

GOOD EXAMPLES OF M-GOVERNMENT IN HUNGARY¹

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ABSTRACT: *In today's advanced information-based societies, a growing development process can be observed, based on the development of information and communication technologies. These are used by different governments at different levels, mainly because of the scale and scarcity of available resources.*

The most important specialty of information communication technology (ICT) is that new results prove the usefulness of ICT in almost every segment, such as employee, education and the research sphere. They contribute to facilitating education and working conditions, which is of fundamental interest to all users.

KEY WORDS: *modernisation;- ICT ; Smartphone; Applications ; Authorisation.*

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Information and Communication Technologies are technological tools that enable planning, time savings and transfer processes, the efficient coordination of interrelated methods, administrative and enforcement activities. According to another approach, ICT is a concept: Information and Communication Technologies are tools, technologies, organizational activities and innovative processes that facilitate information and communication, processing, flow, storage, encoding, faster, easier and make it more effective.

ICT enables tracking, processing, saving, collecting and communicating with data and time. The concept itself includes new technical devices, such as laptops, tablets, and other telecommunication tools. Compared to working with obsolete technological tools, such as file systems and technology tools for file and document storage, the introduction of modern ICT tools in virtually all areas of public administration can lead to significant efficiency gains. Globally ICT is considered a technology that enables us to create effective and useful communications and support us in managing information. It is with a bit of a heart to say that today it has become vital and indispensable tools for collecting and disseminating knowledge. ICT tools are largely used for the maintenance, maintenance, institutional research activities and the organization of higher education in the fields of education, administration, and management, in which areas such ICT tools include mobile devices and custom software available on the Internet. ICT tools are a

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particularly widespread use of the Internet and are now widely accepted as tools for organizing, organizing, managing and teaching/researching information. At the same time, we need to add that ICT requires some factors that need to provide data and/or asset purchases to the user. When we are analyzing the impact of ICT tools on public administration, it is worth starting from the notion of public administration and its elements.

The term public administration refers, on the one hand, to the process of accepting human capital in the implementation of the planned goals of the institutions and organizations, the organization and assessment of the programs, tasks to achieve the organizational goals. According to Professor Tibor Kalas, "administration is a separate subsystem of the state organs that provides the organization of the practical implementation of the state's will with a professional apparatus throughout the society." This is an important part of leadership (as a management element, part function) The purpose of evaluation and making decisions is the most important when we are implementing organizational plans. This has an important role since the judgment and performance of a particular organization depend on the decision and evaluation made.

In administration and management, there is a social process aimed at classifying, conserving, inspiring, directing and combining formally coordinated individual and material assets in an integrated (multifaceted, social, economic and policy) for the purpose and for the achievement of the foreseen goals. In modern public administration, officials try to apply ICT tools as often as possible to perform their tasks as efficiently as possible. We can now say that the whole system of public executives and public administrations also uses ICT tools for their work, including organizing organizational and institutional reports, preparing studies and statistics about meetings and contacts with clients and other actors. I believe that in the past, ICT tools have changed the functioning of organizations, the functioning of the associated institutions, and how the staff communicates with each other and with their clients. The IT equipment and equipment of the institutions are constantly on the agenda, as its impact on administration and administrative affairs can be seen. We can say that ICT influences communication between civil and other institutions in the organizational environment.

It is a challenging task for public administration, especially its larger institutions, to take into account the increasing complexity of today's "contemporary" organizational system and to adapt it to an appropriate level. This is mainly due to the limited availability of resources, which could provide a sufficient basis for the necessary improvements. As the needs of the community are changing, the organizational system must be able to absorb the innovations that can meet the changing needs. Also, we must not forget the fact that we are in the era of global technological advances, which most often affect virtually every element of organizational administration systems. Consequently, in the process of transformation and innovation that is to be implemented, it is never (should) be disregarded the management of general registers of administrative bodies, such as personal, financial, operational and management, administrative records.

The rapid and continuous development of technology enables them to develop systems every year, as many new ICT tools appear in each such period. These new systems and ICT tools offer new opportunities, the greatest use of which may be specifically designed to ensure the management. This is why management processes can work faster, cheaper and cheaper. Obviously, there are ICT applications that can support many public

administration bodies and their management, such as computers, projectors, scanners, multimedia projectors, laptops, smart phones and so on.

From the administrative development plans of the past period (eg Magyar programs), it can be seen that these are the resources that are most capable of supporting a cost-effective, quick and good approach in controlling the administration and management of daily, operational tasks such as data transfer, querying and processing. That is why I believe that leaders of organizations must have a tremendous concentration and awareness on the knowledge of the knowledge and data on ICT tools for the employee. This is underlined by the fact that the opportunities for the use of information and communication technologies are expanding as they carry out their daily activities faster and more precisely. It can also be seen that executives and administrators can use different types of ICT tools for their assignment, by their function (eg when dealing with clients, performing financial jobs, keeping records and processing).

My personal view of future developments is that the main goal is to raise the acceptance of ICT tools and to enable them to involve the resources needed to acquire the tools.

On the other hand, approaching the area (the administrative applicability of ICT tools), it can be seen that the use of application of these new technology tools can be entertaining and exciting, but at the same time it also gives rise to concerns and uncertainties. Let's just think about it because these assets, confidential data and information are flowing through these ICT devices, so users of these tools and their developers need to create some security services, and then use it in practice to make the flow of information as safe as possible. This will appear in many cases of administrative burden, but it is necessary to enforce safety standards. Information and communication technology is widely used as an expression. The fact that these technology tools are rapidly evolving and widely available in the traditional workplace or educational environment makes it necessary to invest in technology tools and applications that need to be complemented with training and information for staff members to ensure that organizational performance can be achieved. In the end, people (working in institutions and public administrations as civil servants) will be those who will be the users of such administrative and management applications for such ICT tools, as such tools will be used during their day-to-day tasks.

It can be stated that the use of computers in everyday life of public administration is essential. The Internet and electronic mail are also essential for the day-to-day management, contact and case management tasks. Although modern technologies and Internet connectivity models are slower in public administration and more slowly in the municipal sphere than in the private sphere, in recent years there has been an increase in the use of both the information technology tools and the connection types in the field of new technologies.

The most commonly used info communication tools are computer, smartphones, tablets, and through them the Internet and email services. It can be said that the tools have become so commonplace that organizations in the public administration have fully achieved 100% in this regard (that is, they have a computer, Internet connection), which does not mean that the current level is sufficient. Moreover, continuous technical development would require the development and replacement of the current machine fleet.

These tools can and should be used in many important daily tasks, such as larger organizations to facilitate extranet or intranet communication, customer relationship,

information / data capture and processing. An important element of the use of computers is the use of various open and closed source software. Open source software (or free) software is free to use, distribute, study, and modify computer programs. We can clearly say that they are growing in both the corporate sphere and the public administration because they are increasingly using them. The government has the utmost support for the spread of open source or software-based software in public administration and therefore takes concrete steps. However, it is typical here that in these larger, more centralized public administration spheres, these programs are less widespread than local governments, just because of the resources are available.

In the application of security tools, large public administrations benefit from the greater storage and handling of information in an institution, the greater the probability of a wider range of security tools that can lead to a higher level of security protocols in practice. There are several components of this, including antivirus software and services, which are the most common, but also various firewall and bio-metric (eg fingerprint, retina/iris scanners) and/or device-based (such as chip cards) authentication services. In this round, it is of the utmost importance to mention the encryption procedures, the essence of which is to transform/close the information so that it can not be interpreted without the key.

Mobile phones have significantly altered people's communication and daily tasks, in fact they have become an indispensable part of our lives. High-performance smart phones can facilitate bank-financial transactions, help navigate through traffic, help with online shopping, but perhaps play the most important role in building and maintaining human relationships. All this, when taken into account, can be clearly stated to provide users with tremendous comfort. The use of mobile technologies for service and information provision is called m-government, which can be considered as part of e-government (e-government). While e-government has access to public services at any time, m-government allows citizens to access government services anytime and anywhere. Numerous researches can show that e-government has significant benefits for governments, including improving and increasing efficiency and accountability, reducing costs, strengthening relations between the state and citizens, and promoting civic engagement and democracy. Expected impacts of the use of eGovernment will contribute to increasing transparency, participation and cooperation so that the principles of well-functioning open governance can also be met. At the same time, it is a fact that many e-government solutions and ideas are not in line with ex-ante expectations, which may be both client/citizen or even state. Since m-government is the most recent initiative, which has started most of the past ten years, so its potential, especially the use of smart phone applications in public administration, has only just begun to be studied. It can be said that the use of smart phone applications in the public sector, public administration is still at an early stage, which has many reasons behind it. Among others, the framework (both legal and resources) for applications is currently not appropriate. That is why I think it is necessary to carry out empirical studies to explore and develop potential areas of application. This can be a positive result of the acquisition of information and, in addition to the needs assessment, it can also help to understand the role of smart phone applications and its potential in e-government development.

Compared to traditional communication channels, such as telephones, e-government opens multiple access points for citizens, as services and information are available 24

hours a day, seven days a week. Increasing service efficiency, increasing information flow, increased involvement in administrative activities, and increased transparency can be identified as objectives of e-administration.

The emergence and continuous development of Web 2.0 and mobile technologies simply create new opportunities for e-administration, further enhancing its potential and efficiency. "The transfer of information and services through mobile phones is also known as a m-government, which is virtually one of the realization forms of e-public administration." (LEE, 2006) Compared with previous practices in e-administration, which provides services through websites (such as a communication channel), mobile phones are able to provide real-time, instant information and services to citizens and allow communication with citizens anytime and anywhere thanks to their mobility. And I think this is one of the keywords of mobility that makes me think that the future of e-administration can largely shift in this direction. The most important m-administrative initiatives in the initial period were short messages (SMS), which served to provide information quickly and easily to citizens. In practice, this meant that citizens could, for example, request real-time information and information, such as customer bidding opportunities, traffic incidents.

The greatly expanded functionality of smart phones can provide far more opportunities for m-administration. In recent years, the number of applications developed for smart phones has been largely increased, but most applications focus on the private sector and the public / public sector is still "almost childish". Perhaps some positive progress has been made over the past few years, thanks also to the fact that the Magyar Program and the Public Administration and Public Service Development Strategy are also striving to increase the efficiency of public administration.

"Since the introduction of the e-Administration concept, various models of development have been developed, among which the so-called "Japanese, American, European Union and perhaps the most recent Hungarian solution". (CZÉKMANN & SZABÓ, 2013) The development and development of m-administration can be integrated into almost all of these methods. In my opinion, the reason for this is that e-administration also relies on the use of the Internet and other ICT tools, so it may be obvious that the "latest" mobile information technology service providing information and services is an integral part of e-government. There are several reasons. The advantage may be that substantially contribute to achieve the government development programs, strategies formulated goals. In my view, it is essential to highlight the most important of these.

First of all, we can say that "e-government initiatives increase the efficiency of government work, speed of service delivery and cost-savings can be significant." Internet and other advanced ICT tools also work faster than traditional communication methods, also increasing the speed of service delivery in public administration. (CSÁKI, 2010). The web-based services, such as processing and payment services, the documents can reduce administrative costs. Integrating services at the administrative level by reducing manual tasks would reduce internal operating costs, such as file allocation and management, thereby reducing the burden on officials, at least to be transformed. In addition to the services provided at a lower cost, increasing efficiency in reducing costs also results in a reduction in the time needed to access the services and travel costs.

The results achieved so far in the requirement of transparency can be highlighted as a significant point, which is further reinforced by the fact that it is seen as a major driver of

e-government development in many literatures. According to the evolution models of e-administration, the efficient and correct display of information is one of the most fundamental functions of e-government. The information provided enables citizens to keep track of the work of governments and public administrations and find out about the administrative processes affecting them.

The adoption and implementation of e-administration programs and services can encourage the increase of the number of contacts initiated by the citizen, thereby enhancing citizen participation in local administrative matters. More and more people use the Internet to access information and services, just because they can do it 24 hours a day. For some e-government services, citizens prefer electronic, mobile solutions for access to routine and simple services, as they experience faster, more convenient, more user-friendly experiences. Interactivity offered by Web 2.0 services facilitates bi-directional or multi-pole communication between public administrations and citizens.

As part of e-administration, m-administration has additional benefits, mainly because of "mobility" and "wireless" as two unique features. The M administrative services are in fact the use and use of the available services of e-public administration with mobile devices. M-administration is facilitated by the ever-expanding range of mobile communication features, while traditional e-government is currently focusing on non-mobile services. This is due to citizens' receptivity because, on the one hand, trust in the new solution and/or lack of user knowledge can be lacking. M-administration has a very important advantage over e-administration regarding providing services and information to citizens wherever they are, at any time and from any internet-enabled device. This property provides an opportunity for public administration to make the government ubiquitous. Of course, there are several advantages to this as well as some disadvantages that I do not want to deal with. The eGovernment's task is, among other things, to address the electronic management and management of government processes, while also addressing the government's mobility objectives. For example, even a committee meeting can be held either on a train with mobile devices.

Another important advantage is that the administration can provide information for citizens with online access. Smartphones equipped with GPS allow you to provide personalized information and services, taking into account users' real-time location data. Mobile devices involve real-time interaction between citizens and governments/administrations that can effectively serve those who need important and verified information. An important point of use may be the use of real-time information transmitted via cellular applications in case of an emergency, as traditional data and information are less likely to be used in the event of a disaster, in the event of a slower propagation. Particularly important is the real-time location for law enforcement agencies in accidents and disasters where time spent on determining the location can greatly improve the use of modern ICT tools, which contributes to saving rescue efficiency and reduces the loss of life and property. This is a well-functioning part of today mobile network operators, which can identify the source/location of emergency calls by GPS service so that they can forward calls to the nearest security answering point.

The growing popularity of smart phones is undoubtedly one of the most important factors in widening the administrative application of smart phone applications. The widespread use of smart phones has changed the way people communicate, which has also given governments the opportunity to create a new channel in addition to traditional

solutions to connect with citizens. Considering people's smart phone usage habits, one of the most important benefits is that smart phone applications make their everyday lives easier. We can also think about communication activities, information transfers, photo editing and GPS-based locations, navigation services. Smart-phone applications allow citizens to initiate a connection, submit an application, and initiate a procedure at any time and from anywhere, which is a significant, mainly time and cost advantage over other communication channels. In the case of administration through applications it can be a time advantage, which there is no waiting time for the citizens of the telephone communication channel.

The use of ICT significantly increases the opportunities available to reduce the burden on public administrations, and the fact that the EU has drawn attention to it many times (eg the European Commission report)(European Commission, 2010; 2015). However, the analysis of the operating environment is vital and it can not be assumed that online transactions automatically reduce the burden on citizens. For example, submitting an online tax return can really make life easier for customers, as the benefits of providing services via the Internet (such as a customer gateway) are inexcusable (mainly because of the resources saved, such as time and money). However, it should be noted here that equal access to these services is limited, as people with poverty cannot use these services because of technological shortcomings, but also because of their social isolation and digital illiteracy.

In any administrative area that affects customers (individuals or businesses), it is essential that they are fully aware of and understand the impact they have on the ICT tools used and the services provided through them. The government should therefore provide the necessary information in a form, language, time and place that will result the necessary awareness and understanding. Information should - as far as possible (for better and easier understanding) - be fully compatible with Internet access or knowledge-intensive people, so accessibility (especially on site-accessible services) is one of the main problems, challenges, which needs to be addressed with special attention. Whether it is a public information campaign, the information itself can be a tool. This kind of communication aims to reach the community as a fundamental achievement.

Through the use of the Internet, mobile technology and other tools, ICT significantly increases the potential forms of government information disclosure. However, it is obvious that a significant part of the population still does not have access to the Internet, so this is not the only channel we need or need to apply, so "multi-channel communication strategies" are still important. Media, posters, flyers, counselling centres, and telephone help lines are still an integral part of it, complemented by social media, text messages, streaming videos, and the like.

The use of technology tools in achieving state/government goals is achieved both in national and local political, cultural and social environments. The various public administrations - even the local governments - use these (ICT) tools for various policy purposes. It can be noticed that the legislative order and the national public service form and governance are greatly changed, thanks to the changing social/economic environment. Consequently, it can not be clearly assumed that the use of technology tools in the implementation of public goals can be the same for bodies in different geographic areas - because the environment is different - even if general policy objectives are similar. This calls into question the validity of "best practices", "transferability", "scalability",

"interoperability" and "benchmarking" for governments and government investments where implicit assumption of comparability has given. It should be noted here that many multinational companies assume in their business strategy that their products and business processes can be reproduced in the same way between different cultures and regulatory systems.

In order to achieve a better, higher level of efficiency, e-administration can use ICT to support a change of process, but they cannot be transformed on their own, and further training of human resources is also needed. By examining the use of ICT tools for government and public administration regarding policy design and implementation, many new questions arise from both research and practice. Apart from some areas of scope, such as data analysis and ICT-based participation in policy making ("open decision making", "e-participation" etc.), the challenge is that the different perspectives of different types of devices are different, so the results achieved with them differ. When choosing the tools, based on the underlying economy - and thus key design factors - policy designers select and develop tools that include the potential of ICT to achieve better management outcomes. This calls for critical reconsideration of all cases where technology leads the selection/discussion around, such as mobile access, applications, social media, open data. The most important condition is that appropriate consultation, debate and legislation support the use of technology.

At the same time, one of the cornerstones of the administrative applicability of modern ICT equipment is customer response, responsiveness and willingness to use. The user acceptance and use of e-government services by users may vary from a variety of factors, including trust, utility, ease of use, and risk assessment. Trust is particularly important as a factor that is, on the one hand, a concern with the Internet and the government / public administration. Accepting these is essential to the users. Trust in the internet suggests citizens are convinced that the reliability of the Internet may be questionable, with particular attention being paid to the accurate and secure transmission of information and to the special attention and expectation of various transactions (e.g. financial transactions, document uploads). To this end, the "trust" of the government is linked to the reliability and safety of the service provider (eg Internet provider). In my opinion, maybe the latter question of confidence is perhaps the smallest. Factors influencing acceptance are not universal, such as perceived trusts and risks, are rooted in cultural values, which obliges governments to evaluate and take them into account when implementing e-administrative developments.

There are some ideas for assessing these factors of trust, but perhaps the most effective way of assessing the actual needs, expectations and intentions of citizens by doing interviews. "(CZÉKMANN Zsolt, SZABÓ Balázs, 2011) I think the use of mobile applications in public administration can be the basis for research. In this context, I believe that the process of managing applications received, the comparison between existing communication channels, including their benefits and challenges, the causes and current use of the administrative use, launch or adoption of smart phone applications and the future development of mobile applications, based on customer expectations.

Some good examples from the practice and from the future practice

a.) *OkmányApp* (Government & Belügyminisztérium, 2017)

As an innovator in the public administration sector, the Ministry of the National Development is increasingly focusing on developing and modernizing its services. As a

result, a mobile app has been published to help us manage a part of our dealings much more easily in the future. OkmanyApp is an easy-to-use, customer-friendly mobile application that allows you to manage issues that are available through Web Agent Help and query the manufacturing status of requested documents using mobile devices.

The use of the DocumentApp significantly shortens the time of administration, since everything you need to go to your post office, your public administration office, can be handled at home. The number of electronically available types of cases will continue to increase. You must have a majority of the types of application for the application by signing up for Client Gate Registration or Phone Identification Service.

You can choose from 13 administration options in the DocumentApp. Free Services are the followings:

- Notification of change of ownership of the vehicle by the previous owner
- Verification of a moral certificate (can be done without login)
- Request information on data processed in criminal records (one time free)
- Querying the production status of an identity card (can be done without login)
- Invalidate identity card
- Querying the passport production status (can be done without login)
- Querying the production status of a driving license (can be done without login)
- Document validity check (can be done without login)
- Fee-charged services:
- Replacement of passport
- Request a second private passport
- Temporary withdrawal of motor vehicles
- Extension of temporary withdrawal from motor vehicle traffic
- Replacement of a vehicle from a temporary withdrawal
- Request a moral certificate
- Vehicle data query

Within the Personal Documents menu item you can choose from the following types of cases:

-Invalidate identity card

Loss, theft, or destruction of the ID card must be reported within 3 working days of the date of notification, which can be fulfilled electronically by the service. Notification is free of charge and is done immediately, automatically. The lost, stolen or destroyed ID card cannot be electronically replaced.

-Invalidate identity card

Replacement of passport means e.g. the stolen, lost or destroyed passport may be replaced by a statutory fee.

-Passport Replacement Passport Replacement

A second private passport is available for payment of a statutory fee.

-Second private passport application

(It means a document validity check.) This service allows you to check the validity of a particular document (identity card, passport, driving license). You will need your ID and the Document ID to use the query.

-Document validity check

Car administration

You can notify the change of the owner as a previous owner through the application for free, as well as deal with issues related to withdrawal and reinstatement and access to the vehicle data query service.

-Vehicle data query

You can use this feature to query certain technical data (data requests) for one or more vehicles and to request that they match their accuracy (data). The data is based on publicly recorded data in the vehicle registration of a public road traffic register in the management of the BM at the time of the query. Also applicable for the notification of change of owner, for the temporary withdrawal from the sale, for extension of temporary extraction and temporary subtraction.

Replacement of documents

Your lost, stolen or destroyed passport may also be replaced by the Document App with the same validity period and data content as your previous document.

More recent cases

In the Additional Issues section, you may request a Certificate of Morals or check the validity of a previously requested moral certificate. In addition, you can also ask for free information on criminal records data once a year.

The procedure for issuing official certificates of ethics is four times a year free of charge. For proceedings initiated on the fifth or more occasions in the Act XCIII of 1990 on charges, of the general procedural requirements for the first instance administrative procedure

fee is payable (3000 Huf). Requesting a moral certificate:

- Requesting a moral certificate Request for a moral certificate
- Verification of a moral certificate:
- Verification of a moral certificate
- Request for Information on Criminal Records:
- Method of delivery

Document Status Query

Need a document and want to know when it's being made? The document number on the application form can be used to find out about the state of production of your document.

The document status query can be obtained after requesting the following documents:

- identity card
- passport
- driving license

b.) HunterApp

This app is an electronic booklet, which can be tried by the hunters' organizations, forestry and other game management organizations, without any constraints, thoroughly acquainted with the benefits of the electronic administration and the register and the opportunities that have not been seen. The program allows you to become familiar with the inevitable future of game management, and you can try to sharpen how the system works for companies and for hunters. Many features are available in the app, e.g. the *hunting territory registry book*. When starting and ending hunting, you do not even have

to go to the register because the inscription is on your phone. Learn about current news and information right before entering. The *Navigation map* (Showcases, feeders, salters, catchers, buildings, meeting places, districts), „*Show my position*”, *Records of documents* (Handle your documents simply. There is a possibility to apply and use a hunting ticket, medical aptitude, firearms license), *Additional feature* (Contact the hunters, Spatial and lesbian occupancy information, A writer's archive).

c.) *E-building diary App.*(Architects, 2012)

The mobile e-building diary is the first mobile phone application for building, which is useful not only for contractors but also for builders.

The purpose of this application is to get daily and ad hoc announcements at the site, without the use of a desktop computer, simply by taking advantage of the phone. Opening a new log, mastering data or building a tree can still be done on a laptop, but the most commonly used reports that accompany the construction process can be added to the site. Mobile users can also use their mobile phone to track their pace of construction.

You can easily manage your daily reports and ad hoc tasks by using the e-Build Diary. When using a mobile app, you can view offline and online ad-hoc entries and daily reports associated with that e-mail log and / or e-subscriber and, depending on the authority of your roles, use your mobile device to make a daily report or an ad-free entry. The ability to accept a new role and / or work area.

The mobile app is only known for signing up and viewing daily reports and occasional entries in the Web Builder Generic Workspace online application. *The main features of the application are* (Anon., 2017):

- o Daily reports and ad hoc reports that can be viewed depending on your entitlement
 - Optional graphic elements
- o Apply daily reports depending on your eligibility
 - Apply header data
 - Application of birth number data
 - Up to 1,000 entries
 - Displayed saved sections graphically
- o Include ad-hoc entries depending on the eligibility
 - Display date and type
 - Specify a Role
 - Up to 1,000 entries
- o Assign an informative header for each day
 - Graphical display of the number of working hours, number of daily staff figures, daily reports and ad hoc entries
- o Display system messages
- o Accept / reject received roles
- o Accept / reject the transfer of workspace
- o Take and upload a photo
 - Photo upload for daily report, ad hoc entry

Convenient Features:

- o Simple, fast login using the Customer Gate ID, no need to register separately
- o Simple, easy-to-see, clear menu system
- o Clear log tree and reporting space

As a conclusion, the early e-government plans of the government's administrative services, which, by appropriately mixing technocratic rationality and idealism, have made tremendous efforts, some of which can be of lasting value. However, there is little evidence that the costs and benefits of e-government are in line with political expectations. Therefore, encoding and transforming existing administrative processes into hardware and software requires time and money, which should be done in such a way that the systems that are being created will not be judged in the future as a kind of missed, half-turn transformation.

Organizations set up by government bodies in government actions are always involved in implementing one aspect of public policy, whether public services such as health or education services, state infrastructure development (eg roads), taxation, subsidies, benefits, licenses, execution activities. To understand the potential of ICT, the possibilities of its application in the public sector, we need to consider how these tools fit into the policy-making, implementation and administrative practice. Only with this approach can we discover the true potential of ICT-based transformation.

In addition, the difficulties of identifying potential opportunities need to be emphasized. The strategy, the measurement, the skills of civil servants in policy development and ICT development have a significant impact. It is important to see that there is a need for extensive consultation, research, policy work and policy implementation between ICT, policy and legislative groups and their implementation. This identifies the challenge of incorporating the current knowledge of different ICT tools into any moment of the policy design process to reach technically possible and relevant goals. Rationality, however, is not always valid: the technically optimal or effective solution (perhaps because of the architecture of the system or the use of the data) is often unsuitable for an organization / task, and often the choice of tools and data is subjective and political, which can also prevent the ultimate goal. Therefore, more work needs to be done to make this tool-based approach useful to decision-makers, bridging the world of technology and politics.

This new digital culture can be characterized by the notion of new technocratic as the old ones are more resource-centred. In this new frame of reference, the sharing of ICT infrastructure plays the key role among public authorities alongside the organizational features typical of earlier NPM-based models (eg political participation, public sector innovation and reform, sharing and utilization of best practices). Always the next technological trend - whether it is data analysis, storage, governance through platforms, etc. - should be critically evaluated for the various contexts of political and public administration, examining how it can be implemented in the current system.

This is a different situation for the EU, the supranational bodies, as there are requests for comparisons between regions, which require very serious analyzes of possible tools. Analyzes can usually point out that old tools and solutions are now defective and/or worse. This study, however, concludes that information and communication technologies play a major role in the development of government policies and in the future of shaping public administration. Whether the use of ICT in such an administrative nature in pursuit of public interest objectives is politically feasible, socially desirable, strategically wise or economically feasible, of course, is a completely separate issue.

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