



# Evaluation System and Evaluation Capacity in Lithuania

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Europos socialinis fondas  
Europos regioninės plėtros fondas  
Sanglaudos fondas





# Aim and Outline of the Presentation

**Aim:** to present evaluation system and evaluation capacity in Lithuania

## **Outline:**

- Evaluation tradition in Lithuania and national evaluation measures
- EU Structural Funds evaluation system in Lithuania
- EU Structural Funds evaluation capacity building in Lithuania

# National Evaluation Measures



Measure	Institution	Purpose	Comments
Research	Ministries, institutions under ministries	Depending on type of research	<ul style="list-style-type: none"> <li>• External</li> <li>• Often carried out by academic institutions</li> </ul>
Regulatory impact assessment	State institutions	Assess impacts and alternatives of proposed legislation	<ul style="list-style-type: none"> <li>• Internal</li> <li>• Legal basis</li> </ul>
Evaluation of budget programmes and strategic plans	Government office, MoF, appropriation managers	Evaluate performance, expedience and financial aspects	<ul style="list-style-type: none"> <li>• Internal and external</li> <li>• Relatively new practice</li> </ul>



# EU Structural Assistance Evaluation System



- Clear and detailed regulation of evaluation function
- Evaluation planning
- Good institutional framework, but insufficient human resources
- Growing evaluation demand but limited supply
- More attention for dissemination and use of evaluation results
- Constant evaluation capacity building activities

# Vision of EU Structural Funds Evaluation in 2007–2013



Evaluation results are:

- in line with EU regulations and meet national evaluation needs
- used in every stage of implementation of the Strategy and OPs
- considered as an important part of decision-making process so that Strategy and operational programmes are improved and added value of Structural Funds is ensured



# Evaluation Planning in 2007–2013

- Centralised (MoF, ECG)
- EU structural assistance evaluation plan (Strategy):
  - *Task 1*: organise and carry out evaluations, use their results
  - *Task 2*: build evaluation capacity
- Annual evaluation plans (evaluation and evaluation capacity building projects)

# Institutional Framework for Evaluation 2007-2013



- Ministry of Finance (Coordinating Body):
  - Coordinates the implementation of evaluation function,
  - Carries out evaluation capacity building activity
- Ministries and other state institutions:
  - carry out evaluations related to specific OP priorities and measures
- Evaluation Coordination Group



# Human Resources



- 2004–2006 – inadequate human resources
- 2007–2013 – at least 1 person per institution responsible for evaluation
- Evaluation Units:
  - Ministry of Finance (6 employees)
  - Ministry of Science and Education (M&E unit)
  - Other institutions – individual employees with responsibility for evaluation

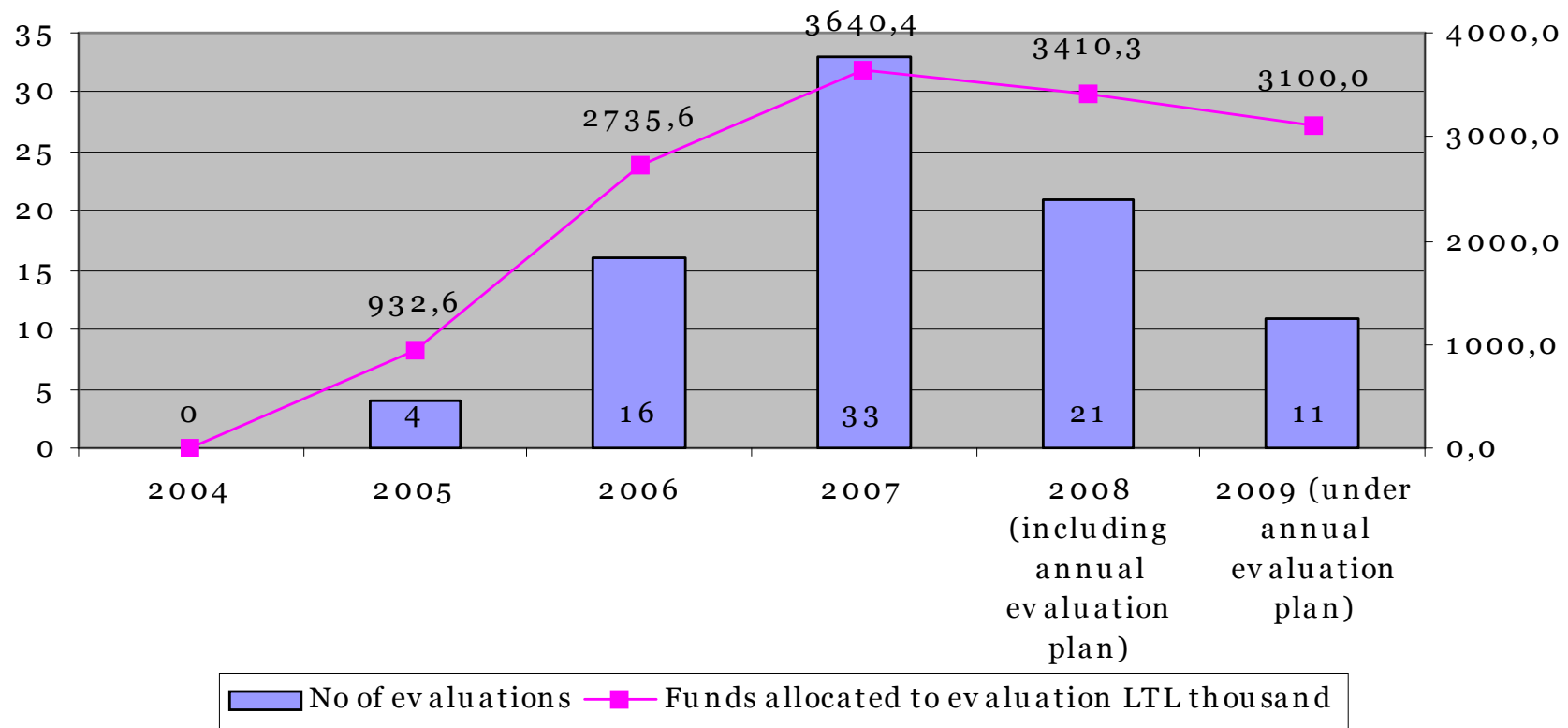
## Remaining problems:

- Evaluation just one responsibility among others → heavy workload;
- Turnover → loss of experience;
- Limited options for training in evaluation

# Scope of Evaluation Activity



**Dynamics of number of evaluations and demand for funds in 2004-2008**



# Financial Resources



Programming Period	Financial Resources		
	Lt, million	EUR, million	% of total assistance
2004–2006	~8,5	~2,46	<b>0,20%</b>
2007–2013	38,15	11,05	<b>0,16%</b>

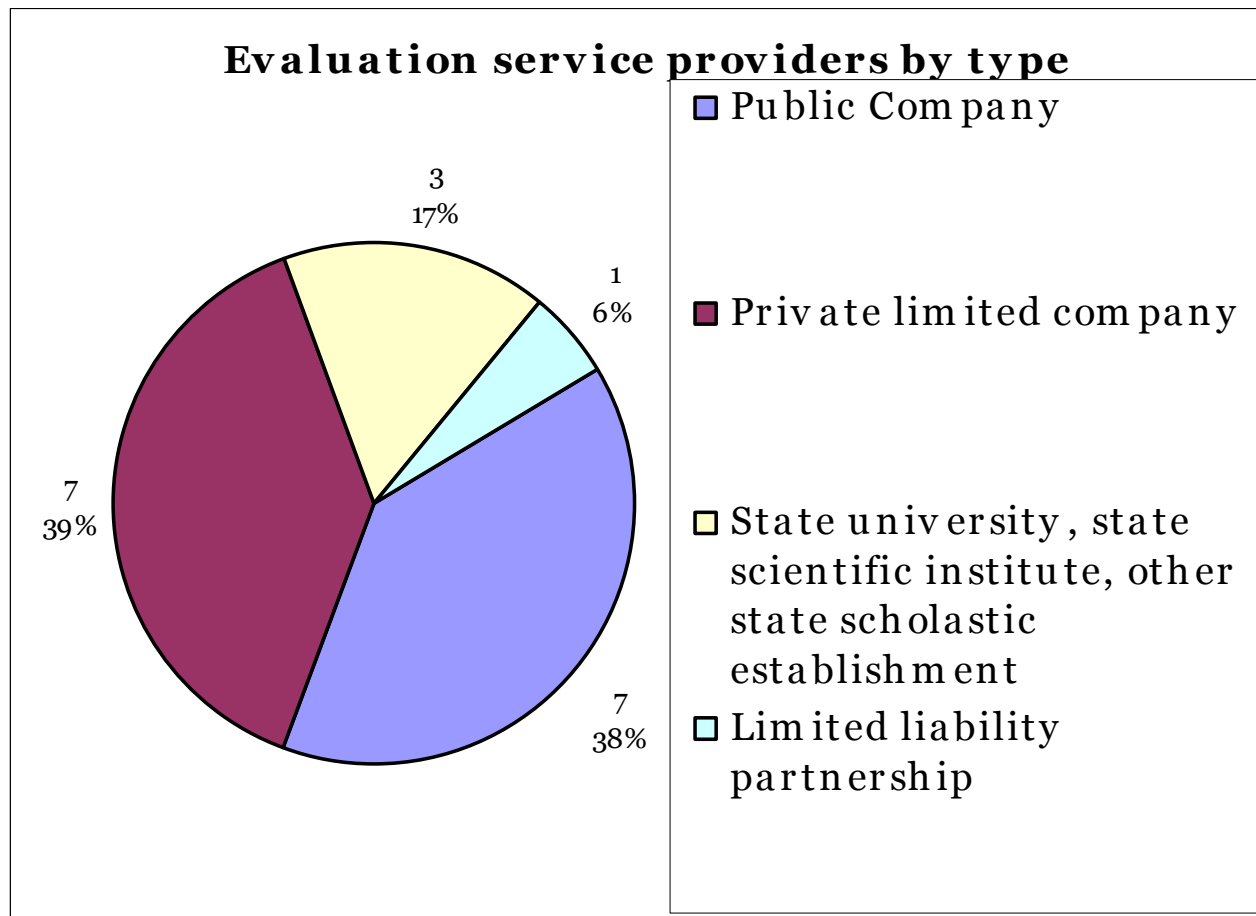
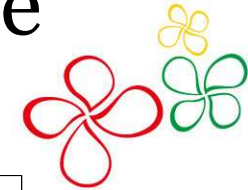


# Evaluation Supply



- Up to 2008 – external evaluation only
  - External evaluations carried out by some 20 different service providers (mostly local consultancy companies)
  - Some internal evaluation activity foreseen (MoF)
- Key problems:**
- **Low competition:** average no. of bids - 3 (in some cases – just 1)
  - **Narrow market:** low involvement of academic institutions and foreign companies
  - **Quality of services:** in some cases insufficient

# Evaluation Supply: Type of Service Providers





# Dissemination of Evaluation Results

## 2004–2006

- no formal requirements for dissemination of evaluation results
- Decision-makers, socio-economic partners and wider public – limited interest in evaluation

## 2007–2013

- formal requirements for dissemination of evaluation results
- Institutions responsible for evaluation are required to:
  - organize presentation of evaluation results
  - publish evaluation report on the website of the EU structural assistance ([www.esparama.lt](http://www.esparama.lt))



# Use of Evaluation Results



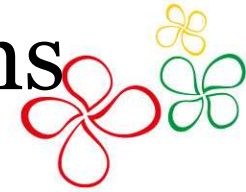
- Evaluations often served accountability purposes and planning needs
- Survey results: ~70% of recommendations implemented
- 2007–2013:
  - evaluation planning
  - follow-up of evaluation recommendations

## **Factors which (negatively) affected utilisation:**

- Evaluation for accountability
- Insufficient quality of reports
- Evaluations not timely
- Heavy workload of responsible employees
- Low decision-makers' interest



# Remaining Issues and Problems



## **Demand side**

- Building sustainable evaluation capacity
- Building capacity to carry out internal evaluations
- Using evaluation findings

## **Supply side**

- Activating and diversifying evaluation market
- Professionalizing evaluation and ensuring high quality services

## **Public administration system and wider public**

- Using evaluation findings
- Developing evaluation culture



# Evaluation Capacity Building (ECB)

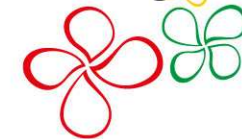
## **2004- 2008 (one project and ad hoc initiatives):**

- Training of civil servants and evaluation service providers
- Evaluation conferences (2005, 2007)
- Methodological guidance documents
- Dissemination (publications, [www.esparama.lt](http://www.esparama.lt) )

## **ECB project in 2008:**

- Feasibility study on EU structural assistance evaluation capacity building and Action Plan
- Training of civil servants
- Study visits
- 3 methodological guidance documents
- Conference “Evaluation of EU Structural Funds: Reinforcing Quality and Utilisation“

# Evaluation Capacity Building in 2007-2013: 4 levels and 4 priority areas



Level of Evaluation Capacity	Measures for Evaluation Capacity Building
Individual	Training, study visits, exchange of experience, methodological guidance
Organisational	Regulating and institutionalizing evaluation function Human resources for evaluation
Inter-organisational	Evaluation Coordination Group Involvement of stakeholders in discussions of evaluation reports and other evaluation issues
Societal	Dissemination measures Cooperation with academia and evaluation service providers

## 4 priority areas

(suggested in the Feasibility study on ECB):

1. Promoting the use of evaluation results
2. Enhancing quality of evaluations
3. Developing human resources
4. Incentives for supply side



# Evaluation in Lithuania





# Thank you for attention!

## More information:

- Evaluation of EU Structural Assistance in Lithuania in 2004-2006: an Overview
- [www.esparama.lt](http://www.esparama.lt)
- [a.stankaitiene@finmin.lt](mailto:a.stankaitiene@finmin.lt)