Evidence-Based Management from Lithuanian Government Perspective

Daiva Žaromskytė-Rastenė

Office of the Government of the Republic of Lithuania
Strategic Planning and Monitoring Unit

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Evidence-Based Management Tools

- Impact Assessment (EU)
- Programme evaluation
- Capability, function review
- Monitoring
- Effectiveness
- Effectiveness
- Strategic planning

# Evidence-Based Management: Gov Programmes

<table>
<thead>
<tr>
<th>Government</th>
<th>Programme Statement</th>
<th>Implemented Initiatives</th>
</tr>
</thead>
</table>
| 10th 1999-2000 | Implement principles of strategic planning  
Conduct complex audit of management system  
Improve drafting legal acts | Strategic Planning  
(planning process, priorities, indicators)  
Effectiveness Reviews |
| 11th 2000-2001 | Assess impact of legal acts and implementation costs  
Conduct audit of management functions  
Performance must be based on strategic plans | Effectiveness Reviews |
| 12th 2001-2004 | Prepare procedures how inform about use of appropriations evaluating efficiency and effectiveness  
Finance programmes based on real economic evaluation (figures)  
Draft concept papers of legal acts  
Conduct audit of managing of institutions  
Improve strategic planning system focusing on control | Impact Assessment  
Strategic Planning (indicators) |
| 13th 2004-2006 | Form budget by budget programmes  
Form control and publicity system of use of appropriations and property  
Establish that experts, science, enterprise institutions assess impact of legal acts  
Avoid frequent change of legal acts | |
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</table>
| 14th 2006-2008 | Form budget by budget programmes  
Form control and publicity system of use of appropriations and property  
Establish that experts, science, enterprise institutions assess impact of legal acts  
Avoid frequent change of legal acts                                                                                                                                                                                                 | Effectiveness Reviews                           |
| 15th 2008-2012 | Create institutions’ accountability and evaluation system of reached results in implementing Government priorities and strategic goals  
Conduct audits of performance and functions of state institutions. Continue performance of „Sunset Commissions“  
Approve methodology on assessing administrative burden on citizens  
Improve draft decisions impact assessment system, apply cost-benefit analyses. Create legal acts review system  
Assure that realistic positive and negative consequences are evaluated when approving legal acts  
Prepare concept papers  
Functional review system(2011)  
Programme evaluation system(2011)  
Impact assessment (costs/benefits, ex-post)  
Capability review(2011) |
Strategic planning system

- State Progress Strategy LT2030
  - Government Programme and Action Plan
    - Development programmes of one or several governance areas
    - Annual Government priorities
      - Interministerial action plans
      - Strategic action plans
    - National Development Programme
      - Annual action plans
Annual results based budget cycle

January – March
- Analysis of situation and achieved results
- Annual reports

April – May
- Ministry strategic plans
  - OPM and MF analyse
  - Budget negotiations PM, MF, minister
- Budget Negotiations/Performance agreements

May – June
- Strategic plans
- Strategic plan preparation
- Budget preparation

July – August
- Ministry strategic plans approved

October – November
- Draft Budget + Government priorities and Outcomes
- Consultation with PM

Government annual report

Government priorities

Macroeconomic prognosis
Budget negotiations

Government, minister priorities

Results

Appropriations

Efficiency/ cuts

Challenge – information!
**Government Priorities – good practice**  
*(Contents – Business development)*

<table>
<thead>
<tr>
<th>Tasks/ projects</th>
<th>Deadline</th>
<th>Responsible</th>
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<tbody>
<tr>
<td>1. Better business inspection:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Prepare and introduce questionnaires for business inspections</td>
<td>III quarter</td>
<td>Ministry of Economy - coordinator</td>
</tr>
<tr>
<td>- Implement “2 dates” rule to announce new business requirements</td>
<td>II quarter</td>
<td></td>
</tr>
<tr>
<td>2. Better business environment:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Introduce “Consult, do not punish” for first-year businesses</td>
<td>III quarter</td>
<td>Ministry of Ec.</td>
</tr>
<tr>
<td>- Ensure e-establishment for micro-businesses</td>
<td>III quarter</td>
<td>Ministry of Jus.</td>
</tr>
<tr>
<td>- Cut VAT registration from 7 to 3 wd</td>
<td>I quarter</td>
<td>Tax Insp.</td>
</tr>
<tr>
<td>...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Targets</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Environment Index (WB Doing Business) (LT position)</td>
<td>20</td>
<td>17</td>
</tr>
</tbody>
</table>
Performance monitoring - IT solutions

Benefits

• Linkages between different documents and their elements
• Performance indicators change dynamics
• Real time tracking possibilities
• Analysis of budget spending
• Performance indicators data visualization
• Time frames for measures
• Analytical tools
• Etc.
Trends in decisions - numbers

2005 m. 2006 m. 2007 m. 2008 m. 2009 m. 2010 m. 2011 m. 2012 m. 2013 m.

1428 1376 1448 1328 1815 1863 1562 1582 1293
## Changes in IA system

<table>
<thead>
<tr>
<th>2003-2012</th>
<th>From 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic &amp; expanded IA</td>
<td>IA according to <strong>proportionality principle</strong> (proportional to possible impacts)</td>
</tr>
<tr>
<td><strong>IA for all decisions</strong> submitted to the Gov.</td>
<td>Established <strong>priority legislative initiatives</strong></td>
</tr>
<tr>
<td>Basic impact aspects: corresponding area; public finance; economic; social</td>
<td>Leading impact aspects: corresponding area; public finance; economic; administrative burden</td>
</tr>
<tr>
<td>Ad hoc quality assurance</td>
<td>Institutionalised (decentralised) quality assurance</td>
</tr>
<tr>
<td><strong>IA results</strong> submitted <strong>at the same time as particular decisions</strong></td>
<td><strong>IA results</strong> submitted <strong>before particular decision</strong> is received</td>
</tr>
<tr>
<td>Collaboration – just result of goodwill</td>
<td><strong>Contact list</strong> – assumption to realize the principle of collaboration</td>
</tr>
</tbody>
</table>
Identification of Priority Legislative Initiatives

Annual legislative plan

Government priorities

STRATEGIC PLANS

List of Priority Legislative Initiatives

List prepared by GO And ministries

List approved by Cabinet
<table>
<thead>
<tr>
<th>Ministries</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gov Office</strong></td>
<td>• Quality assurance of IA results of priority legislative initiatives (including context, problem, alternatives, correspondence to Gov Commitments, etc.)</td>
</tr>
<tr>
<td><strong>Mi Finance</strong></td>
<td>• Quality assurance of IA on public finances</td>
</tr>
<tr>
<td></td>
<td>• Consults about applying of cost-benefit method</td>
</tr>
<tr>
<td><strong>Mi Economy</strong></td>
<td>• Quality assurance of IA on business / economy &amp; competition</td>
</tr>
<tr>
<td><strong>Mi Internal Affairs</strong></td>
<td>• Quality assurance of IA to AN on citizens &amp; public institutions</td>
</tr>
<tr>
<td><strong>Other ministries</strong></td>
<td>• Quality assurance of IA on particular area</td>
</tr>
</tbody>
</table>
Future Challenges remain:

– ensuring evidence-based public governance framework remains relevant to changing environment and political needs
– increasing policy analysis and evaluation capacity within government
– ensuring performance information is not ignored and informs planning