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The Use of Evaluation as a Result-Based Management Instrument: Lithuanian Case

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The Role of Evaluation

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The progress of Evaluation System in Lithuania

Huge progress over the past 10-15 years in terms of:

- **Institutionalisation of an evaluation function**
- **Scope and quality of evaluation activities, including use of more advanced and complex methods;**
- **Increasing evaluation capacities of civil servants: to prepare ToRs, to participate in evaluation activities as active subjects, to disseminate of evaluation results;**

Evaluation system in Lithuania: a centralised approach

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Evaluation activities in Lithuania

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Functioning of Evaluation System

challenge

The planning and implementation of evaluation projects:

- **Evaluation activities are supported by financial and human resources;**
- **Competition in the evaluation market has increased over the resent years;**
- **Good practice of evaluation projects implementation: Steering groups; public discussions; monitoring of recommendations, etc.**

Evaluations implemented by the ministries (according 2007-2013 evaluation plans)

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The Quality of Evaluation

The main factors for improving the quality of evaluations are following:

- **Implementation of evaluation capacity building projects;**
- **Evaluation Coordination group acts as coordination and learning network;**
- **„Learning by doing“ process improved the capacity of contracting authorities as well as service providers;**
- **Lithuanian evaluation standards for the Evaluation of EU structural Funds developed and published;**

ECB projects
CIVIL SERVANTS
INSTITUTIONS
INTER-INSTITUTIONAL STRUCTURES
SOCIETY
Knowledge, capacities and attitudes of civil servants
Organisational structures, procedures and rules of evaluation
Structures and procedures of institutional cooperation (Evaluation Coordination Group)
Attitudes of the general public and stakeholders to evaluation
Structures and procedures encouraging the general public and stakeholders to participate in evaluation processes and use evaluation results
Narrow target group
Broad target group
challenge
Sustainable evaluation practices, high-quality evaluations and evidence-based governance

Methodological sophistication in evaluations

The contribution to the use of CIE

- Trainings, incl. with the CRIE experts
- Evaluation on the applicability of Counterfactual methods
- Discussions on data availability
- The Methodological Guidelines on CIE

Increasing quality – International awards

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Use of Evaluation Results: progress made

Implementation of recommendations (ad hoc)

→

Management of implementation of recommendations

Dissemination of evaluation results (specialist level)

→

Discussions with the decision-makers (political level)

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Lithuanian evaluation system: lessons learnt

- **Centralised evaluation system: better planning, coordinated actions and implementation, pays-off in a long run.**
- **Learning networks (ECG) – real platform and forum for exchange of good practice and mutual learning.**
- **Regular ECB practices: foster evaluation culture, strengthen capacities, cumulate knowledge.**

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Lithuanian Evaluation System: The Challenges in the Future

- **Strengthen the culture** of evidence-based management: partnership principle, ownership of results at the political level.
- Move to a higher added value: strategic/turnover issues on agenda, feeding into the broad policy decisions.

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Thank you!

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