

Country Reforms Matrix - Lithuania

Lab	Theme	Policy Name/Concept/Leading Institution	Policy description
Lab 1 - Voice	Engaging citizens	State progress strategy Lithuania2030	<p>The Lithuania2030 policy document provides long-term goals oriented towards increasing the economic and social success of Lithuania. The policy states that systematic and effective citizen engagement in the political processes is greatly important to promoting transparency and openness. The Office of the Government plays an active role coordinating the implementation process of this strategy.</p> <p>Lithuania2030 was derived from consultations with government authorities, business and academic leaders, community groups, and prominent public figures. Civil society played an active role in the development of this policy document, participating in the National Day of Ideas across the country. More than 100 discussions and 1,000 proposals fed back into drafting the strategy.</p>
		State Progress Council and the Open Progress Forum	<p>The State Progress Council and the Open Progress Forum were two key platforms that unite a variety of stakeholders to ensure an inclusive process for drafting and implementing the Lithuania2030 strategic goals. The State Progress Council has held six Open Progress Forums with over 2,500 participants where proposals for policy improvements were heard.</p>
		My Government portal	<p>In 2015, the portal 'My Government' was created which has different tools to increase communication between government and society. The site offers a two-way participation portal, allowing citizens – both domestically and while living abroad – to comment on policy development, issues, topics and propose e-petitions. The next phase of development will enhance these e-democracy tools, introduce a common methodology for public consultations, and broader communication campaigns.</p>
		Law on the Basics of Legislation	<p>The Law on the Basics of Legislation (2012) set the general requirements for transparency and public consultation in law-making, including the requirement to publicly draft laws online and receive comments.</p>
		Law on Public Administration	<p>The Law on Public Administration requires that all public organisations conduct annual surveys to assess public opinions about services provided.</p>

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		Draft Recommendations on Service Standards	The Draft recommendations on Service Standards have been prepared for public administrations. This provides practical instructions on how to prepare citizens' charters, set service standards and evaluate performance. In addition, a set of example performance indicators were created and agencies were encouraged to adopt them as part of their strategic documents. This will help them monitor their agencies for quality of service.
	Establishing partnerships		
	Integrating groups		
	Using ICTs	State progress strategy Lithuania2030 and e-democracy projects	Social media, the site lietuva2030.lt and other online platforms allowed for two-way communication with citizens in the process of drafting the Lithuania2030 strategy . Also different e-democracy initiatives are being implemented at the municipal level, which increased the openness and transparency of the activities of local self-government institutions.
	Involving citizens	e-Government Gateway	Citizens can access all services through a single access point – the ' e-Government Gateway .' Also, there is a possibility to evaluate the quality of the services and monitor the accessibility level of them.
Lab 2 - Design	Utilizing a mix of policy instruments	Policy documents and strategic management	The government is developing the legal and policy framework to modernize the public administration, improve efficiency, increase accountability, and engage citizens . The long-term strategies of Lithuania 2030, the National Progress Programme 2014-2020, and the Public Governance Improvement Programme, all acknowledge the importance of developing active citizen participation in policy-making and service delivery. The government continuously optimizes strategic planning systems to build clear linkages between strategic planning documents, directing all strategies towards achieving long-term goals. Also it was an important task to achieve coherence between strategic planning and budgeting cycles.
	Using joined-up government	Annual government priorities	The annual government priorities have been reformed three times in the last 15 years. The most recent reform mixes top-down and bottom-up approaches and links priorities to the strategic plan and other strategic documents. The Office of the Government coordinates these priorities, and is responsible for monitoring and evaluating its success.
	Fostering a whole-of-government approach	Reduce Administrative Burden	Significant attention has been put towards reducing administrative burden and increasing the quality of strategic planning documents. The strategic planning process has been simplified, using one report so that institutions are held accountable to performance management results.

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		Office of Government	<p>Quality assurance procedures have been established whereby the Office of the Government is responsible for compliance and content scrutiny for sector strategies. In addition, the Office conducts systematic evaluations of the functioning of the strategic system in order to identify gaps and areas of improvement.</p> <p>The Office of the Government is also responsible for co-ordinating the Commission for the Improvement of Public Management. Chaired by the Chancellor of the Government and consisting of member from the public sector and independent experts, the Commission seeks to simplify administrative procedures and streamline public administration. It aims to achieve an efficient and transparent, society-oriented public administration.</p>
	Engaging with innovative practices	Priorities of the Government	<p>The priority activities of the government and its current public administration reform strategies focus on efficiency, openness, quality, strategic thinking and digitization of public administration. There is no single strategic document on public sector innovation, but the government has established multiple mechanisms to strengthen communication and cooperation with the society and make more efficient public governance decisions.</p>
Lab 3 - Delivery	Strengthening the civil service	Civil Service Law	<p>The draft Civil Service Law (2015) introduces reforms in the area of human resource management (HRM). This reform institutes a competency model for civil servants, providing a single system for skills, performance evaluation, training, career planning and other elements for all HRM processes. The reform also addresses senior civil servants, instituting similar core competencies, training requirements and a new pay scale to increase transparency, coherence and efficiency.</p>
		New civil servants selection system	<p>In 2013, a new selection system for civil servants was introduced based on best practices observed in other European countries and public administrations. This reform institutes a merit-based hiring practice and develops a new Public Service Information System Selection Module. The module allows citizens to apply for jobs, provide documents and take generic skills tests online or on the government e-portal.</p>
	Building a diverse & inclusive civil service		
	Building trust in government		
	Reaffirming the core values in the public service	Civil servant competency model	<p>The draft Civil Service Law defines civil servant competency model. This model provides an opportunity for developing personnel in a targeted manner, so that it complies with the main values, mission, and key functions of civil service. The competencies are closely linked to the mission of civil service and the main principles of the code of conduct for civil servants and duties of them</p>

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			set in the Civil Service Law.
Lab 4 - Accountability	Establishing gender balance in the civil service	Gender balance	Lithuania has equal opportunity conditions to encourage gender balance . Currently, 70 percent of the civil service is female and women hold more than one-third of senior management positions.
	Developing a coordinated government-wide evaluation system	Priority Legislative Initiatives	The Office of the Government coordinates the strategic management system as well as the impact assessment system and the annual legislative programme preparation process. They recently enhanced the impact assessment system. Every year, the Office of the Government approves a List of Priority Legislative Initiatives , based on proposals from ministries and in line with government priority documents. After approval, the sponsoring ministries have to prepare the initiatives and the impact assessment.
	Strengthening performance management	Strategic Planning Reform	The strategic planning system was reformed between 2008-2010 to strengthen accountability and develop a robust performance management system. Coordinated by the Office of the Government, several reforms were implemented to a cross-government, results-based performance management system. This shifted the focus away from procedures and tasks, moving towards a system evaluated on policy content and expected end results.
		Monitoring Information System	In 2011, a government-wide approach to emphasize political leadership, strategic thinking and eliminate administrative burden was implemented . Concrete actions were taken to reduce the number of strategic documents, connect strategic documents to evaluation, and develop a set of Key Performance Indicators. In 2011, the centralised Monitoring Information System (SIS) was introduced. This IT tool automatically delivers performance data, supports cross-sectional analysis, and offers a single access point for performance information on all planning documents. This system also makes possible the linking of performance indicators to several documents and activities. This system is used by all institutions accountable to government and is updated quarterly. It uses a 'traffic light' system to show the progress towards goals.
	Identifying what works	Mechanisms for public governance improvement	There is a practice to implement and use different mechanisms for public governance modernisation in order to test which systematic decisions could be taken in this area.

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	Utilising policy and programme experimentation/piloting	Law on Cash Social Assistance for Poor Residents	<p>In 2011, the Law on Cash Social Assistance for Poor Residents was adopted in an attempt to increase the motivation for working aged people to integrate into the labour force and long-term dependency on social assistance, the risk of the poverty trap, the possibility to abuse cash social assistance and ensure the assistance is going to those who need it. The law created two models: as a state-funded program administered by municipalities and as an independent municipal program in five pilot municipalities. For the pilot municipalities, funding would be provided from their own municipal budgets but they could cooperate with communities, NGOs and other stakeholders to provide the cash social assistance more efficiently and accurately. As a result of the pilot, in 2015 they implemented the independent municipal function program in all municipalities.</p>