



**EXPERT EVALUATION NETWORK
DELIVERING POLICY ANALYSIS ON THE
PERFORMANCE OF COHESION POLICY 2007–2013**

**TASK 2: COUNTRY REPORT ON
ACHIEVEMENTS OF COHESION POLICY**

LITHUANIA

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Contents

EXECUTIVE SUMMARY	3
SECTION 1 – SOCIO-ECONOMIC CONTEXT	4
SECTION 2 – THE REGIONAL DEVELOPMENT POLICY PURSUED.....	5
SECTION 3 – EFFECTS OF INTERVENTION.....	13
SECTION 4 – EVALUATIONS AND GOOD PRACTICE IN EVALUATION	13
SECTION 5 – CONCLUDING REMARKS – FUTURE CHALLENGES	16
REFERENCES.....	18
INTERVIEWS	25
TABLES	25

EXECUTIVE SUMMARY

The study offers an evaluation of the European Regional Development Fund (ERDF) and Cohesion Fund and its contribution to the Lithuanian economy and society over the first three years of the 2007–2013 programming period. The evaluation is set in the context of the Lithuania's socio-economic development and how Cohesion Policy was targeted in 2006/7 and subsequently adapted to developments. Lithuania was severely hit by the global recession, and the crisis revealed the shortcomings of its economic structure – namely, low technology industries and a labour distribution skewed towards traditional sectors. The social consequences of the crisis followed, with a large rise in unemployment and worsened living standards.

The paper outlines the main priorities of Cohesion Policy and of the role of regional issues within Cohesion Policy. Three priorities were identified and Operational Programmes (OPs) for them created. Improving the competitiveness of the economy and fostering social cohesion (including reducing disparities within the country) are the priorities addressed by the ERDF and the Cohesion Fund and involves two OPs – Economic Growth and Cohesion Promotion.

Implementation of the OPs has been slow, in part because of problems and bottlenecks in the administrative mechanism and in part because of the unfavourable economic situation. The overall structure of the priorities has remained unchanged over the crisis although details of implementation have been adapted to reflect the realities of the current situation, especially funding problems. To alleviate these, in 2009, the government took out a EUR 1.132 billion from the European Investment Bank.

Despite the fact that in practice implementation started only in 2009 some measurable results have been achieved e.g. in the transport sphere. Achievements are presented in Section 4 and while it is too early to assess the real effects of intervention, existing studies and *ex-ante* evaluations suggest that the impact will be positive for the productivity and competitiveness of enterprises and for the welfare of society.

While *ex-ante* evaluations are present in some numbers and are rich in recommendations and suggestions on how the programmes should be implemented, *ex-post* evaluations of the 2007–2013 period are almost completely absent so far and one has to rely on the effects and conclusions drawn from experience from the previous programming period in order to make any judgements about the potential for success in the current period. In particular counterfactual evaluation is to date largely missing.

National-wide reports and evaluations of implementation are prepared on annual basis. They reveal that although programmes were started with much delay, the allocation and disbursement of funds together with the number of projects contracted are now proceeding well and suggest that the targets will be achieved.

SECTION 1 – SOCIO–ECONOMIC CONTEXT

The Lithuanian socio–economic context for the current programming period has been dominated by the experience of a severe boom –bust episode: over–optimism in 2000–2007 followed by a rapid GDP decline in 2008–2010. After joining European Union in 2004, people’s expectations were geared to the idea of early convergence to EU average living standards, introduction of the Euro, and open doors for living and working in other EU countries. All these factors led to excessive spending, large capital inflows and unhedged borrowing, which resulted in the emergence of asset bubbles, especially in real estate.

The story is well reflected in the economic indicators. The most important measure, GDP, grew by more than 7% annually over 2000–2006 with a peak of 9.8% growth in 2007; in 2008 growth slowed to 2.9% and in 2009 GDP fell by 15% (see Table 2)¹. Pro–cyclical policy contributed to the instability – during the boom government investments were well above the EU average and increasing and both external and public sector balances were in deficit. Thus, by 2008 Lithuanian GDP per capita adjusted for price level differences had risen to 62% of the EU average (from just over 39% in 2000) but as a result of the output collapse had reverted to 53% of the EU average in 2009 (see Table 1)².

The unemployment rate followed the cycle with a lag: in 2000 it was 16%, but after strong growth and emigration had fallen to 5.8% by 2008 (the EU average at that time was 7%). However, after the crisis hit the country, it jumped to 13.9% in just one year and at the beginning of 2010 was over 17%. Lithuania has experienced an ongoing decline in population, losing 183,000 people between 2000 and 2010 with people going abroad both for work and for education.

Lithuania has a relatively low level of urbanization with only 25% living in predominantly urban areas (the EU average is 42%), while almost 14% of the population lives in remote rural areas. Therefore, a relatively high share of population lives in the areas that lack adequate infrastructure for economic development. This has resulted in a motivation problem in rural areas. The consequence is a widening income gap and social distance between social groups. The government has recognized the need to connect remote areas with the urbanized part of the country both materially and electronically. This has been addressed firstly by developing roads and other transport infrastructure for transport and secondly by the extension of broad–band coverage.

¹ See the Excel folder for Table 2.

² See the Excel folder for Table 1.

Lithuania's structural economic problem has been an economy based on traditional sectors with the result that it has proved difficult to sustain competitiveness as globalization increased. However, the policy response to address this has been limited e.g. R&D expenditure has increased from 0.6% as a share of GDP in 2000 to only 0.8% in 2008 – well below the EU average of 1.9% in 2008.

Another important factor has been growing energy dependence. At the beginning of 2010 the Ignalina Nuclear Power Plant was shut down and from being a net exporter of electric energy Lithuania is now a net importer. So, developing renewable energy resources and achieving greater efficiency in energy use have emerged as priorities.

To sum up, the rapid growth experienced from 2000 Lithuania generated high expectations of convergence to average EU living standards. The economic crisis has brought this process to a halt and worsened the situation at both economic and social levels. Moreover, the consequent short term financing problems have constrained both government and private sector spending on R&D. A well founded economic recovery is also potentially compromised by a brain drain problem which leaves Lithuania with a lack of both qualified workers and prospective students.

SECTION 2 – THE REGIONAL DEVELOPMENT POLICY PURSUED

Lithuania's use of the Structural Funds has aimed to address both long term structural problems and new issues arising from the crisis through four OPs: Development of Human Resources, Economic Growth, Promotion of Cohesion, and Technical Assistance.

THE REGIONAL DEVELOPMENT POLICY PURSUED

Priorities

The Lithuanian National General Strategy drafted in late 2006 and approved in April 2007 stressed the following priority directions:

- Improve the productivity of human resources by creating a knowledge based society. This involves four pillars: attracting more people to the labour market, fostering life long learning, improving skills and improving public administration.
- Increase the competitiveness of the economy. This objective was to be achieved via increasing the share of value added in the high and medium technology sectors rather than traditional ones, by the creation of a favourable environment for enterprises, and by providing adequate infrastructure.
- Promote social cohesion via making an effective use of local potential, increasing the efficiency and accessibility of public services, and improving the quality of the environment.

Of these priorities, ERDF and Cohesion Fund measures address the competitiveness and cohesion priorities. However on regional issues it is noted in the Strategy document “This Strategy does not provide for a separate priority direction or the operational programme regarding regional development” (p 28). This is because regional development and reduction of regional disparities enters as a horizontal priority.

None of these priorities were expected to remain static and in practice modifications have been made in response to changing economic conditions. The political situation changed as well. In 2008 a new government brought new ideas. In 2009 the government approved the Economic Revival Plan that was targeted at improving the business environment and also to provide business financing. The major shift of support was in response to tighter financing conditions and the difficulties experienced by companies in obtaining loans from banks and other sources.

Changes include:

- Expansion of the scope of financial engineering projects within the framework of the JEREMIE initiative and implemented by the INVEGA fund.
- In the energy sector: additional support has been given for the renovation of private and public buildings in order to increase efficiency in energy use and improve living conditions

To sum up: the core principles of the strategy have remained the same, however, the government has responded to the challenges of the changing economic situation by making adjustments to existing activities and measures.

The priorities under the Territorial Cooperation Objective include: facilitating the labour market, business, research and technology development at an international level as well as promoting cooperation in managing natural resources and public management of the micro level priorities involving cross-border territories. The latter projects aim at increasing cooperation between the communities and thus creating the region more attractive for all parties: residents, tourists and investors. Thus, while a specific cross-border dimension is present, the macro level goals of the Territorial Cooperation Objective are fully consistent with the national priorities as set out in the National General Strategy.

Funding

At 22.6% or EUR 1,530.2 million the biggest share of planned funding was allocated to transport infrastructure and thus targets the policy area which is most in need of material investments. Urgent renovation of existing roads and development of new ones is one of the main priorities in Lithuania. The share of funding for the enterprise environment amounted to 21.2% and of this, the biggest part was allocated for R&TD activities. This reflects high priority given to the aim of moving to a high-value added economy. The other fields of focus also

address competitiveness issues: support for innovation in SMEs (8.3%), other investment in firms (2.4%), and ITC services (2.3%). Territorial development was given 21.1% of total support. This priority targets social cohesion issues and deals with tourism, rehabilitation and social infrastructure. Also, approximately 20% of support goes for dealing with environment and energy issues. The support is aimed at creating needed infrastructure in both fields. The overall policy area receiving least support is human resources (9.5%). It is divided into two sub-areas: education and training and labour market policies. Activities relating to human resource do not require heavy investments in terms of money (while infrastructure for potential interaction does). Therefore, one can conclude that support is relatively well distributed across the policy areas with funding for human resource development lagging mainly because of its low demand for material infrastructure.

POLICY IMPLEMENTATION

Actual expenditure lags significantly behind what was allocated. Although a half of the programming period has passed, approximately one third of allocated support had been contracted as of December 15 2009 (35.3% or EUR 2,396.3 million) and 11.7% of total support for the period 2007–2013 has been disbursed by the European Commission. Taking into account the economic situation and the need to switch towards more short term projects this represents a reasonable achievement. Breaking down objectives into specific policy areas, the most successful in terms of contracting as a share of allocated funds are: innovation for support in SMEs (67% of allocated support already contracted), road infrastructure creation (71%). However, contracting for rail infrastructure and for tourism and culture is lagging with 10% and 18% respectively.

Despite significant disparities across policy fields, the high number of projects contracted suggests that EU support will be successfully absorbed. According to the 2009 National Strategic Report, the Ministry of Finance and personal interviews the main reasons for implementation delays have been: i) substantial delay in preparing the official documents regulating the use of EU Structural Assistance. As a result the implementation of the OPs was postponed to 2008 and even to 2009; ii) delays in preparing strategic documents; iii) the need to modify programmes because of unfavourable economic developments; iv) fiscal constraints that resulted into a shortage of national financing for the projects originally envisaged; v) a slow decision making procedure for allocation of finance and vi) a lack of experience from both applicants and responsible institutions, especially when dealing with financial engineering instruments.

Nevertheless, the fundamental allocation of expenditure that was made 3 years ago has remained the same. Most of the changes that have been made were done after the regulations for EU Structural Assistance were reviewed in 2009. Those include:

- Changes in OP for Economic Growth in order to expand the base of prospective applicants for financial engineering projects and allocation of more money for this instrument.
- OP for the Cohesion Promotion was given 4% (about EUR 140 million) additional funding from the ERDF fund. This support was allocated for increasing the efficiency of energy use in private apartment buildings as well as for renovation of both private and public buildings. Moreover, the support base for social infrastructure was expanded including the firms providing non-stationary social services.

The changes were the joint result of a new government that took office in 2008 and of changing economic conditions. More money allocated for OP Economic Growth is a result of the Economic Recovery Plan adopted 2009. The Plan identified 5 essential tasks: to expand the opportunities for business financing, to increase the effectiveness of energy use in buildings, to accelerate the use of EU Structural Assistance, to improve the business environment (“Sunrise” project), and to promote exports and investments. The plan was adopted after to alleviate the devastating impact of the economic crisis on businesses entities in terms of tightened credit sources, and difficulties in exporting because of falling demand. Both of these issues are addressed by the revised allocation of funds.

However, although the government quickly reacted to the changing conditions it has not always been sufficient to offset the impact of the crisis. Thus, some of the project applicants were reluctant to continue with projects because of internal budgeting problems. Also, the national contribution for OPs was constrained by fiscal tightening. Rather than postponing large numbers of projects, Lithuania took a long term loan from the European Investment Bank amounting to EUR 1.132 billion to be used for national co-financing. The money is earmarked for public co-financing of Structural Fund projects for the 2007–13 programming period and also for projects still being implemented from the 2004–6 period and can also be used to finance loans to beneficiaries to cover their co-financing contribution.

ACHIEVEMENTS OF THE PROGRAMMES SO FAR

This section will assess the objectives achieved according to OPs, rather than policy fields of interventions, as all monitoring and evaluation is done on an OP basis.

Economic Growth Operational Programme

This programme covers the enterprise environment and transport policy fields. The strategic goal here is to modernize the economy and thereby to increase the share of high-value added sectors in the economy rather than traditional ones (agricultural, heavy industry). The implementation of the programme lagged significantly, with some measures being launched

only in 2009. Therefore, no fully fledged evaluation of outputs and results is possible. Nevertheless, some of the priorities showed interest and the first, although small, results.

Generally, R&TD related support was absorbed with a great activity and resulted into 9 projects for the expansion (creation or renovation) of R&TD infrastructure on public level, while on private level (SMEs) the number of projects reached 187. It attracted EUR 7.2 million of private investments. However, no significant and long-term achievements can yet be observed. A description of an appreciated project launched could be found in Box 1.

Box 1 – Creation of a laser prototype using EU structural assistance

An example of the importance of Structural Fund support is the company “Altechna” which claims that it would not have undertaken the R&TD project on the creation of a laser prototype for creating the production line of solar cells (abbreviated as SELAS) if the EU Structural Assistance (or other financing source) had not been available. The ERDF contributed EUR 0.2 million to the project and it is expected that the project will commercialize in three years time (in 2012). Nevertheless, the company faced problems when absorbing the funding, in particular an inflexibility of the financing agencies when interpreting the purpose of the product. However, on a general level, “Altechna” evaluates the support positively.

Under the second priority of the Economic Growth OP (namely “The Improvement in Productivity and Business Environment”) 484 projects were signed (194% of the planned number). The output translated into EUR 44.2 million of private investments attracted. It is very important that the main beneficiaries here are private businesses that had been hit by the economic turmoil.

The fourth priority “The Fundamental Economic Infrastructure” covers both Environment and Energy and Transport policy fields. In transport 27 out of 35 planned instruments for the improvement in transport safety (in the sections of highest accident risk) and 773.9 kilometres of new roads build or reconstructed the old ones (66% of planned) have been implemented. Lithuania has been ranked among the highest in the European Union according to deaths of people in the car accidents but in the first quarter of 2010 the rate of road fatalities dropped by 33% as compared with the same period one year ago. Of course, the change cannot for sure be attributed to the road safety projects implemented since other factors played a role as well nevertheless the data are suggestive. The policy field Environment and Energy resulted 14% out of a planned 1,800 modernized thermal supply networks. As a result, 43,430 consumers enjoy an improved reliability and quality of the delivery (as against target of 300,000 consumers). Box 2 provides an example of the project supported in this field.

Box 2 – Renovation of thermal-lines in Gargždai region

“Klaipėda Energy“ has implemented the renovation of the old thermal-lines in the Gargždai region. Project manager of the company R.A. Atas confirmed that all objectives set were fully achieved (2 kilometers of lines were renovated and thermal loss in the lines decreased by 60%). Moreover, the project was implemented two years before the deadline set. The work was outsourced and R.A. Atas points out that the tender helped the contractor to maintain work places during the economic downturn. EU Structural Assistance amounted to EUR 0.29 million. The company suggests the Central Project Management Agency should shorten the evaluation procedure for administrative compliance and open the avenues for a faster realization of projects.

The development of trans-European transport networks falls under the 5th priority of operational programme for Economic Growth. This area requires heavy investments. So far the country has built or modernized 85.94 kilometres of TEN-T roads for cars, and implemented 4 out of 6 planned development projects for international airports. As a result an additional 430,000 passengers were served in 2009 with the number expected to rise to 1.6 million by 2013. This achievement is very important in the context of problematic air-transport situation in Lithuania. In 2009 the country’s national airline “FlyLal” declared bankruptcy and for a while the capital of Lithuania was left with no connection with the European airports. Existing ones in Kaunas and Palanga hardly met the international standards. So the active renovation and modernization of international airports has helped to regain the attention of travellers (with Ryanair intensifying its activities in Kaunas), diversify and improve the base of functioning airports and thus contributing to the tourism sector. Box 3 provides a good example of the importance of initiatives under this priority.

Box 3 – Construction of new passenger terminal at Kaunas

In 2007 and 2009 the public enterprise “Kaunas Airport” constructed and equipped a new two storey passenger terminal. EU Structural Assistance amounted to EUR 11.4 million, while the national funding was EUR 2.0 million and the company itself committed EUR 2.2 million. The aim of the project was to optimize the “Kaunas airport infrastructure so that it would meet the criteria of the Schengen Agreement. As a result, “Kaunas Airport” has secured the status of an international airport. It is essential to stress that the implementation of the project would not be possible without EU Assistance. The results have been quick to come: Kaunas airport can now provide services for two flows of passengers and thus they experience a considerable time savings in registration, obtaining baggage and flying time. Kaunas Airport has calculated that the ratio of benefits-to-costs of the project is equal to 1.8 which therefore can be regarded successful with a positive impact on travelers and tourism.

Cohesion Promotion Operational Programme

While the achievements under the Economic Growth Operational Programme are relatively significant and quantifiable they are minimal under the Cohesion Promotion Operational Programme. Only very limited results and outputs indicators are available.

Achievements in the territorial development policy field include the following:

- the number of complex projects³ for the development of problematic areas is 6 out of 200 planned with no results to date;
- improving the public services had significant activity and 49 entities providing health services were supported, with 52 projects from 75 initially planned and 3 of them are fully completed. As a result, 130,026 patients have experienced improved quality and accessibility of the services. This has important implications in terms of time savings, citizens' satisfaction with regards to general level of health system and its efficiency of it;
- the promotion of incoming and local tourism with the usage of local resources saw 15 projects contracted (and 3 already completed) with total of EUR 15.1 million of private investment which has been attracted. (See Box 4 for more information about the real projects undertaken.)

Box 4 – Improvement of private sector infrastructure

A good practice example here is “SPA Vilnius” which is developing its infrastructure and expanding the range of services it offers. 28 massage cabinets have been restored, and innovative amber aero-fit technology has been installed. The latter output is an interesting aspect of the project, as academic participants were involved (a doctor with PhD degree) and it is expected that this product will be patented and will be commercialized in the near future. In total the project required investments of EUR 1.7 millions, of which EUR 0.6 million were financed with EU support. While it is hard to distinguish the overall impact of the support on the attractiveness of the centre from other factors, the CEO V. Trinkūnas highlights increased competitiveness and the high number of visitors as evidence of the positive effect of the support.

- Finally, for the renovation and modernization of school and university building 10 projects were confirmed, yet so far no results are available.

In the area of environmental protection and awareness only two tasks have been addressed.

³ These are projects that involve multiple targets in order to resolve the issue of problematic territories. Mainly, the projects are complex in that they cover both the public infrastructure of the city in question, and the infrastructure needed for public gatherings and common activities (recreational infrastructure, entertainment, sports and culture, even inner-city transportation). So such projects are not covered by a single priority.

- One is water treatment and the development and renovation of disposal systems, where only 2 out of 220 planned projects have been implemented. No improvement has yet been experienced in this field.
- Another is the renovation of public buildings in order to increase energy efficiency. There the programme has been more successful with 40 projects signed. The first results soon appeared and an indicated 2.7 GWh of energy saved. The target is set at 1,000 GWh. (See Box 5 for more information.)

Box 5 – Renovation of public buildings

An example of the need to renovate public buildings is Žemynos gymnasium. It was built in 1983 and the efficiency of energy use before the renovation was well below the acceptable standards. After completing the project, the entity expects that the savings will amount to EUR 25,000 per year (or in energy terms, 0.7 GWh). The improvement will be not only monetary, but physical as well – the climate and working/studying environment will improve and it should positively affect the health of both students and teachers.

Territorial cooperation

Lithuania is involved in 6 programmes: Lietuva–Polska 2007–2013, Urbact II, Latvia–Lithuania, South Baltic Programme, Baltic Sea Region Programme 2007–2013, Interreg IVC. The objectives of the programmes are in line with national priorities (increase in competitiveness of the regions, fostering innovation creation and promoting social cohesion). In addition to this, special attention is drawn on the Baltic Sea together with strengthening social and economic ties between different nations. At the moment under the Latvia–Lithuania Cross Border Cooperation Programme 2007–2013 there are in total 40 projects running, but none of these is completed yet. Under the South Baltic Programme Lithuania is leading 2 projects which relate to economic competitiveness and attractiveness of the region. However, it is too early to see the results as none of the projects is completed. The same situation prevails in the cooperation programme between Lithuania and Poland (and the respective regions of each country) – 2 strategic projects have been launched (both in the security field), but have not been completed. A successful example in territorial cooperation is the Triple Jump programme involving Lithuania, Poland and Russia. The programme is a continuation from the previous programming period. In total 158 projects have been completed extending the scope of cooperation with infrastructure such as equipment for conferences, e-libraries, multicentres. In addition to this, the development of industrial zones in the regions was supported that are aimed at contributing to new investments. The projects also address cultural, energetic security, environment protection and other issues. The majority of them are classified as INTERREG

projects and benefited (and will do so) for the regions in energetic, economic, tourism, knowledge sharing and closer neighbourhood relationships.

SECTION 3 – EFFECTS OF INTERVENTION

A combination of slow implementation of the programme together with long-term perspective of many projects means that results at a macroeconomic level are expected to show up only in the future.

EU support has helped to combat the economic crisis although the contribution is hard to quantify. EU Structural Assistance made it possible for the companies to invest in projects that otherwise (if no external funding has existed) would not have materialized. The purpose of those projects is to increase the competitiveness of the companies and make it easier to survive and grow in the globalized market. The opening of credit sources not only helped to soften the negative impact, but also to address the issues for the future as well.

One of the most priorities, namely the fostering of innovation creation, has resulted in increased overall innovativeness of the country as measured by the European Innovation Scoreboard.

Arguably, a negative effect has been that EU support has not contributed to improving regional disparities. The problem is that the allocation of support accrues to already developed regions, while lack of a specific regional policy leaves the developing ones without the support needed. Here, it should be noted that even if relative regional disparities have worsened, the absolute quality of life has improved in nearly all regions.

SECTION 4 – EVALUATIONS AND GOOD PRACTICE IN EVALUATION

All evaluations carried out in the country follow the same steps: *ex ante*, *on going*, and *ex post* evaluations. *Ex ante* evaluations were done in year 2006 by independent experts at the operational programme level. *On going* evaluations can be subdivided into two categories: operational (which should improve the implementation process and targets whole OPs or specific instruments of it) and strategic (to monitor whether the projects implemented comply with national strategy). Finally, *ex post* evaluation assesses the effectiveness and impacts of implementation. All of the evaluations should comply with the main principles indicated in the Resolution for the Plan for Evaluation⁴. Those are proportionality, independence, partnership and transparency.

⁴ Plan for Evaluation was confirmed on the 15th of 2008. The document could be found at http://www3.lrs.lt/pls/inter3/dokpaieska.showdoc_l?p_id=313201

Only a few evaluations have been carried out for the 2007–2013 period and most of them rely on *ex-ante* predictions rather than real outcomes. During the three years (2008, 2009, 2010) the majority of evaluations come through the Technical Assistance OP. The main focus of evaluations so far is the usage of EU Structural Assistance at the general level, administrative capabilities, and information dissemination. Reports are prepared annually and the most influential documents here are 4 annual reports on Economic Growth, Development of Human Resources, Cohesion Promotion, and Technical Assistance OPs (the most up-to-date released for the 2008 year only), while the results of implementation are given in the National Strategic Report 2009.

Although the reports finished in 2006 and 2007 fall outside the current programming period, implicitly those years are of extreme importance, because influential *ex ante* insights, and more importantly, experience from 2004–2006 programming period was drawn. The main objectives of the reports covering 2004–2006 programming period are to assess the impact of the support (and quantify it) and provide relevant suggestions for the future.

The reports falling under the competency of specific Ministries are drafted according to a common framework: identification of the socio-economic tendencies prevailing at the time, positioning Lithuania in the EU context and pointing out the discrepancies (potential fields of convergence) and summing up the background information into SWOT analysis. The methodology usually involves desk research, interviews (interviewees usually being recipients of the support or representatives of administration), econometric and mathematical modelling of the situation, and case studies (practices of other EU countries). The most technically-difficult econometric model was applied when assessing the impact of EU Structural Support on GDP. The model was a modified version of the HERMIN and was adjusted to the specifications of Lithuania (the name was changed to the HERLIT model). The key effect was estimated to be a contribution of 2.1 percentage points to GDP growth in 2008 as a result of the support provided.

All evaluations quantify outputs of support provided by EU Structural Assistance and identify aspects of implementation procedures that should be improved such as improvements in the methodology of calculating indicators, narrowing down the priorities and responding to the changing macroeconomic situation.

Evaluations regarding the technical assistance policy field span all the OPs and are undertaken at a national level, ignoring the administering entity. The evaluations strive for optimization of the funds allocated, improvements in the quality of programming, pointing out the main priorities, improving the administrative capabilities. All these goals are addressed via extensive secondary data analysis and taking into account previous experience when dealing with EU Programming Period 2004–2006. Moreover, the majority of the projects applied SWOT analysis

to identify previous mistakes made and good steps taken together with possibilities in shaping future strategy. The final outcome was proposed changes in administrative structure, legislative changes, priorities identified. Administrative issues are usually regarded as creating unnecessary burden that should be minimized. Moreover, the overlapping functions should be abandoned, while gaps in some procedures need to be filled.

The annual reports on OPs assessed allocated financing, compliance of real actions with initial priorities drafted, and the existence of major projects planned. The reports are prepared to indicate whether the programmes are following the guidelines indicated in initial strategic documents and point out the necessary changes that should be made make the programmes more efficient, reliable and appropriate for addressing socio-economic issues. The National Strategic Report on the Implementation of EU Structural Assistance takes rather a descriptive approach and provides information about the main socio-economic indicators, while the main purpose is to assess the results achieved and consider the prospects for future support. The most up-to-date report (finalized in 2009) concluded that the same administrative burdens remain and in addition to this, turbulent economic situation constrained the implementation process.

The quality of evaluations has increased in line with experience accumulated from the previous programming periods. While the qualitative studies usually involve desk research, in-depth interviews, and surveys, the quantitative ones rely on econometric modelling.

There are issues related to the indicators used in evaluations. According to methodological guidelines, the indicators should be SMART (Specific, Measurable, Achievable, Reliable, and Timed). Yet, existing studies identified that the indicators are partially specific as they show the expected output on objectives or OPs level, but do not quantify the intermediate steps. Moreover, the criteria of being measurable is missing as some indicators lack a clear methodology of calculation or is inappropriate for the result being measured. Furthermore, reliability is challenged with 88% of all indicators admitted to be unreliable or only partially reliable. Reasons for this flaw are a lack of consensus on description of indicators and imperfect data collection procedure for calculation. Finally, timing is met relatively well, yet none of the targets set are expected to be achieved completely in line with the deadlines set.

At the most general level the biggest gap in evaluation remains the lack of any genuine counterfactual study of Cohesion Policy interventions in Lithuania.

Despite possible methodological flaws in the evaluations, the results revealed have proved useful and relevant as confirmed by the successful strategy drafted for the EU Programming Period in 2007–2013 that used many suggestions and recommendations from 2004–2006 experience.

Good practice

The research “The Most Effective Forms of the Use of EU Structural Assistance For Business Support⁵” provides an example of a well applied case study method which spans all EU countries. The study takes into account 10 targets of support and assesses the experience taken from previous programming period. This study features a great deal of information gathered on the experience of other countries. Moreover, the study relies not only on the absolute positioning of other countries, but makes comparisons with Lithuania and thus makes useful and relevant conclusions of where the country should move to foster the convergence to EU. Moreover, an extensive review of the legislative base and relevant infrastructure is provided. Lastly, the study is forward-looking and strives to quantify the social and economic benefits arising from the financing given.

SECTION 5 – CONCLUDING REMARKS – FUTURE CHALLENGES

Although Lithuania has managed to adapt its Structural Funds implementation to accommodate and respond to the economic crisis, problems and challenges remain to be overcome. These include the following:

- According to the Minister of Economy some companies have withdrawn or postponed their applications for EU funding because of the unfavourable economic conditions i.e. there is a lack of demand even when funding is available⁶. Perhaps economic recovery will reverse the trend.
- Applicants continue to complain about inflexible and not completely transparent administrative mechanisms⁷. To be more precise, the application procedure often takes more than a year. Moreover, after the initial submission of the application the candidate may no longer change any terms or conditions related to the project. Given the fast pace at which the enterprise environment is changing today, there should be more flexibility and freedom to update the projects submitted. However, as things stand such an update can lead to rejection of the project or a significant reduction in the funding.

⁵ Available at

http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Ataskaitos/BPD_vertinimo_ataskaitos/UM_37.pdf

⁶ See http://vz.lt/2/straipsnis/2010/09/23/Ukio_ministerija_paskirste_70_proc_paramos?RubricID=22220000-525f-44f8-aff5-000000000001

⁷ See the Report on the Transparency of EU Support allocation in Lithuania by Transparency International: http://www.transparency.lt/new/images/es_sf_knyga.pdf

- The transparency is an issue at the project evaluation stage. The applicants point out that criteria are not specific and clear enough, while sensible motivation for rejection or acceptance is not provided.
- Other problems on the administrative side include failure to deliver on time documents related to strategic plans and regulations and lack of expertise on the part of both project applicants and of evaluators.
- Lastly, one can challenge the relevance and the level of specificity of the priorities pursued. For example, the emigration problem is a current topic of debate. However, none of the instruments or priorities targets this problem directly.

In practice many of the programme evaluations carried out point to the problems listed above. However, two implications follow: firstly, the conclusions of the evaluations have not yet been sufficiently taken into account when drafting future strategic steps. Secondly, or more realistically, the evaluations in practice do not propose the concrete changes that need to be made. Thus the lack of clear focus and of precision in indicators and evaluation continue to constrain the effectiveness of Cohesion Policy.

REFERENCES

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- **National-wide evaluations across OPs**

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INTERVIEWS

People from the following organisations have been contacted:

- Altechna Ltd
- JSC “Klaipėda Energy”
- Central Project Management Agency
- CEO of “SPA Vilnius”

TABLES

See Excel file for Tables 1, 2 and 3

Table 1: Regional disparities and trends

Table 2: Macro-economic developments

Table 3: Financial allocation by main policy area

Annex Table A – Absorption of EU funds (last updated at 31st of July, 2010)

Operational Programme/Priority	Fund	Total financing allocated (EUR million) (A)	Number of projects contracted	Financing allocated for the projects (EUR million)	Financing disbursed (EUR million) (B)	Share of financing disbursed to the financing allocated (B)/(A)
According to all OPs		6775.49	3181	3700.80	1276.76	18.84%
Economic growth		3098.85	1194	1711.75	750.82	24.23%
Priority 1: Research and development for competitiveness and growth of the economy	ERPF	534.19	219	296.22	21.85	4.09%
Priority 2: Increasing business productivity and improving environment for business	ERPF	605.53	732	473.73	325.06	53.68%
Priority 3: Information society for all	ERPF	240.09	62	115.77	20.89	8.70%
Priority 4: Basic economic infrastructure	ERPF	586.76	145	391.85	204.74	34.89%
Priority 5: Development of Trans-European Transport Networks	CF	1087.47	27	419.45	174.54	16.05%
Priority 6: Technical Assistance	CF	44.82	9	14.73	3.74	8.33%
Cohesion promotion		2648.33	1062	1467.72	386.05	14.58%
Priority 1: Local and urban development, preservation of cultural heritage and protection of nature and its adaptation to development of tourism	ERPF	845.78	316	457.66	178.07	21.05%
Priority 2: Quality and availability of public services: health care, education and social infrastructure	ERPF	629.61	273	330.23	65.40	10.39%
Priority 3: Environment and sustainable development	CF	1128.12	459	666.46	139.73	12.39%
Priority 4: Technical assistance	CF	44.82	14	13.37	2.84	6.34%
Technical assistance		93.29	31	31.80	14.24	15.26%
Priority 1: Technical Assistance	CF	93.29	31	31.80	14.24	15.26%

Source: www.esparama.lt

Annex Table B – Measures for the Operational Programme for Economic Growth

Economic growth	
Priority 1: Research and development for competitiveness and growth of the economy	Development of high-level science centers and competence centers
	Creation of a national open-access scientific communication and information centre
	Strengthening of a general infrastructure of science and studies
	Creation of infrastructure for extending and spreading knowledge of research, technologies and innovation
	Idea LT
	Intellect LT
	Intellect LT+
	InnoCluster LT
	InnoCluster LT+
	InnoAbilities LT-1
	InnoAbilities LT-2
Priority 2: Increasing business productivity and improving environment for business	Leader LT
	E-Business LT
	Process LT
	New Opportunities
	Invest LT+
	Assistant-2
	Assistant-3
	Holding Funds
	Partial financing of loan interest
	Guarantee fund
	Invest LT
Priority 3: Information society for all	Electronic government services
	Electronic democracy
	Intelligent management systems
	Electronic democracy for regions
	Interoperability
	Electronic learning services
	Electronic government services for regions
	Promoting the development of digital television
	Electronic health services

	Electronic health services for regions
	Broadband electronic communications networks
	Lithuanian culture in the information society
	Lithuanian language in the information society
Priority 4: Basic economic infrastructure	Modernization and development of electricity transmission system
	Modernization and development of natural gas transmission system
	Modernization and development of electricity distribution system
	Modernization and development of district heating system
	Improvement of road and railway network by improving traffic safety and reducing negative impact
	Improvement of technical parameters in roads and railways of state importance
	Modernization and development of municipal transport infrastructure
	Improvement of conditions for regional navigation, and extension of passenger service capacity
Priority 5: Development of Trans-European Transport Networks	Increase of Trans-European road transport infrastructure throughput and improvement of technical parameters
	Modernisation and development of Trans-European railway lines, creation of necessary infrastructure for establishment of Public logistic centre ("freight villages") network
	Development of freight and passenger infrastructure in Klaipeda State Seaport
	Extension of passenger terminals, implementation of flight safety and aviation security measures at international airports
	Implementation of traffic safety infrastructure, construction of bypass roads
Priority 6: Technical Assistance	Efficient functioning of the system of management and control of EU structural assistance
	Information and publicity
	Evaluation of the EU Structural Assistance

Source: www.esparama.lt

Annex Table C – Measures for the Operational Programme for Cohesion Promotion

Cohesion promotion	
Priority 1: Local and urban development, preservation of cultural heritage and protection of nature and its adaptation to development of tourism	Holding fund for renovation of multi-family residential buildings
	Promotion of renovation of multi-family residential buildings
	Development of regional centres of economic growth
	Development of problem territories
	Renovation of blocks of flats by primarily increasing the efficiency of their energy consumption
	Development of subsidised housing and enhancing of its quality
	Creation of pre-conditions for a more rapid diversification of economic activities in rural areas
	Development of infrastructure for ecological (cognitive) tourism, active recreation and health improvement
	Integrated adaptation of public immovable cultural heritage objects for tourism needs
	Nationally important tourism projects
	Development of tourism information services and infrastructure and promotion of tourism marketing
	Development of public tourism infrastructure and services in the regions
	Determination of water protection and management measures
	Protection of biodiversity and landscape
	Assessment of negative effects of polluted territories
	Improvement of the state of water bodies
	Management of the Baltic Sea coast
	Management of the past pollution
	Strengthening environmental monitoring, control and prevention capacities
	Establishment and development of environmental awareness system
Implementation of environmental awareness measures	
Priority 2: Quality and availability of public services: health care, education and social infrastructure	Reduction of morbidity and mortality of cardiovascular diseases
	Renewing infrastructure of health care institutions from immediate aid from traumas
	Renewing infrastructure of emergency medical service and institutions of urgent health care aid
	Early diagnostics of oncological diseases and complete treatment
	Establishment of mental day centres of complex help to child and family
	Modernization of stationary psychiatry
	Modernization of infrastructure of mental health care services monitoring
	Establishment of mental day centers
	Establishment of crisis intervention centers
	Development of ambulatory, supporting treatment and nursing services and optimization of stationary services

	Development of infrastructure of public health care services in municipalities
	Investments towards the infrastructure of public ambulatory stationary services, provided by private health care establishments
	Application and updating of technologies and the infrastructure of natural sciences and arts teaching in comprehensive schools
	Renovation and development of universities' infrastructure
	Renovation of university hospitals' infrastructure and its application to studies
	Establishment of universal multifunctional centres in rural area
	Modernisation of adult education institutions
	Investments in pre-school education establishments
	Development of the infrastructure of professional orientation system
	Development of the infrastructure of the network of public libraries located in comprehensive establishments
	Reconstruction of special schools, establishment of methodical centre
	Reorganization of specialized schools, establishment of methodological centers
	Modernisation of comprehensive schools
	Development of vocational training infrastructure
	Renovation and development of colleges' infrastructure
	Colleges' infrastructure for studies
	Higher schools' infrastructure for studies
	Universities' infrastructure for studies
	Development of the infrastructure of state universities
	Strengthening of the basis of expert basic and secondary education institutions
	Development of the infrastructure of non-public comprehensive schools and public comprehensive schools which carry out programmes of artistic education
	Modernisation of Infrastructure of Territorial Labour Exchanges of the Lithuanian Labour Exchange
	Development of Infrastructure of Non-Institutional Social Services
	Development of Institutions Providing Services (including Vocational Rehabilitation) for the Disabled
Priority 3: Environment and sustainable development	Renovation and development of water supply and wastewater management systems
	Set-up of waste management system
	Development of waste management system
	Installation of air pollution control and monitoring systems in large energetic enterprises
	Increase of energy production efficiency
	Use of renewable energy sources for energy production
	Renovation of public buildings on national level
	Renovation of public buildings on regional level
	Projects for renovation of public buildings, which conform to SPD measure 1.2 quality selection criteria

Priority 4: Technical assistance	Efficient functioning of the system of management and control of EU structural assistance
	Information and publicity
	Evaluation of the EU Structural Assistance

Source: www.esparama.lt

Annex Table D – Measures for the Operational Programme for Technical Assistance

Technical assistance	
Priority 1: Technical Assistance	Establishing a system for the administration of the EU structural assistance and ensuring its proper functioning
	Information and publicity
	Evaluation of the EU Structural Assistance

Source: www.esparama.l

Annex Table E – Evaluations carried out in 2010**Ongoing evaluations drafted in year 2010**

Operational Programme	The Content	Purpose	Deadline
Cohesion promotion	Evaluation of the impact of EU structural assistance 2007–2013 for health system reforms	To ensure the effectiveness and continuation of EU Structural Assistance for the period and evaluate the compatibility of health system reforms together with the use of support and its impact.	1q, 2011
Technical Assistance	Evaluation of financing disjunctions in order to avoid double financing	To assess the implementation of OPs and evaluate the financing disjunctions among EU Structural assistance, national financing, priorities and instruments.	1q, 2011
Technical Assistance	Evaluation of the EU Structural Assistance for implementation of Baltic Sea Strategy	To evaluate the contribution of OPs to the implementation of Baltic strategy, to join the implementation	2q, 2010
Technical Assistance	Evaluation of the EU Structural Assistance for implementing the partnership principle	To improve the usage of EU Structural Assistance and implementation of OPs, to evaluate the applicability, efficiency, benefits, and impact of partnership.	3q, 2010

Continuing evaluations drafted in year 2010

Operational Programme	The Content	Purpose	Deadline
Cohesion Promotion	Evaluation of applicability and effectiveness regarding the indicators of operational programme	To improve the implementation of the OP with appropriate and effective methodology for evaluating the output	1q, 2011
Cohesion Promotion	Evaluate the effectiveness of renovation activities undertaken concerning private buildings	To improve the implementation of the renovation using EU Structural Assistance and comply it with other financing sources available	1q, 2011
Cohesion Promotion	Evaluation of the effectiveness and financing opportunities for cooperation between enterprises and academic entities	To improve the usage of EU Structural Assistance	1q, 2011
Cohesion Promotion	Evaluation of the instrument “Development and renovation of systems for water supply and water wastes”	To improve the effectiveness of EU Structural Assistance regarding this instrument	1q, 2011
Development of Human Resources	Evaluation of the effectiveness in implementing projects financed by ESF	To improve the effectiveness of the projects	2q, 2011
Development of Human Resources	Evaluation of quality and effectiveness regarding the trainings financed	To improve the implementation of the programme	2q, 2011

Operational Programme	The Content	Purpose	Deadline
Development of Human Resources	Accomplish the mid-term evaluation of operational programme	To improve the implementation of the 4 th priority of the OP	3q, 2011
Economic Growth	Evaluation of coordination of financing provided for business sector and national support from various financing sources	To improve the instruments for economic promotion	1q, 2011
Technical Assistance	Evaluation of the usage of EU Structural Assistance in 2007–2013 for the implementation of OPs	To optimize the usage of EU Structural Assistance via evaluating the OPs	4q, 2010
Technical Assistance	Evaluation of information provided about EU Structural Assistance	To improve the plan of information dissemination	2q, 2011
Technical Assistance	Evaluation of the administrative system for the loan from European Investment Bank	To improve the administrative system for EU Structural Assistance according to insights drawn from administrative experience of EIB conditions	3q, 2010
Technical Assistance	Evaluation of the implementation of environmental restrictions	To improve the usage of EU Structural Assistance	
Technical Assistance	Mid-term evaluation of the activities undertaken by the Ministry of Education under the OPs for year 2007–2013.	To improve the quality, effectiveness and continuation of the programmes devoted for education and science, be accountable for the European Commission and other interested parties.	1q, 2011

Source: www.esparama.lt

Annex Table F – Evaluations carried out in 2009**Evaluations drafted in 2009**

Operational Programme/Priority	The Content	Purpose	Results
Cohesion Promotion	Determination and calculation of the monitoring indicators of Cohesion Promotion OP instruments “Informing society about the creation and development of environmental systems” and “Informing and educating society about the implementation environmental instruments”.	To improve the monitoring of instruments of OPs administered by the Ministry of Environment, evaluate and quantify the initial situation of indicators, prepare the methodology for evaluation,	Report with recommendations and conclusions regarding the evaluation provided.
Economic Growth/6 th priority	Evaluation of the appropriateness of legal and institutional systems coordinating the control and establishment of financial engineering instruments with the financing from EU Structural Assistance.	To improve the legal and institutional system after evaluating the existing one and its appropriateness for providing the financial engineering instruments for SMEs development	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Qualitative and quantitative evaluation of the tasks completed using GPD Assistance in 2004–2006.	To improve the implementation of the projects supported by EU Structural Assistance and monitoring of it.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of the GPD instruments 4.8, 4.9 and 4.10 and their impact on fishery sector	To improve the implementation of the projects supported by EU Structural Assistance and monitoring of it via evaluating the impact of instruments on fishery sector	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of the economic sectors financed with EU Structural Assistance which fall into the Ministry of Economy competence area. (1 st stage)	To improve the implementation of the projects supported by EU Structural Assistance which fall into the ministry of Economy competence area in order to create proactive administrative system and evaluate the programme in the light of changing economic situation.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Research on mortality from heart and blood–vessels diseases in regions receiving support	To improve the usage of EU Structural Assistance and accountability for it via evaluating the effects of GPD on health system, analyze the effects of GPD instrument 1.4 on mortality from heart and blood–vessels diseases in regions receiving support	Report with recommendations and conclusions regarding the evaluation provided.

Operational Programme/Priority	The Content	Purpose	Results
Technical Assistance	Evaluation of the GPD programmes administered by the Ministry of Education	To improve the usage of EU Structural Assistance and accountability for it via evaluating the effects of GPD on education sector and ensure the continuation of the activities and results of it.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of the appropriateness and effectiveness of the planning of national projects while implementing the programmes financed by EU Structural Assistance.	To improve the planning of national projects financed by EU Structural Assistance, to evaluate the appropriateness and effectiveness of Development of Human Resources OP 4 th priority "Strengthening of Administrative Capacities and Improvement in Public Administration" as well as Technical Assistance OP instrument "Evaluation of EU Structural Assistance" and its appropriateness and effectiveness.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of the ongoing indicators appropriateness according to OPs financed by EU Structural Assistance 2007–2013	To improve the targeting of the indicators of the OPs for year 2007–2013, evaluate whether the indicators comply with the targets set in the strategy for use of EU Structural Assistance	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of special application criteria for EU Structural Assistance	To improve the employment of special application criteria for the EU Structural Assistance, evaluate the existing special criteria, their appropriateness and scope after analyzing the Development of Human Resources OP in detail and assess whether the assumptions made to select the projects are relevant.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Evaluation of the planning and implementation effectiveness of regional projects	To improve the system of regional projects planning and implementation, undertake the evaluation of effectiveness aid prepare a methodology for further evaluations.	Report with recommendations and conclusions regarding the evaluation provided.
Technical Assistance	Strengthening the evaluation capabilities for monitoring the EU Structural Assistance.	To strengthen the evaluating capabilities in Lithuania while implementing the instruments pointed out in the strategy for a proper use of EU Structural Assistance	Instruments implemented when strengthening the capacities of evaluation of EU Structural Assistance: seminars, methodological materials, instruments for information dissemination.

Source: www.esparama.lt

Annex Table G – Evaluations carried out in 2008

Evaluations drafted in 2008

Operational Programme/Priority	The Content	Purpose	Results
Cohesion Promotion/1 st priority	Calculation of the indicator regarding the 2 nd objective under 1 st priority (amount of private investments attracted).	To assess the initial situation in order to ensure a high-quality monitoring	1. Methodology created; 2. Initial situation regarding private investments attracted quantified.
Development of Human Resources/4 th priority	Assessment of the implementation indicators.	To determine the initial situation of the indicators regarding the 4 th priority of OP and ensure a high-quality monitoring	1. Methodology for determination provided; 2. Quantification of the initial indicators and analysis given.
Development of Human Resources/5 th priority	Evaluation of the situation, effectiveness and outputs of EU Structural Assistance in 2007–2013 regarding the projects of social integration for people who are at risk level.	To evaluate the services for social integration and seek for more effective and focused usage of EU Structural Assistance 2007–2013.	1. Analysis about socially vulnerable people and their needs provided; 2. Information and analysis about social integration instruments and services provided; 3. Results, effectiveness and recommendations regarding the quality of the services applied provided.
Economic Growth/3 rd priority	Evaluation of the results compared to initial targets set.	To evaluate the level of achievements in 2008.	Report about the achievements prepared
Economic Growth/6 th priority	Calculation of the indicators for the programme implementation	To assess the initial indicators of particular indicators and ensure a high-quality monitoring of implementation	1. Methodology for evaluating initial indicators compiled; 2. Initial analysis and quantification of initial indicators done.
Technical Assistance	Evaluation of the EU Structural Assistance usage for implementing priorities of Lithuanian development in year 2014–2020.	To assess the tendencies in development of the economy of Lithuania and provide suggestions for priorities after 2013 for implementing the projects in 2014–2020 successfully.	1. Priorities for Lithuania after 2013 identified; 2. Recommendations and suggestions for the fields that would be worth targeting in 2014–2020 provided.
Technical Assistance	Evaluation of the EU Structural Assistance impact on GDP	To assess the impact of EU Structural Assistance impact on GDP taking into account the effects of the General Programming	1. Prepare a report on dynamics of Lithuanian economy and the impact of EU Structural Assistance on GDP;

Operational Programme/Priority	The Content	Purpose	Results
		Document for period 2004–2006. improve the plan of information dissemination	2. Series of seminars for presenting the results of evaluations and recommendations provided.
Technical Assistance	Evaluation of the compliance of EU Structural Assistance according to GPD with national and EU strategic documents.	To assess the compliance of EU support with national and EU strategic documents and other financing sources.	1. Analysis of the level of compliance as well as the extent to which the results of EU financing contributed to achieving national and EU strategic goals done; 2. Recommendations and methodological suggestions on improvement of EU Structural Assistance provided.
Technical Assistance	Evaluation of regional dimension regarding the effectiveness of implementation.	To create an appropriate methodology for evaluating the regional dimension and effectiveness of implementation	Methodology created.
Technical Assistance	Evaluation of the impact regarding the GPD instrument 3.3 "Development of IT Services and Infrastructure".	To evaluate the impact of the instrument for the information sector of Lithuania and provide recommendations for better and more focused use of EU Structural Assistance in 2007–2013.	1. Results of instrument and impact assessed; 2. Conclusions and recommendations for EU Structural Assistance drawn.
Technical Assistance	Evaluation of the GPD impact on the transport sector.	To finalize the evaluation of the 1.1 instrument under the 1 st priority of GPD .	1. Final evaluation and conclusions regarding the use of EU Structural Assistance in 2004–2006 provided; 2. Evaluation of the impact (regarding the 1.1 instrument) on the transport sector drawn; 3. Presentation of the evaluation organized; 4. Publication summarizing the evaluation done
Technical Assistance	Evaluation of initial indicators for all OPs and instruments.	To evaluate the initial situation for all the programme priorities and instruments carried out by the Ministry of Education and ensure a high-quality monitoring.	1. Methodology for assessing initial indicators drawn; 2. Initial situation analyzed and quantified; 3. Recommendations regarding the usage of data collected provided.
Technical Assistance	Development of the abilities and competencies of the working group for the coordination of	To form the evaluating and assessing skills and disseminate information about evaluation	1. The plan for improvement of qualifications drafted;

Operational Programme/Priority	The Content	Purpose	Results
	evaluations carried.		2. The study of demand and supply of evaluation done; 3. Events for the publication of results organized; 4. Annual evaluation conference organized.

Source: www.esparama.

Annex Table H – Outputs and results

OPERATIONAL PROGRAMME FOR ECONOMIC GROWTH		
PRIORITY 1		Total
Output	Number of the projects for development of RTD base	9
	Number of RTD projects	0
	Number of RTD projects (research activities in enterprises)	173
	Projects for the improvement of RTD environment	0
Result	Amount of private investments attracted (millionsof EUR)	7.2
	Number of new technological enterprises	0
	Number of functioning research centers that were established	2
	Number of work places created in RTD	0
	Number of partnership agreements between research institutions and SMEs	0
PRIORITY 2		Total
Output	Number of projects for the improvement in business productivity in SMEs	606
	Number of projects for the improvement in business environment	6
	Number of SMEs supported with financial engineering instruments	370
	Size of the area prepared for investments (ha)	0
Results	Amount of private investments attracted (millions of EUR)	44.32
	Number of enterprises operating in the business incubators supported with EU Structural Funds	0
	Number of private investments attracted with financial engineering instruments	0.65
PRIORITY 3		Total
Output	Number of interactive electronical public services supported	30
	Number of the projects for the development of e-business	0
	Number of cities and villages connected to the broadband network	0
	Number of projects related to security issues	0
Result	Increase in the share of inhabitants visiting the webssite of public institutions (reference point being 2005)	8
	Increase in the share of business entities providing the goods or services on Internet	0
	Increase in the share of inhabitants who have the possibility to become the consumers of broadband Internet services (reference point being 2005)	0
	Decrease in the share of Internet users who encounter with security problems	0
PRIORITY 4		Total
Output	Number of newly gasificated areas	0
	Networks of thermal supply modernized (km of single pipes of 100 mm diameter)	51.3
	Number of instruments installed for safer traffic and environment in higheraccident zones	27
	New roads built or old ones renovated (roads of national importance which are not classified as TEN-T network, km)	678.3
	New railways built or old ones reconstructed (km)	0
	Number of new docks built or old ones reconstructed	0
Results	Additional number of natural consumers reached due to network expandend	0
	Number of thermal energy consumers for whom the quality and reliability of supply increased	54,540

	Number of "black spots" reduced	0
	Time saved when carrying the cargos via the reconstructed railways (millions of hours)	0
	Average amount of ships served per year	0
PRIORITY 5		Total
Output	New TEN-T network roads built or the old ones reconstructed (km)	95.61
	New TEN-T network railways built or the old ones reconstructed (km)	0
	New quays built or old ones reconstructed (m)	0
	Number of projects implemented	4
	Roads built or reconstructed (km)	0
Result	Increase in the carriages via the TEN-T roads (millions of tons)	0
	Increase in the number of passengers using the ro-ro, ro and PAX ships (thousands of passengers)	0
	Number of additional passengers catered for (millions)	0.43
	Time saved (millions of hours)	0
PRIORITY 6		Total
Output	Number of public officials working in the field of the implementation of operational programme for Economic Growth who improved their qualification at least once per year	99
	Number of informative initiatives implemented (advertisement campaigns, conferences, series of seminars, webpages, etc.)	2
Result	Number of public officials working in the field of the implementation of operational programme for Economic Growth who have improved their qualification and are working in the field more than 1 year	23
	Potential beneficiaries who know about structural assistance for the economic growth (percents)	not reported

Source: Annual Implementation Report for the Operational Programme of Economic Growth (for year 2009)

Annex Table I – Outputs and results

OPERATIONAL PROGRAMME FOR COHESION PROMOTION		
PRIORITY 1		Total
Output	Number of blokchouses renovated	0
	Number of projects fostering regional economic growth centres and integrated urban development	27
	Number of projects for the complex development of problematic territories	10
	Number of projects for the development of the infrastructure for the improvement of entrepreneurship in rural communities and public space.	11
	Number of projects	15
	Number of protected territories where tourists centers and visual information systems are present.	2
Results	Improvement in the efficiency of the consumption of energy in blockhouses (in percentage terms)	0
	Annual improvement in the index of material investments per head in regional centers for economic growth compared to the national level	*
	Amount of private investments attracted (millions of EUR)	15.1
	Number of new work places created	
	1) men	0
	2) women	0
	Increase in the share of protected territories where visiting with no harm for environment is possible (percentage points)	6
PRIORITY 2		Total
Output	Number of beneficiaries (institutions providing health services)	53
	Number of projects (health security)	52
	Number of projects	19
	Number of buildings built or reconstructed or the ones in which infrastructure was renewed (in professional education, national employment provision centers)	10.91
	Number of buildings built or reconstructed or the ones in which infrastructure was renewed (in the centers providing social services and services for people with disabilities)	1.84
Result	Number of patients for whom the quality of health services increased	154,317
	Number of beneficiaries of direct support from the investments into educational infrastructure 6 months after the end of the project	46,248
	Number of persons (students, lecturers, unemployed, economically inactive) who will receive a direct support from the national investments into professional education and state employment	0*
	Number of disabled, socially excluded persons who will receive a direct support from the national investments into non-stationary social services	0*
PRIORITY 3		Total
Output	Number of places with water and supply or/and sewerage systems renovated or established	4
	Number of rubbish dumps closed or modernized	0
	Number of main energetic objects modernized Modernizuotų didžiųjų energetikos objektų skaičius	0
	Number of public buildings renovated in terms of energy savings	66.53

Result	Increase in the share of inhabitants who use the centralized sewerage systems (percentage points)	0
	Increase in the share of rubbish dumps that meet the criteria of EU (percentage points)	4
	Decrease in the concentration of SO ₂ in gases exhausted by the main objects modernized which burn fuel (mg/Nm ³)	0
	Decrease in the concentration of No _x in gases exhausted by the main objects modernized which burn fuel (mg/Nm ³)	0
	Decrease in the concentration of solid parts in gases exhausted by the main objects modernized which burn fuel (mg/Nm ³)	0
	Amount of energy saved in modernized public buildings (GWh)	2.81
PRIORITY 4		Total
Output	Number of public officials working in the field of the implementation of operational programme for Promotion of Cohesion who improved their qualification at least once per year	185
	Number of informative initiatives implemented (advertisement campaigns, conferences, series of seminars, webpages, etc.)	2
Result	Number of public officials working in the field of the implementation of operational programme for Promotion of Cohesion who have improved their qualification and are working in the field more than 1 year	134
	Potential beneficiaries who know about structural assistance for the promotion of cohesion (percents)	64
* data for year 2008 will be available during the 3rd quarter of 2010, and in 2011 for year 2009		

Source: Annual Implementation Report of the Operational Programme for the Cohesion Promotion (for year 2009)