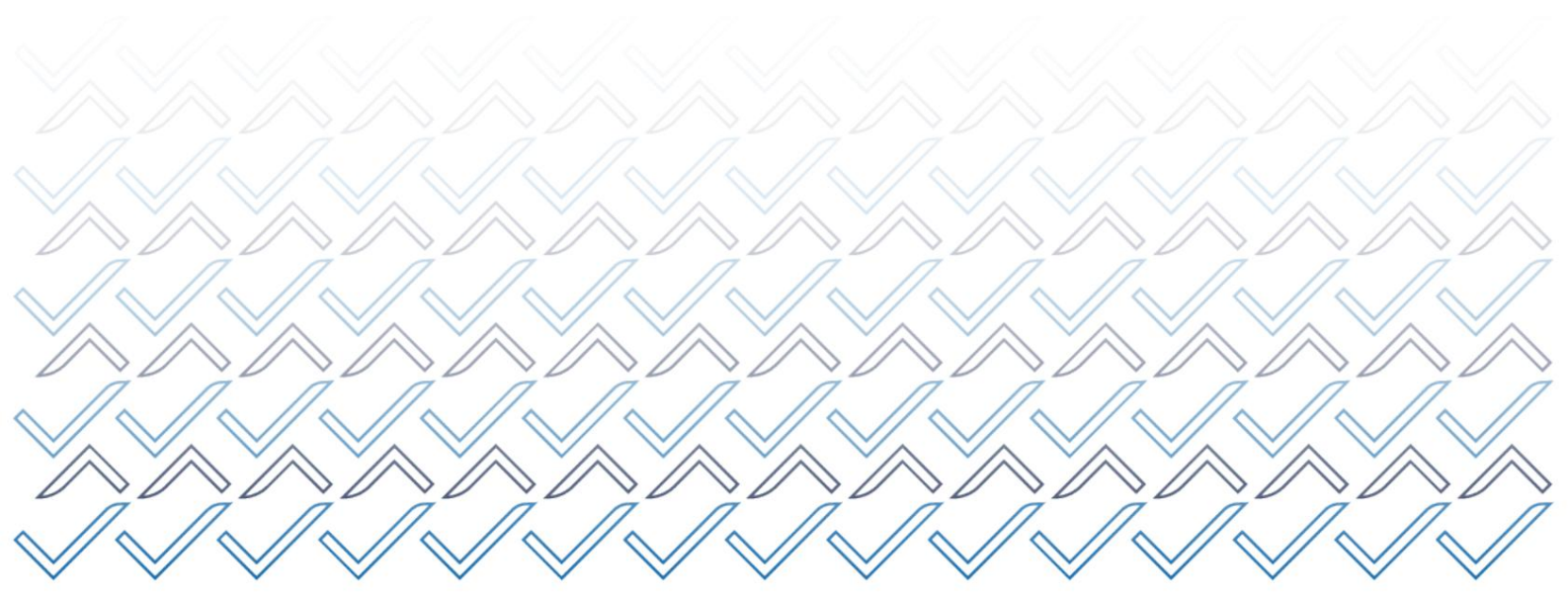


STATE AUDIT REPORT

PUBLIC AND ADMINISTRATIVE DIGITALIZATION OF SERVICES MANAGEMENT

in 2023 September 27

No. VAE-5



The State Audit Office - the highest state audit institution - supervises whether the state assets are legally and efficiently managed and used and how the state budget is executed. By providing audit observations and recommendations, the State Audit Office promotes the positive and effective impact of the state audit on the state financial management and control system and public management focused on results and public needs. More about the activities of the State Audit Office and the results of the state audit - on the website www.valstybeskontrolle.lt.

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The state audit report was submitted to: the Audit Committee of the Seimas of the Republic of Lithuania, the Ministry of Economy and Innovation, the Ministry of Internal Affairs, the Information Society Development Committee.

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BASIC FACTS

10th place

among the 27 countries of the European Union, Lithuania according to the aspect of digital public services in 2022.

643

public and administrative services are available through the Electronic Government Gateway portal in 2023. according to the starting data.

96 million Eur

dedicated to digitization projects of public and administrative services in 2014-2020. period.

238 million Eur

is planned to be allocated to digitization projects of public and administrative services in 2021-2030.

56.9 percent

institutions indicated that not all public and administrative electronic services provided by them are available through the Electronic Government Gateway portal.

8.8 percent

(or 57 out of 649) of public and gateway administrative services accessible through the E-Government Portal classified as life events in 2022. according to end data.

85.3 percent

institutions do not perform evaluations of the suitability of public and administrative electronic services for users and do not identify the needs for changes in the service provision process.

10

advanced service development projects (out of 35 approved under the Information Society Development 2014-2020 Program for digitalization of public and administrative services) have not yet been implemented.

76

advanced electronic services (out of 134 digitization projects planned for the implementation of services under the Information Society Development 2014-2020 program) have not yet been created.

SUMMARY

Importance of audit

One of the essential aspects of the quality and well-being of the residents' daily life is the ability to receive state and municipal services quickly and conveniently. The use of information and communication technologies in the provision of public and administrative services allows not only to improve the experience of residents in receiving services, but also makes state activities more efficient, transparent, open and smooth. Digitization simplifies and optimizes the operational processes of institutions, reduces the number of paper documents, improves the accessibility of public and administrative services to all groups of society, convenient electronic services reduce costs, save time and effort for residents, entrepreneurs, civil servants, and employees of institutions.

The restrictions imposed during the COVID-19 pandemic have highlighted the need and benefits of public and administrative e-services. Digitization of these services has become extremely relevant, but the mere fact that the state offers services electronically is no longer enough, because the public needs fast, efficient, universally accessible services and a smoother digital experience.

Realizing that the digitalization management of public and administrative services, the efficiency of their integration and development are important for the higher maturity of Lithuanian public and administrative electronic services and the greater accessibility of public and government institutions, we conducted a state audit.

Purpose and scope of the audit

The purpose of the audit is to assess whether the digitization of public and administrative services creates conditions for providing high-quality electronic services that meet the needs of society.

Key audit questions:

- whether effective development of digitization of public and administrative services is ensured;
- whether monitoring and quality assessment of public and administrative electronic services is ensured;
- whether technological tools have been developed to manage information about public and administrative electronic services and provide them to the public on a one-stop basis.

Audited entities:

- The Ministry of Economy and Innovation, as it forms state policy in the areas of state information resources management and information society development, organizes, controls and coordinates its implementation¹ ;

¹ Law on the Management of State Information Resources, Article 5. 2 d., by Government Resolution No. 23/07/1998 921 approved regulations of the Ministry of Economy and Innovation of the Republic of Lithuania, pp. 7.3.

ÿ The Ministry of Internal Affairs, because it forms state policy in the field of public administration, organizes, coordinates and controls its implementation². The Ministry establishes the procedure for the administration of public service provision and the preparation of administrative service provision descriptions, service³, analyzes the provision of administrative and public services provision administration processes, prepares proposals for improving these processes, increasing the quality and availability of services⁴;

ÿ Information Society Development Committee, because it implements state policy in the areas of state information resource management and information society development, analyzes how state information resources are used for state management and for providing public and administrative services, prepares proposals for the use of state information resources for state management and public and to provide improvement to administrative services⁵.

During the audit, we collected information and communicated with representatives of the Ministries of Economy and Innovation, the Ministry of Internal Affairs and Communications, the Information Society Development Committee, the Central Project Management Agency, the Radiation Protection Center, the Environmental Protection Agency, and interviewed state institutions and municipalities providing public and administrative services.

The audit period is 2018-2022. In order to assess trends and changes in the implementation of strategic goals in the field of digitization of public and administrative services, we used the previous (2014-2017) and 2023 data.

The audit was carried out in accordance with the international standards of the highest audit institutions. The audit scope and applied methods are described in more detail in Appendix 2 "Audit scope and methods" (page 38).

Main results of the audit

The management of the digitalization of public and administrative services needs to be improved, because after ensuring that all public and administrative electronic services provided by institutions are available on a one-stop basis, after creating an effective system for monitoring and evaluating the quality of public and administrative services, faster implementation the goals and tasks of the digitization of these services, conditions would be created to provide high-quality electronic services that meet the needs of society.

1. It is not ensured that quality electronic services are provided to the public

ÿ Almost every fifth user of the Electronic Government Portal portal is not satisfied with the services provided. There is no reliable data on all provided public and administrative electronic services, they are not stored in the State Information Resources Interoperability Platform. Committee for the Development of Information Society one or conducts 12 main service usage surveys twice a year, which

² Law on Public Administration, Article 6, pp. 3 and 5, by Government Resolution No. 14/03/2001 291 approved regulations of the Ministry of Internal Affairs of the Republic of Lithuania, pp. 7.2.

³ Law on Public Administration, Article 19 2, Art. 20 on the 4th 8 p.

⁴ Regulations of the Ministry of Internal Affairs of the Republic of Lithuania, pp. 10.2.

⁵ State Information Resources Management Law, Article 6 2, by the Minister of Economy and Innovation 10/01/2018 by order no. 4-593 approved regulations of the Information Society Development Committee, pp. 11.10.

the quality of these services is assessed. Users of the Electronic Government Gate portal could also contribute to the improvement of services, but they are not active: only 1.3 percent. those who used the services created on the portal submitted evaluations. With a low level of user engagement, the data obtained is insufficient to support meaningful changes and service improvements (section 1.1, page 13).

- ÿ It is not ensured that all public and administrative electronic services are available on a one-stop basis. Two service catalogs have been created in Lithuania, which complicates the availability of services, as not all (80.1%) of public and administrative the electronically provided public and administrative services specified in the service monitoring and analysis information system are available through the State Information Resource Interoperability Platform - the Electronic Government Gate Portal, the information on the number of electronically provided services differs. Only 8.8 percent these services accessible through the platform are classified as life events. Every third the electronic service created on the platform (in 2020 – 32.3 percent, in 2021 – 28.2 percent, in 2022 – 31.6 percent) is used only up to 10 times every year, and a significant part of the services created on the platform (2020 in 2021 – 24.2%, in 2021 – 30.6%, in 2022 – 29.9%) during the year is not used at all. 19.6 percent (21 out of 107) services, which in 2022 not used or used up to 10 times, not public or administrative. Incomplete implementation of one of the main functions of the platform - form a catalog of electronic services provided by institutions, coordinated with the information system for monitoring and analysis of public and administrative services, it is not ensured that all public and administrative electronic services provided by state institutions and municipalities are accessible through this platform, and that the information provided to the public about these services offered is accurate (Subsection 1.2, page 14).
- ÿ Tools for monitoring and evaluation of all public and administrative electronic services have not been developed. The information system for monitoring and analysis of public and administrative services is not adapted to collect information about services, it does not collect data on monitoring indicators of service provision. The monitoring carried out by the Information Society Development Committee covers only the assessment of 12 main provided public and administrative electronic services. Assessments are not based on the data collected in the system, but by ordering research. The planned benefits of digitization of public and administrative services are not implemented at the state level monitoring of achievement (by assessing the costs incurred). Without collecting data on the quality of all electronic and non-electronically provided public and administrative services, it is not possible to assess the efficiency of electronic service provision, the benefits of these services, user satisfaction, it is not known whether the service delivery time is shorter if it is provided electronically, there is no analysis of complaints, initiated and completed ratios of the number of services provided electronically and non-electronically, the level of automation, etc. Also, conditions are not created for the centralized monitoring of all electronic services on the basis of these accumulated data (subsection 1.3, page 16).
- ÿ Institutions do not sufficiently evaluate the suitability of their provided public and administrative electronic services for users and identify the needs for service development. Methodological documents have been prepared, on the basis of which it is recommended to evaluate the quality of services as the level of satisfaction of user expectations and (or) compliance with the indicators set by the institution, but the institutions indicated that when performing the monitoring of electronic services lacks clear methodologies for monitoring and evaluating these services. Most (76.7%) public and administrative electronic

institutions providing services perform service monitoring, but approximately half (55.1%) of them have established electronic service indicators and only a third (29.3%) of them indicators of user satisfaction with these services. Although methodological recommendations for assessing the suitability of electronic services for users have been prepared for institutions, which help to design, create and develop high-quality electronic services focused on user needs, only a third (35.3%) of institutions carry out suitability assessments for users and a small part (only 7) follow the prepared guidelines.

14.7 percent identify areas to be improved in the service provision process, document changes and prepare service improvement plans. institutions. The majority of institutions (85.3%) do not monitor and evaluate the quality of all public and administrative services they provide in such a way that they have reasonable data for the development and improvement of services for needs identification and planning (section 1.4, page 18).

2. Effective development of digitization of public and administrative services is not ensured

ÿ 2014-2020 the planned goals and objectives of digitization of public and administrative services have not yet been achieved and in 2023 almost a third of the planned measures, which enable the achievement of the set goals and objectives of digitalization of services, are still being implemented. in 2020 only 12 (out of 134 planned) advanced and 4 (out of 64) new electronic services related to the Lithuanian language and cultural heritage were created, in 2023 58 (of 134) and 64 (of 64) respectively, with 60 yet to be built. in 2020 the goals and objectives of the program were not achieved: 3 out of 4 intended evaluation criteria providing information on the implementation of the goals of digitalization of services and 3 out of 6 product evaluation criteria demonstrating the implementation of the objectives were not achieved. Although the implementation of the measures continues, from 2021 the Ministry of Economy and Innovation does not monitor program implementation indicators. Without progress monitoring, delays in the implementation of strategic goals, objectives and measures are not identified before the end of the planned implementation period, so that actions can be taken to manage the risk of delays (subsection 2.1, page 22).

ÿ 2014-2020 during the development period, public and administrative services had to be transferred to the electronic space, ensuring their quality improvement and increasing accessibility to the public, the change in the field of digitization of services is monitored and evaluated according to the indicators provided in the strategic documents (evaluation criteria). We determined that the existing indicators are intended to monitor and evaluate the level (frequency) of the population's use of electronic services or to measure the result of the implementation of the program measure (the number of created electronic services, digitized objects) and only 1 (out of 12) is useful for evaluating the level of maturity of online service availability. in 2020 the majority (91.0%) of advanced electronic services had not yet been developed, but the values of the goal and task evaluation criteria were almost reached or exceeded. in 2023 after the creation of all planned electronic services related to the Lithuanian language and cultural heritage, the values of the evaluation criteria of the goal almost did not change. Thus, the indicators set in the strategic documents are not sufficient to measure the improvement of the quality of electronic services, and the values to be achieved are not ambitious enough to determine progress in the field of digitization of services. Therefore it is difficult to assess the efficiency, impact and benefits of services digitalization projects and measures (subsection 2.2, page 25).

ÿ 2014-2020 43 applications were submitted to implement objectives 2 and 3 of the "Republic of Lithuania Digital Agenda", 6 of which were cancelled. Assigned

financing amounted to 133 million EUR, but the amount allocated to 37 projects was 72.3 percent. allocated amounts and amounted to 96.2 million Eur. The majority of municipalities (63.6%) planned to implement digitization projects of public and administrative services in accordance with 2021- in 2030 the State Digitization Development Program of the Ministry of Economy and Innovation, but only 65.71 percent. they were submitted by the project application(s). Accordingly, more than every fourth state institution (28.4%) planned to implement digitization projects of public and administrative services, but only 60.9% did. their submitted project(s) application (- me). The institutions indicated that they did not receive or received too late information about the possibility of submitting an application, they lack information and IT specialists. Underutilized with the possibilities of national development programs in the digitalization of public and administrative services, the development does not take place as fast as it could (subsection 2.3, page 28).

Recommendations

Ministry of Economy and Innovation

1. In order to ensure that high-quality public and administrative electronic services are provided to the public (the 1st main result of the audit):
 - 1.1. develop tools and ensure that data is collected at the state level about all electronic services provided;
 - 1.2. to perform centralized monitoring of all provided electronic services on the basis of accumulated data;
 - 1.3. develop tools to help ensure that all submissions are electronic services would be available through the Electronic Government Portal;
 - 1.4. encourage user involvement in service evaluation;
 - 1.5. provide measures to assess why the developed electronic services are not used or are used little, and, if necessary, to initiate improvements in the process of providing them.
2. In order to assess the actual benefits created by the service digitization process, to provide measures that would ensure periodic state-wide monitoring of the achievement of goals and planned benefits (the 1st main result of the audit).
3. In order to achieve faster and more effective implementation of strategic goals in the digitization of public and administrative services, take actions that would encourage (2nd main result of the audit):
 - 3.1. policy implementing institutions to achieve better results services in the field of digitization;
 - 3.2. state institutions and municipalities providing public and administrative services to participate in the implementation process of digitization initiatives.

Ministry of Internal Affairs

4. In order to ensure the monitoring of quality and availability indicators of public and administrative services, to provide measures that would ensure equal access to these services

the application of quality assessment practices, a more effective service quality monitoring process (the 1st main result of the audit).

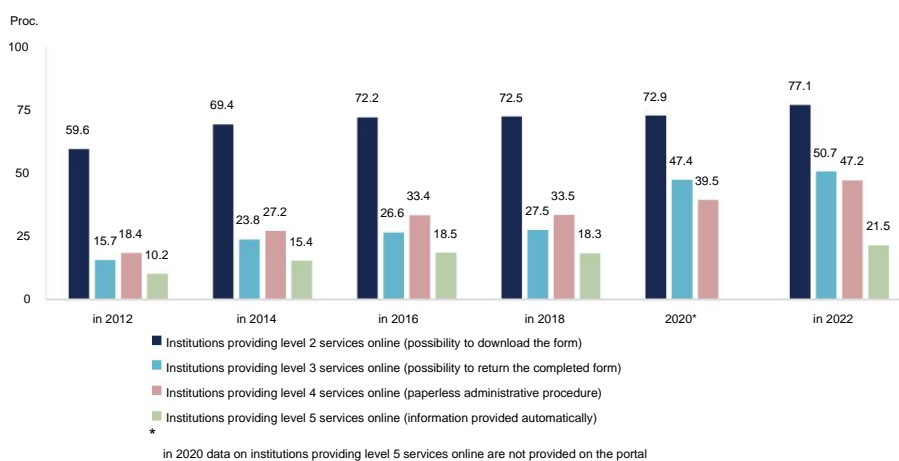
The measures and deadlines for the implementation of the recommendations, the expected impact of the audit and the indicators for the assessment of changes are presented in the part of the report "Implementation plan of the recommendations" (31 page). Actual information about the state of implementation of recommendations, results and changes that have occurred is published in open data on the website of the State Audit Office <https://www.valstybeskontrolle.lt/LT/AtviriDuomenys>.

INTRODUCTION

Public authorities provide a wide range of services to residents and businesses. In order to use the power of ICT and replace traditional methods of service provision with digital ones, since 2002.6 The infrastructure of electronic services is being developed in Lithuania. In 2008 The Electronic Government Portal⁷ was created for institutions that provide public and administrative electronic services, there is an obligation to ensure their availability through the ⁸ services. In 2014 delivered Lithuanian service catalog ⁹, which collects information about the institutions provided public and administrative services portal. The catalog is formed on the basis of the data of the information system of monitoring and analysis of public and administrative services. In 2023 at the beginning information on 4,30,510 services was stored in this system, and 643 services were accessible through the Electronic Government Gateway portal¹¹.

Over two decades, Lithuania has made substantial progress in the field of digitization of public and administrative services. According to data¹², according to the aspect of digital public services ranks 10th out of 27 EU countries. Official statistics portal data¹³ show that in 2022 at the beginning 77.1 percent institutions made it possible to download various forms of documents, 50.7 percent - to return them filled in, but less than half (47.2%) provided fourth-level electronic services (paperless procedure), and every fifth institution (22.9%) failed to implement 2 in ten years (since 2012) level of service provision (Figure 1).

1 pav. Electronic services provided by state institutions and municipalities



The source is data from the Lithuanian official statistics portal

⁶ Government Resolution No. 31-12-2002 2115 approved Electronic Government concept, access via the Internet: https://e-seimas.lrs.lt/portal/legalAct/t/TAD/TAIS_198184?fwid=x4249k9qj (viewed on 07/03/2023)

⁷ Internet access: <https://www.epaslaugos.lt/> (viewed on 07/07/2023).

⁸ State Information Resources Management Law, Article 39. on the 4th

⁹ Internet access: <https://www.lietuva.gov.lt/> (viewed on 07/04/2023).

¹⁰ Data provided by the Ministry of Internal Affairs on 04/07/2023.

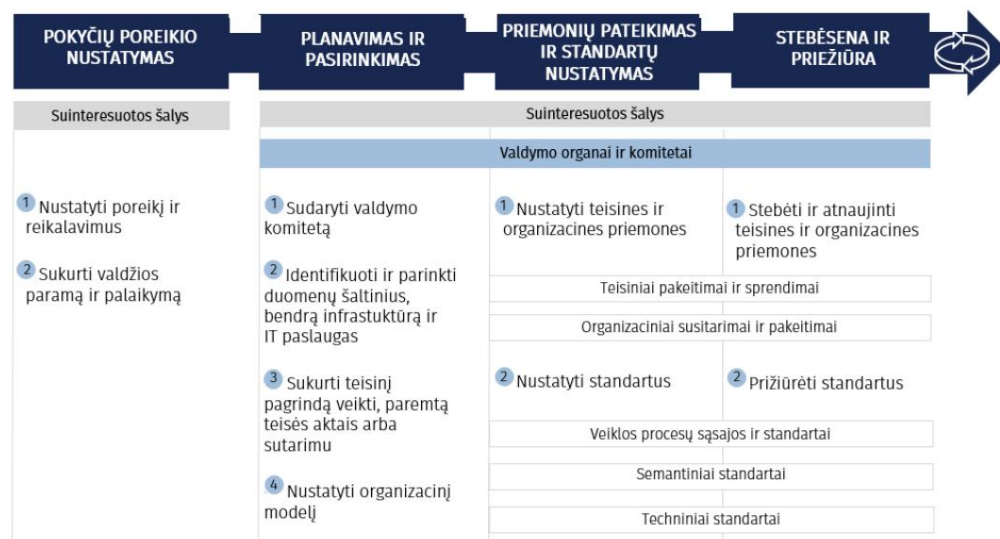
¹¹ Data provided by the Committee for the Development of the Information Society on 22/03/2023, the specified number includes through Electronic public, administrative and other services of state institutions and municipalities can be accessed through the government portal.

¹² in 2022 Digital Economy and Society Index (DESI) report, available online: <https://digital-strategy.ec.europa.eu/en/policies/desi-lithuania> (viewed on 07/03/2023)

¹³ Access via the Internet: <https://osp.stat.gov.lt/skaitmenine-ekonomika-ir-visuomene-lietuvoje-2022/skaitmenine-environment/e-government-services> (viewed on 05/26/2023).

Effective organization and management of the provision of electronic services includes 4 stages (Figure 2) 14. The EC recommends regularly identifying the need for changes in the service provision process, planning the implementation of changes, establishing standards and principles, monitoring and supervising compliance with agreements and established standards.

2 pav. Service provision process organization and management scheme



Source - State Audit Office according to the recommendations of the European Commission¹⁵

Public and administrative services are provided on the basis of data processed in state registers and state information systems. Operational priorities of state information resources, directions of development, results to be achieved and methods of achieving them, directions for improvement and development of applied ICT, recommended application of technical requirements (standards) determines the ¹⁶. From 2018-09-01 state policy state information resources Government in the field of management and information society development forms, organizes, controls and coordinates its implementation EIMIN17, implements IVPK18. State policy in the field of administration of administrative services and provision of public services is formed, organized, coordinated and controlled by the MIA19.

Strategic goals and objectives have been set for the digitization of services. 2014-2020 96 million was allocated for digitalization of services. Eur, 2021-2030 it is planned to allocate 238 mln. EUR 20. Services digitization projects are financed by the state budget, EU structural funds, Economic Revitalization and Resilience Enhancement 21 and other funds.

¹⁴ Recommendations for organizing and governing integrated public services, access via the Internet: https://ec.europa.eu/isa2/sites/default/files/no0319859enn.en_.pdf (viewed on 2023-07-02).

¹⁵ Right there.

¹⁶ Law on the Management of State Information Resources, Article 4. 1st and 2nd

¹⁷ Law on the Management of State Information Resources, Article 5. 2 of the State Information Resources Management Law No. XI-1807 Amendment to Articles 2, 5, 6, 22 and 39 Law No. XIII-1363.

¹⁸ State Information Resources Management Law, Article 6 2, by the Minister of Economy and Innovation 10/01/2018 by order no. 4-593 approved regulations of the Information Society Development Committee, pp. 11.10.

¹⁹ Law on Public Administration, Article 6. pp. 3 and 5, art. 19 2, Art. 20 on the 4th 8 p.; Government Resolution No. 14/03/2001 291 approved regulations of the Ministry of Internal Affairs of the Republic of Lithuania, pp. 10.2.

²⁰ By order of the Minister of Economy and Innovation on 12.07.2022 no. 4-869 approved for 2021-2030. State digitization development program progress measures of the Ministry of Economy and Innovation No. 05-002-01-07-08 "Create technological solutions and tools that allow safe and convenient use of services" description, ch. 2

²¹ Only projects are implemented under 2021-2030. Measures of the State Digitization Development Program of the Ministry of Economy and Innovation.

AUDIT RESULTS

1. IS IT ENSURED TO BE AVAILABLE TO THE PUBLIC QUALITY ELECTRONIC SERVICES

1.1. Almost every fifth user of the Electronic Government Portal portal is not satisfied with the services provided

1. In order for the users of electronic services to be satisfied with the services provided, when creating and managing state information resources, electronic services, the opinions of the recipients of information or electronic services must be constantly recorded and based on them, the managed state information systems, registers and these services must be improved ²².
2. We followed the provision that the users of the Electronic Government Portal are satisfied with the convenience of services and accessibility to electronic services, if data are collected on all these services provided ²³; VIISP portal user surveys are conducted annually ²⁴; more than 90 percent users' services are evaluated positively by ²⁵.
3. VIISP regulations provide²⁶ that data on electronic services are processed in the VIISP database. We found that reasonable data on all electronic services provided in VIISP are not collected: of the 64,327 services published by VIISP, the majority (69.5 percent or 447) are external referrals (external services), but their implementation status is unknown.
4. In order to evaluate reviews of the suitability of the provided electronic services, we analyzed surveys of users of the VIISP portal, surveys of the satisfaction of users of electronic services. Although IVPK conducts surveys of citizens' questions about the use of 12 main electronic services once or twice a year, they only cover a few questions ²⁸ about the use and quality of these services and the VIISP portal.
5. VIISP portal users can evaluate electronic services according to 3 categories: ease of ordering, speed of provision and clarity of information. We found that less than 90 percent of users rate these categories well (respectively, 82.1, 86.1 and 82.3%), but almost every fifth user of the VIISP portal is not satisfied with the services provided

²² State Information Resources Management Law, Article 11 2 d. 12 p.

²³ By order of the Minister of Economy and Innovation 2021-08-09 no. 4-886 approved Regulations of the State Information Resources Interoperability Platform, pp. 20.4.

²⁴ State Information Resources Management Law, Article 11 2 d. 12 p.

²⁵ The audit criteria were agreed with the audited entities on 02/28/2023.

²⁶ Regulations of the State Information Resources Interoperability Platform, pp. 20.4.

²⁷ Data provided by IVPK on 22/03/2023, the specified number includes public, administrative and other services of state institutions and municipalities accessible through the VIISP portal. According to IVPK, the list of services published on the portal is dynamic.

²⁸ Have you visited the portal of the electronic government portal at least once in the last 12 months? For what purpose did you visit the portal of the electronic government portal? How do you rate the individual quality-related aspects of this electronic government portal?

services. 2018-2022 the evaluations received during the period constituted a small part (1.3%) of the total number of services provided on the VIISP portal during that period, and IVPK did not analyze the reasons why the level of user engagement is so low.

6. With a low level of user involvement, the data obtained is not sufficient to make reasonable changes or improve services based on it, therefore, in order to obtain sufficient data on the basis of which reasonable decisions can be made regarding the improvement of services published by VIISP, promote the level of involvement of VIISP users in the evaluation of services .

1.2. It is not guaranteed that all e-services will be available on a one-stop basis

7. VIISP is a state information system, the purpose of which is to ensure the possibility for individuals to receive public and administrative electronic services provided by institutions and to provide services to institutions on a one-stop basis. Access to the services provided by VIISP is provided to institutions and individuals through one access point - the VIISP service portal. Access to public and administrative electronic services provided by institutions is provided according to their purpose to residents, businesses and institutions, regardless of which institutions provide these services. Institutions providing public and administrative electronic services must ensure their availability through the portal²⁹.
8. We adhered to the provision that there is a general catalog of services in which information about all electronic services is provided to the public, if 100% PASIS will be indicated electronically of public and administrative services provided through the PASIS of electronic services ³⁰ ; 100 percent checked through VIISP and data on services of VIISP coincide³¹; more than 25 percent services assigned to life events ³²; 100 percent electronic services provided by verified state institutions are available through VIISP³³; 100 percent electronic services provided by the inspected municipalities are available through VIISP³⁴; every year, all the electronic services created by VIISP are used at least 10 times³⁵.
9. One of the main functions of VIISP is to form electronic services provided by institutions services in the catalog specified therein, aligned with the ³⁶ (PASIS), and to provide electronic Lithuanian service catalog ³⁷. The purpose of PASIS is to promptly and centrally collect and store descriptions of the provision of public and administrative services provided and/or administered by public administration entities, information about services monitoring indicators of provision, to enable the search for services and descriptions of their provision

²⁹ State Information Resources Management Law, Article 39. 1, 2, 4 d.

³⁰ Ibid., Art. 39 on the 4th

³¹ By order of the Minister of Economy and Innovation 2021-08-09 no. 4-886 approved regulations of the State Information Resources Interoperability Platform, pp. 5.1.

³² By order of the Minister of Internal Affairs on 08.04.2016 no. 1V-272 to approve Public and Administrative Services provisions of the monitoring and analysis information system, 16.1.18 pp.

³³ State Information Resources Management Law, Article 39. on the 4th

³⁴ Right there.

³⁵ The audit criteria were agreed with the audited entities on 02/28/2023.

³⁶ Access via the Internet: www.lietuva.gov.lt (viewed on 05/29/2023).

³⁷ By order of the Minister of Economy and Innovation 2021-08-09 no. 4-886 approved regulations of the State Information Resources Interoperability Platform, pp. 5.1.

in the public directory³⁸. After analyzing the data collected by VIISP and PASIS on electronic services, we found that 80.1 percent PASIS for these services is available through VIISP. We also found that only 4.8 percent the data on services in PASIS and VIISP of checked electronic services match, because their information on the number of electronic services differs. During the audit, 56.9 percent (66 out of 116) surveyed institutions (27 state institutions and 39 municipalities) stated that not all electronic services provided by them are available through VIISP. It should be noted that not all services of state institutions and municipalities available through VIISP are public or administrative. The audited entities are aware of the situation regarding service availability. MIA, together with IVPK, performs the merging of service catalogs. According to the entities, after the implementation of the project, there will be no differences between VIISP and PASIS data on services. The general catalog is expected to be available until 11/16/2023.

10. Assigning services to life events (cases) helps users find the service more easily. We found that only 8.8 percent of the VIISP portal. (57 of 649) 39 electronic services are classified as life events. Although all electronic services specified in PASIS are assigned to life cases (events), more often than every third (33.7%) is assigned to the "Other" case.
11. The number of electronic services created by VIISP is increasing, but every third service (in 2020 - 32.3 percent in 2021 – 28.2 percent, in 2022 - 31.6 percent) is used only up to 10 times every year (Table 1 and Appendix 4), and a significant part of the services created by VIISP (in 2020 - 24.2 percent, in 2021 - 30.6 percent, in 2022 - 29.9 percent) is not used at all during the year. It should be noted that every fifth (19.6 percent or 21 out of 107) service that creates in 2022 has not been used or used up to 10 times, is not public or administrative.

Table 1. Use of electronic services created on the portal of the State Information Resources Interoperability Platform in 2018-2022.

	Number of created services	Used up to 10 times	Not used
in 2018	141	41 (29.1%) 47	44 (31.2%)
in 2019	144	(32.6%) 52	39 (27.1%)
in 2020	161	(32.3%) 48	39 (24.2%)
in 2021	170	(28.2%) 55	52 (30.6%)
in 2022	174	(31.6%)	52 (29.9%)

Source - State Audit Office according to the data of the State Information Resources Interoperability Platform

12. The statistics of electronic services provided on the VIISP portal are mostly increased by several services, for example, in 2022. services "Declaration of place of residence, upon birth of a Lithuanian citizen, change of residence in the Republic of Lithuania or upon coming to live in the Republic of Lithuania" and "Receiving information on obligations of a natural or legal person to the budget of the State Social Insurance Fund, as well as data on periods of state social insurance" were provided 170 176 times, it was as much as 74.1 percent. of all 2022 services provided on the portal.
13. Incomplete implementation of one of the main functions of VIISP - to form a catalog of electronic services provided by institutions, harmonized with PASIS, does not ensure that all electronic services provided by state institutions and all municipalities are accessible through VIISP

³⁸ By order of the Minister of Internal Affairs on 08.04.2016 no. 1V-272 approved regulations of the monitoring and analysis information system of public and administrative services, p. 5.

³⁹ Data provided by IVPK on 12/28/2022.

portal, and the information provided to the public about the offered electronic services is accurate. In order to provide electronic services on a one-stop basis, it must be ensured that all electronic services provided by state institutions and municipalities are accessible through the VIISP portal. In order to increase the use of electronic services, research must be carried out and the reasons why the created services are not used or used little must be analyzed, and improvements to these services should be made if necessary.

1.3. Tools for monitoring and quality of electronic services have not been developed for evaluation

14. In order to achieve the intended goals, good IT management practices recommend monitoring, evaluating and evaluating the effectiveness of process activities, i.e. a monitoring system must be created and maintained to define the goals, scope and methods of evaluating operational solutions and services provided and helping to achieve the goals⁴⁰. Timely and accurate data must be collected and processed to form performance reports that provide a concise and comprehensive view of process performance⁴¹.
15. We followed the provision that the monitoring of electronic services performed at the state level is sufficient, if the duration of information collected in PASIS about the quality of all electronically provided public and ⁴²; average service provision electronically administrative services (by electronic means) is less than the average duration of service provision⁴³; annual monitoring reports are prepared on all public and administrative services provided electronically ⁴⁴; a cost-benefit analysis of digitalization of services is carried out annually at the state level ⁴⁵; based on the results of the monitoring, proposals are made regarding the need to improve electronic services⁴⁶.
16. The purpose of PASIS is to promptly and centrally collect and store descriptions of the provision of public and administrative services provided and/or administered by public administration entities, information on monitoring indicators of service provision, and to provide conditions for searching services and descriptions of their provision in the public directory⁴⁷. One of the tasks of PASIS is to collect and accumulate data on indicators in an automated way, ensuring their analysis for the purposes of assessing and improving the quality of service provision ⁴⁸, and one of the functions of PASIS is to manage data on services and their indicators, perform data analysis on services and indicators, and form reports on services and indicators ⁴⁹. PASIS should collect service monitoring data: average duration of service provision, average duration of service provision electronically (by electronic means), value of user satisfaction assessment, ratio of the number of complaints to the number of services provided, maturity of services provided electronically (by electronic

⁴⁰ Process evaluation model using COBIT@5, MEA01 process description "Monitor, evaluate and evaluate operational effectiveness and compliance", page 107.

⁴¹ Right there.

⁴² By order of the Minister of Internal Affairs on 08.04.2016 no. 1V-272 to approve Public and Administrative Services provisions of the monitoring and analysis information system, p. 5 and 7.

⁴³ The audit criteria were agreed with the audited entities on 02/28/2023.

⁴⁴ Provisions of the information system for monitoring and analysis of public and administrative services, pp. 5 and 7.

⁴⁵ Process Evaluation Model Using COBIT@5, EDM02 Process Description "Ensure Benefit Creation", page 21.

⁴⁶ Right there.

⁴⁷ Provisions of the information system for monitoring and analysis of public and administrative services, p. 5.

⁴⁸ Ibid., pp. 7.2.

⁴⁹ Ibid., p. 8

level etc. 50, however, PASIS is not adapted to collect information on public services, and PASIS does not collect data on service monitoring indicators.

17. Digitization of public and administrative services and their provision electronically should speed up the process both for the entity providing the service and for the entity using it.

Taking into account the fact that PASIS does not collect data on the average actual duration of service provision electronically and the duration of service provision, during the audit it was not assessed whether the actual average duration of service provision electronically is less than the average duration of service provision. Although these data are not collected, the auditors notice that the estimated duration (in days) of non-electronic and electronic services provided to the Ministry of the Interior coincide.

18. IVPK annually conducts a study of the use of electronic services, but the monitoring does not include the evaluation of all (643 51) provided electronic services, but only 12 main ones.

Estimates are made by commissioning surveys, but given the size of the population of users of these services, the sample of 52 respondents may not provide an accurate and complete picture.

19. In order to ensure optimal value from IT-enabled initiatives, services and assets, good IT governance practices recommend that benefits be created, i.e. there should be not only reliable and accurate definitions of costs and expected benefits, but also an ongoing assessment of what is being created actual value and benefit 53 . At the state level, there is no monitoring of the achievement of the planned benefits of digitalization of services (by assessing the incurred costs).

Although the institutions, in order to receive funding for service digitization projects from EU investment funds and/or State budget funds and include them in the State Investment Program, prepare investment projects in accordance with the CPVA-approved methodology⁵⁴, according to which financial and economic analysis of investments must be carried out, but it is carried out by the institutions before the process of digitization of services and there is no data on what the actual benefits created by digitization and how it compares to the actual costs incurred, i.e. whether the creation of benefits has been ensured - the actual value is greater than the actual costs incurred. More than every third state institution (36.07%) and every fifth municipality (21.82%) carry out a cost-benefit analysis, with which the Ministry of Internal Affairs performs one of its functions "to coordinate the implementation of initiatives to improve the services provided by public sector institutions and institutions, to carry out the implementation monitoring and preparing reports on achieved progress" is not used, because it has no need to receive this information.

20. During the audit, we approached several institutions ⁵⁵, a small part of which provide public and administrative services to residents and businesses electronically. 2018-2022 none of the services provided to the residents and businesses of the Radiation Protection Center were provided electronically. According to the 2022 of the number of services provided to residents, two services ("Issuance, amendment and cancellation of pollution permits" and "Issuance of permits to keep wild animals in captivity") are among the most frequently used by the Environmental Protection Agency

⁵⁰ By order of the Minister of Internal Affairs on 08.04.2016 no. 1V-272 to approve Public and Administrative Services provisions of the monitoring and analysis information system, pp. 16.3.

⁵¹ Data provided by IVPK on 03/22/2023.

⁵² in 2022 1,027 Lithuanian residents were interviewed. According to the official statistics portal (<https://osp.stat.gov.lt/lietuvos-gyventojai-2022/salies-gyventojai/gyventoju-skaicius-ir-sudetis>, viewed 2023-07-12), 2022 The population of Lithuania reached 2.8 million, and according to IVPK data (<http://statistika.ivpk.lt/temos/269>, viewed 12/07/2023), 74 percent residents used e-mail public and administrative services provided in this way.

⁵³ Process Evaluation Model Using COBIT@5, EDM02 Process Description "Ensure Benefit Creation", page 21.

⁵⁴ Access via the Internet: https://www.cpva.lt/data/public/uploads/2023/03/ip-metodika_2023.pdf (viewed on 04/12/2023).

⁵⁵ Environmental Protection Agency and Radiation Protection Center.

services, but they are not provided electronically. Such examples indicate that the benefit or need for digitization is not properly assessed when the electronic service is not used or when there is a high number of cases of use, but the conditions for receiving the service electronically are not created.

21. Without collecting data on the quality of all public and administrative services provided electronically and non-electronically, it is not possible to assess the efficiency of electronic service provision, the benefits of these services, user satisfaction, it is not known whether the service delivery time decreases as planned, when it is provided electronically, complaints are not analyzed, ratios of the number of services started and completed electronically and non-electronically, the level of automation, etc. Without collecting and having these data, it is not possible to centrally monitor all the provided electronic services on their basis, which is necessary to make informed decisions about service management.

1.4. Only every sixth institution performs the suitability of electronic services evaluates users and identifies service development needs

22. Legal acts ⁵⁶ indicates that public management institutions that provide administrative services and/or administer the provision of public services must establish service quality requirements or indicators, monitor and evaluate service quality⁵⁷, constantly record the opinions of information recipients or users of electronic services and based on them to improve managed state information systems and/or registers ⁵⁸.
23. We followed the provision that institutions monitor the quality of the electronic services they provide, if their quality requirements (standards) ⁵⁹ are defined; all institutions have established quality indicators for electronic services ⁶⁰ and all have appropriate indicators of user satisfaction with electronic services provided ⁶¹; the methodology for assessing the suitability of these services for users has been established; ⁶² all institutions carry out assessments of the suitability of all electronic services they provide for users ⁶³ and all conduct annual surveys of the users of these services ⁶⁴; all institutions under electronic services

⁵⁶ Law on Public Administration, Law on State Information Resources Management.

⁵⁷ Law on Public Administration, Article 19 4, Art. 20 on the 4th 4 p.

⁵⁸ State Information Resources Management Law, Article 11 2 d. 12 p.

⁵⁹ COBIT®5: Enabling Processes, Description of Basic Practice APO11.01 Establish a Quality Management System and APO11.02 Basic Practice Establish and Manage Quality Standards, Practices and Procedures, pages 102-103, COM(2017) 134 European Interoperability system. Implementation Strategy, Annex 2, 3.1 d.

⁶⁰ Law on Public Administration, Article 19 4, Art. 20 on the 4th 4 p.

⁶¹ COBIT®5: Enabling Processes, description of APO11.03 basic practice "Focusing on quality management in relation to customers", page 103, State Information Resource Management Law, Art. 11 2 d. 12 p., by the order of the Director of the Information Society Development Committee of the Ministry of Transport on 05/05/2014 no. T-65 approved methodological recommendations for measures to ensure suitability for users of public and administrative electronic services, pp. 45.1.

⁶² COBIT®5: Enabling Processes, APO11.02 Basic Practices "Identify and Manage Quality Standards, Practices and procedures" description, page 103.

⁶³ COBIT®5: Enabling Processes, description of APO11.04 basic practice "Perform quality monitoring, control and reviews", page 103, methodological recommendations for measures to ensure suitability for users of public and administrative electronic services, pp. 5.4.

⁶⁴ Ibid., State Information Resources Management Law, Article 11. 2 d. 12 p.

quality monitoring results identify the needs for improvement of these services 65 and all have improvement plans for these services 66.

24. After completing the methodological documents describing the monitoring and quality assessment of services (5 appendix), analysis found that there are no common quality requirements (standards) for public and administrative services, which include vocabulary, recommended quality requirements, procedures and indicators. In methodological documents and recommendations (5 appendix) it is recommended to evaluate the quality of services as the degree of satisfaction of users' expectations and (or) compliance with the indicators set by the institution.
25. Methodological documents have been prepared for the institutions that participate in the implementation of the information society or state digitalization development programs 67, based on which they must assess the current and aspired quality of the electronic services being created 68. Such evaluations must be carried out when submitting project applications for funding for service digitization projects to receive, but the obligation to assess the quality of the created service has not been established, so there is no data that after creating an electronic service, its quality is verified in all cases.
26. The Ministry of the Interior informed 69 that a common standard defining the quality of public and administrative services is being prepared, which will be approved by a Government resolution. In order to avoid overlapping requirements, it is planned to integrate sectoral quality assessment systems into the service quality definition, assessment and improvement system being created.
27. The results of the survey of state institutions and municipalities show (Figure 3 and Appendix 6) that although most (76.7 percent, or 89 out of 116) institutions providing electronic services (52 state institutions and 37 municipalities) monitor services, only approximately half (55.1 percent, or 49 out of 89) of them (29 state institutions and 20 municipalities) have established monitoring indicators for the provided electronic services.

⁶⁵ COBIT@5: Enabling Processes, APO11.05 Basic Practices "Integrate Quality Management into Development and Service Delivery solutions", description of APO11.06 core practice 'Support continuous improvement', pages 104-105.

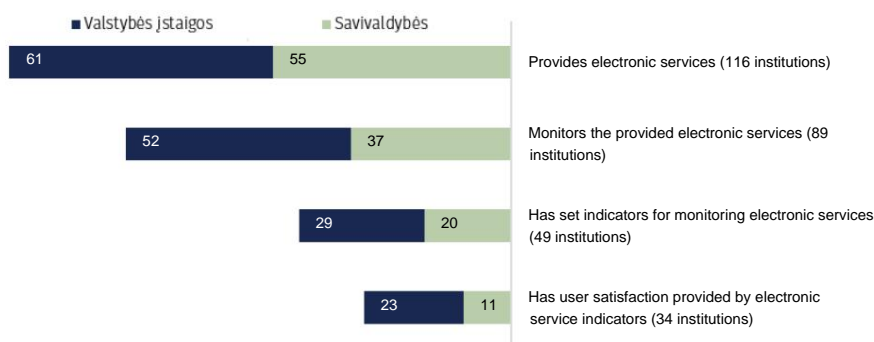
⁶⁶ Right there.

⁶⁷ Information society development 2014-2020. the program "Digital Agenda of the Republic of Lithuania", 2021-2030 State digitization development program of the Ministry of Economy and Innovation.

⁶⁸ On 10/07/2015, the order of the Minister of Transport No. 3-416(1.5 E) approved methodology for evaluating the quality of electronic services, by order of the Minister of Economy and Innovation on 12.09.2022 no. 4-984 approved the evaluation methodology for digital solutions that are planned to be created, allowing safe and convenient access to services.

⁶⁹ Information provided to the Ministry of Internal Affairs on 28/02/2023 and 27/04/2023.

3 pav. Information provided by state institutions and municipalities about the monitoring of electronic services



Source - State Audit Office according to survey data of state institutions and municipalities

28. State institutions and municipalities have established efficiency and effectiveness indicators (duration of provision of electronic services, number of provided electronic services or their share from all provided public and administrative services, number of users of electronic services), but less than a third have indicators oriented to the needs of users (29.3 percent, or 34 out of 116) of all institutions (23 state institutions and 11 municipalities) and only 11 (out of 34, 9 state institutions and 2 municipalities) submitted the values to be achieved; 6.9 percent (8 out of 116) institutions (6 state institutions and 2 municipalities) – indicators of administrative burden (users' time costs or financial burden).
29. State institutions and municipalities claim that they do not monitor services and their quality due to the small number of provided electronic services and/or users, lack of human resources, when the institutions have an additional administrative burden to duplicate the service descriptions published on their websites in the Lithuanian Services Catalog 70 and Electronic on the government portal ⁷¹ . The institutions point out that clear methodologies for service monitoring and quality assessment are missing when monitoring electronic services.
30. 2014 The Methodological Recommendations of the Measures for Ensuring the Suitability of Public and Administrative Electronic Services for Users prepared by the IVPK72 are intended to help institutions design, create and develop high-quality, user-oriented electronic services⁷³, but they are not mandatory for state institutions and municipalities.

31. Survey data of state institutions and municipalities show that 35.3 percent (41 out of 116) institutions providing electronic services (26 state institutions and 15 municipalities) perform usability assessments for users, but only every fifth institution, or 22.4 percent, assesses all electronic services they provide. (26 out of 116) all institutions (15 state institutions and 11 municipalities) and only 7 institutions (5 state institutions and 2 municipalities) follow the recommendations prepared by the IVPK when performing user suitability assessments ⁷⁴.

⁷⁰ Internet access: <https://www.lietuva.gov.lt/> (viewed on 05/29/2023).

⁷¹ Internet access: <https://www.epaslaugos.lt/portal/> (viewed on 05/29/2023).

⁷² 2014-05-05 of the Director of the Information Society Development Committee under the Ministry of Transport Order No. T-65 approved Methodological recommendations for measures to ensure suitability for users of public and administrative electronic services being developed.

⁷³ Ibid., pp. 2 and 5.

⁷⁴ Means for ensuring suitability of public and administrative electronic services for users Methodical recommendations.

32. Almost all (40 out of 41) institutions (24 state institutions and 16 municipalities) conducting assessments of suitability for users of electronic services regularly (once a year or more often) conduct surveys of service users, but institutions (12 out of 40) note that they often participate in them small number of respondents and their results are not representative.
33. By regularly conducting evaluations of the suitability of electronic services for users, institutions can identify specific areas in which users experience difficulties in using services, determine the needs for changes and development of their provision process 75. 37 (out of 41) institutions performing evaluations of the suitability of electronic services for users (25 state institutions and 12 municipalities) determine their improvement needs according to the results, 17 (out of 41) document the need for changes and prepare service improvement plans, they make up a small part of all institutions providing electronic services (14.7 percent, or 17 out of 116) or only every sixth institution. Most (85.3 percent, or 99 out of 116) institutions do not conduct assessments and do not identify the needs for changes in the service provision process.
34. In managing quality, good IT management practices recommend establishing quality standards (requirements) and procedures for all processes, procedures and related results of the organization, including continuous monitoring and control measures, application of reliable practices and standards for continuous improvement and operational efficiency⁷⁷. When determining service quality requirements and indicators, the organization's requirements and user needs must be taken into account, and external standards and practices must be followed⁷⁸. Regular quality monitoring, control and reviews are recommended, ⁷⁹ include monitoring results in service development and provision decisions, support continuous improvement ⁸¹.
35. The approval of the service standard, which includes vocabulary, service monitoring and quality assessment procedures, requirements and indicators, would contribute to the common application of service monitoring and quality assessment practices and more effective identification and planning of the needs for improvement and development of these services.

⁷⁵ Means for ensuring suitability of public and administrative electronic services for users methodological recommendations, 32 p. and 46.2 pp.

⁷⁶ COBIT®5: Enabling Processes, description of the APO11 process "Manage Quality", pages 101-105.

⁷⁷ Right there.

⁷⁸ Ibid., description of APO11.03 Core Practice Focusing Quality Management on Customers, page 103.

⁷⁹ Ibid., description of APO11.04 Basic Practice "Perform quality monitoring, control and reviews", page 103.

⁸⁰ Ibid., APO11.05 Core Practices "Integrate Quality Management into Development and Service Delivery Solutions" description, page 104.

⁸¹ Ibid., description of APO11.06 Core Practice "Support Continuous Improvement", page 105.

2. WHETHER PUBLIC AND ADMINISTRATIVE RESULTS ARE ENSURED DEVELOPMENT OF DIGITALIZATION OF SERVICES

2.1. 2014-2020 the intended goals of digitization of services have not yet been achieved

36. The priorities, goals and objectives of digitization of public and administrative services are indicated in various national strategic documents 82. 2014-2020. during the development period, it is planned to create safe, advanced, convenient for residents and businesses and public and administrative electronic services that meet their needs, to develop e. health, social security, environmental protection, transport, cultural heritage, Lithuanian language and other services provided by institutions 83. The measures for the implementation of these goals and objectives are carried out implementing investment projects, which are largely (85.4%) financed by EU structural funds and the state budget.
37. We adhered to the provision that the intended goals of digitization of public and administrative services are achieved if all planned measures that enable the achievement of the set goals and objectives are fully implemented 84; all planned measures, which enable the achievement of set goals and objectives, were implemented on time⁸⁵; all planned evaluation criteria fully achieved 86 and achieved on time 87 .
38. SFMIS data show that in 2014-2020 for the purposes of digitization of public and administrative services provided for in the program "Digital Agenda of the Republic of Lithuania" 88 37 projects for the development of electronic services were approved, of which 2 were terminated. Of the 35 implemented, 25 were implemented (in 2018 – 2, in 2019 – 1, in 2021 – 11, in 2022 – 10, in 2023 – 1), another 10-ies end is scheduled for 2023. Of the 198 (in 35 projects) planned new electronic services, 61.6 percent, or 122 (in 2018 – 7, in 2019 – 1, in 2020 – 8, in 2021 – 53, in 2022 – 41, 2023 - 12) 89, 38.4 percent. (or 76) is still under development (Fig. 4 and Appendix 7, Table 1).

⁸² 2012-05-15 Seimas resolution no. XI-2015 approved State Progress Strategy "Lithuania Progress Strategy "Lithuania 2030", approved by Government resolutions: 2012-11-28 No. 1482, 2014-2020 national advancement program; 09/09/2020 No. 998, 2021-2030 national progress plan; 2014-03-12 No. 244, Development of Information Society 2014-2020. the program "Digital Agenda of the Republic of Lithuania"; 2021-11-17 No. 971, 2021-2030 State digitization development program of the Ministry of Economy and Innovation.

⁸³ 2014-2020 national progress program, goal 5.3 and its tasks, Information society development 2014-2020 program "Digital Agenda of the Republic of Lithuania", pp. 12 and 13.

⁸⁴ Information society development 2014-2020. program "Digital Agenda of the Republic of Lithuania", pp. 19 and 27, by the Government Resolution of 27.04.2015 no. 478 approved for the Development of Information Society 2014-2020. inter-institutional action plan for the implementation of the "Republic of Lithuania digital agenda", pp. 2 and 6.

⁸⁵ Information society development 2014-2020. program "Digital Agenda of the Republic of Lithuania", pp. 19 and 27, Information Society Development 2014-2020 inter-institutional action plan for the implementation of the "Republic of Lithuania digital agenda", pp. 2 and 6.

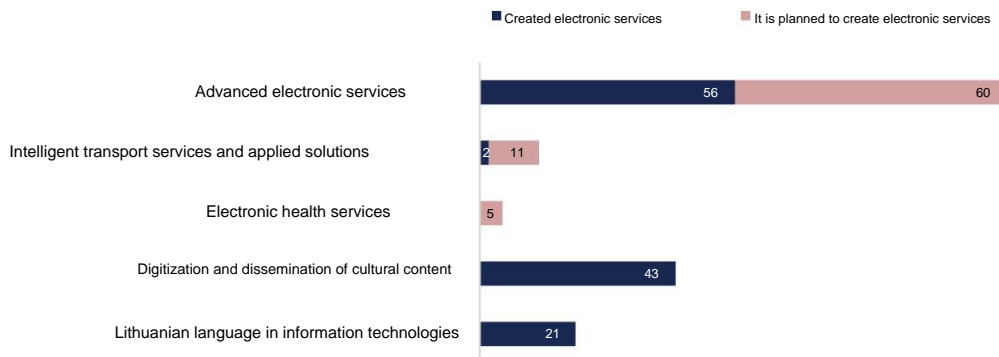
⁸⁶ 2014-2020 national progress program, goal 5.3 and its tasks, Information society development 2014- in 2020 program "Digital Agenda of the Republic of Lithuania", pp. 12 and 13, Information Society Development 2014- in 2020 inter-institutional action plan for the implementation of the "Republic of Lithuania Digital Agenda" program, p. 6, by the Government Resolution of 06.06.2002 no. 827 approved Strategic Planning Methodology, 65.3 pp.

⁸⁷ Right there.

⁸⁸ The goal of the 2nd program is to create safe, advanced, convenient for residents and businesses and public and administrative electronic services that meet their needs, to encourage their use; The goal of the 3rd program is to foster Lithuanian culture and the Lithuanian language using ICT tools - to create cultural digital content that meets the needs of society and is based on the interface between the written and spoken Lithuanian language, to develop digital products and electronic services.

⁸⁹ Viewed on 29/05/2023 and 26/06/2023.

4 pav. Information society development 2014-2020. the results of the implementation of the measures of the digital agenda of the Republic of Lithuania for the digitization of services based on the created electronic services



Source - State Audit Office according to the Information Society Development 2014-2020. the inter-institutional activity plan for the implementation of the "Republic of Lithuania digital agenda" program and the data of the EU structural support computerized information management and supervision system

39. Most of the projects (22 out of 35) were implemented and the majority (106 out of 122) of new electronic services were created only in 2021-2023, when in 2014-2020 The program "Digital Agenda of the Republic of Lithuania" was actually supposed to end. According to the objective 2 of the program, only half (12 out of 24) of the projects have been implemented⁹⁰: 6 (out of 17) ongoing development of advanced electronic services and none (out of 3) e. of health electronic services development projects, implemented 1 (of 2) e. in the field of transport, while less than half of advanced electronic services were created (43.3 percent, or 58 out of 134 planned). In implementing the 3rd objective of the program, all planned measures have been implemented: 8 (out of 8) digitization of cultural content and 5 (out of 5) projects for the development of electronic services related to the Lithuanian language, all 64 (out of 64) planned electronic services have been created (Fig. 4 and Appendix 7, Table 1).
40. Nearly 100 million euros have been allocated to finance projects (37). EUR (96,258,838 thousand EUR, including EUR 82,158,806 thousand EU investment funds and EUR 14,100,032 thousand state budget funds). Examining completed projects (24), an average of 93% was used for their implementation. (or EUR 58,902,741 thousand out of EUR 63,472,931 thousand) allocated allocations.
41. SFMIS data show that projects for the development of electronic services are planned to be implemented in an average of 42 months. (or 3.5 years). More than 5 years ⁹¹ the development of Advanced electronic services related to territorial planning are being implemented (from 2017-11 06), the development of electronic services of the information system of social support for the family (from 19/02/2018), the modernization of the population register and the development of related electronic services (from 16/03/2018), the creation of the smart electronic cash register subsystem (i.EKA) (from 06/04/2018), VIISP portal convenience for users, development of platform data exchange tools, creation of shared services (from 06/28/2018).
42. The program "Digital Agenda of the Republic of Lithuania" was approved in 2014. ⁹² but Implementation the majority (30 out of 35) of the projects were implemented only in 2017-2018. the start ⁹³ was delayed because of the ongoing reform of the consolidation of state information resources

⁹⁰ Data as of 06/26/2023.

⁹¹ Counting from the date of signing the contract.

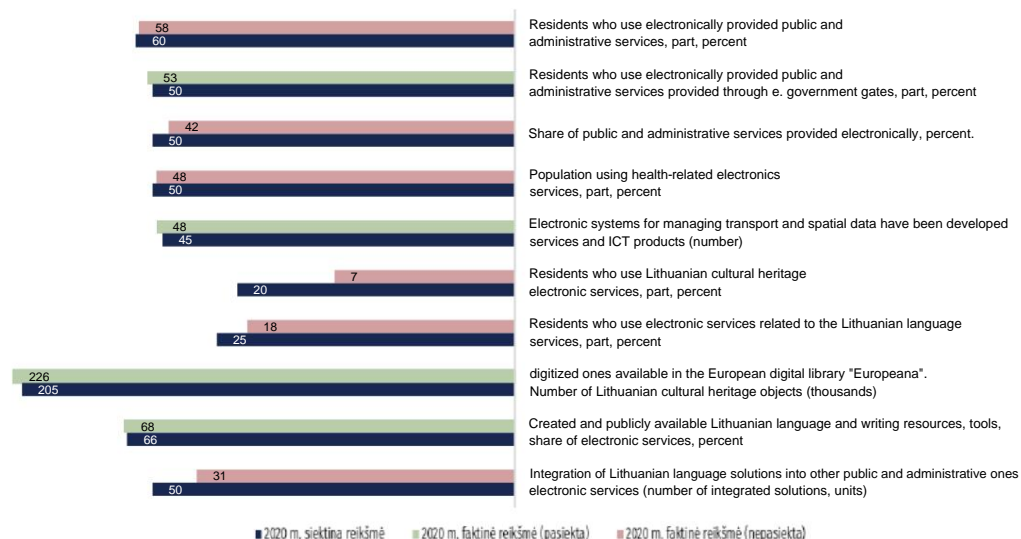
⁹² Government Resolution No. 12/03/2014 244 "On the Development of the Information Society in 2014-2020". programs Approval of the "Digital Agenda of the Republic of Lithuania".

⁹³ in 2016 - 2, 2017 - 9, 2018 - 21, 2020 - 1, 2021 - 2.

it was decided not to finance newly acquired equipment to ensure the provision of new or existing e-services, therefore some e-service projects were renewed, re-evaluated and coordinated, and the completion of some ongoing projects was postponed due to the COVID-19 pandemic⁹⁴.

43. All 2018-2022 completed projects (24) implemented in an average of 5.5 months. later than was foreseen in the project documents, the project of transferring Legal information and legal assistance services to the electronic space was the most delayed (16 months).
44. 2014-2020 The goals and objectives of the Digital Agenda of the Republic of Lithuania program for digitalization of services were not achieved in 2020: 3 95 out of 4 planned evaluation criteria providing information on the implementation of program goals⁹⁶ and 3 97 out of 6 evaluation criteria providing information on the implementation of objectives were not achieved (Fig. 5 and Appendix 7, Table 2).

5 pav. Information society development 2014-2020. achievement of the evaluation criteria for the implementation of the digitalization goals and objectives of the "Republic of Lithuania digital agenda" program in 2020



Source - State Audit Office according to the Information Society Development 2014-2020. the inter-institutional activity plan for the implementation of the "Republic of Lithuania Digital Agenda" program and the data of the Information Society Development Committee

45. Although in 2014-2020 the implementation of the measures of the program "Digital Agenda of the Republic of Lithuania" continues, from 2021 information on the achievement of evaluation criteria is not collected⁹⁸. According to EIMIN, only monitoring of the program was carried out and they are being prepared

⁹⁴ Access via the Internet: <https://2014.esinvesticijos.lt/lt/dokumentai/2014-2020-m-europas-sajungos-fondu-investiciju-action-programs-priority-information-society-promotion-impact-evaluation> (viewed on 05/29/2023).

⁹⁵ Share of the population who use electronically provided public and administrative services, %; share of the population who use electronic services related to Lithuanian cultural heritage, %; share of the population who use electronic services related to the Lithuanian language, %

⁹⁶ 2002-06-06 Government Resolution No. 827 approved Strategic Planning Methodology, pp. 2 and 48. (until 2021-04-29 valid version).

⁹⁷ Share, percent of public and administrative services provided electronically, share, percent of population using health-related electronic services, integration of Lithuanian language solutions into other public and administrative electronic services (number of integrated solutions, units).

⁹⁸ EIMIN's explanation, 2014-2020 The monitoring of the implementation of the relevant priorities of the investment action program of the European Union funds is carried out by the Ministry of Transport, which is an intermediate institution, and at the project level, monitoring is carried out by the Public Enterprise CPVA, which is the implementing institution.

implementation report, there was no obligation to prepare implementation reports of the provisions of the inter-institutional activity plan, and mandatory information about its implementation was submitted to the Monitoring Information System. According to the auditors, Government resolutions 99 are valid and their provisions must be implemented. The Ministry, as the program coordinator¹⁰⁰, is responsible for monitoring the results of the inter-institutional action plan and analyzing the achieved results¹⁰¹, therefore, while the implementation of the measures continues, the monitoring of the evaluation criteria of goals and tasks should be carried out. We appealed to the authorities responsible for their monitoring that provide information about the achievement of the values of the task evaluation criteria in 2021-2022. We received data only for 1102 (out of 6) assessment criteria (Appendix 7, Table 2).

46. In order to achieve optimal benefits, effective management of unforeseen costs and impairment risks, it is important to ensure an effective progress monitoring and control system, which would allow identification of delays in the implementation of strategic goals, objectives and measures even before the end of the planned implementation period, and to determine the actions that the program coordinator should take and implementers of measures to reduce delay risks.

2.2. The determined indicators are not sufficient for the quality of electronic services to measure improvement

47. Public and administrative services must be transferred to the electronic space by ensuring their quality improvement and increasing accessibility to the public¹⁰³. Changes in the field of digitization of services, the extent of achievement of goals and objectives are monitored and evaluated according to the indicators (evaluation criteria) established in strategic documents¹⁰⁴.
48. We adhered to the provision that the indicators provided in the strategic documents (evaluation criteria) show the improvement of the quality of electronic services, if the indicators are set for the availability of electronic services; established criteria of electronic

⁹⁹ Government Resolution No. 12/03/2014 244 "On the Development of the Information Society in 2014-2020". programs Approval of the "Digital Agenda of the Republic of Lithuania" and 2015-04-27 Resolution No. 478 "On the Development of the Information Society in 2014-2020". approval of the inter-institutional activity plan for the implementation of the program "Digital Agenda of the Republic of Lithuania".

¹⁰⁰ Information society development 2014-2020. program "Digital agenda of the Republic of Lithuania", p. 20

¹⁰¹ Strategic planning methodology, 21.5 pp. (edition valid until 2021-04-29).

¹⁰² Digitized Lithuanian cultural heritage available in the European digital library "Europeana". number of objects, thousand pcs (data provided by the Ministry of Culture).

¹⁰³ The strategic priority is to improve the quality of public and administrative services and increase their accessibility to the public (State Progress Strategy "Lithuania's Progress Strategy "Lithuania 2030", approved by Seimas Resolution No. XI-2015 of 15-05-2012, pp. 7.7, Government 2012-11-28 Resolution No. 1482 approved the 2014-2020 national progress program, goal 5.3, Government Resolution No. 998 of 09.09.2020 approved the 2021-2030 national progress plan, Appendix 1, task 8.7).

¹⁰⁴ Strategic Management Law, Article 3 10, 11 and 15 (until 2021 by Government Resolution No. 827 of 06.06.2002 approved Strategic Planning Methodology, pp. 48-50).

¹⁰⁵ The availability of an electronic service on the Internet (or maturity) describes the level of digitization of the service process (from ordering a service or requesting a service to providing the necessary data and information or receiving the service result electronically) into the electronic space. Access via the Internet: https://ivpk.lrv.lt/uploads/ivpk/documents/files/IVPK_leidiniai/Methodines_rekomendacijos.pdf (viewed 2023-01-05).

¹⁰⁶ Strategic Management Law, Article 3 10, 11 and 15, Strategic planning methodology, pp. 49-50, by order of the Minister of Finance on 10/25/2010 no. 1K-330 approved methodology for compiling and applying evaluation criteria used in strategic planning documents, p. 7.

to assess the availability of services for all 107 108; established criteria for the eligibility of users of electronic services ¹⁰⁹ evaluate 110; 111 achieved all expected criteria .

49. Effect, result and product indicators 112 are used to monitor and evaluate ongoing changes , until 2021 - effect, result and product evaluation criteria 113. Result evaluation criteria (indicators) provide information about program goals, product evaluation criteria (indicators) - program objectives implementation 114.

50. After completing the 2014-2020 analysis of strategic planning documents 115 , we found that the evaluation criteria for the implementation of the goals and tasks of digitization of public and administrative facilities are provided (Figure 5 and Appendix 7, Table 2):

It is insufficient to measure the improvement of the quality of electronic services, because, according to the auditors, the criteria are intended to monitor and evaluate the level (frequency) of the population's use of electronic services 116 or to measure the implementation of program measures provided 117 and only 1 (out of 12) criteria - "the result of public and administrative services electronically, part' is useful in assessing the level of maturity of online service availability. It should be noted that the level of population use of electronic services is an important indicator of service demand and their need, but does not necessarily correlate with high service quality. Residents and entrepreneurs may often use even lower-quality electronic services out of necessity or due to external factors, for example, due to the restrictions in force during the COVID-19 pandemic, there were no other alternatives to receive the service. Some services may be used less frequently, not because of their poor quality, but because of their content, for example, cultural content services may not be necessary or interesting for everyone, or because of applicable requirements, for example, certain licenses or permits may be required infrequently or only once;

¹⁰⁷ Accessibility means that all target groups, including persons with disabilities or those with limited technological access, are guaranteed equal opportunities to access and use the electronic service (approved by Order No. 4-984 of the Minister of Economy and Innovation on 12.09.2022 Planned development of digital solutions that allow safe and convenient access to services, assessment methodology, pp. 8.4, 9.4).

¹⁰⁸ Strategic Management Law, Article 3 10, 11 and 15, Strategic planning methodology, pp. 49–50, Strategic Methodology for creating and applying evaluation criteria used in planning documents, p. 7.

¹⁰⁹ The suitability of an electronic service is understood as the simplicity and convenience of using an electronic service, which reflects the effectiveness of operations, productivity and user satisfaction with the created electronic service (Methodology for the evaluation of planned digital solutions that allow safe and convenient access to services, 8.2 and 9.2, pp., Public and administrative electronic methodological documents for the convenience of services for users, access via the Internet: <https://ivpk.lrv.lt/lt/ivpk-leidiniai/viesuju-ir-administraciniu-elektroniniu-paslaugu-patogumo-naudotojams-metodiniai-dokumentai> (viewed on 05/15/2023).

¹¹⁰ Strategic Management Law, Article 3 10, 11 and 15, Strategic planning methodology, pp. 49–50, Strategic Methodology for creating and applying evaluation criteria used in planning documents, p. 7.

¹¹¹ 2014-2020 national progress program, goal 5.3 and its tasks, Information society development 2014-2020. program "Digital Agenda of the Republic of Lithuania", pp. 12 and 13, Information Society Development 2014-2020 inter-institutional action plan for the implementation of the "Digital Agenda of the Republic of Lithuania" program, p. 6

¹¹² Strategic Management Law, Article 3 10, 11 and 15

¹¹³ Strategic planning methodology, 48 p. (edition valid until 2021-04-29).

¹¹⁴ Strategic Management Law, Article 3 10, 11 and 15 (Strategic planning methodology until 2021, pp. 49–50, Methodology for compiling and applying evaluation criteria used in strategic planning documents, p. 7).

¹¹⁵ 2014-2020 National Progress Program, Information Society Development 2014-2020. program "Digital Agenda of the Republic of Lithuania".

¹¹⁶ Evaluation criteria "Part of citizens who use electronically provided public and administrative services", "Part of citizens who use electronically provided public and administrative services provided through the E-government portal", etc.

¹¹⁷ Evaluation criteria "Number of created electronic services, IT products, digitized objects", "Number of digitized Lithuanian cultural heritage objects available in the European digital library Europeana", etc.

the values to be achieved by the criteria are not ambitious to measure the progress in the digitalization of public and administrative services: in 2020 only a small part (9.0 percent, or 12 out of 134) of the planned advanced e-services were created, but the program's objective 2118 the values of the evaluation criteria were almost reached or exceeded - "the share of residents who use electronically provided public and administrative services" was 58 percent. (planned 60 percent), "the share of residents who use electronically provided public and administrative services provided through the electronic government portal" - 53 percent. (planned 50 percent); the value of the 119 evaluation criteria of task 2 of goal 2 was exceeded (the number of created electronic services and ICT products for managing transport and spatial data reached 48, planned 45), although new intelligent transport services have not yet been created (Figure 4 and Annex 7, Table 1). Examining the population's use of electronic services related to the Lithuanian language and cultural heritage (implementation of goal 3 and its tasks) 120, it is noticeable that the number of created services did not influence

the popularity and use of these services. In the opinion of IVPK, in this case, the values of the evaluation criteria were not properly planned, since it would be more valuable to take into account what part of society uses cultural content in general.

51. Examining the activity reports of EIMIN 121, it was found that although the ministry monitors the maturity indicator of the availability of public and administrative services online, other 2014- in 2020 monitoring of indicators set in strategic planning documents¹²² from 2021. not executed (p. 43).

52. According to the explanation of EIMIN, IVPK, the committee annually conducts the use of electronic investigation¹²³ services: the proportion of residents who visited the websites of public sector institutions, who positively assess the quality of the information provided on these websites¹²⁴, and the assessment (research) of the accessibility of the websites and mobile applications of Lithuanian public sector institutions are evaluated. , based on the data of which the part of the websites of state and municipal institutions and institutions adapted for the disabled is determined. ¹²⁵ According to the auditors, these indicators assess the quality of the information provided on the institutions' websites and do not measure the quality of the provided electronic services in terms of accessibility, accessibility for all, suitability. Examining EIMIN, IVPK

¹¹⁸ The goal of the 2nd program is to create safe, advanced, convenient for residents and businesses and meet their needs public and administrative electronic services, to encourage their use.

¹¹⁹ Task 2 of program objective 2 is to develop electronic systems for managing transport and spatial data services and ICT products.

¹²⁰ The goal of the 3rd program is to foster Lithuanian culture and the Lithuanian language using ICT tools - to create cultural digital content that meets the needs of society and is based on the interface between the written and spoken Lithuanian language, to develop digital products and electronic services.

¹²¹ Access via the Internet: <https://eimin.lrv.lt/lt/ekonomikos-ir-inovaciju-ministerija/administracine-informacija/veiklos-atystos> (viewed on 05/26/2023).

¹²² Information society development 2014-2020. program "Digital Agenda of the Republic of Lithuania".

¹²³ According to the interpretation of EIMIN, IVPK representatives, the study includes 12 main services for residents, during which indicators such as: assessment of the quality of information provided on the websites of public institutions are collected; assessment of the quality of electronic services for residents; Evaluation of the quality of the portal of the electronic government portal; confidence in the security of electronic communication with public institutions, etc. The summarized information of the study is published on the IVPK website - news, on the Information Society Development Statistics portal (access via the Internet: <http://statistika.ivpk.lt/saltiniai/206>, accessed 05/29/2023).

¹²⁴ The indicator is provided for in the order of the Minister of Internal Affairs of 03.06.2015 no. 1V-164 "On the Ministry of Internal Affairs of the Republic of Lithuania in 2014-2020 Approval of the implementation plan of the measures for the implementation of the priorities of the investment action program of European Union funds and the description of the calculation of national monitoring indicators" and included in the annual activity plan of the IVPK.

¹²⁵ The indicator is used by Government Resolution No. 11/10/2021. 931 approved in 2021-2030. for the calculation of the indicator "Index of the quality of life of the disabled" established in the social mobilization development program of the development program manager of the Ministry of Social Security and Labour.

presented indicators related to the study of the use of electronic services, it was found that the indicator "residents' assessment of the quality of the Electronic Government Gate portal" includes aspects of the quality of the portal, while the ¹²⁶indicator "residents' assessment of the quality of electronic services" reveals the quality assessment of only 12 main services¹²⁷ (p. 4-5).

53. During the audit, we asked the opinion of EIMIN regarding the 2021-2030 of the indicators provided in the state digitization development program of the Ministry of Economy and Innovation and the descriptions of its progress measures (Appendix 8), whether they allow to assess the improvement of the quality of electronic services in terms of accessibility, accessibility for all and suitability for users. According to the Ministry, there are no such evaluation criteria, and the improvement of the provision of electronic services must be evaluated by their users. It should be noted that such an indicator - "proportion of users of created e-services positively evaluating these services 2 years after the creation of the respective e-services" - was predicted and monitored in 2007- in 2013 during the development period, implementing the measure "Electronic government services" ¹²⁸.

54. In order to effectively monitor and evaluate the quality of electronic services, aspects such as the maturity of online service availability, suitability of electronic services for users (level of user satisfaction), technological accessibility and adaptation to target groups, and compliance with established standards and regulations should be taken into account.

In the absence of ambitious indicator values, without data on their achievement, it is difficult to assess the effectiveness of projects or measures, the impact they create and the benefit to society. In order to increase the effectiveness and impact of development programmes, it is important to set ambitious indicators that encourage policy-making and implementing institutions to achieve better performance.

2.3. Underutilization of national development programs opportunities in digitizing public and administrative services

55. In the context of the fourth industrial revolution and the rapid development of technology, digitization of the entire state is inevitable - this means the need to digitize business, services provided by state institutions, and the goal of developing the digital skills of society.

A more efficient use of the potential of opportunities provided by digital technologies can become the engine of the Lithuanian economy in the future.

56. We adhered to the provision that national development programs are used ¹²⁹ opportunities in the digitalization of public and administrative services, if all state institutions providing them, which planned to implement service digitalization projects,

¹²⁶ Navigation, functionalities, presentation of information and content are user-friendly; the information provided is useful; the content provided is clear. Access via the Internet: <http://statistika.ivpk.lt/saltiniai/206> (viewed on 05/29/2023).

¹²⁷ Access via the Internet: <http://statistika.ivpk.lt/saltiniai/207> (viewed on 05/29/2023).

¹²⁸ Government Resolution No. 23/07/2008 788 "On Approval of the Addendum to the Action Program for Economic Growth" 2014-2020 European Union funds investment action program priority "Information society promotion", measure VP2-3.1-IVPK-01-V "Electronic government services".

¹²⁹ The audited period (2018-2022) includes two (2014-2020 and 2021-2030) development (financing) periods. After the Law on Strategic Management entered into force on 01/01/2021, the types of strategic planning documents changed, therefore, during the audit, national development programs were analyzed, which include public and administrative goals and tasks of digitization of services and the implementation of which is coordinated by EIMIN - Information Society Development 2014-2020. program "Digital Agenda of the Republic of Lithuania" and 2021-2030 State digitization development program of the Ministry of Economy and Innovation.

submitted applications for financing 130; all municipalities providing these services, which planned to submit applications for service digitization projects to receive appropriations, submitted them¹³¹.

57. 2014-2020 43 applications were submitted to implement objectives 2 and 3 of the "Republic of Lithuania Digital Agenda", 6 of which were cancelled. The allocated financing amounted to 133 million. Eur: 72.3% allocated to 37 projects. allocated amounts (EUR 96.2 million):

• for measure no. 02.3.1-CPVA-V-525 "Electronic health services" funding amounted to 28 million. Eur. 3 applications were received and 3 contracts were signed, for which 9.9 million was allocated. Eur financing;

• for measure no. Funding for 02.3.1-CPVA-V-526 "Digitalization and dissemination of cultural content" amounted to 33 million. Eur. 10 applications were received and 8 contracts were signed, for which 29.0 million was allocated. Eur financing;

• for measure no. 02.3.1-CPVA-V-527 "Lituvių kalba in information technologies" allocated funding amounted to 14 million. Eur. 6 applications were received and 5 contracts were signed, for which nearly 12.8 million was allocated. Eur financing;

• for measure no. The funding allocated to 02.3.1-CPVA-V-528 "Intelligent transport services and applied solutions" amounted to 17 million. Eur. 5 applications were received and 4 contracts were signed, for which 9.6 million was allocated. Eur financing;

• for measure no. 02.3.1-CPVA-V-529 "Development of advanced electronic services" provided funding amounted to 41 million. Eur. 19 applications were received and 17 contracts were signed, for which almost 34.9 million was allocated. Financing of EUR.

58. Most of the municipalities surveyed during the audit (63.6 percent, or 35 out of 55) planned to implement digitization projects of public and administrative services in accordance with the 2021- in 2030 the State Digitization Development Program of the Ministry of Economy and Innovation, but only 65.71 percent. of them (or 23 out of 35) submitted project application(s), respectively, more than every fourth state institution (28.4 percent, or 23 out of 81) planned to implement digitization projects of public and administrative services according to 2021-2030 m. the State Digitization Development Program of the Ministry of Economy and Innovation, but 60.9 percent. they (or 14 out of 23) submitted project application(s) (example).

State institutions and municipalities that planned to submit application(s) for project(s) financing under the 2021-2030 To receive the State Digitization Development Program of the Ministry of Economy and Innovation, but did not submit an application, the reasons given

State institutions

- Due to lack of information;
- Applications were submitted for other IT projects;
- The projects were financed from other sources;

Municipalities

- We planned to apply, but there was a very short deadline for preparing the application. In addition, priority was given to project applications prepared by several municipalities;
-

¹³⁰ Information society development 2014-2020. program "Digital Agenda of the Republic of Lithuania", pp. 12 and 13; Information society development 2014-2020. inter-institutional action plan for the implementation of the "Republic of Lithuania digital agenda", pp. 2 and 6; 2021-2030 State digitization development program progress measures of the Ministry of Economy and Innovation No. 05-002-01-07-08 "Developing technological solutions and tools that allow safe and convenient use of services" description, ch. 2; Order No. 25/05/2023 4-292 "Regarding the order of the Minister of Economy and Innovation dated 12.07.2022 no. 4-869 "Regarding 2021-2030 State Digitization Development Program of the Ministry of Economy and Innovation of the Republic of Lithuania Progress Measure No. 05-002-01-07-08 "Creating technological solutions and tools that allow safe and convenient use of services" of the amendment to the "description approval", 2022 EIMIN public authorities' survey data on the need for digitization of services.

¹³¹ Right there.

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- A joint application was made;
 - Information received too late about the possibility of submitting an application, lack of IT specialists;
 - Because a public institution cannot be an applicant according to the EIMIN methodology.
 - The period for preparing the application is too short;
 - We participated in other programs;
 - Provided by another municipality as a partner;
 - Lack of information and human resources.
-

59. In order to 2021-2030 of the measures provided for in the state digitalization development program - to improve the implementation ¹³² quality, accessibility and provision of public services and administrative and public services, steps must be taken to encourage the state institutions and municipalities providing these services to participate in the implementation of digitalization initiatives

in the process.

¹³² By order of the Minister of Economy and Innovation on 12.07.2022 no. 4-869 approved for 2021-2030. State digitization development program progress measures of the Ministry of Economy and Innovation No. 05-002-01-07-08 "Developing technological solutions and tools that allow safe and convenient use of services" description, ch. 2

RECOMMENDATION IMPLEMENTATION PLAN

Expected impact of the audit: Implementation of the recommendations will ensure more effective management of the digitalization of public and administrative services: the monitoring and quality assessment system of public and administrative services will ensure more effective planning and implementation of the digital transformation of these services, a higher level of accessibility, availability, and user-friendliness of public and administrative electronic services will increase user satisfaction with the provided electronic services.

Main result of the audit	Recommendation (desired change) / measures	Change evaluation indicators and their significance*			Entity to whom the recommendation was submitted / implementing the measure	Deadline for the implementation of the recommendation (change aimed at)** / measures***
		indicator	initial value	target value		
<p>1st key audit finding</p> <p>It is not ensured that high-quality public and administrative electronic services are provided to the public, because:</p> <p>there is no reliable data on all provided electronic services, tools for monitoring and evaluation of all electronic services have not been developed, not all electronic services are available on a one-stop basis, only 1.3 percent. used</p> <p>The services created on the portal of the electronic government portal provide evaluations more often than what is created second on the portal, the electronic service is used only up to 10 times a year, and a significant part</p>	<p>Medium importance</p> <p>1. In order to ensure that high-quality public administrative electronic and services are provided to the public:</p> <ul style="list-style-type: none"> - create measures and ensure that the data on all provided electronic services would be collected at the state level; - ensure that the monitoring of all provided electronic services is carried out centrally on the basis of the collected data; - create measures to help ensure that all electronic services provided by state institutions and municipalities are accessible through Electronic government portal; - promote user involvement in service evaluation; - provide measures that would allow to assess why the created electronic services are not used or are used 	Public and administrative services available through Part of the portal of the electronic government portal	60 percent	85 percent	Ministry of Economy and Innovation	31/12/2028
		Public and administrative services provided by e-mail way assessment score	unknown	9		

Main result of the audit	Recommendation (desired change) / measures	Change evaluation indicators and their significance*			Entity to whom the recommendation was submitted / implementing the measure	Deadline for the implementation of the recommendation (change aimed at)** / measures***
		indicator	initial value	target value		
the services created on the portal are not used at all during the year.	little, and in case of need, to initiate improvements in the process of providing them.					
	1.1. Create tools that allow the Electronic Government Gateway portal to combine the descriptions of all public and administrative services provided electronically and non-electronically (combine the service catalogs of the State Information Resource Interoperability Platform and the Information System for Monitoring and Analysis of Public and Administrative Services into one service catalog).				Information Society Development Committee	in 2024 I quarter
	1.2. To modernize the shared use components of the construction of services of the State Information Resources Interoperability Platform, adapting to the implementation of typical steps of an electronically provided public or administrative service.				Information Society Development Committee	in 2026 III quarter
	1.3. Create and implement monitoring and analysis tools for the provision of electronically provided public and administrative services on the Electronic Government Gate portal.				Information Society Development Committee	in 2024 IV quarter
	1.4. Create and implement means for conducting surveys of recipients of electronically provided public and administrative services in order to assess the quality of electronically provided public and administrative services and the need to improve services.				Information Society Development Committee	in 2024 I quarter
1st key audit finding	Medium importance 2. In order to assess the actual benefits created by the service digitization process, provide measures that would ensure periodic state monitoring of the scale achievement of goals and planned benefits.	Monitoring of the achievement of digitization goals and planned benefits of projects digitizing public and administrative services is carried out	Not done	It is conducted annually by the Ministry of Economy and Innovation	Ministry of Economy and Innovation	31/12/2030
There is no data on the actual benefits created by digitization and their ratio compared to the actual experiences (whether the costs ensured the creation of benefits).					Ministry of Economy and Innovation	in 2024 I quarter
	2.1. Submit proposals to the Ministry of Finance regarding the monitoring of the achievement of goals and planned benefits of projects that digitize public and administrative services and develop other digital solutions.				Information Society Development Committee	in 2025 I quarter
	2.2. To carry out projects that digitize public and administrative services, create other digital solutions, monitor the achievement of digitization goals and planned benefits, prepare a project implementation report.				Information Society Development Committee	in 2025 I quarter

STATE AUDIT REPORT

Main result of the audit	Recommendation (desired change) / measures	Change evaluation indicators and their significance*			Entity to whom the recommendation was submitted / implementing the measures	Deadline for the implementation of the recommendations (change aimed at)** / measures*** 2030-12-31
		indicator	initial value	target value		
2nd key audit outcome Effective development of the digitization of public and administrative services is not ensured, because: the goals and objectives of the digitalization of public and administrative services are implemented slowly and insufficiently efficiently, the indicators of the implementation of the established goals and objectives are insufficient to measure the improvement of the quality of public and administrative electronic services, institutions do not sufficiently use the opportunities of national development programs in the digitalization of public services and 3.2. To prepare and approve the guidelines development for the of electronically provided public and	Of great importance 3. In order to for faster and more effective implementation of strategic goals by digitalizing public and administrative services, to take actions that would encourage: - policy implementing institutions to achieve better results in the field of digitization of services; - state institutions and municipalities providing public administrative services to participate in digitization initiatives in the implementation process.	Part of implemented digitalization projects of public and administrative services with a duration of no longer than 2.5 years	9 percent	55 percent	Ministry of Economy and Innovation	
		The share of institutions providing public and administrative services participating in the implementation of measures for the digitization of public and administrative services provided for in the development programs	27 percent	50 percent		
		Part of the institutions that carry out assessments of the suitability of electronic services for users	35 percent	85 percent		
	3.1. Prepare and approve the maturity levels of the provision of electronically provided public and administrative services and the methodology for assessing the maturity level of electronically provided public and administrative services.	Ministry of Economy and Innovation	in 2025 I quarter			
3.2. To prepare and approve the guidelines development for the of electronically provided public and administrative services, determining Economic and administrative services. typical steps of the process of providing an electronically provided public or administrative service, combining their innovations into an integrated process of providing a service, and the creation and implementation of an electronically provided public or administrative service by the Ministry using the components of the Resource Interoperability Platform for shared Information use.	State Information community development committee	in 2024 II quarter				
3.3. To update methodological recommendations for ensuring the suitability of electronically provided public and administrative services for users (residents of Lithuania and foreign countries).	Information Society Development Committee	in 2024 IV quarter				

Main result of the audit	Recommendation (desired change) / measures	Change evaluation indicators and their significance*		Entity to whom the recommendation was submitted / implementing the measures	Deadline for the implementation of the recommendations (change aimed at)** / measures*** 2026-12-31
		indicator	initial value target value		
1st key audit finding Regular monitoring and quality assessment of public and administrative electronic services is not ensured, because: institutions do not sufficiently evaluate the suitability of their electronic services for users, identify and 4.1. Approve recommendations/guidelines for quality assessment	Medium importance 4. In order to ensure public and quality service quality monitoring recommendations / assessment and administrative indicators, guidelines to provide measures that would ensure the application of uniform quality assessment practices for these services, a more effective service quality monitoring process.	Established public and administrative services and administrative and monitoring of accessibility	Not identified	Approved	Ministry of Internal Affairs
	and monitoring of public and administrative services. plans service improvement needs.				Ministry of Internal Affairs

* Detailed data of change evaluation indicators are presented in Appendix 3 "Change evaluation indicator data".

** The means and deadlines for implementing them, achieving change and measuring indicators were presented by the Committee for Economy and Innovation, the Ministry of Internal Affairs and the Information Society Development Committee.

*** During the monitoring of the implementation of the recommendations, the measures or change evaluation indicators specified in the implementation plan of the recommendations may be revised or changed in accordance with the procedure established by the description of the procedure for monitoring the implementation of the recommendations of the State Audit. An up-to-date list of measures and change assessment indicators is available in the open data of the State Audit Office at www.valstybeskontrolle.lt.

Communications representative responsible for informing the State Audit Office about the implementation of measures and the values of some indicators within the terms set in the plan:

Aušra Kumetaitienė, head of the Digital Policy Department of the Digital Agenda Department of the Ministry of Economy and Innovation, mobile 8 610 16325, email ausra.kumetaitiene@eimin.lt,

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Head of the Information Technology Audit Department

Markas Marcinkevicius

Chief state auditor of the Information Technology Audit Department - head of the audit group

Diana Nikitina

ACCESSORIES

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Abbreviations and concepts

CPVA - Central Project Management Agency

DESI (*Digital Economy and Society Index*) - Digital economy and society index

AI - artificial intelligence

EIMIN - Ministry of Economy and Innovation

Electronic services - public and administrative electronic services.

Electronic services are understood as defined in the Development of Information Society 2014-2020. in the program "Digital Agenda of the Republic of Lithuania" 133

Institutions - state and municipal institutions and institutions that provide administrative services and/or administer the provision of public services

ICT - information and communication technologies

IT - information technology

IVPK - Information Society Development Committee

PASIS - Information system for monitoring and analysis of public and administrative services

SM - Ministry of Transport

VIISP - Platform for interoperability of state information resources

VRM - Ministry of Internal Affairs

Administrative service – public administration activity specified in the Law on Public Administration, related to issuing documents or providing information¹³⁴.

The quality of an electronic service is a set of service characteristics that demonstrate its ability to meet the identified or assumed needs of the service user ¹³⁵. The main

¹³³ Electronic service - a remotely provided service using various ICT tools (e.g. computers, mobile phones, interactive digital television or other), which includes all actions from the initiation of the service to the achievement of its intended result (Information Society Development 2014-2020 program "Digital agenda of the Republic of Lithuania", p. 5).

¹³⁴ Law on Public Administration, Article 2 1 d.

¹³⁵ The term is not enshrined in legal acts, the definition is based on the Information Society Development 2014-2020. program "Digital agenda of the Republic of Lithuania", p. 7, 2015-10-07 order of the Minister of Communications no. 3-

during the audit were considered to be characteristics describing the quality of the electronic service availability, availability, appropriateness of electronic service.

The availability of electronic services on the Internet (or maturity) describes the level of digitization of the service process (from ordering a service or requesting a service to providing the necessary data and information or receiving the result of a service electronically) to the electronic space 136.

Accessibility of electronic services means that all target groups, including persons with disabilities or those with limited technological access, are guaranteed equal access and use of electronic services¹³⁷.

The suitability of electronic services is understood as the ease and convenience of using an electronic service, which reflects the effectiveness of operations, productivity and user satisfaction with the created electronic service¹³⁸.

IT solution - a set of technical and software information processing tools designed to meet the specific needs of residents, businesses and institutions¹³⁹

Basic public services - services related to the following aspects of life: routine business operations, moving, buying and driving a car, filing a small claims claim, starting a business, aspects of family life, losing a job, finding a job, studying¹⁴⁰.

Advanced electronic services - electronic services, which, according to the characteristics that institutions creating and providing electronic services must focus on, are: composite, self-functioning, meeting the requirements of suitability for users, based on the reorganization of the service provision process, automatic collection of the recipient of the service and other necessary data, innovative using technological solutions, accessible by various ICT tools and devices, provided only electronically, accessible through a centralized access gateway and provided throughout the EU¹⁴¹.

Digital solutions - the set of technical and software tools needed to digitize services and implement other specific information technology solutions that ensure the provision of services¹⁴².

416(1.5 E) approved methodology for evaluating the quality of electronic services, p. 10, model of definition, typification and evaluation of electronic services, access via the Internet: <https://ivpk.lrv.lt/lt/ivpk-leidiniai/elektroniniu-paslaugu-apibrezimo-typing-and-evaluation-model> (viewed 2023-01-05).

¹³⁶ Access via the Internet: https://ivpk.lrv.lt/uploads/ivpk/documents/files/IVPK_leidiniai/Methodines_rekomendacijos.pdf (viewed 2023-01-05).

¹³⁷ Access via the Internet: <https://ivpk.lrv.lt/lt/ivpk-leidiniai/viesuju-ir-administraciniu-elektroniniu-paslaugu-user-friendliness-methodological-documents> (viewed on 05/15/2023).

¹³⁸ By order of 12/09/2022 no. 4-984 approved methodology for the evaluation of the planned creation of digital solutions that allow safe and convenient access to services, pp. 8.2 and 9.2, Methodological documents for user-friendliness of public and administrative electronic services, access via the Internet: <https://ivpk.lrv.lt/ivpk-publications/public-and-administrative-electronic-services-convenience-for-users-methodical-documents> (viewed on 05/15/2023).

¹³⁹ Methodology for setting priorities for the development of electronic services, pp. 3.3.

¹⁴⁰ 2021-03-09 COM(2021) of the Commission's communication to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions "2030 Digital Policy Roadmap: The Road to the European Digital Decade" Annex, (11) p.

¹⁴¹ Information society development 2014-2020. program "Digital agenda of the Republic of Lithuania", p. 7

¹⁴² Methodology for evaluation of digital solutions that are planned to be created, allowing safe and convenient access to services, pp. 4.2.

Composite electronic service - several electronic services provided to residents or businesses combined into one service, in order to provide the final recipient of the service with a service that meets his needs according to a certain life or business event ¹⁴³.

Public administration - the activities of public administration entities regulated by legal acts, intended for the implementation of legal acts: administrative regulation, administrative decision-making, supervision of the implementation of legal acts and administrative decisions, provision of administrative services, administration of the provision of public services¹⁴⁴.

Public service - in accordance with the requirements established by laws and/or public administration entities, activities supervised by these entities are carried out, which create benefits guaranteed by the state or municipalities and equally accessible to members of the public¹⁴⁵.

Subject of public administration - a public legal person, a collegial or one-person institution that does not have the status of a legal person, a natural person with a special status established by law, authorized to perform public administration by public administration activities in accordance with the procedure established by the Law on Public Administration¹⁴⁶.

Administration of the provision of public services - the activities of public administration entities are carried out in accordance with the law, establishing rules and procedures for the provision of public services, issuing permits for the provision of public services, establishing legal entities of the appropriate form or selecting other persons to provide public services, as well as supervision of the provision of public services¹⁴⁷.

¹⁴³ Information society development 2014-2020. program "Digital agenda of the Republic of Lithuania", p. 6

¹⁴⁴ Law on Public Administration, Article 2 18th

¹⁴⁵ Ibid., Art. 2 19th

¹⁴⁶ Ibid., Art. 2 on the 20th

¹⁴⁷ Ibid., Art. 2 on the 22nd

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Audit scope and methods

Audit scope

The purpose of the audit is to assess whether the digitization of public and administrative services creates conditions for providing high-quality electronic services that meet the needs of society.

The main questions of the audit are whether monitoring and quality assessment of electronic services is ensured; whether technological tools have been developed to manage information about electronic services and provide them to the public on a one-stop basis; whether effective development of digitization of public and administrative services is ensured.

Audited entities - Ministry of Economy and Innovation, Ministry of Internal Affairs, Information Society Development Committee.

The audited period is 2018-2022. In order to assess the trends and changes in the implementation of strategic goals in the field of digitalization of public and administrative services, we used the previous (2014-2017) and 2023. data.

The audit was conducted in accordance with the international standards of the highest audit institutions¹⁴⁸.

Audit data collection and evaluation methods

Section/subsection of the audit report	Applied data collection and evaluation methods	Purpose
1.1. <i>Almost every fifth user of the Electronic Government Portal portal is not satisfied with the services provided</i>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> • The State Information Resources Management Law; • Interoperability platforms of state information resources regulations. <p><u>Data analysis</u></p> <p>We analyzed data collected by VIISP, user surveys of the VIISP portal, satisfaction surveys, data submitted by EIMIN, IVPK and state institutions and municipalities providing electronic services.</p> <p><u>Survey</u></p> <p>We surveyed 91 state institutions and all municipalities (60), answers were provided by 81 state institutions and 55 municipalities.</p> <p><u>Conversations</u></p> <p>We organized interviews with EIMIN, Ministry of Interior and IVPK representatives.</p>	To assess whether the users of the electronic government portal are satisfied with the convenience and accessibility of electronic services
1.2. <i>It is not guaranteed that all e-services will be available on a one-stop basis</i>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> • The State Information Resources Management Law; • Interoperability platforms of state information resources regulations; • Monitoring of public and administrative services and regulations of the analysis information system. <p><u>Data analysis</u></p>	Assess whether there is a unified catalog of services that provides the public with information about all electronic services

¹⁴⁸ 3000th TAAIS "Performance Audit Standard", access via the Internet: <https://www.valstybeskontrolle.lt/LT/post/15649/> (viewed on 07/10/2023).

Section/subsection of the audit report	Applied data collection and evaluation methods	Purpose
	<p>We analyzed data collected by VIISP, PASIS, EIMIN, IVPK and data provided by state institutions and municipalities providing electronic services.</p> <p><u>Survey</u></p> <p>We surveyed 91 state institutions and all (60) municipalities, 81 state institutions and 55 municipalities provided answers.</p> <p><u>Conversations</u></p> <p>We organized interviews with EIMIN, Ministry of Interior and IVPK representatives.</p>	
<p>1.3. Tools for monitoring and quality of electronic services have not been developed for evaluation</p>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> ÿ Interoperability platforms of state information resources regulations; ÿ Monitoring of public and administrative services and regulations of the analysis information system; ÿ Investment project preparation methodology; ÿ Process evaluation model using COBIT@5, description of the MEA01 process "Monitor, assess and evaluate operational effectiveness and compliance"; ÿ Process evaluation model using COBIT@5, description of the EDM02 process "Ensure the creation of benefits". <p><u>Data analysis</u></p> <p>We analyzed data collected by PASIS, EIMIN, Ministry of Interior, IVPK and data provided by state institutions and municipalities providing electronic services.</p> <p><u>Survey</u></p> <p>We surveyed 91 state institutions and all (60) municipalities, 81 state institutions and 55 municipalities provided answers.</p> <p><u>Conversations</u></p> <p>We organized interviews with EIMIN, Ministry of Interior and IVPK representatives.</p>	<p>To assess whether the monitoring of electronic services performed at the state level is sufficient</p>
<p>1.4. Only every sixth institution conducts evaluations of the suitability of electronic services for users and identifies the needs for service development</p>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> ÿ Law on Public Administration; ÿ State information resources management law; ÿ Information society development 2014-2020. the program "Digital Agenda of the Republic of Lithuania"; ÿ 2021-2030 the State Digitization Development Program of the Ministry of Economy and Innovation; ÿ Methodology for calculating the satisfaction index of public service users; ÿ Recommendations for evaluation of administrative services provided by public management institutions; ÿ Service standards recommendations for public management institutions; ÿ Recommendations for services provided by public management institutions; ÿ Electronic services on the Internet, provided by the state and monitoring methodology of municipal institutions and institutions; ÿ Methodological recommendations for measures to ensure suitability of public and administrative electronic services for users; ÿ Methodology for monitoring electronic services on the Internet provided by state and municipal institutions and bodies ÿ Methodology for evaluating the quality of electronic services; ÿ Planned to create digital solutions that allow secure and convenient access to services, assessment methodology; ÿ Cobit@5: Enabling Processes, description of APO11 process "Manage Quality". <p><u>Data analysis</u></p>	<p>To assess whether the institutions monitor the quality of the electronic services they provide</p>

Section/subsection of the audit report	Applied data collection and evaluation methods	Purpose
	<p>We analyzed the data provided by EIMIN, Ministry of Interior, IVPK and state institutions and municipalities providing electronic services.</p> <p><u>Survey</u></p> <p>We surveyed 91 state institutions and all (60) municipalities, 81 state institutions and 55 municipalities provided answers.</p> <p><u>Conversations</u></p> <p>We organized interviews with EIMIN, Ministry of Interior and IVPK representatives.</p>	
<p>2.1. 2014-2020 the intended goals of digitization of services have not yet been achieved</p>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> ÿ State progress strategy "Lithuanian progress strategy "Lithuania 2030"; ÿ 2014-2020 national development program; ÿ 2021-2030 national progress plan; ÿ Information society development 2014-2020. the program "Digital Agenda of the Republic of Lithuania"; ÿ Information society development 2014-2020. program "Digital Lithuania Agenda of the Republic" Inter-institutional Action Plan for Implementation; ÿ 2014-2020 European Union funds investment action program; ÿ 2021-2030 Ministry of Economy and Innovation state digitization development program; ÿ Strategic planning methodology; ÿ Cobit®5: Enabling Processes, description of APO11 process "Manage Quality". <p><u>Data analysis</u></p> <p>We analyzed the activity reports of EIMIN, SM, EIMIN, SM, IVPK and others for 2014-2020. data provided by institutions implementing the "Republic of Lithuania digital agenda" program, 2014-2020 Impact assessment report of the European Union funds investment action program priority "Promotion of the Information Society", SFMIS data for 2014-2020. the implementation of the investment action program of EU funds.</p> <p><u>Conversations</u></p> <p>We organized interviews with representatives of EIMIN, SM and IVPK.</p>	<p>Assess whether the intended goals of digitization of services have been achieved</p>
<p>2.2. The set indicators are insufficient to measure the improvement of the quality of electronic services</p>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> ÿ State progress strategy "Lithuania's progress strategy "Lithuania 2030"; ÿ 2014-2020 national development program; ÿ 2021-2030 national progress plan; ÿ Information society development 2014-2020. the program "Digital Agenda of the Republic of Lithuania"; ÿ Information society development 2014-2020. program "Digital Lithuania Agenda of the Republic" Inter-institutional Action Plan for Implementation; ÿ 2014-2020 European Union funds investment action program; ÿ 2021-2030 the State Digitization Development Program of the Ministry of Economy and Innovation; ÿ Law on strategic management; ÿ Strategic planning methodology; ÿ Cobit®5: Enabling Processes, description of APO11 process "Manage Quality". <p><u>Data analysis</u></p> <p>We analyzed the activity reports of EIMIN, SM, EIMIN, SM, IVPK and others for 2014-2020. institutions implementing the program "Digital Agenda of the Republic of Lithuania".</p>	<p>To evaluate whether the criteria provided in the strategic documents show the improvement of the quality of electronic services</p>

Section/subsection of the audit report	Applied data collection and evaluation methods	Purpose
	<p>provided data, SFMIS data for 2014-2020 the implementation of the investment action program of EU funds.</p> <p><u>Conversations</u></p> <p>We organized interviews with representatives of EIMIN, SM and IVPK.</p>	
<p>2.3. Underutilized opportunities of national development programs in digitizing public and administrative services</p>	<p><u>Document review</u></p> <p>We examined:</p> <ul style="list-style-type: none"> • Information society development 2014-2020. the program "Digital Agenda of the Republic of Lithuania"; • 2021-2030 State digitization development program of the Ministry of Economy and Innovation. <p><u>Data analysis</u></p> <p>We analyzed SFMIS data for 2014-2020. the implementation of the investment action program of EU funds, data provided by EIMIN, Ministry of Interior, IVPK and state institutions and municipalities providing electronic services.</p> <p><u>Survey</u></p> <p>We surveyed 91 state institutions and all (60) municipalities, 81 state institutions and 55 municipalities provided answers.</p> <p><u>Conversations</u></p> <p>We organized interviews with representatives of EIMIN, SM and IVPK.</p>	<p>To assess whether the opportunities of national development programs are used in the of public and administrative services</p>

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Change evaluation indicators data

Indicator	Public and administrative services available through Part of the portal of the electronic government portal	Public and administrative services provided electronically way, quality assessment score	Implemented digitization projects of public and administrative services, which duration not longer than 2.5 years, part	The share of institutions providing public and administrative services participating in the implementation of measures for the digitization of public and administrative services provided for in the development programs
Unit of measurement	Proc.	-	Proc.	Proc.
Initial value	60	unknown	9	27
Initial value fixation date	in 2023	in 2023	in 2023	in 2023
Target value	85	9	55	50
Tolerance limits	ok	ỹ 80	ỹ 50	ỹ 45
	On average	66-79	16-49	31-44
	Bad	ỹ 65	7	ỹ 30
Aspirational values date of capture	in 2028	in 2028	in 2030	in 2030
The date of fixing the periodic value	Every 2 years	Every year	Every 2 years	Every 2 years
Data source to calculate the indicator	IVPK data	IVPK data	EIMIN data	EIMIN data
Detailed description of calculation/ evaluation	$X=a / b*100$; a – the number of public and administrative services available through the Electronic Government Portal; b – the number of services specified in the Lithuanian service catalog	Analysis of data on the quality of all public and administrative services provided electronically (based on a ten-point system) performed by IVPK	$X=a / b*100$; a - according to 2021-2030 State digitization development program progress measure of the Ministry of Economy and Innovation no. 05-002-01-07-08149 the number of implemented digitization projects of public and administrative services, the duration of which is not longer than 2.5 years (30 months); b - according to 2021-2030 State digitization development program progress measure of the Ministry of Economy and Innovation no. Number of digitization projects of public and administrative services implemented in 05-002-01-07-08	$X=a / b*100$; a – the number of institutions participating in the implementation of measures for digitization of public and administrative services provided for in the development programs; b – the number of institutions providing public and administrative services

Indicator	Recommendations for quality assessment and monitoring of public and administrative services have been established / guidelines	Part of the institutions that carry out assessments of the suitability of electronic services for users	Monitoring of the achievement of digitization goals and planned benefits of projects digitizing public and administrative services is carried out
Unit of measurement	-	Proc.	-
Initial value	not identified	35	is not performed
Initial value fixation date	in 2023	in 2023	in 2023
Target value	Approved	85	It is carried out annually
Tolerance limits	ok	Approved	It is carried out annually
	On average	56-69	
	Bad	Unconfirmed	Not done
Aspirational values date of capture	in 2026	in 2030	in 2030
The date of fixing the periodic value	Assessing change	Every year	Every year
Data source to calculate the indicator	Legislation	Institutional survey data	EIMIN data
Detailed description of calculation/ evaluation	It is assessed whether recommendations/guidelines for the quality assessment and monitoring of public and administrative services are established in legal acts, which include vocabulary, service monitoring and quality assessment procedures, requirements and indicators	Based on the data of the survey of state institutions and municipalities carried out by the VC, it is assessed what proportion of state institutions and municipalities that provide public and administrative services annually carry out suitability tests for users of electronic services assessments	EIMIN conducts an analysis of monitoring the achievement of the goals and planned benefits of digitization of public and administrative services

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Through the portal of the Electronic Government Portal, services are available, which in 2022 unused or used up to 10 times

Row No.	Name of the service	Used several times
1.	Ordering a certificate of settlement with the state and/or municipal budgets, monetary funds and obtaining execution status data (for service providers)	0
2.	Application for the issuance of a permit / issuance of a duplicate permit for the import / export / transportation of radioactive materials	0
3.	Application for issuance of a permit / issuance of a duplicate permit for the import / export / transportation of radioactive waste Application	0
4.	for the issuance of a license to carry out activities in the ionizing radiation environment with another person holding a license Application for obtaining	0
5.	precursors of narcotic and psychotropic substances (precursors)) export permit / extend the validity of the permit / obtain a simplified <i>permit</i> . to register as a milk buyer 10. Request to issue / supplement /	0
6.	correct a license to engage in wholesale trade in non-food alcoholic solutions with added flavorings or to cancel the license	0
7.		0
8.		0
9.		0
	wholesale trade in non-food alcoholic solutions with flavoring additives	0
11.	Request to issue/supplement/correct a license to engage in wholesale trade in food alcoholic solutions with flavoring additives or to cancel the validity of a license to engage in wholesale trade in food alcoholic solutions with flavoring additives	0
12.	Application to obtain/correct/cancel a license for activities with precursors (precursors) of narcotic and psychotropic substances/obtain a duplicate license for activities with precursors (precursors) of narcotic and psychotropic substances	0
13.	Application to obtain/correct/cancel a special license for activity with precursors (precursors) of narcotic and psychotropic substances or to issue a duplicate license for special activity with precursors (precursors) of narcotic and psychotropic substances	0
14.	Application to issue a permit to transport explosives through the Republic of Lithuania in transit 15.	0
	Application to issue a permit to import (import) explosives 16. Application to issue a	0
	permit to export (export) explosives	0
17.	Application for issuing a license for the production of weapons, accessories of category A weapons, ammunition, their parts	0
18.	Request to issue a license to manufacture, use, trade in explosives 19. Request to issue a	0
	certificate of recognition of a weapon completely unfit for use 20. Request to grant the qualification of a court	0
	expert / extend the validity of the qualification of a court expert / recognize the qualification of a court expert / issue a duplicate certificate of the qualification of a court expert	0

Row No.	Name of the service	Used several times
21.	License to run formal vocational training programs	0
22.	Issuance of a license for activities with ionizing radiation sources/correction/amendment of the addendum/suspension of validity/revocation of suspension of validity / invalidation	0
23.	Issuance of a travel organizer's certificate	0
24.	Issuance of a classification certificate for hotels, motels, guesthouses and campsites	0
25.	Application for registration of the certification service providers of the Republic of Lithuania creating qualified certificates in the electronic signature supervisory authority / information clarification	0
26.	Regarding the issuance of a license for the operation of an animal insemination center / suspension of the validity of the license / cancellation of the suspension of the validity of the license / cancellation of the validity of the license / issuance of a duplicate license	0
27.	Regarding the issuance of a livestock seeder's license/suspension of the validity of the license/revocation of the suspension of the validity of the license/revocation of the validity of the license/issuance of a duplicate license	0
28.	Application for permission for Lithuanian higher education institutions and branches of foreign higher educational institutions established in the Republic of Lithuania to conduct studies and studies-related activities	0
29.	Application for permission for the representative office of a foreign higher education institution to carry out study-related activities	0
30.	Issuance of permanent licenses for the maintenance of potentially dangerous devices, their revision, issuance of a duplicate	0
31.	Request for permission to take qualifying exams of a certified auditor	0
32.	Issuing, changing, issuing a duplicate or revoking a heat supply license	0
33.	Issuing a certificate of land cultivation (to the National Paying Agency)	0
34.	Harmonization of the design of the radiotechnical part of the radiotechnical object and/or the electromagnetic radiation monitoring plan	0
35.	Issuance of a license or a copy of a license to carry passengers by bus on local transport routes, issuance of a duplicate, update, extension or cancellation of data	0
36.	Issuance, issuance of a duplicate or cancellation of a parking permit in the validity zone of the road sign "P" (reserved)	0
37.	Provision of municipal property according to the use contract or renewal of the use contract for a new term	0
38.	Agreement on connection of the recipient of the service to the National Information System for the delivery of electronic parcels using the postal network	0
39.	Provision of data on business certificates and individual activity certificates to other institutions	0
40.	Electronic catalog service for the Customer	0
41.	Issuance/correction of licenses to organize table games and games with machines of category A, licenses to organize games with machines of category B, licenses to organize bingo, licenses to organize totalizers, licenses to organize betting	0
42.	Issuance/correction of a license to organize lotteries	0
43.	Request to issue a natural gas supply permit / to specify a natural gas supply permit / to suspend the validity of a natural gas supply permit / to cancel a natural gas supply permit the validity of the supply permit / cancel the suspension of the validity of the natural gas supply permit	0
44.	Request to issue an energy resource exchange operator's license / change an energy resource exchange operator's license / issue an energy resource exchange operator duplicate license / suspend the validity of the energy resource exchange operator's license / extend the validity of the energy resource exchange operator's license / cancel the validity of the energy resource exchange operator's license / cancel the suspension of the validity of the energy resource exchange operator's license	0

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Row No.	Name of the service	Used several times
45.	Issuance, change, issuance of a duplicate, suspension of validity, validity lifting of suspension.	0
46.	Request to issue a natural gas market operator's license / to clarify a natural gas market operator's license / to suspend the validity of a natural gas market operator's license / to cancel the validity of a natural gas market operator's license / to cancel the suspension of the validity of a natural gas market operator's license	0
47.	Application to issue a license for drinking water supply and/or wastewater management / change a license for drinking water supply and/or wastewater management / suspend the validity of a drinking water supply and/or wastewater management license / cancel a license for drinking water supply and/or wastewater management the validity / cancel the suspension of the drinking water supply and (or) wastewater treatment license	0
48.	Application to issue an electricity distribution license / to change an electricity distribution license / to issue a duplicate of an electricity distribution license / to suspend the validity of an electricity distribution license / to cancel the validity of an electricity distribution license / to cancel the suspension of the validity of an electricity distribution license	0
49.	Request to issue an electricity transmission license / change an electricity transmission license / issue a duplicate electricity transmission license / suspend the validity of the electricity transmission license / revoke the validity of the electricity transmission license / revoke the suspension of the validity of the electricity transmission license	0
50.	Request to issue/correct a local special registration certificate for activities with precursors (precursors) of narcotic and psychotropic substances, or to issue an activity with a duplicate of the local special registration certificate for precursors (precursors) of narcotic and psychotropic substances, or cancel the validity of the local special registration certificate for activities with precursors (precursors) of narcotic and psychotropic substances	0
51.	Issuance/addition/change of the permit to organize remote gambling	0
52.	Request to issue/correct a permit for the production of fiber hemp products, during which intermediate products of fiber hemp are formed, in which the THC content exceeds the permitted limit of 0.2 percent, or to cancel the permit for the production of fiber hemp products, during which intermediate products of fiber hemp are formed, in which the THC content exceeds the permitted limit of 0.2 percent, the validity of the activity	0
53.	Application for an import permit/extension of the permit for the import of narcotic and psychotropic substance precursors	1
54.	Request to be included in the list of persons providing corporate bankruptcy administration services / to clarify information / to delete from the list 55. Request to take a qualification exam and issue a restructuring administrator certificate / to clarify data / to issue a duplicate certificate / to delete from the list	1 1
56.	Request for permission to take a qualification exam and issue a certificate of bankruptcy administrator / correct data / issue a duplicate certificate / remove from the list 57. Request to provide an auditor's name / suspend the validity of an auditor's certificate / renew the validity of an auditor's certificate / cancel an auditor's certificate / issue a new auditor's certificate / correct the auditor's data	1 1
58.	Request for the crediting of attended courses not organized by the Chamber of Auditors of Lithuania 59. Request to issue a license to provide a document storage service / to clarify the license	1 1
60.	Request to be included in the list of persons entitled to engage in external property or business valuation activities	1
61.	Application to obtain/correct/cancel a local registration certificate for activities with narcotic and psychotropic substance precursors, issue a duplicate certificate, suspend the validity of the certificate or cancel the suspension of the validity of the certificate	1
62.	Assessment of the training institution's compliance and granting the right to train persons related to the transportation of dangerous goods by road 63. Examination of the environmental impact assessment report and program of the planned economic activity and reasoned conclusions regarding the report, program, economic activity possibilities provision	1 1
64.	Issuance and revision of license for import/import of military equipment	1
65.	Granting the right to install a road sign for disabled parking	1

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Row No.	Name of the service	Used several times
66.	Request to issue a license for public supply of electricity / to change a license for public supply of electricity / to issue a license for public supply of electricity duplicate supply license / suspend the validity of the license for the public supply of electricity / cancel the validity of the license for the public supply of electricity / cancel the suspension of the validity of the electricity public supply license	1
67.	Request to issue/supplement/correct the license for the production of beer, beer and non-alcoholic beverage mixtures or to cancel the license for the production of beer, beer and non-alcoholic beverage mixtures validity of the license	2
68.	Request to be included in the list of audit companies / to suspend the validity of the audit company's certificate / to delete from the list of audit companies / to clarify the data of the audit company / to issue new audit company certificate	2
69.	Application for issuance of end user certificate	2
70.	Certification of companies seeking to perform or performing services related to safe shipping, clarification of data in the list of certified companies, suspension, cancellation, cancellation of suspension	2
71.	Application for permission to use the Lithuanian name in Internet domain names	2
72.	Issuance of a permit to carry out activities related to poisonous substances	2
73.	Issuance and revision of license for export/shipment of military equipment	2
74.	Grant of tax relief for land, state land lease, inheritance or real estate Issuance of permits to provide personal data to third parties (To the State Data Protection Inspectorate)	2
75.	Request to grant/terminate prior consultation (to the State Data Protection Inspectorate) 77. Entry of gaming machines into the list of gaming machines 78. Request to issue/correct a license to engage in wholesale trade in tobacco products or cancel the validity of a license to engage in wholesale trade in tobacco products 79. Request to issue/correct the license to engage in the production of tobacco products and products related to tobacco products, or to cancel the license to engage in tobacco products and with tobacco the validity of the manufacture of products related to products	2
76.	Request to issue/correct the license to engage in the production of tobacco products and products related to tobacco products, or to cancel the license to engage in tobacco products and with tobacco the validity of the manufacture of products related to products	2
77.	Request to issue/correct the license to engage in the production of tobacco products and products related to tobacco products, or to cancel the license to engage in tobacco products and with tobacco the validity of the manufacture of products related to products	3
78.	Request to issue/correct the license to engage in the production of tobacco products and products related to tobacco products, or to cancel the license to engage in tobacco products and with tobacco the validity of the manufacture of products related to products	3
79.	Request to issue/correct the license to engage in the production of tobacco products and products related to tobacco products, or to cancel the license to engage in tobacco products and with tobacco the validity of the manufacture of products related to products	3
80.	Request to issue/add/correct the license for the production of alcohol products, including alcoholic beverages, or cancel the license for the production of alcohol products, including alcoholic beverages	3
81.	Request to be entered in the list of court experts and to perform other related actions 82. Request to issue/add/correct a license to engage in wholesale trade in raw materials containing ethyl alcohol or cancel a license to engage in wholesale trade in ethyl alcohol validity of raw materials containing alcohol	3
82.	Request to issue/add/correct a license to engage in wholesale trade in raw materials containing ethyl alcohol or cancel a license to engage in wholesale trade in ethyl alcohol validity of raw materials containing alcohol	3
83.	Request to issue/add/correct a license to engage in wholesale trade in denatured ethyl alcohol or cancel a license to engage in wholesale trade in denatured ethyl alcohol alcohol validity	3
84.	Request to issue/add/correct a license to engage in wholesale trade in denatured ethyl alcohol or cancel a license to engage in wholesale trade in denatured ethyl alcohol alcohol validity	3
85.	Request to issue/add/correct a license to engage in wholesale trade of beer, beer mixtures with non-alcoholic beverages, naturally fermented cider with a volume concentration of ethyl alcohol not exceeding 8.5 percent or to cancel a license to engage in wholesale trade of beer, beer mixtures with non-alcoholic beverages, natural fermentations validity of cider, the volume concentration of ethyl alcohol of which does not exceed 8.5 percent	3
86.	Granting the right to install, correct or remove road signs on the streets of residential areas and on roads of local significance to VIISP service institutions Termination of the contract	3
87.	Request to issue or specify a permit to engage in activities with substances included in list IV of narcotic and psychotropic substances, or to cancel a permit to engage in activities with the validity of narcotic and psychotropic substances as substances included in Schedule IV	3
88.	Application for issuing a permit to establish a totalizer or betting point	4

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Row No.	Name of the service	Used several times
89.	Application to LAR for a certificate 90.	4
	Data search for contributions to the State Tax Inspectorate's collection account	4
91.	Issuance and revision of the document confirming the final use of strategic goods (dual-use goods or military equipment).	4
92.	Request to grant a benefit to an employer who has recruited an employee from abroad 93. Request	4
	to approve/change or supplement the regulation on the organization of gambling, regulation on the organization of remote gambling 94. Request to issue/add/correct	5
	alcohol products, including alcoholic beverages, with a volume concentration of ethyl alcohol not exceeding 22 percent , production license, or to revoke the validity of the production license for alcohol products, including alcoholic beverages with a volume concentration of ethyl alcohol not exceeding 22 percent	5
95.	Permit to import and use forest propagating material for afforestation / Issue a duplicate permit	5
96.	Request to issue/add/correct a license to engage in wholesale trade in undenatured ethyl alcohol or cancel a license to engage in wholesale trade in undenatured alcohol validity of ethyl alcohol	5
97.	Assigning, extending, changing or canceling a minimum or average care measure for a child	5
98.	Signing a contract between two parties	6
99.	Consulting and providing information to natural and legal persons.	6
100.	Declaration to issue a permit to carry out independent electricity supply activities / to change a permit to carry out independent electricity supply activities / to suspend the validity of the permit to carry out the activity of independent electricity supply / cancel the validity of the permit to carry out the activity of independent electricity supply / cancel the suspension of the validity of the permit to carry out the activity of independent electricity supply	6
101.	Add to the list of suppliers of forest reproductive material / Re-include in the list of suppliers of forest reproductive material / Remove from the list of suppliers of forest reproductive material / Correct information	7
102.	Request to be included in the list of auditor's assistants / removed from the list of auditor's assistants 103. Refund of	7
	land rent overpayments or refund and/or offsetting of incorrectly paid taxes 104. Request to issue/correct a license to engage in wholesale trade in products	7
	related to tobacco products or cancel a license to engage in wholesale trade in tobacco validity of related products	9
105.	Granting the right to carry out additional driver training 106. Issuing a permit	10
	to exhume human remains 107. Service of submitting requests to the	10
	Constitutional Court by electronic means of communication	10

Source - State Audit Office according to the data of the State Information Resources Interoperability Platform

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 5 priedas

Methodological documents and recommendations for monitoring
 and quality assessment of public and administrative services

Row No.	Organizer	Title	Purpose
1.		Methodology for calculating the satisfaction index of users of public services of the MIA ¹⁵⁰	Determines the procedure for calculating the user satisfaction index of public services, the organization and execution of the user satisfaction survey, and the analysis of the results of the user satisfaction survey. ¹⁵¹
2.		MIA Service Standards. Recommendations for public management institutions ¹⁵²	A service standard is defined as a document that must contain service quality indicators and the institution's obligations regarding their compliance. Institutions are recommended to establish service quality indicators focused on user needs, to constantly evaluate and update them. ¹⁵³
3.		Recommendations for evaluation of administrative services provided by public management institutions of the Ministry of Interior ¹⁵⁴	It is recommended to carry out a service evaluation at least every three years. Defined indicators on the basis of which the quality of the provided services can be assessed (for example, the index of user satisfaction with the services provided by the institution, the relationship between the information collected by the institution providing the service and the information to be provided by residents or business entities, complaints about improperly provided administrative services, number etc.). ¹⁵⁵
4.	IVPK	Electronic services	The methodology was developed in order to assess the provision of electronically provided public or online administrative services in Lithuania, the level of satisfaction of residents and business entities using electronic services in the state and municipalities with electronic services provided by institutions and institutions, to follow the monitoring methodology in the field of information society development ¹⁵⁶ implementation of strategic goals and e-government policy. ¹⁵⁷
5.	IVPK	Created public	It is recommended to create electronic administrative services focused on the needs of the user, to involve users in the life process of the electronic service, to regularly conduct their research on the electronic services, and to evaluate the suitability of the electronic service according to the system of evaluation indicators of the suitability of the electronic service for users. ¹⁵⁹ The system of evaluation indicators for the electronic assurance service should include the evaluation of user satisfaction with the methodical service, infrastructure, information and communication (clarity, presentation and exchange) and the service provision process. Recommendations It is recommended to establish the evaluation indicators of the electronic service ¹⁶⁰ and ambitious values to be achieved, which encourage improving ¹⁶¹

Source - State Audit according to methodological documents and recommendations

¹⁵⁰ By order of the Minister of Internal Affairs on 30.06.2009 no. 1V-339 approved methodology for calculating the satisfaction index of users of public services. Access via the Internet: https://e-seimas.lrs.lt/portal/legalAct/lv/TAD/TAIS_348227 (viewed on 2023-05-02).

¹⁵¹ Ibid., p. 1

¹⁵² Access via the Internet: <https://vakokybe.vrm.lt/get.php?f.855> (viewed on 2023-05-02).

¹⁵³ Service standards. In the recommendations for public management institutions, pages 3-4, access via the Internet: <https://vakokybe.vrm.lt/get.php?f.855> (viewed on 2023-05-02).

¹⁵⁴ Access via the Internet: <https://vakokybe.vrm.lt/get.php?f.862> (viewed on 2023-05-02).

¹⁵⁵ Service standards. In the recommendations for public management institutions, page 1. Access via the Internet: <https://vakokybe.vrm.lt/get.php?f.862> (viewed on 2023-05-02).

¹⁵⁶ 2010-02-25 by order of the Director of the Information Society Development Committee under the Government of the Republic of Lithuania No. T-33 approved methodology for monitoring electronic services on the Internet, provided by state and municipal institutions and bodies.

¹⁵⁷ Ibid., pp. 1 and 2.

¹⁵⁸ 2014-05-05 of the Director of the Information Society Development Committee under the Ministry of Transport Order No. T-65 approved Methodological recommendations for measures to ensure suitability for users of public and administrative electronic services being developed.

¹⁵⁹ Ibid., p. 5

¹⁶⁰ Ibid., p. 45.

¹⁶¹ Ibid., p. 43.

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Information provided by state institutions and municipalities about the monitoring of electronic services

The survey was conducted from 03/09/2023 to 03/30/2023. A total of 89.0 percent responded to the survey. (81 out of 91) state institutions that provide public and administrative services according to PASIS data, and 91.7 percent. (55 out of 60) municipalities. 75.3 percent (61 out of 81) state institutions that participated in the survey and 100 percent. (55 out of 55) municipalities indicated that they provide services electronically. 24.7 percent (20 out of 81) of the state institutions that responded to the survey indicated that their services are not provided electronically, therefore, when analyzing the monitoring of the quality of electronic services performed by the institutions, the answers given by these state institutions were not evaluated.

	State institutions	Municipalities	All institutions
Provides services electronically	61	55	116
Monitors the provided electronic services	52	37	89
Has set indicators for monitoring electronic services:	29	20	49
indicators of user satisfaction with the provided electronic services	23	11	34
administrative burden assessment indicators	6	2	8

Source - State Audit Office according to survey data of state institutions and municipalities

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Information society development 2014-2020. the results of the implementation of the "Republic of Lithuania digital agenda" program in the field of digitalization of public and administrative services

Table 1. 2014-2020 program "Digital agenda of the Republic of Lithuania" and action programs of investments of EU funds
 the results of the implementation of services digitalization measures according to the created electronic services

Goals, objectives and measures	Meaning in Contracts	Value reached in 2023	Number of electronic services created					
			in 2018	in 2019	in 2020	in 2021	in 2022	in 2023
Goal 2 - to create safe, advanced, convenient for residents and businesses and meet their needs, public and administrative electronic services, to encourage their use								
Task 2.1 - transfer as many public and administrative services as possible to the digital space, improve the functionality of already created services. Means - creation of advanced electronic services	116	56	7	1	4	14	30	-
Task 2.2 - to develop electronic services and ICT products for managing transport and spatial data Instrument - intelligent transport services and applied solutions	13	2	-	-	-	2	-	-
Task 2.3 - create and develop health-related electronic services and ICT products Tool - electronic health services	5	0	-	-	-	-	-	-
Results of the implementation of objective 2 and tasks	134	58	7	1	4	16	30	-
Goal 3 - to foster Lithuanian culture and the Lithuanian language using ICT tools - to create cultural and digital content that meets the needs of society and is based on the interface between the written and spoken Lithuanian language, to develop digital products and electronic services								
Task 3.1 - digitize Lithuanian cultural objects and develop publicly available digital products and electronic services based on them, strive to preserve the digitized Lithuanian cultural objects for a long time, and their dissemination in Lithuania and the EU is the same Measure - digitization and dissemination of cultural content	43	43	-	-	-	20	11	12
Task 3.2 - to create and develop publicly available digital resources of the Lithuanian language and literature, to implement them in ICT and electronic services Tool - Lithuanian language in information technologies	21	21	-	-	4	17	-	-
Results of the implementation of objective 3 and tasks	64	64	-	-	4	37	11	12
Results of the implementation of goals and objectives 2 and 3	198	122	7	1	8	53	41	12

Source - State Audit Office according to the Information Society Development 2014-2020. the inter-institutional activity plan for the implementation of the program "Digital Agenda of the Republic of Lithuania" and the data of the European Union's structural support computer information management and supervision system

Table 2. 2014-2020 the results of the implementation of the goals and objectives of the digitization of services of the "Republic of Lithuania's digital agenda" according to the achievement of the values of the evaluation criteria

Goals, tasks and their evaluation criteria	in 2014 known meaning	Values of evaluation criteria			
		in 2020 achievable	in 2020 reached	in 2022 achievable	in 2022 reached
Goal 2 - to create safe, advanced, convenient for residents and businesses and meet their needs, public and administrative electronic services, to encourage their use					
Share of the population who use electronically provided public and administrative services, percent.	42	60	58	61	74
Residents who use electronically provided public and administrative services provided via e. government gates, part, percent	21*	50	53	54	80
Task 2.1 – transfer as many public and administrative services as possible to the digital space, improve the functionality of already created services					
Share of public and administrative services provided electronically, percent.	–	50	42	50	n/a
Task 2.2 - to develop electronic services and ICT products for managing transport and spatial data Developed electronic services and ICT products for managing transport and spatial data (number)					
	17	45	48	46	n/a
Task 2.3 - to create and develop health-related electronic services and ICT products					
Share of the population using health-related electronic services, percent.	14	50	48	–	n/a
Goal 3 - to foster Lithuanian culture and the Lithuanian language using ICT tools - to create cultural and digital content that meets the needs of society and is based on the interface between the written and spoken Lithuanian language, to develop digital products and electronic services					
Share of residents who use electronic services related to Lithuanian cultural heritage, %	7	20	7	20	7
Share of the population who use electronic services related to the Lithuanian language, percent.	17	25	18	25	18
Task 3.1 – digitize Lithuanian cultural objects and develop publicly available digital products and electronic services based on them, strive to preserve digitized Lithuanian cultural objects for a long time, and their dissemination in Lithuania and the EU is the same					
The number of digitized Lithuanian cultural heritage objects available in the European digital library "Europeana" (thousands)	119	205	226	215	309
Task 3.2 - to create and develop publicly available digital resources of the Lithuanian language and writing, to implement them in ICT and electronic services					
Share of created and publicly available Lithuanian language and writing resources, tools, electronic services, percent.	49	66	68	69	n/a
Integration of Lithuanian language solutions into other public and administrative electronic services (number of integrated solutions, units)	–	50	31	50	n/a

* in 2015 data

Source - State Audit Office according to the Information Society Development 2014-2020. the inter-institutional activity plan for the implementation of the "Republic of Lithuania Digital Agenda", data from the Information Society Development Committee and the Ministry of Culture

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2021-2030 Indicators of the progress measures of the State Digitalization Development Program of the Ministry of Economy and Innovation "Creating technological solutions and tools that allow safe and convenient use of services" and "Increasing the digital skills of socially vulnerable groups"

Progress instrument "Developing technological solutions and tools that allow safe and convenient use of services"	Indicators of the progress instrument "Increasing the digital skills of socially vulnerable groups".
Modernized e. share of services compared to all e. services	Share of the population not using the Internet
Users of new and improved public digital services, products and processes	Share of the population who regularly use the Internet
Lithuanian language resources for the development of AI and innovative technologies are provided	Satisfaction of disabled people using public services
Implemented projects for the development of Lithuanian language resources needed for the development of AI solutions	Users of new and improved public digital services, products and processes
Open Data and Digital Transformation Competence Center launched	The amended legal act on providing information to the disabled entered into force
Public procurement procedures aimed at digitizing services and improving the level of maturity of the provided services have been completed	An invitation to participate in the competition for innovative solutions and tools to ensure better communication opportunities for the disabled has been published.
Projects for digitalization of services and raising the level of maturity of provided services have been implemented	Completed public procurement procedures aimed at implementing new innovative solutions and tools to ensure better communication opportunities for people with disabilities
Public institutions supported to develop digital services, products and processes	The implementation of digital public service solutions for the disabled has started
	Approved methodological recommendations for the development and implementation of IT solutions for better communication opportunities for the deaf and blind using public services
	A public procurement contract was signed for the purchase of technical aids for persons with disabilities
	A public procurement contract was signed for the purchase of hardware for the installation and support of IT solutions
Source - State Audit according to 2021-2030 Description of measures for the advancement of the State Digitization Development Program of the Ministry of Economy and Innovation 162	

¹⁶² By order of the Minister of Economy and Innovation on 12.07.2022 no. 4-869 approved for 2021-2030. State digitization development program progress measures of the Ministry of Economy and Innovation No. 05-002-01-07-08 "Developing technological solutions and tools that allow safe and convenient use of services" description, 2022-11-24 order no. 4-1136 approved for 2021-2030. State digitization development program progress measures of the Ministry of Economy and Innovation No. Description of 05-002-01-07-09 "Increasing the digital skills of socially vulnerable groups", Chapter I.

