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**FORTY SIXTH PLENARY SESSION OF THE PABSEC GENERAL ASSEMBLY
ECONOMIC, COMMERCIAL, TECHNOLOGICAL AND ENVIRONMENTAL
AFFAIRS COMMITTEE**

REPORT*
E-GOVERNMENT IN THE BSEC COUNTRIES

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I. INTRODUCTION

1. During the 44th Meeting of the PABSEC Economic, Commercial, Technological and Environmental Affairs Committee in Belgrade on 16 March 2015 it was decided to discuss the topic “e -Government in the BSEC countries” as the main subject of the 45th Meeting of the Committee.
2. The progressive development of societies and economies is marked increasingly by the growing role of digital knowledge and information technologies along with increase in digitization of society and more extensive use of the Internet networks through traditional and electronic media, creation of a global information space, development of e-government, creation of digital markets, electronic, social and economic networking systems.
3. At present organization of electronic governance through information gathering, processing and dissemination, rendering of public services of all branches of the power to all categories of citizens through electronic means, state-society interaction using information and communication technologies, automated public services, citizens’ free access to relevant government information are key components of a comprehensive transformation of governance into the e-government format. E-government ensures operational efficiency and cost reduction, fundamental changes in the relationships between society and government, improvement of democracy and strengthening the government responsibilities towards the people.
4. The present Report examines the process of implementation of a new form of government - e-government in the BSEC countries, the concept of which is actively developed and implemented. The Report uses the information provided by the national delegations of Armenia, Azerbaijan, Bulgaria, Georgia, Greece, Moldova, Romania, Russia, Serbia, Turkey and Ukraine. In addition, the reference material has been obtained by the PABSEC International Secretariat from the relevant sources of the Internet.

II. E -GOVERNMENT IN THE BSEC COUNTRIES

5. With the transition to a new stage of development of information society various spheres of social life are changed. As a result of the scientific and technical progress, digitalisation and introduction of new information technologies economic, educational, cultural and political environment are being modified. E-government as a qualitatively new form of governance within the information society is considered as intensive use of Internet technologies for the regulation of the political sphere.
6. The International organizations like the OECD and the United Nations define the term “e-government”. E-government is defined by the OECD as the use of information and communications technologies (ICTs), and particularly the Internet, to achieve better government. For the United Nations, e-Government is defined as a government that applies ICTs to transform its internal and external relationships. The ultimate goal of electronic government is to ensure good governance, i.e. to place the government in the most efficient and effective position from public perspective. The challenge is to form the basis through which the use of ICT serve as a key factor for the successful transition towards a clear, transparent and efficient governance.
7. E-government is electronic document management system based on automated processes within the country and serving the objective of substantial increase in the

efficiency of public administration and cost-effective social communication for every member of a society. Creation of e-government involves the construction of nation-wide distributed system of governance by providing the full range of services. The objectives of e-government include the optimization of the provision of public services to the individuals and business; promotion and enlargement of self-service possibilities for the citizens; increase the technological knowledge and skills of the citizens; increase the participation of voters in the processes of governance and management of the country; reducing of the impact geographical factor.

8. The main goal of e-government is to transform the public administration bodies and ensure innovative internal and external relationships through electronic technologies. E-government envisages not only utilisation of technological innovations but also the reform of the government focused on the needs of the public sector on the one hand and the citizens and businesses, on the other hand, with the aim enhance the use of ICT to improve efficiency of services delivery in the public sector, as well as methods of interaction between the public and private sectors.
9. The main objectives of e-government are: to achieve maximum transparency of all public structures by giving citizens the opportunity to control the adoption and implementation process of political decisions at all levels. Electronic government ensures access to and delivery of government information and service to citizens, business partners, employees, other agencies, and government entities within the scheme where human contacts are minimized and information technologies are used at the highest possible level.
10. The necessity to establish the system of electronic government was stressed in the final documents of the World Summit on the Information Society (WSIS) – Geneva Declaration of Principles and the Tunis Agenda for the Information Society. The Geneva Plan of Action in the sphere of e-governments envisages: implementation of e-government strategies focusing on applications aimed at innovating and promoting transparency in public administrations and democratic processes, improving efficiency and strengthening relations with citizens; development of national e-government initiatives and services, at all levels, adapted to the needs of citizens and business, to achieve a more efficient allocation of resources and public goods; and provision of support to international cooperation initiatives in the field of e-government, in order to enhance transparency, accountability and efficiency at all levels of government. Tunis Agenda for the Information Society envisages: support to the use of ICTs in government as a priority and crucial target area for ICT-based development interventions; and developing and implementing e-government applications based on open standards in order to enhance the growth and interoperability of e-government systems, at all levels, thereby furthering access to government information and services, and contributing to building ICT networks and developing services that are available anywhere and anytime, to anyone and on any device.
11. Electronic government implies the following primary delivery models: G2C - Government to Citizen; G2B - Government to Business; G2G - Government to Government; G2E - Government to Employees. Electronic government includes multiple applications: free access of citizens to government information; change from traditional paper based office into paperless office; introduction of performance indicators for public bodies and their regular monitoring by parliaments and citizens; introduction of ID cards for Public Civil Administrative Servants, shifting to networks of most of the standard transactions between government and citizens and business; etc.

12. The Government portal is a key component of e-government to guarantee easy access to information and public services for citizens and business. The main idea of creation of a government portal is to compile the information and services provided by various departments and to create a single point of access to every information and service. Because of the easy access for citizens to government services, official documentation and administrative procedures they become more willing to participate in governance, moving to the models of more active community participation and increased involvement in decision-making. This portal serves as a powerful tool for selection and integration of a significant amount of information at the disposal of public administration. As the e-government progresses within the technological and social networking development, this portal becomes a place where the government actively requests feedbacks from citizens and consults with all segments of society so that it can make decisions that meet the interests of all.
13. Enhancement of information and communication technologies, more intensive involvement of individuals and the possibilities to control the activity of the government leads to some extent to decriminalization of the societies. Strengthening of control over the activities of the state machinery, which becomes more transparent can significantly reduce corruption at all levels. As a result of creating transparent government through providing possibilities for direct impact upon the government activities the trust of citizens to the government strengthens.
14. In the process of preparation for e-government it is necessary to elaborate appropriate legislation and regulatory framework as a prerequisite for successful e-government since the work of the state administration is carried out strictly on the basis of the respective legislation. In order to create the necessary institutional framework for e-government it is necessary to amend the laws and regulations governing the respective issues.
15. The UN Global E-Government Development Index presents a systematic assessment of the use and potential of information and communication technologies to provide public services to citizens and provides data on the level of development of e-government in different countries. All the countries covered by the survey are ranked on the basis of the three important dimensions of e-government: provision of online services, telecommunication connectivity and human capacity. In 2014, the survey covered 193 countries, and according to the rating the 27th place was taken by Russia, 34 - Greece, 56 - Georgia, 61 - Armenia, 64 - Romania, 66 - Moldova, 68 - Azerbaijan, 69 - Serbia, 71 - Turkey, 73 - Bulgaria, 84 - Albania, 87 – Ukraine.
16. The BSEC countries continue implementation of integrated programs in e-government sphere and some tangible achievements are already reached. At the stage towards transition to the information society, while not all the peculiar changes have been realised, it is necessary to carry out substantial reforms to modify the government functions in accordance with the social transformations.
17. **In Armenia** in 2008 the Government approved the Concept of development of information technologies, which also includes conceptual terms and timetable of formation of information society based on the analysis and sharing of best international practices. At the same time, given the need to develop a comprehensive program for the creation of e-society the Concept of electronic society in Armenia was elaborated and adopted in 2010. This concept includes strategic approaches to the formation of e-society and the schedule of activities for 2010-2012. In 2010, the Government of the Republic of Armenia launched the e-government portal www.e-gov.am. The site

provides a number of electronic services and the list of services is enlarged up to date. Starting with the 1 June 2012 the new biometric passports and ID cards are introduced in Armenia. The e-procurement system, which implies the implementation of the public procurement process in the electronic environment, has been launched. The government implements the program of introduction of electronic document circulation among the public bodies. Starting with 2008 the “Mulberry” electronic documentation sharing system is used by public administration, which includes 35 state bodies. The electronic system of state registration of legal persons, through which it is possible to register a business without visiting the agency of state registration of legal entities, only using the online registration system. The system is launched to submit applications electronically for licensing and to the Intellectual Property Agency. The system of public notification is also operative through which it is possible to post on-line applications of citizens and organizations in the cases envisaged by the by law. Along with the overall Internet accessibility on the whole territory of Armenia the number of users of e-government system is constantly growing.

18. **In Azerbaijan** the National Strategy on Information and Communication Technologies for the Development of the Republic of Azerbaijan (2003-2012) laid the foundations of the establishment of the e-government. Within the framework of the Presidential Decrees No 1055 of 21 October 2005 and No 1056 of 11 August 2010 the work on the creation of e-government has accelerated by the adoption of the State Program on Development of Communication and Information Technologies in the Republic of Azerbaijan (Electronic Azerbaijan). As part of the legislative framework the Law on Electronic Signature and Electronic Document was adopted in 2004 in accordance with this law other regulatory acts were adopted. The Presidential Decree No 429 on Some Measures in the Organisation of Providing Electronic Services by Governmental Authorities of 23 May 2011 gave new impetus to the formation of the electronic government. The National Certificate Services Centre became operative, which consists of two separate centres – Electronic Government Centre issuing certificates to legal and natural persons; and Government Bodies Centre providing operations related to the certificates issued to employees of high government offices of executive and legislative power, employees in ministries and committees, municipalities and public bodies. The Portal “Electronic Government” was launched in 2012 and is used to provide centralised electronic services by central executive authorities to the citizens in the “one-stop shop” format. At present in the framework of the e-government portal 45 state agencies provide 409 electronic services to citizens and business. As a result of the undertaken measures the number of users of e-services offered by the Electronic Government portal rapidly increases. Starting with the second quarter of 2014 through the electronic portal a number of electronic certificates and documents are issued that were used to be issued in a hard copy. In accordance with the Law on Electronic Signature and Electronic Document electronic documents are equalised to the hard copy documents and have the similar force. The Ministry of Communications and High Technologies implements measures aiming at enhancing the use of electronic services by public servants and the people. At the same time the Training Centre on E-Government was set up in the Academy of Public Administration, which is regularly organises studies in this area. In order to enhance the use of public electronic services the Ministry of Communications and High Technologies and the Ministry of Education together with Hewlett-Packard and Microsoft companies implement the “National PC” project. In the framework of this project teachers and students of secondary schools in Azerbaijan, university students and employees of the education sector have the opportunity to purchase computers at

beneficial prices. With the aim to educate citizens on the e-government methodological and public awareness campaigns are organised, through which the structures having direct contact with citizens provide comprehensive information.

19. **In Bulgaria** the E-governance Development Strategy 2014-2020 defines information and communication technology as the core of development of modern information society. Bulgaria takes measures to further develop e-governance up to the average indicators in the EU. As an EU Member State Bulgaria implements the basic strategic documents and initiatives of the Union, providing the development guidelines and the common framework to each Member State. These documents include Europe 2020 Strategy, Digital Europe, the European Commission's e-Government Action Plan for the period 2011-2015, ISA programme (Programme for interoperable solutions for the public administration in Europe). At national level the objectives of Digital Europe have been included in the following strategic documents: National Reform Programme 2012-2020; National Strategy for Broadband Development 2011–2015; E-governance Development Strategy in Bulgaria 2014-2020; The general principle in the implementation of the integration platform of e-governance is based on a centralised service-oriented architecture and a set of functional subsystems. This infrastructure is based on two interrelated objects – Boyana Control and Technical Centre of the e-Government (CTCEG), Sofia and Evksinograd Territorial Centre of the e-Government (TCEG), Varna – forming a complete system with input and output interfaces, common plan, uniform objectives, specific constraints (resource and space-time), pre-set quality indicators and a summary measure of effectiveness. The two centres in Sofia and Varna are the core of the technological structure of e-governance. The main components of the e-government integration platform, which have been implemented in Bulgaria are: A Single portal for access to electronic administrative services (SPA-EAS); Integrated environment for electronic documents exchange (IEEDE); Interoperability registers (IR); Environment for automated data exchange with the registers of the central administration (RegiX); Network and Information Security Gateway; Electronic identification and Electronic Identification Systems. Currently the regulatory framework in the sphere of e-governance includes the Law on e-Governance, the Law on Electronic Document and Electronic Signature, the Commercial Register Act, the Electronic Commerce Act, the Law on the Provision of Services, and the Spatial Data Access Act. In addition to these laws there are many ordinances regulating the electronic administrative services, registers of information operators and electronic services, requirements to the integrated environment for electronic documents exchange, general requirements for interoperability and information security, electronic signature certificates in the administrations, internal flow of electronic documents and paper documents in the administrations, as well as Instructions for keeping, storing and accessing the register of registers and data. The Project “Development of administrative services electronically” with the financial support of Operational Programme “Administrative Capacity” co-financed by the European Union through the European Social Fund, was implemented in 2013. Twenty electronic administrative services based on the reference model have been realised in the Ministry of Transport, Information Technology and Communications and Plovdiv Municipality. The web portal for access to electronic administrative services (egov.bg) has been improved. The project “Development of the platform for electronic administrative services for working in the cloud of the local administration and provision of an integrated environment for teamwork” allows to multiply the effect of the activities implemented in the municipal administrations in the country by October 2015. The project “Upgrading of existing and

construction of new central systems of e-government with a view to improving the information and communication environment for better administrative services to citizens and businesses” is aimed at promoting e-governance and increasing the confidence of citizens and business in the systems; The realisation of the project “Raising the qualification of the employees in the central administration by improving their knowledge and practical skills to manage IT software projects in accordance with modern methodologies” is coming to an end.

20. **In Georgia** e-governance became an integral part of public administration reform allowing Georgia to become one of the most dynamically developing ICT governance environments. Georgian Government started reforms with creation of basic information systems; digitalizing internal information resources; automating information flows; creating data centres; and establishing connection between agencies and regional offices. The main directions in the field of development and implantation of the E-Government at the national level are described in “Digital Georgia - E-Georgia strategy and Action Plan” approved in the scope of Public Administration Reform Strategy and the Action Plan for 2015-2020. The vision of e-Georgia is to become a more efficient and effective public sector offering integrated, secure, and high quality e-Services. Improved usage and participation enable an ICT driven sustainable economic growth. The mission of e-government development in Georgia is to ensure one-stop accessibility; to stimulate the demand and increased use of e-services; to encourage the involvement of a skilled civil society and private sector in innovation and the development of e-services. The general concept of the E-Georgia Strategy is to further a competitive and innovative business environment that requires sharing of best practices in the ICT development. For the development of a strong ICT sector, which will create highly skilled jobs and a competitive advantage in the region, it is necessary to come up with precise plans to identify areas of ICT investments, apply appropriate skills and best practices, to attract skilful people globally and to join the major projects that will bring greater benefit to the entire nation. The Georgian strategy for E-Government development is concentrated on 11 thematic directions which are grouped in: e-Services; e-participation and open government; e-health; public finance management system; e-business; ICT-Hub Georgia; infrastructure; e-security; skills and e-inclusion; enabling frameworks and governance; awareness. The Georgian Government considers legal framework as a major influential factor enabling successful implementation of e-government reforms. The key legal acts governing E-Government are: the Constitution of Georgia; the General Administrative Code; the Law of Georgia on Establishment of Data Exchange Agency; the Law of Georgia on Unified State Register of Information; the Law of Georgia on Electronic Signature and Electronic Document; the Law of Georgia on Information Security; and the Personal Data Protection Law.
21. **In Greece** the body that conducts the framework, outlining and implementation of E-Governance projects is the Ministry of Interior, Decentralization and E-Governance. The E-governance strategy of the Ministry is based on the following principles: demonstration and ensuring efficiency by deploying online electronic services that will be completed without the physical presence of citizens and business, alignment with the EU Digital Agenda, ensuring the Transparency by releasing the power of government data to promote innovation, developing Public-private collaboration, guaranteeing privacy and the integrity of personal data, achieving the key component of the administrative reform, providing technical neutrality and use of the relevant standards while ensuring fit for purpose, evolving the reusability of data and systems and citizens’ participation in the decision making process through the necessary electronic

means. The National Public Administration Network (SYZEFXIS) is a project providing core and access network infrastructure for the Public Sector's organizations aiming to satisfy all their needs for communication with other services, citizens and companies. Today it covers the entire Greek territory connecting approximately 6.000 public bodies. E-Government Interoperability Framework (Greek e-GIF) is part of the overall design of the Greek Public Administration for the provision of e-Government services to public bodies, businesses and citizens. It was the cornerstone of Digital Strategy 2006-2013 directly related to the objectives and direction of European policy 2010 - European Information Society 2010. Its aim is to support effectively e-Government at Central, Regional and Local level and contribute to the interoperability of information systems, procedures and data, with the definition of standards, specifications and rules for the development and deployment of web-based front and back office systems for the Greek Public Administration at national and local levels. National Portal of Public Administration "Ermis" is the Governmental Portal of Public Administration aiming to provide to both citizens and businesses information on public sector procedures as well as electronic services of advanced e-government level. The Citizen Service Centres (KEP) is established together with the online platforms (eKEP) that are the administrative one-stop service centres where citizens can have access to public service information and administrative procedures. The E-Governance Strategy and the Plan of Action has been adopted in the framework of the implementation of the EU co-funded Operational Program (2014-2020).

22. **In Moldova** the Government undertook the new approach towards technological modernisation with the aim to ensure direct public access to the government services. The aim of this approach is to make all public services electronically accessible until 2020 for all citizens anytime anywhere through modern communication technologies and devices including computers, mobile phones and terminal equipment. In 2011 Government approved the Strategic Program for Governance Technological Modernization (e-Transformation) by the Government Decision No 710 of 20.09.2011, setting out the objectives of public services modernization and digitization of operational processes. In May 2012, the Government of the Republic of Moldova launched a single portal of public services (www.servicii.gov.md) - electronic catalogue of services provided to citizens and business. The platform has two main functions – to provide information and to ensure electronic interactions between the government and citizens of the Republic of Moldova. The visitors can obtain information about public services and to print out forms requested by the government agencies at any time. At present 246 services are accessible out of 500 prospective services with 13 services submitted in electronic format. At the same time the portal allows to conduct search according to a quite number of criteria and to interact with the operator through feedback system. With the launch of this portal one of the main objectives has been achieved - to provide concise, correct and complete information regarding the public services in the Republic of Moldova. In order to meet the objectives of the Programme of the Government aimed at establishing a coherent legal and institutional framework for the development of the information society and to ensure the implementation of electronic services in various fields of activity the Government of the Republic of Moldova adopted a Resolution for the establishment of Electronic Government Centre. Established by the Government as part of the State Chancellery in 2010 the Centre is the public institution in charge of strengthening good governance through active use and application of information and communication technologies. In February 2012 together with the government of the Republic of Moldova the Centre initiated a public awareness

campaign in the field of e-governance. The aim of the event was to promote the concept of e-government and e-transformation as well as the products that result from these processes. This campaign was carried out in three phases in 2012 and included a number of printed audio and video materials for explaining the meanings of such terms such as e-services, open data, the application of open data, cloud computing, a single portal of public services, etc.

23. **In Romania** the E-Government portal (e-guvernare.ro) was launched in 2003, which provides “one-stop shop” public services online. In 2010 the project “Platform for the integration of the E-Government Services in the National Electronic System (SEN)” was launched, which was elaborated by the National Centre “Digital Romania” - a public body affiliated to the Ministry of Communications and Information (MCSI), in order to improve the quality of the government services for citizens, businesses and public institutions. In 2012 the National Action Plan on Open Government (2012-2014) was adopted and in 2014 the Second National Action Plan on Open Government (2014-2016) was adopted. In 2015 the National Strategy on Digital Agenda for Romania 2020 was adopted tailoring and adapting the objectives of the Europe 2020 - EU’s growth strategy for the next ten years -, and of the Digital Agenda for Europe 2014-2020. In June 2015 the Department for Online Services and Design was set up under Prime Minister’s direct coordination responsible to monitor the implementation of the E-Government projects. At present the Government takes necessary measures to enhance E-Government: 1. Enhancing the Public Procurement Electronic System (SEAP); 2. Developing the Electronic Allocation System for Transports (SAET); 3. Expanding on-line submission of fiscal forms; 4. Ensuring free on-line access to national legislation; 5. Developing electronic tools to manage subpoenas and to facilitate access to information regarding legal proceedings; 6. Developing electronic tools to manage the procedures related to obtaining the Romanian citizenship; 7. Developing electronic tools to manage the procedures related to the creation of non-profit legal persons; 8. Developing the Integrated System for Electronic Access to Justice (SIAEJ). The latest reports about e-Government in the European Member Countries indicate that Romania adopts in due time the EU directives in this domain and has a modern and a well-structured legal framework.
24. **In Russia** the main directions of development of e-government are determined in accordance with the National Programme of the Russian Federation “Information Society (2011-2020)” and the Development Strategy of Mechanisms of Providing State and Municipal Services in Electronic Form approved by the Government of the Russian Federation on 25 December 2013. The legal framework on e-government consists of the following Federal Laws: Federal Law No 149-FZ of 27 July 2006 “On Information, Information Technologies and the Protection of Information”; Federal Law No 8-FZ of 9 February 2009 “On Ensuring Access to Information about Activities of State Agencies and Bodies of Local Self-Government”; Federal Law No 210-FZ of 27 July 2010 “On Organization of Provision of State and Municipal Services”. The documents defining the main goals, principles and directions for the further development of e-government also include: the Information Society Development Strategy of the Russian Federation approved by the President of the Russian Federation on 7 February 2008; The Plan of Action (Roadmap) for the Implementation of the Development Strategy of Mechanisms of Providing State and Municipal Services in Electronic Form approved by the Resolution No 991-r of the Government of the Russian Federation of 9 June 2014; The Regional Informatization Strategy approved by the Resolution No 2769-r of the Government of the Russian Federation of 29 December 2014. The implementing of the

measures for the development of e-government allowed to reach the following goals until 2015: to set up infrastructure for electronic interaction; to ensure the provision of the most utilised public services and the implementation of a number of legal actions in electronic form on a high qualitative level; to reduce transaction costs in the economy through standardization of processes and establishing the environment for introduction of information technologies and their interoperability; to lay the foundations of legal regulation for the use of information technologies in the activities of the state bodies. The number of the Russian citizens, who use the mechanism of obtaining state and municipal services in electronic form, is over 35 %. As of 1 October 2015 more than 17 million Russian citizens constituting 22 % of economically active population and 11.6 % of the whole population of the country (0,15 % of the population in 2010 and 1,8 % in 2012) were registered with the aim to obtain public services in electronic form. Only in August 2015 the number of visits to a single portal of public services exceeded 8 million, among them 4.71 million with authorization and in one month 2.63 million services were commissioned using this portal.

25. **In Serbia**, the work on the implementation of the concept of e-government began in 2009 with the project of the Ministry of Telecommunications and Information Society of Serbia. The measures are being taken to implement the Strategy of Development of E-Government, the Information Society Development Strategy until 2020, the Strategy for the Development of Electronic Communications in the Republic of Serbia for 2010-2020, and the Strategy of Public Administration Reform and the Plan of Action for the period 2014-2016. The Strategy for the Development of E-Government for 2015-2018 and the respective Action Plan aim to ensure the provision of e-government services and the formation of a new sustainable economy based on knowledge. Directorate for E-Government of Serbia within its competence performs the work on the organization of projects in the field of e-government in close collaboration with other agencies and parties. The Directorate consists of two departments in charge of standardization and development; and implementation and support. The task of the Directorate for E-Government is to ensure that the electronic services are delivered by the one-stop-shop principle. The e-service portal “e-Uprava” (www.euprava.gov.rs) is already launched and it combines the services and information from more than 50 government agencies, including municipal authorities, and provides more than 500 services. The portal of public and municipal services not only provides information about the public services, but also gives possibility to make electronic application for the necessary services. “E-Uprava” is the central portal that serves as the primary hub of information and interaction between the structures of government. However, some administrations still are in the process of creating their e-government sites, e.g. tax administration, business registration agency in Serbia, National Employment Service, etc. Overall, in Serbia there is significantly low level of use of electronic services, but work is under way to promote it. E-government is of a complex nature and implies the development of projects in specific directions. Despite the fact that the objectives of the project have not yet been fully implemented, it is still necessary to develop measures for the promotion of electronic services in the country.
26. **In Turkey** significant measures were taken to strengthen e-government for the last 15 years. A solid infrastructure of e-government has been established and necessary administrative and technical work for the wider use of e-government by all citizens has been carried on. On 27 February 2003 by the Decree of the Prime Minister No 2003/12 the Urgent Action Plan for implementation of the “E-Transformation Turkey Project” (e-Dönüşüm Türkiye Projesi) was approved, in the framework of which reforms has

been undertaken in the ICT application in various fields. On 4 December 2003 by the Decree of the Prime Minister No 2003/48 Short Term Action Plan for Implementation of “E-Transformation Turkey Project” in 2003-2004 was approved. Also the Strategy of the Information Society and the respective Action Plan for 2015-2018 was adopted, which identifies eight areas to support economic growth and employment. This Strategy is based on five key components: indicators of information society development in Turkey and current challenges, the main tasks for Turkey and the future prospects, elaboration of national, thematic and regional strategies including the “Tenth Development Plan”, and main directions of the implementation of international instruments, including “Digital Agenda for Europe” of the European Union. The Ministry of Transport, Maritime Affairs and Communications of Turkey works towards preparation of the “Strategy of Development of E-Government and the Action Plan for 2015-2019”. This work continues in two directions: (1) development of the “Strategy of Development of E-Government and the Action Plan for 2015-2019”; and (2) follow up of the implementation of the objectives, goals and tasks defined in the Plan of Action. Implementation of comprehensive measures for the further development of e-government implies involvement of government, private sector, civil society, scientific and academic circles. Close relations with the EU and adoption of the “Lisbon Strategy” and the “E-Europe Action Plan” have played important role in the process of formation of information society in Turkey. With the Decision of the Council of Ministers No 2006/10316 of 24 March 2006 the Ministry of Transport, Maritime Affairs and Communications of Turkey is in charge with conducting the necessary work to prepare the infrastructure for launching the government portal. The Government Portal www.turkiye.gov.tr serves as a platform to provide interactive online government services to the citizens and business in with the aim to provide online public services to citizens and enterprises on the principle of “one stop shop”.

27. **In Ukraine** the introduction of e-government is a strong factor for European integration and gives an effective impetus to the harmonization of interaction of public authorities with citizens, civil organizations, business and other government bodies in accordance with the requirements and standards of the European Union. This sphere is regulated by more than 10 laws of Ukraine, more than 30 decrees and 20 resolutions of the Cabinet of Ministers of Ukraine. E-government is defined as one of the main objectives of the “Strategy of reforms – 2020” - the large-scale Plan of Action for modernization of Ukraine as declared by the President. With the aim to solve the problem of electronic interaction between government bodies through the electronic document circulation system in 2012 was launched the Electronic interaction system of interaction between the government bodies. The situation in Ukraine for the provision of administrative services required immediate reforms. Thus, one of the basic tasks of the Concept of development of e-governance in Ukraine (2010) is to organize provision of services to citizens and business as well as the economic entities in electronic by using the Internet and other electronic means based on the “one stop window” principle. For the first time the definition of the term “e-service” was presented in the Strategy for Strengthening Information Society in Ukraine (2013). The Law of Ukraine on Administrative Services (2012) establishes the possibility to apply for public services through the telecommunication. The Resolution of the Cabinet of Ministers of Ukraine (2014) identifies 52 administrative services that are to made available through the Service centres by the end of 2014. The introduction of electronic services in Ukraine in the absence of a national system of electronic interaction and a single government portal of administrative services to a certain extent is accomplished through the implementation

of individual pilot projects by the public authorities. In 2014 through the efforts of the public in Ukraine a national open data portal <http://data.gov.ua> was launched. Following the events in Ukraine in the end of 2013 - beginning of 2014 with the upswing of social activity of population the demand for new mechanisms and forms of carrying out democratic control over the activities of the public authorities by means of innovative tools of impact. In the framework of the civil initiative "Reanimation of reform package" a special group is set up, which is elaborating new approaches towards the expansion of e-democracy in Ukraine. Creation of a government website "Civil society and the public authorities" became the instrument for conducting public discussions through electronic consultations with the population. In this context upon the initiative of the wide public the successful projects on e-democracy gradually are elaborated and developed in Ukraine. For example, the project of Eastern Europe Fund entitled "the open city" is aimed at ensuring the effective electronic interaction among the local authorities, business and population in addressing topical issues, which is already launched introduced in 15 cities of Ukraine.

28. Through realisation of the principles of e-government the state machinery is improved and its work becomes more effective. As a result of the necessary changes the bureaucratic processes are simplified; the decision-making on certain issues speeds up; database regarding citizens is unified; all government agencies and services are accessed from one site; the number of civil servants is reduced and the professional requirements for their work increases.
29. However, the establishment of e-government may also have negative consequences. Formation of new control methods can lead to the situation that the government no longer will be transparent to the society and the society becomes transparent to the government through huge volume of information on the citizens. It is also important to note the risk of possible access of malicious parties to the personal data of citizens and their use for personal assets. To this end it is very much important to ensure the protection of confidential data and security while enhancing e-government. No matter how convenient and efficient the system is, if not guaranteeing protection of confidential data it will face resistance from the users and their trust will be very difficult to rebuild. Protection of personal data can be ensured by technical, as well as legal, organizational and cultural measures. While information sharing is a key component of e-government and a prerequisite for enhancement of ICT applications, protection of information is a measure for combating cases of leakage of personal information during information sharing.
30. Certain conditions are to be ensured for implementation of the basic principles of e-government and one of these principles is enhancement of computer literacy of citizens. At present this criterion is not yet fully met (not all citizens are actively using information technologies and not all of them has respective finances to obtain the necessary equipment) and therefore it is necessary to allocate substantial financial resources at the first stage of implementation of e-government. No doubt that if the problem of access to information technologie is not topical within the information society then at the development stage this problem will hamper the development of e-government.
31. At the preparatory stage several official government sites are launched, purpose of which is to inform the visitors and enabling the feedback. The presence of the state in the network increases, more agencies are having their sites, and the volume of the available information to the users enlarges. The information exchange between

government and citizens is enhanced through new possibilities (filling in the forms, the possibility to send electronic applications). The users get access to the relevant information according to their needs through updated online transactions (payment of customs duties, tax and other payments).

III. CONCLUSIONS

32. Introduction of technological innovations in the world is growing rapidly gradually equalizing technological development levels and reducing digital divide between developed and developing countries. At present in the developed countries there are already fully functional systems of government services. Today, the most advanced systems are based on mobile devices and offer full range of services that are permanently developing.
33. In all the countries there is quite a big number of development projects in the IT sector, including projects of nationwide system of electronic government since more and more people understand that the projects in the IT sector contribute to the efficiency and transparency of the processes. Therefore, for the successful implementation of projects in the IT sector it is necessary to implement duly planned measures. E-government implies a global transformation of government. In the context of development of information and communication technologies all spheres of government activities in electronic form are utilized by citizens and various organizations.
34. At present there are all necessary tools for the practical application of e-government, however, its full implementation is quite lengthy and costly process. It could be assumed that the development of a society into the information society and the society of new values and economic directions significantly speeds up the transition to a new form of governance.
35. E-government is not a supplement or an analogue of the traditional governance. It is only a new way to interaction based on the intensive use of information and communication technologies (ICT) to improve the efficiency of public services. Electronic government of "one stop window" system becomes topical and this trend is a consequence of the development of social networks. These technologies significantly extend the possibilities of political communication and allow use of new forms of integration between government, business and citizens.
36. Information is a vital resource for the effective governance. Information sharing is an essential component of the implementation of e-government, which allows to review and integrate administrative procedures. Citizens can reduce the number of their visits to the government agencies as well as the time for document processing when applying for a public service.
37. Introduction of e-government is aimed at making the governance transparent for individuals and the society as a whole. The idea of e-government is to introduce electronic document circulation reducing bureaucracy and speeding up decision-making through electronic interaction of citizens and businesses with the government; to make government and municipal activities more transparent and to bring government closer to the citizens. Implementation of these principles will enhance democracy and will pave the way towards stronger civil society.