online Project" together, which began to promote the development of e-government systematically. To the late 90s in 20th century, thanks to the rapid development of information networks and the continuous improvement of information infrastructure, the development of e-government has broken through departments and geographical restrictions, expanding to the direction of interactivity and the Internet. In April, 1998, the first government website on the Internet, in the strict sense, "Qingdao government information public network" has been established by Qingdao.

2.3.   Universal Access Stage (2000-Present)

E-government has developed rapidly in China since 2000, coming in the universal access stage. In 2002, the National Information Leading Group passed "Guiding Opinions of E-Government in China " after consideration, and proposed the goal of e-government in China during the period of "tenth-five", that is, we will build uniform standard, comprehensive, secure and reliable network platform initially for government information; the construction of key business systems, infrastructure, and strategic government information database construction will make substantial results, the degree of information sharing will improve greatly; e-government security system will form initially, staff training will be strengthened, regulations and standards related to e-government will make important progress. This indicates that e-government construction in China has entered a new stage of comprehensive planning and overall development. In 2005, we formulated the "National Development Strategy (2006-2020)", which further defined the focal point of Internet development, and put forward promoting economic information focusing on the adjustment of economic structure and changing the mode of economic growth; implementing e-government focusing on advancing the capacity of governance; promoting the information society focusing on the building a harmonious society and so on. The "Republic of China on Open Government Information", promulgated in 2008, bring forward systemic and clear requirements for a variety of opening government information, rules that executive branches shall open government information initiatively through the official bulletin, government websites, press issuances as well as the press, radio, television and other facilitated means to let the public know. The central government requires all levels of government to establish appropriate systems, to answer the questions public concerned in time. All levels of government are continuously improving spokesman system so that they can release authoritative information about the implementation of related

policies timely to the public, and also the disposal progress of natural disasters, public health and social emergencies through various media including the Internet. China's timely and effective communication with the outside world during the major events such as Wenchuan Earthquake, Beijing Olympics, Shanghai World Expo and Guangzhou Asian Games , has been recognized and praised by the international community.

At the end of 2009, China has established more than 45,000 e-government websites, including 75 central and state agencies, 32 provincial governments, 333 prefecture-level city and s and more than 80% of the county governments , providing all kinds of online services to facilitate people's work and life. China's E-Government effectively improves the efficiency of all levels of government work and the level of opening government affairs.

The IDC (internet data center) experts the overall e-government market size in China to jump to RMB 61.42 billion by 2011, with an annual compound growth rate of 11.4% in the 2006 period. The IDC experts expect that the transition of government functions from administration to service will make government information more transparent, increase the demand for information sharing and bring about a more open government procurement market.

3. Problems Of E-Government In China

3.1. Lack Of Knowledge On The Nature And Status Of E-Government

Although the proposal to accelerate the pace of government administration information brings forward in some programmatic document, the concept "e-government" or "electronic government" hasn't been stated clearly enough, and also distinguishes "the executive management information" and "financial, taxation, trade and other economic field information ". This shows that we are lack of sufficient knowledge on systematic e-government and its position in information technology construction.

3.2. Lack Of Unified Planning

Management system "fragmentation" has a serious conflict with e-government's natural features such as unity, openness, interaction and economies of scale. Local governments and departments to often apply e-government in their own way without the same standard and making repetitive business content, which results in duplication of the new construction.

3.3. E-Government Legislation In China Has Also Lagged

At present there are only some restrictive administrative regulations introduced by executive management to the Internet, while relevant laws has not been enacted about how to promote electronic transactions, use of electronic signatures and electronic payment, which, to a certain extent, restricts the development of e-government.

3.4. "Government Online Project" Needs To Go Deeper

"Government Online Project" (www.gov.cn) ,started in 1999, has made great achievements that the number of government websites has increased a lot in a short time, playing an important role in promoting the development of e-government. However, there are still many problems in this process. Considerable numbers of government web sites confines to put the laws, regulations, policies, provisions onto the net from the paper due to lack of budget sources and rational management mechanism, which leads to little public information, low quality and updated online information, less connection between the Web and Web channels, a unformed network among all levels of e-government. Some governments' websites not only merely concern about the static features of publicizing themselves instead of the dynamic reflect on information from government departments, but also are short of communication means with users. Although people can learn some government information online, the lack of interaction and responsiveness between government and citizens online makes it hard to have enough necessary channels for services and affairs.

4. The Support Of E-Government To Government Performance Management Development

The so-called e-government is application of modern electronic information technology and management theory to continuously innovate and improve traditional government affairs so as to achieve efficient government management and service. Developing e-government has become the important means to enhance government management and service competence and civil satisfaction, and thus government performance management development can't break away from this brand-new environment either. In fact, among four e-government applying area of G2C (government to citizen), G2B (government to business), G2G (government to government) and G2E (government to employee), G2E contains the application of

government performance management. More important, e-government performs important supporting function in government performance management, which id reflected in three levels:

4.1. E-Government Supports Government Performance Management In Logos

The logos e-government emphasizes, like customer-oriented, project-based, one-stop service, seamless government, democracy and fairness, high response and so on, can be and should be lead into government performance management process without exception to reform the lack of modern public administration logos for traditional performance management, and e-government, supported by information technology, achieves information sharing in larger scale so as to implement the democratic administration idea. The new flow of administration on internet is a powerful weapon for government to keep pace with the times and face all kinds of challenges.

4.2. E-Government Supports Government Performance Management In Method

The methods like project management, information resources management, cooperating work and so on are widely used in the process of e-government constructing and operating, and these instrumental methods can also be transplanted into government performance management.

4.3. E-Government Supports Government Performance Management In Technology

The technology mentioned here specially refers to network information technology. Applying these technologies surely can make government performance management more convenient, more effective, with wider application and more public participation.

In order to get out of difficulties, they should try hard to search for a strategy to improve government performance management. Three supporting functions mentioned above make government performance management development by dint of e-government to be possible and also a necessary means.

5. The Basic Idea Of Improving Government Performance Management In The E-Government Environment

Government performance management is one of the core contents of the government work, and we should focus on the following aspects in e-government environment, to speed up transformation of government performance management.

5.1. Share Information Though E-Government

Effective communication between government and the public must base on information-sharing. Performance appraisal as the core link in the process of government performance management, its key element is performance information. Government performance information generally refers to all information government produces, collects, collates, transmits, issues, uses, stores and clears. Performance information includes object information reflecting the aspects of economy, efficiency, effectiveness and so on in government activities and also subject information reflecting the aspects of public satisfaction and so on. Modern government performance management attaches more and more importance to subject information collecting and analyzing, and it is required that subject information not only is as rich and multivariate as possible, but also it can reflect the real condition of performance appraisal objects as accurately as possible. It is obvious that only opening real information of government affairs fully and safeguarding civil right to know can insure that the public give an objective judgment to appraisal objects. If we want to achieve government performance information resource sharing, we must set up a technical platform for government performance information resource sharing based on developing government information resource and government performance information resource. It is noticeable that performance information sharing includes not only government outward information sharing and opening, but also government internal information sharing.

5.2. Reasonably Defining The Powers And Authorities Of Office

Implementing e-government is to break the original information barriers between organizations and departments, breaking fragmented situation and achieving the efficient functioning and the scientific and rational allocation responsibilities of administrative organizations. In the state of e-government, each administrative organization and department is a node in unified network of government, and should be conducted to flow and share the information according to the unified planning. Reasonably definite and divide the duties and powers of various government departments inside the administrative system, in terms of the principles of simplification, uniformity and efficiency, to enhance the effectiveness of management and service.

5.3. Dealing With The Powers And Responsibilities Between Departments Properly

The implementation of e-government put forward requirements, which different from the tradition, for the division and definition of administrative responsibility system, and the key is how to make it a coordinated system to improve government transparency and the degree of power restriction. Therefore, we are advised to carry out scientific allocation of responsibilities and to straighten out relations, including the vertical power relations between different levels of administration and the horizontal power relations between administrative functional departments, relationship of responsibilities among administrative leadership structure, functional departments and their counterparts in the higher level of government.

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