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TRENDS OF CITIZEN-CENTERED E-GOVERNANCE DEVELOPMENT AT LOCAL SELF-GOVERNMENT INSTITUTIONS

Master's Thesis

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Master's thesis

Social sciences, Public Administration science field (N700)

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I confirm that presented Master's Thesis to obtain qualification degree in Public Administration is original author's work

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(Student's signature)

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Summary

Master's thesis dealt with e-governance aspects in local self-government institutions in Lithuania and United Kingdom. Problems of this work are reflected by questions: How do researches define concept E-Governance in the light of New Public Governance? How can differences be described between the E-Government and E-Governance concepts? What is citizen-centered governance? How citizen-centered E-governance can be explained in the light of world E-government and Citizens participation maturity level? What are the key determinants of the improvement of citizen-centered government performance? What are the trends of citizen-centered e-governance development in local self-government institutions? The aim of master thesis is to explore citizen-centered e-governance development trends at local self-government institutions, taking as research cases Siauliai (Lithuania) and Leicester (United Kingdom) Municipalities.

Theoretical part of master's thesis analyses the transformation of public administration, concept of e-governance in the light of New Public Governance, development of e-governance, differences between e-governance and e-government. As well, maturity levels where analyzed, citizen satisfaction, and the importance of e-democracy.

For the empirical part it was chosen to conduct document and website analysis: the main material which includes comparative analysis of Siauliai City Municipality's (Lithuania) and Leicester City Council's (United Kingdom) websites, as well analysis of requirements set by the state.

The research outcomes showed that governmental websites are the key element for e-governance. State requirements for governmental websites may not be equally fulfilled in various self-government institutions. Lithuania should review requirements for governmental websites as research showed that results in Lithuania's reports does not reflect reality. E- governance constantly changing because of new trends based on ICT innovations.

DEFINITIONS

1. **E-governance**, meaning 'electronic governance' is using information and communication technologies (ICTs) at various levels of the government and the public sector and beyond, for the purpose of enhancing governance ((Bedi, Singh and Srivastava, 2001; Holmes, 2001; Okot-Uma, 2000) Shailendra C. Jain Palvia, Sushil s. Sharma).

2. **E-governance** refers to the exercise of political, economic and administrative authority in the management of a country's affairs, including citizens' articulation of their interests and exercise of their legal rights and obligations. E-governance may be understood as the performance of this governance via the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities. E-governance is generally considered as a wider concept than e-government, since it can bring about a change in the way how citizens relate to governments and to each other. E-governance can bring forth new concepts of citizenship, both in terms of citizen needs and responsibilities. Its objective is to engage, enable and empower the citizen. (Unesco United Nations Educational, Scientific and Cultural Organization)

3. **E-Government** means exploiting the power of information and communications technology to help transform the accessibility, quality and cost-effectiveness of public services and, to help revitalize the relationship between customers and citizens and the public bodies who work on their behalf (ODPM, National Strategy, 2002)

4. **E-Government** is not an end itself. It is at the heart of the drive to modernize government. Modernizing local government is about enhancing the quality of local services and the effectiveness of local democracy (ODPM, 2002).

5. **E-Government** refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/ or cost reductions." (According to the World Bank)

6. Governance refers to the exercise of political, economic and administrative authority in the management of a country's affairs, including citizens' articulation of their interests and exercise of their legal rights and obligations. E-Governance may be understood as the performance of this governance via the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities. (UNESCO)

7. E- Democracy is the use of information and communications technologies and strategies by "democratic sectors" within the political processes of local communities, states/regions, nations and on the global stage. The "democratic sectors" include the following democratic actors: Governments, elected officials, media (and major online portals), political parties and interest groups, civil society organizations, international government organizations, citizens/voters (S. Clift 2004)

8. E-democracy is defined as a constantly evolving process, "Democracy has always been social experiment. It works best not as a constitutional and institutional framework, but as a set of constant improvement, changes and dependent on the moral values. E-Democracy, in a sense, is a democratic experiment of the historical development stage. I one way E –Democracy is The experiment which, aims to use new interactive technologies creating a more realistic proposition for Democracy in a sense that government is for people and the government is theirs (belongs to people). E-Democracy is not an experiment which should push out everything created so far. [...] E-Democracy should add something to existing models. (Coleman et al., 2005)

9. E-democracy permits the use of ICT in the political process, comprising information, discussion and decision-making, and also includes all of democracy assigned to the political and civil rights (Liden, 2014).

10. Citizen-centered e-governance is the empowerment and involvement of citizens in governing process with e-governing tools. It is a bottom-up way of ruling which strengthens e-democracy. It is a educated society with a strong citizenship (By the author)

11. Citizen's participation Citizen participation may be defined as a process in which ordinary people take part – whether on a voluntary or obligatory basis and whether acting alone or as part of a group – with the goal of influencing a decision involving significant choices that will affect their community. Such participation may or may not take place within an institutional

framework, and it may be organized either by members of civil society (for example, through class action, demonstrations citizens' committees, etc.) or by decision makers (for example, through referendums, parliamentary commissions and mediation, etc.) (Encyclopedic Dictionary of Public Administration)

12. **New public Governance** emerged in the wake of New Public Management, a doctrine that gave shape to market-orientated public policies and their implementation. Governance as new practices of coordination activities through networks.

INTRODUCTION

Research relevance:

E-Governance is the use of ICT to support government functions and services, and support citizens in their participation in decision making process. An increasing number of governments are using e-governance as a new form of information exchange and accessibility with the goal of offering improved electronic services, increased transparency, and cost reduction. Information and communication technologies facilitate easier access and information stream using the internet. World governments have adopted the new method of communicating with citizens by internet thus making possible simpler and faster access to information of public significance by introducing e-governance which takes a main focus of the 2030 Agenda of Sustainable Development.

In past decade the interest of scientists is investigating E-Government as E-Governance concepts. According D. Šaparnienė (2014) E-government and E-governance are the strategic aims in public administration modernization and are clearly reflected in today's public administration reforms in Europe. The results of traditional public administration, the traditional public services in today society do not meet citizen's demands, the government institutions quite often are inefficient, not transparent, not accountable, why benefits of technological initiatives are evident. The Government of the Republic of Lithuania is aiming to promote and develop e-participation of Lithuania. At 2014 the program information society (2014-2020) development was released which involves objectives and targets for the reduction of the digital exclusion, to encourage residents to use ICT and develop their knowledge and skills for the effective use of information. The Government Digital Strategy of United Kingdom was released in December 2013 and sets out how government will redesign its digital services to make them so straightforward and convenient that all those who can use them prefer to do so. This strategy thus sets out how the government will become digital by default. Strategies always need updates and close monitoring in order to reach the most efficient response.

At 2005 R. Kerby and J. Szeremeta were saying that challenge for governments is how to move from focusing on service delivery to providing citizen-centered tools. This means that the government would not only focus on how they deliver e-services to citizens, but to use e-governance

to enrich the lives of citizens (R. Kerby, J. Szeremeta 2005). Citizen-centered e-governance is a fundamental change as people are at the center of responsive and accountable public governance. On the other hand it is an innovation and it is not fully researched.

E-governance is the use of information and communication technologies in public sector to increase public's and interested parties' interaction. Governmental web sites are one of the key determents for Public organizations' to increase this interaction. Although there are enough explored conceptual access, technological innovation, to evaluate e-provision of services and the introduction of e-government, e-management of determinants is not yet understood (E. Gaule, G. Zilinkskas, 2013). A few research studies have been conducted at the G2C level compared to G2G level. This reflects the importance of investigating the relevant factors that may affect citizens' adaptation of the new technology since the success of E-government projects is contingent on their acceptance. Electronic participation, e-government, e-democracy, as the object of study, scientists examined the variety of publications, studies, monographs. A lot of attention in their analysis is paid to the government and citizens electronic interaction and relationship (P. Osborne 2010, Butkevičienė, E., Rutkauskiene, D., 2008; R. Kerby, J. Szeremeta 2005, West, M., D., 2004; Petrauskas, R Malinauskiene 2009, E. and the rest, Štitilis, Petrauskas, Rotomskis , 2006; Cartwright, Atkinson, 2009).

According to the United Nations (2015) citizen-centered government is the concept that is putting citizens first. E- Governance initiative as the manifestation of IT investment, stated that IT investment could not directly improve performance, yet it need to be strategically transformed. There are three levels that affect the success of citizen-centric government performance: 1) public information); 2) consultation; 3) decision making.

This master thesis will be focusing on the citizen-centered E-Governance by providing the comparing analysis between Lithuania and United Kingdom self-government institutions. Will indicate trends of development of E-governance. Will try to find out main reasons behind the low participation rate relating on two different cases, which will help to provide tools to increase participation.

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Research problem:

Following the increasing rollout of E-Governance process and programs, there has been growing academic debate and research focusing on a range of aspects. Communication between legislators' constituents is fundamental to effective democratic representation and devising the institutional means for citizen/legislator communication is the core and persistent problems in the practice of democracy as political process becomes more and more complex (Donald F. Norris 2007).

Research Problem questions:

1. How do researches define concept E-Governance in the light of New Public Governance?
2. How can differences be described between the E-Government and E-Governance concepts? What is citizen-centered governance?
3. How citizen-centered E-governance can be explained in the light of world E-government and Citizens participation maturity level?
4. What are the key determinants of the improvement of citizen-centered government performance?
5. What are the trends of citizen-centered e-governance development in local self-government institutions?

Research object: Citizen-centered e-governance at local level.

Research aim: To explore citizen-centered e-governance development trends at local self-government institutions, taking as research cases Siauliai (Lithuania) and Leicester (United Kingdom) Municipalities.

Research Objectives/Tasks:

1. Disclose the concept of E-governance in the context of new public governance theories.
2. Define differences between E-government and E-governance, focusing on citizens-centered governance issues.
3. To study world e-government and citizen participation maturity indexes and to explain them in the light of development of citizen-centered e-governance.
4. To investigate citizen-centered e-governance development in Siauliai (Lithuania) and Leicester (United Kingdom) Municipalities.

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5. To highlight the trends of citizens-centered e-governance in local self-government institutions.

Main statement:

Low citizen participation in decision making at local self-government institutions is caused by the low level of the government website functioning.

Research Methods: Literature review, Document analysis, Departmental statistical analysis, Municipalities websites analysis, Case study.

Research Theoretical and Practical Significance:

Analysis of scientific literature, results and recommendations will be practically significant to all those interested e-governance in local self-government institutions, highlighting e-governance qualities and benefits.

Master's work will be presented to Siauliai and Leicester City municipalities to draw attention to new trends of e-governance and the structure of websites that the empowerment of right e-tools encourages residents to involve themselves in the governing process. Research analysis can be used to research new ways of e-governance; it can show how websites can be developed in order to increase number of users and empower residents by involving them in decision making.

Table 1. Research outline

Framework structure	Aims
Introductory section	To present the overview about the accomplished tasks
Literature review	To understand the current practice of E-governance such as it's concept, the interrelations of E-government and E-governance.
Research methodology	To elaborate research paradigms, strategies and methods and justify the selection. To generate research hypothesis and design research instrument.
Data analysis and discussion	To analyze data and discuss key factors of trends of citizens-centered e-governance in local self-government institutions, to analyze local websites.
Recommendations and conclusions	To provide the main research findings and conclusions.

I. E-GOVERNCE DEVELOPMENT IN THE CONTEXT OF NEW PUBLIC MANAGEMENT: THEORETHICAL BACKGROUND

In the new qualitative leap in the evolution of mankind is accelerating all human lifeareas of change, the process of globalization is fundamentally changing traditional public relations. New type of management, administration, culture, the emergence and development of a sign is an e-government concept formation, e. government ideologies development and dissemination of extremely rapid e-government and technology organizational forms creation, dissemination, implementation and continuous modernization.

E-government is not a technological challenge. Rather, it is a challenge in using technologies to improve the power of institutions and agencies, quality of life, defining the relationship between the population and the state. E-ruling authority might look like one of the other ways of communication with the population, but with the growing demographic, economic, social and global requirements it seems that e-ruling authority is no longer a matter of choice, but a necessity for any country that wishes to join the twenty-first century to competitive global arena. Therefore, we will try to become familiar with e-government phenomenon, present its concept approach to e-government and the role of Lithuania.

1.1 The conceptualization of E-governance in the light of New Public Governance paradigm

E-government concept and opportunities started to take interest in approximately 1995 during the expansion of information technologies. Today, there are quite a number of organizations and scientists who is interested in this area. They are talking about E-government trends, the importance of the operational efficiency of government institutions to enhance democracy and development, and other features of the scientific literature on the various attitudes, highlighting one aspect at the time. So there are numbers of different definitions of e-government in the literature. Some are rather narrow, focusing on using ICT, particularly the internet, others view e-government more broadly as efforts to transform government (A. Jansen, 2005). This research will be focusing on the broader definition which states that E-Government means exploiting the power of information and communications technology to help transform the accessibility, quality and cost-effectiveness of

public services and, to help revitalize the relationship between customers and citizens and the public bodies who work on their behalf (ODPM, National Strategy, 2002, p.27).

Recently, more attention is being paid to analyzing the concept of e-governance, putting less emphasis on the traditional concept of e-government, or sometimes merging the boundaries between e-government and e-governance. The essence of the concept of e-governance is adding to the concept of e-government the involvement of public, private sector and non-governmental organizations into the governance. (D. Saparniene 2013). E-governance takes a wider scale and involves more bodies to the governmental process. Z. Fang agrees with this concept ''E-governance is beyond the scope of e-government''. E-government is defined as a delivery of government services and information to the public using electronic tools, e-governance empowers citizens with a direct participation of constituents in political activities going beyond government and includes E-democracy, E-voting, and participating political activity online. So, most broadly, concept of E-governance will cover government, citizens participation, political parties and organizations, Parliament and Judiciary functions. E-Government refers to the use by government agencies of information technologies, such as web-based Networks, the Internet, and mobile computing, that have the ability to transform relations with citizens, businesses, and other arms of government (Z. Fang 2002).

E-government concept notions associated not only with the application of ICT in providing public services and the reorganization of public institutions, but also to the development of innovation policy and administration. E-government is increasingly recognized as the new management paradigm, where e-government is treated as a socio-technical system and assessed the technological, economical, organizational, legal regulations, social, political, ethical, and other aspects (D.D Navarra, T. Cornford, 2007).

Keohane & Nye (2000) goes in the depth of the institutional aspect of e-governance and states that by governance, mean processes and institutions, formal and informal that guide and restrain the collective activities of a group. Government is the subset that acts with authority and creates formal obligations. Governance need not necessarily be conducted exclusively by governments. Private sector, associations of firms, non-governmental organizations (NGOs) and associations of NGOs all engage in it to create governance; sometimes without governmental authority.

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According to P. Osborne (2010) the NPG has actually been a transitory stage in the evolution from traditional PA to what is called New Public Governance as public policy implementation and Public services delivery have passed through three different regimes: from the late nineteenth century to the late 1970s PA, the second one NPM from early 1980s till the beginning of 21st century and now NPG. According to P. Osborne (2010) the NPM has actually been a transitory stage in the evolution from traditional PA to what is called New Public Governance. As we can see in the table 2through the change from PA to NPG the main focus transferred from political system to organizational environment.

Table 2. Main elements of the NPG in contrast to PA and the NPM

Paradigm key elements	Theoretical roots	Nature of state	Focus	Emphasis	Resource allocation mechanism	Value base
PA	Political science and Public policy	Unitary	The political system	Policy creation and implementation	Hierarchy	Public sector ethos
NPM	Rational/public choice theory and Management studies	Regulatory	The organization	Management of organizational resources and performance	The market and classical and neo-classical contracts	Efficiency of competition and market place
NPG	Institutional and network theory	Plural and pluralist	The organization in it's environment	Negotiations of values, meanings and relationships	Networks and relation contracts	Dispersed and contested

Source: made by author based on P. Osborne (2010)

The scientific literature on the various attitudes is usually highlighting E-government trends, the importance of government institutions to increase efficiency and the development of democracy. A lot of different definitions are providing a plurality of e-government interpretation of the concept and its assessment, however in many discussions is recognized that the key feature of e-government is the fact that the application of information technologies are opening new opportunities for cooperation between government institutions, agencies, NGOs and citizens. Many scholars are mentioning the button-up approach to empower residents (see picture 2).

E-government goals and objectives may differ in individual countries according to the development levels of the state, needs and opportunities, but the purpose of all of them is the same - more successful government between citizens, more efficient public services and improvement of management. It distinguishes three main forms:

- electronic services - online services for citizens, business and non-profit organizations;
- electronic democracy - online voting and consultation with the public ways;
- electronic management, administration and management - policy formulation and implementation ways of using ICT, including the inter-institutional communication and management bodies inside ways.

It became obvious that e-government development model is representative of the main ICT policy in the public sector in strategic planning, coordination, implementation, monitoring and evaluation of the results elements and relationships between them. These models serve as guidelines in this area for policy-makers and implementers' professionals (see picture 1).

G2G (Government to Government) – In this case, Information and Communications Technology is used not only to restructure the governmental processes involved in the functioning of government entities but also to increase the flow of information and services within and between different entities. This kind of interaction is only within the sphere of government and can be both horizontal i.e. between different government agencies as well as between different functional areas within an organization, or vertical i.e. between national, provincial and local government agencies as well as between different levels within an organization. The primary objective is to increase efficiency, performance and output.

G2C (Government to Citizens) – In this case, an interface is created between the government and citizens which enables the citizens to benefit from efficient delivery of a large range of public services. This expands the availability and accessibility of public services on the one hand and improves the quality of services on the other. It gives citizens the choice of when to interact with the government (e.g. 24 hours a day, 7 days a week), from where to interact with the government (e.g. service center, unattended kiosk or from one's home/workplace) and how to interact with the government (e.g. through internet, fax, telephone, email, face-to-face, etc.). The primary purpose is to make government, citizen-friendly.

G2B (Government to Business) – Here, e-Governance tools are used to aid the business community – providers of goods and services – to seamlessly interact with the government. The objective is to cut red tape, save time, reduce operational costs and to create a more transparent

business environment when dealing with the government. The G2B initiatives can be transactional, such as in licensing, permits, procurement and revenue collection. They can also be promotional and facilitative, such as in trade, tourism and investment. These measures help to provide a congenial environment to businesses to enable them to perform more efficiently.

G2E (Government to Employees) – Government is by far the biggest employer and like any organization, it has to interact with its employees on a regular basis. This interaction is a two-way process between the organization and the employee. Use of ICT tools helps in making these interactions fast and efficient on the one hand and increase satisfaction levels of employees on the other.
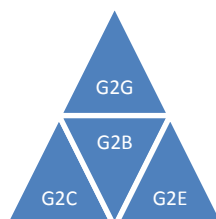
Picture 1. Models of E-government

Source: Made by the author according to UNESCO conceptual framework.

Summing up the various e-government models, whose purpose can be concluded that the main installation of e-governmentis to create user-friendly, easily accessible and useful public services, and also to ensure that the information and communication technologies would be effectively used for regional public sector modernization. All this justifies the fact that the implementation of ICT in the public sector is a slow process because of the conservatism of state institutions, greater resistance to possible changes and heavier take-up of new technologies.
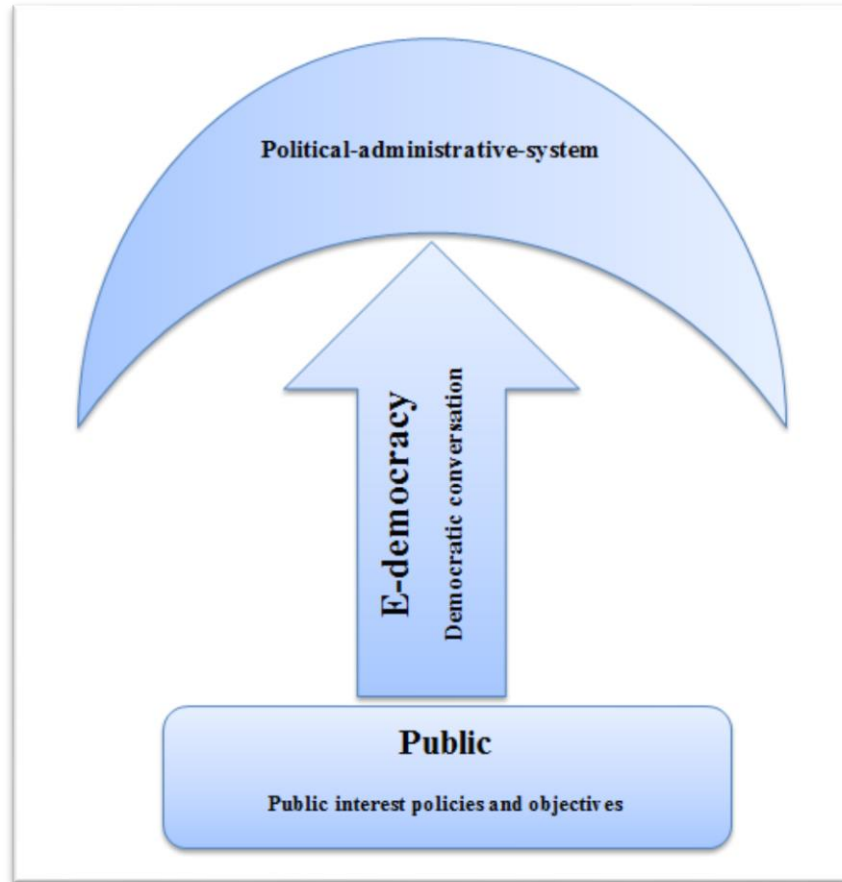
Picture 2. The concept of E-government

Source: mad by author according Macintosh 2008, A.V. Anttiroik 2004, D. Saparniene 2010.

Conclusions: E-governance as a governing process is a relatively new. It takes a wider scale and involves more bodies to the governmental process. New Public governance has actually been a transitory stage in the evolution from traditional PA to what is called New Public Governance which main focus transferred from political system to organizational environment. E-governance highlights e-democracy tools to interact with residents and involve them in the governing process. E-governance aims to give citizens a voice and involve them in decision making.

1.1.1 From E-government to E-governance: diversity of definitions

Then analyzing e-government the e-governance and e-government managing concepts has recently become inseparable from the government, citizens and other stakeholders for the multi-dimension interaction in its leading. In scientific literature these concepts are often analyzed in parallel with the concepts, such as e-democracy, e-participation, e-inclusion of networks, partnerships and communication so in order to understand E-governance we have to understand each element (A. Kurpavicius, D. Saparniene 2013).

E-government and e-governance are two interlinked terms, though the exact meaning of the two is slightly different (see table 3).E-Government refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions (According to the World Bank) In this perspective E-government is governments using electronic instruments. Governance refers to the exercise of political, economic and administrative authority in the management of a country's affairs, including citizens' articulation of their interests and exercise of their legal rights and obligations. E-Governance may be understood as the performance of this governance via the electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other agencies, and for performing government administration activities (UNESCO). Using the UNESCO definition of e-governance becomes a process and it is the actual use of these instruments. This refers to the relationships between citizens and governments, both from government to citizen and from citizen to government and the effects of electronic instruments on these interactions. In general, e-governance enables governments to involve citizens and their participation in government's decision and policy-making processes. It also enables governments to provide better and faster services, extend their outreach and access even the remotest of areas. D. Saparniene (2013 p.88-89) are summarizing e-government and e-governance as:

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- e-government associated with all the administrative operations of the government, which are using ICT;
- e-governance is perceived as a public administration using ICT, coupled with society and other stakeholders-cutting relations to them in public policy formulation and implementation, to ensure service efficiency, quality and development.

Table 3. From E-government to E-governance

E-government	E-governance
Facilitation of more accessible government services. Form of obtaining information (Shailendra C. Jain Palvia, Sushil S. Sharma).	Democratic dialogue between: government, public, business, NGO's (D. Saparniene 2010).
E-government is the use of ICT to promote more efficient and effective government (UNESCO 2005).	E-governance goes beyond simple service provision to build external interactions (he highlights: Working better with businesses, developing communities, building partnerships) (Heeks 2001).
E-government involves the use of ICTs to support government operations and provide government services (Fraga 2002)	E-governance – the exercise of economic, political and administrative authority to manage a country (World public sector report 2015)
E- governmentrefers to a situation in which administrative, legislative and judicial agencies (including both central and local governments) digitize their internal and external operations and utilize networked systems efficiently to realize better quality. GBDe (AOEMA report)	E-governance – application of electronic means in the interaction between G2C, G2B as well as internal operations to improve democratic, government and business aspects of Governance. (Council of Europe)

Source: made by the author according various authors.

Conclusions: E-government and e-governance are two interlinked terms but have slightly different aspects. E-government is linked with institutions and which are implementing ICT technologies and e-governance is the use of ICT to govern country. E-government is creating e-governance tools and e-governance is then those tools are used.

1.1.2 E-democracy as a part of E-governance

First possibility for citizens to engage in public administration mechanism is associated with the emergence of democracy. In fact, democracy is defined in many different ways, depending on the state regime, historical period or a certain prevailing ideology. Democracy – is the type of governance, when the government is determined and directly implemented by the people themselves or through regular and ongoing free universal suffrage elected representatives. In a democratic form of government, state residents are guaranteed their rights and liberties, and guarantee access to

influence government decisions making (D. Held 2002). Democracy, as a form of government, is divided into two main branches: representative democracy and direct democracy. The concept of democracy is defined differently in scientific literature. The reason why scientists cannot settle generally accepted single definition is influenced by the fact that most E-Democracy processes are influenced by number of changing factors. A significant impact on the change had the implementation of ICT, which, as noted by more than one scientific literature's author, is one of the things that unite all definitions of democracy.

Regarding European Union e-participation is understood as greater involvement of citizens in the legislative and decision-making processes at all levels of management decision-making, more transparent, accountable and better democratic governance, the application of new digital technologies (R. Petrauskas, E. Malinauskiene, G. Parazinskaite, N. Vegyte, 2009).European governance has two dimensions: participatory democracy, which is the basis for democracy, and in addition, representative democracy. Good European governance means the elected authorities and civil society actors reaching towards common good goals. Regional and local authorities has non-negotiable democratic legitimacy as it is directly responsible to the citizens and they represent most of the European Union's democratic legitimacy and carries a lot of political power. To this end, multilevel governance must combine different levels of governance through institutional recognition using appropriate measures and political cooperation between the organization and the stimulation of public sphere. (D. Šaparnienė, 2010). Z. Urbeliene highlights characteristics of good democratic governance in self-governing institutions:

- honest elections,
- representation and participation (complicity),
- responsiveness,
- productivity and efficiency,
- openness and transparency,
- the rule of law (the legal government, legitimate management),
- ethical behavior,
- and competence capacity,
- innovation (innovation) and openness to change,
- sustainability and long-term orientation,

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- reliable financial management,
- human rights,
- cultural diversity and social cohesion (unity),
- accountability.

E-government model of G2C (government to citizens) implementation have been a significant impact on the lives of citizens. Residents have access to information from the authorities about their decisions and carried actions or unfulfilled promises. The access of information online is very important as, in well developed countries; services can be adapted for disabled people. Therefore, strengthening the relationship between the government and citizens of the promotion of democracy and greater transparency of public sector helps to fight with corruption. ''Citizen input is fundamental to representative democracy and government now needs to focus on extending the reach and exposure of those elected to office in the name of enhanced openness, transparency and participation" (A.Kolsaker, L. & Lee-Kelly, 2008).

According to the scientific research, ICT provides citizens with numerous opportunities to engage in the political process and take a more active role in the governance process. For example: "A spectacular array of tools are emerging that give ordinary citizens a greater 'voice' in nearly every aspect of society today" (Lukensmeyer&Torres, 2006). However, it is still a relatively new process and citizens are not always engaging within constantly changing political environment.

The process of E-democracy doesn't always go as expected. S.Coleman and Donald F. Norris identify 4 potential barriers for E-Democracy:

- **political** - the lack of clarity (the consideration of who and what, the consequences); institutional (distrust of the new measures, unclear who and how will provide consultations); uneven development of E-Democratic distribution across different levels of government (the higher the level, the more difficult it to achieve E-Democracy with E-Democracy tools, and many political decisions are taken in inaccessible levels); Society problems (lack of interest, lack of understanding, non-participation in the political process).

- **Obstacles for participation,** is referring to distorted portrait of public opinion, because not all groups express their opinions. It is also unclear whether the expressed opinion will be taken into the account.

- **Organizational obstacles** – importance to define what is considered the asset and what are aspirations.

- **Technological barriers** - Use of technology is not only leading to opportunities, but also obstacles. Technology is not neutral – E-Democracy participants become dependent on them implementing experts and business interests (Coleman, Norris, 2005)

According to the literature survey of E-government Implementation (selected and analyzed 132 articles): A bird's eye view of issues relating to Costs, Opportunities, Benefits and Risks of E-Government (Weerakkody, 2013), there is not enough scientific studies, especially empirical studies related to e-government risk research. 48 risks related paper where examined and only 15 dealt with the risks associated with technology implementations. It is also mentioned that in many studies of risk identification, risk was not the main objective. The related scientific work to E-Governance costs, potential benefits and risks, will lead to further E-governance and E-democracy implementation models (Weerakkody, 2013).

Conclusions: Implementation of ICT is creating open information accessible to public and increasing transparency and promote e-democracy. E-democracy is seen as citizen's involvement in decision making and increasing participatory function of disabled people.

1.2 Citizens-centered E-government approach

E-government has become an instrument of action to improve state authorities to get in touch with the public, stimulating and shifting the public sector in an efficient administration direction. In order to positively affect the quality of life, e-government development should relate to society vision. Technology should be a tool for this vision's implementation, and citizens should participate directly in public process.

1.2.1 Considerations for citizens-centered e-governance

Then talking about citizen-centered e-governance it is often presented as being either to engage citizenry in government in a use centered manner or to develop quality government services and deliver systems that are efficient and effective (Bertot, Jeger 2008). The development of citizen-centered e-governance services that achieve cost savings implies that governments know what citizens want from e-governance, want to meet these identified citizens' expectations and needs and actively want to discover what citizens need from the e-government on ongoing basis. Many users look at to e- government as a valuable source of information, considering e-government sites to be ''objective authoritative sources''. Public satisfaction with e-government services available however is limited (C.D. Reddick 2010).

The need for more focus on citizen centered design of e-government sites is a need of a stronger focus on the means of educating a more e-government aware citizenry. C.D. Reddick is highlighting the need of educating citizens in order to reach the potential of e-governance. Citizens have to understand why it is beneficial to use e-government services. The scholar is stating that awareness of E-government, knowledge and trust of e-government could build citizen-centered e-government. Andrews and Shah 2005 distinguee features of citizen-centered governance as following:

- citizen empowerment through a rights-based approach (direct democracy provisions, citizens' charter);
- bottom-up accountability for results;
- evaluation of government performance as the facilitator of a network of providers by citizens as governors, taxpayers and consumers of public services.

On how to reverse the trend that citizens are treated as agents rather than as principals and make government accountable to citizens WHO is talking about the principal of fiscal equivalency, the creation of public value, results-based accountability and the minimization of transaction costs for citizens. According R. Dobell criteria for success should reflect the perspective of the citizen, not the supplier. He exposes that discussions in Canada about roles and responsibilities are plagued by a

top-down approach that has offered negligible results for the last decades. The present efforts to adapt public administration take a different road, a bottom-up view focusing on who should decide services delivery in a context where governments are forced to increasingly use alternative mechanisms of delivery. This is what citizen-centered governance is about: service delivery for citizens in a system where the citizen is at the center of the decision making process, not a distant number in line waiting for an available civil servant. The framework of citizen-centered government should be created which would strengthen the role of citizens as principal (see table 4).

Table 4. Key elements of Citizen-centered government

Responsive governance	Responsible governance	Accountable governance
Has budget priorities consistent with citizens preferences	The procedure bylaw	Budgetary proposals and annual performance reports posted on the internet
Specifies and meets standards for access to local services	Operating budget in balance	All decisions including costs and concessions posted on the internet
Has direct democracy provisions	Maintenance of positive net worth	Open information and public assessment
Offers shelter and food for all	Boundaries that balance benefits and costs of scale and scope economies, externalities and decision making.	Requirements for citizens choice and voice
Improves social outcomes	Managerial flexibility but accountability for results	Citizen-orientated performance
Has libraries and internet access	Participatory budgeting and planning	Steps taken so that at least 50% of eligible voters vote
Has parks and recreation programs	Professionalism and integrity of staff	Budget, contracts and performance reports defended at open town meeting halls

Source: made by author according to A. Shah 2006.

Conclusions: In order to develop citizen-centered e-governance and form a citizen who is responsible and willing to participate in governing is to educate residents about e-governance. Governmental websites should be developed with open information about budget, costs, taken decisions, online voting and legislative acts. Government should for citizen-orientated performance and be accountable to residents.

1.2.1.1 E-government citizens participation maturity levels

The concept of "maturity" signifies a stage of growth from lower to higher stages or phases in a process. Transferring created services to electronic level the maturity level methods are used, which are based on the stage model. For this type of model different situations where created, however, the

changes in between them are usually a different way of formulating the criteria. One of the stage model examples based in Lithuania and was used by the companies (Capgemini, 2010, BGI-Consulting, 2009), which consisted of the following descriptions of the maturity levels of criteria:

0.Absence rate - the service provider or the administrative responsible level does not have a publicly accessible website or publicly accessible website managed by the service provider or the administrative responsible level does not match any of 1 - 4-level criteria;

1. The level of information - information about a public or administrative service is available on a public website, through which the electronic provision of public and administrative services, or public website, operated by the public administration entity providing administrative services or the administration of public services;

2. The one-sided interaction level - on a public website, through which the electronic provision of public and administrative services, or public website, operated by the public administration entity providing administrative services or the administration of public services, enables the user to get an application form (download it from the Internet website) in order to start a public or administrative procedure for obtaining services;

3. The two-way interaction level - on a public website, through which the electronic provision of public and administrative services, or public website, managed by the public administration entity providing administrative services or the administration of public services, enables the user to fill out an application form online and send it to the public administrative entity, but the public or administrative service is provided not in electronic form;

4. The level of cooperation - on a public website, through which the electronic provision of public and administrative services, or public website, operated by the public administration entity providing administrative services or the administration of public services, enables the user to take part in all public or administrative services are provided through the Internet site; customer in order to electronically receive high-quality public or administrative service, do not carry out formal procedures;

5. The personalized level - public and administrative services electronically provided to the user to automatically use the previous user registration and data about the user, rejecting repeated data entry; public or administrative services, the user is informed about his actions to be taken; public administration entity providing administrative services or the administration of the public services shall provide the consumer prior partially completed data forms; so the user is automatically provided to certain social or economic nature of public and administrative services that meet the user's status, and does not require the user to submit a request to grant them.

In assessing Lithuania open data initiatives, level of maturity, it was found that about 23% of open data initiatives in accordance with the second level of maturity, Data published in the form of structured data, closed formats (eg., MS Excel), 4% - the third, Data published in the form of structured, open formats (eg., CSV), and the vast majority of Lithuanian open data initiatives (about 73%) is the first level of maturity, Data published unstructured, non-editable formats (eg., scanned documents, PDF). Also, many of the data Institutional Internet sites are provided in HTML format and is given the opportunity to download the data, which reduces the further use of data for effectiveness and potential benefits.

West developed a four stage maturity model of e-government. The maturity model was used in a content analysis of US state and federal governmental Web sites. This included 1,813 government Web sites in 2000, and a follow-up study of 1,680 government Web sites in 2001. The authors concluded that many government agencies have mastered the first and second stage, while few government Web sites have achieved the 3rd and 4th stage. The maturity model is defined as follows:

- The 1st stage is "bill-board": At this stage, Web sites are just billboards mainly used for posting information.

- The 2nd stage is "partial-service-delivery": At this stage, users have the ability to search for data via search engines with limited online services.

- The 3rd stage is "portal or the one stop shop portal": At this stage, all information and services are located in a single place.

- The 4th stage is "interactive democracy": The e-portal at this stage offers personalization, push technology and feedback forms.

Moon developed a five stage maturity model of e-government. The authors examined the current state of municipal e-government initiatives in the US based on data from 2000 e-government surveys for municipalities. The authors concluded that e-government was adopted by municipalities but it is still in an early stage. The maturity model is defined as follows:

- The 1st stage is "simple information dissemination" (one-way communication): At this stage, governments are simply posting data and information on the Web sites.

- The 2nd stage is "two-way communication" (request and response): This stage features an interactive mode between the governments and the stakeholders. Email systems and data transfer technologies are also present at this stage.

- The 3rd stage is "service and financial transactions": At this stage, the users can execute self-services with the possibility of electronic payments.

- The 4th is "integration" (horizontal and vertical integration): This stage features horizontal and vertical integration which help data sharing between various departments.

- The 5th stage is "political participation": This stage features surveys, forums and online voting. It also focuses on political activities.

Number of stages may differ according various authors or institutions: United Nations (2012) - 4, Alhomod (2012) – 4, Chen (China 2011) – 3, Lee&Kwak (US 2012) – 5, UK (2002) – 5 (E-government maturity models, 2014).

Conclusions: There may be a different number of E-government maturity levels which indicates the maturity of e-government services. Citizen use of governmental Websites AND e-services appears to represent a new form of citizen-initiated contact. After studying world E-government it is possible to say that maturity levels and their formulations may differ but they all reflect the improvement of transferred services. Maturity levels have a high interaction with citizens participation as (Moon's, West's; BGI-consulting(LT), Lee&Kwak (UK)) have two-way interaction.

1.2.1.2 Citizen expectations and satisfaction

Across Europe a new trend of citizens losing trust and confidence in the way politics is being achieved. According to a 2014 Ipsos MORI poll, just 16 % of Britons trust politicians to tell the truth – a lower number than trust estate agents or bankers. In Germany, 68% distrust politicians, while 86 % of French people do. Despite a small upturn in the most recent poll, the latest Eurobarometer survey shows that just 32% of British adults trust parliament, while 28% of French citizens, 40% of Germans and only 24% of Italians trust their government.

It is hard to find studies in e-government literature that has investigated or tested the relationship between benefits and user satisfaction. In the e-commerce context, studies have tested the relationship between consumer satisfactions and benefit dimensions (Weerakkody, 2013).A recent report by the European Commission highlights the imperative of citizen trust to usage of e-governance, and notes the particularly complex challenges faced by larger countries (such as the UK) (European Commission, 2007). A. Kolsaker and L. Lee-Kelly (UK) are talking about the value of E-government and E-governance for citizens. The aim of the paper was to increase understanding of citizens perceptions of E-government and E-governance. The following research propositions where explored:

- E-government users define use value in terms of information and service functionality;

- perceived use value of e-government is related to usage intensity;

- e-government users see little value in e-governance;

- perceived use value of e-governance is related to usage intensity;

- use value is related to satisfaction; and

- non-users perceive potential value in e-government, but little in e-governance.

The research shows that the expectations of local government facilities can be influenced by their experience of commercial websites; frequent users are more motivated then others to acquire knowledge and exercise their voice. The research also identified that, feelings of active contribution

of democratic processes are key to citizens' value perceptions of e-participation and e-governance. We can see that UK is focusing on efficiency rather than engagement.

Lukensmeyer&Torres (2006) are indicating that citizen participation process called ''Spectrum'' has 4 goals: to inform, to consult, to engage and to collaborate with citizens. According to scientists inform and consult has relatively small response from citizens and instead of that they emphasize the need to add ''an active intentional partnership between the general public and decision makers''. This involves goals of citizen participation and citizen empowerment. To change the view ''citizen as a client'' which is passive and enchase their role.

Few studies have exanimated how e-government has changed citizens' interaction with their local governments (D.F. Norris 2007). Citizen use of governmental Web sites appears to represent a new form of citizen-initiated contact. Traditional citizen-initiated contacts are usually evaluated in terms of either respondent's satisfaction with the response to the contact or the respondent's perception of how courteously he or she was treated (Thomas &Streib 2003). G. Streib and J.C. Thomas asked who will visit governmental web sites and raised hypothesis that '' Citizens who report accessing governmental websites will have higher stakes in governmental services (i.e. will be more likely to be homeowners and parents) and will show more interest in government and politics. At 2000, January the survey was held at Georgia State University which revealed that only 37.8% of 459 citizens visited government websites in a last 12 months period. As well survey showed that citizens are more likely to visit State or Federal Web sites then a local one. Citizens would more likely go to the government website to look for information rather than to express their opinion. Overall citizens are evaluating government web sites that they are about the same.

Conclusions: Citizens are losing trust and confidence of the European governments**.** Overall, not many research papers are talking about citizen's satisfaction. Citizen's expectations and satisfaction may differ according to the level of education and perspective. Governmental websites are forming citizen-initiated contact and is considered as key element of e-governance, however residents would more likely look for information rather than express their opinion. As well, expectations of local government facilities can be influenced by their experience of commercial websites.

1.2.1.3 Trust in Government

From the table 5of definitions we can see that confidence is usually emphasized as psychological or social science element, emphasizing communication and social environment. Trust is usually perceived as a state or process, however, authors opinion is varied and they describe it more like the aspect of personality, character feature, which is starting to develop in early childhood and remains relatively stable throughout adult life.

Most authors argue that trust is – a simple strategy that enables individuals to adapt to the complex social environment, and increased access to benefits (J.Imbrasaite 2011). The abstract trust components are all social features of the system the regime and social order as well as trust in the social order or the mode associated with the legitimacy concept. According to Weber can be said: the legal legitimacy associated with confidence in institutions or procedural justice (Sztompka1999).Scientific research analysis has shown that information technology innovations, including e-governance authority is playing a part in shaping the elite, exclusive social order whose activity is based on the unique information supply and the opportunity to achieve their goals are much higher than the rest of society.

Many innovative projects remains in the form of ideas, because faced with invisible obstacles and barriers, which are usually caused by psychological disconnection and rejection, because of other social orders' dissatisfaction may destruct creation and process development of informational society. R. L. Oliver (1999) links the expectance of e-government with satisfaction, that means then a person is completely satisfied with the service and would preferably use it again (26p.). According R.L. Oliver Personal satisfaction can be divided into working satisfaction and overall satisfaction. Working satisfaction is associated with the satisfaction derived from specific individual transactions, operations performed at work. The success and quality of previous use of e-government services experience can stimulate and develop a comprehensive satisfaction, and that will cause the acceptance of e-government and increase participation. Many authors are linking trust with performance and expectations (table 5).

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Table 5. Definitions of trust

Authors	Definition of Trust
R. Backmann, A. Zaheer (2006)	Trustis the respect of the one who trusts in certain conditions.
R. Giedrikaite, I. Miseviciene, I. Jakusovaite (2008)	Trust is a specific connection within other people or social surroundings.
S.Keinys (2000)	It is a warranted trust of other person or subject: it's a gained dependency on abilities, strength or someone's truth.
T. R. Tyler (2003)	It is the expectation that others will act as it is expected.
Wang & Wan Wart (2007)	Trust is - Doing the right things.
Z. Liubarskienė (2004)	Trust is a certain connection with other people and their social surroundings as we trust them with our own existence by expecting that they will take into consideration your personality which was created by your own effort in the society.

Source: made by author according various authors.

Scholars have highlighted diverse sources of trust in public administration which can be classified into five categories: performance, institutional design, and factors of the public officials, environment, and trustor.

Public authorities should be analyzed in respect on confidence in three major public institutions - parliament, government and president - and the political parties, which are main bodies responsible for verifying the link between government and citizens; however citizens are usually gaining their experience within local governments. From 2005m till 2011the Ministry of Internal Affairs held a National Survey regarding trust in governmental institutions which took a place in Lithuania and showed that general attitude towards governmental institutions remains the same:

- Trust in the presidency during the period was the highest, and the trust in Government - the lowest.
- Rural authorities where the only authority in Lithuania (despite the leadership of the Presidency), which had the positive-negative balance of evaluations remained positive over the period of analysis.
- Positive balance in municipalities remained till 2008, however, from 2009 till 2011 negative balance increased.

According to the survey Lithuanian citizens didn't feel rapid change in civil servants performance (see table 6) in period of 2005 – 2011 (positive changes in the estimate range for 3 - 5 percentage points in the range). The question of the survey was: In your opinion: is the recent performance of civil servants better, the same or worse?

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Table 6. Civil servants performance

Years	2011	2010	2009	2008	2007	2006	2005
Percent	%	%	%	%	%	%	%
Performance is getting better	14	17	14	16	19	14	15
Performance is getting worse	17	19	17	22	13	29	29
No change	53	44	43	48	48	44	41
Did not respond	16	20	28	14	19	14	15

Source: Made by author according to Vidaus Reikalų Ministerija (2011), Tyrimo ataskaita: Pasitikėjimo Valstybės ir Savivaldybių Institucijomis ir Įstaigomis Aptarnavimo Kokybės Vertinimas, Vilnius.

Conclusions: Trust needs certain conditions or could be gained with the time. Noticeable that resident's trust in government institutions involves performance, institutional design, and factors of the public officials, environment, and trustor. The level of trust in Lithuania's of governmental institutions doesn't have significant change since 2005 and the results are low. The increase of quality in services could gain trust of citizens and they would be more likely to participate in governing.

1.2.2 Strategies for citizens-centered e-governance development

Strategic planning is very important in Public sector. According to A. Patapas, A. Ralpa and V. Smalskys (2014, p. 28) the strategic nature of NPG is defined by modern state financial-economic possibilities, quality characteristics of all resources coordination, inter-sectoral interaction of effective new planning, supply of information technologies for all kinds and levels of organizations, organizational behavior and the levels of governors and managers competency. All these elements lead to the strategic policy implementation.

E-governance is the main focus of the 2030 Agenda of Sustainable Development. United Nations in a World Public Sector Report (2015) indicates six dimensions which been agreed among all Member States. The first dimension talks about citizen participation in decision-making, planning and implementation of all policies, participation of all stakeholders and strengthened society. The second dimension is all about ICT or from the aspect of E-governance – access to the information (access to the government proceedings, regulations, data and easy to understand procedures for accessing public services). Both dimensions take a part of Three-level model of citizen engagement.

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The provision of citizen-centered E-Government is iterative and requires an ongoing commitment; a desire to measure service quality; to constantly look for opportunities to determine the degree to which the services meet user needs; and a willingness to implement the lessons learned from the various needs assessment. According to J.C. Bertot, P.T Jager, and C.R McClure (2008) to engage users successfully in E-Government requires a range of iterative and integrated planning and design processes such as conducting an information and service needs assessment, technology needs assessment, determining the availability of appropriate content and services to meet user needs, the ability of citizens to engage in E-Government services due to information and technology literacy, the knowledge of government in order to determine which agency or level of government provides the needed service or resource, usability and functionality testing, accessibility testing, and others. These considerations are essential to the development, implementation, and continual improvement of user-centered E-Government services. These are not onetime issues; they are iterative and essential part of the continuing process of developing and refining E-government sites. J.C. Bertot, P.T Jager, C.R McClure (2008) created 6 strategies (see table 7) which is not difficult to implement, however it could be costly to envision a range of integrated and coordinated methods, approaches, and strategies to better incorporate users in the development of E-Government services.

Table 7. Strategies for citizen-centered e-governance development

Strategy	Key elements
Comprehensive Plan for User-centered E-government Services Design	Identifying the goals of that service; ways in which the service supports other agency/ government goals; managerial structure for the development of the service; target audience(s) of the service; information needs of users that the service addresses; resources available for the development of that service; time line describing key tasks and responsibilities for the development, implementation; evaluation of that service; specific citizen-centered strategies that will be incorporated in the design and operation of the E-Government service under development.
Conduct User Information Needs Assessments	Acquire information on a topic or issue (acquisition); solicit expertise (source); and use of that information (application); understanding how the information is to be used and what specific types of problems the user intends to address with the information.
Understand User Information and Communication Technology Availability, Expertise, and Preference	Understanding the technology access and capabilities of the various segments of users, governments can develop systems that better meet the needs of users, but also understand the types of training and support users may need for successful engagement of E-Government.
Engage Users	Top-down, systems-oriented E-Government services can result in elegantly designed and technically sophisticated E-Government systems that completely miss the intended users' needs; the top down approach is often less costly than conducting a range of user-based needs assessments; products and services that can result from top-down or systems based design can include, for example, lengthy forms that collect unneeded data; services that

	defy logic in their use and/or access; complicated instructions that simply cannot be accommodated by online applications; to develop successful E-government services such as focus groups and interviews (with experts and users);usability, functionality, and accessibility testing throughout the design and development process; encouraging real-time comments and suggestions about the services being used; log file and transaction log analysis; providing interactive help screens; and developing and adhering to measures and standards of service quality.
Evaluate E-Government Services for Continual Improvement	Formative evaluation - ongoing evaluation practices regarding their E-Government services to continually improve and enhance their services. Governments can implement various strategies to do this – online surveys (brief pop-up surveys, or more detailed); focus groups and interviews with service users; log file analysis; and continued usability testing, for example
Form Community-based Partnerships	Related to many of the above, the development and launch of E-government services can benefit from the inclusion of community-based organizations such as public libraries and community technology and other centers.

Source: Made by the Author according to J.C. Bertot, P.T Jager, C.R McClure (2008)

At 2010, 3 March The European Commission issued a communication "Europe 2020: smart, sustainable and inclusive growth ", the various European Union Councils and the European Summit Council began discussions on the new 2020 The EU strategy, the targets and their implementation. The aim was to increase the EU's competitiveness, while maintaining its social market economic model and to boost its effective use of resources. When the strategy "Europe 2020" was launched, it was the most encouraging economic growth model, which included more than a simple increase in GDP. Today, many institutions support smart, sustainable and inclusive growth as one of the most important elements of economic development.

Table 8. Advantages and disadvantages of European Strategy 2020

Advantages	Disadvantages
It aims to not weaken the priorities and focus on the essentials.	Objectives are not exhaustive. In EU level, there are many quantitative targets and indicators for which are tracking the performance over time, in different countries and in all policy fields.
The criteria's are closely interlinked and mutually reinforcing and the progress of one dimension will be the progress of other dimension as well. Objectives provide policy stability role as a Member State of the EU transferred objectives into their national targets.	2020 targets are essentially political tasks and objectives and they are politically binding.
It is easy to monitor the achievement of the objectives. Residents can easily access Eurostat to monitor objects, facts and figures.	EU or national averages often conceal very large age, gender or regional differences. The interpretation of the objectives and the actual situation in the Member States, important additional indicators specific analysis and qualitative information.
It helps build political awareness of policy at national and EU levels.	At EU level, it was difficult to agree on the objectives of education and the Member States could not agree on a single indicator, which is based on a target for reduction of people at risk of poverty, the number of so commonly

used indicator of the three components.

Source: Made by the author according ''Europos Komisijos Komunikatas Europos Parlamentui, Tarybai, Europos Socialinių ir Ekonomikos Reikalų Komitetui ir Regionų komitetui, Strategijos Europai 2020 pavyzdinė iniciatyva, (2014)''

2020 the strategy set out in the next decade in the European social market economy vision, developed on three interlocking and mutually reinforcing priority areas: smart growth, knowledge and innovation, economic development, as well as sustainable growth, which means a low-carbon, resource-efficient and competitive economy; and inclusive growth, a high-employment economy delivering social and territorial cohesion. Recently, the EU is implementing the "Innovation Union", which is one of the seven major Europe 2020 'initiatives. Its aim is to improve the research and innovation financing conditions and opportunities. This initiative will facilitate innovation, for example, it will be actively implementing high-speed internet, promoting quality education systems, modern labor market and a variety of skills (European Strategy 2020, 2014). Objectives and indicators are continually discussed at EU level. Recently It received particular attention in the light of efforts to strengthen the EU economic governance and economic monetary union (EMU). The Commission reported on the EU level used and available indicators of completeness. The strategy has its advantages and disadvantages (see table 8).

E-government, if implemented properly, can improve current government services, increase accountability, result in more accurate and efficient delivery of services, reduce administrative costs and Time spend on repetitive tasks for government employees, facilitate greater transparency in the administration of government, and allow greater access to services.

E-inclusion is a key factor in achieving the 2010 European Information Society for growth and employment "initiative for economic and social progress objectives, and thus of the Lisbon agenda. E-inclusion is an activity that aims to create an inclusive information society, an information society for all. The goal is to create opportunities for all people who wish to participate fully in the information society, despite individual or social barriers. E-inclusion is necessary in order to ensure social justice and equality in the knowledge society. Also, for economic reasons, it is necessary to make full use of the potential of the information society, in order to increase productivity and decrease economical exclusion. At 17th of May, 2010 European Commission launched the ''European Digital Agenda'' action plan for Europe's prosperity and welfare. The plan generally

describes the seven priority areas, such as the Digital Single Market, greater interoperability, boosting internet trust and security, much faster internet access, more investment in research and development, enhancing digital literacy skills and inclusion, and information and communication technology application of the public arising (climate change, population aging) challenges.

The United Nations has been using a three-level model of citizen engagement (picture 3) that moves along a passive to active continuum (World public sector report 2015). The first level (Public information) refers to the public information which government has to provide by the demand of the citizens so they would have knowledge that enables citizens to participate. The second lever (consultation) is to engage deeper participation and contribution to deliberation of public policies and services. The third level is empowering citizens to participate in decision-making involving them into designing policies and public services. This model is made to truly empower people. The third part of this model requires strong political commitment, access to information an enabling environment in terms of comprehensive legal and institutional frameworks, structures and processes, completed by capacity building.

Picture 3. Three-level model of citizen engagement

Source: Made by the author, based on United Nations World Public Sector Report (2015).

A citizen-centered approach presumes that responsiveness is crucial. Citizen-centered governance tests of responsiveness, openness and transparency should apply in all aspects of government operations. Further, expectations of a more cooperative and flexible posture accommodating greater sharing of power and decision-making are strong not just in respect of

program delivery but also in government's rule-making and standard-setting activity (CERGO, 2013).

Conclusions: The provision of citizen-centered E-Government is iterative and requires an ongoing commitment; a desire to measure service quality; to constantly look for opportunities to determine the degree to which the services meet user needs by fulfilling strategies implemented. United Kingdom and Lithuania are using European strategy 2020. E-government, if implemented properly, can improve current government services, increase accountability, result in more accurate and efficient delivery of services, reduce administrative costs and Time spend on repetitive tasks for government employees, facilitate greater transparency in the administration of government, and allow greater access to services.

1.2.3 Citizens-centered e-governance instruments and preconditions at local self-government institutions

This chapter provides an overview of the most important aspects of information society in Lithuania and United Kingdom planning and implementation documents for the development of information society policies, objectives and targets. Review of legislation helps to reveal aspects of information society development.

In the conception of Lithuanian National Information Society approved in 2001 28th of February Government resolution No. 229 is defined as:

- main reasons for the exclusion of Lithuania in the information society;
- concrete objectives for information society development;
- Priorities (competence, public administration, e-business, culture and language);
- work management of Lithuanian information society development;
- 37 Lithuanian information society development work principles.

This document sets out the principles, indicating a strategic direction as applying new information and telecommunication technologies in the public administration sector to improve services for businesses and residents. Therefore, Lithuanian National Information Society

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Development Concept is to describe these processes initiating and supporting mechanisms, as well as some of the e-government project properties. The document also provides the following main objectives to ensure residents the opportunity to acquire knowledge and skills, modernize the public administration, the development of the payment, e-knowledge, information, communications, and information technology-based business, and promote participation in EU programs and projects and to create favorable conditions for the development of information society in Lithuania.

United Kingdom is using regulations set by European Union. According to Art. 10 (1) TEU, the functioning of the Union is founded on representative democracy, meaning that citizens are directly represented by the Members of the European Parliament they have voted for in European elections which take place every five years (Art. 20 (2) TFEU). Although Art. 10 does not fundamentally give citizens new rights, it represents a strong symbolic value, as it has been introduced by the Treaty of Lisbon in order to give a fully recognized political dimension to European Citizenship. The reason why the EU has been gradually strengthening the notion of Citizenship is linked to the fact that it has often been criticized to suffer from a 'democratic deficit'. This claim is reflected in the growing democratic expectations that emerged with increased political integration, combined with institutions, mainly the European Parliament, which can and should be measured according to democratic norms. Citizens' rights to participation and information include:

- Right to vote and to stand as a candidate at elections to the European Parliament and at municipal elections (Art. 20 para. 2, Art. 22 TFEU, Art. 39 and 40 CFR),
- Freedom of expression and information (Art. 11 CFR),
- Freedom of assembly and of association (Art. 12 CFR),
- Right to good administration (Art. 41 CFR),
- Right of access to documents (Art. 42 CFR).

The implementation of e-government faces some technological difficulties such as lack of shared standards and compatible infrastructure among departments and agencies. Also, privacy and security are critical barriers in implementation of e -government in citizen concern. The guarantee by the government will not suffice unless accompanied by technical solutions, transparency of procedures and possibly independent auditing (M. Alshehri, S. Drew). There are several challenges and barriers that can delay progress of e-government implementation. The variety and complexity of

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e-government initiatives implies the existence of a wide range of challenges and barriers to its implementation and management. This section, will briefly introduce the most important and common challenges and barriers based on literature review as shown in the Table 9.

Table 9. E-government barriers

Category	Barriers
Technical	ICT in fracture; Privacy; Security; Trust
Organizational	Management support; Resistance to adapt to electronic ways (change); Collaboration with other departments; Lack of training
Social	Culture; Social exclusion; Education; The unknown
Finical	High implementation cots; Civil employees trainings; Maintenance and constant innovations

Source: made by the author according various authors.

E-democracy initiatives can involve the submission, transmission, or storage of personal data. To build and maintain confidence, this must be done in a secure manner. This is particularly an issue when anonymity needs to be preserved. For example, e-voting systems need to be able to link any given vote to a specific person to prevent fraud. Operating in such an auditable and transparent manner, although necessary, conflicts with the need to preserve voters' privacy and anonymity.
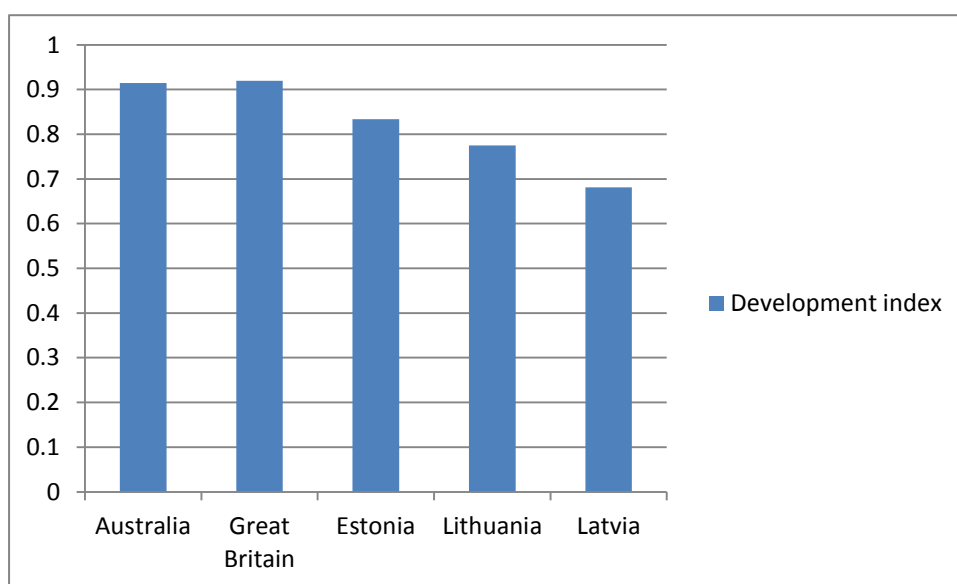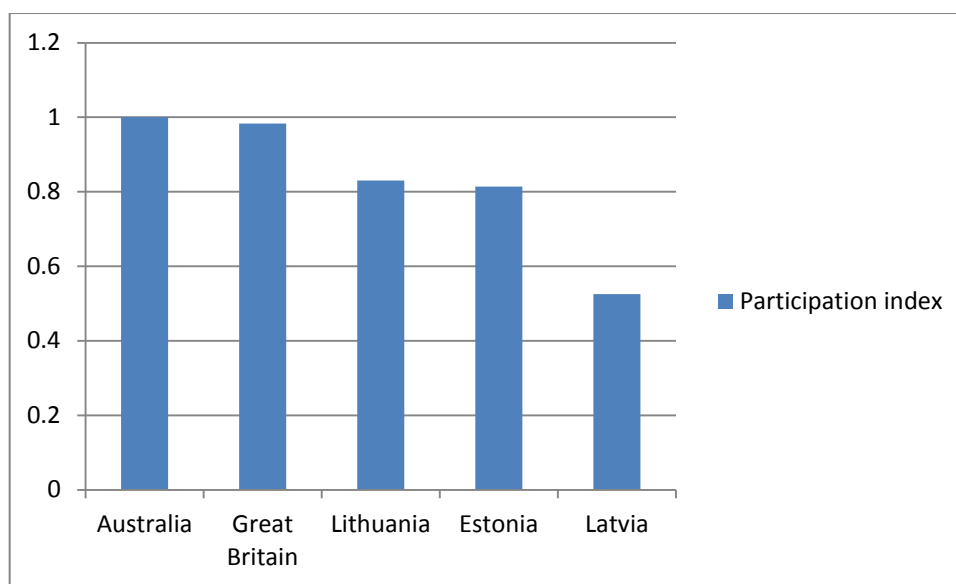

Picture 4. E-government Development index 2016
Source: Made by the author according the data from Public Administration website.
https://publicadministration.un.org/egovkb/en-us/Data/Compare-Countries

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According to the parliament (2009) of United Kingdom the barriers could be:

- Standardization of Information

- User-centric design

- Open source software

- The Data mash up

From the diagram (picture 4) it is clear that Great Britain with the index of 0.9193 has the highest E-Government development index and is the first in ranking. Australia is slightly lower with index 0.9143 and takes the second place in rankings. Lithuania's index is 0.7747 and it places in the middle position in between 3 small Baltic countries and in the ranking Lithuania is 23rd. However, Estonia is 10 ranks higher then Lithuania and takes 13th position. Great Britain is a well-developed country and had longer period of implementing E-government.

Picture 5. E-participation Index 2016
Source: Made by the author according the data from Public Administration website.
https://publicadministration.un.org/egovkb/en-us/Data/Compare-Countries

According to participation index (see table 5) Australia takes the highest position with index 1 and takes the 1st place in ranking. Great Britain has a slightly lower participation index 0,983 and takes the 2nd place in ranking. Lithuania shows better results than Estonia with 0,8305 and takes 17th place in ranking. It is a very high position considering that e-government is still a new process in Lithuania. Latvia shows lower e-participation rate 0, 5254 and takes 84th place in ranking.

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Conclusions: Even if E-governance can create lot of benefits and a strong legislative base some barriers exist. E-government faces some technological difficulties such as lack of shared standards and compatible infrastructure among departments and agencies. Also, privacy and security are critical barriers in implementation of e -government in citizen concern.

II. RESEARCH METHODOLOGY OF THE TRENDS OF CITIZEN-CENTERED E-GOVERNMENT DEVELOPMENT AT LOCAL SELF-GOVERNMENT INSTITUTIONS

2.1 Research Strategy and Methods

As e-governance has many parameters, the assessment of development is a very difficult task, and there are many methods used by international organizations, research institutions and individual researchers: general, global e-governance evaluation method or model doesn't exist. Based on various criteria, there are various different indicators for E-governance. For example, the information technology related to the world ratings consists of the International Telecommunication Union (website http://www.itu.int) - ICT Development Index, The World Economic Forum (website http://www.weforum.org) -Networked Readiness Index; United Nations (website http://unpan3.un.org/egovkb/index.aspx) E-Government development index or Public administration website (https://publicadministration.un.org)and E-Governance participation index. Or websites with national surveys from governmental websites performances like https://betterconnected.socitm.net/councils/leicester-city.
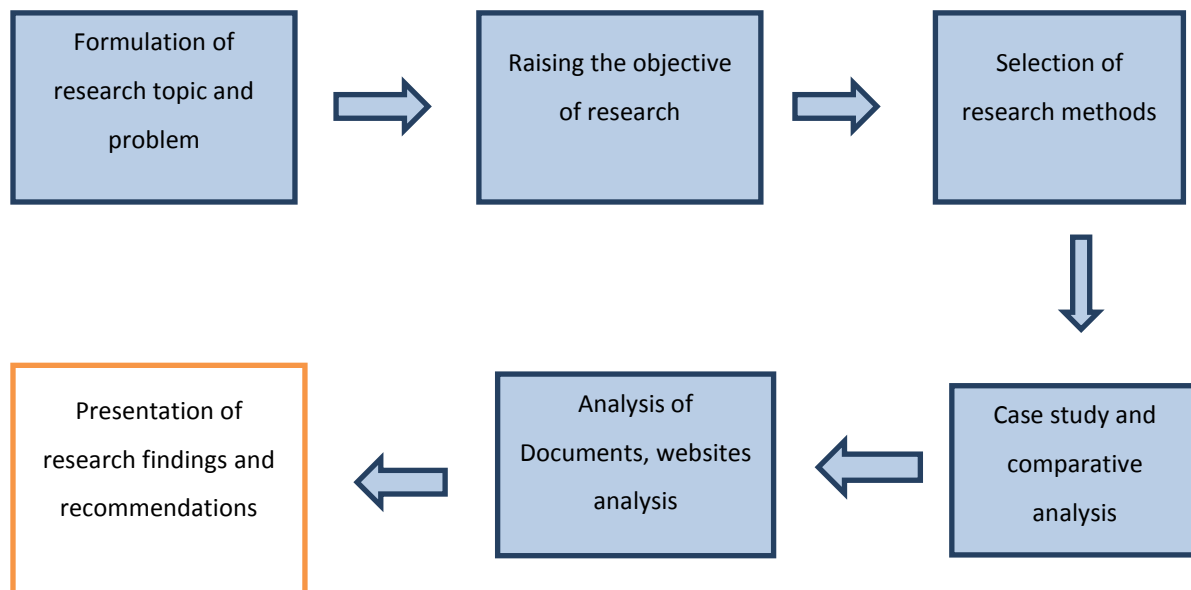
M. Sakowicz said that e-governance evaluation methods should focus on four aspects: 1) e-services, describing the type of service, where information about the government, its programs, policies and services received electronically; most important the aspects of e-service of quality, trust and price; 2) e-governance, describing e-government's activities "behind the screen" - data and information management, electronic records maintenance, data movement from one government department to another; 3) e-democracy, assuming that e-democracy has activities like: virtual community meetings, open forums, online surveys, online consulting and online voting; 4) e-business, evaluating the influence of the government changing the citizens' money in commodities, such as paying taxes via the Internet or in the presence of the public auction.

The importance in general to evaluate e-governance is mentioned in T. Rutgers methodology. Mostly scientists in past decade are focusing on e-government measurements. T. Bovaird (2005) said that, then assessing e-government the consideration should be taken to the following main aspects: 1) improvement of access; 2) reduction of administrative costs; 3) The provision of integrated services; 4) improvement of service quality; 5) for adaptation to customer needs; 6) feedback from citizens; 7) Privacy and security; 8) the control and supervision of the protection; 9)

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The adaptation to change. In his opinion preferences should be given to e-government evaluation methods provided by e-government results according to the results of the whole program.

Various e-government evaluation criteria's are used at national level taking that the internet is the main communication tool, providing favorable conditions for the communication of citizens and government and improve services which helps to increase the active participation of citizens in the governing processes. The evaluation of e-administration at national level is focusing on government agencies websites in formativeness. Some states, including Lithuania and United Kingdom, have proven government agencies website requirements.

The e-governance measurements gain new Light. Governments approved the general requirements (the description for websites) to the state and municipal institutions and agencies. Main requirements are to create public access to all the public information on the internet about bodies and their functions, developed laws and other normative legal acts and related legal information, to unify the agencies websites to ensure their effectiveness, the information they provide relevance reliability, search capabilities, site development and regular updating of information. The qualitative requirements are dominating: the site structure, the nature of information and publication of the laws and regulations of the draft legislation and other legal publication, the site of administration requirements. There are requirements to make annual verifications of websites in Lithuania and United Kingdom.

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┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│ Formulation of   │      │ Raising the      │      │ Selection of     │
│ research topic   │  ⇒   │ objective        │  ⇒   │ research methods │
│ and problem      │      │ of research      │      │                  │
└──────────────────┘      └──────────────────┘      └──────────────────┘
                                                               ⇓
┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│ Presentation of  │      │ Analysis of      │      │ Case study and   │
│ research findings│  ⇐   │ Documents,       │  ⇐   │ comparative      │
│ and              │      │ websites         │      │ analysis         │
│ recommendations  │      │ analysis         │      │                  │
└──────────────────┘      └──────────────────┘      └──────────────────┘
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Picture 6. The strategy of research

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This research will consist of scientific literature, legislative laws, documents and statistical data analysis. The context analysis and comparative analysis will be used. **The strategy of this research (see the picture 6):**

The table 10 below summarizes the research methods used and their outcomes for this study, explaining along with the aim and objectives, techniques adopted, activities – data collection sources and outcomes

Table 10. Research method techniques and outcomes

Aim and objectives	Research Approach	Techniques	Activities	Outcomes
Review and analyze E-governance, conceptualize e-governance	Qualitative	Secondary Data	Books; Journals; Reports; Websites	Chapter 1
Investigate E-government citizens participation maturity levels, citizens satisfaction, strategies for citizen-centered e-governance	Qualitative	Secondary/primary data	Books; Journals; Reports; Websites; Legislative acts; Documents	Chapter 1
Compare municipal websites and provide with conclusions and recommendations	Qualitative	Secondary/primary data	Books; Journals; Reports; Websites; Documentation	Chapter 3

Document analysis is a social research method and is an important research tool. Document analysis is method which is taking into account the research object, research goals and objectives, this method is considered to be the most important data collection (receipt) method. Selected data sources: scientific books and magazines; official statistics; websites; national annual website reports (UK and Lithuania). The detailed examination of documents produced across a wide range of social practices, taking a variety of forms from the written word to the visual image. Documentation is important because of its location in the historical circumstances and a wide range available for social research purposes. According to Oates (2006), documents could be classified as found documents (already existing documents in organizations such as personnel or public records) or research-generated document (created by the researcher for the purposes of the research such as notes and images).

In this research 2 case studies will be taken to make compassing analysis. Multiple case studies will give the opportunity for better understanding of how local governments are running their websites, how easy it is to find information, what kind of new innovations are implemented in

order to achieve the best results into engaging residents in E-governance process. As website by many scholars is highlighted as the key element of E-governance this research is focused on the websites design, how informative they are, the requirements of website evaluation. The case study strategy enables the researcher to outline plans on how to answer research questions.

Thus the number Scholars have classified case studies into single, which is holistic in nature, or multiple unit of analysis, which is embedded. In single case study, data from one instance is enough to achieve the research objective, whereas comparative case study requires data from two or more instances to achieve the research objectives. The primary virtue of case study is the depth of analysis. The technique of analysis employed in a case study is not simply function on a sheer number of within-case observations available (J. Gerring, 2007).Cases are designed to confront readers with specific real-life problems that do not lend themselves to easy answers. The case study analysis purpose in this research was to: to investigate websites in analytical and statistical manner.

2.2 Research Instrument

In this thesis 2 types of instruments will be used: document analysis and website analysis. This research study, researcher's emphasis is on working papers, archival records, e-government strategic plan, including other documents that provide information in respect of the background of the case study organizations. Archival records include public use documents, service records, maps, charts and survey's data. Websites will be compared by the following criteria's according Lukensmeyer& Torres; M. Sakowicz and T. Rutgers:

- Website design
- E-governance
- E-democracy (to engage and collaborate)
- E-services (the quality of services, feedbacks, provision)
- Privacy and security
- Technological capacity

To investigate how websites are designed 3 sections will be investigated: social, educational and economical. In order to evaluate e-democracy and e-services all possible services will be taken from

websites and compared. To investigate Privacy and security and Technological capacity online website check will be done.

2.3 Research Sample

In this thesis Leicester City Council website and Siauliai city municipality website where chosen. The main criteria of selecting cases where:

- *Size of Municipality*. In terms of Lithuania Siauliai is the 4th biggest city with a population of approximately 104,569 inhabitants. Leicester city is slightly bigger as there are approximately 342,627 inhabitants; however, it is only 11th largest population in United Kingdom.
- *Cities Infrastructure*. Both cities have higher education institutions, airport (only used for private flying or training purposes), have a history of industrial force and geographically don't have access to the sea or ocean.
- *Experience in E-Governance*. Siauliai city website is evaluated as one of the top 15 best governmental websites in Lithuania and Leicester city council's website has 3 stars out of 4. In this thesis Non-probability quota sampling will be used.

This master thesis was written according ethical requirements.

III. RESEARCH RESULTS OF THE TRENDS OF CITIZEN-CENTERED E-GOVERNANCE DEVELOPMENT AT LOCAL SELF-GOVERNMENT INSTITUTIONS

3.1 Expression of E-Governance in Municipalities/Councils: Results of Web Sites analysis

Many scholars are stating that website is the key determinant for a successful e-governance. Lithuania and United Kingdom as many EU countries, are carrying out e-governance in order to transfer projects and public services to the electronic space, or some internal authority functions automation. It is obvious that an effective and sympathetic public administrations work e-public area is very significant modernization of public administration, improving electronic public services and improving the quality of public services or user satisfaction.

According the annual report of Lithuania municipal websites 2015, which is presented annually by The Interdisciplinary Research Institute, websites are well presenting general requirements and overall 94% are fulfilling them (for comparison, in 2014. - 93.5 %). According the report 97.6%are meeting website requirements (for comparison, in 2014. - 96.6 %) and well in line with the structure of website requirements - 94.4 % (For comparison, in 2014. - 93.7 %) and the informational requirements of websites corresponded to 91.8 %., and in 2014 it was - 91.9%. The study evaluated 60 municipalities affiliated institutions websites (19 institutions websites more than in 2013.). Lithuania takes a very high position and is one of top 15 local government websites.

Betterconnected.socitm.net was launched in the Autumn of 2015 in United Kingdom. Full results from 2015-16 surveys appear on this site, with more limited results from 2015 and 2014 surveys. All site visitors can see headline results from ''Better connected'' surveys for all 418 UK local authorities, as well as a range of contextual data relevant to their web/digital performance (population, households, deprivation, web visits, Twitter followers etc).Better connected surveys explore the ability of websites to provide quick and easy 'customer journeys' and successful resolution of a series of top tasks. 'Top tasks' may be informational (Find out about keeping fit) or transactional (pay parking fine).Scores are then aggregated into a star ranking for each website. To get a four star site ranking, a site must achieve 12 out of a possible 16 'task stars', get 3 or 4 stars for the navigation/search/A to Z and mobile experiences, and pass the accessibility test (ie score 2 or 3

where the range is 0-3).44 councils have been awarded 4 stars overall in Better Connected 2015-16, and a further 138 have been awarded 3 stars, indicating that 44% of UK local government websites provide a good or very good experience from a user perspective. Leicester city Council was evaluated by 3 stars and is one of 138 councils in the country with the same rating.

It is important to understand the criteria of evaluation of governmental websites form both state's prospective. The report of State Authorities Website Survey Reports 2015 of Lithuania is providing governmental website structure evaluation fields:

- Structure and contacts
- Legal information
- Legislative acts
- Research and analysis
- Breach of legislative acts
- Legislative regulatory monitoring
- Activity
- Regulations
- Planning documents
- Work fields
- Salary
- Public procurement
- Budgetary reports
- Financial reports
- Schedules of cabinet members
- Public entities supervision
- Services
- Links
- Word search engine

The report of State Authorities Website Survey Reports 2015 criteria's are mainly focusing on the existence of the above sections on the website and what kind of information should be in a

particular section. As well it was mentioned that websites should be disabled people friendly. Official evaluation of website Better connected where using the following criteria to evaluate United Kingdom councils' websites:

- Planning and building control
- Libraries
- Rubbish and recycling
- Council tax
- Tools and accessing content
- Mobile test
- Accessibility test (for people with disabilities).
- Navigation
- Search
- A-Z

For all criteria's a random task is created and tested. Tasks are selected from service areas that have high web visitor numbers (based on data from Socitm's Website Performance service) or which may be important for reasons of legislative or other change. Inclusion of purely informational tasks is based on the fact that data shows more than half of all visits to council websites to be for information only.

Conclusion: Lithuania and United Kingdom are providing criteria's for governmental websites evaluation. Websites are checked and tested annually to ensure the level of e-services and information provided to the residents. From the criteria's above it could be said that Lithuania have more criteria's then United Kingdom. The report of State Authorities Website Survey Reports 2015 (Lithuania) is mainly focusing on the sections and the type of information provided rather than in the quality. There are no requirements of how the data has to be presented. Better Connected (United Kingdom) are arranging tests for each segment by creating a random task to find out how it works for residents and to evaluate efficiency.

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3.1.1 Designs of websites

To evaluate website's designs of Siauliai City Municipality (Lithuania) and Leicester City Council (United Kingdom) let's say that:

Siauliai City municipality website – Q1

Leicester City Council website – Q2

Q1 and Q2 websites have a lot of various information for residents. Websites have different designs: Q1 website looks professional and organized with interactive icons outlined on the front page and a lot of small sections on the left and right side of the page followed by the centered news feed and Q2 website provides with 6 most popular interactive icons. There are 5 main sections on the top of the Q1 website: events, areas of activity, for residents, for businesses, for tourists.

Table 11. Social elements in Q1 and Q2 websites

Q1	Q2
News articles related to Social section	Adults • Find out about support • Support for carers • Am I Eligible for support? • My choice • Preparing for adulthood • Comments and complaints
SPIS social help for families in need	Children • Information and numbers • Your social care record • Complaints
Social security • Social security news • Social care institutions	Carers • Eligibility criteria for support • Quick links • Financial support • Links to health websites
Social compensation and benefits • Calculations of social benefits • Compensations calculation and payments	Public health (interactive icons) • Stop smoking • Active Leicester • Get oral health advice • Get your health checked • Improve your health • Our responsibility for public health
Legislative acts	Adoption and fostering • Quick links • Kinship care policy • Links to websites
	Financial and legal support

	• Quick links • Are you in crisis? • Finding places to live etc. • Links to a number of institutions

Source: done by the author according governmental websites www.leicester.gov.uk and edem.siauliai.lt

The social section of Q1website(see table 11) is relatively narrow in the comparison to other sections. The program SPIS on the website is the interactive link to the website and in order to apply you have to register. The last update for the news feed for social care was on 04.01.2017 and according to dates of other articles it is updated frequently. In the ''Social compensation and benefit'' section there are a lot of different forms and applications available in WORD document format. As well you can find types of social benefits and find out who is entitled to apply. It is worth mentioning that Q1 website doesn't have a specific section for social services but information can be found under ''Fields of interest'' and ''For residents''. Legislative acts related to social services are mentioned on the website, but you can only find the titles of it, but you can find legal information within word forms.

There are plenty of small sections a long of 6 main on the website Q2. They are divided into specific sections which would lead resident to the right person or information. All interactive applications are available at the same page with information. There are social care strategies available which are approved by the national government and care act. There is committee formed for ''Social services and personal health'' but this section is not active as the last update was made in 14.03.2006 and there are no contact details for the committee. The main differences from the Q1 website are sections, ''Social care complaints'' and ''Support'' which are linking residents to start communication with the government.

Conclusions:Q2 website is more diverse as it is not only informative, but as well ready to help residents to achieve required outcome. Interactive complaint forms are giving up to date feedback of services which helps civil servants to understand disadvantages and improve their service. Q1 website offers complaint option in general, but not for specific sections. Social section doesn't have specially designed section on the website, but sub-sections are informative and clear to understand. However in order to apply for services it will take longer than on the website Q2 as forms are not interactive and after filling them up you will have to send it by e-mail.

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Q2 website is providing 6 interactive icons (see picture 10) for subsections for each category and a lot of additional information related to the sub-section. Regarding educational section every sub-section has legislative documents provided with policies and FAQ as well as contact numbers.

Table 12. Educational elements in Q1 and Q2 websites

Q1	Q2
News related to Education	Schools and colleges: School admissions; Starting school; School performance tables (interactive link to GOV.uk); Inspection reports; Breakdown for allocations; All information about schools, policies, dates; Available spaces; Appeal against school decisions; The choice advice service; Find schools in your catchment area
Educational institutions	Adult and community learning: Learning for work; Learning for life; Learning for leisure; How to enroll; Course payments etc.
Catchment area of schools (Table with street names and a map)	Nurseries and childcare: Quick links (Interactive); Find registered childcare provider
The number of seats available (By age, group, address)	Special educational needs: Quick links (Interactive); Special educational needs policy
National exam results in Siauliai city	Grants and allowances: Quick links (interactive); Study in Europe; School transport; Discretionary leader support (link to GOV.UK); Free school meals; Free school milk ctr.
Research and results: Good school analysis; The need of additional education in Siauliai; The evaluation of nationally agreed exam results	Support for young people: Youth services (interactive icon); Connexions (interactive icon); Early help (interactive icon)
Ongoing programs and projects	Additional columns with information
Informal education (applications Word document)	
Reconstruction and changes of school network (annual plan)	
Nursery schools	
Department of Education	
Committee of Education	
The system for social competence development	

Source: done by the author according governmental websites www.leicester.gov.uk and edem.siauliai.lt

Education has a formed section and it is easy to find all information provided on website Q1. The section for education is broadsubject in both websites and has many elements in of small subsections. However, some of the sub-sections on Q1 website could be merged together as they reflect the same informative aspects (see picture 7).
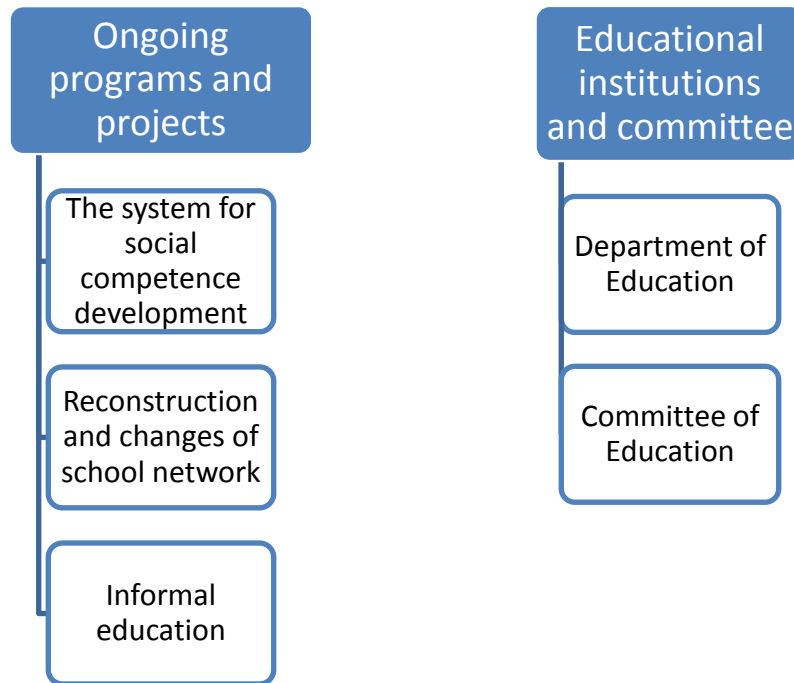
Picture 7. Suggestions for sub-sections
Source: made by the author according to Siauliai City Municipality's website.

The way of organizing information in website Q2 is way better than Q1's as sections have their subsections and subsections provides with links, information and policies and all sections are done according the same principal. It makes it easy to follow and find information, however, the additional information can be provided by the council staff. You can find information in Q1 website, but it may be in different sections or additional sections are created. In order to make it simpler to understand and find information consolidation should be taken in consideration for example ''NGO and youth'' section could be a part of education section.

The ''catchment area of schools'' provides residents Siauliai city map with all educational institutions and the Q2 website offers interactive map where you have to provide your address and it locates all schools in your area (see picture 10). Q2 website offers more options regarding help for grants (online applications, interactive links), support for young people (all youth services). Q1 website's role is more informative and educational as all information is report type. Residents can find information of the students' performance at local level in the style of research paper. Regarding ''seats

available'' in schools section Q1 website offers weekly updates by the age, groups, and addresses and Q2 website provides a table with spaces in different schools.

Conclusion: There are more interactiveoptions in website Q2 then Q1. As well there are plenty of interactive icons which lead to the systematic information on website Q2 and Q1 doesn't have any in the Educational section. However, there are some interactive icons on the website Q1 but they are in the different section. From this part of websites some consistency issues reveals: Q1 website doesn't have a clear unidirectional sequence. Q2 website offers ''choice advice service'' to help residents pick the right school, ''appeals against school decisions'' are available online.

Table 13. Economic elements in Q1 and Q2 websites

Q1	Q2
News for business and economics	Start-up and growth; Quick links; Attachments of policies; Charity registration
Licenses and permissions (forms and information)	Licenses and permits; Find out if you need a license (interactive link to GOV.UK); Fees; Forms in PDF available to download with clear details of the institution where you have to e-mail or post it.
Self-employment (interactive link to VMI)	Locate and re-locate: Commercial property and land ; Available land for rent and sale; Policies
Setting up businesses: Support for small businesses; Financial support for businesses; Businesses organizations	Business rates: Quick links; Council tax for business information; Online forms ''new occupier'' ''leaving form''
Taxes and perks • Real estate tax • Land tax • Rental fee for state land (and other municipalities' approved tariffs: water, refuse, electricity, sewerage)	Health and safety • Quick links • Inspections • Reporting accidents • Information and policies • Food hygiene and safety • Organized courses (like health and safety NVQ level 2)
Useful information for business	Trading standards: Quick links; Report a trading standard issue; Consumer advice; Business advice
Controlled institutions and enterprises	See also: Managed work places; Trade waste; Support for employers; Connecting Leicester
Investment and economic potential • Free land (map) • Scientific potential (interactive icons)	

Source: done by the author according governmental websites www.leicester.gov.uk and edem.siauliai.lt

Economic sections in both websites are located under few different sections. Q1 website has ''Economics'';'' Administrative information'' and''For business'' Q2 website has ''Business'' and ''Your community''. In the table 13only ''Business'' and ''Economics'' will be reviewed as a lot of sections under ''For Business'' in the website Q1 have the same links to the same information which

you can find under ''Economics''. As well the information provided is similar. During the investigation recurrent sub-sections connected to economic section where found such as: ''licenses and permissions'', ''support for business'', ''useful information for businessman'', ''taxes and perks'', ''self-employment''. Subsection ''sales of public procurement'' can be found under ''for business'' and ''areas of activity'' but could be underlined under Economics. Another sub-section under ''for business'' is ''services'' which can be found on the interactive buttons on the left of the main websites side on the horizontal menu. If the recurrent sections would be deleted from ''for business'' column it would leave this section with: ''investment and economics environment'' which could go under ''economics'' section so the ''for business'' column would be empty and there would only be 4 main sections.

Conclusions: During investigation of Economic section a lot of recurrent sections which are linking to the same information feed where found on website Q1. ''For business'' section only has one original subsection ''investment and economics environment'' which could go under ''economics'' section in order to avoid confusion. Website Q2 has a strong structure and excludes 6 interactive icons. Subsections have two design principles: interactive icons and informative interactive text with ''quick links''. Q1 website provides with more legal documents and statistics. All attachments in Q2 website opens within website and residents can download it if information is useful, however in website Q1 then you click on documents attached it automatically downloads it to the device.

After a review of social, education and economics sectionsit could be said that Q1 website doesn't have effective structure and it may be difficult to find information. A lot of sub-sections where found which are placed under different sections, but provides the same information:

- Licenses and permissions
- Support for business
- Useful information for business
- Self-employment
- Public procurement
- Taxes and perks
- Property for sale

- Sales of public procurement
- Services
- The number of seats available
- SPIS social help (different naming)
- Transport

Repeating information may confuse residents and discourage them to use website. As well external link to website SPIS for social help was mentioned 3 times and named differently. Q1 website didn't have any recurrent sections. The information level of websites is high enough, however the presentation of information is different.

3.1.2 E-services by the council/municipality

After reviewing all 3 sections and overall website design we can see in table 14 that Q2 website can offer more online services for residents then Q1 website. Q1 is more likely to provide external link or contact details to the appropriate institution to finish requested task and Q2 website is more likely to provide online application form with submit button. After submitting the application the confirmation e-mail is received for the approval. For example, website Q1 can't offer any online payments but it provides external link to ''Valdzios vartai'' (see picture 9 in appendix) using Q2 website you can pay online and there is a new app to pay via mobile phone. However, at the moment there is only one bank available which may restrict payments.

Based on comparative Lithuania municipal electronic democracy systems analysis (2015), only 8 of Lithuanian municipalities have implemented all three key e-democracy tools (e-petitions, e-surveys, e-forums), and 27 municipalities on their websites does not have any of them. Siauliai Municipality's website (Q1) can be found not only the above basic tools, but also e-counseling, e-complaints, meeting broadcasts. However, the main E-democracy tool e-voting is not active. This shows that the residents of favorable conditions to express their views and discuss with local authorities and search for information, but they can't vote online. Q2 website has interactive online registration form and residents can vote online.

Table 14. E-services for residents provided on Q1 and Q2 websites

	Services	Q1	Q2	Notes
Services	Tracking system for refuse, cleaning vehicles	yes	yes	Q1 online map, Q2 doesn't show it online.
	Apply for birth certificate	no	yes	Q2 fees for certificates apply.
	Apply for marriage certificate	no	Yes	
	Apply for death certificate	no	Yes	
	Apply for civil partnership certificate	no	Yes	
	Libraries	yes	yes	
	Book leisure activities	No	yes	Q2 available within 11 sports and leisure centers.
	Online registration to website	yes	yes	
	Apply for free School meals	yes	yes	
	Request forms	yes	yes	
	Register to the doctor	yes	no	
Payments online	Pay taxes online	No	yes	Q1 website don't provide payment services, but it provides with external link ''Valdziosvartai''
	Pay for housing or garage rent	No	yes	
	Pay parking fine	No	yes	
	Pay bus line fine	No	Yes	
	Return benefits over-payment	No	Yes	
	Pay for students' bus pass	No	Yes	
	Pay truancy penalty notice	No	Yes	
	Pay for copy certificates	No	Yes	
	Pay fixed penalty notice	No	Yes	
	Street care license	No	Yes	
Legal	Order various licenses online	yes	yes	
	Declarations, policies, legislative acts	yes	yes	Q1 and Q2 available to download
	Change name vehicle	No	yes	Q1 website doesn't provide online application because there is another institution.
	Permit application	No	yes	
	Permit renewal	No	yes	
	Request replacement of lost permit	No	yes	
	Cancel permit	No	yes	
	Supporting documentation (upload copies of proof documents)	No	yes	
E- democracy	Complaints	yes	yes	Q1 has interactive button for complaints on the main page, Q2 provides in after each section.
	Consultation	yes	yes	
	Surveys, questionaries'	yes	no	Q1 has an active button, but no surveys took place. Q2 doesn't have interactive button, but on the search field surveys appears.
	Petition	yes	yes	Q1 and Q2 doesn't have any active petitions.
	Forum	yes	no	
	Register to vote online	No	yes	
	Report (something)	yes	yes	
	Online meetings	yes	yes	
	Plan of the meeting	yes	yes	

Q2- payment options are available: Pay by telephone, pay via Pingit (app)
Source: done by the author according governmental websites www.leicester.gov.uk and edem.siauliai.lt

Conclusion: after a review of website requirements and investigating social, economic, education sections and comparing provided services on Q1 and Q2 websites it could be said that the efficiency of websites is formed by the central governments in a matter of what kind of requirements they set up and what kind of assessments they are using to check if requirements where met. Q1 website still needs to implement e-voting, e-payments (through website), to restructure sections and to make sure that none of subsections are repeating and to transfer more services online. From the information point of view documents needs systemization of information and creation of standards like design, format whilst focusing on non-professional citizens. Although, Q2 website have a lot of services online and user-friendly document standards they could have more statistical information as well. The Pingit app implementation is a relatively new process and it only has one bank so it needs to be developed.

3.1.3 Websites optimization, privacy and security

The 1&1 Website Checker analyses website's to see how well equipped it is for online success, and gives you tips on how you can improve it. 28 top municipalities and councils where chosen to check their website performance: 14 Lithuanian municipalities and14 United Kingdom councils (See the table 15 fields in green) with the best performance in their country. As well 5 municipalities/councils where chosen with the lowest performance to evaluate and compare how well websites are optimized (see the fields in pink). Four aspects where checked: Website presentation; Accessibility via search engines; Website security; Website speed.

According Lithuanian Website performance 2015 Siauliai municipality belongs to one of 15 best municipality websites list; however the results in this research are showing different results. Siauliai municipality website got only 29 overall points on the check on optimization. The following recordation's where given: to optimize website for mobile devices; replace flash (Not suitable for I pones and tablets); create site map; action CDN; enhance your page titles; to update PHP version (5.3.3 version is used at the moment); set up SSL certificate (security device); hide the server version (website was able to indemnify which one is at the moment); activate CDN (content delivery network).

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Table 15. Website optimization evaluation

Websites	Be present online	Get found	Be secure	Be fast	Overall
Lithuania					
Kaunas municipality	100	31	33	57	55
Panevezys municipality	89	38	23	43	48
Siauliai city municipality	**42**	**9**	**23**	**43**	**29**
Druskininkai city municipality	89	8	50	57	51
Ignalina district municipality	42	9	60	14	31
Joniskisdistrict Municipality	56	0	40	43	35
Kaisiadoriai district municipality	56	45	60	57	55
Kedainiu municipality	67	18	70	43	50
Klaipeda municipality	56	27	70	43	49
Kupiskis district municipality	89	23	20	43	44
Pakruojis district municipality	42	0	31	43	29
Silute district municipality	42	18	46	43	37
Utena district municipality	N/A	N/A	N/A	N/A	N/A
Vilnius municipality	89	55	75	57	69
Rokiskis district municipality	44	31	23	43	35
Kalvarijos municipality	42	0	60	57	40
Zarasu district municipality	42	15	23	43	31
Palanga municipality	42	9	30	43	31
Birstonas municipality	56	7	60	57	45
United Kingdom					
Adur&WorthingCouncil	89	8	100	57	64
Argyll &Bute Council	89	27	100	57	68
Blaby District Council	89	18	70	43	55
Bristol City Council	89	46	100	57	73
Calderdale District Council	100	38	25	57	55
Cantenbury City Council	100	9	100	57	67
City of Cardif Council	89	54	100	57	75
ChichesterCity Council	100	55	100	57	78
Cornwall City Council	89	27	100	57	68
Dorset City Council	89	38	100	57	71
East Renfrewshire	78	9	100	57	61
East Riding & Yorkshire	78	0	70	57	51
Eden District Council	89	36	100	57	71
The City of Edinburgh Council	100	27	100	57	71
Leicester city Council	**89**	**46**	**100**	**57**	**73**
Bedford Borough Council	56	27	100	43	57
Chesterfield Borough Council	89	62	100	14	66
Daventry City Council	44	23	100	57	56
Lincoln City Council	89	8	100	43	60
Walsall City Council	78	31	100	57	67

Source: made by the author according Lithuanian Website performance 2015, Data from better connected (United Kingdom website evaluation), how well optimized is your website?https://www.1and1.co.uk/website-checker?linkId=ct.txt.newcheck

It was mentioned that website is a compact size, the Apache status is hidden, optimal amount of content, ideal domain length. Leicester City council got a higher score and had less actions required.

The overall score is 73 and the recommendations are: Create site map; Integrate Facebook like button, Twitter button; Active CDN.

Conclusion: Overall results shows that Lithuania may not have set standards for technical requirements as results differ, however it seems that section ''be present online'' have some pattern as the lowest result is 42 as well as ''be quick'' as the strongest pattern is 43. Two different attempts were made to check Utena District municipality but it was not detected by the site as there was something wrong with website address. Where should be more considerations focused on the security of municipal websites.

Leicester city Municipality has 3 starts in overall governmental website ranking (1-4 starts available) and shows high optimization level. Leicester as the rest of websites has very high security standards. The lowest results of both websites are in the ''get found'' column. It could be because governmental websites are well known by residents. There should be some improvements in order to bring out the information to the public.

CONCLUSIONS

Main Conclusions from Theory:

- Disclosing concepts of E-government and E-governance could be said that E-government is using electronic instrument to create E-governance which can be understood as a performance and a transparent process of disseminating information to the public. Form here e-governance is focusing on citizen, citizen-based services and changing the top-down approach to bottom-up, however many studies are discussing how to engage citizens, set measurements as well as the reviewing and perfect infrastructure.

- New trend of citizens are losing trust and confidence of the European governments comes to the picture**.** Citizen's expectations and satisfaction may differ according to the level of education and perspective. There is a need of scientific research on citizen's satisfaction and the evaluation of citizen-centered e-governance to understand what makes citizens to engage to governing process.

Main Conclusions from empirical research:

- After investigation it can be said that there is a lack not only of open formats and standards for the practice, but also standards and formats integrity. A large part of the essence of similar data files presented for different periods of time are collected in different formats. Also, many open data files are not updated, so the current lack of data reduces the open Data benefits for business and society.

- Noticeable new trends are developed like Open data to promote effective, accountable and transparent institutions; citizen orientated e-governance which dictated bottom-up governance approach; transferring more created cervices online; decreasing or stable trust in government; the empowerment of citizens through knowledge.

- E-governance as a governing process is a relatively new. It takes a wider scale and involves more bodies to the governmental process. New Public governance has actually been a transitory stage in the evolution from traditional PA to what is called New Public Governance which main focus transferred from political system to organizational environment. E-governance highlights e-democracy tools to interact with residents and involve them in the governing process. E-governance aims to give citizens a voice and involve them in decision making.

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- After document and website analysis it could be said that in order to develop citizen-centered e-governance and form a citizen who is responsible and willing to participate in governing is to educate residents about e-governance and form the trust of e-services by increasing quality and efficiency. Governmental websites as the key determent should be developed with open, user-friendly information which increase citizenship and ensure safety of data, easy to understand content. Governments should focus on citizen-orientated performance and be accountable to residents.

- There may be a different number of E-government maturity levels which indicate the maturity of e-government services. Citizen use of governmental Websites AND e-services appears to represent a new form of citizen-initiated contact. After studying world E-government it is possible to say that maturity levels and their formulations may differ but they all reflect the improvement of transferred services. Maturity levels have a high interaction with citizens participation as (Moon's, West's; BGI-consulting (LT), Lee&Kwak (UK)) have two-way interaction.

- After studying various authors research papers the formulation of Citizen-centered governance could be explained as the empowerment and involvement of citizens in governing process with e-governing tools. It is a bottom-up way of ruling which strengthens e-democracy. It is a educated society with a strong citizenship. E-government and e-governance are two interlinked terms but have slightly different aspects. E-government is linked with institutions and which are implementing ICT technologies and e-governance is the use of ICT to govern country. E-government is creating e-governance tools and e-governance is then those tools are used.

The main statement '' Low citizen participation in decision making at local self-government institutions is caused by the low level of the government website functioning'' was approved. Overall performance of Leicester City Council website was higher than Siauliai City Municipalities' as well as UK participation index is higher than participation index in Lithuania.

RECOMMENDATIONS

For representatives from Siauliai city municipality:

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- To review the structure of website: review all sections and optimize it.

- To focus on the security of the website.

- To focus on the promotion of website: Optimize website for mobile devices, integrate Facebook like button.

- To review information provided: to create non-professional friendly reports.

- To create online forms, place documents in a set format.

- To use more interactive internal, external links.

- To make website disabled user friendly.

- To use more visual aids.

- To develop complaint section by adding specific complaint field or interactive button after every section.

- To create interactive interaction with stakeholders (companies owned by the council)

For Lithuania:

- To integrate online voting system.

- To create website assessment requirements which would test websites from residents prospective.

- To set requirements for public data on the websites like non-professional friendly reports, use visual aids.

- To create online forms with a submit button.

For United Kingdom:

- To add more statistical data: more specific budgetary information (not only charts with expenditures)

- To improve A-Z search engine.

For representatives from Leicester City Council:

- To develop online mobile payment app Ping it.

- To create survey option for education prospective.

- To work on the section ''get found'' to improve information feed for residents.

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47. Local digital services https://betterconnected.socitm.net/digital/headlines/2015 [Interactive][Seen: 12.29.2016]

48. How well optimized is your website? https://www.1and1.co.uk/website-checker?linkId=ct.txt.newcheck

ABBREVATIONS

ODPM   Office of the Deputy Prime Minister (London)

EU   European Union

NEP   New Public Management

PA   Public Administration

NPG   New Public Governance

ICT   Information and Communication Technologies

NGO   Non-governmental organization

EMU   Economic Monitory Union

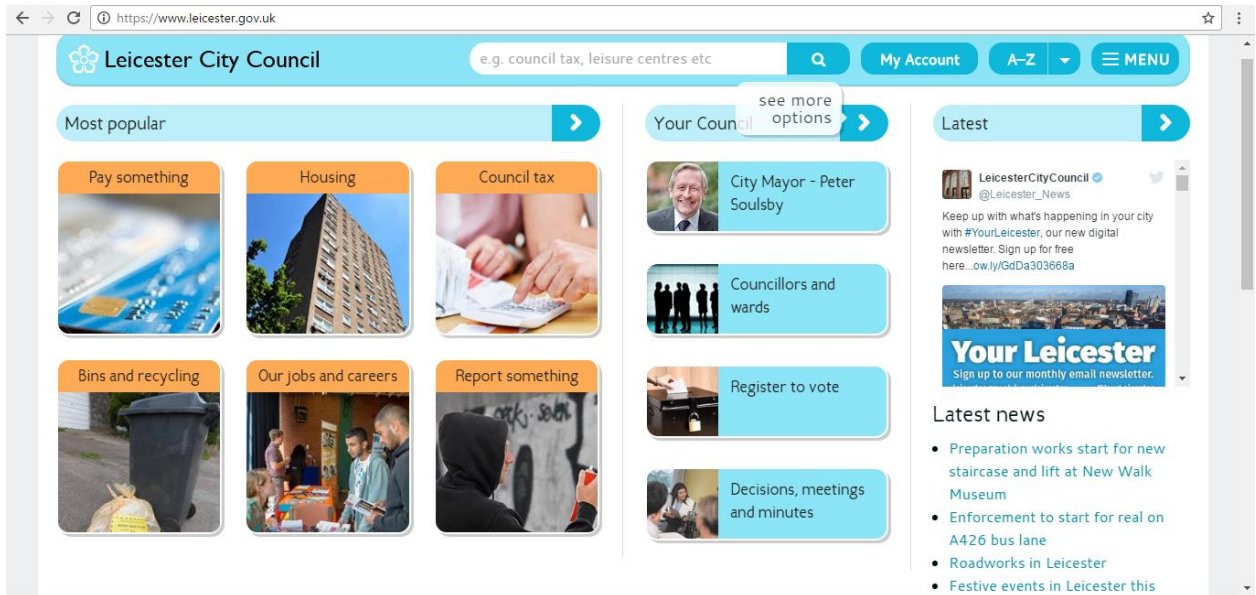G2G   Government to Government

G2C   Government to citizen

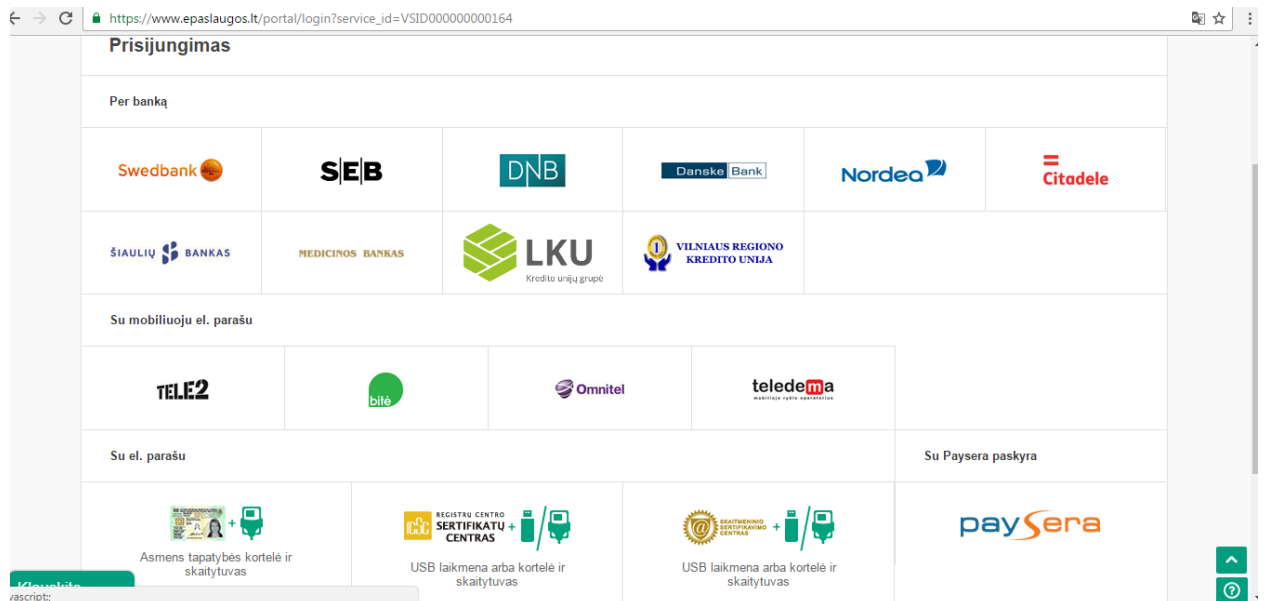FAQ   Frequently asked questions

ETC   Etcetera

VMI   National revenue inspection

CDN   Content Delivery Network

APPENDIX

Picture 8. Design of Leicester City Council website

Picture 9. Registration to Siauliai City Municipality website

Picture 10. Interactive map to find local schools