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Digitalisation and Innovation in Public Administration

Summary

Digital public administrations are playing an increasingly important role in connecting public administrations, local authorities and citizens through new innovative digital systems. These developments not only enable more efficient administration, but also contribute to the delivery of public services in a faster, more transparent and more accessible way, thus raising their quality. The use of new digital systems meets the requirements of EU conformity, which will increase the unity and efficiency of public administrations. The study presents the innovative digital developments of the past decades that have enabled local governments to become part of the eGovernment system. It also discusses in detail the adaptation of the legal environment to this, thus providing a comprehensive picture of Hungary's digital e-government development and the related regulatory framework.

Journal of Economic Literature (JEL) codes: E62, G38, H11, H72

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Introduction

Today is a time of digitalisation. Digital technologies are pervading our everyday lives: we can now pay with a smart watch, order almost any product or service over the internet, and smart devices are part of everyday life. The information society is not only developing by leaps and bounds, but the possibility of digital services is almost an expectation in most areas. As a result, digitalisation is having a strong impact not only on the business sector and the general public, but also on the public sector and local authorities.

When a new resource appears in the economy, the basis of the economy, the infrastructure, is also reorganised. In public administration, the state administration and, at the local level, the local government are both the exerciser of public power and the provider of public services (infrastructure). It is inevitable that the new resource, electronic and communication networks that transmit information, should not penetrate the performance of administrative tasks (Tózsa, 2012).

The White Paper on Growth, Competitiveness and Employment, issued by the EU Commission in 1993, was the starting point

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for a comprehensive and coherent Community policy for the conscious implementation of the information society. The White Paper stressed the importance of creating an information society for future economic growth, improving competitiveness, creating jobs and a better quality of life for all Europeans (Balogh, 2004).

The public administration is changing under the pressure of modernisation, which on the one hand expects an EU-compliant, EU-compatible public administration from the Member States, and on the other hand, there is an expectation from the society , which is the requirement of electronically delivered public services, as citizens expect to receive quality services in exchange for paying taxes. On the other hand, there is an internal pressure within the public administration, a reform of the public administration, aiming at building a cheaper public administration (Budai, 2011).

The eEurope Action Plans have already recognised the role of the public in the development of ICT. Above all, keeping the needs of the customer in mind, continuous contact and surveys are the first steps to build a comprehensive picture of the direction and pace of progress in the implementation of eEurope and to develop best practice (Veszprémi, 2014).

The objectives of Zoltán Magyary's reform ideas are still relevant in today's modern public administration: efficiency, economy, effectiveness, security, and accountability.

The eGovernment toolbox will help public administrations to implement reform processes. It enables the introduction of planning, decision-making, organisation, management and control mechanisms that enable public administrations to keep pace with socio-economic modernisation processes (Felber, 2011).

The digitalisation of public administration increases the efficiency of the state and local governments, reduces administrative burdens, makes it easier and more convenient for citizens to manage their affairs, increases the flow of information, speeds up decision-making and makes it easier for customers to monitor their affairs.

To understand the role of local governments in the new digital environment, it is first worth briefly reviewing their specific role in social processes. Local government can be seen as a special kind of organisation that has emerged from the fusion of decentralisation and the need for local autonomy. Local authorities serve a dual purpose: in addition to representing the interests of local residents and implementing local public affairs, they also fulfil the role of the state at the subnational level. This means that they carry out both municipal and state functions (Czékmann, 2014). However, in the current digital era, the information society, a new form of governance is emerging: e-government. E-governance is a complex term that can be broken down into concepts such as e-government and e-democracy, the latter encompassing the concepts of e-inclusion and e-election (Fisher, 2012). From this definition, it can be seen that all sub-areas already have an electronic version.

However, it is worth emphasising that eGovernment is not the same as government IT and that eGovernment does not only involve the digitisation of administrative tasks and processes. All innovations that have an impact on the functioning of the state and of the state administration and local government system can be included in the category of government IT. By contrast, eGovernment does not only cover new IT and technological developments. The primary aim of eGovernment is to look at the whole of public administration in a complex way and, through its activities, to improve its efficiency, human-centredness

and service character (Csáki- Hatalovics-Czékmann, 2019).

Although the conceptual definition of e-governance is a difficult task, and is addressed in both international and national literature (Csáki-Hatalovics-Czékmann, 2019; Basu, 2004), I will use the definition provided by the United Nations, which defines e-governance in five areas (UN, 2002):

- political governance, ensuring electronic access to services,
- creating population-centred programmes,
- motivation of the population to participate,
- the continuous development of e-services and the assessment of their effectiveness and efficiency, and
- testing and evaluating platforms and websites.

The emergence of digitalisation in the operation of local governments

Digitalisation has penetrated many areas of local government, but the digital transformation of the systems used is a comprehensive, complex, time-consuming and costly process. The digitalisation of local government operations aims to make municipal services more efficient, to serve citizens better and to modernise administrative processes. The two key elements of the digitisation of the local government system in Hungary are the local government ASP system and the Electronic Administration Portal (EAP), a central online platform that allows citizens and businesses to conduct their administrative business electronically.

The application runs securely in the government cloud, accessible over the internet, away from you, not on a local server or workstation in your office. The municipal ASP programme is an effort to gradually move unified applications into a single secure government cloud (Vékás, 2016).

Today, more than 100 types of cases are available through the portal, which until 16 January 2025 could be accessed through the traditional client gateway registration, which ensured the identification of users and the sufficient and secure management of data. A higher level of secure data management and the possibility to handle a wider range of transactions was brought about by the introduction of ClientGate+ and DAP in 2024.

The aim of the portal is to make public and local government administration more flexible by providing 24-hour access to the portal, so that citizens can use it at any time.

Perhaps the most significant development is the central service platform, the ASP (Application Service Provider). Before the system was introduced, different municipalities used different IT databases, record-keeping systems and software, and these software did not always support electronic processes. The different IT backgrounds resulted in different quality of services for the population and the inability to develop cost-effective, modern, centralised, unified e- government services (Lentner, 2019).

ASP is not a Hungarian invention, originally not a public administration-specific phenomenon, it was developed in the 1990s in the United States of America, it was a solution applied primarily in the competitive sector, in the corporate sector, the essence of which is that certain services are provided by external service providers, thus increasing cost efficiency (Tarpai, 2016).

ASP in public administration is essentially an administrative interface from which all systems and services can be launched. The system, developed by the Ministry of the Interior, is primarily designed to support the operation of municipalities and to perform administra-

tive tasks more efficiently through the digitisation of municipal IT systems (MÁK, 2022).

The idea of introducing a nationwide ASP system for local government was set as a government objective in 2014. In the period 2015-2019, all municipalities (except the municipality of the capital) joined the ASP services in a scheduled manner, which is used by nearly 30,000 municipal administrators on a daily basis (Kócsáné Horváth-Halász, 2019).

The aim of the municipal ASP is to provide municipalities with a modern, integrated and cost- effective IT system that supports their administrative work with standardised internal processes and provides a single platform for local eGovernment services for citizens and businesses.

The ASP system can be beneficial for the municipalities that join it in a number of ways. Firstly, it is a centralised, cloud-based IT system that eliminates the need to develop and continuously monitor their own systems, thus offering municipalities a single, cost-effective platform. On the other hand, it also has the advantage of reducing administrative burdens and improving process efficiency through the uniformity of the system. Thirdly, the formalised forms and standardised data will facilitate the management of data volumes. In addition, it should be stressed that the different systems are in constant communication with each other and thus capable of coordinated operation. Nevertheless, ASP not only improves the operational efficiency of local governments, but can also benefit citizens by enabling faster and simpler electronic administration. In addition to the above, ASP contributes to environmental sustainability, as paper documents, forms and applications are replaced by digital versions, which is a more environmentally friendly solution through reduced paper consumption (Kócsáné Horváth-Halász, 2019).

Recognising the benefits of the municipal ASP system, the average number of cases launched on the portal by the public in 2020 was 60,000 per month. In 2021, this will drop to 40-45 thousand, given that the amendment to the law means that the local business tax return will have to be submitted to the NAV from that year onwards. The system also stands out at European level: in the 2021 European Public Service Awards competition, launched every two years by the European Institute of Public Administration (EIPA), the ASP system of the Hungarian local government was awarded the special prize for "Good Practice" in the field of "Digital Public Administration" (Prime Minister's Office, 2022).

For the municipalities that have joined the ASP system, the IT background is accompanied by a unified portal system with a municipal information portal, an office portal for electronic administration and an organisational intranet portal. Municipal portals can vary greatly by territorial level and population, as the size of the municipality determines the tasks to be performed by the municipality. Accordingly, public administration portals can provide electronic services to citizens at different levels, ranging from basic services to extensive, advanced service provision (Orbán, 2019):

- The first level is the digital information service, i.e. only informative data is available on the interface (e.g. contact details of the municipality, opening hours, etc.).
- At the second level, one-way communication is possible by downloading the available forms. The rest of the administration can be carried out in the traditional way - in person or by post.
- The third level allows a two-way connection, i.e. once the forms have been downloaded, they can be filled in and sent to the municipalities in digital format.

- At the fourth level, the entire administrative process (including the payment process) can be carried out electronically.
- And the most innovative systems in the fifth are also able to automatically provide personalised, customised services.

The ASP system is the Electronic Public Administration Portal (EPAP) system, or the so-called e-government portal, which is the platform for the electronic management of local government affairs. It offers the customers of municipalities using ASP services the possibility to use digital services developed for the specialised system applications. The ELÜGY Portal is directly linked to the ASP system, as the data of the administrative processes initiated on the Portal are directly fed into the relevant subsystem of the ASP system. Through the Portal, citizens have electronic access to services such as tax balance enquiries, case management and tracking, tax return information, tax, fees and charges settlement and invoice payments. In order to be able to carry out these transactions electronically, local residents must in all cases identify themselves by logging in to with a Client Portal, e-Personal or by registering by telephone with a partial code (MÁK, 2022).

Electronic administration through the EPCGS Portal brings a number of benefits to citizens. For example, customers can access the services of the municipality at any time, from any geographical location, and it is convenient, time-saving and allows tracking the status of cases

Although regulated eGovernment services (REGS) are not directly related to the digital transformation of local governments, they include the Personalised Administration Platform (PAP), which allows citizens to access a range of local government services. In this respect, the PSC can contribute to the digitalisation of local government by providing integrated access to the services of the ASP system and other public administration systems through a user-friendly interface.

The personalised administration interface took over the function of the client gateway at the beginning of 2018, although the client gateway could still be used in the same way. The EPC is a complex framework through which digital public service providers can make their services available to citizens. Since its launch, the range of services available on the platform has gradually expanded and now includes electronic services in areas such as health, finance, public administration and law, documents and local government. In the latter area, customers can easily and quickly manage their tax, land registry, social and entrepreneurial affairs, use various public utility services, make public interest announcements and complaints, and last but not least, request and receive documents and certificates electronically (Czékmann-Cseh, 2018).

The main advantage of the OSS is that it allows citizens to access a wide range of municipal services through a single interface, enabling them to manage a wide range of issues electronically, providing them with convenient access and traceability. The interface requires the user to be identified in order to carry out the administration, thus ensuring cybersecurity.

The e-Paper service is also an important digital platform for local government administration. ePaper is available to citizens free of charge, only a ClientGate registration until 16 January 2025, after which only a ClientGate+ or DÁP application is required to electronically link the customer to the municipality or other institution of their choice.

The ePaper is essentially a free, authenticated messaging application through which

citizens can send official letters and requests to municipalities and other public authorities. The service plays an important role in digital local government, as documents sent and stored electronically are processed faster than paper documents. The platform is also designed to be user-friendly: after identifying themselves through the Client Portal, the client has to select the type of case and the addressee (in this case, a municipality), fill in the relevant form, upload the necessary documents, and send it to the relevant party with a click of a button. The authenticity of the documents is ensured by the electronic signature and time stamp (Magyarország.hu, 2021)

It was possible to create a document with AVDH authentication, which allowed the system to authenticate that the document was issued by the identified person who was previously authenticated by the document bureau, thus creating a private document with full evidentiary value with AVDH, without the need for witness signatures, making it easier and faster for users. AVDH authentication will be discontinued as a standalone service from 1 January 2025 and will be available integrated into the ePaper service.

Pursuant to Article 119 (2) of Act CIII of 2023 on the Digital State and Certain Rules for the Provision of Digital Services (hereinafter: Dáp Act), the document authentication service based on identification, i.e. the AVDH, was provided until 31 December 2024, and the reason for its phasing out was to achieve a gradual transition to a more secure, modern eSignature, which is also accepted by the EU.

From 1 January 2025, the AVDH will no longer be used for business information and company procedure services for private customers.

From 1 January 2025, the AVDH document authentication service will be provided only to the organisation providing the digital service, for the authentication of the declaration of the person acting on its behalf, and until 31 October 2025, integrated with the supporting service.

Pursuant to Section 119 (1) (d) of the Dáptv., the eSignature service will take the place of the AVDH authentication service, and therefore this service will be available to individuals. The DÁP application provides the possibility to create qualified digital signatures, thus maintaining the possibility of digital authentication with a higher level of security.

The eSignature service will not be used for signatures by representatives of business organisations.

eSignature and time-stamp authentication open up new possibilities for electronic administration, equivalent to a handwritten signature in the European Union, which can be used in all Member States, offering flexibility, speed, cost savings and security

Strategies for the development of digital local government

Although the National Informatics Strategy (NIS) of 1995 already tried to promote the development of electronic public administration, and since then several strategies and programmes have been implemented in this direction (see Governmental Informatics Strategy (1998), Hungarian Response to the Challenges of the Information Society (1999), Hungarian Informatics Charter (2000), the first document on the digital transformation of local governments was the National Information Society Strategy (NITS) of 2001. The NITS included a five-year strategy and a two-year action plan, which included efforts to develop e- government and e-municipality (Lapsánszky, 2016). It set out two clauses for

e-services: the digital transformation of government administration and the promotion of the creation of service-oriented government and self-government. These guidelines were already included in the Action Plan for 2001-2002, and with regard to e-government, they included the creation of a single government network and portal, the introduction of e-services, the training of public sector IT staff and the preparation of the necessary recommendations and standards (Veszprémi, 2019).

- For eGovernment, the strategy has identified the following areas for improvement:
- the introduction of electronic document management,
- improving applications and their quality,
- creating local government websites (with at least one-way links),
- the creation of a government one-stop shop,
- monitoring and possibly improving the systems and tools used,
- building a knowledge base between municipalities.

The strategy was followed in 2003 by the Hungarian Information Society Strategy (MITS), which was the first governmental effort to set long-term goals, principles (openness, participation, , feedback, accessibility, efficiency) and programmes as the cornerstones of e-government. As part of the MITS, eGovernment and eSub-government were presented as a separate strategy. The eGovernment sub-programme guidelines focused mainly on e-signatures, a single directory, a mail system, public procurement and payment systems, while the eGovernment strategy did not contain specific provisions, but only principles. The strategy aimed to achieve at least level 2 of administrative portals for all local authorities, and in the medium to long term, the implementation of level 3 and 4 platforms was envisaged.

The National Infocommunication Strategy (NIS), planned for the period 2014-2020, covered a wide range of areas for development, including the concepts of digital infrastructure, digital competences, digital economy and digital state among its preferences (Government of Hungary, 2014).

The strategy was very comprehensive, targeting improvements at many points of state and local government operations. Without being exhaustive, for local governments, the programme set out the creation of an IT background for eGovernment services, the digitisation of internal processes, the expansion of the range of services provided by the ASP system, the increased harmonisation of databases, the development of modern and high-quality corporate e-services, and the renewal and modernisation of electronic public services (Veszprémi, 2019).

During this period, Act CCXXII of 2015 on the General Rules of Electronic Administration and Trust Services (hereinafter: Eüsz tv.) was adopted, which states that local governments should also have access to electronic administration. Paragraph (1) of Article 3 of the Act defines the right to eadministration as a fundamental customer right: "In Hungary, the customer has the right to electronically administer his or her affairs before the body providing electronic administration in the manner specified in this Act."

With the Eüsz tv in 2015, the special regulation on e-government and e-procedures was abolished, thus returning to the 2009 model and creating a unified framework (Unified Digital Administrative Space) for electronic procedures (Budai-Gerencsér-Veszprémi, 2018).

However, to date, there are still some municipal portals that do not include the possibility

of digital administration, and there are several municipal regulations that do not allow for the electronic submission of applications (Megyeri, 2024).

Act CL of 2016 on the General Administrative Procedure codified at the time of the Eüsz tv. only mentions electronic means of communication in point 26 (1) a) of the form of communication and refers back to the Eüsz tv. Regulation, thus also providing a uniform legal framework for electronic communication.

The latest ongoing programme for the development of electronic public services is the National Digitalisation Strategy (NDS), which is planned for the period 2022-2030.The strategy sets out a broad goal: to identify and exploit the benefits of digitalisation for the economy, education, R&D&I and public administration, thereby greatly supporting competitiveness and the well- being of the Hungarian population. In this context, the four digital pillars are reflected in the strategy in the same way as for the NIS. The fourth pillar, the Digital State, sets out the measures needed to realise the potential of digitalisation, such as user-friendly and digital renewal of central and local public administrations, building a data-driven public administration, developing smart cities, regions and local e-public services, and cyber and information security.

In the NDS period, the former Eüsz. act will be replaced by the Dáp. act from 2 September 2024, which, while maintaining the electronic administration already in use, represents a new stage in the digitisation of public services.

This Act, as the primary legislation containing the general rules of electronic communication, the preamble of which states that the development of information and communication technologies brings with it a radical transformation of our lives, the codification of this Act has become necessary in order to place the relationship between the state and society in the digital space, and to create modern government digital interfaces and services.

The codification of the Digital Citizenship Act was preceded by the adoption of the Digital Citizenship Programme by the Government of Hungary in 2022, which aims to improve the quality of life of citizens and simplify the interaction between citizens and government bodies, including the creation of digital mailboxes, eDocumentary, eSignature, eSignature, ePayment, etc.

The pillars supporting the implementation of the programme have been identified, namely the exploitation of public data assets, the implementation of advanced cloud technology and the creation of a positive user experience (Digital Hungary Agency, 2022).

Under the programme, digital citizens will have access to a digital version of all their documents, which can be used for digital identification. A digital mailbox has been set up to facilitate contacts in a transparent way, and correspondence is available in e-form in the electronic document repository.

The e-signature service allows you to use it as a certified signature and make the document acceptable throughout the EU.

In order to achieve these goals, the Digital Hungary Agency Zrt. was established in 2022, which became responsible for the entire government IT, and its tasks were defined in the 307/2022 (VIII.11.(307.22.2012) Government Decree No. 307.2222, specifies that the Agency is designated to perform public tasks and public duties related to e-government, IT, the unification of e-government and IT developments, electronic communications for government purposes, and ensuring the infrastructural feasibility of public administration IT. The National Infocommunication Service Provider Ltd, operating within the Agency, aims to facil-

itate users' access to modern e-government services, enabling citizens and businesses to carry out the vast majority of public administration tasks online, such as tax returns, passports and identity card applications. The ownership of NISZ Zrt. is vested in the Digital Hungary Agency Zrt., while the Ministry of Energy supervises the operation of the Agency.

With effect from 15 March 2025, a separate State Secretariat has been established under the leadership of former Deputy State Secretary Balázs Károly Solymár, to ensure the tasks of concerning e-government, electronic communications and IT infrastructure.The State Secretariat will be responsible for the introduction of customer-friendly services, with the main mission of offering more and more digital services in a renewed, uniform form through the Digital Citizenship Programme.

To underpin the National Digital Citizenship Programme, a phone app will be created for life event-based ways of doing things.

Citizens had to switch from the less secure single-factor ClientGate login to the two-factor authentication ClientGate+ or DAP eID from 16 January 2025. The two-factor login requires the use of a smartphone or a personal computer with a secret code generated by a downloadable authentication application that changes every 30 seconds, or optionally by an email code, or in the case of DAP, a two-dimensional barcode (QR code) displayed on the computer screen.

The advantage of the advanced two-factor authentication service is that the two-factor protection prevents unauthorised persons from being able to log in to the eGovernment interfaces even if they have a username and password.

Identification with ClientGate+ and DAP can be used in parallel, and is expected to be available until 31 December 2025 (Gróf, 2024).

The development of digital public services in Hungary

The European Commission's Digital Economy and Society Index, DESI, also covers digital public services, looking at 5 indicators across

Table 1: Hungary's position on the DESI Digital Public Services Indicator (2022 report)

Digitális közszolgáltatások (25%)	**DESI 2022 érték (Magyarország)**	**DESI 2022 érték (EU)**
DESI Digitális közszolgáltatások dimenzió – komponensek és aktuális értékük	57,4	67,3
4a1. E-kormányzati szolgáltatások felhasználói (az internethasználók arányában)	81%	65%
4a2. Űrlapok automatikus kitöltése (0 és 100 között)	60	64
4a3. Polgároknak nyújtott digitális közszolgáltatások (0 és 100 között)	64	75
4a4. Vállalkozásoknak nyújtott digitális közszolgáltatások (0 és 100 között)	74	82
4a5. Nyílt hozzáférésű adatok (A maximális pontszám arányában)	58%	81%

Source: Prime Minister's Office 2022: 60.

EU countries. The table below illustrates Hungary's performance in 2022 and the average EU score for each indicator.

According to the latest calculations, Hungary is ranked 21st in the DESI's digital public services dimension in 2022, up four places compared to the previous year. The turning point in the digital public services score was 2016, and since then Hungary's score has been steadily rising, tracking the change in the EU average.

The first category within this dimension is users of eGovernment services, which has grown at a similar rate both at national and EU level. At the same time, the pandemic of social distancing and digitalisation that has driven people to use e-services and other digital opportunities should be highlighted. Survey data show that 70% of internet users in Hungary and almost two thirds of the EU population used eGovernment services in the year under review. Hungary is therefore outperforming the EU average, rising 11 places to 9th place in the EU compared to its performance in 2021 (European Commission, 2022).

The second category of the digital public services dimension has seen the most significant growth, in the area of automatic form filling. This is aimed at facilitating the administrative processes of the domestic population between public administrations, partly due to the deployment of the Central Government Service Bus, which automates data-based communication between public administrations, and partly due to the automatic loading of data on forms and services. In this respect, Hungary is almost in line with the EU average (Prime Minister's Office, 2022).

The indicator for full case management takes into account those administrative cases where all the steps can be handled digitally. Compared to the EU average increase of 2 percentage points, Hungary has achieved an increase of 5 percentage points in this respect, narrowing the gap between the EU and Hungarian performance. However, this indicator is not taken into account in the DESI (European Parliament, 2022).

The fourth category of the Digital Economy and Society Index, which reflects the improving domestic performance, has been replaced by the area of digital public services to citizens, which is a less positive picture of the Hungarian situation. For the first time in 2020, the Hungarian score (64 points) was significantly below the EU average (75 points), which can be explained by the fact that Hungarian services count individually the existence of cross-border services in line with EU policy objectives. The problem in this respect is that Hungary has not paid enough attention to these services (Prime Minister's Office, 2022).

The fourth category is digital public services for businesses. The Hungarian score in this category is also below the EU average, but the gap between the two has gradually narrowed until 2019. However, due to methodological changes in the calculation of the DESI, this indicator also places more emphasis on cross-border services, which has led to a decline in the domestic score from 2020 onwards. In addition, the weight of the indicators measuring public e-services to citizens and businesses has doubled compared to the other indicators within the dimension, also due to methodological changes. Overall, these factors have contributed to the drop in the score (European Parliament, 2022).

The overall digital picture in Hungary is significantly worsened by the very low level of the indicator on the availability of public data compared to the EU average. While the EU average for this indicator is 81%, in Hungary it is only 58%. It is also worth pointing out that

the DESI examines only a small part of digital client-side public services, so there are obviously some Hungarian digital innovations that are not taken into account by the index methodology. These include the municipal ASP system, the electronic account, or even the EKÁER, introduced to reduce the black economy, all of which are successful digital solutions at international level (Prime Minister's Office, 2022).

According to the eGovernment Benchmark Report 2019, Hungary has made visible improvements in most of the areas covered by the survey, and this has been further strengthened in the eGovernment Benchmark Report 2020 (European Commission, 2020), which highlights that Hungary has been ranked second in terms of growth among the countries surveyed between 2017 and 2019. And the 2021 edition of the report shows that this improvement is sustained in the following year (European Commission, 2021).

Based on the eGovernment Benchmark's aggregate indicator on digitisation, our country's performance increased from 42% in 2018 to 63%, ranking 18th. And for the indicator on the real use of digital services, there has been a huge increase from 35% in 2018 to 70%, above the EU average. With this level, Hungary ranked 10th among the Member States. To summarise the results, Hungary has been able to move out of the category of "lagging behind" countries in the period prior to 2019, and has become a permanent member of the middle of the pack in the three years between 2019 and 2022 (Prime Minister's Office, 2022).

In conclusion, eGovernment will play an even more crucial role in the future for public and local government operations, as it will facilitate administration and increase efficiency in more and more areas.

As e-government becomes mainstream, it will reduce the burden on public and local governments, allowing for more efficient resource management.

Innovative digital technologies are opening up new horizons for public administrations, giving them the opportunity to modernise and achieve higher levels of efficiency in line with the requirements of the 21st century.

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