
PECULIARITIES OF ELECTRONIC PUBLIC SERVICES IMPLEMENTATION IN EUROPEAN UNION AND LITHUANIA

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Abstract

Purpose – to distinguish the main theoretical aspects and peculiarities of implementation of electronic public services in EU and Lithuania and to give recommendations in order to implement these services in a higher level of efficiency.

Design/methodology/approach – scientific literature, legal documents and statistical data analysis methods have been used. An expert qualitative opinion survey was carried out, in which nine experts were interviewed (The Republic of Lithuania’s Ministry of Interior E-government policy division specialists). The survey aims to clarify the basic problems, principles of electronic public services implementation and the development perspective of these services in Lithuania.

Findings – after analyzing the main peculiarities of electronic public services implementation in the EU and Lithuania, recommendations in relation to electronic public service improvement perspective were introduced.

Research limitations/implications – after analyzing theoretical aspects of electronic public services implementation, peculiarities of electronic public services implementation in

the EU and Lithuania, and doing a quantitative study, the basic principles were determined, on which the electronic public services are implemented in the EU and Lithuania. Also, the main problems were encountered in implementing electronic public services, best practices in the EU countries, regulation and development perspectives of electronic public services in Lithuania.

Practical implications – the most important electronic government (hereinafter – e-government) services development principles, problems, best practices, regulation and development perspective of Lithuania reflect the practical implications. This information could be used in order to develop electronic public services implementation.

Originality/value – electronic public services were analyzed through theoretical aspects: principles, models and implementation issues. Peculiarities of electronic public services implementation in the EU's experience were discussed, touching the issue of electronic public services, involving EU documents, countries of good practice, Lithuanian electronic public services regulatory issues and development perspective.

Keywords: e-government, e-government research, electronic public services, principles of electronic public services implementation, public administration, information and communication technologies.

Research type: research paper.

1. Introduction

Electronic public services are monitored and recorded in both the European Union (hereinafter – EU) and Lithuania. The EU has launched “E-Government Benchmark Survey”, carried out by Capgemini company, in which all the EU countries were assessed according to e-government services, availability, user experience and services deployment. However, Goldkuhl and Röstlinger noted that “in order to get good scores in such national and international guidelines for research, it is more important to have a large number of electronic public services than a few really well-developed services” (2010, p. 1). Lithuania has also provided public and administrative services research.

Augustinaitis *et al.* stated that “scientifically e-government research traditions, theoretical and methodological foundation is still being developed. Globally, e-government practice is already quite far advanced, but at the theoretical level – this is only the beginning of the road that leads to undiscovered knowledge <...>” (2009, p. 8). E-government, electronic public services are still a new area.

The scientific issue of the research. Since 1990, the EU has started e-government projects for the provision of electronic public services to citizens and businesses. However, little has been known about the efficiency of these services (Torres *et al.*, 2005). Many studies have shown that there is a gap between the potential of electronic public services users' desire and the use of electronic public services (Kunstelj *et al.*, 2007). A lot of people want to use electronic public services, but only a few uses them. Also, in many countries there is a gap between the electronic public services supply and

demand. Supply is bigger than demand, because potential users have no knowledge of electronic access to public services. It should be understandable that it is not enough to make these services available, directly, it is important to teach people how to use them (Dijk *et al.*, 2007). There are number of problems, concerning electronic public services and peculiarities of implementation.

The object of the research – implementation of electronic public services.

The purpose of the research – to distinguish the main theoretical aspects and peculiarities of implementation of electronic public services in the EU and Lithuania, to give recommendations in order to implement these services in a higher level of efficiency.

The following objectives for the above mentioned purpose to be achieved have been set:

1. To determine and distinguish theoretical aspects of electronic public services implementation;
2. To disclose experience of electronic public services implementation in the EU;
3. To analyze experience of electronic public services implementation in Lithuania as the EU Member;
4. To carry out data analysis of qualitative experts' opinion survey, which would help to figure out the basic electronic public services implementation problems, principles and the development perspective in Lithuania.

The practical significance of the research. Limba stated that “the rapid development of information technology determines that users expect and demand more quickly and conveniently receive public services from any access to the internet site” (2009, p. 30). In addition, according to the United Nations “E-Government Survey”, “in order to bring e-government to the people electronic public services are created to be responsive, citizen-oriented and socially integrated” (2012, p. 3). It is important to explore electronic public services and the development perspective in order to justify the expectations of users.

The most important e-government services development principles, problems, best practices, regulation and development perspective of Lithuania reflect the practical significance. This information could be used in order to develop electronic public services implementation in Lithuania.

2. Theoretical aspects of electronic public services

Full accessibility of 20 basic electronic public services in 2009 reached 69%, while in 2010 it increased to 82% (“eGovernment Benchmark Survey”, 2010). All electronic public services are intensively implemented, and it is important to analyze these services development principles.

The European Commission Communication called “The European Interoperability Framework” (Annex 2) pointed out 12 general principles of good administration – the conditions, under which decisions are made on the electronic public services and the following services were implemented:

1. Subsidiarity and proportionality – the principle of subsidiarity requires that EU decisions are taken as closely as possible to the needs of citizens, and according to the principle of proportionality, the EU prefers actions that the Member States would retain as much freedom as possible.
2. The largest focus on the user – this principle is designed to meet the needs of citizens and businesses. It is hoped that it will possibly provide safety, flexibility, in various ways, anytime, anywhere access to services, access a single contact point, even if the service is provided by a number of cooperating administrations. Users expect to provide only the necessary information and only once. It is also very important for administrative authorities to ensure privacy.
3. Inclusion and accessibility – inclusion means allowing everyone to use all the new technologies available to overcome social and economic barriers and exclusion. Accessibility means that people with disabilities and elderly people can use the same level of public services as other citizens.
4. Security and privacy – citizens and businesses need to be assured that their relations with public authorities are based on trust and their privacy and data protection.
5. Multilingualism – it is necessary to harmonize the expectations of citizens and businesses to access services in their own language and national public administration to provide services in all EU official languages.
6. Simplification of administrative procedures – heavy administrative burden on businesses causes many expenses; therefore, there is a need to simplify administrative procedures.
7. Transparency – administrative processes should be understandable, citizens and businesses should get the right to monitor the administrative procedures that involve them, to understand the decisions, provide feedback on the quality of services, contribute to the development and implementation of new services.
8. Storage of information – records and information made in electronic form must be preserved.
9. Openness – this principle is important in order to get new knowledge.
10. Opportunity to share experiences – it is important to share solutions, experiences and re-use them.
11. Technological neutrality and adaptability – public administrations should not impose any specific technological solution in order to adapt to the rapid changes in technology.
12. Effectiveness and efficiency – public administration should ensure that businesses and citizens would benefit from the decisions as effectively and efficiently as possible, and that taxpayers' money would be used appropriately.

There are set out a number of important principles for the implementation of electronic public services, but it is not mandatory for all the EU. The Member States may introduce electronic public services based on their preferred principles. It is hard to select those principles. According to Tan *et al.*, “while academics and practitioners have recognized the urgency of prescribing design specifications for the development of citizen-centric, quality-driven e-government websites, past studies have failed to achieve

consensus on such developmental principles due to skewed emphasis on either content or delivery aspects of public e-services” (2013, p. 104).

Implementation of electronic public services in the EU faces many problems. This should not come as a surprise, because, according to Kaczorowski (2004, p. 3), “e-government presents enormous challenges: to inherit best principles and ideals of the past, to steer the enthusiasm of the present in the right direction; and to seize the solutions from the future”. Coleman (2008) argues that e-government should deal with four major challenges:

- Large government projects that use obscure techniques are faced with the risk of not knowing how, finally, the project will be completed. Often, these projects do not meet technical standards. At the same time, all the authorities, central and local governments, despite the fact that they should be connected, are further distinguished, as the information communication technologies are provided by different agencies, often losing interoperability.
- Citizens do not trust e-government and its services in providing personal data. There is a common citizens’ fear that all government actions are being monitored, the authorities prepare to share information without the knowledge of the population and the data will be used to create the negative and a countless number of their profiles. It is also feared that all the data can be accessed by professional hackers.
- Most authorities are very bureaucratic and resist changes. Most electronic public services are implemented centrally from the top to the bottom.
- Computer literacy and computer access are different to different people. Often, those, who are most likely to contribute to electronic public services, are not able to take advantage of them.

Fishenden and Thompson stated that “for the public sector to learn from best practices and transition to a more effective organizational model for the delivery of services centered on citizens’ needs, rather than the needs of departments, will require a significant change to the existing, and unsuccessful, model of reform” (2013). According to Regan (2008), information privacy is very important in the implementation of electronic public services. Regan argues that citizens’ trust in e-government determines the use of electronic public services. All electronic public services must be available from a single website, and personal data should be available for many public sector organizations. Because of this exchange of data, it is becoming more difficult to ensure the security of personal data (Prins, 2007, p. 19).

The main problems concerning implementation of electronic public services could be distinguished:

- public distrust of e-government;
- bureaucratized authorities;
- low public computer literacy and availability of computers;
- complex security and privacy by providing electronic public services;
- lack of interoperability between public authorities and the EU.

These problems have been included in the questionnaire to experts to find out what creates the main problems for the implementation of electronic public services.

3. Experience of electronic public services implementation in the EU

While developing e-government and electronic public services, many important documents have been adopted. The most important are outlined in Table 1.

Table 1. The most important European Union documents in e-government area

Document	The main purpose
“eEurope Initiative”	The aim is to bring every citizen, home and school, every business and administration in the electronic era and combine all Europe in a computer network. This is done to reduce cost of the internet, providing access to the internet in educational institutions and online information to public authorities.
“eEurope 2002”	The Member States use the internet differently; therefore, the level of internet usage should be the same. One of the most important goals is that public information would be available to all citizens and administrative procedures would be simplified by the introduction of electronic signatures in the public sector by 2002.
“eEurope 2005”	Goals are broad; not only full citizens’ access to public services is important, but also these services modernization of their wider circle plays a vital role. Services should be provided not only in a good quality, but also the proper administration of all data should be fully protected.
“i2010 eGovernment Action Plan: Accelerating eGovernment in Europe for the Benefit of All”	The aim is to maximize the electronic integration. It applies to the European Commission and the Member States and other stakeholders. The development of the information society of information and communication technologies must be adopted in all areas.
“Europe 2020: A Strategy for Smart, Sustainable and Inclusive Growth”	This document introduces priorities, one of which is “Digital Agenda for Europe”. It aims to speed up the high-speed internet and to ensure the use of the Digital Single Market.

After implementing “i2010 eGovernment Action Plan: Accelerating eGovernment in Europe for the Benefit of All”, “Europe 2020: A Strategy for Smart, Sustainable and Inclusive Growth” was adopted, after taking into account the crisis. Jose Manuel Barroso, the European Commission president, in the strategy’s foreword said: „In order to achieve a sustainable future, we must look to the long term. Europe needs to get back on track. And it must stay. This is the purpose of this strategy”.

With “Europe 2020: A Strategy for Smart, Sustainable and Inclusive Growth”, seven lead initiatives were presented. In the context of e-government and electronic public services, the most important initiative is “Digital Agenda for Europe”. The aim of this agenda is to ensure that the digital single market would be based on fast and ultra fast internet and interoperable applications in order to deliver sustainable economic and social benefits (Digital Agenda for Europe, 2010).

After the “Digital Agenda for Europe”, “The European eGovernment Action Plan 2011-2015 Harnessing ICT to Promote Smart, Sustainable & Innovative Government” was adopted by the European Commission. This Action plan contributes to the “Digital Agenda for Europe” by seeking the main tasks: that a number of key cross-border services would be provided online by 2015 and e-government services would be used by 50% of EU citizens. This plan has set another new goal: that 80% of the business would use electronic public services till 2015.

It is very difficult to select EU countries, where examples of best practice in the implementation of electronic public services can be seen. “eGovernment Benchmark Survey”, introduced in December 2010, has been used. The Member countries have been evaluated according to numerous criteria, investigating 20 basic services to people and business. Two criteria have been chosen:

- User experience: the extent, to which 20 basic e-government services are easy to use. This covers aspects of usability, transparency, privacy and multi-channel policy as well as the possibility for users to give feedback on the quality of services to administrations.
- Full online availability: the extent, to which there is fully automated and proactive delivery of 20 key public services.

The evaluation of countries is shown in Table 2.

Table 2. Evaluation of European Union countries in 2010

Country	Users experience, %	Full online availability, %	Average, %
Austria	50	100	75
Belgium	65	79	72
Bulgaria	74	70	72
Slovakia	85	63	74
Cyprus	53	55	54
The Czech Republic	43	74	58,5
Germany	83	95	89
Denmark	92	95	93,5
Estonia	94	94	94
Greece	91	48	69,5
Spain	91	95	93
Finland	86	95	90,5
France	89	85	87
Great Britain	99	98	98,5
Hungary	70	66	68

Ireland	87	100	93,5
Italy	79	100	89,5
Lithuania	76	72	74
Luxembourg	66	72	69
Latvia	72	93	82,5
Malta	100	100	100
The Netherlands	91	95	93
Poland	91	79	85
Portugal	91	100	95,5
Romania	62	60	61
Sweden	99	100	99,5
Slovenia	85	95	90

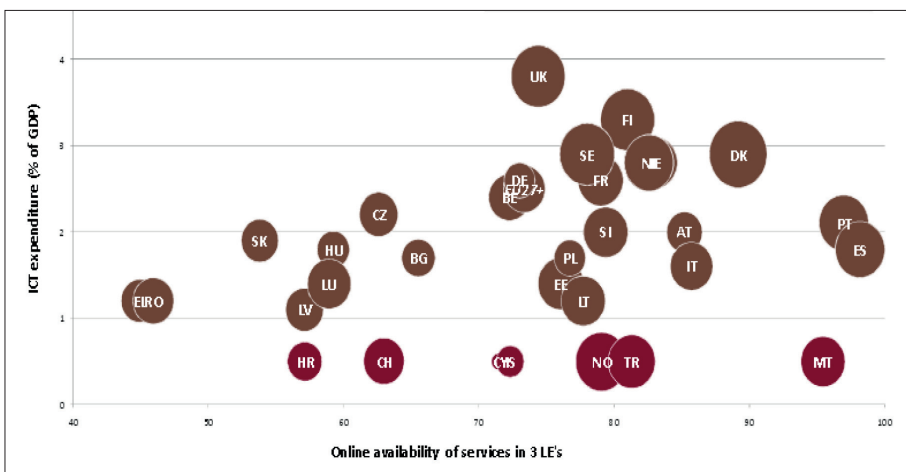
Source: “eGovernment Benchmark Survey”, 2010

Full online availability and user experience proved to be equally important. The average has been estimated in order to find out which countries can boast of a best practice in implementation of electronic public services. Highlighting the highest ratings of the countries, the following countries can be considered as examples of good practice: Denmark, Estonia, Spain, Great Britain, Ireland, Malta, the Netherlands, Portugal and Sweden.

After 3 years, in 2013, The European Commission released the “10th Benchmark Measurement of European eGovernment Services”. The Member countries were evaluated according to numerous criteria investigating not 20 basic services to people and business, but basic life events, concerning electronic public services.

In 2013, as it was done in 2010, the countries were evaluated according to the full online availability: the extent, to which there is fully automated and proactive delivery of the basic life events, but the user experience was not evaluated anymore.

The evaluation of the countries is shown in Figure 1.



Source: “10th Benchmark Measurement of European eGovernment Services”, 2013

Figure 1. Evaluation of European Union countries in 2013

The best ranking countries were Great Britain, Finland, Sweden, the Netherlands, Denmark, Germany and France.

The difference between best ranking countries in 2010 and 2013 could be seen in Table 3.

Table 3. Best ranking EU countries in 2010 and 2013

Best ranking EU countries in 2010	Best ranking EU countries in 2013
Malta	Great Britain
Sweden	Finland
Great Britain	Sweden
Portugal	The Netherlands
Estonia	Denmark
Denmark	Germany
Ireland	France

From Table 3, it could be seen that some countries were ranked high all years. Such countries were Great Britain, Sweden and Denmark. Thus, these countries can be considered as examples of good practice.

3. Experience of electronic public services implementation in Lithuania as an EU member

Analyzing experience of electronic public services implementation in Lithuania as an EU member, it is important to distinguish legal regulation. Many important documents have been adopted in Lithuania. The most important ones are outlined in Table 4.

Table 4. The most important documents in e-government area in Lithuania

Document	The main purpose
Electronic Signature Law	It introduces the concept of an electronic signature, a signature set design, validity, maintenance, operation and responsibility of the users. The electronic signature is essential to the use of electronic public services.
E-government concept (expired in 29-05-2009)	The aim was to improve (using digital technology) provision of electronic public services to the state and municipal authorities and other institutions, residents and business. It also identified the following important requirements: <ul style="list-style-type: none"> • to provide electronic public services 24 hours a day, 7 days a week, by the use of digital technology; • to provide 20 basic services (8 for business, 12 for people); • to indicate four electronic public services' levels online of maturity; • to discuss information security and user identification.

<p>Public Administration Development Strategy until 2010 (expired in 18-02-2012)</p>	<p>Analysis of 5 public areas was made, one of which was e-government. This single document put together achievements of e-government and electronic public services implementation in the field. The aim of this Strategy was to improve the availability and quality of public and administrative services to the residents and business operators, to develop public administration decision-making in the use of the ICT. This purpose was achieved by:</p> <ul style="list-style-type: none"> • the provision of services in a one-stop-shop and through other channels of communication: cell phones, contact centers, digital television, e-mails; • using all the information in various forms of options (such as text, video and audio); • organizing computer literacy courses, increasing civil servants computer literacy skills; • improving the legislation and the reorganization of public administration processes; • the development of e-democracy in decision-making.
<p>Program of Public Management Improvement 2012-2020</p>	<p>It came into force on 19 February 2012 and replaced the Public Administration Development Strategy until 2010. It can be noted that in this program there is no word “e-Government” at all, and electronic public services and their development are mentioned in one task – to improve the management of persons at public institutions and improve the quality of services provided to the society.</p>

Lithuania has adopted a lot of documents on e-government and electronic public services implementation, but the greatest attention should be paid to the Program of Public Management Improvement 2012-2020, which is the latest document regulating this area. Its analysis leads to the conclusion that there is less attention paid to e-government and electronic public services in this Program than in the previous Public Administration Development Strategy until 2010.

Various projects have been implemented in Lithuania in order to develop electronic public services:

- “STORK” (Secure idenTity acROss boRders linked) – it is the EU funded project designed to facilitate the use of electronic identification (eID) in European cross-border level (STORK Project, 2013);
- “E-Police” – this document was created in 2009 and its aim is to create an electronic public referral to the police service (“E-Police” Services, 2013);
- “E-Penalty” – this document was established in 2010 and it promotes higher fines payment. Residents will be able to pay the fine in cyberspace, receive proof of payment and reminders about the upcoming deadline for payment of the fine (“E-Penalty” Description, 2013).

All of these documents promote electronic public services development in order to give better services for citizens, business and other government institutions.

Lithuania still does not have E-government strategy. According to Augustinaitis *et al.*, “strategy formulation process as the theoretical thinking of e-government is not fully understood” (2009, p. 100). This could be one of the reasons why this strategy does not

exist. There is no clear understanding that the strategy focuses on the long-term outcome and it is not easy to take important steps in developing e-government and electronic public services without it in Lithuania. Augustinaitis *et al.* also stated “that e-government system could smoothly function, create value and enhance the competitiveness of Lithuania, it is necessary to have not only clearly defined vision, strategy and objectives, appropriate organizational structure, but also suitable for all stakeholders human capital” (2009, p. 85). To develop the right e-government strategy is not easy, but more attention should be paid to e-government, and if there is no strategy in this area, there could be more attention to it in the Program of Public Management Improvement 2012-2020.

5. Research of electronic public services implementation in Lithuania

Methodology. An expert qualitative opinion survey was carried out in which nine experts were interviewed (The Republic of Lithuania’s Ministry of Interior E-government policy division specialists). Qualitative research adopters argue that in this way the data obtained further information about the object rather than from quantitative studies (Tidikis, 2003, p. 357). The experts have personally been given questionnaires made of 13 questions, in which there was a direct interaction about the form-related issues.

The study was conducted in the Republic of Lithuania’s Ministry of Interior E-government policy division. The following employees were interviewed:

- the head of the department;
- 2 counselors;
- 5 senior professionals;
- 1 junior professional.

E-government policy division has been chosen because there was a need to find out opinion of e-government policy makers about the issues addressed in this work and one of the most important tasks of E-government policy division is to form e-government policy of the country, to organize, coordinate and monitor its implementation (E-Government Policy Division Regulations). Meanwhile, other institutions related to e-government activities participate in implementing e-government policy.

Before analyzing the obtained data, expert opinions compatibility was clarified. Two experts can assess the compatibility of quantitative correlation. According to Podvezko, “if the number of experts are more than two, the group of experts compatibility level indicates Kendall concordance coefficient” (2005, p. 101-102). With Statistical Package for the Social Sciences (referred to as the SPSS) program, Kendall concordance coefficient was calculated. The resulting Kendall coefficient of concordance was the following: $W = 0,596$. In addition, Podvezko stated that “if the opinion of experts is coordinated, concordance coefficient W value is close to the 1, if they differ W -value is close to 0” (2005, p. 102). Since the resulting figure was closer to 1 than 0, it was concluded that the expert opinion was sufficiently coordinated.

The results and findings. The experts were asked a question whether electronic public services in Lithuania are implemented according to 12 general principles of good

administration, introduced in the European Commission Communication called “The European Interoperability Framework” (Annex 2).

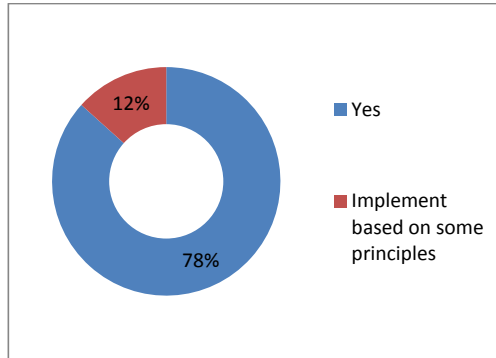


Figure 2. Experts opinion on whether electronic public services in Lithuania are implemented based on 12 general principles of good administration

From Figure 2, it could be seen that most experts (7 experts) agreed that electronic public services in Lithuania are implemented on 12 general principles of good administration.

Since all the experts agreed with the fact that electronic public services in Lithuania in part or in full are implemented based on 12 general principles of good administration, introduced in the European Commission Communication called “The European Interoperability Framework” (Annex 2), they all went to the next question of the survey, which was aimed to select the most important principles in Lithuania of those 12 in implementation of electronic public services.

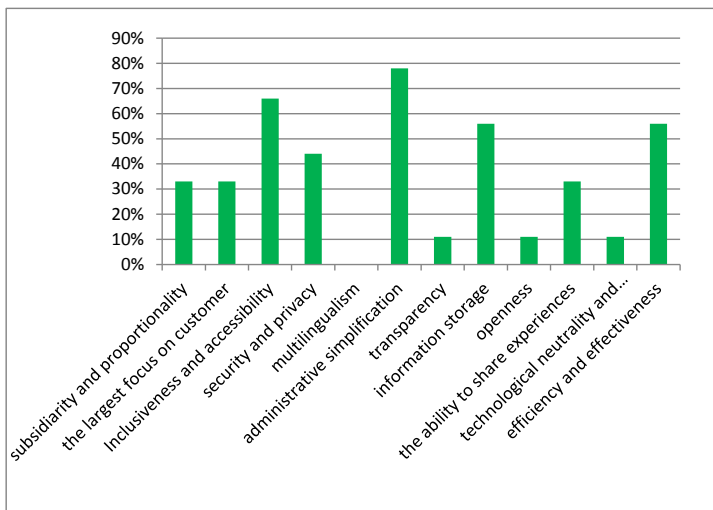


Figure 3. The most important electronic public services implementation principles in Lithuania

From Figure 3, the following facts could be noticed:

- no single principle was selected by all experts as the most important in implementing electronic public services in Lithuania;
- administrative simplification is the most important principle (7 of 9 experts chose it);
- inclusion and accessibility was identified as an important principle (6 of 9 experts chose it);
- information storage, effectiveness and efficiency are also important principles in implementing electronic public services in Lithuania (5 of 9 experts chose them).

Theoretically, the reasons that cause the main problems for the implementation of electronic public services were identified. These reasons were submitted in the questionnaire to the experts to find out which problems are the most important in Lithuania.

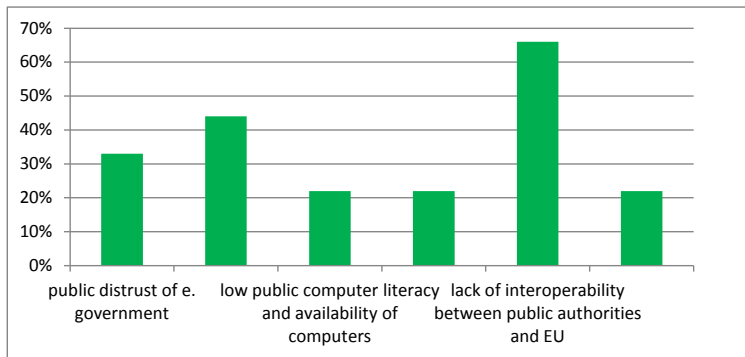


Figure 4. The reasons that cause the biggest problems in the implementation of electronic public services in Lithuania

Most experts (6 experts) stated that the biggest problem in the implementation of electronic public services is the lack of interoperability.

Theoretically, nine EU countries were identified as examples in the implementation of electronic public services: Denmark, Estonia, Spain, Great Britain, Ireland, Malta, the Netherlands, Portugal and Sweden. In order to find out whether the experts considered these countries as best examples, they were asked to list the EU countries with good practices. The following countries were listed: Germany, Belgium, Finland, Great Britain, Ireland, Austria, Estonia, Denmark and the Netherlands. It was also argued that Lithuania could use all EU countries' experience and that a lot of innovative ideas come from the new EU Member countries.

The experts identified the following countries that were among the top nine examples in the theoretical background – Great Britain, Ireland, Estonia, Denmark and the Netherlands.

After analyzing adopted documents on e-government and electronic public services implementation in Lithuania, the conclusion was reached that less attention was paid

to e-government and electronic public services in the Program of Public Management Improvement 2012-2020 than in the previous documents. The experts were asked whether in the Program of Public Management Improvement 2012-2020 enough attention was paid to e-government and electronic public services implementation.

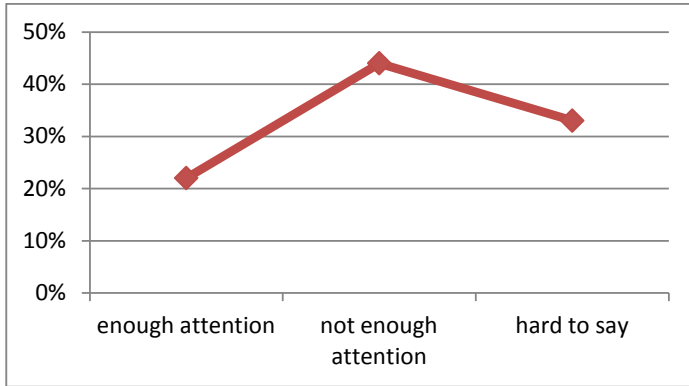


Figure 5. Experts opinion on whether in the Program of Public Management Improvement 2012-2020 enough attention was paid to e-government and electronic public services implementation

It could be seen that most experts agreed that not enough attention was paid to e-government and electronic public services implementation in the Program of Public Management Improvement 2012-2020.

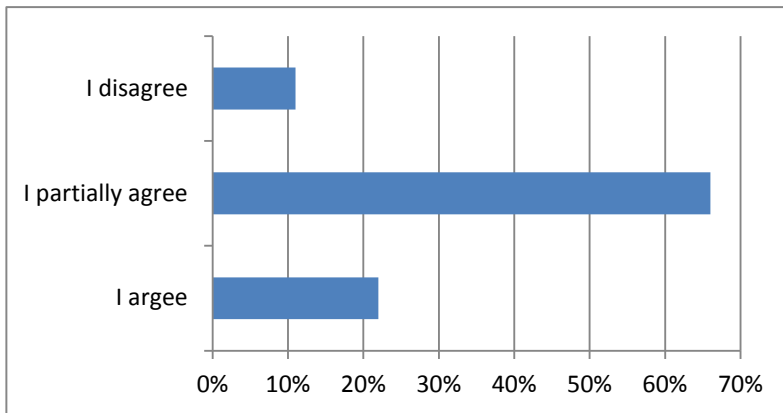


Figure 6. Expert opinion on whether the legal regulation on electronic public services in Lithuania is clear and detailed

With regard to electronic public services legal regulation in Lithuania, it is difficult to say whether it is clear and detailed, and in the questionnaire the experts were asked to agree, partially agree or disagree with the statement that the legal regulation on electronic public services in Lithuania is clear and detailed.

It could be seen that most experts (6 experts) believed that the legal regulation on electronic public services implementation in Lithuania is only partially clear and detailed.

6. Conclusions

Electronic public services implementation's theoretical aspects of this work include the following service principles and problems. The European Commission Communication called "The European Interoperability Framework" (Annex 2) introduced 12 general principles of good administration. The most important reasons that cause problems in implementing electronic public services are the following: public distrust of e-government, bureaucratized authorities, low public computer literacy and computer access, complex security and privacy by providing electronic public services, lack of interoperability between public authorities and the EU.

It is important to pay attention to the legal documents of the EU in the field of electronic public services implementation and good practices of EU countries. "i2010 eGovernment Action Plan: Accelerating eGovernment in Europe for the Benefit of All", "Europe 2020: A Strategy for Smart, Sustainable and Inclusive Growth" and other documents of the EU show that e-government and electronic public services implementation is one of the EU priorities. Denmark, Great Britain and Sweden can be considered as examples of good practice in implementing electronic public services.

Electronic public services implementation experiences in Lithuania reveal the following services regulation and development perspective. The Program of Public Management Improvement 2012-2020 is the latest document regulating e-government area. Its analysis leads to the conclusion that less attention is paid to e-government and electronic public services in this document than in the previous Public Administration Development Strategy until 2010. Various projects (STORK, E-Fine, E-Police) promote the development of electronic public services in Lithuania, but a huge step forward would be an adoption of E-government strategy.

The qualitative expert opinion survey data analysis showed that the most important principles of electronic public services implementation are administrative simplification, efficiency and effectiveness and the largest focus on a user. Electronic public services in Lithuania are implemented on 12 general principles of good administration. The biggest problem in the implementation of electronic public services in Lithuania is the lack of interoperability. Not enough attention is paid on e-government and electronic public services implementation in the Program of Public Management Improvement 2012-2020. The legal regulation on electronic public services implementation in Lithuania is only partially clear and detailed.

After analyzing all information and drawing the conclusions, the following **suggestions** could be made:

- To rely more on 12 general principles of good administration while implementing electronic public services in Lithuania.

- Especially to rely on the simplification of administrative procedures, inclusion and accessibility, information storage, efficiency and effectiveness, as they are identified as the most important principles for the implementation of electronic public services in Lithuania by the experts.
- To promote projects, such as STORK, in Lithuania, which increase interoperability, because the biggest problems are caused by the lack of it.
- Mainly to rely on good practice of Great Britain, Ireland, Estonia, Denmark and the Netherlands while implementing electronic public services in Lithuania, because these countries have the best rankings of availability and users experience, and the experts identified them as countries of good example.
- To adopt E-government strategy in Lithuania, and if it is not done, then at least e-government and electronic public services development area should be part of a separate set of the Public Management Development 2012-2020 program.

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E. VALDŽIOS PASLAUGŲ DIEGIMO YPATUMAI EUROPOS SAJUNGOJE IR LIETUVOJE

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Santrauka. *E. valdžios paslaugų diegimas yra stebimas ir fiksuojamas tiek Europos Sąjungoje (toliau – ES), tiek Lietuvoje. Svarbu ir aktualu tirti e. valdžios paslaugas, jų diegimo ypatumus siekiant pateisinti šių paslaugų naudotojų lūkesčius. Straipsnio tikslas – išanalizavus pagrindinius e. valdžios paslaugų diegimo ypatumus ES ir Lietuvoje, pateikti rekomendacijas, susijusias su e. valdžios paslaugų tobulinimo perspektyva. Taip pat siekiama išnagrinėti e. valdžios paslaugų diegimo teorinius aspektus; išanalizuoti e. valdžios paslaugų diegimo patirties ypatumus ES; išnagrinėti e. valdžios paslaugų diegimo patirtį Lietuvoje.*

Remiantis išnagrinėtais e. valdžios paslaugų diegimo teoriniais aspektais, išanalizuotais šių paslaugų diegimo ypatumais ES ir Lietuvoje, Vidaus reikalų ministerijos Elektroninės valdžios politikos skyriuje atliktu tyrimu, pateikti pagrindiniai principai, kuriais remiantis e. valdžios paslaugos yra diegiamos ES ir Lietuvoje – administracinių procedūrų paprastinimo, veiksmingumo ir efektyvumo, didžiausio dėmesio vartotojui, įtraukties ir prieinamumo, saugumo ir privatumo. Išskirtos pagrindinės problemos, su kuriomis susiduriama diegiant e. valdžios paslaugas – visuomenės nepasitikėjimas e. valdžia; biurokratizuotos valdžios institucijos; žemas visuomenės kompiuterinis raštingumas ir mažas kompiuterių prieinamumas; sudėtingas saugumo ir privatumo užtikrinimas teikiant e. valdžios paslaugas; sąveikumo tarp valdžios institucijų ir ES lygmeniu stoka. Taip pat aptarta e. valdžios paslaugų geroji praktika ES šalyse; e. valdžios paslaugų teisinis reglamentavimas ir plėtros perspektyva Lietuvoje. Išnagrinėjus su e. valdžios paslaugų diegimu susijusius ES dokumentus, šalių narių gerąją praktiką, Lietuvos e. valdžios paslaugų teisinio reguliavimo aspektus, diegimo plėtros perspektyvą, pateikti pasiūlymai Lietuvoje diegiant e. valdžios paslaugas remtis administracinių procedūrų paprastinimo, įtraukties ir prieinamumo, informacijos saugojimo, veiksmingumo ir efektyvumo principais. Lietuvoje priimti E. valdžios strategija, o jei tai nebus padaryta, tai bent jau e. valdžia ir e. valdžios paslaugų diegimo sritis turėtų būti atskira dalimi išdėstyta Viešojo valdymo tobulinimo 2012–2020 metų programoje. Skatinti Lietuvoje tokius projektus kaip „STORK“, kurie didina sąveikumą, sukurti Lietuvoje sąveikumo pagrindus, nes didžiausios problemos diegiant e. valdžios paslaugas kyla dėl sąveikumo stokos.

Raktiniai žodžiai: *e. valdžia, e. valdžios paslaugos, e. valdžios paslaugų diegimo principai, viešasis administravimas, informacinės komunikacinės technologijos.*