

# Evaluation of the implementation of the Lithuanian-Swiss cooperation programme

Key evaluation results and  
recommendations

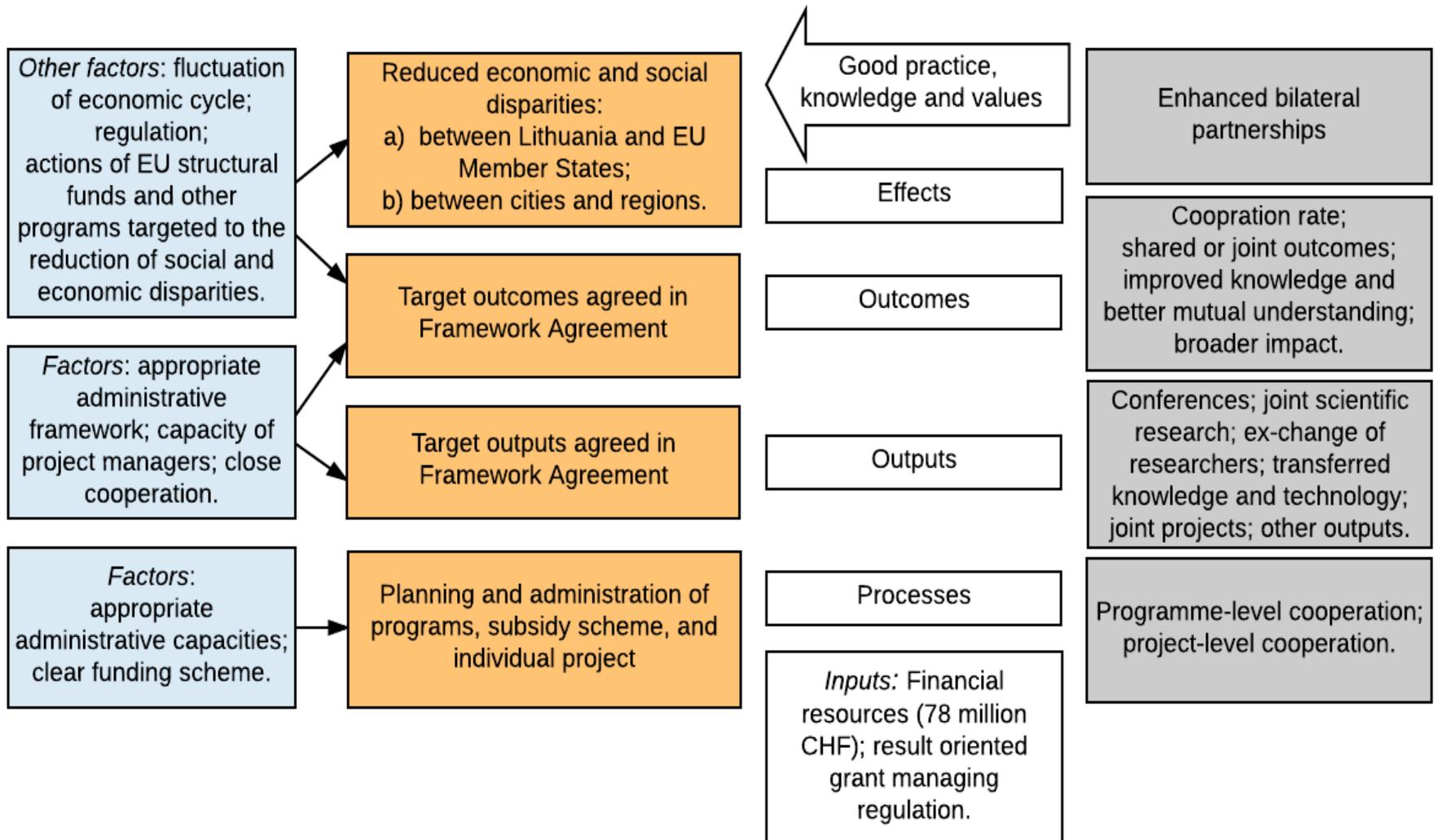
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- 1. Evaluation aims and methods
  - 2. Key results and recommendations of the evaluation:
    - In different policy fields (perinatal and neonatal health care; energy-saving technologies in hospitals; fundamental research; support to non-governmental organisations; modernization of the court system);
    - Administration of the programme.
  - Focus on the key performance results and main lessons learned and possible improvements to the design and execution of the programme in the future.
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# Evaluation aim and objectives

- The main aim of the evaluation was to assess the *process* of the implementation of the Lithuanian-Swiss cooperation programme, its *relevance, efficiency, effectiveness, impact* and *sustainability*.
  - Based on the evaluation results, consistent and quality *conclusions* and *recommendations* on the *implementation process* of the Lithuanian-Swiss cooperation programme, potential cooperation *priorities and interventions*, as well as suggestions for a *new administration system* were provided.
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# Change theory of the programme



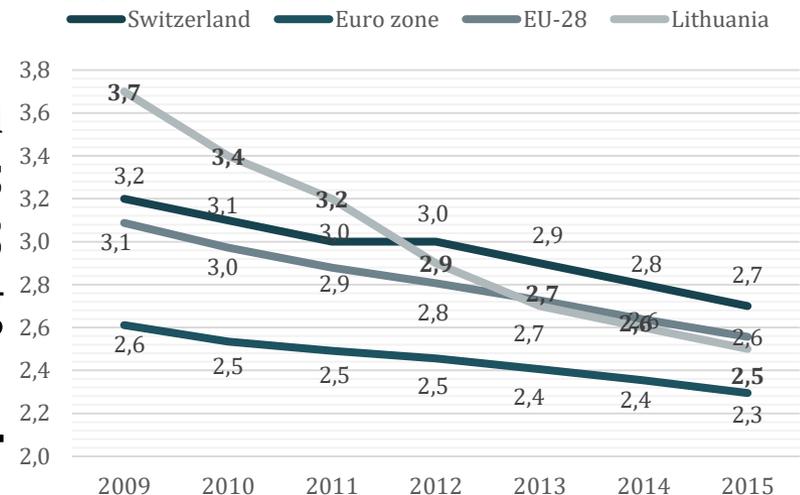
# Methods of data collection and analysis

- Desk research;
  - 13 interviews with responsible representatives of Lithuanian and Swiss institutions;
  - 9 interviews with executive agencies and beneficiaries;
  - 7 case studies;
  - 7 surveys;
  - Focus group;
  - Analysis of policy alternatives (based on multi-criteria analysis).
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# Perinatal and neonatal health care

- Neonatal mortality rate decreased from 3,7 in 2009 to 2,3 in 2016 (per 1,000 births);
- Overall satisfaction with perinatal and neonatal services increased almost twice, from 28 to 51 and up to 63 for returning patients;
- Expected annual savings after the introduction of the energy efficiency measures in hospitals are 16,69 GWh (overall) or EUR 45 294 per hospital on average.

Neonatal mortality rate (per 1 000 live birth) in 2009-2015



Source: The World Bank,  
<http://data.worldbank.org/indicator/SH.DYN.NMRT?locations=LT-CH-XC&page=4>.

# Perinatal and neonatal health care: lessons learned

## Success factors:

- Clearly defined change;
- Concentration of financial resources (67 % of all investments);
- Leadership of the MoH;
- Close Lithuanian–Swiss cooperation on the political and administrative levels.

## Limitations:

- Cooperation of Lithuanian and Swiss hospitals was not sustainable because of a lack of time of medical staff (especially on the Swiss side) and the absence of common goals and activities.

# Recommendations on future cooperation:

## Health

### Improvement of services in specific area of personal health care

- Interventions in the area of perinatal, neonatal and maternal health care achieved significant results and delivered the change expected;
- Similar intervention could be implemented in other areas of personal health care services characterised by large imbalances. Complex projects or programmes could combine investments in infrastructure and equipment with “soft” activities.

### Improvement of public health system

- Opportunity to improve the performance of public health interventions to promote healthy lifestyles and effectively change people’s behaviour;
- Wide range of interventions to create an integrated system of public health care in Lithuania based on the specific experience of Switzerland.

# Research & Development

- 67 publications in *Thomson Reuters (Web of Science)* on the results of 9 joint research projects and 1 institutional partnership project (almost 200 publications overall);
- 1 patent application resulted from the project “Directed evolution of computer designed enzymes using droplet-based microfluidics”;
- Close and sustainable cooperation of Lithuanian and Swiss researchers and institutions (new projects, applications and fellowships), further internationalisation of the Lithuanian R&D system.

## Research & Development: lessons learned

- Despite good results, cooperation was limited mostly to the research area – the potential to contribute to commercialisation of research results and innovations has not been exploited;
- It is also possible to further improve the design of R&D interventions (including an appropriate monitoring framework) and their execution (e.g. application of simplified costs);
- A reasonable level of risk should be accepted for R&D projects.

# Recommendations on future cooperation: R&D

## Involvement of business into R&D projects

- Lithuanian and Swiss companies could be eligible to act as partners or beneficiaries of R&D and innovation projects and those strengthening the competences of researchers.

## Financing R&D in all fields of research

- Both fundamental research and research dealing with societal challenges and the development of new products and services could be eligible for financing.

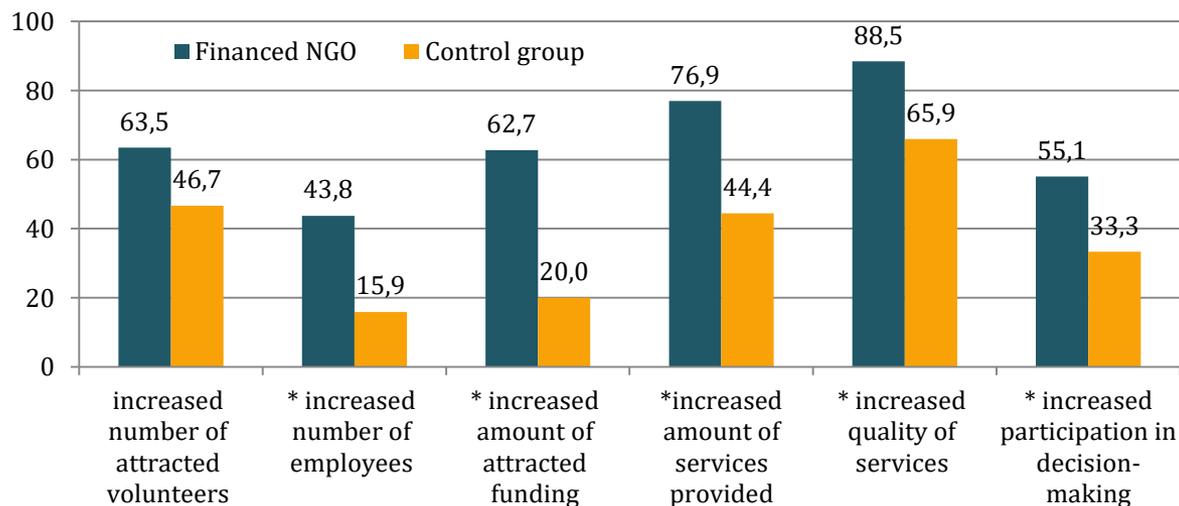
## Financing researchers' fellowships

- Fellowships could be eligible for financing both in joint R&D projects implemented by Lithuanian and Swiss public and private entities and under the Scholarship fund (Sciex-NMS);
- Both intersectoral and international fellowships.

# NGO Fund: lessons

- Variety of funded activities and complex projects combining “hard” and “soft” investments resulted in the strengthened capacities of funded NGO (in comparison with a control group);
- The potential to contribute to the co-design and co-delivery of public services in cooperation with state and municipal institutions has not been exploited yet.

Percentage of respondents, who agree or fully agree with the statement



Source: NGO survey. “\*” – statistically significant difference.

# Recommendations on future cooperation: NGO

## Public health

- Enhancing synergies of Health and NGO intervention areas by financing projects targeted on intersectoral and interinstitutional cooperation;
- Financing of NGO projects in line with new models and results of pilot projects implemented in the health area.

## Aging society

- NGO could significantly contribute to addressing the challenges of aging society through the innovative delivery of public services to old persons and their integration into public activities.

## Integration of disabled

- NGO could be involved in projects addressing the problems of integration of disabled persons (e.g. employment, service provision) and targeted on the adoption and testing of new models of service delivery.

# Modernisation of the courts system: PPMI

## the individual project

- The Individual project contributed both to the reduction of economic and social disparities between Lithuania and the EU (as much-needed modern equipment was installed) and the convergence of regional and city courts of Lithuania;

- Leadership and effective communication of NCA contributed to the results achieved and will determine the effective use of video transmission, recording and storage system in the future.

Project goals	Outcome indicators	Target value	Achieved value
To optimize court proceedings in terms of costs and time used	Increase in number of resolved cases over the calendar year, %	5	6,68
	Decrease of costs of cases during the calendar year, %	4	9
To expand modern information technology usage in courts	Number of remote court hearings held per calendar year	50	243
	Number of court, NCA, prison and prosecutorial staff trained to work with videoconferencing equipment	Up to 30	142
	Number of professionals using video conferencing equipment for work	Up to 30	More than 41
To improve knowledge of the staff of courts, NCA and prisons in the creation and implementation of the system for video transmission, recording and storage in courts during the study visits	Number of specialists from courts, NCA and prisons visited institutions which have the experience in every day usage of video-conferencing systems in EU and EFTA countries	Up to 30	25

# Recommendations:

## Twining instrument

- Objective of the promotion of Lithuanian-Swiss cooperation was limited mainly to R&D investments. In other fields, the potential of creating sustainable partnerships and fostering knowledge exchange has not been exploited;
- In order to adopt Swiss experience in the health area or other fields, we propose the establishment of a **twining instrument** to enhance the cooperation of Lithuanian and Swiss national and local authorities in the exchange of knowledge, spread of good practices and promotion of systemic change in different policy areas.

# Efficiency of the Administrative System of the Lithuanian–Swiss Cooperation Programme

## Institutional framework

- The experience and administrative capacities of the Lithuanian authorities were efficiently employed for administration of the Lithuanian-Swiss cooperation programme;
  - The low level of detail in the Swiss regulations concerning the administrative system and efficient interinstitutional cooperation ensured flexibility;
  - However, the multi-level administrative system set in Lithuania was rather complex.
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# Pace of progress in planning and implementation of the Programme



- The commitment process was delayed due to the time consuming formal two-stage procedures for submission and approval of project outlines and final project proposals;
- Programme implementation and disbursement of the allocated funds was delayed due to the (1) very complex and long lasting legal preparatory procedures in Lithuania, (2) delays in launching public procurement procedures and (3) delayed evaluation of NGO fund applications;

## **Recommendations:**

- Switching to one-stage project planning procedures;
  - Starting preparation for the implementation of the project in parallel with the elaboration of a final project proposal.
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## Reliability of the management and control system, regularity of expenditure

### □ As reflected by audit findings:

- The programme management and control system was good or very good, the management and control systems in place were effective;
  - Implementation of the funded projects was in line with the set terms, while the incurred costs met the established eligibility requirements.
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## Efficiency of the programme audit and control system: conclusions

- Complex programme audit requirements (audit of the overall programme management and control system, compliance audits and financial audits of the projects);
  - For the NGO grant scheme and the R&D programme, audit of each project (individual grant) was an excess requirement;
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## Efficiency of the programme audit and control system: recommendations

- To integrate programme and financial audits;
  - To conduct financial audits based on a representative sample of expenditure;
  - For Swiss authorities, to assess the proportionality of the applied control requirements and possibly to differentiate the control requirements depending on a country.
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## Cost effectiveness of the administration system and administrative burden

- The administrative costs in Lithuania accounted for approximately 5.8% of the funding,
  - The administrative costs of individual programmes were directly related to (1) the average size of projects covered by the programme and (2) complexity of the administration framework of the relevant programme;
  - Apparent impact of using simplified cost options on reducing of the administrative burden.
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# Cost effectiveness of the administration system and administrative burden: recommendations

- To reduce the administrative burden to beneficiaries by:
    - expanding the use of simplified cost options and
    - Differentiating of the control requirements in proportion to the projects' size, complexity, risk level and intervention area.
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# Efficiency of bilateral cooperation between Lithuania and Switzerland

- The bilateral cooperation was hindered by
- (1) the lack of clear strategic objectives of bilateral cooperation in certain specific areas; and
- (2) complexity of administrative procedures, which were difficult to understand for the Swiss partners.

## **Recommendations:**

- *Special instruments* and funding forms could be developed for the participation of Swiss partners (e.g. a twinning mechanism, simplified cost options); applicants could be additionally assisted in finding partners.
  - To ensure the coherence of cooperation practices, *the same administration practices and procedures* should be developed for the whole interventions.
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# Thank you!

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