



2014-2020 Operational
Programme for the
European Union Funds
Investments in Lithuania



MINISTRY
OF FINANCE

7th biannual international evaluation conference

EVALUATION OF INNOVATIONS AND INNOVATIONS IN EVALUATION



18-19th of May 2017

Sapiegos Vilnius Tech Park | Antakalnio str. 17 | Vilnius, Lithuania

CONFERENCE BOOK

GENERAL INFORMATION

TRANSFER INFORMATION

A free shuttle bus will transfer to the conference venue and back.

18th of May 2017, Day 1

08:00 AM Cathedral Square (*Lithuanian: Katedros aikštė*) – Venue
08:15 AM Shakespeare Boutique hotel – Venue
05:10 PM Venue – Cathedral Square

19th of May 2017, Day 2

08:00 AM Cathedral Square (*Lithuanian: Katedros aikštė*) – Venue
08:15 AM Shakespeare Boutique hotel – Venue
02:10 PM Venue – Cathedral Square – Shakespeare Boutique hotel

VENUE



Address: Antakalnio str. 17, Vilnius
www.vilniustechpark.com

GUIDED TOUR



Palace of the Grand Dukes of Lithuania, National Museum
18th of May 2017

Guides welcome groups at 05:45 PM.

Excursions start at 06:00 PM.

Address: Katedros a. 4, Vilnius

www.valdovurumai.lt/en

RECEPTION



Artis Centrum Hotels | Restaurant La Traviata

18th of May 2017, reception starts at 07:00 PM.

Address: Totoriu str. 23, Vilnius

www.artis.centrumhotels.com

EXCURSION FOLLOWED BY RECEPTION

All conference delegates are kindly invited to attend the conference reception, which will start with a guided tour (in English) at the Palace of the Grand Dukes of Lithuania.

The groups will be formed according to the number of pre-registrations to the tour and reception. In case you did not choose to attend the excursion and reception while registering online to the conference in advance, but you would like to attend, please inform the conference secretariat located at the registration desk to know your preferences.

SECRETARIAT

VISIONARY
ANALYTICS

www.visionary.lt

For any questions please email to: evaluation2017@visionary.lt

WELCOME

Dear participants of the conference,

the Ministry of Finance of the Republic of Lithuania, being responsible for the management and evaluation of European Structural and Investment Funds, is happy to welcome you to the 7th international evaluation conference.

Our theme this year is **“Evaluation of Innovations and Innovations in Evaluation”**. The conference will focus on two main themes:

- *evaluation of innovations* in EU investment programmes and other public policies, including smart specialisation strategies, and
- *innovations in evaluation*, including methodological innovations and innovative approaches to the dissemination and use of evaluation results.

The theme of innovation was chosen not by accident. To achieve objectives of the Europe 2020 strategy, EU cohesion policy for 2014–2020 puts special emphasis on the effectiveness of investments from EU funds and the importance of results. One of priority investment areas is research, development and innovation.

Acknowledging the importance of research and innovation, the European Commission has identified the smart specialisation strategy as *ex ante* conditionality for 2014–2020. The strategy must be prepared by every Member State investing into research and innovation. The aim is to channel investments of this period to one of the most important priority areas, which is expected to see the biggest breakthrough and added value. Evaluation as an evidence-based management tool makes a significant contribution to the improvement of these investments.

On the other hand, we measure the impact and effectiveness of investments from EU funds through evaluation. Evaluation allows us to objectively measure the value of public interventions and shows us directions and means to improve these interventions to achieve the best result. It is therefore important to ensure that evaluation is improving as a tool. We must find new approaches as well as more reliable evaluation methods and techniques. We must strive for innovation in evaluation.

We hope this conference will provide an international platform for sharing the best ideas and practices, networking and mutual learning.

Learn something new and enjoy your time here!



Ms Loreta MASKALIOVIENĖ
*Vice-Minister, Ministry of Finance,
Republic of Lithuania*



FINAL PROGRAMME

DAY 1 | 18 May 2017, Thursday

8.00 – 9.00 **Registration and welcome coffee**

9.00 – 9.45 **Opening of the Conference and welcome speeches**

Ms Loreta MASKALIOVIENĖ, Vice-Minister, Ministry of Finance, Lithuania

Ms Daria GISMONDI, Deputy Head of the Evaluation and European Semester Unit, DG REGIO, European Commission

Ms Martina KADUNC, Policy Analyst of Evaluation Unit (Policy Development and Coordination), DG RTD, European Commission

9.45 – 12.00 **PLENARY SESSION A. The future of evaluation: key drivers and implications**

Chair – Mr Ramūnas DILBA, Director of EU Investment Department, Ministry of Finance, Lithuania

Co-chair – Dr Žilvinas MARTINAITIS, Partner and Research Manager, Visionary Analytics, Lithuania

Complex future challenges as possibility and threat of societies

Dr Juha KASKINEN, Director, Finland Futures Research Centre, Turku School of Economics, University of Turku

Evaluating European Research and Innovation Programmes – Progress made and open issues

Dr Peter FISCH, Independent research policy analyst, Germany

Collapsing the pyramid: how to avoid having to ask the question how to influence policy with research

Mr Bénédicct WAUTERS, Director of Flemish Ministry of Employment and Social Economy (ESF Department)

Development of the evaluation system: a Lithuanian case

Mr Ramūnas DILBA, Director of EU Investment Department, Ministry of Finance, Lithuania

Sum-up of the plenary session and key questions for the conference

12.00 – 13.30 **Lunch in a restaurant / buffet lunch**

13.30 – 15.00 **PARALLEL SESSIONS B-C. Thematic evaluations of innovations**

**SESSION B: ECONOMIC HORIZONS:
challenges and opportunities**

Chair – Ms Daria GISMONDI, Deputy Head of the Evaluation and European Semester Unit, DG REGIO, European Commission

Lessons learnt from the Interim Evaluations of Horizon 2020

Ms Martina KADUNC, Policy Analyst of Evaluation Unit (Policy Development and Coordination), DG RTD, European Commission

Managing complexity – Insights from a Contribution Analysis in the field of (large) enterprise support

Dr Jan-Philipp KRAMER, Senior Project Manager, Prognos AG, Belgium, and
Mr András KASZAP, Senior Manager, KPMG Hungary

Regional Innovation Paradox – will new ESIF policies bridge the gap? First insights from Lithuania

Dr Agnė PALIOKAITĖ, Managing Partner and Director, and Mr Pijus KRŪMINAS, Researcher, Visionary Analytics, Lithuania

How new business models change business environment

Ms Katre ELJAS-TAAL,
Director of Technopolis Group Baltics, Estonia

Discussion and sum-up of the session

**SESSION C: SOCIAL HORIZONS:
challenges and opportunities**

Chair – Dr Jiří REMR, Senior Researcher and Evaluator, Institute for Evaluations and Social Analyses, Czech Republic

Big data analysis – prospects for evaluations

Dr Žilvinas MARTINAITIS, Partner and Research Manager, Visionary Analytics, Lithuania

Innovations in the Evaluation of Education Policies. A Case Study of a Reform in Hungary: Increased Compulsory School Leaving Age Affects Secondary School Track Choice and Increases Dropout Rates in Vocational Training Schools

Dr Anna ADAMECZ-VÖLGYI, Research Fellow, Budapest Institute for Policy Analysis, Hungary

Beyond GDP or how EU funds change quality of life: use of composite indexes for impact evaluation

Dr Klaudijus MANIOKAS, Chair of the Board, and
Ms Neringa VIRŠILIENĖ, Head of Evaluation group, ESTEP Vilnius, Lithuania

Systems thinking in evaluation of 4th industrial revolution

Ms Weronika FELCIS, Independent Evaluation Consultant, Poland-Latvia

Discussion and sum-up of the session

15.00 – 15.30 **Coffee and networking session**

15.30 – 17.00 PLENARY SESSION D. Methodological innovations: new research designs, methods and implications for evaluations

Chair – Ms Martina KADUNC, Policy Analyst of Evaluation Unit (Policy Development and Coordination), DG RTD, European Commission

Evaluating Business Support Measures: the Bayesian Network approach

Ms Emanuela SIRTORI, Partner and Project Manager, CSIL Centre for Industrial Studies, Italy

Constructing unorthodox control groups for counterfactual R&I impact estimations

Mr Haroldas BROŽAITIS, Managing Director, and Mr Vilius STANČIAUSKAS, Research Manager and Senior Researcher, PPMI, Lithuania

Unexpected ways to expected results: using spatial data analysis and mobile positioning data for evaluating EU transport projects in Estonia

Ms Katrin PIHOR, Member of the Board, Head of Economic Policy Programme, Praxis Centre for Policy Studies, Estonia

Discussion and sum-up of the session

18.00 – 21.00 Excursion with guides at the national museum – Palace of the Grand Dukes of Lithuania and a reception at the ARTIS Centrum hotel

DAY 2 | 19 May 2017, Friday

8.15 – 9.00 Registration and welcome coffee

9.00 – 9.15 Opening of Day 2 of the Conference

Mr Ramūnas DILBA, Director of EU Investment Department, Ministry of Finance, Lithuania

9.15 – 10.30 PLENARY SESSION E: Participatory based evaluation approach: key questions and answers

Chair – Dr Žilvinas MARTINAITIS, Partner and Research Manager, Visionary Analytics, Lithuania

Open governance and open consultations: systemic approach to evaluation

Ms Jurgita DOMEIKIENĖ, Director of Public Governance and Social Environment Department at the Prime Minister Office, the Government of the Republic of Lithuania

Co-production as an Innovative Framework for Impact Evaluation

Dr Jiří REMR, Senior Researcher and Evaluator, Institute for Evaluations and Social Analyses, Czech Republic

Searching for Participatory Evaluation: roads and blind alleys

Ms Danutė BURAKIENĖ, Head of Evaluation Unit, EU Investment Department, Ministry of Finance, Lithuania

Discussion and sum-up of the plenary session

10.30 – 11.00 Coffee and networking session

11.00 – 12.30 PLENARY DISCUSSION F: The future of evaluation of innovations

Chair – Dr Mantas VILYS, Director, Lithuanian Innovation Centre, Lithuania

Introduction to a moderated panel discussion:

Smart specialisation in Lithuania: process, priorities, monitoring and first results

Mr Simas DUNAUSKAS, Innovation Policy Analyst, Research and Higher Education Monitoring and Analysis Centre (MOSTA), Lithuania

Evaluation of the Smart Specialisation Strategy in Lithuania: Methodological Approaches

Dr Žilvinas MARTINAITIS, Partner and Research Manager, Visionary Analytics, Lithuania

Panellists:

1. Ms Martina KADUNC, Policy Analyst of Evaluation Unit (Policy Development and Coordination), DG RTD, European Commission
2. Dr Peter FISCH, Independent research policy analyst, Germany
3. Dr Jan-Philipp KRAMER, Senior Project Manager, Prognos AG, Belgium
4. Ms Weronika FELCIS, Independent Evaluation Consultant, Poland-Latvia
5. Mr Simas DUNAUSKAS, Innovation Policy Analyst, Research and Higher Education Monitoring and Analysis Centre (MOSTA), Lithuania
6. Dr Žilvinas MARTINAITIS, Partner and Research Manager, Visionary Analytics, Lithuania

Sum-up of the panel discussion

**12.30 – 13.00 CLOSING REMARKS: lessons, insights and steps forward
BEST PRESENTATION AWARDS**

Chair – Mr Ramūnas DILBA, Director of EU Investment Department, Ministry of Finance, Lithuania

13.00 – 14.00 Light buffet lunch

SPEAKERS

PLENARY SESSION A. The future of evaluation: key drivers and implications



Dr Juha KASKINEN

*Director, Finland Futures Research Centre,
Turku School of Economics, University of Turku*
FINLAND

Complex future challenges as possibility and threat of societies

Our world is global, connected, changing and complex. We are facing many interconnected challenges and most of them we see as threats. The fast changing environment poses firms with more complex challenges but provides also many new possibilities. On one hand, these are driven by demands of environmental, socio-cultural and economic sustainability and responsibility. New type of goals for sustainable living and sustainable businesses are needed. Other significant drivers stem from technological progress and advances in e.g. clusters of digitalisation, IoT and Big Data. In addition, the policy-making and regulatory pressure on sustainability is mounting. Combined, these will profoundly disrupt the business environment in almost every industry.

The challenge is to contribute to ecological sustainability by building on the strengths of social sustainability and by re-interpreting and re-working what economic and cultural sustainability, in particular, would mean. There is a need to create disruptive innovations – novel products, services, policies and practices that satisfy our needs in new ways. Major hinders of renewal are the resistance of existing players of in the economic field, lack of money resources in developing areas, slow changing regulation (or regime) and global interdependence of economic systems. All these hinders need our attention. One important point is consumer behaviour that affects also on the adaptation of novel products, ideas and innovations. We need to combine expertise from various sciences with a strong futures studies knowledge, to identify and gather essential data and information from relevant sources and to analyse it with multiple methods, including the foresight approach.



Dr Peter FISCH

Independent research policy analyst (peter-fisch.eu)
GERMANY

Evaluating European Research and Innovation Programmes – Progress made and open issues

This presentation aims at an analysis of the situation in the specific policy area of research and innovation, in order to stimulate a broader reflection on the achievements and limits of current evaluation practices.

The presentation will be structured in three parts:

- The first part will provide an introduction into the history and specificities of European Framework Programmes for Research and Innovation. It will notably present an overview over past and current evaluation practices and main evaluation outcomes and findings. Over the last four decades, the role and importance of European Research and Innovation Policy has undergone important changes, and evaluation has developed from a marginal activity to a key management tool.
- In a second part, the presentation will highlight some of the key factors for the improvement of evaluation culture across the European Framework Programmes. This includes issues like improved data availability, but also a more stringent synchronisation with the political decision making cycle.
- The final part will be devoted to a critical assessment of the current evaluation system, by questioning the high expectations from the policy makers and the quality and relevance of the evidence provided. This part will try to stimulate a more general reflection on the chances, but also the limits of programme evaluation in the broader political and societal context.



Mr Bénédic WAUTERS

*Director for innovation and impact evaluation,
Flemish Ministry of Employment and Social Economy (ESF Department)*
BELGIUM

Collapsing the pyramid: how to avoid having to ask the question how to influence policy with research

Counterfactual impact evaluation is nowadays a hot topic in ESIF evaluation. It is heavily promoted by the European Commission, with guidance, conferences and even a unit at the Joint Research Centre. However, many are struggling to reconcile the realities of programme management with the assumptions of (quasi-) experimental designs. Even when it is technically feasible to conduct such an evaluation, the findings are not always easy to translate to operations. Unsurprisingly, a tension between learning and accountability is noted. Why is this? The paper will propose that those who decide on evaluation strategy need to reconsider CIE in the broader scheme of research approaches. Rather than taking a hierarchical view of CIE at the top, theory based (impact) evaluation one step down and all other kinds of evaluation fully at the bottom, they should consider an embedded view. This entails action research as the overall, foundational, research approach. Within action research there is a place for occasional theory based impact evaluation. Within such TBIEs, there is also, from time to time, a place for CIEs. This embedded view enables to escape the accountability versus learning dilemma and to sustainably balance methodological rigor with action oriented use of evidence.



Mr Ramūnas DILBA

*Director of EU Investment Department,
Ministry of Finance of the Republic of Lithuania*
LITHUANIA

Development of the evaluation system: a Lithuanian case

Evaluation is a fairly recent practice in Lithuania. As a systematic activity it was introduced in the EU pre-accession period (until 2004), and evaluation capacity has been systematically built in Lithuania since 2005, mainly through the evaluation capacity building (ECB) projects. Huge progress has been made in the Lithuanian evaluation system over the past decade mainly in terms of 1) institutionalisation of an evaluation function and development of a well-functioning system for the planning and coordination of ESIF evaluation; 2) scope and quality of evaluation activities, including methodological sophistication; 3) increasing evaluation capacities of civil servants; and 4) use of evaluation results. Recent research (Martinaitis Z. et al, 2017) shows that in terms of maturity the Lithuanian evaluation system is among levels 2 and 3 (3 as the highest level). International awards prove this trend. However, aiming to strengthen a culture of evidence-based management and moving to a higher added value, let us remember lessons learnt from the period of 2007-2013 well as consider current and future challenges of evaluation.

The presentation is based on the findings and results of the study on evaluation capacity building measures in Lithuania. This study was carried out by Visionary Analytics JSC by order of the Ministry of Finance and was accomplished in March 2017.

SESSION B: ECONOMIC HORIZONS: challenges and opportunities



Ms Martina KADUNC

*Policy Analyst of Evaluation Unit (Policy Development and Coordination),
DG RTD, European Commission*
BELGIUM

Lessons learnt from the Interim Evaluations of Horizon 2020

Evaluations are an essential part of the EU's Framework Programmes. They create a crucial evidence base to steer the implementation of research and innovation programmes, as well as guide future Framework Programmes. The Commission is carrying out an interim evaluation of Horizon 2020 to be published in May 2017. As well as assessing Horizon 2020 so far, a key ambition for the interim evaluation is to contribute to improving the implementation of the programme for the years to come based also on the *ex post* evaluation of FP7 and the support of a high level group. Besides the legal requirements of Horizon 2020, the programme is assessed on the basis of five common evaluation criteria, as defined by the Commission's Better Regulation guidelines: relevance, effectiveness, efficiency, coherence and EU added-value. The presentation will focus on the lessons learnt from this exercise.



Dr Jan-Philipp KRAMER

*Senior Project Manager /
Head of Brussels Office*
BELGIUM



Mr András KASZAP

Senior Manager, KPMG in Hungary
HUNGARY

Managing complexity – Insights from a Contribution Analysis in the field of (large) enterprise support

The presentation will focus on the experience gained through 'Work Package 4' of the *ex post* evaluation: 'Support to Large Enterprises'. This evaluation relied on contribution analysis and integrates a causal process design with multiple case studies on the micro-level to assess the rationale, implementation and effectiveness of ERDF support to large enterprises in eight European countries. The adopted methodology is a result of consultation and collaboration with professor Elliot Stern.

Evaluation Report prepared for the European Commission, DG REGIO
https://www.prognos.com/uploads/tx_atwpubdb/20160418_Prognos_wp4_final_en_01.pdf



Dr Agnė PALIOKAITĖ

*Managing Partner and Director,
Visionary Analytics*

LITHUANIA



Mr Pijus KRŪMINAS

*Researcher,
Visionary Analytics*

LITHUANIA

Regional Innovation Paradox – will new ESIF policies bridge the gap? First insights from Lithuania

Despite significant investments in R&I promotion, the catching-up process of the new EU member states towards knowledge-based economies has been slow and complex. The ‘regional innovation paradox’ refers to the apparent contradiction between the comparatively greater need to spend on innovation in lagging regions and their relatively lower capacity to absorb public funds earmarked for the promotion of innovation and to invest in innovation related activities, compared to more advanced regions. With the EU smart specialisation funds underway, the question is – how the new ESIF funded policies can be used to build absorptive capacities in order to leverage innovation performance, restructuring and transition to new knowledge based activities. The presentation provides a sneak peek into the findings of the ESIF funded policy mix evaluation in Lithuania, using qualitative and participatory methodologies, incl. surveys, case studies and international benchmarking. These findings are especially relevant to the use of ESIF and implementation of the national or regional smart specialisation strategies.

The presentation is based on an ongoing evaluation of the ESIF funded R&I.

A full report and English summary will be available soon at: <http://www.esinvesticijos.lt/en/evaluation/evaluations>



Ms Katre ELJAS-TAAL

*Director,
Technopolis Group Baltic*

ESTONIA

How new business models change business environment

The increasing use and development of digital platforms has created numerous new phenomena and opportunities on the commercial field. Among these, the new business models, where individuals act as service providers, have emerged as one of the economic forms which is developing the fastest and is on the course of changing the meaning of the conventional economic environment. The approach from the business-centred orientation of the traditional economy is moving towards customer-centred approach of the collaborative economy. The reasons behind are new consumption patterns and rapid development of technology enabling doing business without any geographical barriers and offering more customer tailored services. Also, new business models support diversity of skills and working for many employers at the same time offering flexible participation in the labour market. The most rapid growth of new business models is observed in transport, accommodation, finance, online skills (household and professional services) and education. However, the new business models create a number of questions and unexplored effects in the areas of customer protection, competition, taxation and labour market. These recent developments force us to reconsider meaning of work, time, career path, labour, service, customer management – they become more diverse and fuzzy, we are thrown out of our comfort zone.

The presentation is prepared on the basis of recently provided study on economic and legal aspects of sharing economy in Estonia (2016). Full report and English summary is available at: <https://www.mkm.ee/sites/default/files/lopparuanne.pdf>

SESSION C: SOCIAL HORIZONS: challenges and opportunities



Dr Žilvinas MARTINAITIS

*Partner and Research Manager,
Visionary Analytics*

LITHUANIA

Biggish data analysis – prospects for evaluations

Big data may as well be the next ‘big thing’ in evaluations. It has a number of advantages as compared to other sources of data on participants and non-participants of public interventions: it can cover the whole population with limited marginal costs, provides detailed time-series on new range of indicators, etc. Yet, use of big data in evaluations to date has been limited. On the one hand, big data is messy, not exhaustive and does not easily lend itself to standard statistical tools – this seemingly limits its credibility in the eyes of agents commissioning evaluations. On the other hand, a number of technical and legal barriers obstruct access to the data for evaluation purposes. To illustrate these prospects and challenges, the presentation focuses on an online vacancy database *Vacancy Analytics* developed by Visionary Analytics.



Dr Anna ADAMECZ-VÖLGYI

*Research Fellow,
Budapest Institute for Policy Analysis*
HUNGARY

Innovations in the Evaluation of Education Policies. A Case Study of a Reform in Hungary: Increased Compulsory School Leaving Age Affects Secondary School Track Choice and Increases Dropout Rates in Vocational Training Schools

The paper examines the effects of increasing the compulsory school leaving (CSL) age from 16 to 18 in Hungary using a regression discontinuity design (RDD) identification strategy. The new CSL age was introduced for those entering their first year of elementary school in 1998. Identification is based on compliance with the age of elementary school start rule. Compliance with the age rule creates a discontinuity in the probability of starting school under the higher CSL age regime around a cut-off date of birth. The treated cohort had known about the change since age 6. This fact allows for testing on how the increase affected forward-looking decision making about secondary school track choice which occurs at age 14. The legislation change resulted in an increased probability that children would choose the academic high school track instead of vocational training schools. At the same time, those choosing vocational training schools are more likely to drop out under the higher CSL age scheme. Potential explanations of increased dropout rates include a decrease in the quality of teaching in vocational training schools due to supply constraints, and a shift in student composition to include more students from lower socioeconomic backgrounds.

The paper work is in progress, the most up-to-date written version is available upon request by contacting the author.



Dr Klaudijus MANIOKAS

*Chair of the Board,
ESTEP Vilnius*
LITHUANIA



Ms Neringa VIRŠILIENĖ

*Head of Evaluation group,
ESTEP Vilnius*
LITHUANIA

Beyond GDP or how EU funds change quality of life: use of composite indexes for impact evaluation

Presentation is based on two impact evaluations of complex EU-funds interventions aimed at improving quality of life in Lithuania. Taking into account the EU level Beyond GDP initiative the idea of these evaluations was to develop an index that would give a comprehensive overview of demographic, social, economic and environmental changes at national (NUTS1) and municipal (LAU1) level during the period of 2007-2014.

Quality of life index developed for LAU1 level territories was comprised of 38 indicators reflecting material living conditions, business competitiveness, quality and accessibility of public services, quality and security of living environment and demographic situation in a particular area. It was designed in accordance with the best international practice in estimating quality of life in urbanized areas, most notably quality of life indicators proposed by J. E. Stiglitz and EUROSTAT Urban Audit. Applying statistical techniques the dependence of the index on the EU-funds was measured. Evaluation results were visualised and presented on-line using GIS platform. The results of the evaluations are interesting both for policy makers and evaluation practitioners. The methodology applied in these evaluations might be replicated in other EU countries/ regions.

The main questions addressed in the presentation are:

- How to assess the impact of complex territorial interventions?
- What indicators do best describe quality of life and its development?
- What is the role of EU funds and other factors in improving quality of life?
- How to increase the positive impact of EU funds on quality of life at regional level?

Presentation is based on two impact evaluations where quality of life indices were developed and their dynamics measured:

- Impact of EU structural assistance on quality of life, social exclusion and poverty reduction in Lithuania (in 2016 awarded by the European Commission as 'Best Completed Evaluation'; English summary available at http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2013MVP/Skurdo_vertinimas_summary.pdf).
- Evaluation of the impact of 2007-2013 EU Structural Assistance on Lithuania's cities and towns (English summary available at <http://www.esinvesticijos.lt/en/evaluation/evaluations>; interactive presentation of evaluation results is available at www.maps.lt/es_statistika).



Ms Weronika FELCIS

Independent Evaluation Consultant
POLAND-LATVIA

Systems thinking in evaluation of 4th industrial revolution

We live in an era when the side-effects of our development might outweigh the technological and economic progress. Evidence has been provided already since mid-20th Century with influential books like *The Great Transformation* (Polanyi, 1944), *Limits to Growth* (Meadows et al., 1972) and *Small is Beautiful* (Schumacher, 1973) proving fundamental flaws in infinite development model in the context of finite energy resources. The technological

and efficiency catching-up game in unsteady political environment will not provide solutions quickly enough. As Albert Einstein said “We cannot solve the problems with the same kind of thinking we used when we created them”. Therefore it is important to understand how to slow down this great acceleration (Steffen et al. 2015b) to ensure human well-being without environmental destruction. Effective implementation of the UN Sustainable Development Goals (SDGs) at national and global levels can contribute in this path. Therefore, to be able to evaluate national programmes nowadays, one must understand that many results are caused by multiple factors and can lead to multiple effects. There are very few clear causalities. Although theory of change and utility based evaluation (UBE) can come up with some help here, systems thinking analysis is better suited to comprehend how global and local problems are interconnected.

This paper will present (1) the context of the global problems for national policies, (2) alternatives to thinking about growth and development in the light of SDGs, and (3) basis of the systems thinking analysis and its advantages for the use in evaluation.

PLENARY SESSION D. Methodological innovations: new research designs, methods and implications for evaluations



Ms Emanuela SIRTORI

*Partner and Project Manager,
CSIL Centre for Industrial Studies*

ITALY

Evaluating Business Support Measures: the Bayesian Network approach

Traditional methods to the evaluation of business support consider the firm as a ‘black box’ and the main interest is to see to what extent a policy has produced the intended effects. The causal mechanisms are not discovered, since the focus is not on what happens when the firm is exposed to the policy and how certain effects are generated. We show the applicability of the Bayesian Network Analysis (BNA) as a new approach aimed not only to determine the economic effects produced thanks to the support received, but also to disentangle the drivers of change in the behaviour of the firm when it is exposed to a policy.

The evaluation approach involves two steps: first, the reconstruction of the logic of intervention of the policy instrument according to the theory-based impact evaluation method; second, the test of the theory by means of the BNA. BNA combines graphical map analysis with statistical analysis to reveal complex interdependencies between variables. Joint probability of different drivers of change in firms’ behaviour are assessed so as to either confirm, deny or better qualify the mechanisms of change and outcomes expected to be generated by the policy instrument according to the initial theory. BNA can be a crucial tool to reveal the mechanisms, both expected and unknown, which explain the changes in firm’s behaviour and economic performance variables due to public support, contingent to the characteristics of enterprises, the type of investment implemented, the volume of support received, and other factors.

The presentation is based on the ‘Ex post evaluation of Cohesion Policy programmes 2007-2013, focusing on the European Regional Development Fund (ERDF) and the Cohesion Fund (CF), Work Package 2: Support to SMEs – Increasing Research and Innovation in SMEs and SME Development’. All the reports produced in the frame of this evaluation project are available online at http://ec.europa.eu/regional_policy/en/policy/evaluations/ec/2007-2013/#3.

A full paper will be drafted and submitted for publication in a peer-reviewed journal.



Mr Haroldas BROŽAITIS

*Managing Director,
PPMI*

LITHUANIA



Mr Vilius STANČIAUSKAS

*Research Manager and Senior
Researcher, PPMI*

LITHUANIA

Constructing unorthodox control groups for counterfactual R&I impact estimations

The presentation shares the approach defined and tested in a recent evaluation assignment of DG RTD to assess of the European Added Value (EAV) and economic impact of the EU Framework research programmes (FP7, Horizon 2020). The project was explicitly built to produce quantifications for the EAV and economic impacts which went further and beyond what had been previously estimated. PPMI researchers, consortium partners RIMAS, subcontractors ERASME-SEURECO and a number of other subcontracted experts analysed and provided quantifications for selected areas of EAV and estimated the values for a number of economic indicators (e.g. job creation, GDP gains, resource efficiency, multiplier effect, etc.). The quantifications followed a strict counterfactual logic whereby the performance of the EU FPs and beneficiaries was always compared to a control group or relevant baseline. The PPMI team constructed at least three unorthodox control groups for counterfactual R&I estimations:

- Analysis 1: survey of high quality research units across the EU, which received FP7 funding (treatment group), and high quality research units which submitted high quality proposals but never participated in the EU FPs due to budgetary constraints (control group). The overall analysis logic was based on sharp discontinuity combined with difference-in-difference;
- Analysis 2: analysis of FP7 patents (treatment group) and a group of comparable patents selected through propensity matching;
- Analysis 3: analysis of the publications produced during FP7 projects and publications produced by the same authors during 2007-2014.

PPMI will present the main findings, conclusions and lessons learnt from these counterfactual estimations.

The assignment is still ongoing; no link is available yet.



Ms Katrin PIHOR

*Member of the Board, Head of Economic Policy Programme,
Praxis Centre for Policy Studies*
ESTONIA

Unexpected ways to expected results: using spatial data analysis and mobile positioning data for evaluating EU transport projects in Estonia

Transport plays a vital role in the development of national and regional economy. A smooth-running and sustainable transport system is expected to ensure lower transport costs and better access to workforce, domestic consumers, foreign markets and capital and is often expected to bring economic boost for the region. But does it really affect the location of businesses and jobs? Does it have an effect on economic results of the companies?

During the course of evaluation of the transport investments of the EU structural funds for the period of 2007-2013 in Estonia commissioned by the Ministry of Finance of Estonia we used spatial analysis of Estonian Business registry data within the impact zones of the transport objects in combination with mobile positioning data on visitors within the impact areas to investigate possible effects from the transport investments on business location and economic outcomes and jobs created.

The research was carried out by the consortium of Praxis Centre for Policy Studies, LBS Positium OÜ and Stratum OÜ.

PLENARY SESSION E: Participatory based evaluation approach: key questions and answers



Ms Jurgita DOMEIKIENĖ

*Director of Public Governance and Social Environment Department at the Prime Minister Office,
the Government of the Republic of Lithuania*
LITHUANIA

Open governance and open consultations: systemic approach to evaluation

The report presents the search for better and more sustainable public governance solutions by using public consultation to involve the public and citizens in the development of these solutions. Lithuania has neither a single approach to public consultation nor a systematic development of governance culture where the initial idea is considered, developed and assessed together with beneficiaries of the relevant governance solution and public service. This situation is being addressed by methodological documents, training, good practices and the dissemination of information. A later stage will include a number of pilot public consultations covering the entire consultation process in accordance with recommendations of the Organisation for Economic Co-operation and Development (OECD) and foreign good governance practices.



Dr Jiří REMR

*Senior Researcher and Evaluator,
Institute for Evaluations and Social Analyses*
THE CZECH REPUBLIC

Co-production as an Innovative Framework for Impact Evaluation

For many interventions, the currently emphasized counterfactual impact evaluation (CIE) does not fit well because it underestimates or completely ignores the stakeholders' motivation. Among all stakeholders, especially the recipients and/or other beneficiaries are not mere passive objects of such interventions. They take an active part in participating in the given intervention and therefore they have substantial effect on performance of the intervention. It is the case of service-based programmes where the net impact is determined not only by intervention as such, but also by the level of beneficiaries' engagement. The concept of co-production provides useful framework for evaluating such service-based interventions. Within this framework, the outcomes and impacts are considered to be produced jointly by providers and recipients. Measuring the net-effect must then consider the amount of effect co-produced by recipients.

The aim of presentation is to introduce the framework of co-production as an innovative methodological approach to impact evaluation and critically assess its main strengths and weaknesses. Co-production is documented by the case study focused on evaluation of training course effects. Presented empirical data show the epistemological improvement of impact evaluation and support the usefulness of co-production framework. Presentation describes the key methodological advances of this approach and points-out its main features.



Mrs Danutė BURAKIENĖ

*Head of Evaluation Division, EU Investment Department,
Ministry of Finance of the Republic of Lithuania*

LITHUANIA

Searching for Participatory Evaluation: roads and blind alleys

A range of innovations in the evaluation of the EU investments was introduced during the period of 2014–2020. Methodological documentation among other innovations also refers to the participatory evaluation. Aiming for high-quality evaluation and better use of evaluation results, searching for new methodological solutions and innovative ways of the implementation of evaluation, we performed a more in-depth analysis of the participatory evaluation, namely, its advantages and disadvantages, possibilities and benefits. To this end, a meta-evaluation on the use of the participatory evaluation approach in Lithuania was carried out in 2016 by order of the Ministry of Finance. The evaluation sought to answer the following questions: whether or to what extent the participatory evaluation approach has been applied in Lithuania in the period of 2007-2013; when such evaluation approach proves to be effective and creates added value, and when it does not; what are the lessons learnt for the future. The meta-evaluation concluded that evaluation as a dialogue with multiple stakeholders remains an important challenge in achieving high-quality evaluations and use of evaluation results. The meta-analysis commissioned, discussions with members of the Evaluation Coordination Group and methodological guidelines are expected to contribute to a wider and better application of participatory evaluation approach. This would allow for a full involvement of decision-makers and other stakeholders as well as encourage a better use of evaluation results.

The presentation is based on the findings and results of the meta-evaluation on the participatory evaluation practices in Lithuania. This meta-evaluation was carried out by Visionary Analytics JSC by order of the Ministry of Finance and was accomplished in March 2017.

PLENARY DISCUSSION F: The future of evaluation of innovations

Introduction to a moderated panel discussion



Mr Simas DUNAUSKAS

*Innovation Policy Analyst,
Research and Higher Education Monitoring and Analysis Centre (MOSTA)*

LITHUANIA

Smart specialisation in Lithuania: process, priorities, monitoring and first results

This presentation focuses on the development process of Lithuanian Smart specialisation strategy, its monitoring and first results. The development process of Smart specialisation strategy in Lithuania started in the 2013 and finished in 2015. It has been framed adapting the Entrepreneurial discovery process (EDP) and by applying various methods, such as analyses, foresight, surveys, and panel discussions with stakeholders from the public, academia and business sectors. The process resulted in identifying six broad priority fields with 20 priorities.

Despite the promising Smart specialisation development process, its implementation phase is hindered by constraints. The main obstacle of successful implementation of Smart specialisation strategy in Lithuania is delayed financial measures to finance science and business R&D ventures. Nevertheless, one measure called *Intelektas* is running to a full extent and the analysis of the first results of this measure form a base for the first Smart specialisation monitoring report. In addition, other results include the analysis of Lithuanian participants in H2020 projects and analysis of scientific publications.



Dr Žilvinas MARTINAITIS

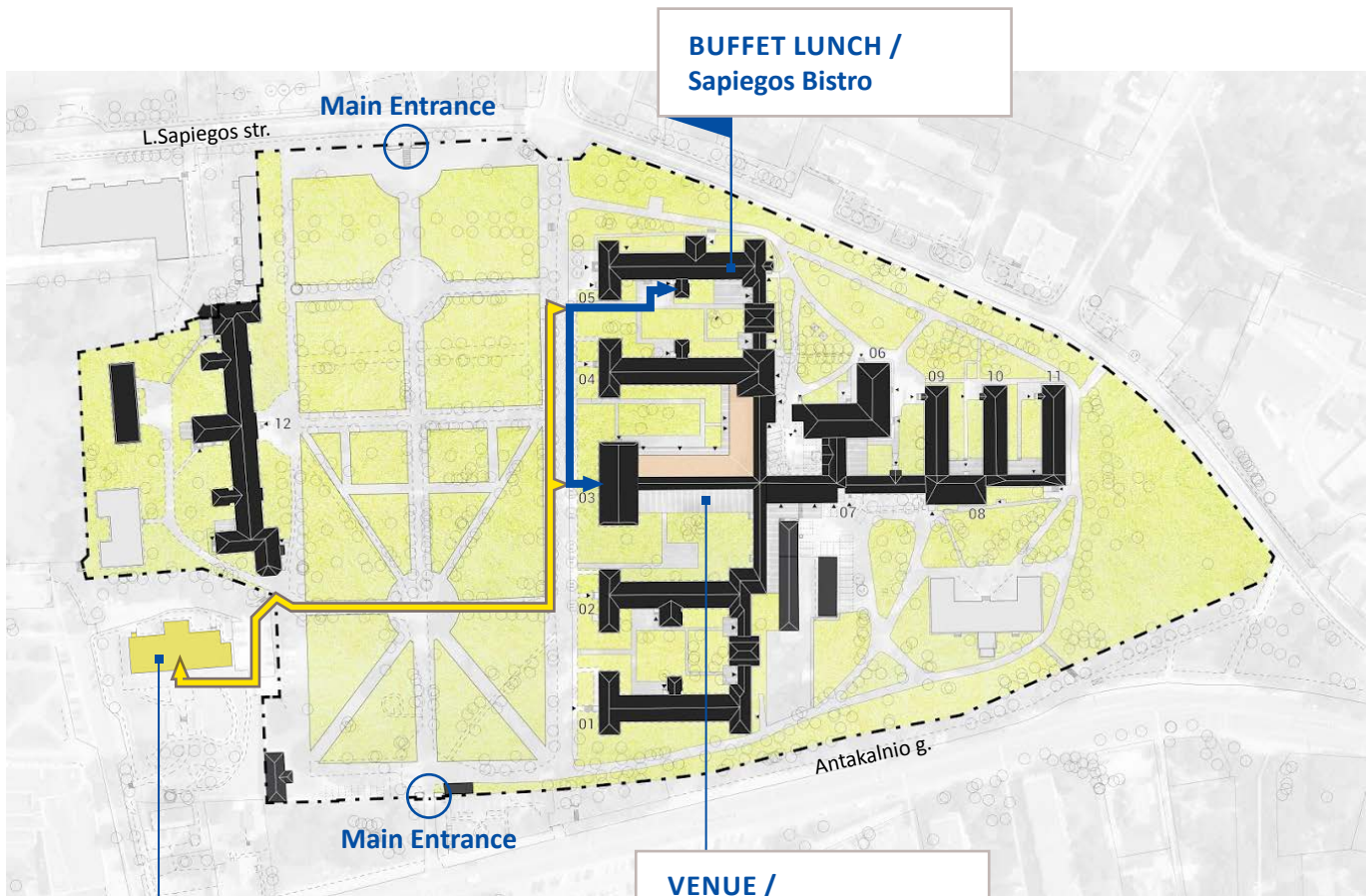
*Partner and Research Manager,
Visionary Analytics*

LITHUANIA

Evaluation of Smart Specialisation Strategy in Lithuania: Methodological Approaches

Lithuanian Smart specialisation strategy is the first of a kind to rely on the logic of the Entrepreneurial discovery process. Once the R&D priorities have been set and the implementation process has started, it is essential to identify in a timely manner, which priorities are not likely to deliver the expected impact. Therefore, monitoring and evaluation system plays a key role in assessing success of implementation and reallocation of funding. This presentation seeks to outline methodological approach to monitoring and evaluation as well as identify key challenges.

VENUE MAP



National visitor centre

**SESSION C: SOCIAL HORIZONS:
challenges and opportunities**

**VENUE /
Conference centre**

**SESSION B: ECONOMIC HORIZONS:
challenges and opportunities**

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