Public Management in the Age of Social Media.  
An Analysis of Web 2.0 Tools as Platforms of Public Administration in Poland and Abroad

Adam Reichardt*

**Keywords**: Web 2.0, New Public Management, public administration, Government 2.0

**Słowa kluczowe**: Web 2.0, New Public Management, administracja publiczna, Rząd 2.0.

**Synopsis**: This paper offers practical insights for researchers and public management scholars interested in the use of social networking tools, or Web 2.0 technology, as platforms for managing information and engaging the public in the framework of New Public Management. Through a literature review and an examination of current usage, the author provides an overview of these new technologies as they are applied in the public sector, with some specific recent examples. The author also conducts a case study of Poland’s public sector use based on an empirical study of 427 national, subnational, and local agencies.

**Introduction**

In the 21st century, the management of information and the dissemination of information to the public has radically changed. Over the course of just a few years, institutions, enterprises, news organizations, and people with opinions are now able to quickly reach large audiences instantaneously over the Internet without much effort, thanks to new social media tools known as Web 2.0. These tools include RSS feeds, electronic newsletters, blogs and micro-blogging (such as Twitter), wiki’s, and social networking sites such as Facebook, MySpace or the Polish Nasza-klasa.

Through a literature review and an examination of current usage, this article examines how public agencies utilize these tools as a new platform to manage information and engage its constituency in the framework of New Public Management. I discuss the benefits and challenges that governmental agencies face when participating in social networks. Through specific examples of the early adopters, I describe how public managers can use Web 2.0 as platforms to engage the public to collaboratively enhance public policy. Lastly, I provide a case study of usage in Poland and analyze agencies at the national level (ministries), the sub-national level (voivodships), and the local level (counties and cities). I present new data regarding the use of Web 2.0 technology in the public sphere in Poland.

The research findings conclude that Polish public agencies, like most agencies abroad, are only beginning to experiment with social networks such as Facebook and Twitter (or the Polish equivalents). In the framework of New Public Management, however, it is clear that this trend will continue to change as public agencies seek to meet their constituencies in the digital environment, a place where people are spending more of their personal time.

* Adam Reichardt, Ph.D. student, Jagiellonian University.
New Public Management in the Framework of Government 2.0

In the study of public administration, *New Public Management* (NPM) has become a common framework to analyze management practices in the public sphere. Pollit, et al [2007] noted that starting in the late 1970s the traditional bureaucratic paradigm of most Western governments was already under attack. New Public Management encompassed a critique of the traditional bureaucratic forms of service provision. It established an argument for a wider-range of service providers and a more market-oriented approach to the management of the public sector. This has led to the introduction of private sector models widely prescribed for public sector tasks [Dawson and Dargie, 2002, p 35]. As the public’s trust in government bureaucracy decayed, governmental agencies responded by introducing private sector-style managerial ideas in the public sector. NPM manifested itself in various ways in Western countries as governments sought ways to become more efficient, results-and customer-oriented, and offer increased value while restraining resources [Hood, 1991].

Common to this framework is the application of management innovations from the private sector as a model for political and administrative relationships [Barzelay, 2001, p. 99]. Fundamental to this paradigm shift brought upon by NPM is the move from an agency-centric to a customer-centric approach. In other words, public-servants and their agencies now find themselves serving “customers” rather than citizens. Public agencies shifted their organizational models to focus their operations around the expectations of the customer, or constituent – providing a level of service that is expected from the institution. Despite the monopolistic nature of the public agency, if this expected level of service or performance is not met, public agencies and their managers are held accountable through the political process. As Osborne and Gaebler [1992] note, “entrepreneurial government is now both competitive and customer driven”.

Likewise, another key element of NPM is building and maintaining the public trust [Behn, 2002, p. 324]. As Park and Cho [2009] acknowledge, public trust in government is now determined by the level of public satisfaction and public expectation of government performance and indicates the gap between the public’s expectation and reality. In contrast, public distrust in government is attributed to the lack of transparency, inefficiency, ineffectiveness, and policy alienation” [p. 4]. Hence, in the framework of NPM, trust, or distrust, in public agencies can be likened to the private sector notion of “customer satisfaction”. In order to maintain the public’s trust, public agencies must now meet the demands of their customers. Furthermore, the public’s understanding of high performance comes largely from their experience with the private sector. Public management strategies aimed at meeting the customer demand must be modern, innovative, and relevant to the consumers’ framework of service reception.

One cutting-edge example of this is the use of Web based, new media technologies. There are many ways to refer to this type of web-based tools; among the most the common are *social networking*, *social media*, or after Paul Levinson, *new new media*. In this article, I refer to these applications and tools as *Web 2.0*, a term first used by Tim O’Reilly [2005] and is becoming more common. Web 2.0 applications emphasize the inter-connected relationships and functions of networks among the users of a community, including user-generated content.

Naturally, the private sector has quickly embraced and shaped the use of these tools. A recent study found that 79 percent of the largest 100 companies in the Fortune Global 500
Index are using at least one of the most popular social media platforms: Twitter, Facebook, YouTube or blogs [Burson-Marsteller Blog, 2010]. In the framework of New Public Management, and the application of private sector models in the public sector, it would seem natural that government agencies would follow the private sector’s lead.

Therefore, the argument to employ innovative methods to engage the public and manage information through Web 2.0 can logically be applied in this framework. As these technologies continue to grow in popularity, especially among the younger generation, governmental agencies will seek the opportunity to build their customer satisfaction, in other words the public’s trust, unlike ways in previous decades. Yet, managing government within this new, and still evolving, field will not be easy. Despite its many benefits, Web 2.0 provides significant challenges to public managers. Whether or not government agencies can make it worth their effort to overcome these challenges to derive the benefits is the key to making these technologies successful in the public sphere.

What is Web 2.0?

Bill Gates is quoted as saying, “The Internet is becoming the village square of the global village of tomorrow” [“Bill Gates Quotes”, n.d.]. In today’s online world of social media and Web 2.0, this is truer than ever before. As a result of the advancing use of the Internet and its impact on daily life, society has seen a dramatic shift in how people, particularly younger generations, interact with each other. Friendships, social networks, grassroots organizing, and product marketing campaigns are now all done via Web 2.0.

Web 2.0 isn’t a specific piece of technology, but rather a group of online communication platforms that allow people to connect and collaborate with each other at any time. It can be best explained as something people do, and they do it from wherever they are in the world with cell phones, laptops, iPods, or BlackBerries. The most popular Web 2.0 applications in use include blogging, Twitter (or micro-blogging), RSS feeds, and social networking through Web sites, such as MySpace or Facebook. Most of the activity conducted through these communication platforms is personal with an aim to maintain social relations, yet businesses and some public institutions have already caught on to their potential as professional and marketing tools. The key among these, and the ones examined in this research, are RSS feeds, blogs, wikis, Twitter, and Facebook.

There are only a few of the many applications that are currently used as social networking tools. Countless others continue to be developed, however in terms of popularity and also in their functions as platforms for governmental agencies, the ones outlined above are regarded as the most viable platform from the public administrators’ perspective.

Government 2.0: Social networking platforms and public engagement

A large part of the debate regarding the use of Web 2.0 applications in the public sector has centered on the realm of political marketing, campaigns and elections [See: Boler, 2008; Margolis, 2009; Graff, 2007; Harfoush, 2009; Graber, 2009]. While in these areas much research has benefited from the analysis of the successful campaign of Barack Obama, understanding the use of these applications in the public sector, as tools of public administration, is still in search of its empirical base. What is agreed on in the research and the literature is that governmental agencies, just like the private sector, have begun to realize the potential
of Web 2.0 as tools to engage the public. Drapeau and Wells [2009] stated that in the framework of public management, Web 2.0 “connects people and helps them build communities. It is not just a tool to disperse information, but it could also provide a means for government to engage and better interact with the public”.

Nonetheless, the use of social networks in the public sector is still quite new. Only in the last few years have government agencies in several Western countries slowly began to assess these tools as viable ways for public administrators to engage the public. Importantly, these initial experiences have shown that Web 2.0 can lead to a paradigm shift in how public agencies manage and disseminate information. While before, public agencies used (and many still do) the Internet the same way they used a bulletin board or paper publication, Web 2.0 offers the potential to change the way governments operate, communicate with the community, and respond to the public demands. This new approach is often referred to as “Government 2.0” [Ressler, 2009, p. 41].

Realizing this change, D. G. Fletcher [2009], a public administrator from the state of Utah stated: “[public administration] is no longer about providing information and static forms that can be printed off so the user can then mail it in or deliver it by hand (...) government is more personal and more direct, while also being more immediate and responsive. Today’s tools make it possible to have a larger reach than ever before. As governments become more digitally mature in the way that they offer services, the most mundane of these services can become even easier to use and less intrusive in the lives of citizens.”

In the combined New Public Management and Web 2.0 framework, public administrators are beginning to actively engage constituencies in the new places they spend a significant amount of time. Chang and Kannan [2008] observe that engaging citizens in their “communities” (i.e. their social networks) will allow governments to harness the collective intelligence of citizens, such as feedback on the provision of services, specific ways to improve the delivery of services and how to most efficiently deliver services to various groups. Further, Chang and Kannan emphasize that Web 2.0 will “enhance the trust citizens have in their government and help government to build citizen loyalty.”

A review of Web 2.0 technologies applied across governments, suggests that most agencies are not using them to their advantage. The data reveals, however, that there is some experimentation of Web 2.0 in government. One study conducted by an online watchdog group that tracks the usage of Twitter in the public sphere found that 57 federal agencies in the U.S. use Twitter [“TweetWatch”, 2010]. There is no doubt that the current examples are still the early adopters of social network tools and many government agencies have yet to explore such usage.

Challenges of using social networking sites as platforms of public administration

As it has been argued throughout the article, recent years have seen a paradigm shift in the way public agencies can communicate with the public. Nonetheless, while useful, Web 2.0 should not be thought of as the one-perfect model for public administration. Adopting the technology without the proper precautions and governance mechanisms in place will quickly lead to obstacles for the agency. Public administrators must ensure that that the adequate analysis of significant challenges is conducted before any implementation takes place.

First, Web 2.0 requires that users are connected to networks and also have adequate knowledge on how to use these tools. At this point, agencies cannot expect to reach full
representation of the citizenry by only soliciting public feedback via Web 2.0. Other mechanisms must be in place to ensure a broad representation of citizenry is included within and outside the virtual world. Second, public agencies need to be cautious of users with malicious intent. Such case was reported in the United States in the city of San Antonio, Texas. An imposter created a fake San Antonio Police Department account on Twitter and began distributing false information. Sipes and Burns [2009] suggest that this experience should be taken into consideration by all public agencies as “although the department successfully had the account removed from Twitter, their experience illustrates the potential dangers in the new era of information sharing”.

Similarly, public managers who engage the public with social tools need to remain careful to maintain civility in online discussions despite the temptation to engage in censorship. Identifying clear usage policies to all users, including the personnel who maintains the information, can help achieve this goal. Public managers also need to bear in mind that bureaucratic agencies are frequently constrained by administrative policies that do not flexibly lend itself to Web 2.0 collaboration. Such constraints could impede innovation and hamper successful engagement.

Lastly, ownership of information could also be a challenge to agencies that use social networking tools. Agencies and their managers need to be aware that applications are hosted on publicly-owned computers and servers. Therefore, all information posted through such channels is regarded as public data and may be subject to freedom of information regulations.

Summing up, public administration is slowly beginning to include the application of Web 2.0 as a management tool. Their potential in strengthening the relationships and interactions between citizens and government should not be ignored. As Web 2.0 becomes more popular, agencies will find that the most effective means of governing would be through a combination of both traditional public engagement and through these new virtual applications. Public managers should embrace these tools, however with caution, while remaining aware that these technologies are still evolving. Ultimately, it remains unclear on the further developments of the concept of the New Public Management in the context of Web 2.0.

A case study of Poland, provides an accurate illustration of the current state of Web 2.0 in the public sphere. While these applications are quickly growing in abundance in the private sector, they still are not fully embraced by public administration. Like those examples presented above, Poland also offers some early adopters in the public sphere. The next section presents original research and new data on the use of Web 2.0 in Polish public administration and discusses the relevance for the field of public management.

The Polish Case – Analysis of Polish governmental institutions and their usage of social networking sites as tools of public management

In the framework of New Public Management and the use of private sector management tools in the public sector, how are Polish public agencies utilizing Web 2.0 applications as platforms to meet the needs of their constituents? That is the question that drove the research for this article and the case study presented here. Overall, the research found that in Poland, the use of such tools as a platform for public management is still relatively uncommon. Why is this the case? This case study examines how the Polish people are using these tools socially and in the private sector and discusses where these tools have been used in the
public sector. It summarizes the trends outlined above in the context of New Public Management and provides some observations for the future.

Methodology

The methods of research conducted for this case study included a thorough search of 427 public agencies, including national agencies (e.g. ministries), sub-national agencies (Voivodships), and local county and city agencies (powiats) between March and April 2010. 33 National agencies, including 16 Ministries and 17 sub-ministerial agencies, were analyzed. They were chosen to provide a diverse range of agencies (from the national police to the telecommunications commission). All 16 sub-national agencies (Voivodships), which are an extension of the national government, were chosen since they would have more direct contacts with their constituencies. Lastly all 378 local county and city governments (powiats) were chosen based on the criteria that they too have a close connection with their citizens and are independent from the national governments. A list of all the agencies analyzed in this case study is provided in the Appendix.

In all, 427 Web sites were visited was to determine what types, if any, of Web 2.0 tools are used by these agencies. The specific types of tools that were searched for are those included in the above description of Web 2.0 applications as well as the Polish version. These include: RSS feeds, blogs, an official Facebook profile, an official Nasza Klasa profile (popular Polish social networking site), a Twitter account, or a Blip.pl account (Polish language version of Twitter). Lastly the research also included electronic newsletters, while it is less of a collaborative tool for management it still is a user-centric application that is widely popular.

Results

In Poland, similar to most other developed countries, social networking and Web 2.0 technology is widely popular, particularly among the younger generation. According to the Facebakers Web site (www.facebakers.com), an online resource that tracks Facebook usage by country, Poland had 2.5 million registered facebook users in May 2010. 70% of Facebook users in Poland are between the ages 18-34 ["Facebook Statistics-Poland", 2010]. Poland’s leading social networking Web site, Nasza Klasa (www.naszaklasa.com) which was established in 2006, had over 11 million registered users in 2009 according to one study ["Polskie Badania Internetu", 2009]. Unfortunately there are no published data regarding Twitter usage and Poland, however there is also a Polish version of Twitter, called “Blip” (www.blip.pl), which in June of 2009 was reported to have nearly 400,000 users [Grządka, 2009]. There is also a Polish language version of Wikipedia (http://pl.wikipedia.org) which is directly connected to the English version and is established as a nonprofit organization under Polish law. These data illustrate that Poland should not be considered behind most countries in terms of the usage of social networking, social media, and Web 2.0 applications.

In the context of public administration and New Public Management, Polish government agencies are just beginning to realize the potential of these tools. While the majority of Polish government agencies maintain up-to-date web sites, agencies are slow to adopt Web 2.0 tools to engage their constituencies. This trend is consistent from the national level down to the local level. The research found that out of the 427 agencies analyzed, the most popular Web 2.0 application in use is the RSS feed with 24% (104) of agencies having an RSS feed available on their site. 21% (89) of agencies had their own electronic newsletter
that constituents could subscribe to, while only 2.5% (11) of agencies had a Facebook profile and 2% (9) had a Twitter account. Chart 1 displays the data as a result of the research for the case study of Poland.

Chart 1. Government use of Web 2.0 in the Poland (Wykorzystanie Web 2.0 przez polskie agendy rządowe) n = 427

Source: author’s research.

Conclusions and the future of Web 2.0 in the Polish public sector and beyond

The data from this case study demonstrates that while the majority of Polish governmental agencies do not utilize these specific Web 2.0 applications, there are a few early adopters that do, and do so quite effectively. For example, the office of Governor of the Voivodship Dolny Slask (Lower Silesia) has 844 fans on Facebook and over 400 followers on its Twitter account (as of May 2010) and provides regular updates regarding social activities and public information (e.g. road construction updates) to those followers. Likewise, the City of Krakow has over 2,000 followers on its Facebook account and provides updates on behalf of the city government and links to the various cultural activities taking place in the city. Experiments by other agencies in Poland have also shown some willingness to test the waters of Web 2.0. One such example was the use of a wiki in 2005 to solicit comments by the Polish Tax Council regarding changes to the value-added tax regulations. Over 150 users registered and commented on the proposed regulations [Grodzka, 2009, p. 134].

The catastrophic flooding that occurred in Poland (particularly in the south) during May 2010, provided an opportunity for local authorities already using Web 2.0 to quickly communicate information to its citizens via these platforms. One Polish group, known as
Agencja Social Media – a firm that promotes and consults on social media in the private sector in Poland, criticized the government’s response via its Twitter page stating: “during the flooding, one can see that the government has no idea how to use real-time methods of communication with its citizens [AgencjaSM, 2010].

On the other hand, the city of Krakow used its Facebook page and Blip account to communicate some vital information during the flooding, including official announcements (as they were released) from the city government, road closures (with location and times of closure), as well as updates on the rising water levels and pictures of the situation.

It is clear by the level of participation by Poland’s citizenry in Web 2.0, that it is only a matter of time that the public sector will follow-suit. Polish politicians already blog, use Twitter and Blip, and Facebook as tools for political marketing. State agencies soon too will begin to engage these applications. A report by the Polish Ministry of the Interior [2008] announced that by 2013, Polish public institutions will aim to “increase the accessibility and effectiveness of public administration services with the use of Information and Communication Technology solutions (e.g. Web 2.0) to reconstruct internal processes in the administration and the delivery of services”.

The concept of New Public Management shifts the paradigm of public administration by employing private sector management models in the public sphere. This article makes the case that the framework of New Public Management applies to the use of Web 2.0. Yet, while some countries have embraced these new applications quicker than others, it is clear that these technologies will continue to change the way people interact with each other and the governments that serve them. Through these tools, citizens will continue to become active collaborators in public policy, rather than passive receivers of information. Government agencies in Poland and across the globe have only begun to shift to this model, but it is evident by the examples of the early adopters that despite the challenges, there can be successful use of these tools to enhance the engagement of the public by governmental agencies, ultimately building a greater sense of community – in the physical and digital sense.

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Zarządzanie publiczne w wieku nowych mediów. Analiza technologii Web 2.0 jako platformy administracji publicznej

Streszczenie

W ostatnich latach coraz bardziej widoczna stała się tendencja wykorzystywania przez sektor publiczny innowacyjnych rozwiązań wypracowanych w sektorze prywatnym, w tym również środków przekazu i sposobów komunikacji. Jednym z przykładów zastosowania osiągnięć sektora prywatnego w sektorze publicznym jest użycie przez agencje administracji publicznej technologii Web 2.0, popularnie określonej mianem portali społecznościowych. Wykorzystanie tych rozwiązań komunikacyjnych, nazywanych często kolejnym pokoleniem nowych mediów, ma znaczenie dla tworzenia więzi i nowych form kontaktu z odbiorcą, którym w przypadku administracji publicznej jest obywatel. Ai-Mei Chang i P. K. Kannan (2008) postulują, iż angażowanie obywateli w ich „społecznościach” pozwoli agencjom rządowym bardziej upodmiotowić obywateli poprzez danie im możliwości dostarczania opinii, ocen interwencji, ich skuteczności, jakości oraz informacji, jak dotrzeć do grup najbardziej potrzebujących danych usług/interwencji.

Niniejsza analiza stanowi przegląd wykorzystania technologii Web 2.0 w wybranych agencjach administracji publicznej na poziomie krajowym i samorządowym. Badania wykonane przez autora analizy w maju 2010 wskazują na niewykorzystany jeszcze potencjał stosowania technologii Web 2.0 przez agencje administracji publicznej w relacjach z obywatelami. Jedynie rządy niektórych państw, w tym przede wszystkim rząd Stanów Zjednoczonych, podjęły odpowiednie działania na rzecz wykorzystania potencjału Web 2.0 w prowadzonej przez działalności. Dane empiryczne zebrane przez amerykańskie ośrodki analityczne dowodzą, że jeśli chodzi o wykorzystanie tego typu technologii przez agencje administracji publicznej, najpopularniejszym narzędziem jest Twitter. W samych Stanach Zjednoczonych z narzędzia tego korzysta aż 57 agencji federalnych (“TweetWatch”, 2010). Nie ulega wątpliwości, iż obecne przykłady to nadal pionierskie próby wykorzystania technologii Web 2.0. Można również stwierdzić, że potencjał technologii Web 2.0 w zarządzaniu administracją publiczną nie został w pełni jeszcze wykorzystany.

Ponadto dane empiryczne zebrane podczas opracowywania niniejszej analizy potwierdzają słabe wykorzystywanie w Polsce potencjału technologii Web 2.0 przez agencje rządowe, władze samorządowe oraz pozostałe agencje administracji publicznej. Z analizy stron internetowych polskich agencji rządowych wynika, iż choć są one prowadzone na bieżąco, to jednak nadal słabo wykorzystują możliwości technologii Web 2.0. Tendencja ta zauważalna jest zarówno na poziomie agencji krajowych, jak i samorządów lokalnych. Z zebranych danych wynika, że w 427 przebadanych polskich agencjach administracji publicznej najpopularniejszym narzędziem jest kanał RSS, którego używało 24% (104) spośród badanych agencji. Niemniej również popularne jest komunikowanie się z obywatelami za pomocą newslettera, co w maju 2010 r. czyniło 21% (89) badanych agencji. Mniej popularne natomiast okazały się portale typu Facebook, z którego w maju 2010 r. korzystało jedynie 2,5% badanych agencji. Jeszcze rzadziej polskie agencje administracji publicznej korzystają z Twittera. Wykorzystało go 2% (9) spośród badanych agencji administracji publicznej. Korzystanie z polskich wersji tych technologii było na podobnym poziomie: Blip.pl (polski Twitter) – 2,3% (10), Nasza-Klasa – mniej niż 1% (4).

Analiza danych empirycznych wskazuje, że większość polskich agencji administracji publicznych nie wykorzystuje potencjału technologii Web 2.0. Niemniej jednak można już i w Polsce odnotować pierwsze przykłady udanego wykorzystania tych nowych technologii. Na szczególną uwagę zasługują strony na Facebooku i Twitterze prowadzone przez Marszałka Województwa Dolny Śląsk, na których publikuje on regularnie, w imieniu Urzędu Wojewódzkiego, informacje dotyczące najważniejszych wydarzeń w województwie. Również miasto Kraków posiada swoją stronę na Facebooku, na której ponad 2000 „fanów” może znaleźć informacje o wydarzeniach kulturalnych, sportowych, zmianach w organizacji komunikacji miejskiej itp. Także doświadczenia pozostałych agencji administracji publicznej w Polsce wskazują na próby sprawdzania przez władze rządowe możliwości, jakie niosą ze sobą technologie Web 2.0.
Katastrofalna w skutkach powódź, jaka dotknęła Polskę (szczególnie jej część południową) w maju 2010 r. pokazała możliwość wykorzystania przez agencje administracji publicznej, szczególnie na poziomie lokalnym, komunikacji z obywatełami za pomocą technologii Web 2.0. Możliwość ta została jednak wykorzystana w sposób niewystarczający. Dowodem na to jest opinia polskiej Agencji Social Media, że „Podczas powodzi widać, że rząd nie ma bladego pojęcia, jak korzystać z real- timowych metod komunikacji z obywatełami” [AgencjaSM, 2010].

Z drugiej jednak strony Urząd Miasta Krakowa w czasie zagrożenia powodziowego komunikował się z obywatełami za pomocą swojej strony na portalu Facebook oraz wykorzystując konto Blip. Przekazywane informacje dotyczyły przede wszystkim utrudnień na drogach i w pracy komunikacji miejskiej, podnoszącego się stanu wody, zamieszczano również bieżące zdjęcia z miejsc dotkniętych powodzią. Wykorzystanie rozwiązań wypracowanych przez sektor prywatnych w sektorze administracji publicznej to główne założenie nowego paradygmatu zarządzania w administracji publicznej, określanego mianem New Public Management (NPM). W artykule zanalizowano wykorzystanie osiągnięć nowych technologii przez administrację publiczną. Autor dowodzi, iż podczas gdy nadal widoczne są różnice pomiędzy państwami w zakresie wykorzystania nowych technologii w komunikacji z obywatełami, widoczna staje się tendencja wskazująca, iż technologie te będą zmieniać nie tylko sposób, w jaki jednostki komunikują się miedzy sobą, ale również – co stanowi główny obszar zainteresowań autora – sposób, w jaki agencje administracji rządowej będą się komunikować z obywatelem. Poprzez te narzędzia obywatele będą mieli możliwość aktywnego uczestnictwa w procesie politycznym. Polskie agencje administracji publicznej, podobnie jak organy administracji w innych państwach, są nadal na początku zmiany tego modelu. Można przypuszczać, że wykorzystanie nowych technologii będzie się tylko zwiększać, gdyż stanowi ono logiczną konsekwencję przyjęcia przez administrację publiczną zasad New Public Management.