Case study PA2 "Pilot Project - Strengthening inter-communal cooperation and reduction of cost by application sharing (ICAS)" – Ignalina NPP region, Lithuania

1. Summary

Purpose of this document to describe best-practice case from municipalities of Ignalina NPP region, Lithuania

Title of Pilot Project - Strengthening inter-communal cooperation and reduction of cost by application sharing (ICAS)

Country and Region: Ignalina NPP region, Lithuania

Issue:
The purpose of the pilot project is application sharing eGovernment solutions for strengthening the intercommunal co-operation and to reduce costs in the Lithuanian rural areas.

- Investigation into the needs of rural areas with respect to the ability to innovate, qualification, organisational structures and procedures incl. development of methods for improvement.
- Finding concrete answers and solutions

2. Background conditions and decisions:

The purpose of the pilot project is application sharing eGovernment solutions for strengthening the intercommunal co-operation in the Lithuanian rural areas. In order to gain this purpose Concept on application sharing eGovernment solutions for strengthening the intercommunal co-operation in the Lithuanian rural areas was written (concept was concerning Ignalina NPP region), as well as document on Procedures of installation and administration of e-services in municipality prepared and trainings run for employees of municipalities of Ignalina NPP region.

Definitions of eGovernement and eService

Ideas of electronic government application are related with public sector modernization efforts in most countries. Various initiatives aiming to use opportunities enabled by internet for different purposes of public sector improvement were undertaken in most countries of the World in the last decade of the 20th century, however, eGovernment is not just a technological change bringing information technologies into existing government structures and processes. In the political view, eGovernment can be understood as “a particular democratic mechanism, as it is related with public information processes, civil information dissemination and public sphere development” (1); i.e., eGovernment potential is unclosed through the communicational aspect. Social aspect of eGovernment is related to tendencies of the knowledge society and “is unclosed through its impact on lifestyle availability” (1) – i.e., eGovernment establishes and develops changes of a digitalized life related to such factors as the internet impact, digital divide, government’s attitude to global factors, and others.

Considering various eGovernment definitions, two levels of the eGovernment conception can be marked: the narrow and the broad one. In the narrow sense, eGovernment is related to the provision of government institution information and services via electronic channels. In the broad

sense, it includes various aspects of informational and telecommunication technologies installation in the public sector, as service delivery is inseparable from the broader context: provision channels and ways, means of communication between citizens and government institutions, competence of state and municipality servants in the field of informational technologies, and finally – opportunities to use tools of informational technologies available for citizens. These different conceptions are also evident in eGovernment planning documents of particular states (2).
The eService conception was proposed and defined by the company HP. The company states that eServices are "modular, flexible and ICT based services, performing particular tasks, make transactions or works".

According to other companies, eServices are internet-based program solutions that are closely interrelated in the performance of complex information exchange processes or transactions.

EServices can also be described as internet-based programs, which:

- Perform a transaction.
- Perform a task.
- Solve a problem.
- Have an option to interact with other programs, with a purpose to perform a task.
- Can be used by citizens as well as by businesses.
- Are paid for their use.

This definition can be also used for eService description: eService is related to information exchange with a user through open (insecure) networks, and induces execution of some processes in an enterprise, pursuing the required result. If the result has an electronic format, it can be provided for a client through a portal.

Whereas the variety of public services is very wide, the priority must be given for services that have the strongest influence and largest value for customers. Following categories can be identified according to interested groups:

- **Government-to-Business (G2B)** – transactions and communication, e.g., procurement, taxes and licensing;
- **Government-to-Citizen (G2C)** – a range of services for citizens "from birth to death", e.g., civil registration, health, education and other municipal services;
- **Government-to-Government (G2G)** – various internal municipal transactions, for example, payments among agencies, procurement, standardized forms and permits.

Variety of eGovenment services

The "Exemplary list of public services that should be provided by municipal institutions and agencies by means of digital technologies" was approved by the order No. 1V-148, 30 April 2004, of the Minister of Interior. It must be noted that this list is very comprehensive – it identifies 27 groups of services.

Some groups of services include even up to 36 services (e.g., services related to the Order of trade and other service delivery in markets and public places, permit (license) issuing in cases determined by laws and the order). In total, this list includes 148 services. Also, it must be noted that services included into this list are related to particular institutions belonging to a municipality; however, usually these services are transferred to virtual environment by an adequate institution, not a municipality itself (e.g., Primary personal and public healthcare – these services are provided by policlinics or clinics belonging for a municipality, which take care about transferring these services to virtual environment).

It can be noted that there are no other documents determining a classification and a list of public services provided by municipalities. We can note only the list of 20 services regularized in EU normative documents, which is more oriented to services with national nature[1].

State of eGovernment

eGovernment development in Lithuania is a continuing process which is implemented in stages. Starting from the beginning of eGovernment concept development (2001), it is intended to attain and implement many projects. Many works have been done and many small projects of eGovernment concept have been implemented until now, however, some unimplemented tasks, unsolved problems are seen, and main obstacles impeding eGovernment development hinder creation of preconditions for the strategic goal of public administration – creation of a transparent, efficient, result-oriented and appropriate service for clients, an ICT-based public administration system.

Based on public service online availability data presented in the report on online availability of public services published in June 2006 , it can be stated that the share of public services completely transferred into virtual environment in Lithuania has not changed since 2004, and presently it is smaller than the EU average.

Presently, a national program “eGovernment action plan” is implemented in Lithuania, the purpose of which is development of eGovernment services. This program is coordinated and implemented in all the country through local government institutions – the mid-government level – ten counties.
34 electronic public services were presented in the eService system (http://ec.europa.eu/information_society/eeurope/2002/action_plan/pdf/basicpublicservices.pdf) during development of concept for Utena county, which includes municipalities analyzed. This county is one of ten Lithuanian counties, where the eGovernment services development programme is being implemented.

An investigation of internet sites of municipalities of Ignalina Nuclear Power Plant region (Ignalina district, Visaginas city and Zarasai district) was performed in July 2007, using a direct observation method. The level of transferring electronic services, listed in the “Exemplary list of public

services that should be provided by municipal institutions and agencies by means of digital technologies" approved by the order No. 1V-148, 30 April 2004, of the Minister of Interior, to virtual environment was evaluated, based on eService descriptions presented above. Results are presented in Figure 1.

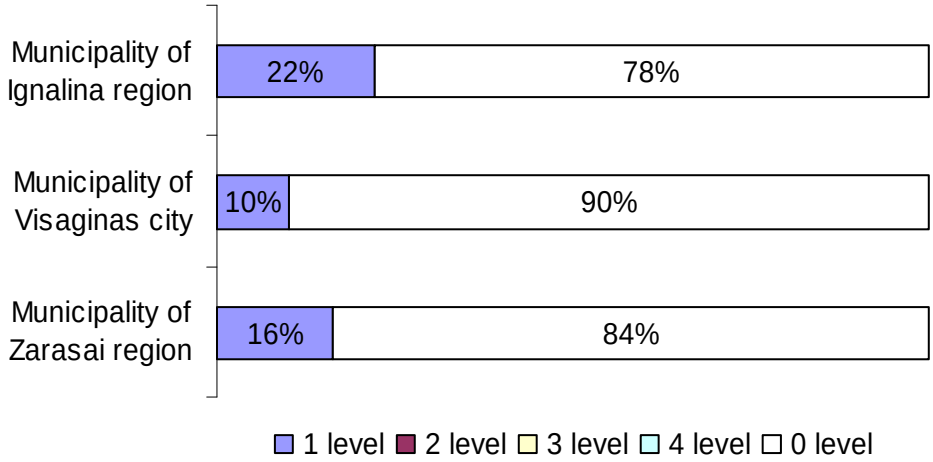

Figure 1. Service transferring level in the Ignalina NPP region

As the figure shows, there are no services provided in the second, third or fourth levels in analyzed municipalities. Most services are not provided at all, and a small share of services (in Ignalina district – 22 percent, Visaginas city – 10 percent, Zarasai district – 16 percent) are provided only in the first level, i.e., only information about public services is provided. Such results show that general level of eService transferring is low (for a comparison, approximately 15 percent of services are transferred in the 1st level, 8 percent – 2nd level, 1 percent – 3rd level, 77 percent – 0 level in Lithuanian municipalities; most services are transferred to virtual environment in municipality of Klaipeda city – 43 percent of services are transferred in the 1st level, 30 percent – 2nd level, 1 percent – 3rd level, and 25 percent – 0 level).

3. Sustainability for an operational model

Public services which should be transferred to virtual environment in Ignalina Nuclear Power Plant region

In order to find out, which eServices are most relevant at this time, representatives of municipalities were asked to present three most required, in their opinion, eServices. Results are presented in Table 1.

Table 1. *Electronic public services selected by municipalities*

Municipality	Selected eServices
Ignalina district	Allowance for a child; Support from the small business support fund;

	One-time licenses for beer sale in public events.
Visaginas city	Permit for a child to leave the country; Issuing of duplicates of civil act documents; One-time licenses for beer sale in public events.
Zarasai district	Compensations for dwelling heating, hot and cold water; Claim for recalculation of land rent tax; One-time licenses for beer sale in public events.

These services must be introduced in municipalities during implementation of this project. Brief descriptions of eServices listed in table 1 are presented below, marking their target and opportunities of their use (presently in Utena eService system):

1. *Allowance for a child*. The service is designed for natural persons. The allowance is assigned according to the law No. IX-2237, 2004-05-06, amending the Law on state benefits for families raising children No. I-621, 1994-11-03 (Žin., 2004, Nr. 88-3208). An electronic form for this service still doesn't exist, though there is a form designed to download, fill in using computer and print, or fill in by hand;
2. *Support from the small business support fund*. The service is designed for legal persons. The small business support fund is designed for financial support of small business enterprises. Support recipients willing to receive support from the Fund, have to fill an application to submit, and a questionnaire. Users can fill an electronic form for this service, and also, there is a form designed to download, fill in using computer and print, and a form to designed to download, print and fill by hand;
3. *One-time licenses for beer sale in public events*. The service is designed for legal persons. In order to sell beer and natural fermentation cider, alcoholic drinks in public events, one-time licenses must be obtained. Selling without one-time licenses contradicts legal acts. One-time licenses are given for enterprises that have valid licenses for retail trade of alcoholic drinks, and that have regularized requests with event organizers, commissariat and State Food and Veterinary Service. Users can fill an electronic form for this service, and also, there is a form designed to download, fill in using computer and print, and a form to designed to download, print and fill by hand;
4. *Permit for a child to leave the country*. The service is designed for natural person. The permit is issued, if a child leaving the country is not accompanied by parents (or foster-parents). Users can fill an electronic form for this service, and also, there is a form designed to download, fill in using computer and print, and a form to designed to download, print and fill by hand;
5. *Issuing of duplicates of civil act documents*. The service is designed for natural persons. A civil registry bureau, according to notes of civil state acts in registry books, issues duplicates of birth, marriage and divorce documents for persons on their application. Document duplicates are issued for persons appearing in the civil act note or for other persons having an attorney from them, and death documents are issued for legitimate and testamentary heirs of decedents. Users can fill an

electronic form for this service, and also, there is a form designed to download, fill in using computer and print, and a form to designed to download, print and fill by hand;

6. *Compensations for dwelling heating, hot and cold water*. The service is designed for natural persons. Compensations for dwelling heating, hot and cold water are assigned if: expenditures for heating of useful area in the dwelling, not exceeding a normative area, considering energy and fuel consumption, exceed 25 percent of the difference of family (person's) expenditure and a 90 percent share of state-supported incomes for a family (person); expenditures for the actual amount of cold water and sewage, not exceeding the normative amount, exceed 5 percent of family (person's) expenditures. An electronic form for this service still doesn't exist, but there is a form designed to download, fill in using computer and print, and a form to designed to download, print and fill by hand;
7. *Claim for recalculation of land rent tax*. The service is designed for natural and legal persons. Natural or legal persons can apply to the Finance division of the municipality administration due to recalculation of land rent fee, if an exemption determined by decisions of the Municipality council or laws has not been applied, if there are inaccuracies in a tax declaration (tax calculation) or he does not agree with a calculated sum. An electronic form for this service still doesn't exist, but there is a form designed to download, fill in using computer and print, and a form designed to download, print and fill by hand.

Creation of services management system

Services management system is a part of quality management system of organization. It is not essential to have general quality management system to establish services management system. In contradiction, creation of service management system could be a very significant step to begin arranging internal organizational processes. There 4 main stages of services management system creation:

1. Support of higher management level. Practical measure on municipality level is objective to provide qualified services, confirmed by mayor or director of administration. It is important in a way that without clear position of highest level of management the measures of lower management levels would not be effective.
2. Organizational structures and responsibilities. Legitimized by mayor or director of administration.
3. Creation of services management system. This stage requires the most time and other resources.
4. Validation of services management system, consistent maintenance and resumption.

Common stages were listed, before implementing any of each organizational analysis should be carried out, functional processes should be defined and the installation should be estimated in time. Further in this paper, the processes of creation services management system will be analyzed only in the stages concerning the subject of this work.

The objective of this paper is to define the procedures of creation and administration of e-services, which is the second step after establishment service management system. In the absence of services management system it is impossible to discuss about the creation of high level e-services. Theoretically, when services management system is created, organization can declare, that the services provided are not lower then second level, however, in practice it depends on the management procedures of services provided and presentation of actual and important information in the website. Detailed services specifications, estimation of installation costs and organizational structures will not be provided in this paper for the reason that comprehensive analysis including employees of organization is needed, all the stages presented above must be considered, a clear position from highest management levels is the starting point. However, exact guidelines implementing ordinary services and e-services systems will be provided and certain detailing of the following steps will be given in the third chapter of the paper.

Creation of organizational structure of service management

Both structural and organizational changes in the organization are necessary in order to create and manage already existing service system. The following functions and responsibilities of organizational structure of municipality workers have to be legitimated:

1. Quality commission. Following the order of the director of municipality administration, a commission was formed, the task of which is to guarantee not only the effectiveness of the action of service quality but its development and improvement as well.
2. Service manager. The manager of the structural department of municipality administration who is responsible for management and supervision of the concrete service also for reaching quality aims, connected with service under management.
3. Quality administrator. A worker of municipality administration who assigned by the service manager is enabled to create, change or improve specifications of concrete service.
4. Quality operator. A worker of a customer service hall (after the implementation of “one stop” principle) who takes a customer’s order for the service, gives source information, registers a service in the system of document management, gives a customer the answer in the established form also reminding and registering responses of customers for service improvement.
5. Service performer. A worker or workers performing all intended actions necessary to give a service.

Arrangement and coordination of service specifications, offered by municipality

Arrangement of specifications is the most receptive job for work and time. It is performed by the same service conveyors who use certain patterns and there is a possibility that such type of work can last for half a year in a huge organization, offering a lot of services (in Lithuania municipalities offer about 200 administrative services). It's a very responsible and important period in which from 20 to 50 percent of workers take part, depending on the size of organization. It is very important as investigations of such size strongly mobilize workers and enable the organization to check its administrative abilities.

Arrangement and coordination of service specification:
1. Service specification is done by computer, filling the form of service specification.
2. Service specification is filled in this order:
2.1. The main metrics of a service is filled: the name, manager, department and etc.
2.2. All juridical acts, regulating service offering, are gathered and systematized. After analyzing a juridical surrounding of a service offering, a document is prepared, where are formulated juridical requirements for the service offering, attitudes of applying juridical acts in a case of concrete services, are explained. References to mentioned juridical acts are given in a document (this information will be available for the customer).
2.3. All available information about the needs of citizens is gathered and analyzed, taking into account quality politics and determined common quality aims. Quantitative and qualitative service indexes are named. Under the assignment of the quality commission, questioning of citizens or investigations of opinions can be carried out, in order to find out or specify expectations of them.
2.4. Specifications for service management offering and executing are arranged by filling intended document patterns and forms.
2.5. A guide is arranged, application patterns and other information for citizens.
2.6. Service alignment pattern is arranged.
2.7. The remaining fields of service metrics are filled.
2.8. Service classifier.
3. The service manager gives finished and arranged service specifications for coordination.
3.1. To language editor.
3.2. To a worker, responsible for the system of service management.
4. All the work and designed material of service arrangement is saved in a service case.

Confirmation of service specifications offered by municipality

When all service specifications are ready, checked and coordinated service confirmation starts. It is a more formal period as all responsibilities and coordination are already confirmed in the period of arrangement and coordination.

The process of confirmation of service specifications:

1. Arranged and coordinated service specification is presented 3 days before the planned Quality commission session. In this session the service manager presents service specification, explains and answers the given questions.
2. Being checked, adopted and confirmed by the Quality commission, specification is rendered to Administration director for confirmation. The service is considered to be legal when its specification is confirmed by Administration director.
3. After legislation, the service is registered in organization service register in 2 days period.

After legalization of service specifications, staff training follows and it is possible to claim that the service system is introduced. It will operate for a short period without supervision of a system and without management of its changes. Therefore it is essential to create a system of supervision of service management system.

Creation of supervision system of service management

Supervision of the system in case of services should be divided into 6 parts:

1. Changes initiated by citizens;
2. Supervision of leadership;
3. Natural change of conditions of service rendering;
4. Initiatives of service conveyors;
5. Destruction of a service;
6. Management of incidents.

Taking into consideration that the main aim of every organization has to be a contented client, the position and responses of citizens have to be the main element of improvement system for municipalities. How is the work done with citizens in this case?

Responses of citizens and feedback:

1. In order to improve the service of citizens and the quality of services offered by municipality, citizens are urged to fill the service feedback questionnaire, give suggestions for service improvement.
2. After filling the questionnaire a citizen drops it into “responses” box. It is possible for citizens to give responses in e-form by e-mail given in service matrixes.
3. Received responses are registered and organized by executives.
4. If a response of a citizen isn’t anonymous and if suggestions of a citizen were taken into account while improving services, a service manager must write a citizen a thank-you letter.

In such a position a great benefit could be gained while improving service quality.

Another very important element of supervision of a system is government supervision. It is not enough for government to initiate creation of a system. Consistent work with a system is necessary, another way a system starts to

"crumble" after losing control over it. This happens with a lot of successfully introduced systems but lacking further supervision.

Government supervision consists of stages of analysis:

1. Once a year a quality commission executes evaluating analysis of management system of service quality. The aim of the analysis is to evaluate effectiveness of management system of service quality and also to foresee measures for its improvement.
2. For government analysis it is obligatory to present:
   Evaluating analysis accounts of partial services;
   Account of inside audit;
   Another statistics of services;
   Accounts about realization of assignments of a quality commission for the last period.
3. To improve management system of service quality, a quality commission takes decisions about:
   Establishment of quality aims;
   Improvement of order of service management;
   Quality management training;
   Recommendations for evaluating of executives (stimulation or penalty).
4. Supervision of execution of assignments by a quality commission is carried out in common order.

The exchange of natural service conditions offering happens because of various reasons:

- Law acts change;
- offering service, changes;
- Service offering place changes etc.;
- tasks of respective authority, legal regulations;
- work-flow in organisation;
- requirements of citizen;
- services administration on economy of costs basis.

It seems ordinary things enough, but without immediate reaction they can become the reason for big misunderstandings and conflicts. That's why timely and responsible attitude of a supervising worker is of great importance.

Initiatives of service conveyors are suggestions for perfection and improvement, given by the same workers. Organizations, the workers of which give suggestions for process improvement, are considered very effective. However, after coordination of the above mentioned parts and motivating workers in a right way, state institutions are able to reach the status of improving organization.

So, summarizing all possible changes, it can be stated that service specification can be purposive and changed because of:

1. Change of law acts regulating a service;

2. Conclusions of evaluating analysis of a service;
3. Conclusion of inner audit;
4. Decisions of government;
5. Assignment of a quality commission;
6. After detecting inaccuracy of specification or spelling mistakes.

Service specification can be corrected by a service manager in this case:

1. After detecting spelling mistakes.
2. Supplementing columns, meant for citizens, by new documents or paragraphs.
3. Concretizing or correcting specification of service offering or executing.
4. Service specification can be corrected by a service manager in coordination with a command manager:
   Any worker appointed in service specification changes;
   Requirements of law acts, regulating service offering, change.
5. Changes of service specifications, which are not coordinated with a quality commission, are possible only if they don't change the essence of service offering. A service manager is responsible for changes of service specification in any case.
6. In all other cases, service specification changes have to be confirmed by the Quality commission. Only a properly coordinated suggestion for changes with changing motives is presented to the Quality commission.
7. The service manager informs workers of service specification about its change.

Service elimination is a simple procedure, applied only when organization stops offering service. Its procedure is like this:

1. Service is eliminated in these cases:
   a. Municipality function is passed to other institution by law acts;
   b. Rearranging service offering.
2. An order is prepared by a municipality administration director under decision of the Quality commission, concerning municipality service elimination.
3. The service manager prepares information for citizens about service elimination motives, terms, alternative services (where to apply if the service is performed not by municipality). Also a new specification version of the elimination service is prepared. This report is announced in the information column for a citizen. The word "eliminated" is written next to the name of the service which has to be seen in publicly announced service classifiers and service register. All workers of the service are informed about a decision to eliminate the service.
4. No longer than half a year the name of the service starts with a word "eliminated" in informative systems if it's not offered any more and the service is given the status of informative service only.

It's necessary to prepare management and correction of incidents of service management system.

An incident is a well-founded claim of a customer if the valid service doesn't correspond to fixed requirements. In order to quicken liquidation of consequences of services done not qualitatively and reduction of its possible harm to the citizen, a citizen is provided a possibility to give a claim for service quality, complaining through the department of citizen service not in common order, but giving the essence of a problem in a response questionnaire.

The act of an incident is registered in a system. The service manager, responsible for the mistake, has to correct it immediately. The service manager responsible for the fixed mistake in the act of the incident, has to give a detailed analysis of the reasons of the incident, prepare actions of elimination (correction) of reasons. The act of an incident is ready when a record is made about correction.

4. Work process

Instalments / Implementation of e-services

As mentioned above, installation of e-services (considering that only administration services of municipality are analyzed in this paper) is only feasible when all internal functional processes of services provision are arranged. In this paper the assumption that general specifications of services are adjusted and confirmed and services are ready to be transformed to digital medium is made.

The criterions that services must fulfil to be transformed to digital medium are:
Service must be specified.

1. Service must be approved in services management system.
2. A manager (directly responsible particular servant) for each service is needed.
3. Services management system should be controlled by the software having the following minimum functionality:
   a. Specification entry possibility;
   b. Specification correction possibility;
   c. Possibility to transfer the service to the website;
   d. Possibility to attach file to the specification.

Not to mention that each municipality must posse website, sufficient broadband to download and review the information, enough storage for data and other technological elements, the assumption that technological base satisfies the basic requirements is made.

Guidelines of practical e-services installation

Services management system. The first step for each municipality is to create services management system. This is the very beginning of consistent installation of e-services.

Technological base. Confirmed specifications, or all the services management system needs to be transferred to the information system, this is essential step is e-services installation. There already are some commercial document management systems adjusted for the municipalities requirements, however there are not so many products integrated with service management system and being able to provide e-services of third or forth level and it would be quite complicated to estimate their function the analysis should be carried out. The model of third level service functionality with service provision procedure and software is given in the third appendix.

Juridical base. Currently the provision of e-services is determined by the following laws:

- The law of information society;
- The law of e-signature;
- Civil codex of Republic of Lithuania;
- The laws of identity and personal data protection;
- The law of e-communication;
- The law of public administration.

The law system in our country makes it possible to implement e-services systems till the fourth level of e- services systems.

Information e-services, that are services till the second level, generally don't need any specific juridical regimentation, as the information is only presented, it is not adopted for a while and is not processed by electronical means in the way of direct access.

Some difficulties occur when introducing services of the third and fourth level starts, when authorization of a user is connected to e-service offering and when the problems of digital information reception and storage begin. These are services offering aspect of the third level and there were no incidents of it in our country yet, also no juridical precedent happened which could define more exactly, for example, the role of signature in this system.

In the fourth level e-services, problems are possible of data integration and presenting information for a client. In this context you should analyze municipality e-services system integration with the main registers of the state: juridical and physical individuals, realty, social documents, addresses, and etc. This situation also would require from municipalities to have a security system, any office managing state registers would cooperate unwillingly carrying out direct interchange of data.

Talking about giving data to a client, offering e-service of the fourth level, also the question of the use of this service result is solved. As very often the service is not final for a client or a citizen but only mediate and its results will have to be used by a citizen for reception of another service. In this case

municipalities have to solve very important integration of their e-services systems with services systems of other institution.

Need for financial support. Tentatively, not knowing the technological base of every municipality, but evaluating that e-services could be introduced in all municipalities, also making introduction cheaper, the price of introduction of systems would be from 140-200 thousand Litas. Concrete calculation is possible knowing the development of technical and program base, government attitude towards establishment, which inevitably will affect work interests of every employee and will demand great changes both in activity processes and most probably structure.

Duration. Such project of e-services system implementation would last for 18 months.

The circulation and arrangement of systems. Services offered by Lithuanian municipalities are practically analogical in all municipalities. And only small administrative and functional differences are possible in their service systems which are influenced by different organizational structures and some specific administrative function as well. This similarity is a great advantage establishing something in several municipalities at once, also potentially great possibility of circulation of established systems.

Although, evaluating possibilities of common establishment and circulation, it is obligatory to mention that work of service management systems establishment, as it was mentioned before, are very receptive for direct participation of concrete employees who will work with a system. Only in this way is possible to ensure that the created system will work in reality. That's why, after creation of one acting model of a system, other municipalities won't do without additional costs of establishment.

Relevant keywords
eGovernment, eServices, municipalities, Ignalina NPP region (Lithuania).

5. Recommendations

34 electronic public services were presented in the eService system of Utena county during development of concept for Ignalina NPP region. Based on the centralized approach to eGovernment implementation, municipalities of the region could use the experience of Utena municipality. The centralized approach is applied quite widely. This approach means that municipalities use the same system that is used in more advanced and more experienced municipality of the county centre. Besides using experience gained by Utena County, municipalities could cooperate in future eService creation, which still don't exist in the Utena county system.
A research was carried out in order to find out which eServices must be transferred to virtual environment in municipalities of Ignalina Nuclear Power Plant region, the purpose of which is to determine which electronic public services are most relevant in the region at this time. Results of this research showed that following services should be transferred:

- In municipality of Ignalina district:
  - Allowance for a child;
  - Support from the small business support fund;
  - One-time licenses for beer sale in public events.
- In municipality of Visaginas city:
  - Permit for a child to leave the country;
  - 5. Issuing of duplicates of civil act documents;
  - One-time licenses for beer sale in public events.
- In municipality of Zarasai district:
  - Compensations for dwelling heating, hot and cold water;
  - Claim for recalculation of land rent tax;
  - One-time licenses for beer sale in public events.

Presently, it is recommended to transfer selected services in the same level in which they are transferred in the electronic service system of Utena county. In future these services should be provided in the highest possible level, which can be transferred to virtual environment. (As the “User guide” for municipality employees implementing eServices in municipalities, will be prepared during PA2 implementation, practical aspects of eService transferring to eService systems of Ignalina Nuclear Power Plant region municipalities are not considered in this document)

EServices transferred to virtual environment should reduce time costs for municipality employees needed for service provision, and for citizens and business enterprises – in the use of these services.

References:

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2. Žilioniene, 2004