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ABSTRACT

The development of the human society and the technological progress recorded during the latest quarter of century in particular have determined a new dynamic of the contemporary life and the appearance of modern principles of interaction between people and public institutions.

In 2011, the National Archives, as a unique forum of regulation and control in the field of the national archival patrimony accounts and management in Romania, started a multiple stage plan to make the services - offered to citizens, researchers and other institutions - more efficient, a plan made of broad spectrum projects developed so far: "Integrated IT System for the Management of the Services Offered by the National Archives of Romania to its Beneficiaries", "Consolidation of the National Archives of Romania Capacity to Supply Public Services (eVITALA)" etc., or in the field specific to document digitalization: „The Digitization of the Medieval Documents in the National Archives of Romania".

The study represents an analysis of the European and national context in terms of digitalization and of the significant factors in the process of preparation and implementation of these projects which have led to a series of expected results (total or partial) to the benefit of the public interested therein and, to a large extent, of the civil servants managing the documentary fund, but also to becoming aware of the shortcomings these systems are faced with and for which solutions haven't yet been found or are still being looked for.

KEYWORDS: *national archives, digitization, digitalization*

1.Introduction

Nowadays, the human experience proved that technological progress leads to a significant social evolution, a longer life expectancy and higher living standards. Digital solutions, artificial intelligence and various gadgets can improve our life in many ways. In the early 21st century, the interest in the digitalization of the cultural heritage brought specific measures at the European level, which have been concluded in the form of directives aiming to energize and promote the cultural heritage digitalization process. It started in 2002 with *The eEurope Action Plan[1]*, recommending the creation of a co-ordination mechanism for digitization programs across the EU Member States. Earlier in 2001, representatives and experts thereof met under the Swedish Presidency, supported by the European Commission[2], and agreed the Lund Principles[3] designed to bring best practices, coherence, professionalism and synergy to the digitization initiatives designed to make the European cultural heritage accessible and visible[4]. *The Lund Action Plan* was implemented by a group of National Representatives (NRG) and successive presidencies, and has benefitted from several projects and research networks as Minerva[5] and Digicult[6].

The process continued with the so-called *Dynamic Action Plan for the EU co-ordination of digitization of cultural and scientific content*, an initiative of the UK Ministry of Culture, as part of the EU Agenda, under the British Presidency, which has set six objectives[7]:

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[1]The Council of the European Union, *Council Resolution of 25 March 2002 on the eEurope Action Plan 2002: accessibility of public websites and their content (2002/C 86/02)*, available at: http://www.legi-internet.ro/accesibility.htm

[2]More about European Commission, role and responsabilities, in: Moroianu-Zlătescu, I., 2020, Marinică, C.E., *Instituţiile Uniunii Europene*, Bucharest, Romania: Universul Academic, Editura Universitară Publishing House, pp. 130-153.

[3]*European Content in global Networks coordination mechanisms for digitisation programmes*, *The Lund Principles: Conclusions of experts meeting*, Lund (SE), April 4, 2001 at: https://www.iccu.sbn.it/export/sites/iccu/documenti/lund_principles-en.pdf

[4]Ross, S., 2004, *Progress from National Initiatives towards European Strategies for Digitisation* in *Towards a Continuum of Digital Heritage: Strategies for a European Area of Digital Cultural Resources*, European Conference, (Den Haag: Dutch Ministry of Education, Culture and Science), pp. 88-98.

[5]More about the project see at: https://www.minervaeurope.org/guidelines.htm

[6]More about the project see at: https://www.digicult.info/pages/index.php

[7]David Lammy, Minister for Culture, launched in Bristol on 15th November 2005, after a conference on eLearning and after Monday's Ministerial Council in Brussels (where digitisation was high on the agenda) a new action plan to make Europe's cultural heritage more accessible through the Internet. See more about this topic at: https://www.minervaeurope.org/publications/dap.htm

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▪ Providing strategic leadership in a dynamic and changing environment in which rapid technological and economic developments are taking place.

▪ Strengthening co-ordination and forging stronger links between Member States' digitization initiatives, EU networks and projects.

▪ Continuation of the efforts to overcome fragmentation and duplication of digitization activities and maximizing synergy.

▪ Assessing and identifying appropriate models, funding and policy approaches to sustain development and long-term preservation strategies.

▪ Promoting cultural and linguistic diversity through digital content creation.

▪ Improving online access to European cultural content.

The responsibility in this action program was undertaken by the National Representatives Group (NRG)[8], too, who had to monitor the progress and impact of the implementation of the Dynamic Action Plan, to identify new strategic areas and actions by maintaining and updating the Dynamic Action Plan and to report on initiatives that support the creation of a European Cultural Information Space. The topics of the *Action plan* are, generally speaking, both digitization (converting information into a digital format) and digitalization (use of digital technologies for new opportunity) of the cultural and natural heritage.

The Digital Agenda for Europe[9] - a strategy for digitally driven growth on the European level - was launched in May 2010. The European Commission supported this program as the first out of the seven flagship initiatives of the *Europe 2020 Strategy*[10] (launched in March 2010), as a solution

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[8]https://www.kosson.ro/en/european-union-affairs/397-eu-actions-plans/848-dynamic-action-plan-for-the-eu-co-ordination-of-digitization-of-cultural-and-scientific-content
[9]European Commission, *Communication from the Commission to the European Parliament, the Council, the European Economic and and Social Committee and the Committee of the Regions, A Digital Agenda for Europe*, Brussels, May 19, 2010, available at: https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0245:FIN:EN:PDF
[10]European Commission, *Communication from the Commission, Europe 2020, A strategy for smart, sustainable and inclusive growth*, Brussels, March 3, 2010 available at:
https://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf

for the challenges of the next decade, generally, and for sustainable and smart growth for all, in particular.

Among *The Digital Agenda*'s aims we want to emphasize the interest of the European Commission in fostering the digitization of Europe's rich cultural heritage and in shaping the global governance of the Internet[11]. All the parameters of the Strategy committed both the EU and each member state. On the one hand, the Commission had to ensure the instruments, the tools to achieve the proposed targets, at the EU-level, while the member states had to make them functional, at the national level, to establish modern accessible online services (e.g. e-government, e-education, e-culture). In the argument of the *Recommendation on the digitization and online accessibility of cultural material and digital preservation of the European Commission* (2011/711/EU) it became clear that: "The digitization and preservation of Europe's cultural memory which includes print (books, journals and newspapers), photographs, museum objects, archival documents, sound and audio-visual material, monuments and archaeological sites (hereinafter 'cultural material') is one of the key areas tackled by the Digital Agenda"[12].

In accordance with the European recommendations in terms of digitization, before a National Strategy was even issued[13], the Romanian institutions that preserve the (cultural) archival heritage have developed individual projects to fulfil the shift towards a digital society. Since 1996 Colin Bannerman talks about the ‚well-informed society'[14] and links this feature to the speed of circulation of information. The right to information derives from one of the fundamental human rights: the right to freedom of expression. To accomplish that, people have to "seek and receive

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[11]https://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf (page 16).

[12]European Commission, *Commission Recommendation of 27 October 2011 on the digitisation and online accessibility of cultural material and digital preservation (2011/711/EU),* in Official Journal of the European Union (L 283/39) available at: https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:32011H0711

[13]*The National Strategy on Digital Agenda for Romania 2020* was launched on February 2015.

[14]Bannerman, C., 1996, *A Well-informed Society: Travelling the Information Superhighway*, Australian Academic & Research Libraries, 27:4, 250-260, DOI: 10.1080/00048623.1996.10754983.

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information"[15]. Led by the opinion of Thomas Kuhn who showed in his well-known work[16] that the process of knowledge is strongly connected to the scientific revolutions, we can definitely say that the technological revolution drove the human kind fast forward also by including the access to information. Increasing the access to the documents (cultural heritage or public documents in use) involving nowadays technologies of digitization is an effective long-term solution.

2.Digitalization of the Romanian cultural heritage

The first significant project of digitalization of the Romanian cultural heritage (in terms of the goals set) was proposed in 2014[17] by the National Institute of Heritage and co-funded by the European Regional Development Fund through the Competitiveness Operational Programme 2014-2020, Action 2.3.3 'Improving digital content and systemic ICT infrastructure in the field of e-education, e-inclusion, e-health and e-culture. The project had to receive 11 million Euro within three years, with the target of making available on the portal of Romanian Digital Library – *culturalia.ro*[18] (and, in addition, on the European Digital Library – *europeana.eu*[19]) almost 550.000 cultural items from 31 institutions in Romania (libraries, museums, institutes). The project didn't reach the objectives within the time limit and, therefore, the project completion was postponed for 2021, under the coordination of the Ministry of Culture.

Approaching the empirical method of research, we have tested the *culturalia.ro* platform, available today in a pilot phase. The results of the query[20] raised us some questions regarding the

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[15]See art. 19 from the *Universal Declaration of Human Rights*. More about this in: Moroianu Zlătescu, I., 2015, *Human rights: a dynamic and evolving process*, Bucharest, Romania: Pro Universitaria Publishing House.
[16]Kuhn, Th.S., 1962, *The Structure of Scientific Revolutions* in International Encyclopedia of Unified Science, volume 2, number 2 available at https://www.lri.fr/~mbl/Stanford/CS477/papers/Kuhn-SSR-2ndEd.pdf
[17]Matei, D., 2018, *Viitorul catalog partajat naţional (culturalia.ro). Sugestii/dileme privind organizarea datelor catalografice şi a mecanismului de întreţinere a calităţii acestora*, available at: https://blog.culturalia.ro/index.php/2018/05/27/8-viitorul-catalog-partajat-national-culturalia-ro-sugestii-dileme-privind-organizarea-datelor-catalografice-si-a-mecanismului-de-intretinere-a-calitatii-acestora/
[18]Available at: https://culturalia.ro
[19]Available at: https://www.europeana.eu
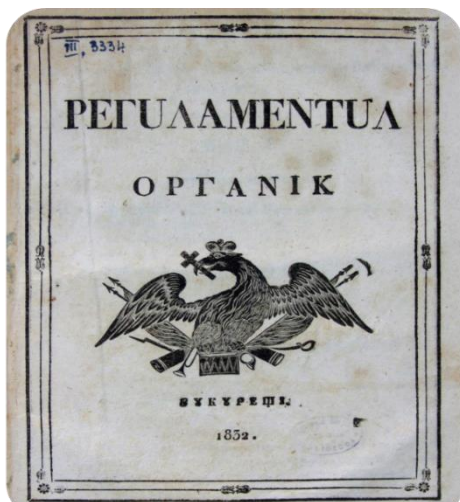[20]The query was done, without filters, on terms: "map" (1275 results), "diploma"(3236 results) and „seal" (4591 results) between 18-21 October 2021.

quality (here we refer to the requirements related to descriptions, and not images, if they exist, especially to the information about the owner of the material) and quantity (a quite small amount of some specific categories of cultural heritage) of the content.

One of the drawbacks of this project aiming to become the gate to the entire national cultural heritage, under our consideration, is the absence of the National Archives of Romania from the list of partners (which consists of 31 institutions: 19 museums, 6 libraries, 3 institutes, 2 film and 1 audio archives)[21].

The eldest institution in the Romanian administrative system[22], the National Archives (NAR) preserves 333.000 linear meters of documents available for public research according to the law. At the international level, the pivotal concept of heritage means "all the goods inherited from the past, that we have the obligation to keep intact and to transmit further to the generations to come"[23]. The archival heritage is part of the cultural heritage that is also defined by the Romanian Law as follows: "comprises all the goods identified as such, irrespective of the regime of property onto them, representing a testimony and also an expression of the values, beliefs, knowledge and tradition under constant evolution"[24].

Regulamentul Organic, Bucharest, edition 1832.

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[21]See the complete list of institutions at: https://www.umpcultura.ro/e-cultura_doc_1380_institutii-participante_pg_0.htm

[22]The institution was established in the Romanian Principalities in 1831 (Wallahia) and 1832 (Moldavia), based on *Regulamentele Organice*, quasi-constitutional organic law enforced in 1831–1832 by the Russian authorities that settled the foundation of the Romanian modern state.

[23]Dutu, M. (coord.), Lazar, A. (coord.), Predescu, O. (coord.), 2018, *Protecţia juridică a patrimoniului cultural şi natural* (Legal protection of the cultural and natural heritage), Bucharest, Romania: Romanian Academy Printing.

[24]Law 182/2000 (25 October 2000, republished), art. 1 alin. (2) available at: https://www.eui.eu/Projects/InternationalArtHeritageLaw/Documents/NationalLegislation/Romania/law-182-2000.pdf

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Regarding the interaction of Romanians with public administration, data graphs[25] collected by Eurostat and presented for the eGovernment Indicators for Romania show that in 2009 a very small percentage of individuals (approx. 7%) were using the Internet for addressing public institutions and getting the information they need. And the situation remained unchanged for three years, until 2012. It seems that the Romanian society was not ready for the new era yet or the public administration was not ready to ensure modern services. Still, the increasing demand (from academic and non-academic users) and the new research practices determined the NAR to change its approach even if a national strategy was missing. In 2009 the institution joined the call for projects under Axis III 'IT&C for the private and public sectors', Key Area 2 'Development and enhancement of the efficiency of electronic modern public services', Operation 1 'Supporting the implementation of e-governance'. The NAR proposal: 'The integrated computerized system for the management of the services available for the customers of the National Archives' was granted with 26.658.760,00 RON[26] (approx. 5 million EURO) and had to be implemented within 3 years (2011-2013). The main goal of the project, as the title says, was to update the management of the public services and raised it to the users' standards (citizens' and institutions') by means of the four components:

- Customer Relationship Management (CRM).

- ScopeArchiv (an archive information program which covers the archival work process from accession to usage for public and private archives; it follows the international standards ISAD(G), ISAAR(CPF), ISDIAHand the metadata standards EAD, Dublin Core and PREMIS).

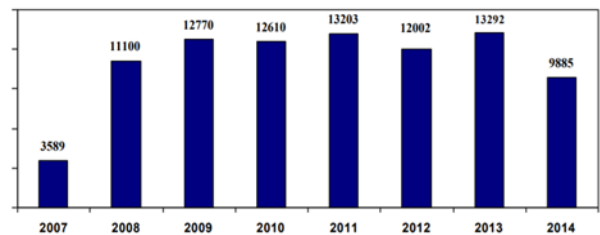- Business Intelligence (BI, for monitoring).

- Portal (internal/external).

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[25]European Commission, *Digital Public Administration Factsheets 2020 – Romania* at https://joinup.ec.europa.eu/sites/default/files/inline-files/Digital_Public_Administration_Factsheets_Romania_vFINAL.pdf
[26]*The strategy of the National Archives 2015-2021* published in Monitorul Oficial, I, nr. 796 (October 27, 2015). Hereinafter, SNAR 2015-2021.

The most significant component in terms of (cultural) archival heritage preservation and access is the NAR portal, where the material (finding aids and documents) can be researched on the computer, remote. Part of the users who usually came in person to the Reading Room are now able to do the research from home thereby, time and space are two problems solved.

Even if the implementation encountered some difficulties, shared by all the public administration, in general (lack of experience at the managerial and employees' level in developing this kind of actions, lack of digital skills, too, lack of employees trained in ICT (when the project was in implementation stage the NAR had none) and last, but not least, the reluctance of the public employees to accept a new technology), the project achieved the outcomes proposed: a functional institutional portal and Customer Relationship Management, improved the finding aids available for searching in the archival material (but not complete), increased access for users, implementation of the international standards for archival description. Making a virtual Reading Room available is still a work-in-progress (due to the insufficient metadata and images of documents uploaded on the portal for the time being).

Researchers who visited, in person, the NAR Reading Room. Source: SNAR 2015-2021

In alignment with the *Digital Agenda for Europe*, in September 2014, the Romanian authorities issued the *National Strategy on Digital Agenda for Romania* (hereinafter, NSDAR) [27], which sets the lines of action in fields as eGovernment, Open Data, eEducation, eCulture, digital services etc. This Strategy reiterates the idea that the cultural and creative industries represent 'a driver for significant changes in lifestyle and progress'[28] and the digital technologies radically transform the people's approach to creativity and culture. Based on the European digital targets in terms of preservation and promotion of the European patrimony (supporting the digitization of the cultural content – preserved in libraries,

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[27]*National Strategy on Digital Agenda for Romania* (2014), hereinafter: NSDAR 2014 see at: https://www.trusted.ro/wp-content/uploads/2014/09/Digital-Agenda-Strategy-for-Romania-8-september-2014.pdf
[28]NSDAR 2014, p. 78.

archives, museums, and providing a unique access point to all European cultural resources: Europeana.eu), Romania set similar goals in its NSDAR 2014:

▪ To develop the digital archives and to contribute to the further development of Europeana.eu.

▪ To promote the creation of original digital content.

▪ To improve the interaction between the digital content and the citizen.

Even if the NSDAR of 2014 seems to emphasize the cultural material to be found in libraries, the heritage preserved by archival institutions should also be taken into consideration. The National Archives of Romania, the highest authority in terms of archives, has taken the path for further digitization increasing the digital content available on its own portal through a new project: *The Digitization of the Medieval Documents from the National Archives of Romania*. The project was selected for funding after winning a competition under the PA16 / RO12 - 'Program for conservation and revitalization of the cultural and natural heritage', through the Project Management Unit of the Ministry of Culture.

Within a period of almost 2 years (until December 2016) the NAR managed to digitize all the medieval documents created prior to 1600 and preserved in the National Archives repositories (from Bucharest and all the 42 NAR county branches), altogether 38.500[29], in a wide range of paleographies (Latin, Slavonian, German, Hungarian, Greek, Turkish, Romanian-Cyrillic). One of the main prerequisites for the project's successful development was the strong national and international collaboration between four institutions: the National Archives of Romania, the University of Bucharest (who had the initiative and the leading role), the „Babeș-Bolyai" University from Cluj-Napoca and the National Archives of Norway (from the donor state, because out of the total costs of 880.000 EURO 85% were EEA Grants – non-refundable funds and 15% National cultural funds).

The outcomes of the projects, subscribing to the main goals of the National and European strategies, are: increased access to the NAR services for the Romanian users (professors, doctoral

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[29]Images and descriptions of the digitized material available at: http://arhivamedievala.ro/

and postgraduate students, researchers, secondary school teachers, individual researchers and everyone interested in history and others) and for the foreign researchers (mainly from Hungary, interested in the medieval history of Transylvania). Local communities will benefit from this project, too, because better knowledge of local history helps shaping local identity.

In order to become a *digital institution*, the NAR continued its efforts to obtain grants and to develop projects for digitizing the archival material on which the public services are based because a modern and efficient public administration needs to ensure fast and high quality feed-back for citizens, using key digital enablers as is settled by the European Commission in the *EU eGovernment Action Plan 2016-2020. Accelerating the digital transformation of government*[30]. The institution is running two projects right now. The first one, named *Strengthening the capacity of the National Archives of Romania to provide public services (eVitala)*[31], started in November 2019 and it should have been over in September 2021 but, due to some difficulties related to the delays caused by the difficult public auction of private services within the project and, after that, by the private company who won, it is still work in progress. The goals have been set high: to enhance electronic records of the finding aids (more specifically, the entire amount of the finding aids of the NAR - published and unpublished inventories, lists, card catalogs, indexes, registers and institutional guides will be available in NAR portal: 3.000.000 new records, twice more than we achieved the first 5 years since we have the portal); to elaborate regulations related to GDPR, reuse of archival information, copyright electronic records and on the conditions of access to the archival records; to improve skills of 300[32] employees in IT related to database management and electronic records; to outline a work plan in terms of improving the storage conditions and preservation of the documents. Funds are provided from EU contribution through the European

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[30]European Commission, *Communication from the Commission to the European Parliament, the Council, the European Economic and and Social Committee and the Committee of the Regions*, *EU eGovernment Action Plan 2016-2020. Accelerating the digital transformation of government* available at https://www.eumonitor.eu/9353000/1/j9vvik7m1c3gyxp/vk3g67wq8pw8

[31]See more about the project at: http://arhivelenationale.ro/site/evitala

[32]In 2020, the number of the employees of the NAR, on the national level, was 602 according to the Annual report of the NAR (2020), p. 4, available at: http://arhivelenationale.ro/site/wp-content/uploads/2021/02/Raportul-de-activitate-al-Arhivelor-Na%C8%9Bionale-pe-anul-2020.pdf

Social Fund - POCA 2014-2015, 7226660,44 RON (84%) and from NAR own resources 178159,74 RON (16%).

The second ongoing project, named *To eGovernance. Electronic civil status acts of the National Archives of Romania (eANR)[33]*, which started in June 2018, has the time range between December 2020 – June 2023, and aims to digitize and index the historical civil registers preserved by NAR (older than 100 years) and is complementary to a larger project developed by The Ministry of Internal Affairs. Genealogical research in Romania has a lower level of development, despite the high interest, precisely because of the lack of digital sources. Funding comes from the same European programme as the previous project.

If we apply a comparative analysis based on data available in the NAR annual reports[34], in terms of descriptions and digital content available on the institutional portal and the activity of the users, as they are described in the graphs below, we notice that the growth of the amount of new digital content of the archival finding aids for online research is constant due to the continuous efforts of the NAR to achieve projects with digital content as outcomes, while the physical visits of researchers at the NAR reading room, since 2019, decreased (in 2020 the extremely low number is definitely determined by the Pandemic, which caused disruption to many aspects of education[35] and scientific research).

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[33]See more about the project at: http://arhivelenationale.ro/site/eanr/
[34]For annual reports of the NAR activity see: http://arhivelenationale.ro/
[35]For more, see a study about digital education and academic research elaborated by Marinică, C.E., *Building digital education and supporting Academic Research – challenges and perspectives*, in *Academic Research in the field of Administration Science – Limits and opportunities*, (ed. Bălan E., Iftene C., Varia G.), Bucharest, Romania: Wolters Kluwer Publishing House, 2020, pp. 72-103.
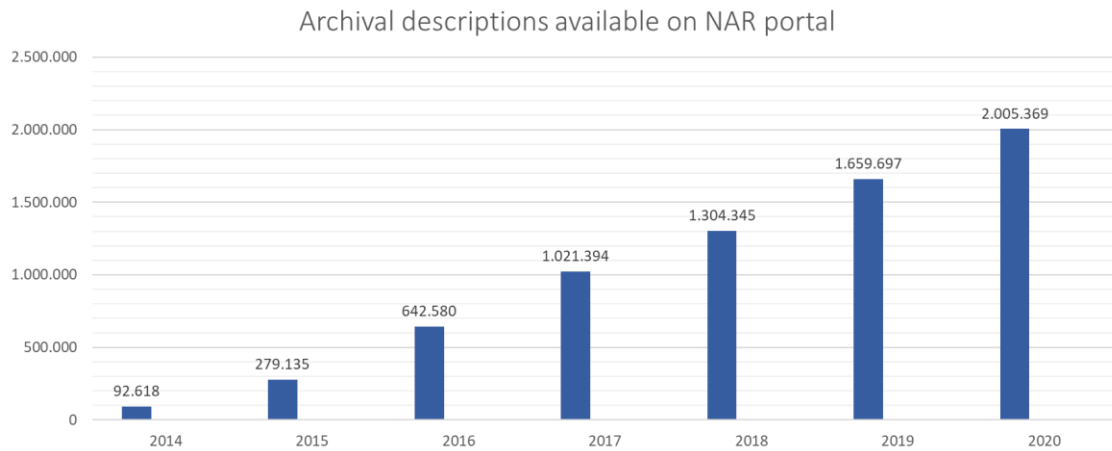
Archival descriptions available on NAR portal

Figure 2. Elaboration of author.

Source of data collected: arhivelemedievale.ro

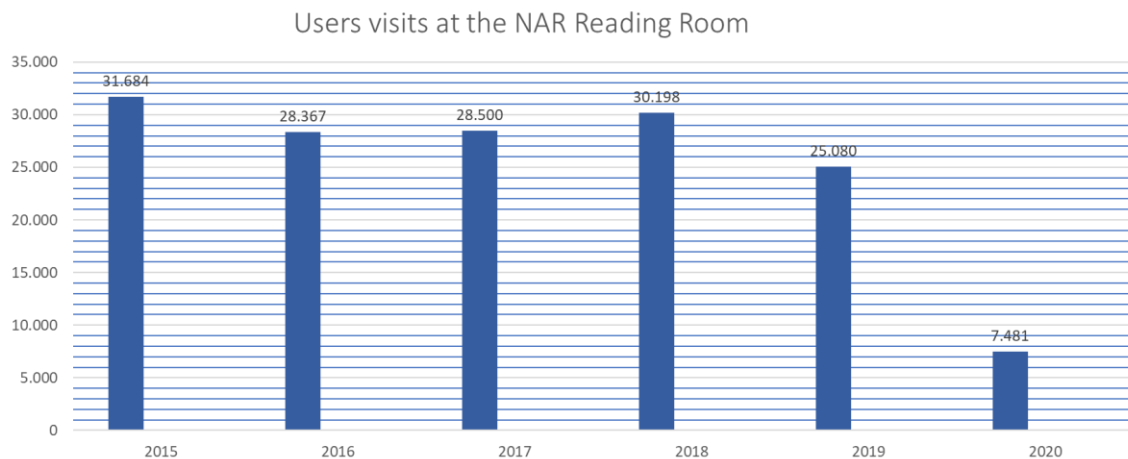**Users visits at the NAR Reading Room**

Figure 3. Elaboration of author.

Source of data collected: arhivelemedievale.ro

Based on the values from the first two graphs we can come to the assumption that users, in time, lost their interest for the archival material preserved by NAR. But taking into account the next graph we can conclude that, actually, their approach has changed and that there is a strong reason for the institution to keep the path to digital. In addition, the NAR digital services should continue to build on shared and reusable solutions and services based on standards and technical

specifications in order to reduce the cost of development, time to deploy and increase interoperability as the European Commission recommends[36].
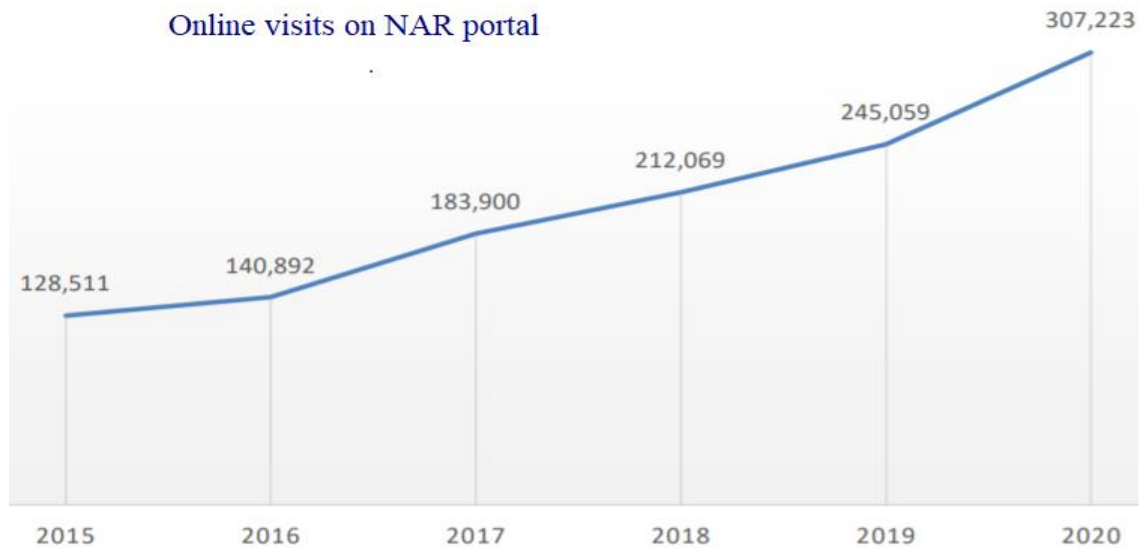
Figure 4.

Source: arhivelemedievale.ro

For future reference, as a response to European Commission's Communication *Digital Compass: the European way for the Digital Decade*[37], a new initiative of the European Foundation, the Network Association and the Aggregators' Forum (collectively representing the *Europeana Initiative*[38]), is on the table of the Commission (to be adopted in the fourth quarter of 2021): *Declaration of Digital Principles – the 'European way' for the digital society*[39] which aims to set the principles that will serve as the foundation of Europe's digital environment and will be included

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[36]*EU eGovernment Action Plan 2016-2020 ...*, p. 4.
[37]European Commission, *Europe's Digital Compass* available at: https://ec.europa.eu/commission/presscorner/detail/en/IP_21_983
[38]Europeana Pro, *Consultation on a 'Declaration of Digital Principles'* available at https://pro.europeana.eu/page/consultation-on-a-declaration-of-digital-principles (accessed on October 21st, 2021).
[39]European Commission, *Declaration of Digital Principles – the 'European way' for the digital society* available at: https://ec.europa.eu/info/law/better-regulation/have-your-say/initiatives/13017-Declaration-of-Digital-Principles-the-%E2%80%98European-way%E2%80%99-for-the-digital-society_en

in a joint inter-institutional solemn declaration by the European Parliament, the Council[40] and the Commission. The initiative promotes "a more equitable and democratic digital environment in which:

- basic liberties and rights are protected online,

- sovereignty of data is protected,

- public institutions are empowered to function in the public interest, and

- people are able to participate more fully in the creation, functioning and potential of their digital environment"[41].

Between May 12th, 2021 – September 03rd, 2021 consultation activities were carried out aiming to collect the views of all interested stakeholders and opinions on the formulation of European digital principles, as well as an interest in shaping the debate on this. Unfortunately, Romania had a low level of feed-back on the questionnaire, only 25 institution (4% of all respondents) have expressed their opinion in this matter. The lack of interest of such countries as Austria, the United Kingdom, Estonia and the Scandinavian Countries, in terms of the principles of digital environment, may be explained by the fact that these states have already well developed digital societies.

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[40]More about role and responsabilities of the European Parliament and Council see in: Moroianu-Zlătescu, I., Marinică, C.E., *Instituțiile …*, pp. 49-109.
[41]See more about the *Europeana Initiative* at: https://pro.europeana.eu/page/consultation-on-a-declaration-of-digital-principles

Country	Value
Spain	95 (16%)
Italy	81 (13%)
Belgium	55 (9%)
Germany	45 (7%)
Netherlands	33 (5%)
Portugal	29 (5%)
France	29 (5%)
Romania	25 (4%)
Greece	25 (4%)
Poland	22 (4%)
Austria	20 (3%)
Sweden	12 (2%)

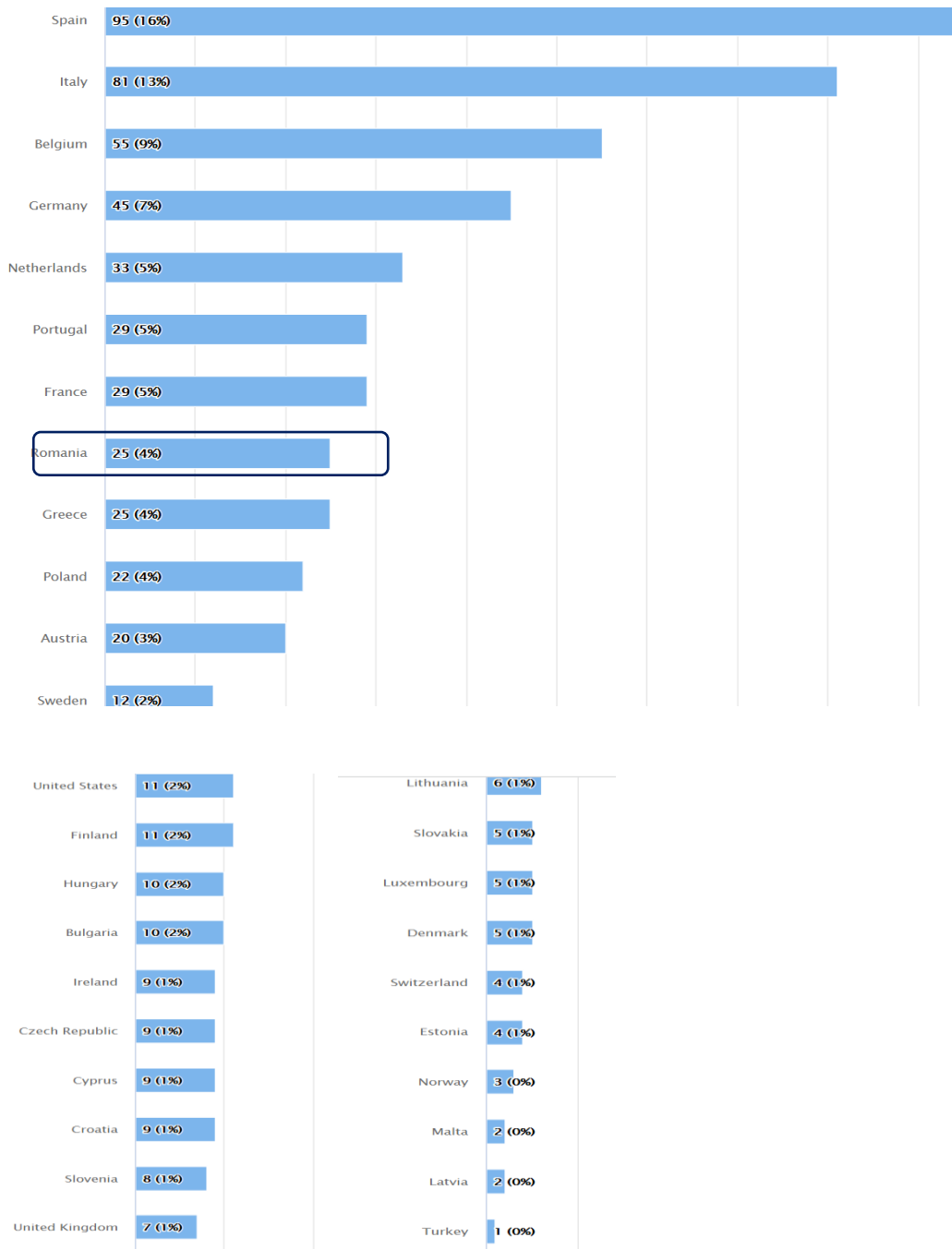| Country	Value	Country	Value
United States	11 (2%)	Lithuania	6 (1%)
Finland	11 (2%)	Slovakia	5 (1%)
Hungary	10 (2%)	Luxembourg	5 (1%)
Bulgaria	10 (2%)	Denmark	5 (1%)
Ireland	9 (1%)	Switzerland	4 (1%)
Czech Republic	9 (1%)	Estonia	4 (1%)
Cyprus	9 (1%)	Norway	3 (0%)
Croatia	9 (1%)	Malta	2 (0%)
Slovenia	8 (1%)	Latvia	2 (0%)
United Kingdom	7 (1%)	Turkey	1 (0%)

Figure 5. Feedback to questionnaire by country.

Source: ec.europa.eu

3.Conclusions

As a conclusion, we can state that the NAR has similar features as other institutions of the administrative system have (especially as the institutions that preserve cultural-archival heritage) in terms of the digitization process. The challenge in approaching and running successful strategies of digital transformation doesn't relate to the lack of money, the reason most frequently given to explain the unsuccess, but institutional inability, lack of skills in earning the funds made available for this purpose at the national and the European level. Complex bureaucracy, complicated documentation, never-ending public tender processes are highly time-consuming and often lead to failure. A simplified methodology in dealing with grants, restructuring the employees' attitude and professional culture in terms of digital literacy, along with institutional determination to keep the path of becoming digital going, in accordance with the European guidelines, are significant components of a successful policy in this field.

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