Chapter 6
The Rationale behind Implementation of New Electronic Tools for Electronic Public Procurement

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ABSTRACT

This chapter focuses on the effective implementation of new electronic tools for Public e-Procurement in public sector organizations. While an analysis of the characteristics of transformation processes necessary for the development of e-Government and the choice between Public e-Procurement tools is theoretically already well developed, there are still a number of ambiguities in the approaches of rationalization implementation of these. A deeper understanding of the decision-making phenomenon in general is provided. Flexibly adjusting the e-Government strategy on dynamics of the development of Public e-Procurement tool ex ante or leading in an effort to change the organizational structures, information flows, and constraints in which public sector organizations operate in the area of Public e-Procurement. Public e-Procurement tools are selected for the analysis, because interesting progress is expected here. Results from the nature of the dynamic transformation processes and decision-making show the need to support changes in the environment arising from the development of e-Government.

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INTRODUCTION

The emerging importance of electronic public procurement in the public sector points to the advantages of the Internet, to an increase in efficiency, and is currently one of the crucial and debatable topics. The progressive development of new technologies and technological innovation opens up the new possibilities of electronic tools. However, it requires the transformation of the public sector, including changes in governance and management. Transformational changes in the public sector have already ceased to be understood and are still often perceived as conservative, but there is a shift towards a view of the public sector as authoritative, passive, and governmental. E-Government performance is left to the more proactive approach, where the public sector organizations could change their organizational structures and interest in the organizational and institutional constraints within which they operate. This is necessary in order to create the conditions for implementation of e-Government. The current acceleration of the e-Government in order to interconnect the public sector, citizens, and companies increases the importance of linking subjects across economic and social structures or processes. E-Government is an instrument for transforming the public sector as well as public procurement. E-Government supports the public e-procurement activities based on the law, flexibility, coordination, transparency, values, and needs of the public sector organizations, as well as private companies (Murray, 2009; Janssen & van Veenstra, 2005; Layne & Lee, 2001).

Being users of new knowledge, new methods and procedures leading to development of existing and innovative activities, the public sector organizations must make use of new technologies, which is also the case of the e-Government (Grönlund & Horan, 2004; Andersen & Henriksen, 2006). If e-Government is not implemented, then it is more difficult to gain the requisite spread over the information because any view of public sector organizational operations needs to be used with relation to many different data, information and knowledge and opportunities given by new information and communication technologies. Kolsaker (2006) stated developing e-Government to the information age and knowledge society. Lots of activities, including the public procurement, are performed in virtual environment of electronic business. The public sector cannot afford to fall behind essentially self-profiling economic and social trends mainly focusing on effective allocation of all social resources. Eyob (2004) discussed the complexity of investments in the public sector and highlighted evaluation of investments as a barrier of e-Government and transformational government development.

The theoretical portion of this chapter was intended to offer theoretical measures in relation to the empirical phenomenon in terms of contemporary attitudes towards e-Government. The intent was to choose some electronic public procurement tools that could result in loss prevention and that would further develop the electronic public procurement.

TRANSFORMATION PROCESSES AND E-GOVERNMENT IMPLEMENTATION

Transformation processes that are ongoing within the society are also reflected by the public administration. The public administration restructures and downsizes the number of personnel and equipment in the context of transformational processes (Bonham, Seifert, & Thorson, 2001; West, 2001, 2004; Scholl, 2005, 2006; Torres, Pina, & Royo, 2005). This restructuring and the efforts to reduce costs created space for efficient introduction of electronic tools into the sphere of public administration ably supported by legislation (Gil-Garcia & Martinez-Moyano,