

Ministry of Environmental  
Protection and Regional  
Development  
Republic of Latvia

# **Network of State and Municipal Unified Customer Service Centres**

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## Short introduction about the organisation

Ministry of Environmental Protection and Regional Development of the Republic of Latvia is responsible for implementing policy in three areas:

- environment protection,
- regional development,
- information and communication technologies.

Implementation and coordination of the e-Governance is a broad policy area of the MoEPRD. It includes **establishment of one-stop principle for provision of state and local government services** and implementation of modern and effective information and communication technologies in the public sector.



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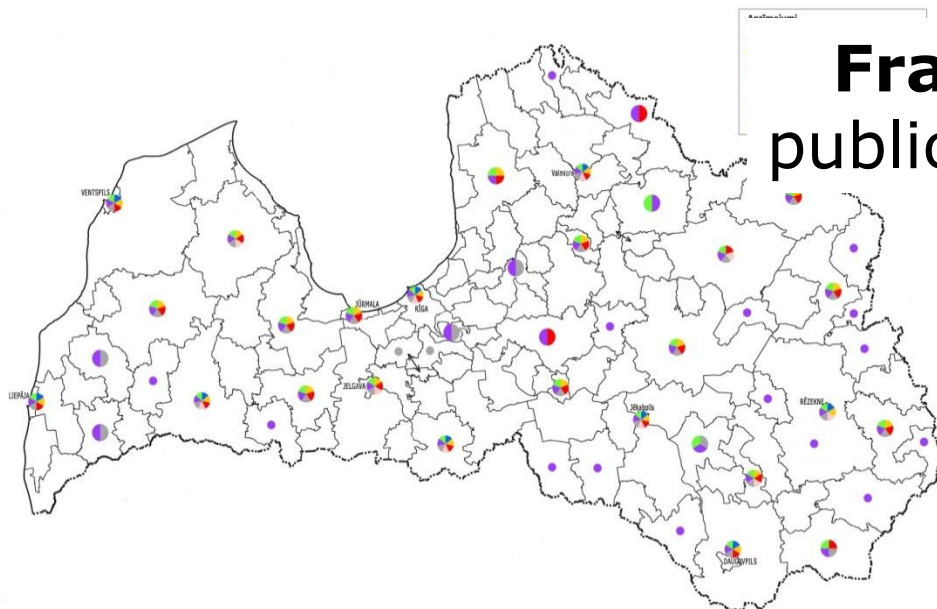
# The context of the situation in public service delivery



**64 589**  
**sq.km**



**~ 2 million**



**Fragmented** approach in  
public service delivery

**103** public institutions  
**947** places



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# Concept for Improvement of the Public Service System

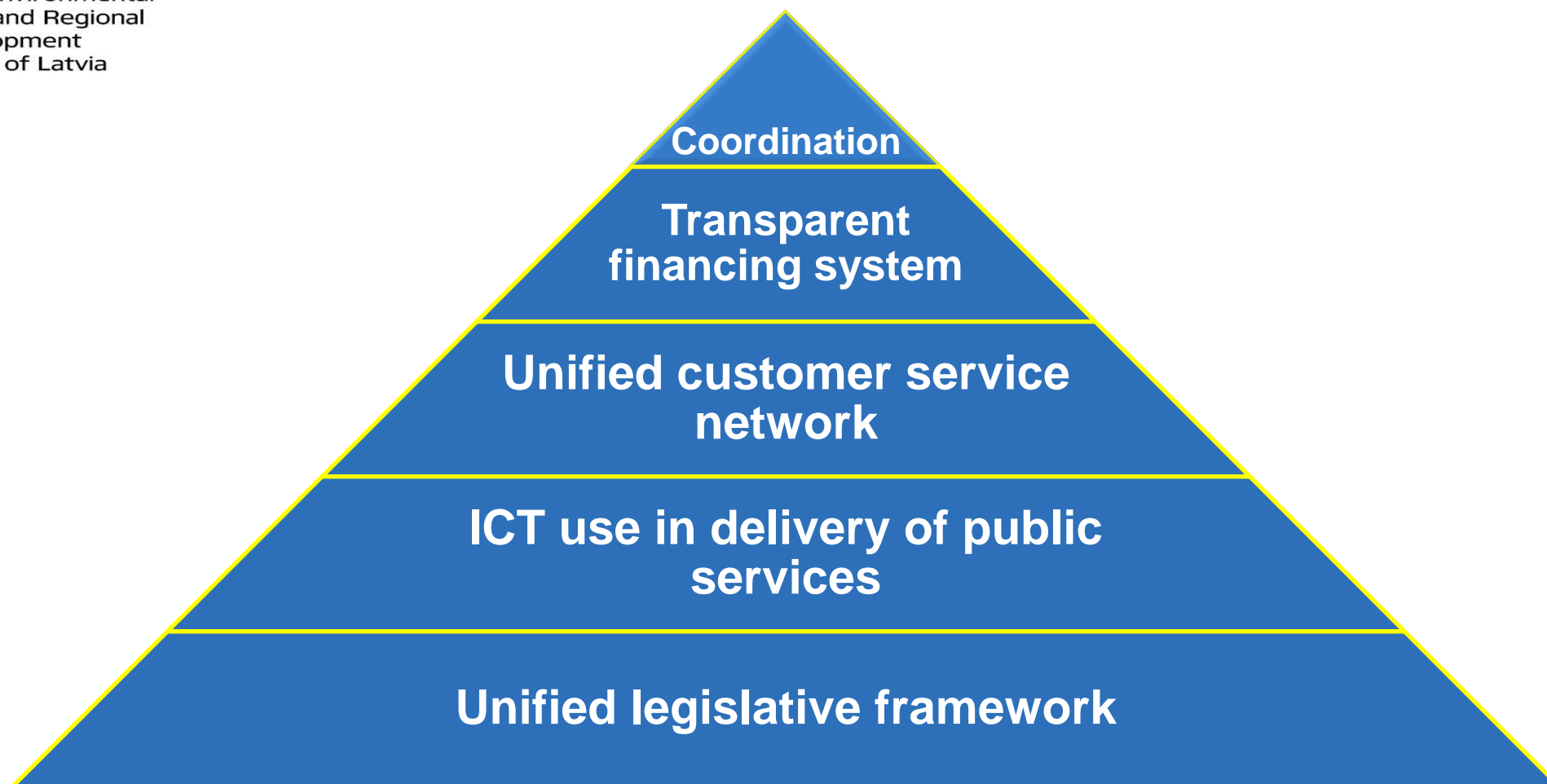
- In close collaboration with ministries, local governments, NGOs and society.
- Adopted by the Cabinet of Ministers on 19th February 2013.
- The main aim is to implement accessible public services that are people and business-friendly.





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# Five Pillars of the Concept





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# Unified legislative framework

## Four draft legal acts

- ✓ legal base for provisioning of public services;
- ✓ regulation of unified customers service centres.

**Goals** of regulation of unified customers service centres:

- ✓ define types of unified customer service centres;
- ✓ determine service delivery arrangements;
- ✓ provide obligations regarding delivery of public services at unified customer service centres.



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# Unified customer service network (1)

**Towards a network of customer service centres:**  
virtual and physical one stop agencies for citizens

- ✓ Pilot project in 2014
- ✓ Multiple state institutions under one roof
- ✓ Municipalities as agents of government

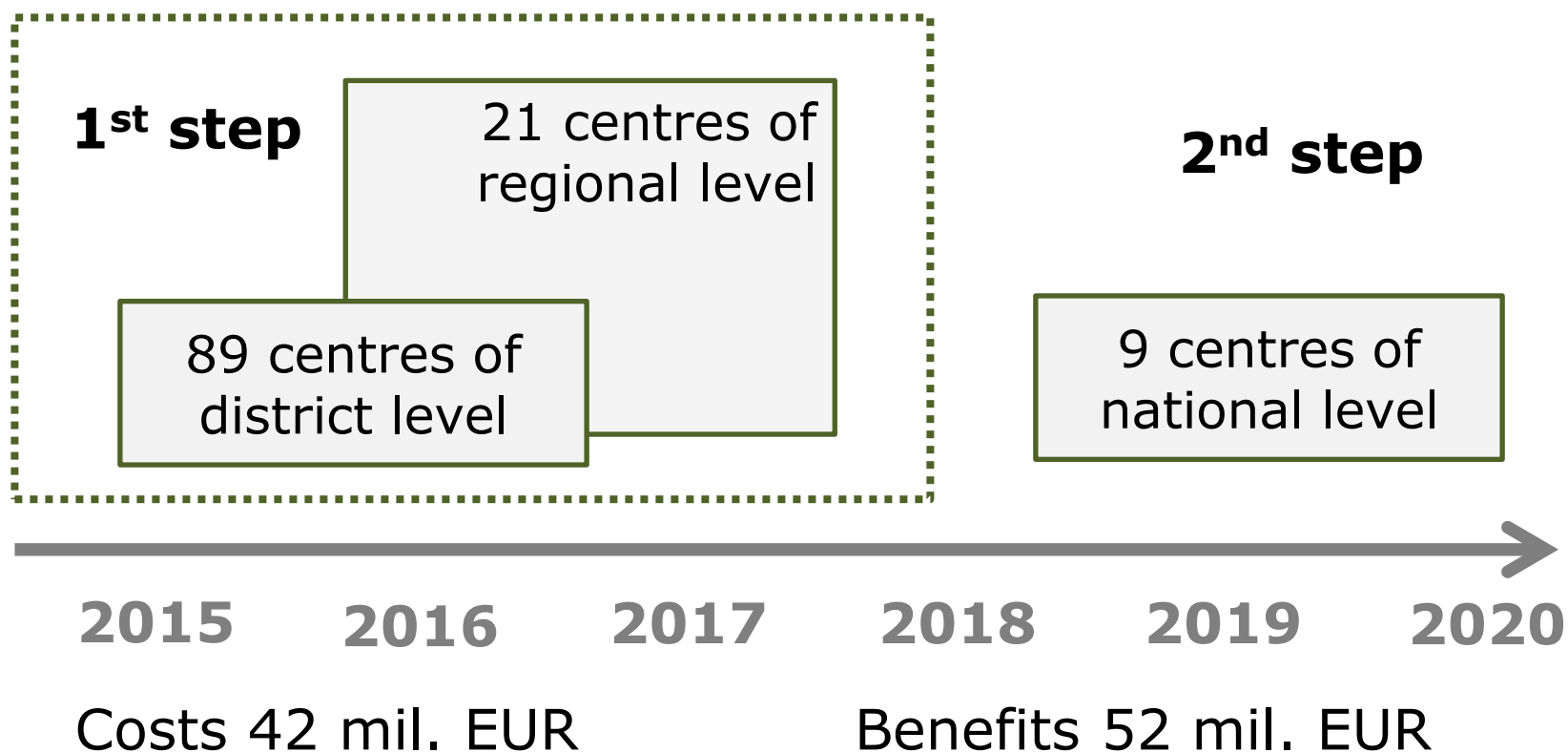
Based on results of the pilot, The Concept for Improvement of the Public Service System was reviewed and approved by Cabinet of Ministers on January 2015

- ✓ **Establishment of customer service centres from 2015 till 2020**



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## Unified customer service network (4)







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## Unified customer service network (2)

Solution for development the unified customer service network

89 development centres  
of district significance

21 development centres  
of regional significance

9 development centres  
of national significance





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## Unified customer service network (6)

Infrastructure of unified customer service centre include:

- ✓ Wi-Fi, computer and work place for clients needs
- ✓ Queue Systems
- ✓ Disability access ramps
- ✓ Unified identity of all centres



Services:

- ✓ E-consultants for e-services
- ✓ Reception of public services (both – local and central governments)



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# Unified Customer Service Centers - point of single contact for municipal and national services

1. Social Insurance
2. Employment
3. Taxes and Revenues
- 4. Register of Enterprises**
5. Rural Support
6. Land Service
7. Citizenship and Migration
8. Labour Inspectorate



On site provision

&



Digital tutor



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# Services – Multichannel delivery & One Stop Shop principle

## 1. Service at the counter – shared

- Progress towards Unified State and Municipal Customer Service Centers.

## 2. Service available – by digitalization

- Self service solutions
- eAssistants (*Unified Customer Service Centers, Libraries*)

## 3. eAccount & eDelivery – single profile and official digital communication channel with government



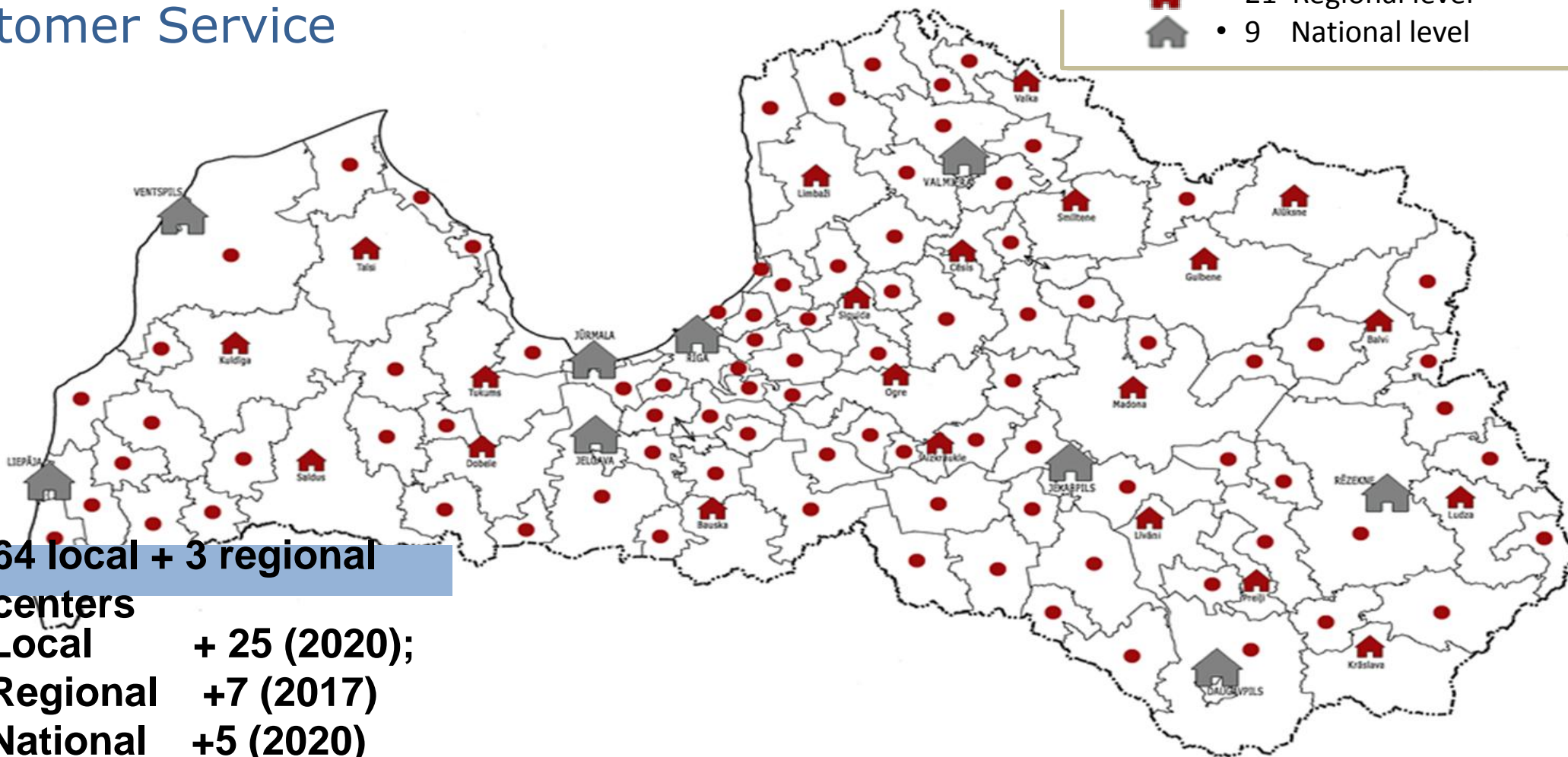
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# The main results achieved

## Unified Customer Service Centers

2020 plan:

- 89 Local level
- 21 Regional level
- 9 National level



**Implemented 64 local + 3 regional centers**

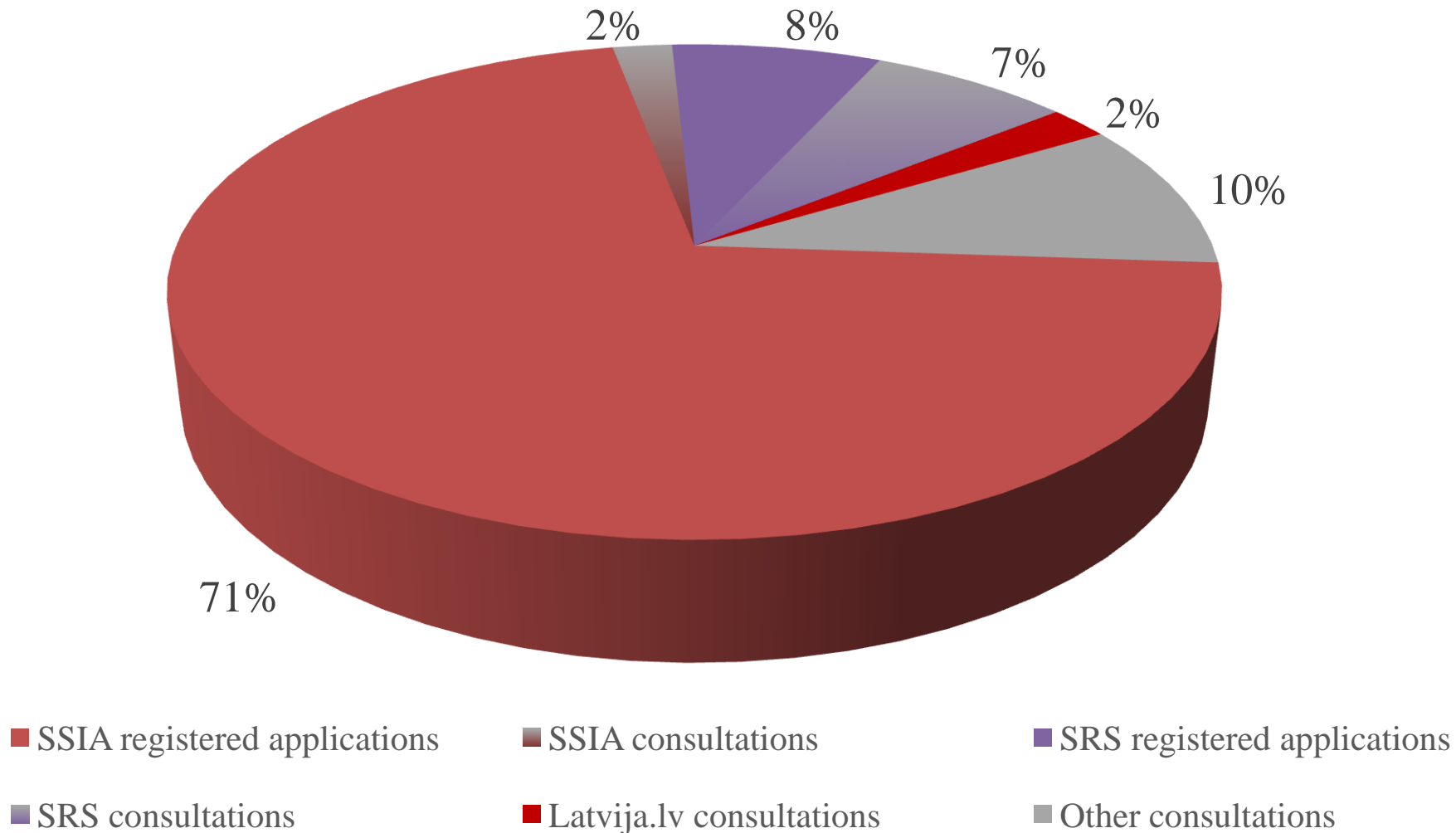
**Next steps :**

Local	+ 25 (2020);
Regional	+7 (2017)
National	+5 (2020)



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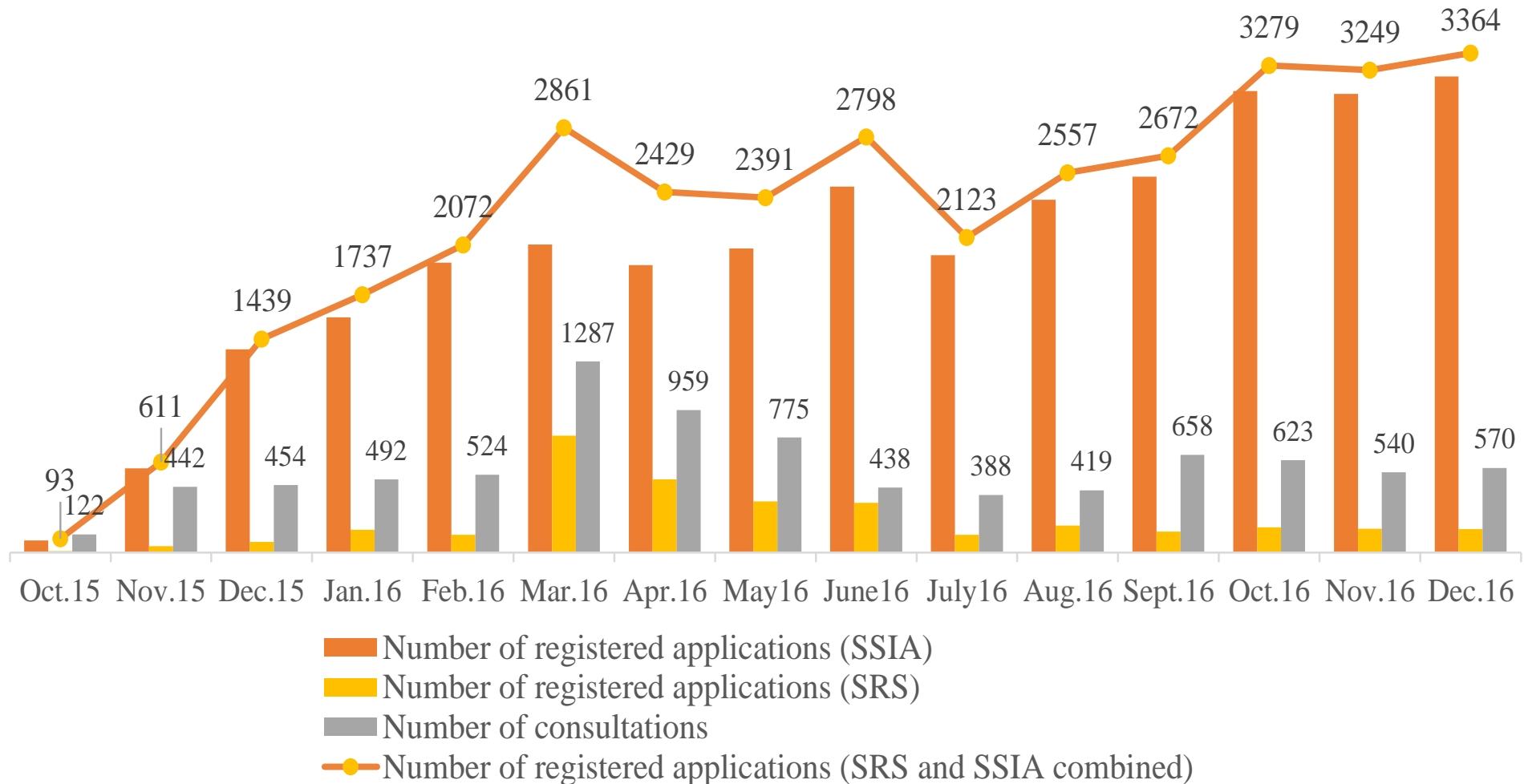
## Distribution of services delivered (applications and consultations)





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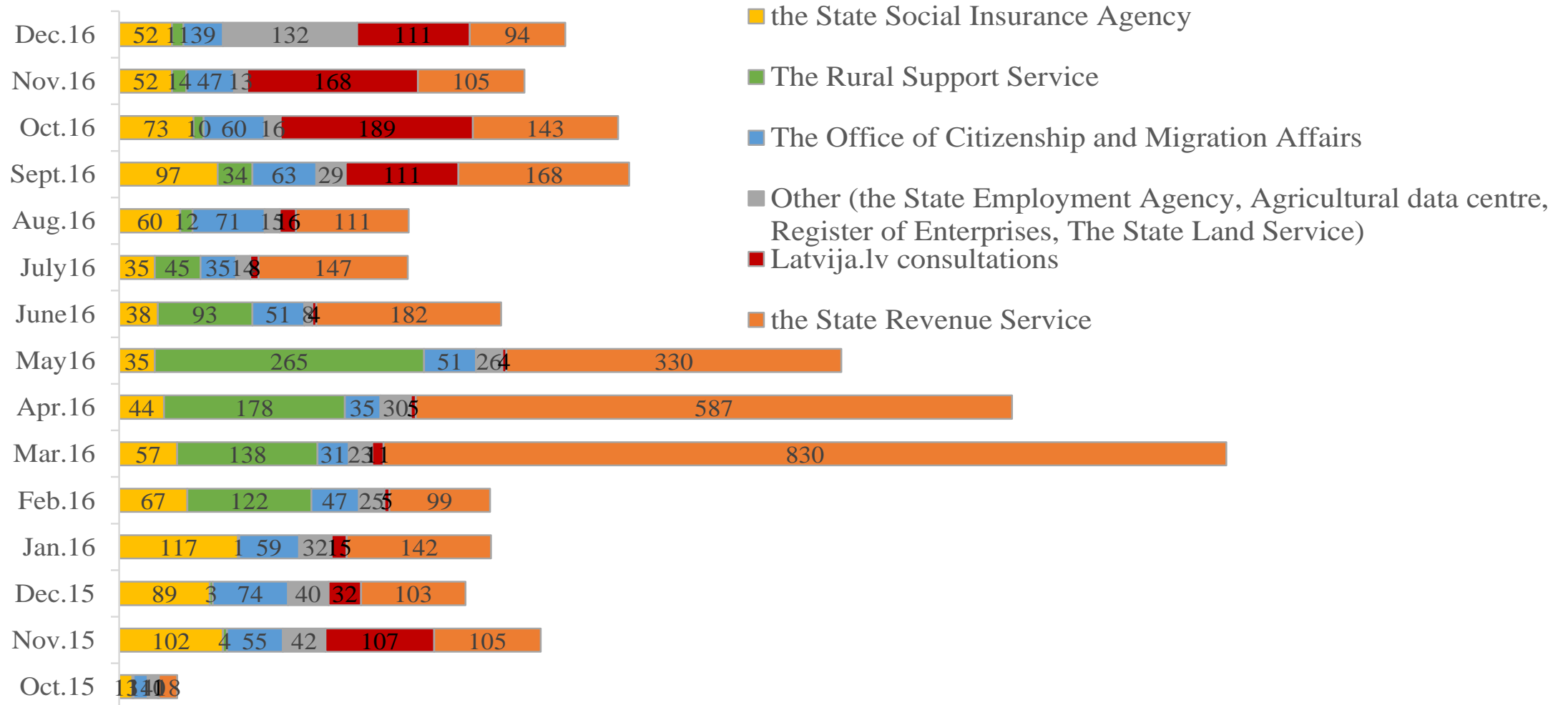
## ***Dynamics of the services delivered by the division of registered applications and consultations, month by month.***





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# Dynamics of the consultations delivered, month by month

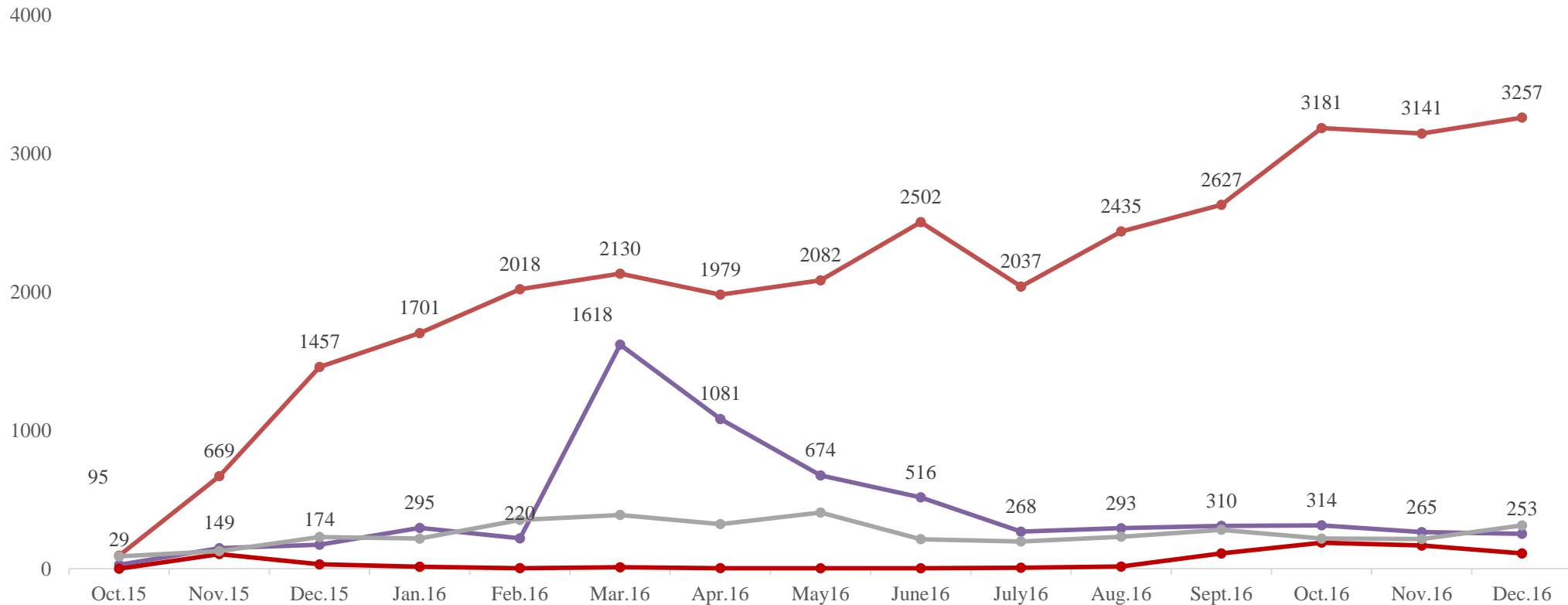






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# Dynamics of the services (aggregate of registered applications and consultations) delivered by the division of the public institutions, month by month



— Number of registered applications and consultations at SSIA

— Number of registered applications and consultations at SRS

— Number of latvija.lv consultations

— Number of other consultations



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# Lessons learned

1. Lack of common guidelines and principles leads to wide variations of customer service maturity across public institutions
2. There are champions of best practice, as well as followers and laggards
  - ✓ “followers” have well-defined back-office processes, but still lack customer perspective in front-office
  - ✓ “laggards” are only at the early stage of process and services definition
3. Important to assign adequate resources and motivation for the involved partners



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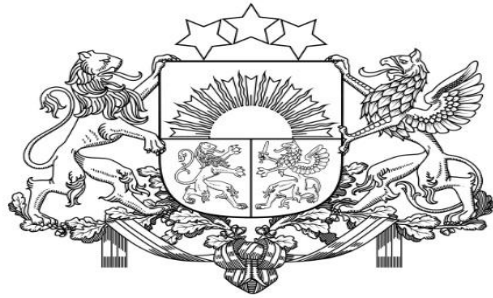
## Expected outcomes

**Reduced  
administrative  
burdens**

**Reinforced  
efficiency of  
public  
administration**

**Improved  
access to  
services**

**Enhanced  
government  
transparency**



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Thank you for your attention!