

and inter-ministry co-ordination require ministries to find an appropriate way to

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PREFACE

2 FINLAND, NORWAY AND IT

leaders of major agencies or state enterprises, thus the careers are not always that separate.

The fourth feature is the *philosophy and culture of governance*, where Pollitt and Bouckaert distinguish between the classical *Rechtstaat* (examples Germany and France) and the *Welfare State* (example England)

If we look at central documents on public management, for example the Norwegian Statement on Administration Policy [D35] and the Finnish Government Resolution on High-Quality Services, Good Governance and a Responsible Civic Society [D13], some of the central ideas are similar. The Finnish document states, e.g., aims such as efficiency, effectiveness and service-orientation of governance, decisions should be moved closer to the citizen, there should be increased transparency, etc. The Norwegian document states the following main challenges: “increase transparency and citizens’ right of access and information; develop measurable criteria for the quality of

the United States where a central principle is to protect citizens against abuse of government.

2.3 The IT development

3 IT AT THE CENTRAL LEVELS

Information Society Council which is led by three ministers and which has high-level

ME) is reserved for this purpose. 1999 was a bad year for HAUS, with a turnover of 30 MFIM (5.1 ME) and a deficit of 2.5 MFIM (0.42 ME). A “normal” turnover would be around 35 MFIM (5.9 ME).

An outside evaluation of HAUS, launched by the Ministry of Finance, is presently going on and will be concluded in May 2000.

3.1.3 The Ministry of the Interior

The Ministry of the Interior is one of the largest Finnish ministries. The ministry is responsible for the Police, the Frontier Guard, the Rescue Services, the Directorate of Immigration, and the Population Register Centre. The ministry is also responsible for the province administrations, the state local offices and the overall structure of the

secret key. Several companies are involved in the production of the smart cards and the provision of the necessary software and services.

The distribution of electronic ID cards started in December 1999. At the time of writing this report (March 2000) approximately 4000 cards have been distributed. In practice, most cards have been acquired by people working with the project or in companies providing the solutions to the project. For a while, the neciip-~~gr~~/Gewe

Administration). This may be explained by the expected increase in the workload that

All ministries run their own web-services, some in technical co-operation with the service of the Council of State, most on separate servers. There is no obvious common

matters, directories, institutions and organisations, statutes, budget, the EU,

Within the Department of Public Administration Policy, the Section of Public

4.1.3 The Directorate of Public Management

4.1.5 Inter-agency IT co-ordination groups

For the years 1999–2001 the Ministry of Labour and Government Administration has worked out an action plan on electronic government [D5] which mainly addresses

The municipalities could not use the *government*

subordinate units and there is a larger proportion of government internal service production. Thus we might characterise the Norwegian situation as “the central funding model”, although Norway, too, is very consensus-oriented in its approach to IT co-ordination.

problems, because it requires central actors to accept the presence of opportunistic behaviour also within government administration. This is hard to admit in an

Does this make sense?

There appears to be several problems with PKI and digital signatures:

- The need for digital signatures is overestimated
- The difficulties and risks of implementing the technology are underestimated
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6.4 Exchanging plans, not experiences

There are very many common issues in the central IT-strategies or planning documents

There are at least three possible ways to deal with this problem, all of which ought to be pursued.

First of all, there are already many employees working with IT in government administration. Many of these were recruited at a time when IT-education was scarce, and hence they have received most of their IT-training through their work. As the

Although this problem clearly is *recognised* in both Finland and Norway, it does not seem to have received sufficient attention in either country.

6.6 How do ministries govern IT in their sectors?

7 CONCLUDING REMARKS

A CONTACTS

When documents are available on the World Wide Web, URLs are provided after the ordinary reference information. URLs are not underlined, as this makes it hard to identify the use of underscores ‘_’ in URLs.

D1. Behovet for en policy for digital signatur og PKI for offentlig forvaltning.
(On the need for a policy on digital signatures and PKI in public
administration.) Letter, Ministry of Labour and Government Administration,

D27. ODIN, Offentlig dokumentasjon og informasjon i Norge. (Official

