Introduction

The use of new technologies leads to the modification of the basic functions of public administration, including qualitative transformations taking place in many areas of its operations. Undoubtedly, new information and communication technologies effectively support the performance of public administration duties, at the same time affecting significantly the development of the information society where information in its broad meaning is its special core. The ongoing technical advancement necessitates regular adjustments in the area of the structure of public administration and especially all relations between administration and both external and internal entities. The Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions, *The Role of e-Government for Europe’s Future* from 2003 provides that information and communication technologies (ICT) can help public administration to cope with many challenges when combined with organizational change and new skills to improve public services, democratic processes as well as boosting the support for public policy, which defines the notion of e-government. Electronic administration understood in this way enables the realization of a better and more efficient administration which can improve the development and implementation of public policies and

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1 The authors would like to thank Dr. Alois Paulin for his thought-provoking comments during the "Beyond Bureaucracy" workshop at the Vienna University of Technology in June 2015.
can help the public sector to cope with the conflicting demands of delivering more and better services with fewer resources\(^3\).

The building of the foundation of the information society was already visible in Poland in the resolution adopted by the Sejm of the Republic of Poland in 2000\(^4\) where the Sejm of Poland stated that “the existing legal system and the policy of the government provide adequate conditions to make the most of the possibilities of growth of the information society. Modern technologies, services, and use of telecommunication, ICT, and multimedia services can be a catalyst for economic growth, increase competitiveness of the economy, create new jobs, improve the growth of democracy and the regions, support education, healthcare, access to cultural assets. They are also necessary to maintain military readiness, security of the state and the citizens as well as public order.” The assumptions made seem to remain valid. Undoubtedly, the introduction of new information and communication technologies in life significantly affects the new way of perceiving authority. However, the road to creating a system of e-government in Poland was not easy. The process started in 2001 with the passing of the legal acts concerning the protection of databases, the electronic signature and access to public information. Moreover, the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties was a real cornerstone in this process. The electronic platform of the services of public administration (ePUAP) was launched finally in 2011–2012. Its start, however, was not without problems, which undoubtedly slowed down the tempo of implementing e-government. A corruption scandal was undoubtedly the most serious among them\(^5\). Furthermore, e-government is still a relatively new issue

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\(^3\) The Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions, The Role of e-Govern-ment for Europe’s Future, Bruxelles 2003, COM (2003) 567, the ultimate version.

\(^4\) Uchwała Sejmu Rzeczypospolitej Polskiej z dnia 14 lipca 2000 r. w sprawie budowania podstaw społeczeństwa informacyjnego w Polsce, “Monitor Polski”, 2000, no 22, item 448.

which has not met with the attention it deserves. The aim of the present study is to analyze the legal framework of its functioning in Poland and then briefly point out the barriers for its further development and challenges which have to be faced.

**The Constitution of the Republic of Poland**

The implementation and development of the idea of electronic administration requires an adequate legal framework taking into account the ongoing technological changes. When undertaking their analysis in the Polish legal system, one should note in the first place the provisions of the Constitution of the Republic of Poland of April 2, 1997 which guarantee the right to access to information developed, processed, and made available also by public administration.

Art. 61 of the Constitution provides that a citizen shall have the right to obtain information on the activities of organs of public authority, including state government administration as well as state non-government and self-governing administration, as well as persons discharging public functions. Such a right shall also include receipt of information on the activities of self-governing economic or professional organs and other persons or organizational units relating to the field in which they perform the duties of public authorities and manage communal assets or property of the State Treasury. This right includes also obtaining information on the activities of organs of self-governing economic or professional organs and other persons or organizational units relating to the field in which they perform the duties of public authorities and manage communal assets or property of the State Treasury. When defining the activities of public authorities, it should be assumed that they will include all forms of activities undertaken to exercise the competences statutorily granted to the organs of those authorities. It should be noted that the objective of the provision is not to satisfy the curiosity of the citizens but to guarantee the control of the society over those who hold public authority. The right to obtain information shall ensure access to documents and entry to sittings of collective organs of public authority formed by universal elections, with the opportunity to make sound and visual recordings. The access to documents always means the possibility to familiarize with the content of the document but it cannot be regarded in tandem with the right to obtain free of charge copies or photocopies which can be restricted by relevant statutory regulations. The limitations upon the right to information

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6 Dziennik Ustaw, no 78, item 483 with further amendments.


8 Ibidem, p. 114.
may be imposed by statute solely to protect freedoms and rights of other persons and economic subjects, public order, security or important economic interests of the State. Some concern can arise from the term “important economic interests of the State” and the interpretation or overinterpretation of this notion can result in limiting access to information. The limitation on the right to access to information requires a regulation of specific acts and this requirement is provided for in the Constitution⁹.

Another constitutional regulation which is significant from the point of view of the subject in question is provided in Art. 51. According to its provisions no one may be obliged, except on the basis of statute, to disclose information concerning his person, which means that all information disclosure obligations of a person require a legal basis in statute. Consequently, information disclosure obligations can be specifically provided for in executive acts, however, never based solely on them¹⁰. Public authorities, including public administration, cannot use, collect or disclose information on the citizens other than is necessary in a democratic state ruled by law. The control of obtaining, processing, and disclosing personal information by public administration is very important. As Irena Lipowicz put it, “administration and other public authorities tend to gather an excessive amount of information on citizens and unnecessary – in the light of the statutory principle of subsidiarity – violation of their private and family life. Information, as part of the initial stage in the decision-making process, is its basis and preparation. It should, therefore, be justified by the needs of the community and interest of a democratic state ruled by law. Only information which is really necessary in such a state can be obtained, gathered (including electronic processing) and made available by public authorities”¹¹. It should also be noted that the use of the term “necessary information” can cause serious interpretation concerns. The Constitution also guarantees “everyone” the right to access to official documents and data regarding them as well as the right to demand correction and removal of information which is incorrect, incomplete or collected in violation of the act.


Public authorities shall undertake activities aimed at adapting applied procedures to the possibility of using means of electronic access and exchange of information which improves the efficiency of its organs’ activities. It is necessary for the completion of the objective to introduce the techniques of exchange of information which guarantee security and assure the transparency of electronic communication processes12.

The legal regulations regarding e-government in Poland can be divided into two groups13. The first of them includes statutory acts providing the legal framework of the information society. Undoubtedly, they include the Act of September 18, 2001 on Electronic Signature14, the Act of July 18, 2002 on Providing Services by Electronic Means15, the Act of July 27, 2001 on the Protection of Databases16 or the Act of July 5, 2002 on the Protection of Some Electronic Services Based on or Consisting of Conditional Access17. The other group includes the acts connected with the implementation of e-government. They primarily include the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties18 and the Act of June 14, 1960 – the Code of Administrative Proceedings19 – regarding the procedural scope of application of means of electronic communication as well as the Act of September 6, 2001 on Access to Public Information20. The conducted analysis will regard selected acts from the second group.

**Informatization of the Operation of Entities Performing Public Duties**

The Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties was to improve both the activities of public administration and the cooperation between the society and the entities

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14 Dziennik Ustaw, 2013, item 262, with further amendments.

15 Dziennik Ustaw, 2013, item 1422.

16 Dziennik Ustaw, 2001, no 128, item 1402 with further amendments.

17 Dziennik Ustaw, 2002, no126, item 1068 with further amendments.

18 Dziennik Ustaw, 2014, item 1114.

19 Dziennik Ustaw, 2013, item 267 with further amendments.

20 Dziennik Ustaw, 2014, item 782 with further amendments.
responsible for the performance of public duties. When providing the legal framework for the informatization of structures and administrative activities, an attempt was made at comprehensive legal regulation of those issues. As G. Szpor put it, this act is a response to the challenges of informatization as well as an example of a difficulty in selecting adequate legal instruments to improve informatization. It provides an incentive to search for the answer on how to develop the attitude of law to informatization so that constitutional rights and freedoms were guaranteed and exercised in the best possible way.

The act defines the notions, such as electronic document, means of electronic communication, public register, electronic platform of the services of public administration (ePUAP), ePUAP trusted profile, signature authenticated by ePUAP trusted profile, electronic inbox, official acknowledgement of receipt, or electronic form.

The act includes regulations regarding mainly public institutions, and consequently not so much the citizens themselves. The main objective of the

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21 Dziennik Ustaw, 2014, item 1114. The Act introduced a state informatization plans which, prior to its enactment, were constituted in the form of resolutions of the Sejm (the lower chamber of the Polish parliament) and of the Council of Ministers (the concept of e-Polish as the element of the eEurope +).


24 This is a separate set of data ordered by a specific internal structure and recorded on an IT data carrier.

25 It should be understood as means of electronic communication in the meaning of Art. 2 pt. 5 of the Act of July 18, 2002 on Providing Services by Electronic Means (Dziennik Ustaw, from 2013, item 1422).

26 Means a register, record, list or another form of recording used in performing public duties maintained by a public entity on the basis of separate statutory regulations.

27 ICT system where public institutions provide services by a single point of access on the Internet.

28 Information identifying and describing the entity or person who is the user of an ePUAP account that was reliably confirmed by an organ of the relevant entity indicated in the act.

29 Signature affixed by the user of an ePUAP account with identification information included in the ePUAP trusted profile attached to it.

30 Publically available means of electronic communication used to provide an electronic document to a public entity with the use of a universally available ICT system.

31 Electronic data linked to the electronic document provided to a public entity or provided by it in the way that guarantees recognizability of later amendments made in those data.

32 Graphic interface of the user issued by software used to develop and generate an electronic document consistent with the template of electronic document.
legislator was to implement improvements in the activities of public entities in the scope of electronic communication. It should be kept in mind that administration deprived of adequate technologies cannot decide on matters for the citizens with the use of services provided by electronic means\(^3\).

A. Monarcha-Matlak correctly notes that the comprehensive strategies regarding the informatization of offices improve the performance of public duties, however, the level of knowledge and commitment of the executive personnel in the process of the informatization of offices can be a challenge. The level of IT knowledge of the officials as well as their ability to operate IT equipment can determine in the future how soon new solutions in the scope of electronic communications will be implemented, and consequently, affect the efficiency of their everyday use\(^3\).

A significant role in the Polish legal system in implementing the assumptions of the analyzed act is played by the regulations applied to execute its provisions. The most important of them is the regulation of the Council of Ministers from September 27, 2005 on the way, the scope, and the method of making available the data collected in a public register\(^3\) providing the way, the scope, and the method of making accessible the data collected in a public register to a public entity or an entity that is not a public entity performing public duties on the basis of separate regulations or as a result of entrusting or ordering their implementation by a public entity. The regulation of the Chairperson of the Council of Ministers from September 14, 2011 on preparing and delivering electronic documents and making available the forms, templates, and copies of electronic documents\(^3\), regulates the organizational and technical conditions of delivering electronic documents, including the rules of creating an electronic inbox, the form of official acknowledgement of receipt of electronic documents by the addressees, the way to prepare and deliver electronic documents and the way to make available the copies of electronic documents as well as the conditions for securing the provision of access to the forms and templates of documents. Another executive act is the regulation of the Minister of Administration and Digitization from May 6, 2014 on the scope and conditions of use of the electronic platform

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\(^3\) Dziennik Ustaw, 2005, no 205, item 1692, with further amendments.

\(^3\) Dziennik Ustaw, 2011, no 206, item 1216, with further amendments.
of public administration services\textsuperscript{37} regulating the opening of an ePUAP account, the conditions of exchange of information between ePUAP and other ICT systems which facilitate the opening of the public sector.

Today information is developed, processed, and made available with the use of electronic communications and the act being described obliges public entities to perform public duties with the use of ICT systems. The legal regulations which are adopted in this respect must aim at guaranteeing the security of the services provided in this way as well as the security of participating entities.

**The procedure of deciding administrative matters by electronic means**

The rules of procedure of deciding administrative matters by electronic means are provided to a large extent in the Act of June 14, 1960 the Code of Administrative Proceedings\textsuperscript{38} (C.A.P.) which is one of the most comprehensive sources of regulations. Providing one of the general rules of procedure, C.A.P. admits, apart from in writing, that administrative matters should also be decided in the form of an electronic document, in the meaning of the provisions of the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties\textsuperscript{39}, to be delivered by means of electronic communication.

One of the most important regulations regarding deciding administrative matters by electronic means is the possibility of submitting applications. Art. 63 § 1 C.A.P. provides that applications (demands, explanations, appeals, complaints) may be submitted in writing, by telegraph, telefax or orally to the minutes, or by other means of electronic communication\textsuperscript{40} via the electronic inbox of the public administration authority created under the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties. It should be noted at this point that the possibility of submitting applications to public administration authorities by electronic means was introduced already in 1999 when the existing ways of submitting applications were extended to include the possibility of submitting applications by electronic mail\textsuperscript{41}. Due to the argument brought up very often by public administration authorities that

\begin{itemize}
\item[37] Dziennik Ustaw, 2014, item 584.
\item[38] Dziennik Ustaw, 2013, item 267 with further amendments. The act of August 29, 1997, Ordnacja podatkowa (the Tax Ordinance) which regulates the taxation procedure should be also noted. Dziennik Ustaw, 2015, item 613 with further amendments.
\item[39] Dziennik Ustaw, 2014, item 1114.
\item[40] The term “other means of electronic communication” used in Art. 63 § 1 of C.A.P. is seen as controversial in the literature.
\end{itemize}
there are no relevant rules of procedure when receiving applications by electronic mail, the provision was not applied\textsuperscript{42}. Additionally, submitting an application by electronic mail required securing by electronic signature which could not be verified technically as not all public administration authorities were technically prepared for that\textsuperscript{43}.

The situation changed when the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties introduced a real possibility to apply electronic means in the administrative proceedings. This was effected by obliging public administration authorities to provide a possibility of transmitting data in electronic form by exchanging electronic documents connected with deciding matters within their scope of operations\textsuperscript{44}.

The applicable legal regulations provide in Art. 63 § 3a of C.A.P. a detailed provision regarding submitting applications in the form of an electronic document. Such an application must be authenticated by means of mechanisms described in Art. 20a Section 1 or 2\textsuperscript{45} of the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties and contain data in the appropriate format specified in the application form provided for by separate provisions if those provisions require that the application be submitted in a specific form and contain the electronic address of the applicant. In the situation when an application does not contain the electronic address, the public administration authority assumes that the correct electronic address is the one from which the application in the form of an electronic document was sent. It was then no longer required to secure the document with an electronic signature to be verified with a qualified certificate of application submitted in the form of an electronic document. Such a solution significantly helped in avoiding a virtual paralysis of the development of information technology in administrative procedure and implementing a cheaper and more simple solution that is the use of a signature confirmed by the ePUAP trusted profile\textsuperscript{46}.

An application submitted to a public administration authority in the form of an electronic document results on the part of the authority in an obligation to confirm the submission of the application by providing an official

\textsuperscript{42} \textit{Ibidem}, p. 24.
\textsuperscript{44} \textit{Ibidem}.
\textsuperscript{45} The user of ICT systems made available by public entities is identified by applying a qualified certificate in compliance with the rules provided in the Act of September 18, 2001 on electronic signature or the ePUAP trusted profile. The public entity that applies ICT systems to perform public duties can provide for the users identification in that system by applying other technologies unless separate regulations provide for an obligation to perform actions at the seat of the public entity.
\textsuperscript{46} Z. R. Kmiecik, \textit{Wszczęcie ogólnego...}, op. cit.
acknowledgement of receipt to the electronic address indicated by the applicant. The official acknowledgement of receipt is important to meet the deadline as it is considered met if correspondence is sent in the form of an electronic document to a public administration authority prior to it, and the sender received an official acknowledgement of receipt. In compliance with the code regulation the official acknowledgement of receipt includes information that relevant correspondence will be delivered by means of electronic communication and advice of the right to resign from the service of correspondence by means of electronic communication referred to in Art. 39 § 1d of C.A.P. Furthermore, C.A.P. provides a separate regulation regarding the setting of the date of initiating the proceedings at the request of the party submitted by electronic means, providing unequivocally that it is the day when the demand was entered into the ICT system of the public administration authority.

Correspondence can be delivered to a party or another participant in the proceedings by means of electronic communication upon their fulfillment of one of the conditions including: submitting an application in form of an electronic document through the electronic inbox of the public administration authority or applying to the public administration authority for such a delivery and indicating the electronic address for delivery or granting consent for delivering correspondence in the proceedings by means of electronic communication indicating the electronic address for delivery. It should be noted that C.A.P. admits a possibility for the public administration authority to request the party or another participant in the proceedings to grant its consent to deliver correspondence in the form of an electronic document in other categories of individual matters, decided by that authority and defined by the authority. The request to grant the consent can be submitted by means of electronic communication at the electronic address of the party or another participant in the proceedings.

The effectiveness of the delivery of correspondence by means of electronic communication depends on the acknowledgement of receipt by the addressee. When delivering correspondence in electronic form, the public administration

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47 Art. 57 § 5 point 1 of the Act of June 14, 1960 the Code of Administrative Proceedings.

48 In the case of resignation from the service of correspondence by means of electronic communication, a public administration authority shall deliver correspondence as provided for correspondence in the form other than in the form of an electronic document.

49 In compliance with the provisions of the Act of July 18, 2002 on Providing Services by Electronic Means, Dziennik Ustaw, item 1422, the term “means of electronic communication” shall mean the technical solutions, including the ICT devices and their software tools which allow for individual remote communication with the use of transmission of data between ICT systems, specifically electronic mail.
authority shall send a notice to the electronic address of the addressee indicating that the addressee can collect correspondence in the form of an electronic document, indicating the electronic address from where the addressee can collect correspondence and at which he should acknowledge the delivery of correspondence as well as instruction on how to collect correspondence, and specifically the method of identification at the specified electronic address in the ICT system of the public administration authority with information about the obligation to sign the official acknowledgement of receipt in the way indicated in the Act of February 17, 2005 on Informatization of the Operation of Entities Performing Public Duties.

Failure by the addressee to collect correspondence sent by the authority in the form of an electronic document within 7 days from the day when the notice was sent results in the obligation on the part of the authority to send the notice of the possibility of collecting the correspondence again. The delivery shall be deemed effective in the case of failure to collect correspondence within fourteen days from the day when the first notice was sent. It should be noted that in the situation when correspondence in the form of an electronic document is deemed to have been delivered effectively, the public administration authority shall make the correspondence in the form of an electronic document available to the addressee for at least 3 months, and also provide access to information about the date when the correspondence was deemed to have been delivered as well as about the dates when notices were sent in its ICT system.

**E-administration in Poland: barriers and challenges**

As Manuel Castells tried to show, most professionally active people in the network society are involved in data processing. The more user friendly and the more popular information and communications technology, the better the living conditions, work, and performance of civic duties. The transition from industrial into network society implies also the development of e-government which creates facilitations being commonly used by citizens. However, in Poland, e-government facilities are utilized only by part of the society and that also highlights, as we are convinced, the barriers of creating the network society in that country. According to the report on the information society prepared by the Central Statistical Office of Poland, in 2014, 97.5 per cent of all public administration offices used an electronic inbox on the ePUAP platform. However, in 2015 only 26.6 per cent of the population used public administration

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services via the Internet. Furthermore, only 15.7 per cent of the population was using Internet to send the filled in forms to offices. It seems, therefore, that true users of e-government facilities represent just a part of the population. Only for comparison we shall point out that the percentage of the population sending filled forms via the Internet to public administration offices differs in the EU states and amounts to 30 in Austria, 44 in France, 67 in Ireland, but only 11 in the Czech Republic and 16 in Germany\(^51\). In late May and early June of 2015 we made a pilot study among the clients of different offices in Wałbrzych, Świdnica, Świebodzice, and Czarny Bór\(^52\). According to this pilot survey, 17 of 24 persons preferred a personal contact with an administrative office while handling administrative matters. We are able to raise a hypothesis that the vast majority of public administration clients think that if they go to an office and meet an official in person, their administrative matters would be handled in a better and quicker manner than in the case of using the ePUAP inbox. Certainly, proving this hypothesis requires further studies.

Many authors writing on e-government emphasize a proper organizational culture in offices, which is based on readiness for changes, as a prerequisite for introducing e-government\(^53\). It seems that in Poland not enough attention has been paid to building such an organizational culture. According to the quoted report by the Central Statistical Office of Poland, in 2014 only 37.7 per cent of public authorities offices offered training to upgrade ICT skills for those members of personnel who are not ICT specialists\(^54\). The pilot study which we conducted among the officials of public administration in Wałbrzych, Świdnica,

\(^51\) The population of citizens using the public administration services via the Internet increased by 4.3 percentage points from 2013 to 2014 (from 22.6 to 26.9 per cent). Then it decreased slightly. Cf. Główny Urząd Statystyczny, Społeczeństwo informacyjne w Polsce. Wyniki badań statystycznych z lat 2011–2015, Warszawa 2015, pp. 44, 169–170.

\(^52\) Wałbrzych: 116.000 inhabitants, Świdnica: 59.000 inhabitants, Świebodzice: 23.200 inhabitants, Czarny Bór – which is a village being a seat of the administrative district, i.e. gmina – 2.000 inhabitants.

\(^53\) Cf. e.g.: D. Fleszer, Wokół problematyki e-administracji, “Roczniki Prawa i Administracji”, 2014, yearbook XIV, vol. I, pp. 127–128. The author points out also such factors indicating the preparedness to adopt e-government as: proper telecommunications infrastructure, the use of ICT by the administration, the state of human capital in administration, present and presumed budget resources, and e-business atmosphere.

\(^54\) Główny Urząd Statystyczny, Społeczeństwo informacyjne w Polsce. Wyniki badań statystycznych z lat 2011–2015…, op. cit., p. 42. The voivodships: Podlaskie, Wielkopolskie and Małopolskie, were those where the greatest number of public administration offices provided such trainings (48.3 per cent, 48.2 per cent, and 47.2 per cent, respectively). The smallest percentage of offices organizing trainings for non-ICT specialists was in three voivodships: Dolnośląskie, Łódzkie and Lubuskie (25.7 per cent, 28.1 per cent, 29.3 per cent, respectively).
Świebodzice and Czarny Bór revealed somewhat astonishing attitudes towards e-government. When the officials were asked about their associations with the term “e-administration”, a few of them answered: “I have no idea”, “the remote handling with the administrative matters, no personal contact with another human being, technical problems”, “the saving of time and money, issuing the decisions on-line. Easier to work because I do not have to struggle (‘uzerać się’) with a client”. Needless to say, if an official says that the advantage of e-government is the lack of contact with a client whom he or she is struggling with, that is not a good sign for the future of e-government in Poland. Such answers, even if they are sparse, show how much there is to be done concerning the building of proper organizational culture. Moreover, only one in 15 officials who filled in the questionnaire pointed out that she or he had been trained how to use the electronic platform of the services of public administration ePUAP. Therefore, these issues need to be constantly monitored.

Finally, we must admit that the e-government solution introduced in Poland, consisting mainly in the electronic platform of the services of public administration ePUAP, is simply based on a “one stop shop” facilities which make managing with certain processes simpler and maybe quicker, but do not change the thinking about public administration. Thus, there is a risk that after introducing such facilities, administration can remain as bureaucratic as it was before. According to Antonio Cordella and Fernando Iannacci, about 70–85 per cent of all e-government projects ended in fiasco. Moreover, Alois Paulin, describing the traditional attitude towards e-government referring to “the use of ICT systems for delivering a wide range of services to citizens”, indicates some hazards which such an attitude generates. The first type of these hazards consists of “the expiration date”. It implies that frequent changes in legislation force repairs of the system, which make it more and more problematic, while its complete redesign is postponed until it becomes “unbearable”. The second type of hazards is maybe more dangerous because it involves “monopolization, corruption and exclusion”. Monopolization occurs because frequently “the law

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55 Such an opinion could be characterized as revealing the pre-New Public Management attitude towards performing the public tasks.


provides a large sphere of discretion for designing technical infrastructure such as interfaces and algorithms deployed”. Thus, there is a risk that a certain group of entities (entrepreneurs) would monopolize delivering the technical infrastructure for governmental agencies, because their technical requirements will be preferred by these agencies. Moreover, due to these preferences, other entities could have some difficulties with facing the technical standards established by these monopolizing entities or be even excluded. What is more, the bounds between the preferred entities and government officials could tend towards corruption\textsuperscript{58}. We do think that Polish legal regulations concerning e-government are not free from the possibility of actualizing these risks. Just let us remember that a bribery scandal has already occurred during the process of preparing the current technical solutions. Therefore, these are also challenges in the development of e-government in Poland, which should be faced in the near future. However, we are also of the opinion that at the present stage of this development we shall concentrate at making full use of the opportunities which current legal and technical solutions give. To achieve it, the organizational culture in the public administration offices as well as attitudes among the members of society should transform. As we have tried to show, there is still much to be done in this regard.

\textbf{Bibliography}


Streszczenie

Wybrane problemy e-administracji w Polsce


Słowa kluczowe: e-government (e-administracja), Polska, informatyzacja, administracja publiczna, elektroniczna Platforma Usług Administracji Publicznej (ePUAP), kultura organizacyjna.

Summary

Selected problems of e-government in Poland

The aim of the presented paper is to analyse the legal framework for the functioning of e-government in Poland and then briefly point out the barriers of its further development and challenges which have to be faced. The e-government creating process started in Poland in 2001. The passing of Act of February 17, 2005 on cybernation of Operation of Entities Performing Public Duties was of great importance to that process. The electronic platform of the services of public administration (ePUAP) was launched finally in 2011–2012.
However, several problems undoubtedly slowed down the pace of implementing the e-government. The authors try to show that the organizational culture in the public administration offices as well as the attitudes among the society are the obstacles to make the full use of opportunities which can be given by current legal and technical solutions concerning e-government in Poland.

**Keywords:** e-government, Poland, cybernation, public administration, electronic platform of the services of public administration (ePUAP), organizational culture.