Project "Development of an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria-Romania - BG-RO E-GoverNet", code completion eMS ROBG-168

Funded Program INTERREG VA Romania-Bulgaria 2014-2020

DEVELOPMENT STRATEGY TO IMPROVE THE ENVIRONMENT REGARDING PUBLIC SERVICES IN CROSS-BORDER REGION ROMANIA - BULGARIA

DEVELOPMENT OF A STRATEGY TO IMPROVE THE PUBLIC SERVICES ENVIRONMENT IN THE ROMANIA-BULGARIA CROSS-BORDER REGION

Artist: "Promon" Ltd.

2018

CONTENTS

introduction

This document is the end result of implementing the contract "Development of a strategy to improve the environment in terms of public services in the border region Romania - Bulgaria", contracted by the Association "Business Support Center for Small and Medium Enterprises" - Ruse.

The order is carried out in the course of the project "Development of an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria - Romania - BG-RO E-GoverNet" ROBG-168 (Development of an information network to ease the cooperation between public authorities, NGOs, business and citizens in the cross-border region Bulgaria-Romania, Acronym- BG-RO E-GoverNet), financed under INTERREG VA Romania-Bulgaria and the national budgets of Romania and Bulgaria in which BTSPMSP is a leading partner. For this purpose, a contract was signed between the sponsor Association "Business Support Center for Small and Medium Enterprises" - Ruse (referred to as BTSPMSP)[1] with CEO Christina Kasparian and artist "Promon" Ltd.[2] with manager Laura Sarkisian.

The final product in the execution of the procedure is to create a strategy based on a detailed study of the state of e-governance practiced by the administrations in the border region committed in the previous project activity. The strategy includes objectives and activities that support public authorities in understanding the convergence of cross-border environment[3]and implementation of best practices for administration, which includes citizens in decision-making,

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[1] http://bsc.smebg.net/
[2] http://promola.eu
[3] In this strategy, the cross-border region coincides with the territory covered by the program INTERREG VA Romania-Bulgaria, namely: 7 counties in Romania (Constanta, Dolj, Olt, Teleorman, Giurgiu, Calarasi, Mehedinti) and 8 districts in Bulgaria (Vidin, Vratsa, Montana, Pleven, Veliko Tarnovo, Ruse, Silistra, Dobrich)
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reduce bureaucracy, stimulate the development of public-private partnerships. The strategy was developed at cross-border level, it promotes specific cross-border initiatives and contribute to reducing barriers to cross-border mobility of people and businesses.

The time span of the Strategy 2018 - 2023 year.

For the implementation of the contracting entity has provided the contractor following documents, which are the result of studies on the subject carried out by the partners in the project "Development of an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria - Romania - BG-RO E-GoverNet "ROBG-168 in Bulgarian and Romanian part of the border region Romania - Bulgaria:

- Report on implementation of public invitation with the subject: "Investigation and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania";
- Brief analysis of E-Governance in Romania;
- City Hall Service - list;
- County Council Service - list.

In addition to these documents the contractor used the information, data, conclusions and recommendations from multiple sources, including websites of Bulgarian, Romanian and English.

The types of documents used are as follows:

- regulations for Bulgaria and Romania;
- strategies and plans of the two countries and the EU;
- analysis of national and EU level;
- Comparative analyzes of the transnational level;
- polls;
- Studies of Bulgarian, Romanian and international organizations;

- European Commission documents - reports, analyzes, surveys, exhibitions, etc.
- description of projects and practices in the EU;
- media publications.

Documents and other sources of information and conclusions are set out in footnotes specific to each case.

1. DATA ANALYSIS

The first section in the document is a response to the requirements of the contracting authority to compile the analytical part, based on already collected data provided in the report with detailed research and analysis in the border region, carried out in the previous contract. Expectations of the sponsor are the strategy include:

- Analysis of existing policy needs in terms of e-governance, transparency and accountability;

- Analysis of needs on the supply of electronic services, the extent to which observed transparency in public decisions, in terms of the forms and extent of communication between authorities and citizens regarding the way in which the public is encouraged to engage with topics and public decision etc .;

- Analysis of the national legislative framework in terms of transparency, accountability and ethics of public serviceWhat are the laws and strategies that are presented at the national level, how the applicable standards in terms of transparency and e-governance and how effective they are;

- Analysis of the effects that creates this situation: who is affected and how;

- Study of previous studies and best practices

The requirements of the contracting authority also include a brief review of previous studies of transparency in decision-making by the public, a list of recommendations identified and analyzed according to priority order their analysis of their meaning.

Furthermore, the contracting authority requires the contractor to include in the first section of the document summary of best practices, so as to imagine

how such problems are solved through political decisions in other countries / regions - at least 2 cases.

The assignment also includes the identification of existing resources and assets, where applicable, that can be used to achieve strategic objectives, which should be reflected in the SWOT analysis, together with an explanation for each identified area: strengths, weaknesses, opportunities and threats.

1.1 Analysis of existing policy needs in terms of e-governance, transparency and accountability

Conceptual apparatus of eGovernment used in a wide range of legal and planning documents. For greater precision and uniformity of understanding in this section briefly sets out definitions[4].

Definition of electronic administrative services -administrative services provided to citizens and organizations by the administrative authorities, the services provided by those entrusted with public functions and public services that can be requested and / or provided remotely by using electronic means.

Definition provider of electronic administrative services -administrative body, person performing public functions or organization providing public services that provide electronic services to citizens and organizations within its jurisdiction.

Definition of clients -natural or legal persons who realize their legitimate interest in requesting and receiving the results of administrative services directly or through their representatives. In various documents as a synonym for customer use the term recipient (Law on e-government), user applicant.

Definition gives the World Bank, in addition states that "... the benefits will be less corruption, more transparency, greater convenience, revenue growth and / or reduce costs[5]".

Political needs of eGovernment are defined in a number of Bulgarian and Romanian strategic documents and in EU documents.

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[4] Introduced the document Basic Model of complex administrative services approved by the Council of Ministers of Bulgaria in June 2013

[5] World Bank (2015): Brief - e-Government, www.worldbank.org/en/topic/ict/brief/e-government

1.1.1 Policies and documents for e-governance at EU level

At EU level policy requirements are specified in the Declaration of the Ministers responsible for eGovernment policies of the European Union adopted in 2009 in Malmo strategy "Europe 2020" program in the Digital Agenda for Europe as well as in many other analytical and strategic documents.

The European Union recognizes the high importance of eGovernment and it includes as a priority in its eEurope Action Plan 2005, whereby Member States agree to achieve certain targets for electronic delivery of public services and to increase access for all citizens to public sector information. The Action Plan proposes the following policy measures:

❖ In terms of e-government services expect Member States to strive to 2005 to have broadband connections for all public administrations; to 2003 should achieve interoperability in the provision of pan-European e-Government services to citizens and businesses; By 2004, Member States must ensure that essential public services are interactive and accessible to all (especially for people with special needs); by 2005. Member States must offer a substantial part of public procurement electronically and are encouraged to set up public access points to the Internet (PIAPs -Public Internet Access Points) To enable citizens to have access to broadband connections; and finally, from 2005, Member States must have existing e-services to promote Europe and to offer user-friendly public information.

❖ In terms of health services European Commission should support the implementation of a common approach to electronic identity of patients and architecture of electronic health records through standardization; to 2005 is expected Member States to develop health information networks (between hospitals, laboratories and

homes) with broadband and online health services to citizens (eg information on healthy lifestyles and disease prevention, electronic health records , electronic patient counseling, electronic reimbursement or compensation).

Subsequently, the European Commission adopted three action plans in the field of e-government - in 2006, 2010 and 2016[6], The latter is based on the following concept:

"By 2020, public administrations and public institutions in the European Union should be open, efficient and inclusive, providing personalized and easy to use electronic end-to-end public services to all citizens and businesses in the EU. They use innovative approaches to design and provide better services to meet the needs and requirements of citizens and businesses. Public administrations use the opportunities offered by the new digital environment to facilitate interactions with stakeholders and each other. "

Political priorities for this period are as follows:

- By 2019 Member States move towards full implementation of electronic procurement procedures and the use of contract records;

- Accelerating processes for electronic identity, including electronic signature (target date - 2016);

- Ensuring the sustainability of infrastructure for cross-border electronic services by 2018;

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[6]European Commission (2006): i2010 eGovernment Action Plan: Accelerating eGovernment in Europe for the Benefit of All (Brussels, European Commission), COM (2006) 173final. European Commission (2010): The European eGovernment Action Plan 2011-2015. Harnessing ICT to promote smart, sustainable & innovative Government (Brussels, European Commission), COM (2010) 743 final. European Commission (2016): EU eGovernment Action Plan 2016-2020. Accelerating the Digital Transformation of Government (Brussels, European Commission), COM (2016) 179 final.

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- Commission to present by 2019 a revised version of the European Interoperability Framework and to promote its use by national administrations;

- Commission to coordinate the development of a prototype for a European catalog of ICT standards in public procurement;

- Commission to gradually introduce (up to 2019) the principles of "e-default" and "only once / lump"[7], E-invoicing and e-procurement and to assess the consequences of the possible application of the "non-succession"[8];

- Commission to submit in 2017 a proposal for a single digital portal; Portal to become European e-JusticeEuropean e-Justice Portal at the portal of the "one stop shop" providing information on European matters related to justice; to establish, in cooperation with Member States compulsory interconnection of business registers of all Member States; to support the electronic interconnection of insolvency registers; To present an initiative to facilitate the use of digital solutions throughout the lifecycle of the company; to present a legislative proposal to extend an electronic mechanism for registration and payment of VAT; to launch a pilot project for the implementation of the 'only once' business; and create a single window for reporting purposes in maritime transport and to digitize documents for electronic transport.

- The Commission will complete the organization of the electronic exchange of information on social security; will develop EURES

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[7]Citizens and businesses should not submit the same information to different administrations. Once gathered information from one administration for one citizen to the other administrations freely and gratuitously when they have the same services to citizen.

[8] No need to maintain infrastructure and applications (apps) over 15 years

portal for European labor mobility; and will support Member States to develop services for cross-border e-health.

- The Commission will assess the possibility of applying the "only once" for citizens across borders; the launch of the portal INSPIRE exchange of spatial data by Member States in support of policies for environmental protection in the EU to redraft their websites in a way that meets the growing involvement and participation of citizens and businesses in programs and policies.

Strategy for digital single market based on three pillars: better access to online goods for consumers and businesses; favorable environment for the development of digital networks and services; Digital technology as an engine of growth.

1.1.2 Policies and documents to e-governance in Bulgaria

Among Bulgarian documents must be mentioned (non-exhaustive list): A strategy for the development of e-governance in the Republic of Bulgaria from 2014 to 2020 (hereinafter Strategy ES) National Program for Development "Bulgaria 2020" National Reform Program 2012-2020, the Strategy for Development of Public Administration 2014-2020 Basic Model of complex administrative services, national program "Digital Bulgaria 2015", etc.

In the Bulgarian context Strategy ES to the fullest extent defines and clarifies the political needs of e-government, arguing that in us on this work by

2001 initially under the coordination of Minister of State Administration. Some analysts have now spent 2 billion lev with the result - missing e-governance[9].

In 2005, the functions are divided between the Ministry of State Administration and Administrative Reform and the State Agency for Information Technology and Communications. In recent years, the activities are concentrated in the Ministry of Transport and Communications and the policy of providing administrative services to the Council for Administrative Reform and Administration Cabinet. From 2016 functioning state agency "E-governance".

The findings of the Strategy ES are that the obstacle to the development of eGovernment and insufficient coordination between the general policy of providing administrative services and the provision of services electronically, but also the lack of decision (and possibly will) to establish free internal administrative services; projected higher revenue from state taxes do not encourage administrations to work for official information exchange. Obstacle is the lack of synchronization between management and MTITC MIA on the key issue of electronic identity. The strategy gives a clear statement of political will - the user, not the technology of performance is at the center of attention.

Besides the numerous strategic and planning documents the political intentions are defined in the latest[10]media appearances of senior government officials. According to them, actually at the end of 2018 will be no exchange of paper documents between the administrations; A unified technical protocol which lays down the rules for the exchange of electronic documents. Declares to the view that the focus of e-governance is the outcome: facilitated communication with citizens and business transparency and reduce corruption (under transparent services, documents and steps reduce the opportunities for illegal impacts).

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[9] Publication of Mediapool www.mediapool.bg/okolo-2-mlrd-lv-sa-izharcheni-za-lipsvashtoto-e-upravlenie-za-15-godini-news272651.html

[10] End of 2017

1.1.3 Policies and documents to e-governance in Romania[11]

Romania carried out the process of introducing e-governance similar to other countries arguments:

- Optimization of the state administration, reduce administrative costs, improve service quality;
- Improvement of the business environment by reducing the cost of money, time and stress;
- Improve the level of democracy - transparency, accountability and citizen awareness through increased access to public information;
- Curbing corrupt practices.

Evidence found in the handbook for the implementation of eGovernment strategies by 2016, which specifies the following objectives:

- increase transparency of public administration through the introduction of electronic public services;
- development and improvement of networks and systems cyber security;
- increasing access to public services online via the internet;
- creating an effective public administration and reduce management costs thereof;
- improving the business environment;

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[11] For this section of the strategy used information from the survey "Rediscovering Public Service for the 21st century. Comparative analysis of electronic reforms in Estonia, Bulgaria and Romania "Foundation" European Liberal Forum "part" E-Governance in Romania "by Costel Stavarake. More details about the study - in section 1.5 Previous studies

- improve e-governance by introducing online public services.

Key institutions in the development of e-government in Romania Ministry of Communications and Information Society (MCSI) and the Agency for Digital Program of Romania (AADR) - a government agency, coordinated by the office of Prime Minister.

More about the institutional framework of e-government in Romania - in section 1.3.2 of this strategy.

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1.2 Needs Analysis application of electronic services and ensuring transparency in public decisions

Latest data currently on the needs of users (individuals, organizations, companies) to implement electronic services and personal attitudes about their use have been identified by the above-cited study of "Gallup International". according to himonly about 5 percent of adult Bulgarians, or about 250,000 people prefer to interact electronically with the administration, the majority of them are aged between 25 and 36 years, with higher education and with more favorable life perspective. Over 80 percent of adult Bulgarians still prefer contact "over the counter" with different administrations.

About 14 per cent (about 750,000) of citizens have used eGovernment services in 2017, the majority of them gave a positive assessment. While nearly 70% of respondents say they do not use or intend to use different means of electronic identification (incl. PIN runway qualified electronic signature or other) for administrative services and personal needs. About a third of Bulgarians recognize the need for identification electronically. Less than 4 percent of them, however, use the means of e-identification with the highest security, which is the qualified electronic signature. Nearly 15% of respondents prefer to use a universal means of electronic identification.

Over the past 12 months nearly 80% of Bulgarians are looking for any information or administrative services online. About 22 per cent of Bulgarians are turning to administrations under duress and seek information from the NRA, local taxes, health and pension insurance, maternity benefits. Below 3% is the total proportion of active Bulgarian seeking information related to the protection of their rights, culture, tourism and recreation.

Messages of the main goals of e-government have reached the public, but expectations remain modest, the study said. Nearly 80 percent of respondents

are optimistic that will no longer need paper documents, 75 percent believe that the administrative services will rather improve. About 60 percent are optimistic that the objective of reducing the administrative burden on business will be realized, and nearly 50 percent are convinced of the full implementation of the so-called. "Official start" of institutions. Poll, however, expressed skepticism that official corruption will decrease as a result of the implementation of policies for e-governance. Public opinion is divided regarding the possibility of introducing electronic remote voting (on the Internet).

Misuse of personal data (over 44 percent) is the leading risk for citizens to use e-government, and nearly 25 percent are worried about malicious intrusions and hacker attacks. Interoperability and reduce administrative burdens are listed as subjects of the highest importance, show more details of "Gallup International".

The title survey has national representation and although not stated explicitly, it probably refers to most services provided by the central government. While the focus of the project "Development of an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria - Romania - BG-RO E-GoverNet" (referred to as E-GoverNet) is on the regional aspect of problem (municipal and regional administrations in Bulgaria, as well as municipal and district administrations in Romania), as well as on the cross-border aspect, which is not defined or discussed almost nowhere in the documents and in practices in both countries. The concept of European cross-border cooperation

The project E-GoverNet an aim to establish what are their supply of electronic services, and what is the assessment of the transparency of decisions taken by a survey among citizens, NGOs, business and the administrations in the

border region[12]. It examined the assessment of affordability and satisfaction provided administrative services. Respondents clearly define its desire to modernize the processes of administrative services. Over 70% of them are satisfied with the information resource that can be used by websites of local and regional administrations - in most cases they define the information available as hard to understand. Surveys show that websites are underutilized as a channel for information and administrative services. Most recommendations that respondents do the work of the websites are improving their functionality and the ability to provide electronic administrative services.

The survey shows that 89% of the population would use e-government services, 68% of them believe that all the administrative services of local / regional authorities must be available in electronic form. Even in the presence of electronic administrative services for the same is not sufficient information about their consuming. Over 74% of respondents said that in the event of a question or ambiguity in the use of online administrative service sites not sufficient clarification that would guide users.

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[12] Under the contract "Research and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania"

1.3 Analysis of the National Strategic and framework

1.3.1 In Bulgaria

Bulgaria currently has several national strategic documents concerning the introduction of e-government and the provision of adequate and transparent services to citizens, organizations and businesses.

First we should mention the strategy for development of e-government of the Republic of Bulgaria 2014 - 2020 year and adjoining roadmap for implementation. Her presence, as well as the amended Law on e-Governance is estimated by government sources as a supportive environment for e-government, because they are formulated strategic priorities, set objectives and are shown ways to achieve them.

The very strategy ES analyzes the current legal framework in the field of eGovernment (Law on Electronic Governance, Law on Electronic Document and Electronic Signature Act, the Commercial Register Act on Electronic Commerce Act, Data Protection Act, register Bulstat etc.) And reached findings that overall regulatory framework is stimulating conventional processes "on paper" and limiting e-government. By itself, the text of Strategy ES defines the political will for the development of e-government in Bulgaria, but also provides clarity on the political (self-) evaluation of the achievements and shortcomings in the implementation of e-government services through the actions of a series of governments since 2001 year before. As a strong strategy indicates the existence of regulations - laws and regulations; equipment available at the center, judicial and local administrations; available websites of public institutions; implemented training of civil servants to acquire IT skills; availability of good practices in the Bulgarian regional and municipal administrations, establish a national portal to

spatial data and one portal for electronic administrative services; existing institutions to implement the strategy.

In addition roadmap for implementation of the Strategy for the development of e-government in Bulgaria for the period 2016 - 2020 years (referred to as the Roadmap) defines in detail the ways to achieve strategic goals in two stages: the period 2016-2017 out with specific short-term projects and information about the time, budget, source and accountable institutions; period 2017-2020, with a more general description upgrade interventions.

Strategic priority for the implementation of e-government are and the National Program for Development "Bulgaria 2020", namely: Priority 6.4 "Administration oriented consumers," impact area "Development of eGovernment and public sector services" - contains 11 measures. The three-year action plan to the program for the period 2017 - 2019, HAVE reported progress on measures of that priority 6.4 for the period 2016-2018 year.

Another major document directly related to the study subject's basic model of complex administrative services (hereinafter CAO), which indicates progress because of the established methodology for CAO (adopted by the Council of Ministers in 2013).

Not least in the analysis of the regulatory framework must be pointed adopted Law on Electronic Identification (2016) and the Regulations thereto, which unifies the manner of authentication of citizens on the Internet (for comparison: the Czech Republic adopts such a law in 2003 .)

The institutional framework for the development of e-government is guaranteed by established in 2016 State Agency "Electronic control" functions of issuing, enforcing and monitoring of policies, rules and practices in the field of e-governance, strategic planning and initiatives, budget programming and control, coordination of sectoral policies and sectoral and interagency projects. Function agency also maintain centralized registers for the needs of eGovernment other

centralized records public and private cloud network of public administration. The agency implements the state policy in the following areas:

- Electronic control;

- Electronic Certification Services;

- Electronic identification;

- Network and Information Security;

- Infrastructure for spatial information;

- Public sector information in an open format readable by machine.

Strategy ES indicate the reasons for the optimistic scenario in the development of e-government in Bulgaria by the availability of funding under the Operational Program "Good Governance" and the Program for Rural Development, as well as the dynamic pace of development of ICT, which will lead to new solutions in problem areas.

Detailed review of strategic documents dealing with the issue of e-government in Bulgaria shows that defined their weaknesses process at times exceed the identified strengths.

Strategy ES that the current legislation does not address the optimization of processes in the administration that there are regulatory issues determined to use the Electronic Document and Electronic Signature in the judiciary. There is no unified common to the whole administration system for organizing and managing the processes lacking universal electronic identity (different institutions provide different codes) and interoperability in administration, leading to default on commitments for interoperability with electronic systems in the EU and beyond. Currently not met the principle of "official start", which consists of a collection and reuse information from the administrations of different types and at different levels.

The analysis of the Roadmap to the strategy was made in four areas: identification of citizens, computerization of administrative services, usability of electronic services interoperability. Based on statistics, review of regulatory

documents and reports of projects in these four areas are listed called. challenges in essence are missing, defaults, uncoordinated actions, restrictions, obstacles - in other words roadmap defines the problems caused by current (non) actions in the field of eGovernment.

Many problems stand out and review the three-year program to strategy "Bulgaria 2020" for the period 2017-2019, the paper identifies the problems of political and institutional level: there is no clear political decision for Bulgaria's participation in projects funded by the Connecting Europe field of telecommunications; the reluctance of some institutions to provide access to other data stored; insufficient competent and trained employees in the administrations responsible for the digital flow of information; necessary in the short term (until 2018) to implement a technical solution to a national scheme for electronic identification and to revise the information systems of government bodies providing electronic administrative services.

Three-year program also gives detailed information on facts and figures relating to the availability and partial or complete lack of funds on the measures envisaged for the period 2017-2019 were not provided funds for measures: Build an effective management system and real functioning of e-government (requires 5 million. lev) included in the electronic data exchange between EU countries (10 million. lev) Switching entirely to electronic registers and registration procedure (10 mln. Levs) Providing comprehensive electronic administrative services (6 million. l in). Partially secured funds measures: Development and implementation of a unified information model in administrations (provided 8.4 of 13 million. Lev) Maintenance of communications connectivity to all administrations (provided 36.4 million. 303 million. Lev) , Achieve "related administration" (provided 2.6 of 14 million. Lev) Introduction of advanced solutions to optimize the information and communication resources via remote access to shared resources. including data centers in public administration (1.2 provided 10 million. lev)

The basic model of complex administrative services also contains a detailed analysis of the development of e-government in Bulgaria. The document notes that the administrations constantly require citizens to provide them with information that is already available in other administrations, ie principle "official start" is not entered. It is also claimed that mOdell "one stop shop" is not sufficiently developed, although it introduces a long time, and 85% of the administrations claim that it applied, but examination of the practice shows that it is a basic level. Lack of coordination and integration between the various administrations - each providing its own services; there is lack of interest of the administration to service quality. There is excessive centralization, nor a service of the central administration can not be claimed by the municipal administration. Not available joint services administrations such as "episode of Life" and "business event". The document assesses the degree of implementation of electronic services to the poor (30%), as it's mainly about access to forms and electronic documents or transactions in a very small extent (5%). In summary document concludes

The above documents and not only they, focus on model "top down", which is applied in other countries, whose experience has been studied to be applied in Bulgaria. But based on a survey among 51 regional administrations[13]in the Bulgarian part of the border region Romania - Bulgaria reached the finding that this approach does not take into account the level and specificity of local administrations. In this context, one of the recommendations of the study is not disputed the applicability of the model of centralized introduction of e-governance in all local administrations to achieve fairly evenly matched in terms of both technological capabilities, administrative capacity and channels for providing administrative services. Among other positive consequences leveling it

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[13] Under the contract "Research and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania"

will be a prerequisite for the development of e-governance in a transboundary context - for example, if the model were probed in a municipal administration at a similar level of technological capabilities,

1.3.2 In Romania

This legislative framework that governs the implementation of development policies and implementation of e-governance in Romania includes:

• Government Decision №. 271/2013 for the approval of the Romanian strategy for cyber security and action plan for the introduction of a national system for cyber-security. The objectives of the strategy include:

Create conceptual and organizational framework for action necessary to ensure cyber-security;

- Development of national capacity for risk management in the field of cyber security and national program for the reaction of cyber incidents;
- Promote and strengthen a culture of cyber-security in Romania;
- Development of international cooperation in the field of cyber security.

• Government Decision №. 1085/2003, which requires public agencies to register with the National Electronic System (www.e-guvernare.ro) and public services become available through the system. These measures contribute to ensuring transparency and at the same time preventing corruption.

• Government Decision №. 49/2009 on the freedom of establishment and provision of electronic services in Romania.

• Government Decision №. 139/2010 on the establishment, organization and functioning of the National Center for Supercomputing Applications in order to establish him as a specialized body of central public administration, legal

entity subject to the Ministry of Communications and Information Society, which seeks to modernize services and information systems of public administration.

• Government Decision №. 922/2010 on the organization and functioning of the single point of contact to regulate the operation of the Protocol (https://edirect.e-guvernare.ro/SitePages/landingpage.aspx). Single point of contact is designed and created to facilitate online interaction between public institutions and service providers in Romania. The platform contains six main sections of citizens (taxes, consumer protection, employment, construction, family) and section 6 of businesses (work, fiscal rules, transportation, start a business, public services, communications).

Currently, however, when visiting the "Local taxes and fees" in the single contact point, users have access to only 2 procedures in Giurgiu County, one county Teleorman, 1 procedure in Olt county, two procedures in Dolj county, 5 treatments County Constanta, 2 procedures in Mehedinti county, and none of Calarasi County[14].

• Law № 135/2007 for archiving documents in electronic format to create a legal regime applicable to the creation, storage, consulting and use of documents of public administration to be archived or stored in electronic format.

• Government Decision №. 1235/2010 for approval to establish a national system for electronic payment of taxes using a bank card and by Decision №. 95/2011 approving the methodological norms on the national system for electronic payment of taxes using a bank card. Based on these rules was developed online system through which citizens and businesses can consult and pay online taxes to local and central budgets and other public agencies.

• Law № 455/2001 on electronic signature and Government Decision №. 1259/2001 approving the technical and methodological norms for the implementation of Law № 455/2001 on - two documents aimed at regulating the

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[14] The survey was conducted only counties in the border region Romania - Bulgaria
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legal status of electronic documents. The provisions provide electronic signatures the same legal status as a written signature. This effectively puts electronic and printed data on the same level and allows electronic data to be accepted as evidence in court in case of dispute. Ministry of Communications and Information Society (MCSI) is the body responsible for the regulation of electronic signatures. №.54 by order of the Minister of Communications and Information Society is defined and approval procedure, deposition and withdrawal of accreditation of certification service providers (11.03.2005 years).

• Law № 589/2005 on the legal status of electronic notarization and Decree №. 500/2009 to clarify the technical and methodological application of that law to establish the legal regime applicable to electronic notarial acts.

• Law № 544/2001 on free access to information of public interest, which allows any citizen to request information from government bodies and state-owned companies. The authorities must respond within 10 days. There is the possibility of imposing penalties on employees who refuse to provide the requested information. Administrations should also publish diverse and comprehensive information about their structures and activities, including a register of "documents of public interest."

• Legislation eProcurement, including: Government Emergency Ordinance №. 34/2006 on the award of public contracts, construction contracts and service contracts under the two EC Directives on electronic public procurement (2004/17 / EC and 2004/18 / EC); Law № 337/2006 for amendments and supplements to the Government Emergency Ordinance № 34/2006; Government Decision №. 1660/2006 to facilitate the introduction of technical means for contracting authorities and to implement fully electronic, open tendering procedures; Decree № decision. 94/2007 introducing important changes to the existing legal framework for electronic public procurement; Government Decision №. 198/2008, which stipulates that by 2008 each public procurement contracting

authority is obliged to use e-procurement for at least 20% of the total sum available for tendering procedures, incl. direct negotiations, for the year.

Romanian online platforms designed to facilitate access to public services, which will be discussed briefly in this section are:

- ✓ Ghiseul.ro
- ✓ edirect.e-guvernare.ro
- ✓ e-licitatie.ro

Ghiseul.ro(Pronounced as stop and have the same meaning) is an online platform where users can pay their obligations to the state through their bank card. This is a national system that allows online payment of fines, taxes and operated by the National Center for Management of Information Society. Using this system does not lead to additional fees charged by banks for citizens who are paid from the state budget. According portal www.ghișeul.ro SNEP (national electronic system of online payment of taxes and fees by bank card) offers two payment options, one based payment authentication and a payment without authentication. In the section for payment authentication data is required for access - username and password that citizens receive from the City Hall area which are taxpayers. To meet its obligations, the taxpayer is registered in the system introduces a username and password and choose the type of payment to the public authority. Then, to make payment, the taxpayer must choose the obligation to pay to enter the amount you wish to pay, confirm acceptance of the terms and conditions offered by SNEP services and confirm the payment. Finally citizen enter bank card and authorizes payment. After the transaction SNEP issued to the taxpayer proof of payment number, date of payment (the date of settlement of the transaction), personal numeric code (or u introduces a username and password and choose the type of payment to the public authority. Then, to make payment, the taxpayer must choose the obligation to pay to enter the amount you wish to pay, confirm acceptance of the terms and conditions offered by SNEP services and confirm the payment. Finally citizen enter bank

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At the same time there is a possibility the taxpayer to perform electronic payment system without authentication. In this case, however, no consultation in real time on payment obligations and transaction history. Therefore can only pay taxes, the amount of which is known to taxpayers. Ghiseul.ro system currently available in nearly 100 municipalities in Romania compared to 96 at the end of last year, but some municipalities continue to maintain its payment platform (used for payment of local taxes), although the procedures are more cumbersome

than in SNEP. The taxpayer needs a username and password obtained by filling the registration forms to be submitted to the municipal register. Subsequently, the taxpayer receives the necessary data to access his account.

The reports for the first quarter of 2011 the number of users (+ 260%), transactions (+ 215%) and payments (+ 258%) increased significantly compared to the same period last year. Between January and March 2017 ghiseul.ro registered 78,161 new users. The number of transactions increased by 215% compared to the first three months of 2016 the value of transactions also increased by 258% in the first quarter of 2017 compared to the same quarter of 2016.

Edirect.e-guvernare.ro- by the Romanian platform single point of contact (below the English abbreviation PCU), re-launched in 2016, any person is able to find updated information on public service and direct access to documents needed to obtain service from the authorities . Citizens can even, in certain situations, to submit direct requests and documents without going to the counters. PCU is an Internet platform developed by public administrations, which publishes information and sample forms or applications for all kinds of public services.

Those who are interested in specific public service - for example, getting a building permit or removal - can understand the details of the procedure for obtaining this document through the website of the PCU. Users can find out where to apply for obtaining the public service, for how long will be issued documents by the authority, what are the necessary documents and the same so what are the regulations governing the public service. The platform allows search services activity areas (agriculture, health and social assistance, real estate, education, etc.). Some ministries have taken the necessary steps to allow the user to send the required documents by the platform, which means

Those who are interested in how to find a company in Romania, can go to the section "Creating a business." PCU also allows anyone to create an account on the platform, so to monitor in real time all actions - they receive notifications,

acknowledge receipt of documents, deadlines, etc., ie platform provides interaction between citizens and institutions. Those who wish to file a complaint may do so in the "petition" where then can track the resolutions of the Agency for digital program in Romania (AADR).

Citizens and businesses most frequently complained that detect incomplete or outdated information on public services at the sites of public institutions; often they do not even know to which authority to turn on the service. The contribution of the single contact point is that brings together information and documents from all authorities registered on the platform.

e-licitatie.roor SEAP is the Romanian electronic platform that ensures transparency in procedures for the award of public contracts. Through the platform, managed by the Agency for digital program in Romania (AADR), public authorities purchase goods and services required for carrying out their activities. Since the platform is used as entities that publish their procurement notices and bidders wishing to participate in public tenders in order to obtain contracts for execution. By 2018 the proportion of contracts for procurement electronically should reach 100% (by platform SEAP or equivalent).

Contracts for procurement with an estimated value exceeding a certain threshold by law, the contracting authority must publish a notice of intent to participate notice and request for bids. The contracting authority can directly purchase the product, works or services if the estimated value of the acquisition (excluding VAT) is less than: 132 519 lei for products and services; 441 730 lei in case of construction[15].

Procedures for procurement, which can be found in the SEAP, include: open procedure, restricted procedure, calls for tenders, contracts based on catalog. Contracting authorities choose how to acquire goods or services and placed in SEAP following messages: messages of intent; notices of participation;

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contests solutions; franchising; reports of market consultations; calls for tenders or simplified procedures; direct purchase; public-private partnerships; plans to purchase.

Public administrations publish their plans for acquiring and results, as well as details on the procedures. Every public authority shall publish in SEAP annual plan for the acquisition at the beginning of each year and update it continuously. Tenderers can track ads and submit tender bids when they meet the requirements; or may be involved in direct purchase through an electronic catalog, which publish their list prices of its products or services. All papers published in the electronic procurement system by both public authorities and tenderers must be worn electronic signature (in accordance with Government Decision № 801/2011).

A study of 2014 among 162 users reaches the following summary results:

• 8% of respondents say that the platform e-licitatie.ro no flaws and they are satisfied with its functioning;

• 7% had no opinion;

• 85% of respondents indicated that they had problems with the platform.

Users are mostly dissatisfied with the following disadvantages of SEAP:

🞣 Technical problems - 30%

The most common shortcomings include the freezing of the application configuration profiles, depending on the email address publishing information with diacritical means cumbersome download documentation - especially the technical, search option does not work properly, the user interface is not good, the system it is compatible with certain browsers; and especially servers that host SEAP, lack the capacity to support large numbers of concurrent users,

🞣 Bureaucracy and lack of transparency of information (freedom of information) - 40%

At the beginning e-licitatie.ro system is designed and structured as a free and transparent service for all users. Over time introduced user charges that inevitably lead to violations of the principle of unrestricted access to public information. The decision of public authorities to apply charges for all activities within the system creates a lack of transparency and increased bureaucracy.

✚ Issues related to consumer confidence in the system - 15%

Consumer confidence in the effectiveness and proper functioning of the system is still low, the main charge consumers is that the platform SEAP is unpredictable. Their trust is also influenced by the large number of corruption cases to registered public procurement and clumsy solve their complaints.

Other sites contributing to e-governance in Romania

www.de-clic.ro- Platform for Citizen Participation, which aims to facilitate the drafting of petitions. So far, over half a million citizens have signed a petition, the most numerous (about 150,000) are participants in the petition against the National Ombudsman.

www.civicalert.ro, www.domnuleprimar.ro - examples of platforms that bring civil signals about problems at the municipal level and send them to the responsible authorities.

www.factual.ro - a platform similar to American Truth-o-meter, which checks the facts of political statements.

www.piatadespaga.ro (Literal translation - market for bribes) - a platform where people share how they interact with the authorities.

www.inspectorulpadurii.ro - Platform Greenpeace Romania, where citizens can report illegal logging.

www.issuemonitoring.ro- platform set up on the project, which now operates on the principle of social enterprise. Presents its subscribers with

updated information in Romanian and English of Procedure, incl. debates in committees adopted laws and others.

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1.4 Analysis of the overall picture, incl. affected individuals and organizations

No information on how the document Basic Model of complex administrative services had concluded about 30% electronic access to forms and 5% processing and transactions (the numbers cited in the previous section), but presumably the data is more for the services of central administrations that the vast majority of administrative services in Bulgaria. At the end of 2017 they are distributed as follows[16]:

• Services provided by the central government - 2214 pcs .;

• Services provided by specialized territorial administrations - 170 pcs .;

• Services provided by the regional administrations - 31 pcs .;

• Services provided by municipal administrations - 164 pcs .;

• Services provided by all administrations - 5 pcs .;

In the context Bulgarian national strategy for development of electronic services indicates four areas of communication in the provision of services within which to define and interested (involved) parties:

• Administration - citizens (qualitative changes in terms of communication and provision of services). Some researchers of the topic definition and offer a subset of voters[17];

• Administration - Business (optimization of business relations between the administration and the various economic operators). Detailed definition of this type of stakeholders is subject to numerous comprehensive studies[18];

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[16] According to information in the Integrated Information System for Public Administration (IISDA), delivered a summary report of the order "Investigation and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania"

[17] S. Jain Palvia, S. Sharma (2007): "E-Government and E-Governance: Definitions / Domain Framework and Status around the World", International Conference on E-Governance, available at http://csi-sigegov.orgwww.csi-sigegov.org/1/1_369.pdf

[18] For example, M. Moon (2002): "The Evolution of E-Government among Municipalities: Rhetoric or Reality", Public Administration Review

- Administration - Administration (effective interaction between the administrative structures nationally and internationally);
- Administration - employees (supporting internal efficiency and effectiveness).

In the cross-border context of this strategy directions of communication and stakeholders should be specified as follows:

- Administration - units (units territorial directorates, etc.) of central public institutions, regional administrations, district administrations, municipal administrations;
- citizens - residents of the areas in Bulgaria and Romania in counties within the border region, incl. citizens born in that area who have moved to live elsewhere and third-country nationals resident in the region;
- business - companies registered in that border region Romania - Bulgaria, incl. companies of third countries registered in the region, companies or nationals of one country, registered in another.

1.5 Previous studies

1.5.1 Survey of the European Commission

In 2015 the European Commission gave comparative data on the development of eGovernment in EU countries disclosed in Bulgarian media[19]. The comparative analysis shows thatBulgaria and Romania are at the bottom of the rankings eGovernment in the European Union. According to the European Commission only 13% of Bulgarian Internet users made online documents to state authorities at an average 33% for Member States, and the rate for Romania is two times smaller.

Source: econ.bg

Bulgaria is far below the EU average in the number of online recipes sent from GPs to pharmacists. In our country, only 4.6 percent of physicians use this alternative at an average 27 per cent across the EU.

However, EC data show that Bulgaria is ahead of a significant number of Member States in terms of percentage of households in rural areas that use high speed internet. This criterion country reported 26% in average only 18% of all Member States.

Bulgaria is also above the EU average in terms of all households use high-speed Internet. In our coverage reaches 68% of them, throughout the Union share is 62%. Romania yielded little result on the Bulgarian but also shows the percentage above the EU average.

Source: econ.bg

The study of the European Commission shows that a small part of Bulgarian consumers have the basic skills to use digital technologies, including sending electronic messages, installation of programs and devices using word processors, etc. Literate in this respect in Bulgaria are 34 percent of the population

at twice the EU (average for all Member States). In addition, Bulgaria 37 percent are persons who have never used the Internet, with an average of 18 percent for the EU.

1.5.2 UN report

The strategy for the development of electronic services in the Republic of Bulgaria 2014-2020 cites UN report[20]the status of e-government in the world "E-Government Survey 2012" entitled "E-government for the people", which analyzes the performance of 190 countries. Stands are finding that e-governance to undergo active countries with a high level of economic development.

According to the index for developing eGovernment mentioned in the UN report, Bulgaria occupies 60th place, with only the last 2 yearsyielded 16 seats. This is due to greater dynamism in the development of other countries. Estimates for Bulgaria in all indicators (online services, telecommunications infrastructure and human capital) are lower than average for the region. It is significant that all countries in the top 20 rankings actively invest in their national systems for e-governance as a practical follow the same model and get a result so called. one-stop portal, or gateway-type "one-stop-shop" - a major criterion for the development of online e-government services.

In Bulgaria's progress in the development of e-governance is mainly associated with the development and upgrade elements of infrastructure and basic systems and equipment central, judiciary and local administration with information and communication technologies (ICT), availability of websites and services offered through them information and electronic services, and large-scale training of civil servants in IT skills.

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[20] https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2016

At last the time (January 2018) published UN report on the development of e-government in 2016, we find the following data summarized here below in a table that allows for comparison between Bulgaria and Romania on the one hand as lagging in the process of European countries and Estonia as one of the most developed countries in the world in the field of digital control, which started the process of NK almost parallel with Bulgaria and Romania. The table applications and data driver in the world ranking implementation of eGovernment UK.

E-Government Development Index

	Bulgaria	Romania	Estonia	UK
Rank	52	75	13	1
EGDI level	High	High	Very High	Very High
EGDI	.6376	.5611	.8334	.9193
Online Service Component	.5652	.4565	.8913	1.0000
Telecommunication Infrastructure Component	.5602	.4533	.7329	.8177
Human Capital Component	.7875	.7736	.8761	.9402

The study is based on a specific methodology based on components online services - operation of websites of administrations, availability of information, the possibility of transactions in real time; Component telecommunications infrastructure - technology such as the number, type and rate of use; components of human capital - technological literacy of the population.

UN report presents indexing by another key indicator "e-participation" - by which to measure the influence of society on the decisions of public life. It provides information about the quality and usefulness of services provided by

public institutions to citizens in order to effectively attract the process of policy formulation. The index takes into account the following three phases: an information - use of electronic channels to increase citizens' access to public information; e-consultation - involving citizens electronically to contribute to public policies and services; E-decision making - empowering citizens as co policymakers and jointly developing components Services

The table below allows comparison of this indicator again between Bulgaria, Romania, Estonia and the UK.

E-Participation Index (EPI) and its utilisation by stages

	Bulgaria	Romania	Estonia	UK
Rank	43	60	22	1
EPI	.6949	.6271	.8136	100
Total%	70	63.3	81.7	100
Stage 1%	76.6	70.6	94.1	100
Stage 2%	78.9	57.9	89.5	100
Stage 3%	14.3	42.9	0	100

1.5.3 Survey "Gallup International"

The results of the survey with the subject "Establishment of public attitudes regarding the nature, objectives, key priorities and expected results of e-government in Bulgaria" are disclosed in the final days of 2017. It was carried out by "Gallup International" commissioned by the State Agency "Electronic Governance" (DAEU).

Despite widespread disclosure of the aforementioned documents and longstanding communicating the intentions of the different governments for the development of e-governance issue reaches Bulgarian citizens as information, but apparently not awaken feelings of trust and security - this is one of the conclusions in the most new poll at the time. The results are disclosed In the last days of 2017.

Nearly one third of those polled (29 percent) believe that the presence (or absence) of will and desire of the government and politicians is a key condition for the implementation of e-governance in Bulgaria and only 2 per cent highlighted funding as the leading factor. Personal will rather than the presence or absence of resources and conjunctural environment as citizens is a leading factor in terms of overall government policy on e-governance. Edna third of respondents can not judge what is important to place a working e-governance in Bulgaria. Equal share of 7% of respondents identified as factors leading digital skills of citizens and business and legal framework.

The study shows that only about 5 percent of adult Bulgarians prefer to interact electronically with the administration, the majority of them are aged between 25 and 36 years, with higher education and with more favorable life perspective. Over 80 percent of adult Bulgarians still prefer contact "over the counter" with different administrations.

The survey of public attitudes covers priority for e-governance topics, among which are expected by the citizens results of e-government in Bulgaria, the use of electronic administrative services, the preferred means of electronic identification of users of administrative services.

About 14 percent of citizens have used eGovernment services with varying frequency over the past year, the majority of them assessed positively the quality of these services. While nearly 70% of respondents say they do not use or intend to use different means of electronic identification (incl. PIN runway qualified

electronic signature or other) for administrative services and personal needs. About a third of Bulgarians recognize the need for identification electronically. Less than 4 percent of them, however, use the means of e-identification with the highest security, which is the qualified electronic signature. Nearly 15% of respondents prefer to use a universal means of electronic identification.

Over the past 12 months nearly 80% of Bulgarians are looking for any information or administrative services online on the websites of state institutions at all levels, according to another survey data. Active about 22 per cent of Bulgarians are turning to the administrations rather under duress and seek information and services related to various obligations administrations, including the NRA, local taxes, health and pension insurance, maternity benefits. Below 3% is the total proportion of active Bulgarian seeking information related to the protection of their rights, culture, tourism and recreation.

The main objectives of e-government are aware of society and it is willing to give credit for the realization of the policy for introduction of e-governance. While expectations remain modest, the study said.

Most Bulgarians prioritize relief for citizens before those of business and the administrations themselves. Nearly 80 percent of respondents are optimistic that will no longer need paper documents, 75 percent believe that the administrative services will rather improve. About 60 percent are optimistic that the objective of reducing the administrative burden on business will be realized, and nearly 50 percent are convinced of the full implementation of the so-called. "Official start" of institutions. However, there is skepticism that official corruption will decrease as a result of the implementation of policies for e-governance. Public opinion is divided regarding the possibility of introducing electronic remote voting by Internet.

Only 2 percent of citizens believe that the funding is leading factor for the realization of e-government in Bulgaria, while nearly a third of Bulgarians (29

per cent) believe that having a will and desire of the government and politicians is essential for this. Another third of respondents, however, can not decide what is important to place a working e-governance in Bulgaria. Citizens reported as the leading factor in terms of overall government policy on e-governance personal will rather than the presence or absence of resources and conjunctural environment. 7% of respondents identified as factors leading digital skills of citizens and business and legal framework.

Misuse of personal data (over 44 percent) is the leading risk for citizens to use the benefits of e-governance, according to another survey data. Nearly 25 percent are worried about malicious intrusions and hacker attacks.

1.5.4 Analysis of the Bulgarian Industrial Association

Neoptimistichni new data on developments in Bulgaria exported Bulgarian Industrial Association[21]at the end of 2017 through a table with a comparative analysis between processes, facts and results in the field of e-governance in Bulgaria and Estonia - two European countries that begins a process almost at the same time and achieve radically different results. The publication of the BIA, based on official sources, concludes that Bulgaria has so far spent about 1 bln. Euro in Estonia from the beginning to the effective start of e-government invested about 25 mln. Euros.In fact, neither Bulgaria nor Estonia has an accurate summary information about the total cost of building e-government. BIA held that according to the reports on Bulgaria the average annual costs are between 100 and 150 million. Lev (incl. National and European funding), ie for 15 years, spent about 2 billion. lev (1 bln. euro), and this has no existing e-government. Estonia

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[21] www.bia-bg.com/news/view/23682/

BIA recognizes that unless the sum to start (about 25 mln. Euros) then the budget for maintenance of state electronic systems is between 15 and 50 million. Per year (according to various sources). The analysis of the House reconciliation of amounts covers the initial level of readiness, but it is clear that in Estonia the cost of building and maintaining working e-government does not exceed the cost of non-working Bulgarian e-government.

Because in the latest Bulgarian documents declaring readiness to adapt the best examples in the world (Estonia, Austria), it is appropriate in this report to present comparative table of BIA for Bulgaria and Estonia (with minor cuts) illustrating the similarities and differences in the processes of administration and development of e-government in both countries.

EGovernment in Bulgaria and Estonia

BULGARIA	ESTONIA
2002 .:is adoptedE-Government Strategy. 2011 .: It was decided to implement the Estonian model of e-government and was established Tip eGovernment	1999 .:Started buildinge-government. In 2001 it was presented the Estonian national identity card with embedded electronic identification that allows a citizen to all electronic services incl. these banks and utilities. With their ID cards, Estonians can even pay parking tickets or public transport. In need of emergency electronic card gives access to the medical team to the electronic health record of the victim with all health

	information about him - medical history, prescriptions, X-rays, etc. Every owner of alektronna ID card gets official email address in the formfirstname.lastname@eesti.ee - for official communication with state and is referred to as "officially electronic residence" citizen.
2002-2016 g .:Total spent on e-governance 1 billion. Isuro	Until the effective start spent about 25 million. Euros, of which 70% are for hardware. Used almost exclusively free software open source.
2016 .: • Bulgarian administration proposed 2,900 electronic services, 87% of which are "primary" and only 13% are "complex"; • Only 19% of the administrations provide e-services; • Only 12% of organizations have specialized registers for providing e-services; • Every third Administrative Register (27%) is supported only on paper; • The number of printers in the civil	2016 .: • Estonian e-government brings together more than 900 information systems that offer over 5,000 e-services, most of which "complex"; • 86% of Estonian citizens have an electronic ID card, an administrative official and emailmate more than 56,000 companies and more than 300 000 citizens. • The whole territory of Estonia is

service grows almost triple the number of servers;

- 3% of the administrative structure does not accept electronically signed documents;
- 98% of requests for the use of e-services to five administrations: the Registry Agency; Geodesy, Cartography and Cadastre, the NRA, GLI and watered;
- 34% of Bulgarians do not use computers (at 8% for Estonia);
- 60% of Bulgarians use the Internet (87% in Estonia);
- Only 19% of Bulgarians are communicating online with the administration over the past 12 months.

covered with the possibility of special links and public Internet points. Officially registered more than 1,200 public WiFi networks;

- Since 2005, in all libraries, schools, universities, public buildings, parks and central areas of major cities have free internet access;
- Since 2007, needed only 15 minutes to establish a company on the Internet. The company is legalized within a few hours, and the developer can begin work the same day;
- 87.2% of the population uses the Internet;
- 86.2% of households have Internet access;
- 96.3% of people declare their income electronically;
- 98% of banking transactions in Estonia are carried out electronically, which leads to a sharp decline in the number of banking offices;
- Most notary services are provided on the Internet and all the necessary information as

	mortgages, taxes paid or criminal record certificate is available online; • Every year the Estonian administration spends two tons of paper.
2017 .: • Administration collects from citizens total 5985 types of documents or certificates to provide services; • 453 hours per year are needed for the average Bulgarian to prepare and pay taxes - nine times more than in Estonia; • 23 days are needed to start a business in Bulgaria; • 262 days are needed in Bulgaria for connection to the electricity grid - three times more than in Estonia; • 41 days are necessary in Bulgaria to receive an operating license - 2.5 times more than in Estonia; • 16% of your time Bulgarian managers devote to dealing with bureaucratic regulations - 2.4 times more than in Estonia; • Procedures to build a warehouse in	2017 .: To Estonian e-government function following key systems: 1. X-Road- an integrated information system data exchange and information (in real time) between government agencies and departments and between government and citizens, with more than 80 databases, integrating electronic resources of over 500 organizations and institutions. 2. ID card- identity card with an integrated chip that can be used to encrypt documents and to add an electronic signature. 3. Mobile ID- mobile ID card intended for use in an electronic environment. With Mobile-ID people have access to information

Bulgaria are almost two times more than those in Estonia;

- Half of Bulgarians have never ordered goods or services over the Internet;

- For issuing identity documents from abroad to wait three months (during the meeting of the Council of Ministers on 29 June this year, Foreign Minister E. Zaharieva informed that the electronic service for Bulgarians abroad, cost the country 500 000 lev, it is used only by two of its launch a year and a half because of the requirement for e-signature issued in Bulgaria);

- Estonia overtakes us by gross national income per capita export of ICT services and export of high-tech products, R & D expenditure as% of GDP and number of researchers 1 million. People in birth rates, employment (incl. Youth employment), etc., etc.

THE GOOD NEWS:State agency "Electronic government" launched on 11.29.2017, thethe electronic service. Now every Bulgarian can do a mailbox systems using their mobile phones as identification cards.

4. eSchool- Electronic school, which connects parents, students, teachers and school administrators by transmitting all school information. Parents have access to accurate real-time information on the progress of the child. eSchool provides valuable tools for application and training of students.

5. ePolice- electronic police. The police cars are equipped with a computer, internet access and devices that send information from the central communications center. Estonian citizens do not have to carry a driver's license, insurance and others. documents as they identify only with their ID with all necessary information.

6. eVoting- Electronic voting via the Internet. In the parliamentary elections of March 2007 on more than 90% of all Estonian voters were able to vote via the Internet.

7. eBanking- Internet banking, which allows bank customers to

server state and through it to obtain documents and electronic services. On this website administrations have to do profiles of its electronic services, citizens will be able to make a case for electronic service of documents. For this to happen, however, you must have eitherdigital signatureorpersonal code of NSSI.

complete all types of transactions with money remotely (from home, office or elsewhere).

8. eTax office- Tax Office. The system identifies individuals using the ID card, Mobile ID or eBanking. Filing tax returns online only takes a few minutes.

9. eResidency- Electronic staying. Estonia is the first country offering e-government identity that enables developers worldwide to create and manage location-independent business.

To encourage citizens to use e-government services have been introduced numerous financial incentives, the difference between online and offline prices is drastic. For example, electronic tickets for public transport are around 30% cheaper than paper. The same applies to online banking, payment of taxes and so on.

In the same survey Bulgarian Industrial Association quoted the latest international surveys and rankings in this area[22]And again correlates Bulgaria and Estonia.

Title of international investigation or rating	Rank Estonia	Rank Bulgaria
World Economic Forum:The Global Competitiveness Report 2016-2017(137 countries) onindicator "Public Institutions"*Estonia is in 22nd place, and Bulgaria - on 107th*	29	49
World Economic Forum:Global Information Technology Report 2016(139 countries) On the "Government use of ICT"[23] Estonia It ranks first in Europe and eighth among 139 countries included in the study, and BulgariaIt is in 102nd place in the global rankings and 36th in Europe (incl. non-EU countries)	22	69
World Economic Forum:Entrepreneurial Employee Activity and Competitiveness in Europe 2016**(28 countries)**	1	na
World Bank:Global ease of doing business index 2017**(190 countries)**	12	50

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[22]More details on the analysis of the BIA are set out in the previous section of this strategy - 1.4 Analysis of the overall picture, incl. affected individuals and organizations

[23] The "Government use 'gives an idea of the importance of governments to implement ICT policies for competitiveness and prosperity, and the efforts that they perform to realize their visions for the development of ICT and the number of government services that provide online

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Freedom Hous:Freedom on the Net 2017(65 countries)	1	na
Heritage foundation:Index of Economic Freedom[24](172 countries) Estonia ranks first in Europe and the leader of the second group of economies - "mostly free" and Bulgariain the middle of the third group - "moderately free"	6	47
European Commission:Digital Economy and Society Index (DESI) 2017(28 countries) Indicator e-governanceEstoniahas rank 1 andBulgaria- rank 25	9	27
Barclays Digital Development Index[25]	1	na

1.5.5 Analysis of the "European Liberal Forum"

The document entitled "Rediscovering Public Service for the 21st century. Comparative analysis of electronic reforms in Estonia, Bulgaria and Romania "(2016) is a research work of an international team of the" European Liberal

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[24] Countries are grouped into six levels of economic freedom: 1. Completely free economies, 2. mostly free, 3. moderately free, mostly unfree 4. 5. Suppressed 6. unfree

[25] Index Digital Agenda measured levels of digital skills among employees in 10 countries worldwide.

Forum "[26]Which examines the processes of implementation and operation of e-government in all three countries. In three separate section for each country are discussed environmental factors, the developments since the beginning of 2016, regulatory framework, technological conditions, the level of interaction between the administration and citizens / companies incl. Examples of services and terminals.

The analysis in the three countries was made in plain language without highly specialized technological terminology, normally blurs the issue by shifting the focus from political preconditions and political will to introduce e-governance.

Foremost among the factors favoring e-governance is set out the EU's role with all its mechanisms - supranational legislation and financial mechanisms. It stressed the paramount importance of political will and democratic understanding of public administration for its own role as an employee of the citizens that they strive to obtain effective services in the fastest and burdensome time and budget their way.

Highlighted is the role of technological progress - ishe European continent has the most broadband, with the largest number of Internet users per capita. But it is made explicit statement that the large-scale use of technology will promote, but does not automatically lead to the introduction of e-governance.

The study concludes that "in Bulgaria and Romania eGovernment to date is characterized by costly modest achievements, creating public awareness that e-government is an expensive luxury, accessible only to the rich countries of northern Europe. " Moreover it is not true (expensive initial investment pays off with big budget savings for the introduction of electronic services), this view shows again displaced center of the political agenda - the focus is on technical

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[26] http://www.liberalforum.eu/en/home.html

solutions rather than fundamental values of democracy, transparency, accountability , citizen participation and civil control.

Another study of the "European Liberal Forum" entitled "e-democracy and e-participation of citizens" (2017), also composed of an international team examined cases in several European countries - Austria, Croatia, Slovenia, and among them are also Romania and Bulgaria.

For Bulgaria, the study states that have not yet been carried synchronization of relations between the state and municipal administrations. Romania argued that the use of new technologies will be key to the low level of citizen participation.

1.5.6 A study of the Institute for Market Economics

Detailed information on the extent of introduction of electronic services in Bulgaria are in analysis municipalities and regions for the period 2012 - 2014 godina[27]Conducted by the Institute for Market Economics in a dedicated five-point scale[28]:

□ Level (1) of development - electronic services are not available or no data to provide such services;

□ Level (2) - provides information about public services electronically;

□ Level (3) - is available with electronic access to forms and documents;

□ Fourth level (4) - is possible electronic processing of forms and personal identification electronically;

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[27] ime.bg/bg/articles/bavnoto-razvitie-na-elektronnoto-upravlenie-v-bylgariya/
[28] Bulgaria formally adopted the four rock under the Ordinance for general requirements for information systems, electronic records and administrative services
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□ Fifth level (5) - it is possible to carry out transactions electronically, including electronic payment.

According to the analysis IME most Bulgarian municipalities of Level 1 data from their official annual reports. At the end of studies 3-year period 2012-2014[29]Municipalities at level 1 are 179, a level 4 and 5 - respectively 22 and 13. There is a movement of municipalities up the rock, but this happens very slowly. A more detailed interpretation of the data shows that municipalities in the bottom of the rankings are moving more slowly upward than municipalities in the upper levels of the scale. Are inevitable conclusions about the role of political will and prioritization process of e-governance.

Specifically for the border region becomes clear that the municipal administrations of the three areas (Vidin, Montana and Rousse) a negative change, while the other five levels rose. Highest level of introduction of electronic services shows the city of Varna, and the lowest - Vidin, followed by the regions of Ruse and Silistra. The information from the survey IME shows that the level of services provided electronically in the border region is developing at a different pace and largely reflects the processes occurring in the country in this field.

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[29] The study was made public in 2015

1.6 Best practices from other countries

Good examples from other countries are set out in numerous documents, analyzes, studies and articles on Bulgarian and Romanian languages - including Bulgarian strategy for the development of e-governance has dedicated an entire section to the practice in other countries.

The aim is not to find templates for direct transfer, which is impossible, but through examples to clarify the concept of e-governance as an essential component of the democratic process that collects the authorities and citizens and support informed participation in decision-making. The digital revolution has opened the horizons of new channels of communication, access to information, debate and participation, which is completely unknown to previous generations. The question is not a prerequisite technological and political will to implement it for the welfare of citizens.

With the same aim of this strategy involves two examples - from Sweden and Finland[30]. The accent is e-governance at local and regional level, as is the focus of the strategy.

1.6.1 Sweden

Sweden has a long tradition of democracy and transparency. For example - laws on freedom of information, with over 250 years of history, allow citizens access to most government data (with strictly defined exceptions).

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[30] According to information from "eDemocracy and eParticipation" - http://www.fnf-southeasteurope.org/blog/news/edemocracy-and-eparticipation-the-precious-first-steps-and-the-way-forward/

Municipalities as local authorities implement direct taxation, allowing them to form policies to local needs rather than national priorities. Municipalities are responsible for all the major issues affecting local residents and municipalities where citizens can influence decisions. In Sweden today there are 290 municipalities with an average of 16 000 inhabitants, the largest is Stockholm with nearly 900,000 inhabitants, and the smallest municipality - Bjurholm with about 2,500 inhabitants.

Sweden is a representative democracy, citizens vote for parties who can choose which ones to take up various electoral roles.

The country is one of the pioneers in introducing digital systems for administrative and other purposes. At the municipal level process began in the 70s of the last century and continues now that 93% have access to the internet and 67% use social media. There are 14.5 million subscribers to mobile services in population below 10 million.

SALAR (2007) is an organization to which all municipalities and county councils. It is coordinated by the Congress, it is composed of elected representatives of the municipalities and county councils. SALAR has the task of promoting citizen participation in municipal and district councils and to ensure that this participation will be reflected in the decisions and management. Between 2008 and 2011 SALAR receives support from the central government for the development of electronic tools for citizenship. A range of tools that can be visualized and budgets are discussed, and it is up to citizens panels and electronic proposals. The tools were developed open source supplied by companies developers, the market has many players that offer GIS and 3D approaches.

What is the role of digital solutions for the democratic process? For citizens to participate in governance and influence, they should be there are: a accurate information. Today websites of municipalities offer much information, but it is to say "departmental" written from the perspective of the administration.

There is always a risk municipality to be accused has hidden priorities and not fully transparent, so it should take appropriate measures be open to citizens who get up to all information and all process steps.

How is this done in Sweden by seeing examples of common nässjö[31].Discussing the budget is implemented through a special blog. Urban Development presented by GIS, 3D animations, etc. New technological capabilities allow visualization of possible solutions, and citizens can comment directly on the digital map. Today mainly the big cities have the skills and resources to fully exploit the technological possibilities, but the process is expanding and is expected to be extended to small villages.

SALAR demonstrates the benefits of electronic solutions that are available around the clock and ensure the participation of citizens who are unable to physically attend the meeting. The widespread use of the Internet provides new opportunities to disseminate information and increase participation. Sweden reports that have not yet reached a turning point when electronic solutions will be the primary means of communication with all local administration and citizens, but the process continues to expand. Today Sweden has about 25-30 municipalities and several county council, which offer opportunities for electronic submission of proposals or petitions. Approximately the same number of municipalities have introduced digital citizen panel. Several municipalities use electronic solutions for gathering and discussion of the proposed budget

All Swedish municipalities are present today on Facebook and many elected representatives are also active on social networks.

At the national level there is no legislation to require electronic control. For example, it is not possible to send e suggestions or electronic petitions of the Parliament of Sweden. Political parties are not willing to discuss policies outside

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[31] Municipality in Southern Sweden with a population of around 30 000 (December 2013)

the circle of its members, which according to them is enough. But today fewer people are choosing to become party members, the will of opening to the public increases.

The budget with the possibility of electronic participation creates greater transparency and involvement of citizens. In the example of nässjö from 2010 onwards the municipality is working to ensure that citizens of outlying towns and villages have the opportunity to influence the spending of the municipal budget. The goal is to get everyone equally influence over how money is spent - which is possible through e-governance.

At the beginning of the municipality began intensive cooperation with local civilian structures undertake to examine what are the needs in each community. They play an important role in setting priorities for spending for each village. The process is carried out difficult, but after a few years, many of those involved civil society representatives believe they have received great influence among the population.

The next step is to develop Blog budget with the possibility of electronic participation. The transition to this approach increases the ability of local residents to directly influence the budget. The process becomes more open and transparent. Local civic organizations are still actively involved - for example, they help in organizing events to discuss the process. But today, people can visit or not to visit these events, in both cases have the opportunity to influence the way of spending money.

How does this happen in practice? Today the process of budgeting allows anyone who lives and works in the local area, to submit proposals for how to use the money. Proposals are recruited directly into the network, by mail or local events. About half of the proposals submitted via the Internet. Once the proposal received, the municipality associated with the citizen to clarify the details and evaluate the necessary cost.

In order for the idea of a proposal to continue and become a formal proposal for a vote, it should be to improve the physical environment:

- o contribute to attractiveness, identity, security or the future development of the region;

- o creates a new meeting place in the area or improving an existing one;

- o It refers to a wide range of users;

- o its value is a maximum of 200 000 SEK (about 20,000 euros).

All proposals with their respective costs are picked up on the blog and plotted on a digital map with the location marker and detailed description. It is possible to trace the different phases of the submission of proposals to the final decision of the municipality on how to use the money.

The proposals are prioritized by every citizen in the region have the right to vote on three proposals. Voting takes place mainly on the website, but may by letter or face to face meetings. All options are applied in order to increase participation.

What are the results (up to 2016)?Were submitted 62 proposals in two areas of the municipality - the first included in the online participatory budgeting. With the expected level 25% participation of local residents average is 26%. In one of the regions participated 43%.

Some of the proposals to which people vote and work are new tracks for kickboxing and skateboarding, new playground, installing lighting of a local playground and create a park near the lake where many locals keep their boats.

During the period 2016-2020, the allocated 500 000 SEK to each region through the implementation of electronic participatory budgeting. Each resident district may submit proposals and vote on proposals submitted electronically. In

2016, citizens submitted 58 ideas for development, and in 2017 - 120 ideas, 50% of the ideas sent through the digital tool for budgeting.

1.6.2 Finland

Transparency, citizen participation and e-democracy are the subject of active development in Finland in recent decades. Examples are long-term development projects - for example, the project "Hear the Citizens" (2000-2005 AD), Government policy program for citizen participation (2003-2007 years) and joining the democratic Government Network (2007) as and the "Partnership for open government".

Political document approved by the State Council in 2010, Finland aims to be among the first ten countries in e-democracy to the end of the decade. In 2014 in a government declaration promoting openness, civil participation and e-democracy. The Government also allocates funds for strategic research to promote transparency and citizen participation.

It was later launched the action program of the Ministry of Finance for e-services and e-democracy (SADe). The purpose of the e to develop comprehensive electronic services for citizens, companies and authorities. The program is among the key projects of the government, 2011-2015

SADe program consists of eight projects selected based on their relevance, intersectoral collaboration, customer focus, quality and innovation. Purpose of a project led by the Ministry of Justice is to develop advanced tools for e-democracy. The project creates an instrument to stimulate civic initiatives and community initiatives, and electronic instruments to be used in legislative procedures and other consultation processes. Currently the project is developing

a national architecture for electronic services, facilitating the transfer of information between organizations and services

Finnish platform for e-democracy democracy.fi includes three services to launch initiatives (Citizens' Initiative, Local Initiatives, Youth Initiatives) as well as two consultative and discussion forums (Lausuntopalvelu.fi and Otakantaa.fi), and information resources.

civic initiatives

In 2012, Finland introduced a new form of civic participation at the state level, so-called. ECI. It requires amendment of the Finnish constitution, as it offers citizens the opportunity their initiative to be considered by the Finnish Parliament - provided that it is a legislative initiative (the new law, amendment or repeal of existing).

Recruiting signatures can be done online service maintained by the Ministry of Justice, which is presented in the autumn of 2012. The service is built on open source technology. Initiative as one that creates online and which collect statements of support online, always require electronic identification with a high degree of security. While gaining statements of support, they are confidential. The names of supporters can be published only after the Center for registration of the population has verified that the number of statements of support reaches the required minimum 50 000. The service is audited by the Finnish Communications Regulatory Authority.

So far, 18 civil initiatives pass the threshold of 50,000 signatures and submitted to parliament. One of them is approved by parliament and has started the process of amending certain laws. Electronic tools to collect citizens' initiative proved highly successful, averaging 200,000 visitors per month and more than 2 million signatures since its introduction. Organized over 600 civic initiatives that over 90% of the signatures of support are collected electronically. The reason for the popularity of the service is due to the social networks

Facebook and Twitter. Statistics show that about half the people entering the service through social media. If the media write about an initiative that gives an immediate boost participation.

Study how citizens perceive citizens 'initiative was held in 2014 85% of respondents believe they have raised important issues for public debate, 80% said that through citizens' initiative improves the functioning of Finnish democracy.

Local or youth initiatives

The independence of municipalities and strong local administration has a long history in the Nordic countries. In Finland, two-thirds of all public services provided by municipalities. Local government in Finland is protected by the Constitution. The activity of municipalities is governed by municipal law, which stipulates that they must provide residents the opportunity to participate in making decisions locally. Local councils must ensure that residents have the opportunity to influence the activities of the municipality - for example, by providing full information and facilitate ways of expressing opinions. Local issues usually are close to everyday, so expect people to be more interested in them.

Residents may submit initiatives on issues related to the activities of the municipality, as it happens in three ways:

• Residents initiatives submitted directly to local communities as individuals;

• If at least 2% of municipal residents who are entitled aloud, presented the initiative in a matter of municipal council, the council must take the initiative for consideration.

• 4% of the municipal population over 15 years may submit an initiative for municipal referendum.

And municipal law and the Law on Youth provide young people the right to participate in making decisions on issues that affect them.

Kuntalaisaloite.fi is an online tool for creating community initiatives and collecting signatures for them through which citizens can take online initiatives. It functions in a similar way as the citizens' initiative and is built on open source technologies. There are approximately 30 000 visitors a month. So far formulated over 2200 initiatives.

Nuortenideat.fi is a platform in which young people can submit ideas and initiatives. It can be used by local authorities, schools, NGOs and groups to influence young people. The service provides young people with an easy way to participate and influence, they have the opportunity to share ideas, support or comment on the ideas of others, to formulate a municipal initiative. There are about 700 registered users and about 5,000 users a month. From 2014 onwards, are running about 500 discussions and initiatives via the platform. Presents 580 ideas, as 380 of them have found a solution. There were 81 833 chat sessions.

According to a study before the introduction of the electronic instrument the possibility of municipal initiatives has not been used sufficiently, only 3-4% of municipal residents have benefited from it. The data change. There is evidence that the electronic platform in just two years has increased the commitment of people to participate in municipal initsiativi.11% have started, looked at or signature initiative through the electronic channel kuntalaisaloite.fi, and another 57% are ready to do so. For a long time the possibility of holding municipal initiative was unknown to the public, then electronic instruments rapidly increased their awareness of participation in municipal activities.

E-tools for consultation

Finland has a long tradition of cooperation between the Government and NGOs in drafting legislation through committees and working groups with broad participation. Consultation process is guaranteed by the Finnish constitution and several laws.

Act two electronic instruments used for consultation in the process of drafting legislation and formulating policies. Otakantaa.fi is to raise questions and discussion. By Lausuntopalvelu.fi gather official statements online, which is required before the government sent a bill to parliament.

The website otakantaa.fi allows the administration and citizens to enter into discussions on various topics. The website uses open source technology. The main advantages are that the discussion is open to all and can be accessed by large groups of stakeholders includes various methods of participation. Participation with less time constraints or physical access speeds up the process of consultation and puts participants on an equal footing.

Lausuntopalvelu.fi site enables anyone to make a formal statement of the law. Submissions may be submitted by ministries, local authorities and government agencies. All statements made publicly available.

ECI law on gender-neutral marriage

This is the first law in Finland, which is based on the citizens' initiative, which supports same-sex marriage with 160 000 signatures, of which 100 000 collected within one day.

This law comes into force on 1 March 2017. Now in Finland all can marry regardless of their sexual orientation. All conjugal rights such acceptance family or adoption of children will also apply to same-sex spouses. Before this law, same-sex couples in Finland have the right to enter into a registered partnership.

1.7 SWOT analysis

1.7.1 E-government in Bulgaria

STRENGTHS	WEAKNESSES
• **Strategy for development of e-governance** Existing legislation: Law on Electronic Governance, Law on Electronic Document and Electronic Signature Act, the Commercial Register Act on Electronic Commerce, Law on protection of personal data and individual provisions in laws Available many regulations	• **Strategy for development of e-governance** Present legislation does not address the optimization of processes in administration Regulatory issues of using Electronic Document and Electronic Signature in the Judiciary Inaccessibility of e-government services for citizens of

Equipment central, judiciary and local administration with information and communication technologies	other EU Member States
Available Websites	Lack of a single, common to the whole administration system for organizing and managing processes
Training of civil servants in IT skills	Lack of universal electronic identity - different institutions provide different codes
Availability of good examples of electronic services in Bulgarian regional and municipal administrations	Lack of interoperability in administration in the Republic of Bulgaria in the digital environment - leads to failure of commitments for interoperability of electronic systems in the EU and beyond
Formulated vision and strategic objectives of eGovernment in Bulgaria	
A National Spatial Data Portal	
Build a portal for electronic administrative services egov.bg	Failure of the "official start": one-time collection and reuse information from state and municipal administration
Created Tip eGovernment APUs to CM	Very few services are implemented in a single portal for

Decentralized spending the necessary funds in accordance with the road map to Strategy	electronic administrative services egov.bg
	Portal Advisory Councils of Ministers latest minutes of meetings of APUs are from 2015
• **Website of the State Agency "eGovernment"**	Unawareness of citizens
Created State Agency "Electronic Governance" DAEU. Created the State enterprise "Single System Operator"	
	• **Roadmap for implementation of the Strategy ... 2016-2020**
• **Roadmap for implementation of the Strategy ES 2016-2020**	The analysis of the roadmap made in four areas: identification of citizens, computerization of administrative services, usability of electronic services interoperability - only shows shortcomings and deficiencies
Created document roadmap summary analysis stages interventions priority projects	

- **Bulgaria 2020 strategy**

Priority 6.4 Administration, aimed at users Area of intervention: Development of eGovernment and public sector services - contains 11 measures

Three-year plan to B2020 - reported progress on priority 6.4 (section Report on implementation of the measures set out in the Action Plan for the implementation of the NDP: Bulgaria 2020 for the period 2016-2018 years)

- **Basic Model of complex administrative services CAO**

Established methodology CAO (adopted by the Council of

- **Strategy Bulgaria 2020 - A three-year program from 2017 to 2019**

They are not insured funds measures: Build an effective management system and real functioning of e-government (requires 5 million. Lev) included in the electronic data exchange between EU countries (10 million. Lev) Switching entirely to electronic registers and registration procedure (10 mln. Levs) Providing comprehensive electronic administrative services (6 million. lev)

Partially secured funds measures: Development and implementation of a unified information model in administrations (8.4 by 13 million lev) Maintenance of communications connectivity to all administrations (36.4

Ministers 2013)

- **other sources**

Adopted Law on EID 2016 and Rules, which unifies the manner of authentication of citizens on the Internet (note - in the Czech Republic was adopted in 2003)

- **Research and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania**

Each of the administrations in the CBC region a center for administrative services, which approximates the pattern "one

out of 303 million. Lev) Achieve "related administration" (2.6 of 14 million. lev) Introduction of advanced solutions to optimize the information and communication resources via remote access to shared resources. including data centers in public administration (1.2 by 10 million. lev)

There is no clear political decision for Bulgaria's participation in projects funded by the Connecting Europe in the field of telecommunications.

Unwillingness of some institutions to provide access to other data stored

The lack of sufficient competent and trained employees. For this purpose should be made for a new position in each

stop shop"

Increased number of administrations, which introduced the possibility of providing electronic administrative services

Ability to be downloaded forms and documents

An increasing number of administrations with service level 4 - possible electronic processing of forms and personal identification electronically

Regional administrations provide the same type and number of services - that helps users in their use and contributes to the universality, regardless of the geographic point at which benefits service

ministry responsible for the digital flow of information.

Necessary in the short term until early 2018 to implement a technical solution to a national scheme for electronic identification and to revise the information systems of government bodies providing electronic administrative services.

- **Basic Model of complex administrative services**

Citizens constantly requires information that is already available in another administration

The "one-stop" is not sufficiently developed

Lack of coordination and integration between the various

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	administrations
	Lesser extent (30%) of electronically delivered services - mainly access to forms small degree of electronic documents and transactions (5%)
	Indifference of the administration to the quality of services excessive centralization
	Neither service of central administration can not be claimed by the municipal administration
	Not available joint services administrations such as "episode of Life" and "business event"
	The delay in implementation of e-government is due to: inadequate capacity and infrastructure, significant

	duplications and gaps in the records, ineffective policies for information management and data access.
	• **other sources**
	5% of adults in Bulgaria prefer electronic interaction with the administration - Study of Gallup
	Single point of contact - less information available on the site http://psc.egov.bgIncl. in January 2018 out news from January 2017
	• **Research and analysis of public information and services in the Bulgarian part of the border region of**

	Bulgaria-Romania
	Dominates the provision of administrative services in physical centers for information and services
	Only 17% administrations services to Level 4
	Administrations with service level 4 offer only some (but not all) services possible electronic processing of forms and personal identification electronically
	Still 6% of the administrations are at level 2 - published information on some services and contacts
	Presence of 10% administrations Level 1 - Online services are not available or no data to provide such
	Each municipal institution offers a different set of services

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	that do not depend on the size of the administration and population size
	Each municipality sets its own number of administrative services offered according to their capabilities and administrative capacity, the right to their autonomy and financial independence
	The discrepancy in the number of services the municipal administrations restrict their interaction when you need to exchange business information on specific service
	Barriers to cross-border cohesion and interregional cooperation - none of the surveyed administrations offers information on administrative services and administrative services to foreign language. Exceptions - Regional

	Administration Pleven and Dobrich Municipal Administration have in their websites general description of the services offered in English
	Websites of each test administration have a different interface, information on administrative services can be found in a different location, and data are presented in patchy form - difficulty consumption
	Some sites have difficult-to-understand interface and limited functionality insufficient data needed for quality administrative services
	According to a survey in the region 70% of the citizens are not satisfied with the websites of local authorities and

	identify the information available as hard to understand
	Municipal administrations have difficulties in introducing new technologies in their administrative service
OPPORTUNITIES	**RISKS AND THREATS**
• **Strategy for development of e-governance** Availability of financing OP "Good Governance" Funding Program for Rural Development Dynamic pace of development of devices, systems and solutions in the ICT sector	• **Strategy for development of e-governance** Bulgaria lags behind the average level of developed countries - repel investors • **Basic Model of complex administrative services**

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• **Basic Model of complex administrative services CAO** Dialed positive examples of CAO from 7 countries applicable in the country Defined models for overcoming resistance to changes in staff • **Research and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania** terms of widespread deployment of real-working electronic administrative services	Resistance to organizational changes in administrative staff at different levels Underestimation of the organizational culture as a factor in the effectiveness of administration Insufficient political will • **other sources** Public expectations for the EU - skepticism moderate forecasts (the study of "Gallup International") Aging population lacking skills in the Internet environment, psychological attachment to paper documents

Availability of electronic services in a particular administration does not depend on the size and financial capacity of the institution and the political will of the leadership	
According to a survey in the region 89% of the population would use e-government services, 68% of them believe that all the administrative services of local / regional authorities must be available in electronic format	
Respondents recommended improvement on the websites of administrative functionality and ability to provide electronic public services	
• **other sources**	
EU pressure	

Increasing pressure from citizens and companies to accelerate the process of introducing ES; interest from the media	
Internet speed network is among the fastest in Europe and the world	
Successful test e-census in 2011	

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1.7.2 E-government in Romania

STRENGTHS	WEAKNESSES
Established eGovernment Strategy (2016) and guide her set six major goals	Indicators for digitization are still below the EU average (Eurostat data) incl. poor digital infrastructure
Improving the performance of digitalization, improving the skills of the population to work with ICT (Eurostat data)	Limited investment from the state budget for e-governance
	Weak and difficult changes in the bureaucratic structures
The existence of a legislative framework for e-governance by 2000	The unstable political environment (change of government) and frequent changes in legislation hamper the process
	9% of the population aged 16-74 use the Internet to find information

It has established key institutions in the process: Ministry of Communications and Information Society (MCSI) and the Agency for the digital program of Romania (AADR) Obligation for public institutions to use electronic platform for procurement The existence of three types of electronic public services: integrated electronic services (or in the process of integration) to the national electronic system independent electronic services to government institutions, independent electronic services used by local municipal administrations Increase of e-services at the municipal level via	(2014) Unresolved problems with the confidentiality requirement Unresolved problems of interconnection administrations, each develops its services as an independent, not integrated service; lack of integration of systems Dissatisfaction with the functioning of the electronic procurement system SEAP because of technical errors and clumsiness; distrust in the system because of a lack of transparency The index for developing eGovernment UN shows value for Romania (0.5611) lower than that of Eastern Europe (0.6333) incl. for Bulgaria (0.6376) Only 10% of consumers who download forms online, submit them

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websites, portals, applications - complaints, declarations, applications, payment of parking, ticketing, etc. Introduced one-stop platform - Ghiseul.ro Simplified number of bureaucratic requirements (eg., A certificate of conviction), which facilitates the introduction of e-services	online too Index e citizenship UN defines Romania 60 th (43 th of Bulgaria) platform e-direct.ro provided insufficient information available online services Many NGOs have initiatives for e-governance, incl. platforms, but they do not have access to the necessary scale funding
OPPORTUNITIES	**RISKS AND THREATS**

Comprehensive technological advances both the global and national level Romanian	Resistance to change in both goals administrations and behavior of employees - the convenience of administrative routine
Increasing civic activity against the negatives management	Continuing political instability
Thanks to the online organization protests acquire huge compared to the prior-scale	Corruption scandals in the process of introducing e-infrastructure
EU pressure	
Ability to apply good practices from other EU countries	
Trends for the expansion of e-commerce	

| Expanding the use of social networks

Conducted pilot projects for electronic voting | |

1.8 Alternative Strategies

Following the findings of the SWOT implement analysis[32]That defines various combinations of internal and external environment and allows for selection of a strategy adequate to both the current status of the entity / entities of planning and objective to opportunities and threats of the environment.

Outdoors➔ ⬇ indoor environment	OPPORTUNITIES	RISKS AND THREATS
STRENGTHS	**Strategy maxi-maxi** organization[33] is powerful, and the external environment is favorable, it allows for the adoption of more ambitious offensive strategy which seeks to maximize the strengths of internal environment to maximize yansovete the outer	**Strategy maxi-mini** The organization is strong, but the external environment threaten it determines adaptation strategy in which internal strengths can neutralize external risks
WEAKNESSES	**Strategy mini-maxi** The organization is weak,	**Strategy mini-mini** The most unfavorable

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[32]In some sources called TOWS analysis; pun: facing abbreviation of the SWOT while the English translation of the verb to tow - drag, pull a rope or chain

[33] The table TOWS analysis of the term "organization" is used for brevity, replacing the entire spectrum of public administrations operating in the border region Romania - Bulgaria

	but is located in a favorable external environment, which allow for the selection of defense *strategy* related to the strengthening of the organization through internal organizational changes and with the assistance of external factors	situation in which internal weaknesses are complemented by external risks can be taken surviving strategy, although any action has little chance of success.

1.9 Election of strategy

The analysis in the previous sections of this strategy, including both SWOT-analysis provides information on the following:

- subject to planning (public institutions in the border region Romania - Bulgaria called TOWS analysis summarized in the "Organization") has a number of compelling internal weaknesses;

- threats of the external environment associated with layered with years mores, habits, mentality convenience of routine public attitudes for strict separation of power haves (those above) and citizens (we tables below), an aging population that has no skill, ability and desire eGovernment inherited lack of understanding of democracy. These threats can be overcome with efforts being made over the years by managerial will and continuity in the government's intentions. Although hinder and delay the process, they are not strong enough to become insurmountable barriers;

- external environment is extremely favorable for the introduction and implementation of e-government in the first place because of the membership of both countries in the European Union with the ensuing obligations to enforce Community law but also to the overall democratization of management, and the rapid penetration technical solutions in all areas of life. Since it is related to targeted institutional action (EC), guaranteed by the legislative and strategic documents and steadied by massive funding, there is every reason to assume that the favorable opportunities of the external environment outweigh the risks and threats force.

The totality of the effect of all factors determines the selection of mini-maxi strategy that requires focus inward, to subject himself to planning, ie strengthening the internal organization which promotes the implementation of e-governance, supported by favorable external factors.

2. STRATEGIC GOALS

One of the flagships of the "Europe 2020"[34]entitled "Program in the Digital Agenda for Europe" sets the objective to achieve sustainable economic and social benefits from a digital single market. At Community level, the European Commission works to provide a stable legal framework that stimulates investments in an open and competitive high speed internet infrastructure and in related services; To develop an efficient spectrum policy; To facilitate the use of EU structural funds in pursuit of the objectives of the program; To create a true single market for online content; reform of the funds for research and innovation and increased financial support ICT; To promote internet access and use of the Internet by all European citizens. At national level, Member States are developing operational strategies for high speed internet and implement a variety of funding sources; establish a framework for coordination of public activities; encourage the use of modern accessible online services (such as e-government, online health, smart home, digital skills, security).

Electronic services are usually the quickest and easiest way of interaction between authorities and a wide range of citizens. When the electronic instrument widely applied in public services more efficient, saving in resources, increased confidence in the authorities and satisfaction with the functioning of democracy. The introduction of e-democracy requires commitment by public authorities. In the field of e-services what matters is the content and context rather than the technology itself.

Wider use of electronic tools does not automatically e-governance; technical progress does not equate to good governance; Internet is not the

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[34] http://ec.europa.eu/eu2020/pdf
The content of this material does not necessarily represent the official position of Europeitspean Union

equivalent of democracy; e-government services are an important prerequisite, but not limited concept of e-governance.

In e-democracy electronic public services are an important step, but not the final stop. Electronic services are a component of a broader, more political character and his performance, conception of e-democracy. Electronic services provided by public administrations do not cover the concept of e-democracy and does not automatically lead to increased citizen participation in governance.

Widespread deployment of electronic public services does not stem from technological advances and the political understanding of the duty of public administration to serve citizens in a way that facilitates their personal and business life and eliminates before them all barriers to their participation in governance at all levels. Electronic public services are a component of the modern image of democracy.

E-democracy is such a transformation in governance, which through ICT processes are transparent, understandable and with maximum opportunity for feedback and involvement by the affected countries. One-way communication becomes two-way, empowerment for participation is quick and easy.

The implementation of electronic tools without understanding the process does not lead to results. Striving management with citizen participation requires increased openness and orientation towards consumers new ways to better access and transparency of public information. The key is understanding that the electronic services of public administrations to be functional, easy to handle, all data can be protected so that the electronic channels to become attractive and more people use them.

Not surprisingly, the index for developing eGovernment UN has quantified the ratio of three essential dimensions (each of which previously analyzed separately and independently of the other) type and quality of online services, state of development of telecommunications infrastructure, human capital. Each

of the three dimensions has equal weight in the index, ie Electronic services are only a third of the factors of e-governance. The report to the index for 2016 is formulated and the paradigm of e-governance: focus on citizens, which requires public institutions to focus not only on providing their e-services, primarily on demand from citizens and business. UN study introduces an additional index that analyzes how the online services:

Last but not least is important to know that in the period from 2000 until now the concept of eGovernment develops and acquires certain political clarity. At the beginning of understanding is: "E-governance is a tool for providing information and services to citizens"[35]. At the end of the period it reads: "E-governance refers to public institutions that use information technology to transform relations with citizens, businesses and other administrations. Technology can serve different purposes: better public services to citizens, improved interactions with business, empowering citizens through access to information, or more efficient government management. The benefits can be expressed in less corruption, increased transparency, more confidence, increase revenue and / or reduce costs "[36].

Current understanding in the respective field[37] generally makes a distinction between three concepts, although they obviously overlap in their scope:

- Electronic government (options: e-governance, e-public services) - refers to the use of ICT in the work of the public sector, in particular to provide individuals with information and services by public authorities electronically;

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[35] Definition of United Nations Department of Economic and Social Affairs
[36] Definition of World Bank
[37] Report on e-democracy in the EU: potential and challenges EP in February 2017
The content of this material does not necessarily represent the official position of Europeitspean Union

- e-democracy -refers to the use of ICT in order to create channels for public consultation and public participation in making decisions (eg, e-parliament, e-petitions, e-initiatives, electronic voting, electronic consultations).

Formulated in this section strategic objectives arising from the above concept and reflects modern trends in a democratic society, which is characterized by more government efforts to attract citizens to informed participation in government.

This strategy aims are identified in compliance with the SMART concept[38]:

- **S** (Specific) - target specific

- **M** (Measurable) - the goal is measurable

- **A** (Accepted) - It is accepted by the people who will work on it

- **R** (Realistic) - the goal is realistic

- **T** (Time-bound) - the objective is defined timeline

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[38] For the first time formulated by George T. Doran in *Management Review, November 1981*

2.1 Formulating strategic goals for e-governance, transparency and accountability in the border region

The objectives of this strategy are formulated in accordance with the analysis in the previous section, but also based on the following key concepts:

- citizens and economic operators in the border region should have access to timely, adequate and detailed information that is given the opportunity to make their conclusions about the quality of governance at regional and local level, on the one hand and the cross-border context (where it exists) , from another;

- citizens and economic operators in the border region should have provided channels and methods for feedback from them to administrations through which to express opinions, recommendations, objections and suggestions, as well as to influence the process of decision-making, including issues cross-border interest;

- citizens and economic operators of one country should have access to the services of regional and local administrations of the neighboring country to facilitate their temporary or permanent residence for business and personal travel as well as their ability to labor mobility or investment;

- administrations of regional and local level by one country should have information about the services of the administrations of the neighboring country to facilitate data sharing, if necessary, transfer of best practices and implementation of joint action.

Strategic Objective 1

Providing conditions for quality public services by administrations which facilitate the convergence regions of the border area Romania - Bulgaria and the use of total development potential

Strategic Objective 2

Developing the capacity of the administrations of the border area Romania - Bulgaria to provide services to citizens and companies from the neighboring country

Strategic Objective 3

Improve communication and interaction between administrations in the border area Romania - Bulgaria

Thus formulated three strategic objectives meet the SMART concept as:

- they are specific regions in the border area and are consistent with what was identified in the previous activity level of development of public services in Bulgaria and Romania, as well as the capabilities and limitations of the regions on both sides of the border;

- they are measurable, because they can be placed qualitative and quantitative indicators by which to monitor the extent of their achievement and take appropriate corrective action;

- they are publicly disclosed in administrations, citizens and economic operators of the border area;

- they are realistic in comparison with the achievements of other countries and regions, and considering the current favorable conditions from the methodological and financial impact of the European Union;

- they are limited within the next six years.

2.2 Rationale for the strategic objectives

Strategic Objective 1

Providing conditions for quality public services by administrations which facilitate the convergence regions of the border area Romania - Bulgaria and the use of common development potential.

This strategic objective is rather the national context (separately for Bulgaria, separately for Romania) than cross-border, but it was formulated because stems from the similar conclusions regarding administrative services at regional and local level in both parts of the border area Romania - Bulgaria .

Both countries are working on several national strategic documents that address e-government and in a broader context - reforms in the public administration. Documents accentuate the model "top-down" as the only possible when entering the complex administrative services and e-government, focusing on territorial administrations is smaller, but on the cross-border provision of services not paying enough attention.

The collected analytical information on measures taken by regional and local authorities and publicity and transparency of decisions and their implementation, including through e-Government, shows that the difference between local governments is huge. It comprises both between the number and type of services provided, and in varying degrees of digitization (from the complete absence in the possibility of transactions) but also in the varying quality of administrative services - including the administrations of the same national hierarchical level .

From the survey of territorial administrations in the Bulgarian part of the border region it becomes clear that each applies its own model of communication with target consumers. Administrative sites have different interface, different

organization of menus, different functionality and different approach to presenting information, which hinders the orientation of consumers and reduces the degree of satisfaction.

Strategic Objective 2

Developing the capacity of the administrations of the border area Romania - Bulgaria to provide services to citizens and companies from the neighboring country

All strategic documents on e-governance at EU or national level highlight the role of the human factor in the quality of administrative services. Summary - administration officials should be sufficiently qualified and have the necessary technical knowledge and skills.

Bulgarian and Romanian municipalities and districts (districts) in the border area have all the features of marginalization, abandonment not only of the average level, but also from national levels of socio-economic development. One manifestation of this marginalization is the depopulation of regions flight of young and educated workers. Lack of suitable employees is becoming a threat to many sectors, administrations at regional and local level is also no exception. The greatest strength is concerned administrations in small settlements that because of demographic decline and population concentration to larger towns, experiencing huge problems in ensuring adequate to modern requirements workforce. Restrictions employees become barriers to the deployment of electronic services.

Strategic Objective 3

Improve communication and interaction between administrations in the border area Romania - Bulgaria

Communication and joint activities of Romanian and Bulgarian administrations in the border area is still at project level - if a joint project, the

authorities communicate to ensure its implementation, then cooperation is terminated.

Some of the local Bulgarian and Romanian governments make their first steps in the constant interaction in the sphere of joint construction of road infrastructure, common reactions to disaster and others. But in the field of e-government communication between the administrations of one and the other side of the Danube is not even began. Missing even exchange of information on the availability and delivery of administrative services, including e.

3. MEASURES FOR ACHIEVING THE STRATEGIC OBJECTIVES

This section of the strategy are presented measures (activities or sub-activities) that make it possible to achieve certain strategic purpose. Each measure is presented by a description of the specific actions needed to support public authorities to build more transparent and less bureaucratic environment that favors dialogue nationals - authorities and / or business - authorities.

Where applicable, are referred to legislative changes (in terms of changes in documents defining public policies, regardless of which level of government). Defined are also required resources and expected results.

The activities are consistent with the current state of e-government, a practice of transparency and dialogue with citizens and businesses in both countries border region Romania - Bulgaria reflected in the first section of this document.

The activities are consistent also with the basic concept of "top - down", which is used in introducing e-governance in both countries. From this derive some principled positions on cross-border nature of the measures in the strategy:

- authorities at regional and local level can not hold their own, autonomous approach in the implementation of e-governance, different from the national process in terms of technical solutions - the need to osiguryavane interoperability between national information systems, and business information exchange between administrations;
- authorities at regional and local level have the prerogative to make its own actions in the field of e-governance - that are complementary and non-conflicting measures in the national process and in full compliance with the obligations for interoperability with other electronic systems -

stemming from the interests of citizens and businesses in the border area Romania - Bulgaria.

3.1 Measures to achieve the strategic objective 1

Providing conditions for quality public services by administrations which facilitate the convergence regions of the border area Romania - Bulgaria and the use of total development potential

STS1.1 Focus on demand and consumer interest

The provision of e-services will be developed within the general policy of providing comprehensive administrative services. In this process tends to speak and think more about technical solutions rather than political will and more opportunities for the administration to provide services than the interest of citizens and businesses to these services.

Local level where actually happening interaction between citizens and public authorities, is where you need to provide more services. Therefore, local authorities should initiate the conversion of focus to the demand and interest of consumers. In decentralized democracies municipal level interested citizens over the state, it is the place of their life and work accordingly it is and where they want to receive public services.

Therefore, the municipal authorities are most interested in introducing a new approach to the provision of services in one place more than one administration through centers organized by local and regional authorities and regional offices of national institutions that provide services to citizens and businesses through a holistic approach, saving time, money and effort for re-submission of the same information. In short, this means the maximum number of public services delivered locally brokered by the municipal administrations.

Local businesses and citizens are sensitized to integrity in public procurement. Therefore, when applying the principle of focusing on consumer interest, first out priority introduction of e-governance in public procurement.

For citizens and businesses have the opportunity to personally convinced that public funds are operated by Mr.ompletely transparent and fair manner, it means the information can be accessed in full volume for all countries in real time.

In a cross-border context, this also means respecting the interests of business from neighboring regions in a sufficiently clear and understandable language information can also participate in public tenders and thus to create a real competitive environment, which will benefit all taxpayers, because they will receive better quality at a lower cost.

For the implementation of this measure at the regional level requires a series of lobbying actions of local authorities to the central government to accelerate the implementation of the principles of integrated administrative services and turn focus to the interests and needs of local citizens and business structures. The exchange of information between local authorities on Bulgarian and Romanian municipalities in the border area will have a catalytic role in the process.

The necessary financial resources will be determined by annual plans (roadmaps) to strategic documents for public administration reforms, introduction and development of e-government and others.

The expected effects of the measure are:
- adequacy of services to the interests of local citizens and businesses
- reduced cost of services provided through an integrated approach
- improved competitive environment in the implementation of public procurement at regional and local level.

STS1.2 Unification of services for citizens and businesses

The study of the services of local administrations conducted under the project "Creating an information network to facilitate cooperation between

public authorities, NGOs, businesses and citizens in the border region Bulgaria-Romania - BG-RO E-GoverNet", eMS ROBG-168 as a previous step and preparing for the creation of this Strategy to improve the environment in terms of public services in the border region Romania - Bulgaria, concluded that each administration applies its own vision in providing information to consumers. No common standard and unified approach, which hinders the orientation of citizens and companies in the process of providing administrative services, including electronic.

Different vision of the sites and their different functionality and different organization of the process of providing administrative services, confuses consumers and, when added language barriers in cross-border context, barriers to information become overwhelming. Hence the low level of satisfaction of citizens, which is evidenced by the conducted survey. Searching for information on the web sites of municipal administrations and other territorial institutions creates a sense of "state within a state", which is an obstacle to cross-border and regional development.

The measure requires the alignment of vision on the websites of municipal administrations - in terms of the types of information to be provided and how and where (section of the site), where he fits, and unification of functionalities. This approach will facilitate the use of information will contribute to improving the quality of services (more accessible, more understandable, faster, etc.), And hence - will improve satisfaction and increase the effectiveness and efficiency of the administrations. This will make the websites the main channel of dialogue Administration - citizens and facilitate relationships.

This measure also provides for equalizing the number of administrative services offered as part of unification. Under existing state now users can everywhere count on receiving the same type of service. The introduction of an obligation to the same number of services specifically in municipal

administrations is a step towards the development of complex administrative services.

The need to introduce this type of template websites found in the Strategy for Development of Public Administration in Bulgaria 2014-2020. The document states that 264 Bulgarian municipalities provide the majority of services for citizens and businesses and the need to implement a consistent process of relieving services, procedures and documentation should be standardized and unified. The strategy states also necessary for the implementation of the process legislative changes, namelyintroduced by the municipal administrations regulatory regimes for improving the business environment to specify in legislation at central level.

The introduction of unification offered administrative services will greatly facilitate transboundary use and will create a more convenient and quick access to information for citizens and companies from neighboring regions who work, live or frequently travel to the other country.

The measure should implement the transition from autonomous to unified offering information and services simultaneously in all municipalities of the national territory. In this process, municipalities can play a proactive role by consulting the central government.

Expected results of the measure:

- easier access to information for citizens and businesses, including across borders;
- improved quality of administrative services;
- improved effectiveness and efficiency of the administration;
- provided more favorable conditions for the development of complex administrative services.

For the implementation of the measure need to introduce changes in a number of regulations, namely: Administration Act, Ordinance on Administrative Services, Regulation on Administrative Register, Administrative Procedure Code, the main regulations related to the activities of the administration, including decisions municipal councils.

At this stage it is realistic to plan the implementation of the measure in the national context and across borders to provide for exchange of information and good experience.

We need financial and human resources at the central, regional and local levels to implement the measure to be reflected in annual plans and budgets of relevant administrations.

STS1.3 platform of public services in border area

This measure provides greater transparency of public services provided by the administrations in the border area as an essential element of their quality and relevance to the interests of citizens and businesses.

The creation of a platform that facilitates customer orientation in public services and administrations that provide them. To serve both the interests of consumers of Bulgarian and Romanian side of the border area, as well as users from other countries, the platform will have versions of Bulgarian, Romanian and English. The platform is a set of web pages of all institutions with their services and will enable search filters and categories according to the service from which the user is interested.

An essential feature of the platform will be using the maximum number of approaches to visualization - for example, spatial orientation whereabouts by

markers on the map of the border area, illustrative material to the descriptive texts through panels, photographs, diagrams and more.

The main result of the search platform will be easy and quick detection of administration that provides a particular service with maximum detail - descriptions, downloads, additional instructions, if necessary, contacts, makers, etc.

To facilitate consumers the services of administrations will be divided into Bulgarian and Romanian with a search tool on multiple criteria.

The platform will enable feedback from users in order the administration to obtain reliable information about the quality of our services and / or suggestions for improvement.

Collecting in one place information about public services in the border area will achieve several results besides the obvious convenience of users:

- will provide greater transparency in the management of regional and local level in areas where counties and municipalities;

- will increase the confidence of citizens and businesses in the authorities by providing detailed and clear information;

- will create conditions for informed participation of citizens in decision-making;

- will enable the administrations to increase their awareness of the administrations of the neighboring country of the same regional or local level;

- will create conditions for the transfer of good practices;

- will provide the prerequisites for the future provision of cross-border electronic services.

Since such a platform for administration and services in the border area Romania - Bulgaria is the first of its kind, requiring much effort for its promotion through diverse channels: information meetings, publications, tweets, etc.

The creation of a platform is provided by INTERREG VA Romania-Bulgaria, as well as the national budgets of the two countries through financial support for

the project "Creating an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria-Romania - BG-RO E-GoverNet", eMS ROBG-168.

The process of creating the platform does not require legislative changes, but in future the maintenance and supply updated information required fathering her by local authorities, which should be reflected by measures in municipal development strategies and annual budget estimates.

NC1.4 Monitoring and evaluation of policies

In implementation of this measure public administration at local and regional level is the main initiator, but at least it is the responsibility of NGOs, professional organizations and business structures.

The measure requires the establishment of such partnerships, in which all interested parties are able to identify problems (eg - unavailable or insufficient information security procurement) to offer if necessary alternative to the involvement of local citizens and businesses to monitor and evaluate certain policies, even if they are not provided for in the legal regulation.

In the implementation of the measure can be applied partnership approach (on specific cases or framework), consultancy (through public councils or similar formations), outsourcing (delegating the monitoring of external evaluators).

Expected results of the measure:

-    easy transition from traditional management, in which the administration and citizens have a highly differentiated and unchangeable roles to eGovernment wide public consensus on the needs of the community;

-    established an effective mechanism for cooperation at regional / local level, where civil society and business are a consultant and supervisor of the activities of public authorities;

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- reduced social tension because of suspicions of corruption schemes.

The measure requires changes in local development strategies in which to describe the mechanisms for citizen participation in monitoring and control policies through a wide range of communication channels, including e-governance.

The establishment of working models at the local level depends on current practices - for example, the presence or absence of public councils, the political will to control through extensive consultation, the availability of longer working channels or the need to build new, the availability of working and influential non-profit sector. In this sense, the need for use of resources, financial or human, will depend on the specifics of each municipality and will be reflected in the annual budgets for the implementation of local development strategies.

3.2 Measures to achieve a strategic goal 2

Developing the capacity of the administrations of the border area Romania - Bulgaria to provide services to citizens and companies from the neighboring country

STS2.1 Investments in ICT training

Demographic decline, depopulation of entire areas, the outflow of young people from small communities - these are processes which at this stage are irreversible and are reflected in all aspects of social and economic life. Shortages suffer all areas, including administrative management. Although still more attractive than other sectors because of security and higher wages, administrations in the border region have difficulties to attract and retain professionals who can answer all modern trends in governance, including e-governance.

The reporting of these factors leads to the conclusion that investment in ICT training of existing staff may be one of the most successful solutions. Of utmost importance is the training be conducted periodically throughout the service time employees (life-long learning) knowledge in order to maintain and build upon, and be appropriate to the context of e-governance. It follows that training needs are strictly individual for every administration and are not homogeneous within. The application of a uniform short-term rates, which have repeatedly applied to one or another project is not a working model.

Much more effective would be making a personal training plan for each administrative employee who is related to the complex administrative services and electronic services. This approach will take a long time only at first, until then it will require significantly fewer resources such as time and effort to

modernize. The training must be closely linked with the necessary qualifications for the various work tasks that are executed in an administration.

The Bulgarian model of public administration[39] facilitate implementation of the proposed measure in this approach. It is both an integrated model in which central and local administration apply the same positions, have the same internal organizational structure and form remuneration in the same way, while maintaining decentralized management the staff, each administration appointed , assess and train their employees.

This model allows different levels of the administration to attract executives with extensive experience in the private sector, whose knowledge and skills to enter in synergy with specific competence longtime civil servants. In this context, the need for a differentiated approach to training as a tool for the creation and / or upgrade the scientist becomes even more pronounced.

Here's what training related to eGovernment offers the Bulgarian Institute of Public Administration[40] in 2018:

- Electronic control
- Electronic Document and Electronic Signature
- Development and application of cloud technologies in eGovernment
- Analysis and visualization of data bases
- Managing ICT projects
- Computer bases (in ECDL)
- Network bases (in ECDL)
- Word processing (in ECDL)
- Spreadsheets (by ECDL)
- Ability to work with presentation software

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[39] According to the analysis of the Strategy for Development of Public Administration 2014-2020, http://www.strategy.bg/StrategicDocuments/View.aspx?lang=bg-BG&Id=891
[40] http://www.ipa.government.bg
The content of this material does not necessarily represent the official position of Europeitspean Union

The Institute offers a free course in the same area on "Interoperability and Information Security - updated. "

E-governance is one of the three main themes[41]In which it is necessary to train employees of the administration - that a study of the IPA 2015 among nearly 900 people, of which over 60% of the territorial administration. The introduction of e-governance is facing by respondents as one of the four main reasons that give rise to the need for new training[42].

STS2.2 Investments in foreign language teaching

One of the usual obstacles to this measure is the fact that public servants are charged with numerous business tasks and can not spare time for long-term training forms such as foreign language courses. Another obstacle is the fact that employees have different levels of proficiency in a foreign language (mostly English) that disrupts the organization of group work. The practice of online courses is not sufficiently developed either in Bulgaria or in Romania and does not enjoy popularity and trust.

The need for staff who speak foreign languages will grow in parallel with the development of administrative reform and practical application of complex administrative services and in particular - the construction of single points of information and services. Is to introduce new approachesthe provision of services in one place more than one administration - regional (district and regional), municipal administrations, territorial units of the central government and other public institutions. This approach requires to respect the territorial principle, not

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[41] The other two are project management and administrative services

[42] Analysis of training needs in the public administration of Bulgaria for the period 2015 - 2018 g., http://www.ipa.government.bg/sites/default/files/tna_12_12_2015-saglasuvan.pdf

parceled services administrations, which requires multi-functionality and accordingly excellent expertise.

These centers provided in a number of planning documents of both countries - for example, Bulgaria are basic model for integrated administrative services, the Strategy for Development of Public Administration and others. Will inevitably serve and foreign nationals and firms in the border regions most often Romanian citizens and companies in Bulgaria, as well as Bulgarian citizens and companies in Romania. Speaking a foreign language (with special emphasis on Romanian and Bulgarian language) will become a liability.

Language training of personnel is one of the complex learning tasks, particularly with regard to small administrations.

Specifics of knowledge of foreign languages in this region is that increasingly there is a need of Bulgarian staff who speak Romanian, and Romanian staff who speak Bulgarian. Knowing the Romanian (respectively) Bulgarian language, although there is a wide scope, is not yet very common skill in the border area.

Although awareness of the language barrier offering courses in Romanian and respectively the Bulgarian language is severely limited by the lack of teachers and textbooks. The conclusion of a recent analysis of cross-border labor mobility[43]It shows that training in Romanian language is only available in one higher education institution in the Bulgarian part of the border area and in any secondary school. In the Romanian part of the area not a single school, which offers courses in Bulgarian language. Administrations may in some degree contribute to overcoming these deficiencies by working with educational institutions to organize language courses to their specific needs.

The introduction of individual approach in assessing the need for the cadres of foreign language training, including Bulgarian and Romanian respectively, is

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[43] Bulgarian-Romanian Chamber of Commerce, http://www.brcci.eu/brtpp-izsledvane-proekt-visa

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the prerogative of the autonomous regional and local administrations in the border area. The investment in staff with good foreign language must be recognized as one of the prerequisites for transnational (in particular - border) e-governance.

STS2.3 Flexible forms of motivation

This measure applies both to attract young educated people to Administrations (type activities program "Career Start") and to retaining skilled employees with experience. Municipalities in the border area, as autonomous employers can implement a number of measures - including to increase the capacity of employees to work with ICT to implement new communication models with citizens and businesses - to motivate staff.

Among those measures are (non-exhaustive list): participation in groups to exchange experiences and study visits in Bulgaria and other EU countries, flexible policy on remuneration and career management, a system of mentoring, which ensures continuity conducive working environment, providing the harmony of work and private life, periodic analyzes of training needs and / or information, etc.

Footage from the administrations of both sides Romania - Bulgaria may participate in joint working groups that are related to the topics of e-governance, including joint offer innovative approaches to cross-border e-services being in a Bulgarian or Romanian law. Attracting them to find technical solutions for management purposes and the development of personal skills in multicultural teams that will create a favorable working environment that motivates educated and ambitious people.

Cooperation between administrations in the border area Romania - Bulgaria will allow for organizing working stay (several days of visits to real working

environment) of employees from one country to another with a focus on the delivery of public services through various channels, including e-services, and other interactions with citizens and businesses. On one side is a tool to generate new knowledge and exchange of practices between administrations and the other is a form of motivation for employees.

Need for legislative changes to the measures for Strategic Objective 2

A prerequisite for the implementation of the measures in this section and achieving the strategic objective 2 in the Bulgarian part of the border area is the change of the current administrative division of the country. This condition is far from optimal, as the analysis of the Institute for Market Economy, published in January 2018, "What we have shown economic centers in Bulgaria"[44]. In most this applies to areas in northern Bulgaria where economic centers are far less than in Southern Bulgaria. They are limited to a conglomerate of several municipalities around Ruse, several near Pleven, Veliko Tarnovo and Plant. Small municipalities are becoming smaller. In such a situation, local governments have limited financial and human resources. They can not perform their expected functions for dialogue with citizens and businesses have opportunities to introduce modern technical solutions and hiring and retaining people to work with them.

The conclusion is that one of the necessary legislative changes that will affect (at first glance - indirectly) on the construction of modern public authorities is to reduce the number of territorial-administrative units in Bulgaria, so the administration to be adequate to the real social processes.

In connection with this proposal and the proposal for legislative change leading to greater fiscal decentralization that will solve the lack of own resources in Bulgarian municipal administrations.

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[44] Analysis IME: www.regionalprofiles.bg/bg/news/what-do-the-economic-centres-in-bulgaria-tell-us/

Analyzes show that the income of Bulgarian local authorities are twice lower than the EU average (as a ratio to GDP)[45]. Many of the measures to achieve the strategic objective 2 in this strategy can be seriously hampered precisely by the lack of own funds locally. In this situation many civic organizations and business structures abandon dialogue and put the problems facing local authorities due to awareness of the fact that they have no financial capacity to decisions related to capital expenditures, attracting prospective trained staff and others.

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[45] In the same analysis IME

3.3 Measures to achieve the strategic goal 3

Improve communication and interaction between administrations in the border area Romania - Bulgaria

STS3.1 Exchange of information at local level

This measure relates to establishing and maintaining interactions between administrations in the border area Romania - Bulgaria, which allow:

- Both parties are informed about the legislation, planning documents and development of national processes to introduce e-governance;

- Both parties are informed about the practices for the introduction of electronic management of regional and local administrations - types of services, level of computerization their problems in the provision taken steps and decisions, etc .;

- both parties to exchange best practices on e-governance at regional and local level that can be applied in the neighboring country;

- both sides to create reliable conditions and patterns of cross-border provision of e-services.

The management of locally excites people most, this is the level at which citizens interact and authorities. Therefore pn essence, this is a measure that greatly depends on political will, rather than solving technical issues. It stems from the understanding that administrations in Member States have totremezh to control increasing civic participation, which requires increased openness and opening new channels to facilitate access to public information. In this sense, the administrations in the border area Romania - Bulgaria could set a precedent and model for successful cross-border cooperation in the field of e-governance as one of the elements of the modern democratic process.

In this sense, it is advisable cooperation to cover more manifestations of interactions authorities - citizens so that the provision of e-services to be put in context, for example:

- best practices in the discussion of municipal budgets - transfer of the administrative language of the plain language of everyday life through visualization using computer applications and organization of meetings;

- attracting NGOs to monitor and evaluate public policies - providing maximum access to information through the websites of administrations;

- study the interest of citizens and businesses to public services - electronic surveys or structured interviews; and others.

Expected results of the implementation of the measure:

- created conditions for cohesion between regions in the border area Romania - Bulgaria in the field of administrative services;

- improved quality of administrative services.

STS3.2 Analysis of the premium services of foreign nationals and companies

During the preparation of the strategy in the Romanian municipalities provide 43 services merged into 10 types; County level to provide 51 services of nine types. At the same time Bulgarian municipal administrations provide 164 types of services (plus 5 services provided by all Bulgarian governments, no matter what level) in 15 areas of functional expertise and Bulgarian regional administrations - 31 (plus the aforementioned five services provided by all Bulgarian governments, no matter what level).

Much of services at regional and local level of interest to foreigners, respectively individuals and companies from the neighboring country, a number of reasons (opening and operation of a company settlement, labor mobility, marriage, etc.).

It is necessary to review and to determine which services are likely to be offered and foreigners (outside the few identified so far, which are mainly on the type of documents for civil registration - a certificate of alien marriage certificate, civil status etc.). In today's world of greater mobility increases the likelihood of foreign nationals or companies owned by them, they need administrative services to a wide range of areas - such as trade, transport, municipal property and others.

The review of services which were found more likely to benefit from foreign nationals should lead to a series of steps taken by the administrations in the border region. These steps are actions that facilitate users from the neighboring country, for example:

- full description of the identified services in English and Romanian (Bulgarian respectively);

- translation of model required documentation in English and Romanian (Bulgarian respectively);

- as online consultation of foreign language (for example chat channels to companies for e-commerce).

The implementation of this measure will create conditions for exchange of information and data between the administrations on both sides of the border, for which at present there is no precedent.

Expected results from the implementation of the measure:

- prioritizing services of greatest interest to foreign nationals and companies in particular - to consumers from neighboring countries;

- preparation for implementation of the measure 3.3.3 for foreign language versions of websites of local administration with an emphasis on the services provided.

In the description of this measure is useful to translate good example of joint actions undertaken several years ago from neighboring municipal

governments in Estonia and Russia in the framework of the project "Increasing the capacity of local authorities in the provision of electronic services in the border region comprising the districts of Ida -Viru, Estonia and Leningrad, Russia. " Developed prototype of two cross-border electronic services to municipal archives in the settlements Narva, slippers and kingisepp through which to exchange information about deceased people or data service.

The idea to create these cross-border services resulting from the review of services for which there is the greatest present or potential interest of citizens in neighboring countries - such as those proposed in this strategy measure. It was found that most often seek data on deceased persons or for service information acquired in the neighboring country. It was also found that providing the information requested requires a big investment of time and money as to be transmitted documents in the official order or municipal employee records must personally crossed the border and carried them, or be sent by courier.

Experts project thoroughly investigate local public services and opportunities for exchange of electronic documents between urban archives from a technical standpoint. They found that the main obstacle to cross-border exchange of electronic documents lies in the discrepancy of the legal frameworks of the two countries, so there is no basis for mutual recognition of the legitimacy of electronic signatures. Despite the obstacles the experts relied on precedents of international exchange of electronic documents between Russian and Estonian pension funds. They develop and describe schemes for electronic cross-border cooperation between administrations, which does not violate Russian or Estonian legislation. Between municipalities signed an agreement for the exchange of electronic documents

STS3.3 Foreign language versions of administrative sites

The study performed within the project "Creating an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria-Romania - BG-RO E-GoverNet", eMS ROBG-168, found that in the border area nor an administration does not offer service foreign language. Much of the websites of public authorities have a foreign language versions (usually English), but translated general information about the area and the administration.

No information about administrative services, probably because of the understanding that they affect local residents and businesses and do not represent the interests of citizens and companies from other countries. For example, in a survey Bulgarian regions and municipalities are found only two administrations with general description of the services offered in English.

Strategic documents for the introduction and development of complex administrative services treated with caution questions about the variety of channels to access the services in which the user can declare the necessity of service in writing (paper or electronic) or oral route. All channels remain closed if there is a language barrier and therefore the obligation of the administration to implement actions to overcome it.

The measure requires a rethinking of the concept of closed within the territorial unit relationships and open information to foreign nationals and companies. Given the specificity of the border area is not enough information to be translated in English only. It is necessary to make foreign language versions of Romanian (for Bulgarian administrations) and Bulgarian (Romanian for administrations) to websites that will inform in detail about the service, its normative basis, requirements, procedures, instructions, pay, etc. - similar information in their native language.

The next step is to carry out administrative service itself to translation into a foreign language, as in the present cross-border context, this means in Bulgarian (for Romanian users) and Romanian (for Bulgarian users) language. In the context of cross-border cooperation for common prosperity, regional availability of services in Bulgarian and Romanian consumers from the neighboring country will have a huge positive effect.

The necessary resources for the implementation of the measure are financial resources to translate the information and maintain foreign language versions of pages.

Expected results of the measure:

- facilitate labor mobility in the border area;
- improving the competitive environment in the border area through the participation of companies from the neighboring country in public procurement;
- positive impact on the overall development of the border area.

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ЕВРОПЕЙСКИ ФОНД ЗА
РЕГИОНАЛНО РАЗВИТИЕ

ИНВЕСТИРАМЕ ВЪВ ВАШЕТО БЪД

БЪЛГАРСКО ПРАВИТЕЛСТВО

Interreg

4. Transboundary Context STRATEGY

This strategy has been developed entirely in cross-border context, Romania - Bulgaria and is aligned with the following facts, conclusions and assumptions:

- Both countries are at different levels in the process of introduction and development of e-governance, but both lag behind developments in the European Union and the deadlines that have set themselves at the beginning;

- and in both countries the focus is almost exclusively on the national level, regional and local (districts and accordingly counties, municipalities) are paid significantly less attention partly because of priorities cited repeatedly principle of "top-down", but also because of lack understanding that regional / local level should happen most significant interaction authorities - citizens (respectively companies);

- administrative services provided in a Transboundary Context is still a concept that is not seen as an opportunity by any local administration, judging by documents for local development and the pages of local administrations.

This strategy is the first attempt to move the focus on local aspects of eGovernment and also the first attempt to set targets and measures for cross-border e-governance.

For its implementation requires political will of the government at all levels, an initiative of local authorities and working models of cross-border cooperation for common regional development, they are no longer missing: joint working groups between territorial authorities in Bulgaria and Romania; participation of non-profit sector in its role as a consultant, mediator and evaluator of impact; attract business as a real participant in the formulation of policies.

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5. CALENDAR OF MEASURES

Title of the measure	Period of implementation (within 2018-2023)	institutions involved	Notes, additions
Measures to achieve the strategic goal 1 Ensuring the conditions for quality public services by administrations which facilitate the convergence regions of the border area Romania - Bulgaria and the use of total development potential			
STS1.1 Focus on demand and consumer interest	2018 - 2019	municipal administrations District / regional	

		administrations	
STS1.2 Unification of services for citizens and businesses	2019	Central government	
STS1.3 platform of public services in border area	2018 2019 - 2023	BTSPMSP municipal administrations District / regional administrations	In the second column listed two periods: 1) creating a platform (BTSPMSP responsibility of the project ROBG-168; 2) updating of content (responsibility of those public administrations)
NC1.4 Monitoring and	2019 - 2023	municipal	

evaluation of policies		administrations	
		District / regional	
		administrations	
		NGO	
		Branch organizations	
		Organizations in	
		support of business	

Measures to achieve the strategic objective 2 of the capacity of the administrations of the border area Romania - Bulgaria to provide services to citizens and companies from the neighboring country

| STS2.1 Investments in ICT training | 2018 - 2023 | municipal administrations District / regional | Attitude to measure the role of contractors are also state institutions for |

		administrations	capacity building of the administration, educational institutions, including universities, NGOs
STS2.2 Investments in foreign language teaching	2018 - 2023	municipal administrations District / regional administrations	Attitude to measure the role of contractors are also state institutions for capacity building of the administration, educational institutions, including universities, NGOs

STS2.3 Flexible forms of motivation	2019 - 2023	municipal administrations District / regional administrations	
Measures to achieve the strategic objective 3 Improving communication and interaction between administrations in the border area Romania - Bulgaria			
STS3.1 Exchange of information at local level	**2018 - 2019**	municipal administrations District / regional administrations NGO	This period is only to establish a consultation process between the administrations of the border area, performance is steadily throughout the

			period. The role of NGOs as a consultant and facilitator of the process
STS3.2 Analysis of the premium services of foreign nationals and companies	2018 - 2019	municipal administrations District / regional administrations NGOs, professional organizations, consulting firms	The analysis can be outsourced with experience in public policy This measure public authorities have the role of initiator and private parties - contractor
STS3.3 Foreign language versions of administrative sites	2018 - 2020	municipal administrations District / regional	

		administrations	

abbreviations

BIA	Bulgarian Industrial Association
BTSPMSP	Association "Business Support Center for Small and Medium Enterprises" - Ruse
DAEU	State Agency "Electronic Governance", Bulgaria
E-Democracy	e-democracy
E-governance	Electronic control
European Commission	European Commission
EP	European Parliament
EU	European Union
ES	Electronic control
IISDA	Integrated Information System for Public Administration
ICT	ICT
IME	Institute for Market Economics
CAO	Complex administrative services
MS	Council of Ministers
Works	Ministry of Regional Development and Public Works of Bulgaria
NGO	Entity non-profit NGO, non-profit organization
United Nations	United Nations
OP	OP
runway	Personal identification code

PIN	Personal Identification Number
AADR	Agency for digital program Romania
EURES	EURopean Employment Services, European employment services
European e-Justice Portal	Portal European e-Justice
IT	Information Technology
MCSI	Ministry of Communications and Information Society of Romania
PIAPs	Public Internet Access Points, points of public access to Internet
SALAR	Organization of municipalities and county councils in Sweden
SEAP	Romanian electronic platform for procurement
SMART	Specific, Measurable, Accepted, Realistic, Time-bound

Sources of information

In Bulgarian

Administration Act

Law on Electronic Governance

Ordinance on Administrative Register

ordinance Administrative Service

Ordinance for electronic administrative services

Single portal for electronic administrative services-gov.bg

Integrated Information System of the State Administration IISDA

State Agency "Electronic Governance", the official site

Single point of contact, official site psc.egov.bg

Institute of Public Administration official site

Basic Model of complex administrative services

Strategy for the development of e-governance in the Republic of Bulgaria 2014-2020

Roadmap for implementation of the Strategy for the Development of e-government in Bulgaria for the period 2016-2020, the

National Program for Development "Bulgaria 2020"

Three-year action plan for implementation of the National Program for Development "Bulgaria 2020" in the period 2017-2019, the

National Reform Program 2012-2020, the

Strategy for Development of Public Administration 2014 - 2020 g.

Roadmap for implementation of the Strategy for Development of Public Administration 2015 - 2020 g.

Concept for improvement of administrative services in the context of the "one stop shop"

National Program "Digital Bulgaria"

"Enough already," benchmarking Estonia - Bulgaria Bulgarian Industrial Association

Report on implementation of public invitation with the subject "Investigation and analysis of public information and services in the Bulgarian part of the border region of Bulgaria-Romania"

Publications Mediapool

Publications Capital

Studies of the Institute for Market Economics: "The slow development of e-government in Bulgaria" "What we suggest economic centers in Bulgaria", etc.

"Establishing public attitudes regarding the nature, objectives, key priorities and expected results of e-government of the Republic of Bulgaria" study "Gallup International" in order State Agency "Electronic Governance", December 2017

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Strategy "Europe 2020"

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EEurope Action Plan 2005

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Hotărârea nr. 245 din 7 aprilie 2015 pentru aprobarea Strategiei naționale privind Agenda Digitală pentru România 2020
http://legislatie.just.ro/Public/DetaliiDocument/168066

Strategia naționala privind Agenda Digitală pentru România 2020
http://www.ancom.org.ro/uploads/links_files/Strategia_nationala_privind_Agen da_Digitala_pentru_Romania_2020.pdf

Nota de Fundamentare -HG nr.245 / 07.04.2015 http://gov.ro/ro/guvernul/procesul-legislativ/note-de-fundamentare/nota-de-fundamentare-hg-nr-245-07-04- 2015 & page = 22

Legislația românească in ceea ce priveste comunicațiile si intercomunicarea digital https://www.comunicatii.gov.ro/legislatie/

Hotărârea de guvern 908/2017 pentru aprobarea Cadrului Național de Interoperabilitate, cu Anexă. (Publicat la 28.12.2017)

Ordin comun al ministrului comunicațiilor și societății informaționale, al ministrului educației naționale, al ministrului muncii și justiției sociale și al ministrului finanțelor publice nr. 1168/2017 // 3024/2018 // 492/2018 // 3337/2017 privind încadrarea în activitatea de creare de programe pentru calculator. (Publicat în MO nr 52, Partea I, 18.01.2018)

Ordin pentru aprobarea normelor metodologice privind Sistemul Electronic National de plata online a taxelor si impozitelor utilizand cardul bancar. (Publicat la 21.04.2016)

HG nr. 414/2015 privind aprobarea Programului pentru implementarea Planului Național de Dezvoltare a Infrastructurii - NGN (publicat la 14.01.2016)

HG nr. 245/2015 pentru aprobarea Strategiei naționale privind Agenda Digitală pentru România 2020 (publicat la 14.01.2016)

HG nr. 432/2015 pentru aprobarea Acordului încheiat între Guvernul României și Guvernul Statului Istrael pentru cooperare în domeniul tehnologiei informației și comunicațiilor (publicat la 14.01.2016)

HG nr. 321/2015 privind aprobarea Acordului încheiat între Guvernul României și Guvernul Republicii Bulgaria pentru cooperare în domeniul tehnologiei informației și comunicațiilor (publicat la 14.01.2016)

HG nr. 503/2015 pentru aprobarea Acordului dintre Guvernul României și Guvernul Ungariei privind interconectarea la frontiera de stat româno-ungară a unei infrastructuri transfrontaliere de rețea optică (publicat la 14.01.2016)

HG nr. 57 din 28 ianuarie 2015 privind compatibilitatea electromagnetică

HG nr. 130 din 25 februarie 2015 privind echipamentele radio și echipamentele terminale de comunicații electronice și recunoașterea mutuală a conformității acestora

HG nr. 963/2014 privind aprobarea indicatorilor tehnico-economici aferenți obiectivului de investiții "Ro-NET" (publicat la 14.01.2016)

HG nr. 494/2011 privind înființarea Centrului Național de Răspuns la incidente de Securitate Cibernetică - CERT-RO (publicat la 14.01.2016)

HG nr. 1132/2013 privind organizarea și funcționarea Agenției pentru Agenda Digitală a României (publicat la 14.01.2016)

HG nr. 548/2013 privind organizarea și funcționarea Ministerului pentru Societatea Informațională (publicat la 14.01.2016)

HG nr. 271/2013 pentru aprobarea Strategiei de securitate cibernetică a României și a Planului de acțiune la nivel național privind implementarea Sistemului național de securitate cibernetică

Ordin nr. 492/2009 privind Normele tehnice și metodologice pentru aplicarea Legii nr. 451/2004 privind marca temporală

Lege nr. 135/2007 privind arhivarea documentelor în formă electronică

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Lege nr. 455/2001 privind semnătura electronică

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DIRECTIVA 2009/140 / CE a Parlamentului European şi a Consiliului de modificare a Directivelor 2002/21 / CE privind un cadru de reglementare comun pentru reţelele şi serviciile de comunicaţii electronice, 2002/19 / CE privind accesul la reţelele de comunicaţii electronice şi la infrastructura asociată, precum şi interconectarea acestora şi 2002/20 / CE privind autorizarea reţelelor şi serviciilor de comunicaţii electronice.

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DIRECTIVA 2006/24 / CE din 15 martie 2006 privind stocarea datelor generate sau procesate de către furnizorii de reţele şi servicii de comunicaţii electronice destinate publicului.

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DIRECTIVA 91/287 / CEE din 3 iunie 1991 privind desemnarea benzilor de frecvenţe cu scopul introducerii coordonate a sistemului DECT (Digital European Cordless Telecommunications) în Comunitatea Europeană.

DIRECTIVA 2004/108 / CE din 15 decembrie 2004 referitoare la apropierea legislaţiilor statelor membre cu privire la compatibilitatea electromagnetică şi care abrogă directiva 89/336 / CEE.

DIRECTIVA 87/372 / CEE din 25 iunie 1987 privind rezervarea benzilor de frecvenţe cu scopul introducerii coordonate a sistemului public celular terestru digital pan-european de comunicaţii în Comunitatea Europeană.

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City Hall Service - list

County Council Service - list

Project "Development of an information network to facilitate cooperation between public authorities, NGOs, businesses and citizens in the border region Bulgaria-Romania - BG-RO E-GoverNet", code completion eMS ROBG-168

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