CREATING ELECTRONIC IDENTITY - FUNDAMENTAL OBJECTIVE OF E-GOVERNMENT

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Abstract

Providing quality government and administrative services to citizens is a goal of the current trends in terms of creating conditions for a social environment smart, inclusive and sustainable. In this context, the e-government is the main pillar of the information society and one of the main pillars of the knowledge society. The work that we propose aims to provide an analysis of the concept, characteristics and values in the current e-government. Thus, the following objectives are targeted: description of the phenomenon of e-government features and values involved him, in closely related to services provided to citizens and facilitate their participation; analysis of certain aspects of the phenomenon of e-government implementation in Romania, in close connection with the evolution of the phenomenon in an international context and in particular, in the European context; analyzing the main aspects of the methodology for implementing e-government phenomenon in public administration, contained in the National Strategy for the Digital Agenda for Romania 2020. The results of this study follow the outline of the instrument e-government can contribute to social sustainability and determine the impact this phenomenon has on our society in accordance with current trends and conditions.

Keywords: *e-government; public administration; national strategy; electronic identity; digitization of the public sector.*

1. Introduction

The study we propose is part of the administrative sciences, covering a matter of administrative communication techniques. Through this study we intend to analyze how to implement e-government phenomenon in the administrative system in Romania, given that, due to the development of new technologies, it requires increasingly more administrative reform of using information and communication technologies. In this regard we intend to justify what extent e-government is an effective means of communication in public administration, to argue about the advantages and disadvantages of e-communication phenomenon without ensuring visibility of public institutions and services they provide, to realize a short analysis regarding the implementation of e-government phenomenon in Romania closely related to how it manifests in Europe and to analyze the most important aspects of e-government in public administration, contained in National Strategy for the Digital Agenda for Romania in 2020.

In order to achieve the objectives that we have set will provide an analysis of the e-Romania phenomenon, as it appears in projects and programs on the administrative system in Romania and an analysis of national strategies for the Digital Agenda for Romania for 2010 - 2020.

2. E-Government - efficient means of communication in public administration

At the beginning of XXI century, *digital government* or *e-Government* has been proposed as a new model for public services, a model based on the principles of government accountability and facilitate citizens the opportunity to fulfill their obligations to the state. Software development services and Web technologies has provided a way to improve the efficiency and effectiveness of large bureaucratic organizations. Thus, the administrative system in relation to citizens, developed the idea of e-communication that means an electronic communication in which elements such as the use of IT systems, both hardware and software, to give citizens access to information and public services, use websites to inform citizens of a communication by electronic mail have become the most effective means of networking.

In recent years, more and more governments of countries in developing are interested in reforming their administrative systems using information and communication technologies (ICT). This would allow governments to avoid the dilemma between reducing costs and improving quality and creating management structures to operate more efficiently and to involve lower costs. Also, new channels of interaction will increase transparency, increased accountability, and the degree of citizen participation.

Reforming administrative systems using information and communication technologies involves

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developing e-communication phenomenon. The phenomenon has two major objectives: to achieve major improvements in response speed, efficiency and accessibility of public services and to bring the governments closer to citizens. In this regard, among the potential benefits of new technologies for services performed and provided by the government include: reducing administrative costs; faster and more accurate response to the citizens to applications and database queries, including outside normal working hours; access to data present at all levels and administration structures, from any location; increasing the capacity of government; assistance to local and national economies by facilitating the development of government-business environment interface; a means to achieve efficient public feedback.

The introduction of information and communication technologies can help reduce the appearance of corruption opportunities in the sense that it can be detected and removed more easily. There are also situations where ICT system may not have any effect on this phenomenon or even to provide new opportunities for its development.

In addition to the benefit ratio administrative e-communication were identified and a number of disadvantages[1], including:

– Hyper-surveillance of taxpayers, meaning that public authorities can have a very good record of the activities of contributors, by using various technologies for e-Governance (mobile, cameras, etc.). There are times that this action has advantages (such as monitoring terrorist or criminal activities), but outside of them may be a violation of freedoms of citizens;

– Implementation and maintenance of e-Government services involving financial costs ever higher;

– Inaccessibility of e-Government services for certain categories of citizens: what are in locations without Internet connection or those who can't afford the use of computers for various reasons (financial or health reasons - people with visual impairments);

– False sense of transparency may be due to the fact that since the authorities having access to data, they can be altered or removed, without the public to realize this;

– Electronic services can be targets of electronic attacks.

The successful use of e-Government services to citizens and their adoption is dependent on certain requirements that these services should meet. According to GD. 195/2010 on the approval of the National Strategy "e-Romania"[2] these requirements relate to: the trust that citizens must have in government and security electronics electronic versions of official documents received; possibility

authentication and electronic signature; transparency in providing public services; accessibility of public services for all citizens without discrimination; easy to use electronic public services through clear and simple structure; data security to protect them; effective cooperation between authorities; modularity e-Government services to keep pace with the latest technology; e-Government interoperability.

2.1. Electronic communication - useful tool for providing public data

The new trend in terms of the visibility of public institutions and services they offer have a number of advantages such as: speed, low costs, the possibility of continuous updating, entry into networks or their initiate, interactivity.

The speed refers to the speed of electronic communications. The technology involved to the evolution of the Internet allows transmission speed smoothly and messages in the most demanding digital form formats (formatted text, complex images, sound, Video). The electronic communication is an effective means of networking between administrative institutions and citizens.

An administrative institution which must distribute documentation, forms, information from databases can introduce a system to contact his office of public relations through a general email address. Team members can establish a "response protocol" that will bring a major improvement in relations with citizens, whereas the latter will receive an electronic response, largely standardized, without consuming too many material resources or time (not will wait days or weeks post, will not have to waste time and money to travel to the headquarters organization resource to solve a problem).

Electronic communication is effective when organizations launched a public action, after the model of the "snowball" requires the participation of other organizations, the media awareness and public raising. The rapidity of electronic data transmission motivate organizations wishing to make known their projects and actions. If human resource, time and cost required for processing information on traditional media and their distribution proactive communication discourages, the use of electronic communication motivates disseminating information to their internal or external recipients.

Relatively small costs involved in electronic communication leads to a desire to shift the communication of traditional media (brochures, reports, catalogs, brochures, posters) to Web pages and e-mail communication. When printing an annual report involves certain costs depending on the complexity of the information and print quality (to which we add the cost of design and distribution), load

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[1] *** „Case Study in Public Administration Services", conducted in the *Strategic Program for the Promotion of Innovation in Services by Open Continuing Education*, Project co-funded by European Social Fund through Sectorial Operational Program Human Resources Development 2007 - 2013, pp. 12-13.

[2] Romanian Government, HG. 195 / 2010 approving the National Strategy "e-Romania", 2010.

the same report on the website of an institution may involve a limited communication budgets using Internet connection and paying any telephone. Thus, the costs include the costs of creating a website (with features according to standard design, the amount and complexity of information and security requirements), its maintenance costs and distribution costs of electronic information, which are practically reduced to Internet subscription and telephone costs. In addition, information is more easily taken up by the receiver of information. A direct consequence of electronic communication, both intra and inter-organizational institution is to reduce administrative costs (telephone, fax, mail, courier, printer / copier and supplies for them).

To make known projects and actions set out in a unit of time, for example during a year, we can choose the electronic version of their presentation, which involves placing information on the website of the institution. Maintaining on the site of an institution of news pages, a page in which the events or news that becomes landmarks of organizational and enabling stakeholders to be informed of its activities, is an effective promotional tool. The website can also be updated in real time and the information posted may include links to other useful resources.

Once created a web page should be entering the network or its initiation, a phenomenon known as networking. The phenomenon represents fast networking ability with other sites in the same field or in other fields: government bodies, commercial companies, international organizations or the media. Networking represents very often a defining element in the start of projects, fundraising and exchange of experience.

Interactivity requires a web user involvement in the communication process. There are several ways in which users can be involved in the communication process, namely: contact by email institution on any page of the website, not only in the initial or the dedicated address or phone; to complete registration forms to access the database, to newsletters or other secure parts of the website, which provides to the institutions important information about its public and helps to build an accurate picture of people interested in his work; to mark an address as a permanent source of information.

The introduction of e-communication in the administrative system seems to be a goal of facilitating services provided to citizens. Thus, the interaction of an electronic public services performed by users, the possibility of access to services as varied conditions in order to increase citizens' satisfaction, the possibility of defining and monitoring of workflow are issues that

should be considered when which means we relate to effective administrative services. Acceptance of these new ways of interaction, due to the development of new communication technologies, means to implement government policies in reality that citizens face increasingly more and more.

Currently e-Government is a major driver of public administration reform and its modernization[3]. E-Government strategy is formulated, since 2000, as a necessity for all the European Union for all Member States. In this context arises the concept of *electronic State* or *e-state* concept developed by I. G. Androsova[4]. The *electronic State* or *e-state* is the synonym of "State of XXI century», which is capable of providing, in addition to socio-economic development in conditions of uncertainty, and restore citizens' confidence in state institutions, and creating of new channels of participation policy to boost the development of democracy.

Electronic government is reforming the public sector using new information management techniques. The aim is to increase political participation of citizens and to streamline the administrative work through civil society participation in decision-making and ensuring transparency of administrative acts.

3. Implementation of e-governance in Romania and European context

In the context of electronic government (e-Government) must increasingly more as an component essential of the new information society, knowing, in recent years, an exponential growth globally and especially in Europe, the Romanian government promoted and promotes various projects that make electronic services an instrument of public administration reform. Thus, in 2009, the Ministry of Communications and Information Society (MCSI) proposed a national strategy accompanied by an action plan to help steer public sector to the information society, the main instrument of action being the e-government[5].

As a single public authority in organizing and coordinating the implementation of national programs and projects of electronic government and electronic administration (under GD 12/2009[6]), MCSI proposed a unified vision to create a coherent and integrated national system for public services online dedicated of the citizens and businesses. Among its objectives included: to create a society that includes access to all citizens by increasing the usability of information society services; reforming operational models within the government sector and increase operational

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[3] Baltaru R. A., „Reforma în administrația publică. Studiu privind e-Guvernarea la nivelul Uniunii Europene". In *Administrarea Publică*, 2012, nr. 3, p. 114.

[4] Apud. Tudor Pînzaru, „E-guvernarea: concept și valoare", in Jurnalul Juridic Național: Teorie și practică, iunie 2014, p. 80.

[5] *eRomania*, V1 - June 2009, Romanian Government, Ministry of Communications and Information, p. 3., available at www.romania.gov.ro.

[6] HG 12/2009, available at http://lege5.ro/Gratuit/gezdcobtgi/hotararea-nr-12-2009-privind-organizarea-si-functionarea-ministerului-comu nicatiilor-si-societatii-informationale.

efficiency through appropriate use of information and communication technologies.

MCSI aim to achieve a national electronic system dynamically and continuously updated to streamline the relationship between government and citizens, including information on all areas of economic and social life[7]. Thus, while reforming structures and operational models to promote the idea of introducing Digital City model or Digital County by identifying, auditing and development of public services, in conjunction with the translation and trans-dressing in digital format, and promoting this practice in local government and business environment[8]. It was estimated that by the end of 2013, citizens, businesses and central and local government will always benefit from a defined set of e-Government services at a level of quality and maximum safety and ensure increased number of users, sustainability services and updating them.

The strategy proposed by MCSI shall be addressed a new concept of e-Government, namely e-Romania, based on a common vision of creating a coherent and integrated national system for online public services dedicated to citizens, businesses and local and central administration. Through this system every citizen, whether living in Romania or not, every business or government user will be able to inform, to access public services online to solve any administrative problem in the fastest and favorable way.

In 2014, the Ministry for Information Society, in line with the EU's growth strategy, launched in 2010 for the next ten years, which referred to deficiencies in growth patterns in Europe and aims to create an environment more intelligent, more sustainable and more inclusive, proposes a *National Strategy for the Digital Agenda for Romania 2014 - 2020* adapted to the economic and social reality of Romania[9]. This strategy refers to the four areas of action, the first of which relates to e-Government, Interoperability, Cyber security, Cloud Computing, Open Data, Big Data and Social Media and aims to increase efficiency and reduce costs in the public sector in Romania by modernizing the administration[10]. Among the *Objectives 2020* refers to citizens were using e-Government services and the analysis performed that in Romania, in 2013, 5% of citizens using e-Government services, Romania's target in this respect, until 2015 was 35%, compared to that of the EU is 50%[11].

The reason that Romania intends to implement e-Government 2.0 concept is closely related on the one hand with cultural and behavioral changes, and on the other hand on the benefits of the social aspects of interaction between government and users. The e-Government requires a transformative vision,

supported by ICT to deliver better public services by government and citizen involvement in government support approaches. The phenomenon involves the modernization of central and local government in providing services to citizens and businesses in an integrated, transparent and secure manner.

In a study conducted by the United Nations on the development of e-Government in 2012 by defining and implementing effective strategies, European countries are on the first place, being followed by the USA and Asia. The less developed in this regard are the countries on the African continent.

Regional and Economic Groupings	Index value	Online Service Component	Telecomm. infrastructure component	Human Capital Component
Africa	0.2780	0.2567	0.1094	0.5034
Americas	0.5403	0.4648	0.3602	0.7958
Asia	0.4992	0.4880	0.2818	0.7278
Europe	0.7188	0.6189	0.6460	0.8916
Oceania	0.4240	0.2754	0.2211	0.7754
World	0.4882	0.4328	0.3245	0.7173

Source: Study on development of e-Government in 2012, conducted by the United Nations[12]

EGDI Index (e-Government Development Index) to provide Romania by the U.S. was 0.5632. This ranking it below the mean value given in Eastern Europe, namely: 0.6333. EGDI it was calculated as a sum of three factors, namely: the percentage use of online services, telecom infrastructure (relative to the percentage of Internet users, the percentage of subscribers to fixed telephony, mobile telephony subscribers percentage, the percentage of subscribers to fixed line Internet subscribers and percentage broadband communication services) and human capital index generated according to the level observed in adult education and school enrollment rates)[13].

As a measure to increase EGDI index, Romania proposes three actions required, namely: the creation of legislation and operational framework for the implementation of *Government Enterprise Architecture*; creation of capabilities of ministries *Government Enterprise Architecture* - delegating and educating the agencies to use it and make it its own initiative; the issue of the *List of e-Government ICT standards* that provide the recommended standards for ICT projects (Required, Recommended, Optional, Rare, Withdrawal, etc.) with cyclic process of these standards (Draft, Approve, Commenting, Withdrawal, etc.). The first action aimed creating the Government Enterprise Architecture for Romania, whose main

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[7] *eRomania*, V1 - June 2009, Romanian Government, Ministry of Communications and Information, p. 7, available at www.romania.gov.ro.
[8] *eRomania*, V1 - June 2009, Romanian Government, Ministry of Communications and Information, p. 7, available at www.romania.gov.ro.
[9] *National Strategy regarding the Digital Agenda for Romania*, in October 2014, the Ministry for Information Society.
[10] *Ibidem*, p. 6.
[11] *Ibidem*, p. 35.
[12] Apud. *National* Strategy regarding the Digital Agenda for Romania, in October 2014, the Ministry for Information Society p. 36.
[13] *Ibidem*.

objective was to define a uniform set of standards, policies and architectural guidelines that public entities will be used for investment and ICT initiatives. Benefits subjects were uniform vision for the implementation and promotion of all projects and public entities. The second action aimed to support public entities have adopted as Government Enterprise Architecture and had as benefit a better adoption Government Enterprise Architecture and uniform implementation of its, being provided the same deadlines. Regarding the third action specify that standards will be proposed by the corresponding entity in the ministries and that they will be placed in the approval process completed by the Ministry for Information Society. Like achievement within the three actions estimated half of 2015.

The need to strengthen public administration is also subject to the concern of the Ministry of Regional Development and Public Administration. Thus, *The Strategy for Strengthening Public Administration 2014 - 2020* highlights the need to address the main shortcomings that prevent the administration from Romania to fulfill role expectations of its beneficiaries. Among them were identified: excessive politicization, which is an obstacle to good governance; a political and organizational culture that rule rather as an easy source of income for individuals and / or legal only as a promoter of economic development, able to contribute to the welfare of its citizens who ceases to be regarded as mere taxpayers; the absence of a coherent strategic vision on the long-term future of Romania; insufficient trust in administration (among officials, citizens, between officials and policymakers), that generates resistance to change, concentration of decision-making at the highest level, particularly political (correlated with lack of initiative at the administrative level, low transparency of public administration and a corruption level high perceived); insufficient involvement of partners from academia, business and civil society and even associative structures of administrative-territorial units in defining strategic visions or in terms of real consultation in decision-making[14].

In this context, it established the general framework of public administration reform for the period 2014 - 2020. It is considered that despite financial support from the European Union to increase administrative capacity, resulted in the pre-accession funds and later in financing of the *Operational Program Administrative Capacity Development*, the factors mentioned above have generated excessive bureaucracy and costly to the government, have generated a lack of transparency and efficiency of public spending and also a gradual de-professionalization of public administration. Therefore, it is considered that in the negotiations with the European Commission on the Partnership which

will be the basis of grants from structural funds for the period 2014 - 2020 there will be a growing concern, both in the Romanian Government and the European Commission on the modernization of public administration and build capacity for it to effectively fulfill the role of facilitator of socio-economic development of Romania.

Strategy development process was initiated by the Ministry of Regional Development and Public Administration (MDRAP) which, together with the Prime Minister (CPM), defined the main strategic guidelines. The strategy was accompanied by an action plan that included both short-term objectives, aiming the year 2016 as a deadline by which Romania will have to meet all compliance related to public administration domain and long-term strategic objectives, aimed 2020 as correlated with progress within the *Operational Program Administrative Capacity*. It is considered that the proposed action plan and results to be derived from the implementation, monitoring and evaluation will be the basis for reviewing the future strategy and to develop of this strategy to reform public administration in Romania for increasing the quality of service this one.

4. E-Government in public administration - matters contained in the National Strategy for the Digital Agenda for Romania in 2020

In order to achieve a modern and efficient public administration Ministry for Information Society has developed National Strategy for Romania Digital Agenda 2020. National Strategy for Romania Digital Agenda was developed based on the Digital Agenda for Europe 2020, which is the reference framework for development digital economy. The primary objective of the Digital Agenda 2020 it represented supporting economic recovery in Europe to ensure sustainable economic growth, smart and promoting social inclusion and to develop a Digital Single Market[15].

Some of the objectives set by the European Digital Agenda were taken and adapted to the current context of Romania and aligned with the strategic vision of ICT Romania 2020. The aim was to ensure the development of ICT Romania to the countries in the region and establish the premises for integration Romania, in terms of ICT, in the Digital Single Market of Europe. The National Strategy for the Digital Agenda for Romania directly targeting the ICT sector and aims to contribute to economic development and increasing competitiveness of Romania, both through direct action like effective development of the ICT Romanian sector, and indirect actions such as increasing efficiency and cost reduction in the public sector in Romania and improved productivity of the private sector by reducing administrative barriers in

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[14] *Strategy for Strengthening Public Administration 2014 - 2020*, Prime Minister's Office, Ministry of Regional Development and Public Administration, Project in June 2014, p. 5.

[15] *National Strategy for the Digital Agenda for Romania in 2020*, Ministry for Information Society, p. 7.

the relationship with the state and improving labor competitiveness in Romania.

E-Government Strategy in Romania, as outlined in this document, focuses on services to adduce life events (Life Events). Life events are important steps in the life of a citizen or an enterprise that are composed of inter-institutional services that serve citizens and business interaction with the Public Administration in Romania[16]. Considering the Digital Agenda for Europe 2020, Romania has defined four key areas of action adapted to the current context, which will be followed as Romania's vision for Digital Agenda program, leading to sustainable economic growth and competitiveness. The first field of action, entitled e-Government, Interoperability, Cyber Security, Cloud Computing, Open Data, Big Data and Social Media aims to increase efficiency and reduce costs in the public sector in Romania by modernizing the administration[17]. This area of action presents the activities undertaken by the Public Administration of Romania to implement the 36 life events (identified as priorities and commitments of Romania) by 2020. in the context of the latest available data from the European Commission on the Digital Agenda Scoreboard (DAS)[18], which follows the progress of Member States towards the targets assumed, this showed that in 2013 only 5% of Romanian citizens using e-Government services, compared to a European average of 41%. In terms of indicators focusing on public services needs of civil society and transparency of public services, Romania had a score of 40, respectively 17, against a European average of 70, respectively 49, it was necessary action to implementation of a good e-Government in Romania.

National Strategy for the Digital Agenda for Romania 2020 includes a SWOT analysis for e-Government and interoperability[19], achieved for 2013 and identifying the strengths, weaknesses, opportunities and constraints e-Government phenomenon.

Strengths identified by SWOT analysis concern: the existence of a strong ICT sector, with national integrity and the presence of major global ICT companies on the market in Romania; well-developed ICT infrastructure in cities, which is in development in terms of Internet access in public areas; the existence of a functional online procurement platforms at government level (www.e-licitatie.ro); MSI existence acting as general coordinator of ICT strategies at the governmental level; CERT-RO existence in cyber security; existence of cyber security strategies and development of electronic public procurement - ESPP.

In terms of weaknesses were identified: lack of legislative framework on interoperability government institutions and information systems; lack of insurance security systems of public institutions; lack of public

sector investment programs coordinated in a consistent manner; lack of coordination in terms of appropriate security measures; lack of a long-term strategy on public sector ICT staff training; the absence of a single electronic authentication and identification of users; the existence of a relatively small number of computerized public services according to their degree of sophistication; the lack of interoperability in public administration in Romania; lack of functionality online procurement system; lack of a coordinated and consistent communications to promote online government initiatives; the existence of problems of scalability, timeliness and cost-effectiveness in terms of ICT infrastructure developed in various government organizations; granular acquisition hardware and software solutions that do not provide transparency at government level.

The opportunities identified in the SWOT analysis were: the development of an infrastructure for e-Government public services; increasing the use of public services available online; preparation of intra-coordinated project implementation, supporting thus achieving interoperability; European e-Government alignment structures; increasing the transparency of government activity; Cloud Computing technology development and management of data centers; increased use online environment for solving the problems of citizens; low investment funds from the state budget.

Threats or constraints relate to: the digital divide recorded at regional level: rural-urban; decentralization of public authorities and the difficulty to impose the use of interoperability standards; changes in the political environment that may influence growth or to achieve goals; activities organized cybercrime groups; lack of trust in online cyber security systems.

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[16] *National Strategy for the Digital Agenda for Romania in 2020*, Ministry for Information Society, p. 25.
[17] *Ibidem*, p. 18.
[18] http://ec.europa.eu/digital-agenda/en/digital-agenda-scoreboard.
[19] *National Strategy for the Digital Agenda for Romania in 2020*, Ministry for Information Society, Annex 3, pp. 127 – 128.

Taking as it's a starting point the results of SWOT analysis is proposing a series of actions to address the most important issues. These related to:

implementation of public services online[21]. In this context, increasing the efficiency and transparency of public administration and improving the economic

SWOT Analysis for e-Government and interoperability
Country profile for Romania, eGovernment indicators
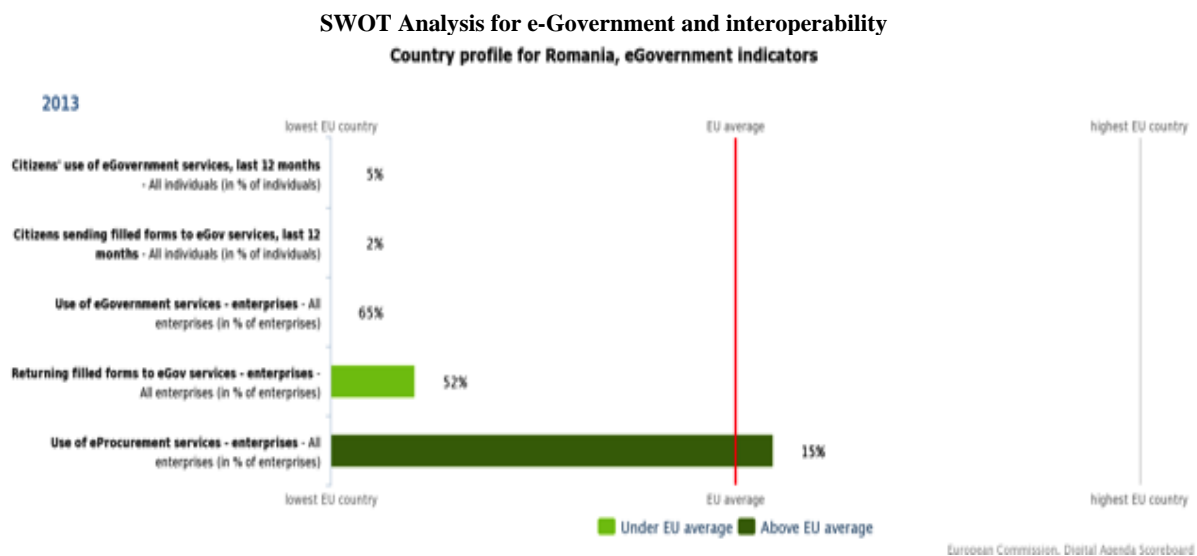
Source: National Strategy for the Digital Agenda for Romania in 2020

preparing coherent process of computerization of public services based on life events (Life Events) and increase the transparency of public administration; definition of an institutional structure to provide a unified vision, manage centralized and coordinated aspects of computerization of public services and achieve interoperability at European level on the opportunities identified in Romania; use opportunities for European coordination to ensure improved performance interoperability of information systems implemented at national level and to improve cyber security; support the use of open source and standards to facilitate and ensure future interoperability of information systems; introduction of technologies such as Cloud Computing and unified management systems for data centers to reduce administrative costs and increase efficiency in public administration activities; use social media to improve communication both government institutions and private sector representatives to support their activity[20].

For a better implementation of e-Government, National Strategy for the Digital Agenda for Romania in 2020 provides the following: ensuring transparency in the dissemination of information by public services; creating platforms and interfaces of e-Government; effective cooperation between central and local administrative structures, public and private; working procedures for the development of e-Government solutions for business management; creation of a centralized electronic authentication of users and their unique identification of integrating electronic identification requirements resulting from the

environment were identified as short-term strategic priories. It is believed that prioritizing government services that relate to Life Events will bring a significant improvement in the way citizens relate to governance because refining those services will facilitate citizens' interaction with public institutions.

Conclusion

The XXI century brings with it the idea of *electronic state* or *e-state*. Romania has made and filed in this a considerable effort to align with the e-Government standards imposed by the EU and required by the actual current of development and evolution of a modern administrative system. If the period 2007 - 2013 the Administration of Romania has seen many institutional reforms that aimed, on the one hand, in order to better adapt insurance obligations country (for example, the establishment of institutions such as Managing Authorities or the National Integrity Agency), and, on the other hand, reorganization to streamline public spending or implement a different political views, since 2014 requires that priority implementation of the e- Government 2.0 concept, which should be based on a common vision of creating a coherent national system and integrated for online public services dedicated citizens, businesses and local and central administration. Analyzes that we conducted on the various strategies that Romania has proposed over the years, since 2009, have revealed that there were ongoing concerns Romanian competent authorities in this regard. These concerns were both the

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[20] *National Strategy for the Digital Agenda for Romania in 2020*, Ministry for Information Society, Annex 3, p. 128.
[21] *Ibidem*, p. 25.

legislative and operational level. Suggested strategies aimed both short term goals and long-term strategic objectives in terms of administrative reform. It is also appreciated that the proposed action plan to achieve the objectives and results that will come from the implementation, monitoring and evaluation of actions taken will be the basis for reviewing the future strategy and to develop a strategy to reform continuous and coherent the government of Romania to increase the quality of services provided by it.

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