

Conclusions

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Therefore, exploiting information and communication technologies in public administration should not be seen as an end goal; it should rather serve the goal of developing high quality services that will respect fundamental human rights and individual freedoms, among which the right of equal access to these technologies is included.

This exploitation should serve a number of goals that I will briefly refer to. First of all, it should serve the goal of enhancing the quality of life for all of us, all citizens. Additionally, the goal of betterment of the working conditions of civil servants and the enhancement of their ability to express their creativity.

The enhancement of the development potential of the country. The modernization of governance in terms of transparency and democracy. And, finally, effectiveness of governance in a rapidly changing environment in the presence of globalization.

To do this successfully we need to apply a structured systemic holistic approach, that can be structured in three levels: a strategic level, that will allow us to identify **what** we need to do; a policy level, that will allow us to identify **how** to do it; and a set of action plans that will allow us to identify **where, who, when** and **with what means** we will apply the policies.

All three levels must address infrastructures, services, systems, training, human resources and use of standards, so that all the above can interoperate.

We have several tools at our disposal. Previous speakers addressed some tools, therefore there is no need to repeat. I only wish to say that, at the end of the day, measuring the effectiveness of all these methods and tools to be used should be done in terms of the final benefit to the citizen.

The way forward is not without obstacles. These include the known problems of public administration, particularly in Greece; the existing structures and procedures that can inhibit the way forward; the culture; the legal framework that may not fit what we need to do; and, finally, the limited human and financial resources.

What are the critical success factors for a successful move towards e-government? In Greece we tend to put forward the political will. This is certainly one of the critical success factors, but the issue does not end there, as there are other such factors. The existence of political will is a necessary but not sufficient condition for success.

Another critical success factor is social acceptance. This may be broken down into two dimensions: Social acceptance by those that will be called upon to work towards operating e-services, i.e. civil servants; and a wider social acceptance, by society at large, that needs to accept that e-services are aimed towards making life better and easier and that rights and freedoms are respected.

The existence of appropriate human resources, both qualitatively and quantitatively is also a critical success factor, as is the existence of financial resources. Additionally, an effective and structured approach in managing the projects is necessary. This is not one of Greece's strengths, as we are good in producing ideas but less good in implementing them.

Returning to the first factor, namely political will, I would like to note that this needs not only to exist but to be manifested at the highest governmental level, as is the case of Bosnia, where, according to Mr Savic, the Prime Minister supervises the whole process. After all, it is a fundamental management principle that unless such a process is endorsed by highest management, it is doomed to fail.

In our efforts we should be exploiting international experiences. This does not mean a mechanistic transfer of experiences, but rather a critical evaluation and adaptation of good practices in other countries. Finally, the systematic application of scientific methodologies. Politics has today moved away from old implementation patterns that were based on the vision, the willingness for hard work and the persistence of politicians. It is now a much more scientific issue and I think that this should always be remembered. Thank you very much.