

# THE INFORMATICS INTEGRATED SYSTEM FOR THE ROMANIAN CIVIL STATUS DOCUMENTS – PRACTICAL CONSIDERATIONS AND APPLICABILITY TO THE CONSULAR OFFICES OF ROMANIA

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## **Abstract**

Romanian public administration (The Ministry of Interior) is involved in a huge project meant to computerize most of the public activity. This ambitious project is meant to create an informatics system putting together all the Romanian civil acts regarding the four-life events birth, marriage, divorce and death. This paper aims to study how the Romanian authorities are managing this digital process and what is the level of implementation of this project together with its applicability to the Romanian consular sector, which represents nowadays one of the greatest Romanian civil administrations, due to the massive well-known Romanian immigration. It should be said that there is no literature in this field and everything that will be written in this article is based on online open sources and the personal vision on this matter. The methods utilized are therefore the qualitative and quantitative analyses of data found in public sources: legislation, press releases or official sources (internet pages of the public institutions). The global vision that wants to transmit this article is a pragmatic one. Behind any abstract analyses of how things could be done better, we should determine concrete that could really work in the sector.

**Keywords:** informatization, civil acts, digitalization, consular.

**JEL Classification:** K23, K24

## **1. Introduction**

Public information is transmitted in 2022, more than ever, electronically. The days when we used to buy newspapers are becoming a memory every day. When young people see that the elderly are still buying the few newspapers that are on sale, they are surprised and do not understand this waste of raw material (paper) while the same information is found for free in the online environment. The influence of the electronic environment is so great that it has covered all areas, including diplomacy<sup>3</sup>. Also in June 2003, the Green Diplomatic Network was launched at the Thessaloniki European Council, known as an informal network of diplomats concerned with everything that can contribute to maintaining a healthier and more sustainable environment<sup>4</sup>.

At present, Romania consumes an enormous amount of paper<sup>5</sup>. To reduce this paper consumption, the National Plan on Waste Management, a project managed by the Ministry of Investment and European Projects, provides funding for environmental projects at this level. This National Plan is developed in close connection with other European strategies and plans aimed to save resources and energy in order to create a healthy environment, both geographically and professionally. This healthy environment is considered to be the environment in which digital activity will take more and more ground.

If at the level of the European Union there is an action plan for a circular economy, a European Green Pact<sup>6</sup> but also a program on the digitization of Europe<sup>7</sup>, it is obvious that Romania also makes the necessary efforts to fulfill its obligations as a member of the European Union. Under the European Council's plan, by 2030, all essential public services must be available to citizens online at least 80

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<sup>3</sup> Riordan S., 2020, "Diplomacy Journal" (Ministry of foreign Affairs of Bulgaria), *Covid-19 and the digitalisation of diplomacy*, p. 128.

<sup>4</sup> [https://ec.europa.eu/commission/presscorner/detail/ro/ip\\_22\\_864](https://ec.europa.eu/commission/presscorner/detail/ro/ip_22_864), accessed: 14.05.2022.

<sup>5</sup> <https://observatornews.ro/social/romania-ecologica-hartia-si-plasticul-in-topul-deseurilor-de-ambalaje-care-se-recicleaza-208592.html>, accessed: 14.05.2022.

<sup>6</sup> [https://ec.europa.eu/environment/international\\_issues/green\\_diplomacy\\_en.htm](https://ec.europa.eu/environment/international_issues/green_diplomacy_en.htm), accessed: 13/05/2022.

<sup>7</sup> <https://www.consilium.europa.eu/ro/policies/digital-single-market/>, accessed: 14.05.2022.

percent. Citizens' identification should also be made electronic, in the same percentage, in order to avoid repeated "trips" to public institutions.

Within the local public administration, the management of the civil status services has significant importance, which mainly deals with the registration of the most important events in life: birth, marriage, divorce and death. The civil status activity management services within the local public administration are the object of study of this article due to the development, at present, by the Ministry of Internal Affairs, of a project for the digitization of this activity, with due and operational term provided in project, on June 25 2022<sup>8</sup>, called the Integrated Information System for Issuing Civil Status Documents (SIIEASC).

As organization and as services targeted by this computerization project are the services specialized in recording these four life events that operate at the level of each town hall.

In addition to the civil status services in the town halls, the Romanian diplomatic missions and consular offices of Romania are also competent to register into the Romanian civil status documents<sup>9</sup>. This competence was expressly assigned by Law no. 94/2004 for the modification and completion of the main law that currently governs the national activity in the matter of civil status, respectively Law no. 119/1996 regarding the civil status documents. At the same time, it is specified that this competence, unlike that of the civil status offices in the country are limited to the registration of civil status certificates issued exclusively by the state in which the diplomatic mission or consular office is accredited.

It is important that, in the present analysis process, to consider the current legislative framework (which will be the subject of point 1.1.) and then to analyze what is the real applicability of this legislative framework (point 1.2.), in order to be able, in the second part of this study, to structure the research and the methods used, as well as to draw pragmatic conclusions with privilege to the object of the present study.

## 2. The current legislative framework

Given the extensive computerization process taking place in the European Union, legislative changes in the field of public administration are constantly required, changes without which the activity itself could not be carried out. In the field of civil status documents, the Law no. 119/1996 has recently been amended, renumbered and reformulated, in order to ensure a maximum clarity. Thus, was published in the Official Gazette no. 412, Part I, of April 29, 2022, the *Law no. 105/2022 for the amendment and completion of Law no. 119/1996 on civil status documents, as well as for the abrogation of Government Ordinance no. 41/2003 regarding the acquisition and administrative change of the names of natural persons*.

Within 6 months from the date of entry into force of the new law, the Government will amend and/or complete, according to the new legal procedures, the *Government's Decision no. 64/2011 for the approval of the Methodology on the unitary application of the provisions on civil status, with subsequent amendments and completions*, this decision being essential for establishing the concrete and unitary way of working for all civil status services in Romania and, implicitly, for assimilated civil status services (Romanian diplomatic missions and consular offices).

Regarding the implementation of the Integrated Information System for the Issuance of Civil Status Documents (SIIEASC), it was obviously taken into account when the last law amendment was made to the law on civil status documents. Thus, at art. 2 of the law provided that, from the date of insurance, at national level (and implicitly at the diplomatic missions and consular offices of Romania), of the necessary IT infrastructure, the civil status registers, which are currently completed manually in two original copies, will be completed as follows: copy I of the civil status registers will be completed electronically but will also be kept on paper, and copy II will be prepared only in

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<sup>8</sup><https://www.mai.gov.ro/sistem-informatic-integrat-pentru-emiterea-actelor-de-stare-civila-siieasc-cod-smis-2014-120025/>, accessed: 16/05/2022.

<sup>9</sup> Pețu P., Velicu E., Mardare V., 2006, *Starea Civilă, mijloc de identificare a persoanei fizice*, 3<sup>rd</sup> ed. Muzeum Publishing House, Bucharest, p. 13-25.

electronic format. All subsequent mentions of birth certificates will be entered in copy II, exclusively in electronic format by any of the civil status services requested, and then, electronically, these records will be sent to the mayor's office, which keeps the register of copy I, to be operated (still) manually on them.

These changes are imagined to be in line with the current requirements of the citizens, with the current technological evolutions but, especially, with the implementation of the project that is the object of this article, respectively SIIEASC.

At a practical level, the effect should be to reduce bureaucracy, in the sense that the submission of civil status documents by the citizen will lead to a much faster settlement of his application, given that the required registrations are expected to be made in electronic.

## 2.1. Applicability of the current legal framework

Until the corresponding amendment of the aforementioned Government Decision 64/2011 and until the arrangement and interconnection of the current information systems, the newly created legislative framework is a form without substance.

As I said, at present, the civil status registers are drawn up manually, in duplicate. In general, civil status certificates can be printed using the appropriate printer settings so that they have a formal record and are legible. Smaller town halls, or those with employees less familiar with IT, can still hand-write civil status certificates, as the way the data is entered on a civil status certificate (electronic or manual) does not invalidate it.

At the Romanian diplomatic missions and consular offices, there is a computer system called SIMISC<sup>10</sup> that allows a modern processing of requests for consular services and, in particular, requests for civil status documents. Civil status certificates are printed electronically, personal numerical codes are generated automatically as they are pre-entered into the system by the Directorate of Personnel Records and Database Administration, and the archiving of applications is already done electronically.

The latest legislative amendment will not completely eliminate the paper format, but will only facilitate the civil procedures for the citizen, not for the civil servant. As mentioned, register I will remain in paper format. Until the advent of the new civil status methodology, is not known whether this register will be a standardized one, with removable sheets that will be printed electronically, or if A4 sheets will be printed that will constitute a separate file, filed by each civil servant. If the latest version is chosen, then the computer system will have to be modified, which currently does not print the names of the sections but only their content.

As the deadline for the completion of the civil status activity's computerization project is June 25, 2022, however, the modification of the civil status methodology is underway, with the legal possibility to be completed by October 29, 2022 (6 months after the entry into force of the latest legislative amendment), this project will obviously be delayed and the deadlines for processing applications and archiving in paper format will last for another 6 months.

In the conditions in which, until this date, the conditions provided in other regulations of the European Union are not fulfilled either, especially those established by the provisions of the *Regulation (EU) no. 910/2014 of the European Parliament and of the Council on electronic identification and trust services for electronic transactions in the internal market*, and the provisions of *Regulation (EU) no. 910/2014 is made in close connection with Regulation no. 679 of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data and repealing Directive 95/46/EC (General Data Protection Regulation - RGPD)*, which are implemented randomly by the public institutions<sup>11</sup>, the transition to a new way of working - modern, digital - in terms of civil status activity in Romania, has all the chances to be expected a little more...

<sup>10</sup> Tudoran L., *Digitalizarea serviciilor consulare – perspective influențate de contextual sanitar provocat de apariția virusului SARS-Cov2*, "Curierul Judiciar", No. 5/2021, p. 309 and the next ones.

<sup>11</sup> Ibid, p. 309 and the next ones.

### 3. Research structure and method

Starting from the objective of this article, that of identifying concrete solutions (practical but also methodological) for improving the implementation process of the computerized system of civil status activity, newly created, it is important to provide both the legal framework set out in the introduction, but also establishing a rational framework that will allow the development of the practical dimension of the developed idea.

There is no specialized literature on the subject of this study, as the process of administrative digitization in Romania is ongoing and recent, and at the same time, as a global assessment, a long-term project will come, the deadlines not being properly observed. Thus, on the website of the Ministry of Foreign Affairs<sup>12</sup> it was provided that the start period of the project was 25.06.2018, having as implementation period 4 years from this date, respectively until 25.06.2022. For this date, according to a logical assessment, it is impossible to comply with, as no computer system is ready at the time of writing (one month before the implementation date) and no concrete information has been sent to the Romanian diplomatic missions and consular offices<sup>13</sup>. In this respect, much less specific equipment or instructions regarding the arrangement of current equipment.

The data used for the realization of this article are quantitative and qualitative, identifiable in the public sources, corroborated with generalist specialized works and especially, with the last legislative modifications, exposed in the previous chapter.

In addition to these general data, but useful in the process of reflection on the chosen topic, it should be emphasized that the entire documentation is aimed at concretizing a more accurate picture of the project stage and its level of implementation.

All these elements analyzed and corroborated with the expectations of both the authorities and the applicants for civil status services, shape the project stage, favoring the elaboration of conclusions and proposals, implicitly based on logical deductions, following the analysis of the legislation and the factual situation in this field.

Thus, the formulation of the results of the affected analysis in this field of study is facilitated. After formulating the results, in the next paragraph, the conclusions of the qualitative and quantitative analysis undertaken will be elaborated.

### 4. Results of research and discussions

The qualitative and quantitative analysis will start from general considerations (point 3.1.), then the beneficiaries of this type of services will be indicated (point 3.2.), the objectives of the SIEASC project will be stated (point 3.3.) and the results of the project implementation will be found at the date of writing of this article (point 3.4.).

#### 4.1. General considerations

In 2011, in the study<sup>14</sup> *“Making the Most of Public Investment in a Tight Fiscal Environment: Multilevel Governance Lessons from the Crisis”*, the OCDE (The Organization for the cooperation and Economic Development) it is shown what part occupies the public investment with some great levels in Korea and Spain. The post-economic crises of 2008 made the international leaders think that the public sector is a priority<sup>15</sup>.

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<sup>12</sup><https://www.mai.gov.ro/sistem-informatic-integrat-pentru-emiterea-actelor-de-stare-civila-siieasc-cod-smis-2014-120025/>, accessed 16.05.2022.

<sup>13</sup> Internal source.

<sup>14</sup> “Cum se fac investitii publice importante intr-un mediu fiscal riguros: Lecții de Guvernanță pe mai multe niveluri, din criză”.

<sup>15</sup> <https://www.oecd.org/regional/regional-policy/makingthefiscalinvestmentinatightfiscalenvironment.htm>.

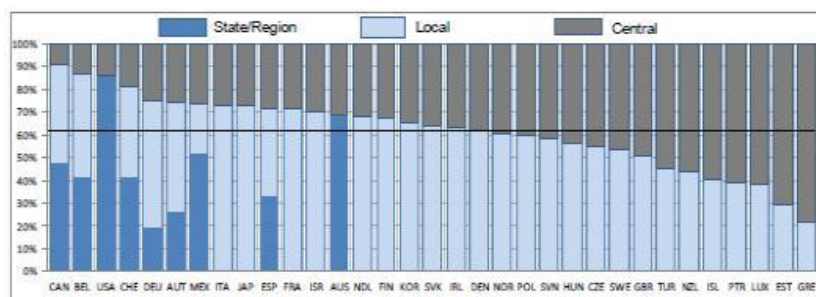


Figure 1. Countries public investment in 2011

Source: Adapted from OCDE

Within the SIIASC project, the financial investment is thus substantial, representing a total of 184,920,864.06 lei with VAT, of which the amount of 155,964,263.64 lei represents non-reimbursable financing from the European Regional Development Fund (ERDF), through the Operational Program Competitiveness (POC) and co-financing from the state budget, amounting to 28,956,600.42 lei.

Regarding the involvement of the Romanian Ministry of Foreign Affairs in the project, through the missions and consular offices, the interconnection of information systems in 2021<sup>16</sup> was foreseen, but, from my own experience, I can confirm that, until now, there is no sign of adaptation of the information systems, neither to the national, nor European legislative requirements, nor simply governmental ideologies of modernization and digitalization of the public space and in particular of the civil status activity.

The general objectives of the SIIASC project should however be mentioned, which are the following - without being comprehensive:

- Optimization of civil status data flows with other public authorities involved (Ministry of Justice and National Union of Notaries Public from the perspective of divorce, Ministry of Health from the perspective of birth and death)
- Defining the necessary communication network
- Defining post-implementation technical support services
- Creating online forms that facilitate the access of individuals to documents
- Existence of other services such as: online payment of necessary fees, online scheduling, relationship with banks providing banking services for online payments, etc.

The ultimate goal is of course to reduce the number of documents required but also the time to resolve requests, as a result of the elimination of classic correspondence and the establishment of electronic correspondence. Processing time currently varies at consular offices between 6 and 12 months.

#### 4.2. Important categories of applicants for civil status certificates

With the entry into force of the *Law no. 105/2022 for the amendment and completion of Law no. 119/1996 on civil status documents, as well as for the abrogation of Government Ordinance no. 41/2003 regarding the acquisition and administrative change of the names of natural persons*, the plasticized civil status documents are no longer received for the provision of services involving the presentation of these documents (various consular declarations, passports, identity cards, marriages, etc.)<sup>17</sup>.

This provision generates, from April 29, 2022, a huge additional work for the consular officers, as a large part of the citizens have plasticized documents (despite the warnings and information received by citizens, on repeated occasions, from the competent officials). Since, depending on the place of completion of the primary act, on the basis of which the civil status

<sup>16</sup> <https://www.mdpa.ro>, accessed: 20.05.2022.

<sup>17</sup> Art. 10, alin.5, letter b, point 9 of the Law.

certificate is issued, the application submitted to the consular office must reach that competent civil status officer. This provision generates an additional workload, which, in the absence of computerization electronic civil status systems, will cause long delays in processing and issuing the required documents.

Another category of civil status certificates that continues to overwhelm civil status officers is of certificates issued before 1989, on the old, yellow model, formed under A5. Although it seems surprising, these certificates are still held by about 10% of the Romanian population. Their change was not made because, at each change of identity document, the official of the Ministry of Interior did not refuse to process the act on the grounds of having an obsolete document, issued by the "Socialist Republic of Romania", knowing that none of these people live in abroad, where they have to hold new birth certificates, often issued in the last 3 months, as is the case with the Kingdom of Spain.

To the category of applicants for civil status certificates must be added those persons, Romanian citizens established or residing abroad who have submitted the civil status certificates (birth, marriage), in the original, to the file for applying for a foreign nationality, and in this in this case, he presents himself to the consular office in order to request new ones.

Of course, these goals could not be achieved by public institutions without close cooperation with IT service providers. It is vital to enter into contracts with serious providers who are able to live up to their commitments.

Given that the issue of digitization, as pointed out in the introduction, is a global one, the choice of the service provider is therefore essential. The National Authority for the Digitization of Romania has already published a "Trusted List", a list of trusted digitization providers on the Romanian territory, communicated to the European Commission based on *Regulation (EU) No. 910/2014 of the European Parliament and of the Council on electronic identification and trust services for electronic transactions in the internal market*<sup>18</sup>.

The development of digitized activities is essential both for the civil servant and for the service provider selected following a public tender, in order to ensure digitized civil services, as this activity of working with public institutions can do nothing but stimulate the local economy by creating of specialized and permanent jobs, in the contractual service with the Romanian state.

### 4.3. Specific objectives of the SIEASC project

The public objectives of the project are:

"1. Reducing the time required to process civil status information transactions and information storage costs for local and central governments related to a number of 5 services, for the 4 primary life events: birth, marriage, divorce, death;

2. Increasing the degree of interoperability of the central and local systems that process civil status information specific to the services related to the 4 primary life events;

3. Elimination of information redundancies in local and central systems that process civil status information;

4. Digitization of civil status documents issued in the last 100 years, related to primary life events: birth, marriage, divorce, death;

5. Electronic storage and archival management of digitized documents;

6. Increasing the level of collaboration and communication between local communities and public institutions in matters of marital status;

7. Implementing G2C/G2G services by implementing the necessary support for the development of electronic services based on primary civil status information."<sup>19</sup>

The project is co-financed with European money, through the European Regional Development Fund, respectively through the Competitiveness Operational Program 2014-2020. On

<sup>18</sup> <https://www.adr.gov.ro/semnatura-electronica-trusted-list/>.

<sup>19</sup> Ibid.



the road to digitization, the project is part of the projects for a competitive digital economy (Priority Axis 2 - Information and Communication Technology).

An important aspect of the project is to ensure the interoperability of all E-government<sup>20</sup> information (Called "E-guvernare") systems focused on recording life events, "development of government cloud computing and social media communication, Open Data and Big Data" in this sector<sup>21</sup>.

Given that much of the activity in the field of civil status is carried out outside Romania, at diplomatic missions and consular offices, due to the massive migration of Romanian citizens<sup>22</sup>, it is important to operationalize this project for Romanians abroad, most the requests for documents received by the Romanian civil status offices were those sent by the Romanian citizens from the diaspora, through the Ministry of Foreign Affairs.

#### **4.4. The result of the implementation in general and in particular at the Romanian consular offices**

The public web pages, especially the main page, of the Ministry of Internal Affairs or the Ministry of Communications and Information Society<sup>23</sup> contain general data about the project and indicate the deadline for 25.06.2022.

However, as mentioned before, computer equipment is lacking in Romania in particular and, in particular, in the Romanian consular offices, where the degree of demand for this type of service occupies a high percentage.

The latest legislative change on civil status, aimed at incorporating the SIEASC system, is seen as a far-reaching and futuristic project and, at the same time, an exercise in collaboration between various ministries. The project is developed by the Ministry of Internal Affairs (through the General Directorate of Personnel Records and Database Administration and the General Directorate for Telecommunications and Information Technology), in collaboration with the Ministry of Foreign Affairs, Ministry of Communications and Information Society, Directorate of Special Telecommunications, Ministry of Development Regional and Public Administration<sup>24</sup>.

The consular activity is complex, incorporating a multitude of departments that combine the competencies of various ministries in Romania (Foreign, Internal, Justice, Tourism, Economy, Culture, etc.), among which is the civil status activity<sup>25</sup>.

"The consul is the notary who legalizes by signature and stamp, is the civil status officer who prepares civil status documents, is the lawyer who offers advice in interpreting the text of the law, and, last but not least, is the civil servant meant to serve kindly and responsibility both for the Romanian citizen abroad and for the foreign citizen who shows interest in visiting our country", said Lazăr Comănescu, former Minister of Foreign Affairs<sup>26</sup>.

For the functioning of any organization and, especially, of a newly implemented system, it is necessary a performance management of the activity (Performance Management), of employees involved (Employee Engagement) and in a continuous process of managerial improvement (Process Management), of a development and evaluation strategy (Strategy Development), associated with an organizational plan (Organization Planning) and initiatives always adapted to new situations (Improvement Initiatives). All these elements will constitute the operational excellence (Operational Excellence) which is the center of any successful activity. In the figure below this center of excellence is represented by a circle, surrounded by all the other elements necessary to achieve the proposed

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<sup>20</sup> <https://www.e-guvernare.ro/>.

<sup>21</sup> Ibid, p 14.

<sup>22</sup> In a statistic of the Romanian Ministry for the Romanians Abroad, more than 10 millions romanians are living abroad; URL: [http://www.mprp.gov.ro/web/wp-content/uploads/2019/07/Raport-IULIE-2019\\_site.pdf](http://www.mprp.gov.ro/web/wp-content/uploads/2019/07/Raport-IULIE-2019_site.pdf), accessed: 16.05.2022.

<sup>23</sup> <https://www.comunicatii.gov.ro/proiecte-in-implementare/proiect-sieasc/>.

<sup>24</sup> <https://www.mai.gov.ro/sistem-informatic-integrat-pentru-emiterea-actelor-de-stare-civila-sieasc-cod-smis-2014-120025/>, accessed 16.05.2022.

<sup>25</sup> Năstase A., Aurescu B, Gâlea I, *Drept Diplomatic și consular, Sinteze pentru examen*, Ed. All Beck, Bucharest, 2002, p. 179.

<sup>26</sup> Vișoiu C, 2008, *Ghidul juridic al consulului*, 3<sup>rd</sup> ed., Ed. All Beck, Bucharest, p. 3.

objective: managerial excellence.



Figure 2

Source: Adapted from Tariq M., Poulin M., Abonamah A (2021)

## 5. Conclusions

As it was said by Raich M., Krzeminski T., Cisullo C., Dolan S. L. and Richley B “The cyber-age creates, huge challenges and opportunities for humanity, but it calls for a deep transformation of business and society, enabling them to harness the power of digital technologies. We can leverage ‘creation’ as a driver to have a positive and meaningful impact on education, culture, business, and society. We can bring meaningfulness back into politics and the economy.”<sup>27</sup>

Relations between public institutions and private companies are essential, both to ensure economic growth and for the simultaneous development of a quality public service. Relationships must be collaborative and mutually supportive. As Cuccinello, Fattore, Longo, Ricciuti, and Turrini argue, institutional systems (public institutions, societal institutions, and market institutions) must be mutually supportive so as to generate “spill-over” mechanisms without compromising compliance with the rules already established between the members of the community, respectively the observance of the law.<sup>28</sup>

The Romanian authorities register enormous delays in fulfilling the commitments they assume and fail to coordinate in order to operationalize some computer systems essential for the daily activity of the public administration. While the notorious recognition that Romanian IT specialists are among the most competent and efficient in the world and despite the allocated funds, the SIIEASC project is stagnating.

As already mentioned, the current practice of civil status at consular offices is to request documents in person, on a pre-scheduled basis, with time to issue documents, in the case of transcripts<sup>29</sup>, between one day and 30 days.

For documents already issued by a Romanian civil status service or transcribed at the Romanian diplomatic missions and consular offices, a duplicate may be requested, if necessary. If before the crisis caused by the appearance of the Sars Cov2 virus, the time to resolve these requests

<sup>27</sup> Raich M., Krzeminski T., Cisullo C., Dolan S. L. and Richley B., 2020, *Managin by Traction (MbT) Reinventing management in the Cyber Age*, URL: <https://www.europeanbusinessreview.com/managing-by-traction-mbt-reinventing-management-in-the-cyber-age/>, accessed: 14.05 2022.

<sup>28</sup> Cuccinello, Fattore, Longo, Ricciuti și Turrini, *Management publico*, Ed. Egea, p. 247.

<sup>29</sup> When the birth, marriage or death has already been declared in the state of residence and only the transcript is carried out, according to the provisions of Law 119/1996 on civil status documents, amended and supplemented.



was about 3 months, post-Covid, the minimum processing time varies between 6 months and 1 year.<sup>30</sup>

It is incredible, both for the citizens who request this type of service, but also for the officials who have to inform about the processing times, to circulate such processing times.

At the same time, in the specialized literature there are a multitude of efficient management models of public institutions. In all these models we can distinguish the importance of the existence of a well-defined strategy, both physically and temporally, the imposition of evaluation and motivation schemes but also a responsibility in case of failure<sup>31</sup>.

Repeated failure to meet deadlines, including in the case of other projects useful to the lives of Romanians and the adaptation of the criteria of good administration and document security, such as the issuance of electronic identity card<sup>32</sup>, should lead, from a managerial point of view, to implementing procedures for efficiency in the development of administrative infrastructure modernization projects, essential for all citizens but also for the creation of adequate and less stressful working conditions, as the ability to issue any type of public act in a short or instantaneous time, also creates instantly, the satisfaction of the applicant, but also of the official, who directly classifies the work and does not return to it repeatedly to check its status. All this in the conditions of the existence of the necessary money<sup>33</sup> is absolutely unjustified.

As a final idea, the project is futuristic, excellent, necessary, useful, innovative, modern, and more and more qualifications could be added, but there is a need for a restoration of administrative and managerial seriousness in the government, along with a accountability policy, at least by cutting the salary increases of the people who received these benefits precisely for the successful completion of a project in a allotted time. It is surprising but also unpleasant that in 2022, when even African countries issue digitized documents<sup>34</sup>, Romania will record such delays.

The poor level of implementation of digitization projects will continue to create poverty and depletion of the population, especially the diaspora, which benefit from high-performance services in countries where they are established and constantly show justified disappointment with the quality of public services in Romania.

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<sup>31</sup> Tudor A, 2021, *Improving the Performance Management of Public Institutions: Is it Difficult to Measure Performance in Public Institutions?*, Academic Journal, p.145-156.

<sup>32</sup><https://economie.hotnews.ro/stiri-telecom-25366201-carteia-electronica-identitate-doar-1-272-acte-fost-emise-cluj-7-luni-nu-stie-exact-cand-vor-eliberate-alte-localitati-explicatiile-mai.htm>, accessed: 21.05.2022.

<sup>33</sup> [www.fonduri-ue.ro](http://www.fonduri-ue.ro), accessed: 21.05.2022.

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