



THE GOVERNMENT OF THE REPUBLIC OF CROATIA



# **ELECTRONIC GOVERNMENT STRATEGY OF THE REPUBLIC OF CROATIA FOR THE PERIOD FROM 2009 TO 2012**





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# 1 INTRODUCTION

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**E**lectronic government (e-government) represents the infrastructural transformation of state administrative bodies by use of the information communication technology, directing the entire functioning of public administration towards its users. Electronic government also includes the continual adjustment of the legislative and technological framework of the state administrative bodies' function, in order to achieve a higher efficiency of activity, a more rational expenditure of public finances and a higher quality of service.

We are today the witnesses to the beginning of a key transformation of the relationship between the providers and users of administrative services, where the user becomes the center of attention as a decisive factor of this process. An important element of this transformation's success is the application of information communication technologies. However, as important as technology is, as well as an unavoidable tool for creating e-government, its key element and *raison d'être* are its users. Thus, the future development of e-government of the Republic of Croatia will primarily depend on their satisfaction with the services provided, their motivation for using them, and their support.

The term users hereby includes:

- 1. citizens;**
- 2. business entities;**
- 3. civil servants employed in the state administration bodies who use the e-government services of other public organizations**  
and in the future
- 4. local and regional self-administrative bodies and**
- 5. users from other countries.**

The first foundations of e-government in the Republic of Croatia were established in the Strategy "Information Communication Technology – Croatia in the 21st Century", describing the role of information communication technology in the overall development of the society and stating the determination of the Republic of Croatia to develop an information society. The following decisive step was the adoption of the e-Croatia 2007 Program, devised in order to establish and network a system that would enable citizens and business entities to communicate with the state administration as well as use a number of its services online. The Central State Administrative Office for e-Croatia was established in order to implement this Program, as a central state administrative body responsible for creation, monitoring and evaluation of the development of the information society policy of the Republic of Croatia, directly responsible to the President of the Government of the Republic of Croatia.

Through the realization of the goals set by the e-Croatia Program by 2008, the foundations vouching for an equal and systematic development of an information society were established, as one of the main pre-conditions for the development of a knowledge society and economy in the Republic of Croatia. Also, a basic legislative framework for the development of an information society was defined, a stable and secure information-communications infrastructure of state administrative bodies was built – the HITRONet network, a number of state administration electronic services were devised, the Central State Administration Portal was initiated – Moja uprava (My Administration) – as a unique site for access to public administration information, and large investments for state administration informatization and civil servants education and training were ensured.

The importance of the process of development of a focused, accessible, accountable and efficient e-government was recognized by the Government of the Republic of Croatia in the 2008-2011 mandate. Thus, the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 represents one of the implementation documents of the Program of the Government of the Republic of Croatia. Its aim is to determine the framework and goals of existing and new activities of electronic government, emphasizing user satisfaction, rationalization of administrative procedures and preparation and provision of modern electronic services that will enable a better quality life and put a friendly face on the state administration when contacting citizens. On that line, this Strategy formulates the guidelines for development and implementation activities that will continue to develop a communication network of state administrative bodies, establish a data and document management system, additional basic services that the activities of electronic government will be based on and the construction of adequate competences, both on the side of the administration as the service provider, and on the side of the service users. It is especially important to emphasize that this Strategy is directed toward the development of electronic environment for state administration activities. Its successful implementation will create the conditions for directing the entire public administration work towards its users, that is, for establishing an electronic public administration in the Republic of Croatia.

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## 2 THE PRINCIPLES OF ELECTRONIC GOVERNMENT

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The basic principles of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012, are based on the mutual cooperation of all the participants – natural and legal person, groups and institutions – who are directly or indirectly within the range of implementation of this Strategy. The principles of electronic government are as follows:

1. All the services of electronic government and public information, i.e. the content of the public authorities, must be completely acceptable, available and accessible to all the service users, without limitations, in an equal manner and under equal conditions, regardless of their particularities;
2. By introducing new forms of provision of electronic government services, the existing forms and modes of providing state administration services to citizens and businesses will not be abolished. Only after a real increase in the number of users of electronic government services, may the preceding forms of service provision be gradually restricted;
3. The state administration services not offered through the electronic government system may not be abolished before it is ensured that all the existing and potential users have access and the knowledge necessary to use electronic government services;
4. The development of new services of the state administration must be based on the application of information communication technology, and their provision must be ensured through differentiated communication channels that are most accessible to the users;
5. The information publicly accessible through the electronic government system must be structured and delivered in a way that completely ensures a simple, understandable and free access to all the users. In line with that, the public administrative bodies must use the generally accepted norms without specific demands to the users of public services to use commercial or otherwise conditioned software solutions or technological platforms;
6. Any data or information is only entered once and in one place in the electronic government system. All subjects requiring data or information already in the state administrative system, must download it from the system, through open forms of communication in accordance with the established legislative basis;



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7. The forms of electronic records (in the form of electronic documentation, electronically disclosed web pages, that is, electronic documents) used and exchanged by state administrative bodies must not bring the users of information or electronic government services into a position where they are forced to purchase commercial products in order to gain access to or use public services;
  8. The technological basis for the development and functioning of the electronic government services, which relates to computers, software solutions and communication network must be as independent from the suppliers of goods and services as possible;
  9. The security and reliability of the electronic government system must be implemented in accordance with the established norms of information security and in accordance with the legislative and normative framework of personal data protection;
  10. The e-government services must be managed by competent and professionally trained civil servants. Thus, all the public service employees must have an adequate level of information literacy, in accordance with the established international standard, the European Computer Driving License (ECDL).

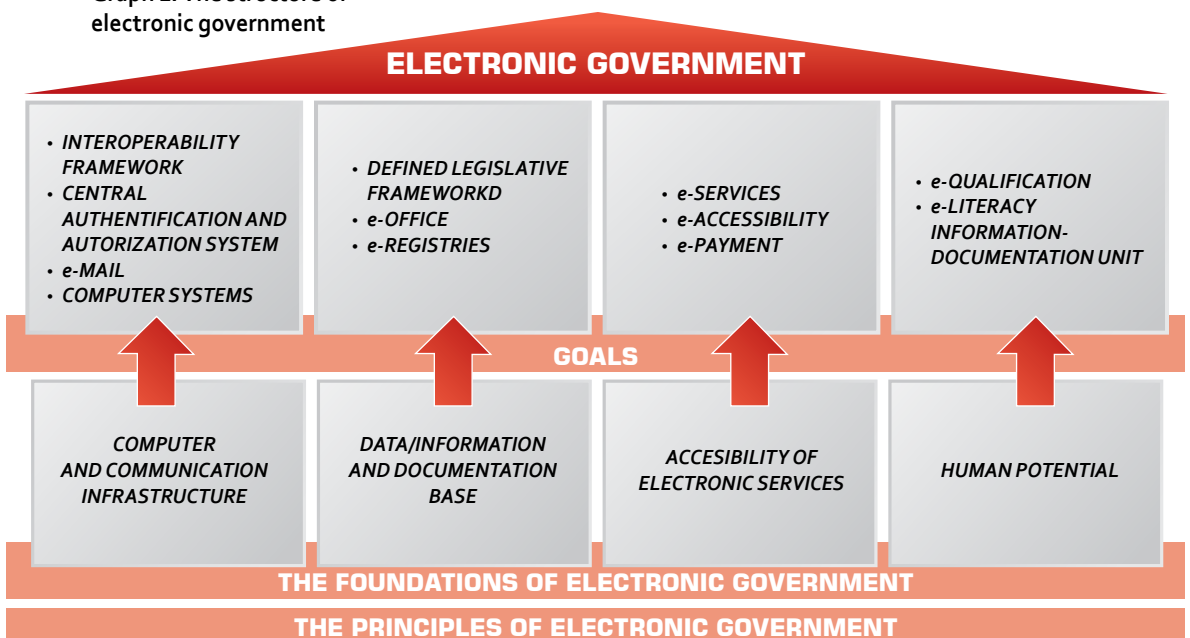
# 4 THE FOUNDATIONS OF ELECTRONIC GOVERNMENT

Considering the existing situation, for the purposes of this Strategy, the identified foundations the electronic government is based on in the Republic of Croatia are:

1. computer and communications infrastructure
2. data/information and documentation base
3. accessibility of electronic services and
4. human potential.

The mentioned foundations unequivocally determine the direction, content, goals and expected results and are directed towards the strengthening of the existing technological base and continuing the redirection of office activities into the channels of electronic communication, along with raising the level of accessibility of the state administration's electronic services.

Graph 1: The structure of electronic government



### 3.1. Computer and communications infrastructure

*A secure, reliable, information-efficient and cost-effective computer and communications infrastructure is the foundation of electronic government.*

Computer and communication infrastructure as one of the foundations of electronic government enables the electronic processing, exchange and protection of data and information obtained, processed, created, delivered and protected by state administrative bodies. It also, as a technological basis, determines the level and quality of e-government and is based on a unique approach in shaping computer systems and central planning and management of the communication system by the state administrative bodies. On that line, computer systems include the computer-communications equipment (computers and other devices) and software solutions for a unified performance of standardized business procedures in the work of the state administrative bodies. Thus, the basic precondition for implementing e-government in every state administrative body is to create a unique level of reliability, modernity of technology and operative efficiency of the installed computer equipment.

On the other hand, the communication system represents a backbone of the entire e-government environment, upon which the effectiveness of all the stakeholders included in the processing of individual activities within the e-government system is based. The initial level of shaping of the communication system was achieved by establishing a Computer Communication Network of State Administrative Bodies (HITRONet), which is the first core of the entire communications system necessary for e-government, and also one of the infrastructural preconditions for its development. The backbone of HITRONet was established upon the model of a virtual private network through an Internet communication environment, with connections available for almost all the state administrative bodies. The system is complex, technologically demanding and, from the security point of view, represents a significant category of reliability for the functioning of the entire e-government system.

The existing infrastructure is the basis for the building of new communication layers in which special attention is given to informing the users and exchanging electronic messages, where each user must at each moment be able to unequivocally determine the identity of other participants in electronic communication. The central position will be the establishment of a central authentication and authorization system. This system is one of the key categories of electronic business, built through the development of the e-government system and requiring new forms of identification of natural persons and legal entities. Thus, another precondition is the introduction of new forms and procedures of identification of persons creating contents, persons accessing (using) them and persons the information relates to. At the same time, the services of electronic government are offered to persons whose identity can no longer be determined through existing modes, making it necessary to establish electronic systems of electronic authentication and authorization, not only of persons using the services but also the civil servants working on the electronic government system. As such, this system is a key category of virtual business constructed through the development of the e-government system, demanding new forms of identification of natural persons and legal entities, along with a clear and legally founded granting of authorization to act and use resources in the e-government system.

Along with the system of authentication and authorization, equal importance in the infrastructural portion of e-government belongs to communication channels for the exchange of electronic messages. In the

existing state administration different technological solutions are being applied, as well as different forms of managing the electronic mailing system. Since there is a capacious and frequent exchange of electronic messages, conducted in the electronic government system through electronic mailing systems, as well as through new manners of electronic message exchange, they are usually formed within a unique model of establishment and management, in accordance with regulations regarding administrative procedures (The General Administrative Procedure Act, Official Gazette 53/91, 103/96) and office procedures (Office Procedure Ordinance, Official Gazette 7/09).

This is, also, a precondition for successful informing and communication with the users when using electronic services, which are developed in the electronic government systems along with the application of the interoperability standards. Interoperability will, hence, enable a mutual linking of services and a simple development of new and custom made services, thus creating a unified computer and communications infrastructure (the interoperability infrastructure), as well as a unique foundation for a harmonized development of a user-oriented administration.

### **3.2. Data/information and documentation foundation**

*Data and information as basic categories the work of state administrative bodies is founded on, must be collected, used, exchanged and protected in a manner that will ensure the security, reliability, confidentiality, and transparency of state administration work and the legal protection of both the employees in state administrative bodies that offer electronic government services and the citizens and businesses using those services.*

All state administrative bodies base their operative processes regarding the gathering, analysis and protection of data when providing services to citizens and businesses, in the preparation of information contents and their publishing and delivery, in the preparation of legislative proposals and in the implementation of legislation and resolving administrative and non-administrative cases. The data/information and documentation foundation, as one of the foundation of electronic government, represents a central category of the entire activity of, not just the e-government system, but the whole of state administration. It is this fact that focuses the Strategy, through the specified goals and activities, to make a significant step forward in developing this foundation of electronic government.

Data and information, as well as unified contents incorporated in identification documents, construct the foundation for the work of state administrative bodies and are the starting point for providing e-government services. Electronic government is thus, completely based on the establishment of all the work in the document management system and data sets.

Contents that are being incorporated into electronic documents through the work of state administrative bodies, are originally based on collected data or data already present in different registers, evidences and structured databases. Special importance is placed on original registers of basic entities in the state administrative system, representing the authentic material of other derived registers in certain areas in which they are the legal basis for realizing the rights and obligations of citizens, business and other entities. Basic entities in the state administrative system are natural persons, legal persons and territorial units, each of which are the starting material for data incorporated in other registers and evidences, that the information determined by regulations establishing a certain register or evidence is expanded on.

The basic direction of activities aimed at consolidating this foundation is the establishment of a unified system of management of electronic documents, which will be based on the good practice of countries that have successfully implemented and validated in practice, solutions for managing electronic documents in state administration. The system that will, through strategic activities, be shaped into a performance solution, will be based on the guidelines determined in the State Administration Reform Strategy, which basically includes the handling and managing of electronic documents in every phase, from their creation to their allocation in the archive system. At the same time, the document management system will be directed at the use of structured forms, approved by the body authorized for the state administrative system. It is the introduction of this system that will contribute to the real shift in the development of e-government through a quality platform of providing services to citizens and businesses electronically, and stimulate the further progress of electronic business.

To conclude, the legislative framework for the consolidation of the system of organization and implementation of office work conduct through use of information technology, necessary for the realization of goals within this foundation of electronic government, consists of activities regarding the implementation of the Electronic Document Act (Official Gazette, 150/05), General Administrative Procedure Act (Official Gazette, 53/91, 103/96) and Office Procedure Ordinance (Official Gazette, 7/09), that assure originality, authenticity and legal foundation of electronic documents in accordance with the Act on Personal Data Protection (Official Gazette, 108/96), Act on Data Privacy (Official Gazette, NN 79/07), Information Security Act (Official Gazette, 79/07), Electronic Signature Act (Official Gazette, 10/02, 80/08) and Electronic Document Act (Official Gazette, 150/05).

### 3.3. Accessibility of electronic services

***Public data and information, as well as electronic government services must be made accessible through every technologically available communication channel at any time, from any place, to all citizens regardless of gender, age, education, social group, financial means or any other particularities.***

The external domain of the functioning of the electronic government system is visible in the networked system of providing electronic services that the users can access via the Internet and other communication channels, and in the state administrative bodies themselves. The public electronic services, as this Strategy defines them, represent a form of electronic services of the public administration (e-services), which directly include operations the users can conduct with state administrative bodies via and with the aid of information communication technology. These operations can be conducted indirectly by communicating with the proper authority and indirectly through an authorized entity (agency or similar business subjects). In order to ensure consistency, efficiency and reliability of the e-service system, it is necessary for all the services to continuously fulfill all the basic characteristics: accessibility, security and reliability, expandability, interoperability and technological independence.

Accessibility means that the services can be used by any user through all available communication channels; reliability and security represent procedures, which completely enable data and information protection, in the duration of their transfers in communication processes, and the effectiveness of e-services in states of emergency; expandability and interoperability mean the forming and provision of e-services in

a way that enables an unobstructed upgrade of existing e-services and their linking aimed at their unified provision, while technological independence signifies the introduction and functioning of e-services without limitations set by the use of a specific technological platform, not in accordance with the characteristics of expandability and interoperability.

The process of developing and introducing e-services undergoes an established cycle of activity sets, which was recognized in most European Union member countries, which have achieved an acceptable level of e-service coverage. It is important to emphasize that the electronic government system asks for secure, integral, unified and networked information solutions in providing services, and starts with the principles of representation, frequency and cost-effectiveness in determining the priorities and scope of activities regarding the introduction and improvement of individual electronic services of the state administration. Independent of the manner of accessing services, the users should be able to understand the content of the service and conduct the necessary activities, as well as be instructed about the results of the conducted activities in the electronic government system. The content, scope and level of provision of certain e-government services are determined by the state administrative environment, the needs of citizens and business entities and the established national strategies and European Union programs<sup>1</sup>.

A certain number of state administrative services being offered electronically were determined by the e-Croatia Program 2007, based on which annual implementation plans were elaborated since 2004, and the achieved levels of informatization of certain services were evaluated. As the indicator of the development of the e-service system and the monitoring of the success and the level of potential implementation of certain e-services, the Model 20 (12 basic service areas for citizens and 8 basic service areas for business entities) will continue to be used (Table 1).

**Table 1: Service areas**

<b>BASIC SERVICE AREAS</b>	
<b>CITIZENS</b>	<b>BUSINESS ENTITIES</b>
1. Income tax	1. Retirement and health security of employees
2. Employment	2. Corporate tax
3. Social benefits	3. Added value tax
4. Personal identification documents	4. Registration of a new business
5. Registration of vehicles	5. Notifications to the Central Bureau of Statistics
6. Building permits	6. Customs duty declaration
7. Notifications to police	7. Environmental protection
8. Public libraries	8. Public procurement
9. State registers	
10. Tertiary education	
11. Permanent / habitual residence	
12. Healthcare services	

<sup>1</sup> The Lisbon Program determines the electronic government services also, the European Charter for Small Enterprises determines the on-line services for small businesses, the European Commission Services Directive establishes national information points for the needs of the services sector, as well as other instruments, determining electronic government services, which set the framework for the upgrade of existing services available through HITRO.HR and the introduction of new electronic government services in the Republic of Croatia.

The European Commission accepted the measuring of the informatization level on a scale from 0 to 5 (Table 2), as the indicator for monitoring the development of the stated service areas.

**Table 2: Levels of information**

LEVEL OF INFORMATION	MEANING
0 – No information	Information about the service is not available online
1 – Information	There is only an information about the service online (e.g. a description of procedure, regulations and so on)
2 – Unilateral interaction	Availability of electronic forms for download on a computer. Empty forms can also be printed out.
3 – Two-way communication	Interactive filling of forms and application with authentication. A service is initiated by filling of the form.
4 – Transaction	The entire service is available online, as are the filling of forms, authentication, payment and delivery of verifications, orders or other forms of complete online services.
5 – Targeted automated proactive service	The service is completely adapted to the individual user, automatic and proactive. This means that the user is warned in advance to deliver certain information or to initiate an electronic service, and an electronic form is automatically offered, with all the information that already exists in the public administration information system about the user already filled in.

Aiming at higher transparency of e-service provision, as well as introducing the public with the forms and manners of use of individual services, including e-services, the development of the unified communication and interaction of all the users of the public administration services was initiated, through the central state portal Moja uprava (My Administration). This portal was developed in the spirit of the principle of accessibility and inclusion, as a system which makes the content and services available through every developed channel of communication, including personal communication. Moja uprava (My Administration) represents one of the bases of the total activity of the electronic government system, in which the central role belongs to the users.

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According to this, the priority in the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 is the creation of conditions which will ensure further success in using electronic services by all the users. This fact represents the starting point in the process of shaping of electronic services of the state administration, and construes a basis through which strategic action directions in developing, introducing and implementing the electronic government services are determined.

### 3.4. Human potential

***All the stakeholders of the electronic government system must have an acceptable level of computer, communication and business skills and knowledge, necessary to conduct activities in state administrative bodies offering electronic government services, and for providing and using electronic government services.***

The electronic government system is based on the use of information communication technology in the work of state administrative bodies and the provision and use of electronic services. Thus, the entire success of the operation of the electronic government system depends on the capability of civil servants and users of electronic government services to successfully implement information communication technology in business and administrative processes and in applying the information security standards. Along with that, it is important to emphasize the need for creating an information-documentation unit in state administrative bodies as separate organizational units, within which there will be a reception office, internal traffic and document dispatch, information communication technology supported administrative procedure point, central offices of information officer, as stipulated by the Right to Access Information Act (Official Gazette, 172/02), and an information systems security officer, according to the Information Security Act (Official Gazette, 70/07, 79/07).

Furthermore, in the development process, electronic government must focus on quality and secure electronic services design and support for users, in a manner that will ensure simplicity, understandability and technological neutrality of services provided. The creation and implementation of such solutions includes computer literate civil servants, which must have appropriate skills and knowledge to use information communication technology and shape electronically supported services, conducted in the electronic government system. Namely, the insufficient level of e-literacy, that is, the ability, knowledge and skills of e-service providers and users, makes the entire electronic government system unusable. This is why it is necessary to achieve a certain level of literacy, or readiness, to provide and use electronic government services (e-readiness). It is important to notice that for general computer knowledge and skills this Strategy does not set significantly higher demands from those established by the Public Administration Reform Strategy and the system of education and training of civil servants, in the process of adjusting the competences of civil servants. However, there is a need to acquire new skills and knowledge related to activities in providing electronic services, as well as those related with the area of information security of all those using the e-government services, which includes team work and creativity. Thus, this Strategy defines the elements of the environment that must be established in order to achieve an effective provision of electronic services, as well as the working environment of the electronic service system.

This very foundation of electronic government relates to the establishment of a reliable, secure and func-



tionally acceptable working environment of the electronic government system, directed at shaping the processes and services in a manner that will enable a successful provision of electronic services in the operation of state administration. This includes the introduction of new systems, procedural rules and professional competences of civil servants. Through the construction of this foundation of electronic government an environment of an acceptable level of e-readiness in the state administrative system as well as the users of state administration services will be established, since these are interlinked sets whose unified operation creates the basis for a successful electronic government system.

**Graph 2: The role of human potentials in the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012**



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# 4 IMPLEMENTATION GOALS

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The implementation goals of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 are focused on creating an environment in which the effectiveness of the electronic government system will be entirely assured, along with the quality, accessibility and acceptability of services the state administration performs electronically.

Within this Strategy, the implementation goals are directed towards the realization of the four foundations of electronic government, elaborated in the previous Chapter. This Chapter portrays the goals for each of the foundations of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012.

## **4.1. Goals aimed at establishing the first foundation of electronic government: computer and communications infrastructure**

*Goals directed at the development of the computer and communications infrastructure are aimed at creating a unique infrastructure for all the state administrative bodies, which in its scope and quality will be capable to support the entire traffic of electronic records and documents (including speech and motion picture), enable the linking of services between state administrative bodies, and finally, be in line with the demands for security, reliability and information efficiency.*

### **GOAL 4.1.1. Initiate the assessment of availability and management of computer systems in state administrative bodies**

The Strategy focuses on the determination and continual implementation of standardized planning, procurement and maintenance of equipment procedures, for individual work stations and central computers, and separately, for regular business operations in office administration, that is, for specialized administrative tasks within the jurisdiction of each body (health care, internal affairs, environmental protection, etc.). It is necessary to investigate the possibility of a higher quality procurement system and of models

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of unified computer system forms, necessary for the operation of state administrative bodies. In these processes, the lowest allowed level of consignment of computer resources to outsource companies must be separately determined.

The activity for determining and continuous implementation of standardized procedures of planning, procurement and program solutions' maintenance will be conducted in the same manner, separately, for regular business operations in office administration, that is, for specialized administrative tasks within the jurisdiction of each body. These procedures will basically be conducted in accordance with the adopted Guidelines for Developing and Using Open Source Software in the Government Bodies, especially for all those activities in which information communication technology supports the process of linking state administrative bodies, and exchanging data and information among them.

In order to achieve a functional, secure and cost-effective management of the communication system of state administrative bodies, it is necessary to initiate the assessment of the effectiveness of the established level of HITRONet. A special place belongs to the security policy of the operation of the communication system, for which this Strategy specifies measures and activities of harmonization of the system with the Information Security Act (Official Gazette, 70/07, 79/07), as well as international and Croatian provisions regarding information security. This assessment is the starting point for the further development of HITRONet and an additional reason for central planning and management of the communication system, in order to achieve greater reliability, security and manageability of the communication network.

#### **GOAL 4.1.2. Establish a central authentication and authorization system**

Aiming at a clear and legally established allocation of authorization for operation and use of resources in the e-government system, a central system of authentication and authorization will be established, for both the civil servants included in the e-government system, and the users of its services. The basis of this system will be the management of electronic identities (e-identities), whose introduction is aimed at creating a unified system of authentication and authorization in the electronic environment (not physical) of communication between the users of e-government services and the state administrative bodies. The e-identity system will enable citizens a successful, secure and time-saving use of public services electronically (through a direct, interactive on-line communication using the Internet, through other services in the electronic communication system, using land and mobile telecommunications systems).

#### **GOAL 4.1.3. Create an electronic service environment that is effective, secure, understandable and simple for communication for all state administrative bodies**

Since the largest number of services, as well as communication with the users, will be conducted through electronic services, it is important to create an effective, secure, understandable and simple to communicate multi-channel environment for electronic services of all state administrative bodies, which will include delivery via the Internet, mobile phones, digital television and support for information mediators.

#### **GOAL 4.1.4. Establish a secure, reliable and legally based system of electronic message exchange**

A necessary assumption of a successful mutual communication of state administrative bodies, as well as their communication with the users, is the establishment of a secure, reliable and legally based system of

electronic mail, as well as creating conditions for introducing new systems of electronic data and document exchange, e.g. directly through the developed services via the available channels.

## **4.2. Goals aimed at establishing the second foundation of electronic government: Data/information and documentation base**

*Goals aimed at the development of the data/information and documentation base are focused on securing an unobstructed implementation of the information communication technology in the state administrative bodies' operation, primarily in the context of establishing a reliable mechanism of creation, exchange and protection of electronic documents and ensuring the application of information communication technology in data management operations.*

### **GOAL 4.2.1. Ensure the necessary harmonization of the legislative framework**

The legal framework must enable an unobstructed implementation of information communication technology in the operation of state administrative bodies and in the conduct of functions in administrative and non-administrative activities. Thus, an obligation to assess the impact of proposed regulation on the e-government system will be introduced in the mechanism of proposing regulations, that is, there will be an assessment of how much new regulation contributes to the total development of e-government. In this manner, the legal framework will be able to completely adjust to the conditions of the functioning of the e-government system.

### **GOAL 4.2.2. Establish a unified electronic document management system**

The basic direction of activities that will realize this goal is to establish a firm and reliable mechanism of creation, exchange and protection of electronic documents in the operation of state administrative bodies, and to establish a unique form of management of electronic documents, in all the state administrative bodies. It will be based on a unique model, contain a prescribed functionality and exchange data in a prescribed manner. This is a precondition for the electronic delivery of all types of documents (forms, decisions, verifications, etc.) to users at their request, or without it, when state administrative bodies are obligated to inform the citizens or business entities about new obligations, rights or general information.

### **GOAL 4.2.3. Ensure the complete implementation of information communication technology in managing registers**

The Strategy determines activities which will ensure a complete application of information communication technology in every activity regarding the creation, amendment/change, protection of contents of the central original registers and their openness in linking with other registers and evidences, which are legally authorized to manipulate the content of data already in the central registers. This will ensure not only the equivalency, temporal harmonization and accuracy of data, but also create the conditions for a higher quality management of data in state administrative bodies, which is one of the important preconditions for the reform of state administration.

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In this context, it is the Strategy's goal to create an open, accessible electronic form of original registers, from which original data, necessary for establishing primary and derived services of electronic government will be downloaded through information communication technology solutions based on legal authorization. This will ensure unified and accurate electronic records, a higher connectivity of information communication technology solutions and a transparent use of data in state administrative bodies, which often have to construct their own data sets for their administrative operations, which were so far been varied in information communication technology support.

#### **GOAL 4.2.4. Ensure the complete realization of the principle of single data recording in the system**

The basic goal is to realize the principle of single data recording in the electronic government environment, within which open information communication technology solutions will ensure their linking necessary for particular operations and the provision of electronic services. Information about natural persons regarding gender, name (first and last), date of birth, citizenship (sometimes marital status), must be used from a single source with a unique structure of electronic record and added markings (encryptions), for the use in all the operations by state administrative bodies, while data regarding the place of birth will be matched with the original register of data from territorial units. Also, the initial information about business entities pertaining to name and activity, place of establishment and place of activity matched with the original data register about territorial units, with additional information regarding natural persons (originally in data sets regarding natural persons) must be used from a single source with a unique structure of electronic record and added markings, for the use in all the operations by state administrative bodies.

### **4.3. Goals aimed at establishing the third foundation of electronic government: Accessibility of electronic services**

*Goals aimed at the development of accessibility of electronic services are focused toward enabling access to all ICT supported public services, through every communication channel in order to ensure a quick, efficient, high quality and cost-effective provision of services to the users.*

#### **GOAL 4.3.1. Plan the development of electronic services in accordance with the legal basis**

Each individual service or unified sets of services offered in one place, is based on the previously determined goals that are to be achieved through a particular service and legally based procedures, which offer legal protection to providers and users of e-services. We must start from the fact that for each e-service a legal source, that is, legal basis on which a particular service can be provided, must be determined.

#### **GOAL 4.3.2. Ensure the implementation of norms in the process of designing electronic services**

Continuing the process of designing e-services, basic contents of existing provisions that will be implemented or are already in use will be determined, and the state administrative bodies are obliged to respect them when creating, linking and interacting with particular parts of e-services or their sets.

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### **GOAL 4.3.3. Ensure the acceptance of internationally accepted methodologies for monitoring the development of electronic services**

The entire cycle of development, introduction and use of e-services is monitored through the measuring processes and indicators, based on which an evaluation is conducted, in regards to the success of the services, the satisfaction of the users and the financial efficiency, that is, savings in the implementation of particular administrative and non-administrative operations through the e-services system.

### **GOAL 4.3.4. Enable access to all existing supported electronic public services through all available communication channels and provide for their continuous adaptation to new technological platforms**

Activity in this area of Strategy implementation regard to the design and establishment of an integral public service provision system to citizens and business entities, independent on their momentary ability to use particular services, their gender, age, temporal or spatial distance from the point of public service provision or any other particularity.

### **GOAL 4.3.5. Enable a quick, effective, high quality and affordable provision of electronic services**

Continuing the existing model of providing services in a single place and with the support of information communication technology, other preconditions for complete efficiency and accessibility of electronic public services for all users will be created, where the types and contents of the electronic government service will be continuously adapted to the needs of the users and the established demands of efficiency, cost-effectiveness and technological availability.

## **4.4. Goals aimed at establishing the fourth foundation of electronic government: Human potential**

*Goals aimed at developing the accessibility of electronic services are focused toward the training of civil servants to provide e-government services, and informing other users about the possibilities for the quality use of e-government services. It is also extremely important for the successful realization of this foundation of electronic government to establish an information-documentation unit that will serve as organizational support to the development of the electronic government system in all state administrative bodies.*

### **GOAL 4.4.1. Ensure the necessary level of computer literacy and skills to civil servants working in the electronic government system**

The necessary level of skills and knowledge for managing electronic data, information and documents, as well as a thought-out activity in the design and provision of electronic services represents the basic set of elements that construe computer literacy for the needs of e-government. The Strategy specifies the achievement of the necessary level of computer literacy for civil servants by the end of 2010 (for civil servants directly included in the electronic service system). In that context, it is necessary to expand the planned activities of the Civil Servants Training Center, in order to obtain a satisfactory proportion of computer literate civil servants, which is necessary for the successful implementation of activities determined in this Strategy. Along with the increase of skills and knowledge of civil servants in the use of information communication technology, it is important to systematically implement activities that will increase the

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level of knowledge and skills of civil servants working on computer technology, necessary for the effective management of information communication technology imbedded in the business systems of state administrative bodies.

**GOAL 4.4.2. Ensure the organizational support necessary for developing the electronic government system in all state administrative bodies**

In every state administrative body the computer work and the activity of informing and administering documents should be unified in an independent organizational unit, which will represent the core for all activities pertaining to the development of e-government. With the establishment of an information-documentation unit, it will perform more complex and comprehensive tasks through the implementation of activities in this Strategy, because the existing staff and organization capacities are insufficient.

**GOAL 4.4.3. Create preconditions for a separate system of monitoring and compensation for civil servants conducting electronic operations**

Having in mind that the information communication technology activities are in the state administration included in administrative operations, which brings about the equal position of information communication technology professionals in state administrative bodies and other civil servants that only use computer equipment and program solutions, it is necessary to create the preconditions for a separate system of evaluation and compensation for employees working on information communication technology operations, especially in cases where there are very complex and highly professional activities and tasks involved, which are the basis for the functioning of e-government.

**GOAL 4.4.4. Inform the users of electronic government services about the possibilities of using electronic services**

In realizing this goal, we need to evaluate the acceptability of existing roles offered to users electronically, determine the necessary level of knowledge and skills the users need, design a unified model for informing users about the basic rules for the use of information communication technology equipment and the Internet within the electronic government domain, shape and implement workshops, seminars and general informative contents in the media, about the electronic government services, and continuously include non-governmental organizations in promoting the need for general information communication technology knowledge and skills, and about the access and use of electronic government services.

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# 5 MANAGEMENT, IMPLEMENTATION AND MONITORING

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The management of the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 will take place at two levels – the level of strategic management and the level of operative realization. At the strategic management level, the existing National Information Society Council will take effect. It will stimulate the dialogue between the public and private sectors, raise the awareness and knowledge levels about the importance of information communication technology in the context of realization of a knowledge society and economy, recommend measures for the development of the information society in the Republic of Croatia, discuss the activities and projects planned and realized within the framework of this Strategy.

The operative realization level will be conducted by a team of coordinators at the highest operative positions, who will for the needs of this Strategy, be appointed in each state administrative body and who will deliver a report regarding the implementation of the activities of this Strategy for the state administrative body they were appointed in, to the Central State Administrative Office for e-Croatia. The coordinator from each body will perform the said duty independently in the beginning, and later, after a separate information-documentation unit is established, along with the representative of that unit.

Along with the strategic management and operative realization levels, the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 will be continually monitored and evaluated by the Central State Administrative Office for e-Croatia.

The implementation mechanism of the Strategy is the Action Plan, which is an integral part of this Strategy, presenting a detailed outline of activities directed towards the realization of goals as set by this Strategy, and at the same time offering a review of current projects and the progress of e-government.

The Government of the Republic of Croatia will monitor the implementation of the Strategy, based on the reports which will be regularly unified and delivered by the Central State Administrative Office for e-Croatia.



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# 6

# EVALUATION

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The evaluation of the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 will be conducted semiannually and annually, based on the Report on the Implementation of Action Plan Activities, which will be collected from all the state administrative bodies, and unified into a single document by the Central State Administrative Office for e-Croatia. To that end, the state administrative bodies will be obliged by the Conclusion of the Government of the Republic of Croatia to issue semiannual and annual reports to the Central State Administrative Office for e-Croatia, which will deliver the unified reports to the Government of the Republic of Croatia.

Based on the analysis of the annual operative plans the Central State Administrative Office for e-Croatia will, as a central state administrative body responsible for the creation, monitoring and evaluation of the policy of information society development, along with the Report, create and deliver to the Government of the Republic of Croatia the evaluation of the implementation of this Strategy as well as recommended guidelines for the continuation of implementation of this Strategy in areas where a greater need for intervention is noticed, in order to review, discontinue or continue specific activities directed at realizing the Strategy.

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# 7 IMPLEMENTATION PLAN

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The Action Plan for the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012 originates directly from the goals focused on the strengthening of the four foundations of electronic government, elaborated in detail in Chapter 3. All the activities stated in the Action Plan – regardless of whether their timeline is precisely defined or whether the activities are permanent – are specified according to each foundation, in order to alleviate the monitoring of progress for each of the specified foundations.

The Action Plan contains an outline of the group activities in each of the basis of electronic government in the Republic of Croatia and directly links the responsible bodies with the planned implementation timeline. As an instrument of monitoring and evaluation of implementation, the content of expected results for each activity is included in the Action Plan.

## Action Plan for the implementation of the Electronic Government Strategy of the Republic of Croatia for the Period from 2009 to 2012

### THE FOUNDATION 1: COMPUTER AND COMMUNICATIONS INFRASTRUCTURE

No.	Activity	Responsible body	Deadline	Expected results
<b>Goal 1.1. Initiate the assessment of availability and management of computer systems in state administrative bodies</b>				
1	Perform a detailed inventory of existing computer systems in state administrative bodies.	CSAOeC	2009	Report on the functionality of equipment being used and level of depletion (technological, functional)
2	Define conditions computer systems must satisfy to be implemented into the electronic government system	CSAOeC	2009	Equipment catalogue, fulfilling conditions for implemented into the electronic government system
3	Determine a unified methodology for development, implementation and maintenance of state administrative bodies' computer systems	CSAOeC	2009	Unified methodology
4	Conduct a detailed analysis of the effectiveness of the existing level of HITRONet implementation and an analysis of the need for improvement, technological upgrade and harmonization	CSAOeC	2009	Plan for harmonizing HITRONet's development with the Strategy's needs
5	Assess communication needs in each state administrative body and determine measures and criteria for joining HITRONet	CSAOeC	2009	Measures and criteria for bodies joining HITRONet
6	Establish a management and monitoring system for HITRONet	CSAOeC	2009	Unified system of managing HITRONet
7	Assess the financial impact of joining and use of HITRONet for each state administrative body	CSAOeC	2009	Basis for efficient and cost-effective planning of SABs communications

8	Assess the functioning of existing Web systems in state administrative bodies regarding their technologic reliability, the acceptability of their content and communication functionality	CSAOeC	2009	Basis for development, establishment of security measures and legal harmonization
9	Provoditi certificiranje komunikacijske opreme računalnih sustava u skladu s propisima informacijske sigurnosti	ISSB	Continuously	Assessment of harmonization of SABs computer systems with the Information Security Act
10	Provoditi usklađeno planiranje i nabavku potrebne računalne opreme u skladu s utvrđenim funkcijama u sustavu elektroničke uprave	CSAOeC	Continuously	Planning and procurement harmonized with the demands of e-government system's development

#### Goal 1.2. Establish a central authentication and authorization system

11	Perform a detailed assessment of options and forms of implementation of electronic identification of civil servants	CSAOeC	2009	Specification of criteria for designing a model of electronic identification
12	Design a central point model for a single access of civil servants to information resources in SABs	CSAOeC	2009	Electronic identification pilot-project
13	Design a model for electronic identification of natural persons accessing SABs electronically	CSAOeC	2009	An environment and conditions for expanding the e-government services' function created
14	Create conditions for the use of electronic signatures on electronic documents for civil servants in the e-government system	CSAOeC	2009	Base of e-signature users expanded
15	Design, establish and implement a unified system of electronic identification cards for citizens of the Republic of Croatia according to European Union guidelines	Mol	2010	E-ID card pilot-project
16	Design a unified model of user identification for electronic government services via the SMS text messaging system	CSAOeC	2010	Pilot-project on the identification via the text messaging system

**Goal 1.3. Create an electronic service environment that is effective, secure, understandable and simple for communication for all state administrative bodies**

17	Design an interoperability model in line with the policy of open systems	CSAOeC	2009	A proposition of the interoperability model
18	Create a unified contextual, communication and structural foundation for the SABs Web system, in line with the policy of open systems and norms, and principles of accessibility and understandable content	CSAOeC	2010	Project documents for the establishment of a Web system in SABs

**Goal 1.4. Establish a secure, reliable and legally based system of electronic message exchange**

19	Assess the functionality, security and level of compatibility of existing systems of electronic messages exchange with the SABs information systems	ISSB CSOA	2009	A detailed insight into the real operation of e-mail systems in SABs
20	Design a unified model for establishment and management of a for all SABs	CSAOeC	2009	A model of an e-mail system for all SABs that must be integrated into the information system (e-office)
21	Design a unified model for establishment and management of a separate electronic message system for messages marked as classified	ISSB	2009	A separate e-mail system for classified information
22	Implement a system of electronic messages exchange into an integral information system of SABs, in accordance with regulations stipulating administrative procedures, office conduct and information security	CSAOeC CSOA	2010	Including e-mail systems in the integral information system of SABs

## THE FOUNDATION 2: DATA/INFORMATION AND DOCUMENTATION FOUNDATION

No.	Activity	Responsible body	Deadline	Expected results
<b>Goal 2.1. Ensure the necessary harmonization of the legislative framework</b>				
23	Analyze the existing legislative framework relating to the implementation of ICT in the work of SABs	CSAOeC	2009	Analysis of existing legal framework, related to the implementation of ICT in the work of SABs
24	Change and amend the necessary portions of the existing legislative framework, relating to the implementation of ICT in the work of SABs	CSAOeC	2009	Adopting laws and by-laws
25	Define the rules of conduct for exchanging data from registers, evidences and catalogues in electronic form between SABs	CSOA	2009	Basis with legal power necessary for the unobstructed exchange of data for the needs of e-government system
<b>Goal 2.2. Establish a unified electronic document management system</b>				
26	Create conditions for legal validity of official contents with characteristics of electronic documents	CSAOeC	2009	Basis with legal strength
27	Design a model for a unified system for managing electronic documents in SABs in all operations with the documents from their creation, download, dispatch and safekeeping	CSAOeC	2009	Project documentation for a unified design of e-office in SABs
28	Prepare a pilot-project for the unified system for managing electronic documents	CSAOeC	2009	E-office pilot-project
29	Create a data catalogue with descriptions of type, source, meaning, level of transferability and records in electronic form	CSOA	2009	Data catalogue

30	Design existing official forms into electronic forms by using open norms of recording electronic documents	CSOA	2009	Electronic forms in individual SABs
31	Publish the structure of electronic records of official forms in electronic form	CSAOeC	2010	Publicized electronic forms
32	Establish a unified system of publishing official documents in accordance with regulations stipulating The Right to Access Information Act and with the Electronic Document Act	CSOA	2010	Unified electronic catalogue of official information
<b>Goal 2.3. Ensure the complete implementation of ICT in managing registers</b>				
33	Create a common foundation for electronic keeping of original registers	CSAOeC	2010	Format for linking electronically
34	Draw up regulations regarding procedure in exchanging data from registers, evidences and catalogues in electronic form between SABs	CSAOeC	2010	Common basis for all SABs when exchanging data from electronic registers
<b>Goal 2.4. Ensure the complete realization of the principle of single data recording in the system</b>				
35	Define procedures for data management	CSAOeC	2010	Rulebook on data management

### THE BASIS 3: ACCESSIBILITY OF ELECTRONIC SERVICES

No.	Activity	Responsible body	Deadline	Expected results
<b>Goal 3.1. Plan the development of electronic services in accordance with the legal basis</b>				
36	Create a general model of e-services functionality for the needs of e-government in accordance with EU guidelines	CSAOeC	2009	Unified model of designing e-services for e-government
37	Determine conditions and needs for amending regulation stipulating the legal validation of official content published through the Web system	CSOA CSAOeC	2009	Proposal of changes and amendments
<b>Goal 3.2. Ensure the implementation of norms in the process of designing electronic services</b>				
38	Create a security environment for content authenticity implemented and publicized through the Web system	CSAOeC ISSB	2009	Project documentation
39	Create a model for a security environment for content authenticity implemented and publicized through the Web system	CSAOeC	2010	Model for security environment for the content authenticity of public content
40	Determine a unified methodology for managing electronic services in SABs	CSAOeC	2009	Unified methodology for managing electronic services
<b>Goal 3.3. Ensure the acceptance of internationally accepted methodologies for monitoring the development of electronic services</b>				
41	Evaluate the e-readiness of existing electronic services	CSAOeC	2009	Evaluation of existing electronic services
<b>Goal 3.4. Enable access to all existing supported electronic public services through all available communication channels and provide for their continuous adaptation to new technological platforms</b>				
42	Upgrade, develop and adapt contents of the My Administration portal, as a unified access point to contents and services of electronic government	CSAOeC	Continuously	Benchmark of the quality level of electronic services



43	Create an integral information support for interactive use of electronic government services, including electronic delivery of electronic documents with legal force	CSAOeC	2010	Model of delivering electronic documents
<b>Goal 3.5. Enable a quick, effective, high quality and affordable provision of electronic services</b>				
44	Create an overview of e-services with according characteristics, relating to accessibility, content coverage and frequency of use	CSAOeC	2009	Overview of all e-services available in the Republic of Croatia
45	Introduce new electronic services in line with the determined needs of users and demands for understandability, transparency, technologic neutrality and cost-effectiveness	CSAOeC	2010	Harmonizing the provision of e-services with users' real needs and conditions available to them when using the services
46	Design a unified model for delivering official notifications to the users of electronic government services via the SMS text messaging system	CSAOeC	2010	Project of delivery of official information via text messaging
47	Design a model for a system of unified administrative fee payment through the electronic service system of the state administration	CSAOeC	Continuously	Model system for administrative fee payment by using e-services (e-payment)

## THE FOUNDATION 4: HUMAN POTENTIAL

No.	Activity	Responsible body	Deadline	Expected results
<b>Goal 4.1. Ensure the necessary level of computer literacy and skills to civil servants working in the electronic government system</b>				
48	Create a unified model for informing civil servants about the basic rules when using information equipment and the internet in the electronic government domain	CSOA CSAOeC	2009	Common basis for all SABs for informing
49	Organize a program for general computer literacy training of civil servants in accordance with the ECDL model	CSOA	Continuously	Ability of civil servants to use ICT solutions in the e-government system
50	Create program basis and contents for training senior civil servants in order to develop electronic government	CSOA CSAOeC	2009	Program contents for training senior civil servants
51	Create program basis and contents for training civil servants in order to develop electronic government	CSOA	2009	Program contents for training civil servants
52	Organize a program of computer training of professional computer professionals in SABs	CSOA	Continuously	Increased level of knowledge and skills of ICT professionals in accordance with the needs of the e-government system
53	Organize workshops, seminars and publish general information in the media about electronic government services	CSOA	Continuously	Raising awareness about the role of the e-government system and the role of users in developing and adapting the system
54	Include NGOs in promoting the need for general computer skills and knowledge, necessary for accessing and using electronic government services	CSAOeC	Continuously	Raising awareness about the role of the e-government system and the role of users in developing and adapting the system
55	Organize a program for computer literacy of senior civil servants	CSOA	Continuously	Increased level of knowledge and skills of senior civil servants

56	Introduce new content in training civil servants to acquire communication and teamwork skills	CSOA	Continuously	New skills necessary to work in the e-government system acquired by civil servants
<b>Goal 4.2. Ensure the organizational support necessary for developing the electronic government system in all state administrative bodies</b>				
57	Assess the effectiveness of the existing organization of information services in SABs	CSAOeC	2009	Basis for designing a model for organizing information-documentation units
58	Link the electronic office with administrative procedure system in one place, in accordance with regulations stipulating administrative procedures, protection of personal data, right to access information and information security	CSOA CPDPA ISSB	2009	E-office systems linked to information-documentation units
59	Design a model of information-documentation units for the needs of electronic government	CSAOeC	2009	Utility form for organizing information-documentation units in SABs
60	Draw up a proposal to change and amend regulations regarding the state administration system and the structure of the information unit as a separate organizational unit in SABs	CSOA	2009	Proposal for changing and amending regulations
61	Create a system of uniform tasks and positions for the information-documentation units in state administration	CSOA CSAOeC	2010	Functional basis for establishing information-documentation units in SABs
<b>Goal 4.3. Create preconditions for a separate system of monitoring and compensation for civil servants conducting electronic operations</b>				
62	Design a model for employing and retaining professional ICT experts in SABs	CSOA	2009	Unified basis for all SABs to implement planning, employment, compensation of ICT professionals
<b>Goal 4.4. Inform the users of electronic government services about the possibilities of using electronic services</b>				
63	Organize an information-education campaign for the introduction of electronic government	CSAOeC	Continuously	

## ABBREVIATIONS

Abbreviation	Name
CPDPA	Croatian Personal Data Protection Agency
CSAOeC	Central State Administrative Office for e-Croatia
CSOA	Central State Office for Administration
ECDL	European Computer Driving License
e-government	Electronic government
e-service	Electronic service
ICT	Information telecommunication technology
ISSB	Information Systems Security Bureau
Mol	Ministry of Interior
SABs	State administrative bodies

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