European Commission

Study on the extent to which and how Member States used the ESF and the ERDF in the programming periods 2007–2013 and 2014–2020 to support their justice system

Member State Chapter - Lithuania

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Contents

List of abbreviations

Abbreviation in English (as used in the report)	Full name/title in English	Full name/title in original language
AIR	Annual Implementation Report	Metinė įgyvendinimo ataskaita
CF	Cohesion Fund	Sanglaudos fondas
ERDF	European Regional Development Fund	Europos regioninės plėtros fondas
ESF	European Social Fund	Europos socialinis fondas
Ex-ante	Ex-ante evaluation	Išankstinis vertinimas
Ex-post	Ex-post evaluation	Baigiamasis vertinimas
MA	Managing Authority	Vadovaujančioji institucija
MoF	Ministry of Finance of Republic of Lithuania	Lietuvos Respublikos finansų ministerija
NCA	National Court Administration	Nacionalinė teismų administracija
NSRF	National general strategy: the Lithuanian strategy for the use of EU structural assistance for 2007–2013	Nacionalinė bendroji strategija: Lietuvos 2007–2013 metų Europos Sąjungos struktūrinės paramos panaudojimo strategija konvergencijos tikslui įgyvendinti
OP2014–2020	OP for EU Structural Funds Investments for 2014–2020	2014–2020 metų Europos Sąjungos fondų investicijų veiksmų programa
OPEG	Operational Programme for Economic Growth	2007–2013 m. Ekonomikos augimo veiksmų programa
OPHR	Operational Programme for the Development of Human Resources	2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programa
OPs	Operational Programmes	Veiksmų programos
PA	Partnership Agreement	Lietuvos Respublikos partnerystės sutartis
SFMIS	EU Structural Assistance Information Management and Monitoring System	ES struktūrinės paramos kompiuterinė informacinė valdymo ir priežiūros sistema

Document checklist

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
			2007–2013	2014–2020	2007–2013	2014–2020			
National Strategic Reference Framework (NSRF)	National general strategy: the Lithuanian strategy for the use of EU structural assistance for 2007–2013	Nacionalinė bendroji strategija: Lietuvos 2007–2013 metų ES struktūrinės paramos panaudojimo strategija konvergencijos tikslui įgyvendinti	Yes	No	Yes	N/A*	Yes	Yes	Yes
Partnership Agreement (PA)	Lithuanian Partnership Agreement	Lietuvos Respublikos partnerystės sutartis	No	Yes	N/A	Yes	Yes	Yes	Yes
Operational Programme (OP)	Operational Programme for the Development of Human Resources 2007–2013	2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programa	Yes	No	Yes	N/A	Yes	Yes	Yes
Operational Programme (OP)	Annex of Operational Programme for the Development of Human Resources 2007–2013	2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programos priedas	Yes	No	Yes	N/A	Yes	Yes	Yes
Operational Programme (OP)	Operational Programme for Economic Growth for 2007–2013	2007–2013 m. Ekonomikos augimo veiksmų programa	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Operational Programme (OP)	Operational Programme for Promotion of Cohesion for 2007–2013	2007–2013 m. Sanglaudos skatinimo veiksmų programa	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Operational Programme (OP)	2014–2020 ESI operational programme	2014–2020 metų ES fondų investicijų veiksmų programa	No	Yes	N/A	Yes	Yes	Yes	Yes
Needs assessments	Evaluation of Lithuanian Development Priorities for the EU	Lietuvos plėtros prioritetų 2014–2020 m. Europos Sąjungos	No	Yes	N/A	Yes	Yes	Yes	Yes

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
	Structural Assistance for the period 2014–2020	struktūrinės paramos panaudojimo laikotarpiu vertinimas							
Country Specific Recommendations	COUNCIL RECOMMENDATION on the 2011 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	COUNCIL RECOMMENDATION on the 2011 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Country Specific Recommendations	COUNCIL RECOMMENDATION on the 2012 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	COUNCIL RECOMMENDATION on the 2012 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Country Specific Recommendations	COUNCIL RECOMMENDATION on the 2013 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	COUNCIL RECOMMENDATION on the 2013 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Country Specific Recommendations	COUNCIL RECOMMENDATION on the 2014 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	COUNCIL RECOMMENDATION on the 2014 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Country Specific Recommendations	COUNCIL RECOMMENDATION on the 2015 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	COUNCIL RECOMMENDATION on the 2015 National Reform Programme of Lithuania and delivering a Council opinion on the Stability Programme of Lithuania	No	Yes	N/A	Yes	No	No	Yes, excluded in ISS
Country Specific	COUNCIL RECOMMENDATION on the 2016 National Reform Programme of Lithuania and	COUNCIL RECOMMENDATION on the 2016 National Reform Programme of Lithuania and	No	Yes	N/A	Yes	No	No	Yes, excluded in ISS

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Recommendations	delivering a Council opinion on the Stability Programme of Lithuania	delivering a Council opinion on the Stability Programme of Lithuania						
Action Plans	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Evaluation plan	Evaluation plan of the European Union structural assistance for 2008	2008 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural assistance for 2009	2009 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural assistance for 2010	2010 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural assistance for 2011	2011 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural assistance for 2012	2012 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural assistance for 2013	2013 m. Europos Sąjungos struktūrinės paramos vertinimo planas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Evaluation plan	Evaluation plan of the European Union structural funds assistance	Europos Sąjungos struktūrinių fondų lėšų panaudojimo vertinimo planas	No	Yes	N/A	Yes	Yes	No	Yes, excluded in ISS
Ex-ante evaluation	Ex Ante Evaluation of the Lithuanian Operational Programmes 2007–13	Veiksmų programų Lietuvos 2007–2013 m. Europos Sąjungos struktūrinės paramos panaudojimo strategijai įgyvendinti išankstinis (ex ante) vertinimas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
Ex-ante evaluation	The ex-ante evaluation of the Lithuanian Operational Programme for EU Structural and Investment Funds 2014–2020	Lietuvos 2014–2020 m. Europos Sąjungos struktūrinių fondų investicijų veiksmų programos išankstinis vertinimas	No	Yes	N/A	Yes	Yes	Yes	Yes
Ex-post evaluation	European Union structural funds investments for human resource development	Europos Sąjungos struktūrinės paramos poveikio žmogiškųjų išteklių plėtrai vertinimas	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
Interim evaluation	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Annual Implementation Reports (AIR) (for each relevant OP)			See below						
2007	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2007	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2007 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2007	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2007	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2007 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2008	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2008	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2008 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2008	Annual implementation report of Operational Programme for	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2008 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
	Economic Growth for 2007–2013 for 2008								
2009	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2009	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2009 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2009	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2009	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2009 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2010	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2010	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2010 m.	Yes	No	Yes	N/A	Yes	Yes	Yes
2010	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2010	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2010 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2011	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2011	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2011 m.	Yes	No	Yes	N/A	Yes	Yes	Yes
2011	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2011	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2011 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2012	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2012	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2012 m.	Yes	No	Yes	N/A	Yes	Yes	Yes

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
2012	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2012	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2012 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2013	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2013	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2013 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2013	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2013	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2013 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2014	Annual implementation report of Operational Programme for the Development of Human Resources 2007–2013 for 2014	Žmogiškųjų išteklių plėtros veiksmų programos įgyvendinimo ataskaita už 2014 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2014	Annual implementation report of Operational Programme for Economic Growth for 2007–2013 for 2014	Ekonomikos augimo veiksmų programos įgyvendinimo ataskaita už 2014 m.	Yes	No	Yes	N/A	No	No	Yes, excluded in ISS
2007–2013	The final implementation report for the OP for Economic Growth	Ekonomikos augimo veiksmų programos įgyvendinimo galutinė ataskaita	Yes	No	Yes	N/A	Yes	Yes	Yes
2015	Annual implementation report of OP for 2014–2020 for 2015	Metinės ir galutinės investicijų į ekonomikos augimą ir darbo vietų kūrimą tikslo įgyvendinimo ataskaita 2015_pateikta EK	No	Yes	N/A	Yes	Yes	Yes	Yes
2016	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?	Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
Annual Progress Reports	N/A	N/A	No	No	N/A	N/A	N/A	N/A
Annual Work Programme (AWP)	N/A	N/A	No	No	N/A	N/A	N/A	N/A
Any other evaluation	Evaluation of the Human Resources Development Operational Programme Priority 4	Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto įgyvendinimo įvertinimas	Yes	No	Yes	N/A	Yes	Yes	Yes
Any other evaluation	Progress report on the implementation of the 2014–2020 EU funds investment operational programmes and usage of the funds	2014–2020 metų Europos Sąjungos fondų investicijų veiksmų programos įgyvendinimo pažangos ir lėšų panaudojimo vertinimo ataskaita	No	Yes	N/A	Yes	Yes	Yes	Yes
Any other evaluation	Interim evaluation of Priority No. 4 of the 2007–2013 Human Resources Development Operational Programme with the view to the input to the 2012 annual implementation report to European Commission	2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto tarpinių rezultatų vertinimas, siekiant parengti išsamią informaciją Europos Komisijai teikiamai metinei įgyvendinimo ataskaitai	Yes	No	Yes	N/A	Yes	Yes	Yes
Any other relevant study previously undertaken	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Calls for proposals	Call to make a proposal under the measure 'Improvement of qualifications for public institutions employees'	Pasiūlymas teikti paraišką pagal priemonę 'Valstybės institucijų ir įstaigų dirbančiųjų kvalifikacijos tobulinimas'	Yes	No	Yes	N/A	Yes	Yes	Yes

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?	Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
Consultation of stakeholders	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Monitoring Committee (MC) – Decision	Monitoring committee's decisions	Stebėsenos komiteto veiksmų programų įgyvendinimo priežiūrai atlikti nutarimai	Yes	Yes	Yes	Yes	No	No	Yes, excluded in ISS
Monitoring Committee (MC) – Minutes	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Monitoring Committee (MC) – Other	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
Monitoring Committee (MC) – Report	N/A	N/A	No	No	N/A	N/A	N/A	N/A	N/A
National Reform Programme	Lithuania: National Reform Programme	Lietuva: Nacionalinė reformų darbotvarkė	Yes	Yes	Yes	Yes	No	No	Yes, excluded in ISS
Other implementation reports	2014–2020 EU funds investment 10 priority 'Society-oriented smart public administration' No. 10.1.4-ESFA-V-922 measures 'improvement of effectiveness of the justice system' implementation plan	2014–2020 metų ES fondų investicijų veiksmų programos 10 prioriteto 'visuomenės poreikius atitinkantis ir pažangus viešasis valdymas' Nr. 10.1.4-ESFA-V-922 priemonės ,'Teisingumo sistemos veiksmingumo didinimas' įgyvendinimo planas.	No	Yes	N/A	Yes	Yes	Yes	Yes

Document type	Title in English	Title in original language	Does the document exist?		Did the researcher have access to the document?		Does the document refer to the justice system?	Is it reviewed and summarised in the MS chapter in the relevant period(s)?	Is it included in the summary table?
Other – please specify – Application documents provided by the MA/IB for each funding procedure	2014–2020 EU funds investment 10 priority 'Society-oriented smart public administration' No. 10.1.4-ESFA-V-922 measures 'Justice system's effectiveness improvement' projects' description of the financing conditions.	2014–2020 metų. ES fondų investicijų veiksmų programos 10 prioriteto 'visuomenės poreikius atitinkantis ir pažangus viešasis valdymas' Nr. 10.1.4-ESFA-V-922 priemonės 'Teisingumo sistemos veiksmingumo didinimas' projektų finansavimo sąlygų aprašas	No	Yes	N/A	Yes	Yes	Yes	Yes
Other – please specify – Application documents provided by the MA/IB for each funding procedure	Suggestions for projects' criteria	Pasiūlymai dėl projektų atrankos kriterijų nustatymo ir keitimo	No	Yes	N/A	Yes	Yes	Yes	Yes
Other – please specify – Application documents provided by the MA/IB for each funding procedure	2014–2020 EU funds investment 2 priority 'Promoting information society' J06-CPVA-V measures 'Optimisation and security of ICT infrastructure' projects' description of the financing conditions.	2014–2020 metų. ES fondų investicijų veiksmų programos 2 prioriteto 'informacinės visuomenės skatinimas' J06-CPVA-V priemonės 'IRT infrastruktūros optimizavimas ir sauga' projektų finansavimo sąlygų aprašas	No	Yes	N/A	Yes	Yes	Yes	Yes

1.   Introduction

Member State	
Country Expert Name	Agne Miseliūnienė
Data Collection Period Task 1	4–6 April 2017
Data Collection Period Task 2	6 June – 1 July 2017
Number of regions/OPs covered	2 OPs in total (1 – 2007–2013, 1 – 2014–2020)

The availability of documents related to the usage of the EU funds in Lithuania for Task 1 was high. All of the most important documents (PA, NSRF, OPs, AIR, EP, Ex-ante, Ex-post, etc.) were available online, mostly on the Operational Programmes websites: http://www.esinvesticijos.lt/en/ and http://www.esparama.lt/2007-2013/en. The availability of project-level documents for Task 2 was rather low. Only basic information about the projects was publicly available. A request for information to the Ministry of Finance was needed in order to access more detailed project-level information.

For Task 1, the search for the documents was conducted according to the Data Collection Manual. Two-tier searches were conducted in each of the identified websites; firstly, by using websites menus and within them inbuilt search engines. In case some documents were not found by a regular search, the 'advanced search' option via google search was used. During the data collection period for Task 1 no requests for information were sent to the MA.

For Task 2, the basic information about the projects financed or to be financed by the EU funds was found in two websites: http://www.esparama.lt/2007-2013/en (for the period 2007–2013) and http://www.esinvesticijos.lt/en/ (for the period 2014–2020). All the applications for the EU funds are published on these websites, including the declined ones. Therefore, the search engines of these websites were used to identify the relevant projects for the study. This identification was conducted in two ways: (1) the use of keywords related to the study and (2) identification of possible measures (based on the Task 1) under which the projects could be financed and manually checking every project which was financed under that measure. This procedure was once again repeated on 30 June (the data collection cut-off date) for 2014–2020 projects; however, even then no projects related to the study of the programming period 2014–2020 were identified. The website provided basic information (in the Excel format) regarding identified projects' beneficiaries, finances, timeframe, project status, the EU priority theme and objectives they relate to, etc. However, the publicly available information was not sufficient to collect all the information for the study; therefore, the request to the Ministry of Finance was made. The Ministry of Finance granted access to the internal EU Structural Assistance Information Management and Monitoring System (SFMIS) in the Ministry itself. SFMIS holds all the project-level information about planned and achieved indicators. Moreover, via SFMIS the expert was allowed to download the Final Project Reports, in which more detailed information regarding projects' undertaken activities, outputs, results and impact was provided.

The intervention logic of the ESF and ERDF funding on justice in the two relevant periods was interesting. **Needs to invest in the justice system have not been considered in Lithuania during the 2007–2013 programming period. The Lithuanian National Strategic Reference Framework (NSRF) does not explicitly mention supporting the justice system or the judiciary as part of its strategic objectives and priorities**. In the whole document the justice system is only mentioned once, when the context of Lithuania is analysed. In the context analysis it is stated that Lithuanian courts often lack

competencies in terms of applying the EU acquis. Therefore, there is a need to strengthen the institutional capacity of Lithuanian courts in this regard.[1]

The analysis of Operational Programmes and their annexes revealed that out of four OPs which were implemented in Lithuania during the 2007–2013 programming period, **only the Operational Programme for the Development of Human Resources (OPHR) explicitly mentioned support to the justice system.** However, no national objectives or priorities related to it were set in the document.

However, **although the programming documents in Lithuania remained quite general and high-level, the OPs did enable the use of both ESF and ERDF funding to improve the justice system.** In terms of implementation, projects supporting the justice system were implemented as follows:

- The majority of projects supporting the justice system (17 out of 23) have been financed under the OPHR (financed from ESF).
- The remaining projects have been financed under OPEG, despite the fact that neither the NSRF nor the OPEG had any indication that justice system related projects could be financed under the OPEG.

The projects implemented in the area of justice under the OPHR have been funded in order to (1) increase the qualifications of employees who work in the justice system (lawyers, court staff, judges, prosecutors, administrators, etc.), (2) increase the efficiency of the internal administration and activity management systems of justice system related institutions (Prosecutor General's Office, National Court Administration – NCA and Lithuania courts, Court of Appeal, Prison Department and institutions under it), and (3) implement quality management systems in such institutions (NCA and Lithuania courts, the Ministry of Justice, Prosecutor General's Office). The projects implemented under the OPEG have been funded to achieve two aims: (1) to create and develop various e-services (offering the possibility to submit relevant documents to courts or other justice institutions online) and (2) to increase the security of the registries where such personal data is kept. In total EUR 18 million was spent on the implementation of the projects, while the actual EU contribution was around EUR 15.7 million. The training of judges and other employees linked to the justice system was the most common activity undertaken in the projects. It was planned that in total 4,218 staff related to the justice system would be trained. This aim was (over) achieved as in total 4,921 employees participated in training, of which 2,535 were judges, prosecutors and non-judge court staff and 2,386 were other staff. Due to the design of the study and the uniqueness of certain results indicators, only one training project's indicator is meaningful for the study. It shows that 1,624 staff members improved their professional competences. No impact indicators were set for the projects.

No impact evaluations, or any follow-up of the projects, were conducted, except in two cases. One is the project 'Implementation of quality management systems in Lithuanian courts and the National Courts Administration and their certification'. During the implementation of this project, the ISO processes quality management system was implemented in five courts and the NCA. After a few years the same courts and NCA were audited again and it was revealed that the project results, i.e. ISO systems, are being used. The audit also did not reveal any major deviations from the ISO system; therefore the ISO certificate was renewed. The second project for which an evaluation has been conducted is the 'Security of information technologies of the Centre of Register and the Central Mortgage Office' project. The project beneficiary has confirmed that the project was evaluated by independent experts (ISACA CISA) in 2015. The evaluation concluded that the security of the registers and information systems is sufficient and all previously identified (before the project) security risks had been fixed.

In **conclusion**, while the need for modernisation of the justice system was not explicitly mentioned in ex-ante evaluation and the main programming document (NSRF) did not

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[1] Government of Lithuania (2012) *Nacionalinė bendroji strategija: Lietuvos 2007–2013 metų ES struktūrinės paramos panaudojimo strategija konvergencijos tikslui įgyvendinti (NSRF),* p. 10.

mention support for the justice system, in the OPHR such support was indirectly planned. In practice, the implementation of the OPHR and the OPEG revealed that in total 23 projects supporting the justice system were funded. Therefore even though support to justice was barely programmed in Lithuania, the justice system has been supported through both ESF and ERDF funding.

For the period 2014–2020, the needs of national justice system were briefly mentioned in the ex-ante evaluation. In the evaluation, it was stated that Lithuania should invest the EU funds to improve the quality and accessibility of justice-related services which could be provided online. Lithuania did not set any national objectives or priorities related to support for the national justice system in the Partnership Agreement or the OP in 2014–2020 programming period either; however, support for it was indirectly mentioned under the 10th priority, 'Society-oriented smart public administration'. Moreover, the separate funding procedure (measure) was designed to support the justice system.

However, at the data collection cut-off date of 30 June 2017 the implementation of the measure directly related to the support of the justice system (No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system') had not started. The above-mentioned two-part project identification procedure was repeated on 30 June; however, no projects related to the justice system were identified. This was still the case at the time of the completion of the study, but the situation is expected to change in the coming months .

Table 1: Overview of the justice system

Institutions and bodies of the judiciary[2]		Other institutions and bodies that are part of or supporting the justice system[3]	
English	**Original language**	**English**	**Original language**
Courts of general jurisdiction: - Supreme Court of Lithuania - Court of Appeal of Lithuania - regional courts (5) - district courts (49)	Bendrosios kompetencijos teismai: - Lietuvos Aukščiausiasis Teismas - Lietuvos apeliacinis teismas - Apygardų teismai (5) - Apylinkių teismai (49)	Prosecutor's Office (all prosecutors and investigators) - territorial prosecutors' offices: Regional prosecutors' offices; District prosecutors' offices	Generalinė prokuratūra - teritorinės prokuratūros: Apygardų prokuratūros; Apylinkių prokuratūros
Courts of special jurisdiction: - Supreme Administrative Court of Lithuania - regional administrative courts	Specializuoti teismai: - Lietuvos vyriausiasis administracinis teismas - Apygardų administraciniai teismai	Ministry of Justice: - Chamber of Notaries; - Chamber of bailiffs; - Prison Department.	- Teisingumo ministerija: - Notarų rūmai; - Antstolių rūmai; - Kalėjimų Departamentas.
3 self-governing bodies: 1. General Meeting of Judges; 2. The Judicial Council/Council of Courts (an executive body of judicial autonomy, composed of 23 members, which ensures the independence of the courts and judges);	Teismų savivalda: 1. Visuotinis teisėjų susirinkimas; 2. Teisėjų taryba; 3. Teisėjų garbės teismas	State enterprise Centre of registers	Valstybės įmonė Registrų centras

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[2] i.e. the judiciary as defined in the national legal framework and following the definition used for the purpose of this study.

[3] i.e. justice system as defined for the purpose of this study

Institutions and bodies of the judiciary[2]		Other institutions and bodies that are part of or supporting the justice system[3]	
English	Original language	English	Original language
3. The Judicial court of honour (an institution of judicial autonomy, which hears disciplinary cases against judges and judges' petitions against defamation)			
National Courts Administration	Nacionalinės teismų administracija	Commercial Court of Arbitration	Lietuvos arbitražo teismas
The Constitutional Court of the Republic of Lithuania	Lietuvos Respublikos Konstitucinis Teismas	ADR scheme – State Consumer Rights Protection Authority	Valstybinė vartotojų teisių apsaugos tarnyba
		The Chamber of Notaries	Notarų rūmai
		Special investigation Service	Specialiųjų tyrimų tarnyba
		State security department	Valstybės saugumo departamentas
		Lithuanian Bar Association	Lietuvos advokatūra
		Lithuanian Association of Judges	Lietuvos Respublikos teisėjų asociacija
		Ministry of the Interior: - Financial crime investigation service; - Police Department	Vidaus reikalų ministerija: - Finansinių nusikaltimų tyrimo tarnyba; - Policijos departamentas
		Ministry of Finance: - Customs Department	Finansų ministerija: - Lietuvos Respublikos muitinė

All potential stakeholders who were identified as relevant during Task 1 were contacted during Task 2. Unfortunately some of them were unable to respond in time regarding the follow-ups on their projects. Additionally six Managing Authority employees were contacted during Task 2. These employees provided the Final Project Reports of all identified projects, as well as monitoring data at project level. The reports in Lithuania are not publicly available.

Table 2: Stakeholders contacted for Task 2

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Position (if known)	Method of information request (email exchange/phone call etc.)	Did you hear back from the stakeholder? (y/n)*	Date of conversation/email exchange
The Ministry of Finance	Finansų Ministerija	MA	Deputy Director of the EU Investment Department	Email	Yes	27/06/2017
The Ministry of Finance	Finansų Ministerija	MA	Deputy Director of the EU Investment Department	Email	Yes	27/06/2017
The Ministry of Finance	Finansų Ministerija	MA	Deputy Head of the Monitoring and Analysis Division	Phone call	Yes	27/06/2017
The Ministry of Finance	Finansų Ministerija	MA	Chief Specialist of the Evaluation Division	Phone call	Yes	27/06/2017
The Ministry of Finance	Finansų Ministerija	MA	Deputy Head of the Evaluation Division	Email/Phone call	Yes	19/07/2017
The Ministry of Finance	Finansų Ministerija	MA	Chief Specialist of the Monitoring and Analysis Division	Email	Yes	19/07/2017
The Council of the Lithuanian Bar Association	Lietuvos advokatūra	Beneficiary	-	Email	No	10/11/2017
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Advisor for Human Resource Division	Email	No	10/11/2017
The Ministry of Justice	Teisingumo ministerija	Beneficiary	Chief Specialist of the Division of Operational Planning	Email/Phone call	Yes, but she was unable to provide data in time. Only at 20/10/2017 earliest	10/11/2017
The Ministry of Justice	Teisingumo ministerija	Beneficiary	-	Email	Yes, but unable to answer as	10/11/2017

Name of institution in English	Name of institution in original language	Relevance to the study (MA, IB, beneficiary, part of target group, other)	Position (if known)	Method of information request (email exchange/phone call etc.)	Did you hear back from the stakeholder? (y/n)*	Date of conversation/email exchange
					responsible person no longer works there	
The Ministry of Justice	Teisingumo ministerija	Beneficiary	-	Email/Phone	Yes	10/11/2017 and 20/11/2017
The National Court Administration	Nacionalinė teismų administracija	Beneficiary	Deputy Head of Strategic Planning Division	Email/Phone	Yes	10/11/2017 and 21/11/2017
The Prison Department under Ministry of Justice	Kalėjimų departamentas prie Teisingumo ministerijos	Beneficiary	Head of Project Management Division	Email	No	10/11/2017
The Prison Department under Ministry of Justice	Kalėjimų departamentas prie Teisingumo ministerijos	Beneficiary	Chief Inspector of Project Management Division	Email	No	10/11/2017
The Court Forensic Science Centre	Lietuvos teismo ekspertizės centras	Beneficiary	-	Email	No	10/11/2017
The Court of Appeal	Apeliacinis teismas	Beneficiary	Head of Personal and Documents Management Division	Email	No	10/11/2017
The Supreme Administrative Court of Lithuania	Lietuvos vyriausiasis administracinis teismas	Beneficiary	-	Email/Phone	Yes	10/11/2017 and 20/11/2017
The Kaunas District Court	Kauno apylinkės teismas	Beneficiary	-	Email	Yes	10/11/2017 and 22/11/2017
The Prosecutor General's Office	Lietuvos Respublikos prokuratūra	Beneficiary	Deputy Head of Asset Management Division	Email	No	10/11/2017
The Prosecutor General's Office	Lietuvos Respublikos prokuratūra	Beneficiary	Head of Information Technology Division	Email	No	10/11/2017
The Centre of Registers	Registrų centras	Beneficiary	-	Email	No	10/11/2017

2.   Funding Period 2007–2013

2.1.   The needs of the Member State relating to the national justice system

The analysis of the ex-ante evaluation of the Lithuanian Operational Programmes revealed that the needs of Lithuania's national justice system were not considered in the 2007–2013 programming period.[4] None of the keywords related to the justice system were mentioned in the ex-ante evaluation.

2.2.   **Planning stage:** The extent to which the Member State programmed support to the justice system through ESF and ERDF

2.2.1.   High-level objectives related to justice set in the programming documents

The Lithuanian National Strategic Reference Framework (NSRF) does not explicitly mention supporting the justice system or the judiciary as part of its strategic objectives and priorities. In the whole document the justice system is only mentioned once, when the context of Lithuania is analysed. In the context analysis, it is stated that Lithuanian courts often lack competencies in terms of applying the EU acquis. Therefore, there is a need to strengthen the institutional capacity of Lithuanian courts in this regard.[5]

OP name in English	Operational Programme for the Development of Human Resources 2007–2013
CCI	2007LT051PO001
Relevant funds for the OP	ESF
Total OP budget (EC and national contribution) EUR million	EUR 1,126.5 million
PA 4 'Fostering administrative competences and increasing efficiency of public administration'	EUR 181.6 million

Source: Government of Lithuania (2012) Operational Programme for the Development of Human Resources 2007–2013

The analysis of Operational Programmes and their annexes revealed that out of four OPs which were implemented in Lithuania during the 2007–2013 programming period, only the Operational Programme for the Development of Human Resources (OPHR) explicitly mentioned support to the justice system. However, no national objectives or priorities related to it were set in the document.

The support for the justice system is mentioned indirectly under the fourth priority: 'Fostering administrative competences and increasing efficiency of public administration'. In-depth analysis of the priority has shown that the EU projects related to the justice system would be able to get financing under two specific objectives: 'Improving human resources management and strengthening administrative capabilities in public service' and 'Improving management of activities, better implementing EU policies, improving structure of public administration'. Enhancement of public service employees' qualifications and skills was financed under these specific objectives. The target group of all the educational activities included 'state politicians, civil servants (together with **judges)**, public services employees', etc. Therefore, even though there are no national objectives or priorities related to the judiciary, the EU projects aimed at improving the competences of judges could have been financed under the OPHR fourth priority measures. However, the documents do not specify or give any other indication about what kind of judges could participate in the training.

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[4] EKT (2007) Veiksmų programų Lietuvos 2007–2013 m. *Europos Sąjungos struktūrinės paramos panaudojimo strategijai įgyvendinti išankstinis (ex ante) vertinimas.* Commissioned by Ministry of Financed.

[5] Government of Lithuania (2012) *Nacionalinė bendroji strategija: Lietuvos 2007–2013 metų ES struktūrinės paramos panaudojimo strategija konvergencijos tikslui įgyvendinti (NSRF)*, p. 10.

No other annual programming documents mentioned the justice system. Action Plans do not exist in Lithuania. Monitoring Committee decisions exist and were reviewed, but did not include any information on justice.

2.2.2. Planned projects listed in the programming documents aiming to support justice

None of the programming documents (NSRF, OP etc.) included information on planned projects that support the justice system.

2.3. Implementation stage: Support to the justice system through ESF and ERDF

The following sub-sections summarise the implementation of the EU support to the justice system at both programme (2.3.1) and project (2.3.2) level.

2.3.1. Support to the justice system: reported at programme level

No information was found on general project selection criteria.

The Annual Implementation Reports for the OPHR for 2011, 2012 and 2013 did include information on support to the justice system, namely that the target group of all the educational activities under the fourth priority of the OPHR included among other groups civil servants (together with judges). The last reported value of the indicator is stated in section 2.4 of this report, 'Relevant programme output and result indicators'.

Two evaluations, namely the Interim evaluation of the OPHR's fourth priority[6] [7] and the Progress report evaluation of the OPHR's fourth priority,[8] mentioned the justice system and its projects. The reports state that three training projects for public servants, including judges, and three improvements to management systems projects were implemented under the OP. The beneficiaries of these projects were the National Court Administration and the Ministry of Justice. No further information on outputs, results or impacts was included.

Monitoring Committee decisions exist and were reviewed, but did not include any information on the implementation of any support to justice.

The final draft[9] of the implementation report for the OP for Economic Growth included the information that the Ministry of Justice implemented the IT security project under the OP. This project, among others, will be discussed in the following section after the completion of Task 2.

2.3.2. Support to the justice system: reported at project level (Task 2)

Calls for proposal specifically for projects related to the justice system do not exist. All of the projects relating to the justice system were selected under more general calls for proposals, where other projects could be financed as well. However, there is one exception: in 2010, the European Social Fund Agency issued a call to the Supreme Administrative Court of Lithuania to make an application to receive the EU funds. The same project selection criteria applied to this application, as for all the others.

No specific project selection criteria exist either. The criteria were the same for all the projects financed under the relevant funding procedures.

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[6] ESTEP (2013) 2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto tarpinių rezultatų vertinimas, siekiant parengti issamią informaciją Europos Komisijai teikiamai metinei įgyvendinimo ataskaitai. Commissioned by Ministry of Finance.

[7] It is important to mention that the ex-post evaluation of the 2007–2013 OPHR did not mentioned justice system projects or analyse their impact.

[8] Public policy management institute (2011) *Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto įgyvendinimo vertinimas.* Commissioned by Ministry of Finance.

[9] The final draft of the implementation report was not officially adopted during the completion of Task 1.

In total, 23 projects related to the justice system were financed in Lithuania in the programming period 2007–2013: 17 under OPHR (financed from ESF) and 6 projects under Operational Programme for Economic Growth for 2007–2013 (OPEG; financed from ERDF).

The majority of projects (16 out of 23) were implemented under the OPHR priority axis 4: 'Fostering administrative competences and increasing efficiency of public administration', as planned in the programming documents. However, the remaining seven projects were implemented despite not being planned in the programming documents. The implementation of some of these projects was mentioned in the AIRs.

One of the seven projects was implemented under the same OP (the OPHR), but under a different priority. The project 'Improving the qualifications of Lawyers and their assistants' was implemented under the first priority's 'High Quality Employment and Social Coverage', first sub-priority: 'Enhance adaptability of employees and companies to the needs of market'. The project was selected under the 'competition procedure', meaning it had to compete against other similar projects. The funding procedure under which this project was financed was aimed at increasing workers' and enterprises' adaptability to the market. The project was, first and foremost, intended to do exactly that just for lawyers and their assistants; therefore, one can say that the justice system in the case of this project was supported in 'unplanned way'.

The remaining six projects were implemented under the OPEG. Neither the NSRF nor the OPEG had any indication that justice system related projects could be financed under the OPEG but in practice six projects were supported. All of the projects were financed under the OPEG's third priority 'Information Society for All'; four of them under first sub-priority 'Development of e-services and e-content', and the other two under second sub-priority 'Development of Infrastructure'. The projects implemented under the first sub-priority were related to the creation of e-services in the Centre of Registers[10] or in the National Court Administration. The projects implemented under the second sub-priority were related to the purchase and implementation of IT security systems, which was intended to protect the data in various state registers. These registers are under the jurisdiction of the Ministry of Justice; therefore the project beneficiary was the Ministry of Justice itself.

All of the information regarding project beneficiaries, activities undertaken, actual outputs, results and impact and project final recipients was available for the study. It is worth mentioning that no impact indicators were set for the projects. The impacts of the projects were only mentioned in the projects' Final Reports, where the beneficiaries self-evaluated them, and no objective data exists to confirm these findings.

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[10] In Lithuania the Centre of Registers or other similar registers falls under the jurisdiction of the Ministry of Justice.

Table 3: Overview of projects supporting justice 2007–2013

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Operational Programme for the Development of Human Resources, CCI 2007LT051PO001(ESF)							
Improving the qualifications of Lawyers and their assistants Advokatų ir advokatų padėjėjų kvalifikacijos tobulinimas	2008	2012	4	404.91	391.29	391.29	Trainings of lawyers and their assistants. Each participant had to participate in at least five seminars in order to improve their qualifications. Most of participants were older than 45 and most of them were from rural areas.
Improvement of competences of the Court Forensic Science Centre Employees Lietuvos teismo ekspertizės centro teismo ekspertų kompetencijos kėlimas, (toliau-LTECTEKK)	2009	2012	3	119.88	106.24	106.24	Training of employees of Court Forensic Science Centre. The aim of the project was to improve English language, computer literacy, IT security, management and communication skills and abilities. The participants were trained in English language, computer literacy, IT security skills, management skills and communication skills.
Improving the qualifications of employees of the Court of Appeal Lietuvos apeliacinio teismo darbuotojų kvalifikacijos tobulinimas	2009	2012	3	44.07	43.27	43.27	Trainings of judges, their assistants and other employees of Courts of Appeal. The aim of the project was to increase the skills of employees of the Court of Appeal in EU languages (English, German and French), which were insufficient. The participants were trained in English, German and French language skills.
Improving the performance and internal administration of the Court of Appeal	2009	2010	1	36.70	36.70	36.70	Introduction of a new labour organising and document management system. The aim of the project was to improve internal administrative management of the Court of Appeal. The

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[11] Planned/ committed
[12] Please specify the conversion rate used to calculate the amount in EUR (always use the same conversion rate throughout the entire document).
[13] Budget actually paid/ disbursed

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Lietuvos apeliacinio teismo veiklos tobulinimas ir vidaus administravimo gerinimas							implementation of the project financed the introduction of a document management system which allowed all incoming documents to be registered via an IT system, as before the project this was done by 'hand' on paper.
Improving the qualifications of public officials and employees of the Prosecutor General's Office Lietuvos Respublikos prokuratūros valstybės tarnautojų ir darbuotojų kvalifikacijos tobulinimas (toliau - Kvalifikacijos tobulinimo projektas)	2009	2013	4	575.51	324.91	324.91	Trainings of public officials and other employees of Prosecutor's Offices. The aim of the project was to increase the general and specific skills of employees of Prosecutor's Offices. The participants were trained in English language and computer literacy skills.
Improving the management efficiency of the Prosecutor General's Office Lietuvos Respublikos prokuratūros, kaip valstybinės institucijos, valdymo efektyvumo didinimas (toliau - Prokuratūros valdymo efektyvumo projektas)	2009	2014	5	420.29	412.61	350.72	Introduction of internal administration and activity management systems or methods, which increased the efficiency of Prosecutor General's Office. The aim of the project was to increase the efficiency of the Prosecutor General's Office internal administrative processes. During the project the necessary conditions for reform of Prosecutor General's Office were created, strategic planning abilities were improved and internal administrative processes were installed. The need for the project was identified in number of studies, including State control audits.
Implementation of quality management systems in Lithuanian courts and the National Courts Administration and their certification	2009	2015	6	699.72	699.54	594.61	Implementation of quality management system called 'ISO'. The aim of the project was to improve Courts' activity by introducing a management system. During the implementation of the project extensive analysis of Lithuanian

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Lietuvos Respublikos teismų ir Nacionalinės teismų administracijos kokybės valdymo modelių diegimas bei jų sertifikavimas							court system was conducted, which included all general and specialised courts, as well as NCA.
Lithuanian courts and the National Courts Administration: general and specific training to improve qualifications of the staff Lietuvos Respublikos teismų ir Nacionalinės teismų administracijos personalo bendrieji ir specialieji mokymai kvalifikacijai tobulinti	2009	2012	3	674.78	673.74	673.74	Trainings of employees of Lithuanian courts and National Court Administration. The aim of the project was to increase the competences of employees of the Lithuanian courts, except Constitutional Court, and NCA and to create a venue where all participants could share their work-related experience with one another. The subject of the training varied from English, German and French language skills, computer literacy skills, leadership and communication skills to specific trainings such as about newest laws of Lithuania, which affect the country's penal system.
Improving the performance and internal administration of the Lithuanian courts and the National Courts Administration Lietuvos Respublikos teismų ir Nacionalinės teismų administracijos veiklos tobulinimas ir vidaus administravimo gerinimas	2009	2011	2	790.22	757.17	643.59	Introduction of internal administration and activity management systems. The aim of the project was to improve the strategic planning capacity of Lithuanian courts and the NCA. During the project strategic plan guidelines were created for all courts and the NCA, which helped to standardise the different strategic plans as well as budget accounting and finance management systems. The standardisation of the systems allows for better external control of the courts. Moreover an activity management system was implemented for the NCA.
Implementation of quality management systems in the Ministry of Justice and their certification	2010	2012	2	223.32	166.45	141.48	Implementation of quality management system called 'ISO' in the Ministry of Justice. The aim of

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Kokybės vadybos modelio diegimas ir sertifikavimas Teisingumo ministerijoje (santrumpa – ISO 9001 standarto diegimas ir sertifikavimas ministerijoje)							the project was to improve the quality management system of the MoJ.
Trainings of public officials and employees of the Ministry of Justice Lietuvos Respublikos teisingumo ministerijos valstybės tarnautojų ir darbuotojų kvalifikacijos tobulinimas	2010	2012	2	188.09	116.76	116.76	Trainings of public officials and other employees of the Ministry of Justice. The aim of the trainings was to prepare employees for the Lithuanian Presidency of the Council of the EU in 2013, therefore most training was related to improving computer literacy and English, German and French language skills.
Improving the qualifications of employees of the Prison Department Lietuvos bausmių vykdymo sistemos personalo kvalifikacijos kėlimas	2010	2012	2	733.17	653.55	653.55	Trainings of employees of the Prison Department. The aim of the project was to improve the qualifications of employees, as otherwise they would not have participated in any training due to lack of other funds. The subject of the training varied from language skills, IT skills, leadership and communication skills to specific trainings such as about relevant new laws in Lithuania.
Improvement of performance and internal administration of Prison Department and other related institutions by implementing modern Human Resources, management of documents and other technologies Kalėjimų departamento ir jam pavaldžių įstaigų vidaus administravimo tobulinimas ir veiklos efektyvumo didinimas, diegiant šiuolaikines technologijas personalo, materialinių ir finansinių išteklių bei dokumentų valdyme	2010	2015	5	833.12	829.99	705.49	Introduction of internal administration and activity management systems or methods, which increased the efficiency of the Prison Department and institutions under it. The aim of the project was to improve the efficiency of internal administration of the Prison department. During the implementation of the project a document handling management system was implemented, which also allows for better control of employees' tasks.

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Improving the qualifications of public officials and employees of the Supreme Administrative Court of Lithuania Lietuvos vyriausiojo administracinio teismo valstybės tarnautojų ir darbuotojų kvalifikacijos tobulinimas	2011	2013	2	110.41	104.15	104.15	Trainings of employees (except judges) of the Supreme Administrative Court of Lithuania. The participants were trained in computer literacy and English (and some German and French) language skills, as an adequate level of EU language skills is becoming more important as numbers of rulings in which the EU acquis or ECJ decisions are relied upon are increasing.
Implementation of a quality management system in the Prosecutor General's Office Kokybės vadybos modelio įdiegimas Lietuvos Respublikos prokuratūros sistemoje.	2012	2015	3	212.72	131.97	112.18	Implementation of a quality management system called 'ISO' in the Prosecutor General's Office. The aim of the project was to improve quality management system of the Prosecutor General's Office.
Improving the qualifications of public officials and employees of the Kaunas District Court Kauno apylinkės teismo valstybės tarnautojų ir darbuotojų kvalifikacijos tobulinimas	2013	2015	2	34.93	34.93	34.93	Trainings of employees of Kaunas District Court. The aim of the project was to improve the qualifications of employees of Kaunas District Court, as it lacked the necessary funds to raise its employees' qualifications. The participants were trained in English, German and French language skills and computer literacy.
Implementation of quality management systems in the Prison Department under the Ministry of Justice Kalėjimų departamento prie Lietuvos Respublikos teisingumo ministerijos veiklos valdymo procesų gerinimas kokybės vadybos priemonėmis	2013	2015	2	130.33	115.33	98.03	Implementation of quality management system called 'ISO' in the Prison Department and institutions under it. The aim of the project was to improve quality management system of the Prison Department and institutions under it
Operational Programme for Economic Growth, CCI 2007LT161PO002 (ERDF)							

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
E-services to register legal entities Juridinių asmenų registravimo elektroninė paslauga (JAREP)	2008	2015	7	2,356.69	2,332.83	1,982.91	Creation of interactive public e-services. In total two public e-services were created: (1) making it possible to submit relevant documents and register a legal entity online; and 2) an information system for various licences. The aim of the project was to create an online platform in which it would be possible to submit relevant document or register a legal entity without going to the Centre of Registers.
E. services of registration of civil status records and of certification of various documents Civilinės būklės aktų įrašų registravimo, liudijimų išdavimo elektroninės paslaugos	2009	2011	2	1,154.22	1,134.10	963.99	Creation of interactive public e-services. The aim of the project was to expand the e-platform for public services so that civil status related services could be provided online. The implementation of the project expanded the e-platform so that various civil status related services such as registration of birth, death, marriage, divorce, name change could be provided online.
E-services during the implementation of the justice process Elektroninės paslaugos teisingumo vykdymo procese	2010	2015	5	2,661.10	2,526.64	2,147.64	Creation of interactive public e-services. The aim of the project was to significantly reduce the administrative burden of courts by creating e-services, which allows for receiving justice process-related document online. In total five e-services were created: (1) Possibility to submit the process documents to courts online; (2) Management of penalties issued during the justice process; (3) Possibility to review case documents and other relevant information; (4) Audio recording of court process and ability to access it online; (5) Management of Stamp Duty Tax.

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
Creation of e-Executive case and e-Auction services Dalyvavimo vykdymo procese, varžytynių ir aukcionų e. paslaugų sukūrimas	2011	2015	4	3,055.08	2,738.33	2,327.58	Creation of interactive public e-services. The aim of the project was to create an e-platform in which all judicial officer (bailiffs) initiated auctions could take place, as well as to transfer other judicial officers (bailiffs) process services online. In total three e-services were created: (1) e.Executive case, which was expected to create conditions for judicial officers (bailiffs) to digitalise documents and at the same time to produce the process documents; (2,3) two separate instances of the e.Auction service.
Security of information technologies of the Centre of Registers and the Central Mortgage Office Registrų centro ir Centrinės hipotekos įstaigos informacinių technologijų sauga	2011	2014	3	1,721.40	1,707.73	1,451.57	Purchase and implementation of IT system, which increased the security of information within the Centre of Registers and the Central Mortgage Office. The aim of the project was to increase data security in these registers. The implementation of the project eliminated the security risks which were identified in the Centre of Registers and the Central Mortgage Office, which overall increased the security of data within them.
Improvement of information systems security of Secure State Data Communication Network 'Saugiu valstybės duomenų perdavimo tinklu pasiekiamų informacinių sistemų saugos stiprinimas'	2011	2014	3	2,055.52	2,042.34	1,735.99	Purchase and implementation of IT system, which increased the security of information within the Centre of Registers and the Secure State Data Communication Network. The aim of the project was to decrease the amount of data risks in the register and the network, and also to fully comply with data security requirements set by the Ministry of Internal Affairs. The implementation of the project eliminated the security risks which were identified in the Register and in the

Project name in English and national language	Start of project (year)	End of project (year)	Duration of project	Budget allocated[11] in thousand EUR[12]	Budget spent[13] in thousand EUR	Actual EU contribution in thousand EUR	Summary of activities undertaken
							Network, which overall increased the security of data within them.

Source: the SFMIS (Ministry of Finance) data.

All of the projects were implemented successfully and are closed at the time of the study. In total EUR 18 million was spent to implement the projects, while the actual EU contribution was around EUR 15.7 million. Significantly more (around 74%) projects were financed from the ESF; however, they only account for 31% of the total budget spent, because the projects implemented from the ESF were, on average, significantly smaller. All of the projects implemented from the ERDF were related to the purchase and installation of various IT systems; therefore, the average cost of the project was rather high.

Two projects were identified for which there was a significant difference between budget allocated and budget spent. For the first project, 'Improving the qualifications of public officials and employees of the Prosecutor General's Office' in total EUR 575,000 was allocated, but only EUR 325,000 was spent. Implementation of the project went very well and no significant problems were identified. However, the project beneficiary decided not to conduct trainings related to the 'transfer of other EU countries experience to employees of Prosecutor General's Office'. This decision accounts for most of the difference between budget allocated and budget spent, as funds for these trainings in the end were 'saved'. The explanation given by the beneficiary is that before these trainings the aim of the project had already been achieved; therefore there was no more need to conduct them.

For the second project, 'Creation of e-Executive case and e-Auction services', in total EUR 3,055,000 was allocated, but only EUR 2,738,000 was spent. During the implementation of the project, the government had decided to reform the state enterprise 'Turto bankas (literal translation 'State Assets Fund'), which was the project's partner. That meant that project's activities (the purchase of hardware and software) related to this partner were no longer needed and not all funds allocated to the project were spent.

Table 4: Number and budget spent (in thousand EUR) of projects supporting justice, funded by ESF and ERDF in the programming period 2007–2013

Fund	Number of projects supporting justice	Budget allocated in thousand EUR	Budget spent in thousand EUR	Actual EU contribution in thousand EUR
ESF	17	6232.16	5,598.59	5,131.63
ERDF	6	13,004	12,481.97	10,609.68
Both (ESF and ERDF)				
TOTAL	**23**	**19,236.16**	**18,080.56**	**15,741.31**

Source: SFMIS (Ministry of Finance) data.

Project beneficiaries

All of the projects had only one single beneficiary; however, some of the beneficiaries implemented more than one project. The most common beneficiaries of the projects were the courts, as they implemented 8 out of 23 projects. The Ministry of Justice and, more specifically, the Human Resources Management Division, the Division of Operational Planning and the Prison Department (three projects), was the beneficiary of five ESF projects. One project related to the justice system was categorised as 'Other' under the ESF, which refers to the Court Forensic Science Centre. The Centre of Registers, which in Lithuania is responsible for the administration of five main state registers – the Real Property Register and Cadastre, the Register of Legal Entities, the Address Register, the Population Register and the Mortgage Register – has implemented the most projects financed by the ERDF. During Task 1 not all project beneficiaries, who actually implemented the projects, were identified. The mismatch occurred due to the fact that in the programming documents (the OPs, NSRF) it was not mentioned that justice system related projects could be implemented under the OPEG.

Table 5: Number of times the following entities were the beneficiary of a project supporting justice, by Fund

	Relevant ministries	Courts and tribunals	National prosecution offices	Professional association of magistrates and bar associations	Registry offices	Regional administration	Specialised training or research institutions	Specialised governance bodies of the judiciary	Others	Total
ESF	5	7	3	1					1	17
ERDF	1	1			4					6
Both										
TOTAL	6	8	3	1	4				1	23

Source: The author's calculations were based on the SFMIS (Ministry of Finance) data.

The registry offices were the biggest beneficiary in terms of total budget spent by type of beneficiary. The registries account for almost half (46%) of total budget spent related to the justice system. The registry offices implemented the projects related to the purchase and installation of various IT systems, which are much costlier compared to the training projects implemented by, for example, the courts. The courts are only the second biggest beneficiary despite the high number of projects they have implemented, as most of their projects were rather small. The beneficiary defined as 'others' is the Court Forensic Science Centre.

Project activities undertaken related to support to justice

All of the projects included only one type of activity. The most common activity undertaken as part of a project supporting justice was training. In total nine training projects were undertaken, all financed under the ESF. The trainings were provided for (1) lawyers and their assistants, (2) public officials and employees of the Ministry of Justice, (3) public officials and employees of the Prosecutor's Offices, (4) public officials and employees of Supreme Administrative Court of Lithuania, (5) public officials and employees of Kaunas District Court (except judges), (6) employees of Lithuanian courts and National Court Administration, (7) employees of the Prison Department (which formally falls under the Ministry of Justice) and other institutions under it, (8) employees of the Court Forensic Science Centre and finally (9) judges, their assistants and other employees of Courts of Appeal. The employees participated in two types of training: general skills training and specific skills training. In general skills training, the participants were trained in language skills (mostly English, but some French and German as well), computer literacy and other IT skills (related to use of new software or management of documents), leadership and communication skills. The specific trainings were designed for each beneficiary separately in response to their needs. The most common subjects of the trainings were the main EU languages skills (mainly English, some German and French) and computer literacy (Word, Excel, use of new software such as ISO).

The most common activity financed from the ERDF was the digitalisation of justice system related services (i.e. four projects). The digitalisation of such services included introducing the option to submit the process documents to courts online, manage penalties issued during the justice process, audio recording of court process and ability to access it online, conduct civil status registration online, submit relevant documents and register a legal entity online, etc. (the full list of e-services created is provided in the Excel document 'MS Table'). There were also two projects implemented by the Ministry of Justice and the Centre of Registers, which improved the security of data within the Real Property Register and Cadastre, the

Register of Legal Entities, the Address Register, the Population Register and the Mortgage Register and the Secure State Data Communication Network.

The category 'Other' basically consists of two activities. Two projects were related to improving the management efficiency of the Prosecutor General's Office and to management efficiency improvement of the Prison Department, while three projects were related to the implementation of the ISO international quality management system in the Ministry of Justice, the Prosecutors General's Office and the Prison Department and institutions under it.

Table 6: Number of times a type of activity was undertaken as part of a project supporting justice, by Fund

	Training	Activities relating to ADR/ODR	Developing/ upgrading business processes at courts	Developing/ upgrading HR management processes within the judiciary	Introduction of case management system	Digitalisation of (court)* services	Purchase of ICT systems (hardware and software)	Putting in place/ upgrading cooperation and communication within the judiciaries	Development and circulation of best practices	Evaluations and studies	Support to reform initiatives	Upgrading physical infrastructure at courts	Other, specify	Total
ESF	9		3										5	17
ERDF						4	2							6
Both														
TOTAL	9		3			4	2						5	23

*Not all services were provided by courts; some of them were provided by the Centre of Registers to courts, employees of other registries, employees of the Ministry of Justice or individuals who are interested in those services

Source: The author's calculations were based on the SFMIS (Ministry of Finance) data.

Project final recipient related to support to justice

Out of 23 projects, 22 had only one final recipient, while one project, 'E-services during the implementation of the justice process, had two final recipients so, in total, there were 24 project final recipients. The most common final recipient of the ESF funds were the courts, followed by the Ministry of Justice, where employees of the Prison Department were recipients of three projects, while those of the ERDF funds were the registry offices. Final recipients categorised as 'Other' include (1) employees of Court Forensic Science Centre (one project), as well as; (2) users of the created e-services such as individuals, lawyers, judicial officers (bailiffs) and employees of the registers (one project).

Table 7: Number of times the following entities were the final recipient of a project supporting justice, by Fund

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	Total
ESF	7	5			3	1		1	17
ERDF	1		5					1	7
Both									
TOTAL	8	5	5		3	1		2	24

Source: The author's calculations were based on the SFMIS (Ministry of Finance) data.

Project outputs, results and impacts related to support to justice

The 17 OPHR projects.

The nine training projects. In the project documents (EU funds contracts) it was planned that in total under all OPHR priorities 4,218 staff related to the justice system will be trained as part of these nine projects. The actual reported value indicates that this aim was (over) achieved as in total 4,921 employees participated in the training. This **output indicator** can be broken down into two indicators which further break down the type of staff trained:

- (1) number of judges, prosecutors and non-judge court staff who participated in training – 2,535[14]
- (2) number of staff (except judges, prosecutors and non-judge court staff included in the other indicator) who participated in training – 2,386[15] (under all relevant OPHR priorities).

For both groups there were two types of training: general skills training and specific skills training. In general skills training participants were trained in language skills (mostly English, but some French and German as well), IT skills (related to use of new software or management of documents) and leadership and communication skills. The specific trainings were designed for each beneficiary separately in response to their needs.

Due to design of the study and the uniqueness of certain **result indicators** in Lithuania, only one training project's indicator[16] is presented in the result indicator table below (Table 8). The indicator reveals that under first priority of OPHR 1,624 staff members improved their professional competences.

In addition, further indicators were set which are not included in the output and result indicator tables below as they do not fit under the study's indicator categories. However, these indicators are summarised below.

For the other eight training projects different **result indicators** were set: (1) the share of staff who have improved their professional competence and (2) the share of judges, prosecutors and non-judge court staff who have improved their professional competence. It was planned that more then 91% of participants would improve their professional competence. The indicators reveal that more than 98% did so. Hence, the targets in all cases were achieved. In general, the participants gained professional, psychological knowledge, as well as increasing their communication, leadership and management skills.

With regard to the eight management efficiency improvement projects, the output indicators reveal that after the implementation of the four projects under the second sub-priority, 'Improve activity management, implement EU policies better and improve structure of public administration' in total 11 internal administration and activity management systems or methods were introduced in public administration bodies. The systems introduced varied greatly across the projects, but most of them were introduced to increase the efficiency of the institutions (systems such as better accounting and finance management or IT systems for document management). The implementation of the four projects under the third sub-priority, 'Improve regulation of economic activity and service provision to residents and business' introduced 23 quality management systems in public administration bodies. The ISO systems were installed in these public administration

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[14] The indicator is included in the project output indicator and data table.
[15] The indicator is included in the project output indicator and data table and the value of the indicator is the sum of all priorities (priority 1 – 1,624 and priority 4 – 762).
[16] This indicator is 'No. of staff who have improved their professional competence'.

bodies: in Lithuanian courts and the National Courts Administration, in the Ministry of Justice, in Prosecutor General's Office and in the Prison Department (which falls under the Ministry of Justice).

No result indicators were set for any of management efficiency improvement projects.

The six OPEG projects.

In a similar way as with most of the above-mentioned OPHR indicators, none of the OPEG projects' output and result indicators fit under the study's indicator categories. As a result, these project indicators are not mentioned in the tables below, but summarised in the text below.

The four e-services creation projects. The output of the four projects which were financed under the first sub-priority 'Development of e-services and e-content' was the development of 11 interactive public e-services related to the justice system. These services were discussed in detail in the section 'Project activities undertaken related to support to justice' above, e.g., the possibility to submit the process documents to courts online, etc.

The **result indicators** of three out of the four projects implemented under first sub-priority 'Development of e-services and e-content' were 'share of created e-service users in total users of the service (after two years of creation of the service(s))' and 'share of created e-service users, which positively rate the service(s)'. One of the projects also set the additional result indicator, which reveals the utility of the e-services created, i.e. 'number of the e-service(s) users in two years after the creation of the service'. The e-services created under this project in the two years after its completion were used by almost 32,000 users. **The result indicator for the remaining fourth project under this sub-priority** is also 'number of the e-service(s) users'; however, the MoF still have not received the achieved value of this indicator. It was planned that in two years after the completion of the project almost 360,000 users would use this created e-service.

The two data security improvement projects. The output of the two projects, which were financed under the second sub-priority 'Development of Infrastructure' was increased security of data. These projects were implemented by the Ministry of Justice and the Centre of Registers in order to improve the security of data in the various state registries and networks.

The result indicator for these projects was 'Number of decreased security problems'. It was planned that after the implementation of the projects the number of security problems would decrease by 58%, while actually it decreased by only 11.07%

Impact of OPHR and OPEG projects. No impact indicators were set for any OPHR or OPEG projects. The impact of the projects was only briefly mentioned by the beneficiaries themselves in the Project Final Reports. The Project Final Reports reported that all training projects, management efficiency improvement projects and implementation of quality management projects had a positive impact on the efficiency and quality of services they provide. This information could be subjective, as it was reported by the project beneficiaries themselves. The OPEG projects had two-fold impact:

- (1) four projects simplified procedures (see subsection 'Project activities undertaken related to support to justice' for a more detailed list of the procedures) and significantly decreased the time needed to do a procedure, because of the new e-services that were created through the projects;

- (2) two projects increased the data security in the Member State's various registries and networks, but had no direct impact on the justice system.

Table 8: Project output indicators and data

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available
Operational Programme for the Development of Human Resources				
1 Priority 'High Quality Employment and Social Coverage'				
1 Sub-priority 'Enhance adaptability of employees and companies to the needs of market'				
No. of staff participating in training	Number	N/A	1,400	1,624
4 Priority 'Fostering administrative competences and increasing efficiency of public administration''				
1 Sub-priority 'Improving human resources management and strengthening administrative capabilities in public service'				
No. of staff participating in training	Number	N/A	659	762
No. of judges, prosecutors and non-judge court staff participating in training related to quality or efficiency or independence of justice	Number	N/A	2,159	2,535

Source: Ministry of Finance data, not publicly available

Table 9: Result/ impact** indicators and data

Aggregate indicator	Unit of measurement	Baseline, if available	Target, if available	Reported value, if available
Operational Programme for the Development of Human Resources				
1 Priority 'High Quality Employment and Social Coverage'				
1 Sub-priority 'Enhance adaptability of employees and companies to the needs of market'				
No. of staff who have improved their professional competence	Number	N/A	1400	1,624

*Indicator for one out of three projects is not available
** No impact indicators were set for any project
Source: Ministry of Finance data

No project-level impact evaluations were carried out on any of the projects. While the funding procedures under which these projects were implemented were evaluated, the evaluation of these funding procedures does not go into depth and provide no project-level information, which is necessary to understand whether the project had any real impact. No follow-up of the projects was identified either, except in two cases. One of these is the 'Implementation of quality management systems in Lithuanian courts and the National Courts Administration and their certification' project. During the implementation of this project, the ISO quality management system was implemented in five courts and the NCA. After couple of years, the same courts and NCA were audited again and the audit revealed that the project results, i.e. ISO systems, are used. The audit also did not reveal any major deviations from the ISO system; therefore the ISO certificate was renewed. The second project that was evaluated is the 'Security of information technologies of the Centre of Register and the Central Mortgage Office' project. The project beneficiary has confirmed that the project was evaluated by independent experts (ISACA CISA) in 2015. The evaluation concluded that the security of the registers and information systems is sufficient and all previously identified (before the project) security risks were fixed. To confirm this, all project beneficiaries were contacted, but unfortunately some of them were unable to respond in time for completion of the study.

2.4. Relevant programme output and result indicators

2.4.1. Programme indicators

There were no specific output and result indicators put in place in the programming documents by Lithuania to monitor the implementation of projects supporting the justice system through the ESF and ERDF funding. However, there were indicators set to monitor

the implementation of OPHR priority 4: 'Fostering administrative competences and increasing efficiency of public administration as a whole'. However, from the programme-level document analysis there is no way of knowing how many persons related to the justice system participated in the training. The project-level documents, which will be collected and analysed during Task 2, should contain this information.

Table 10: Programme indicators

Indicator name	Unit of measurement	Baseline value	Target value	Last reported value
Number of persons who participated in training (public officials), statutory officials, other employees of state and municipality institutions and offices	Number	22,956 (2006)	29,000	44,572
Part of persons who participated in training (public officials, statutory officials, other employees) and who completed training successfully and whom training certificates were granted	Percentage		97	99.74

Source: Ministry of Finance (2015) Annual Implementation Report for 2015.

2.4.2. Annex XXIII data

Not applicable to Lithuania as no projects were funded under the ESF.

Table 11: Annex XXIII output indicators and data

Annex XXXIII output indicator	Project (or OP) indicator relates to	Priority axis indicator relates to	Reported value
Total number of participants	N/A	N/A	N/A
Employed participants	N/A	N/A	N/A
Participants with tertiary education (ISCED 5 and 6)	N/A	N/A	

2.5. Budget information

Overall budget information for projects supporting the justice system funded through the ESF and ERDF was generally available. However, there is no universally accepted taxonomy for project budget owners to classify budgets according to type of activity or final recipient. Moreover, many projects involve multiple activities and/or multiple final recipients. Whether and how budgets for these complex projects are analysed by activity or final recipient varies across project owners and countries. This militates against using reported data to make meaningful comparisons between projects and Member States.

For the purpose of this study, the researchers have therefore created a high-level taxonomy in order to enable an analysis of budget allocations for activities and final recipients of the identified projects funded through the ESF and ERDF supporting the justice system. Information from interviews and documents has been used to apply this taxonomy and allocate budgets based on the main focus of the projects as well as the final recipients.

In cases where it has not been possible to determine budget allocations for projects with **multiple final recipients**, these have been classified as 'multiples' (further details and

explanations have been provided in the text below). Where a project had **multiple activities** and/or included activities which did not fall under one of the focus categories, the categorisation of that project reflects its aim and not necessarily all individual activities undertaken in the context of this project. This approach is further explained in the Final Report.

Table 6: Budget spent in thousand EUR by project focus category undertaken

	Improving internal processes	Digitalisation & ICT	Training & Raising awareness	Research and evaluation	Activities related to ADR/ODR	Upgrading physical infrastructure	No information available
ESF	3,149.75		2,448.84				
ERDF		12,481.97					
Both							
TOTAL	**3,149.75**	**12,481.97**	**2,448.84**				

The majority of the overall budget spent on justice support in Lithuania funded digitalisation activities through the ERDF. Under the ESF Lithuania funded activities related to improving internal processes and training activities.

Table 13: Budget spent in thousand EUR by final recipient category

	Courts and Tribunals	Relevant ministries	Registry offices	Regional administration	National prosecution offices	Professional association of magistrates and bar associations	Specialised governance bodies of the judiciary	Others	No information available	Multiple
ESF	2,349.50	1882.07			869.49	391.29		106.24		
ERDF			9,955.34							2,526.64
Both										
TOTAL	**2,349.50**	**1882.07**	**9,955.34**		**869.49**	**391.29**		**106.24**		**2,526.64**

Lithuania had a wide range of final recipients under the 2007–2013 programming period. Registry offices were the biggest recipient, as they received funding for digitalisation under the ERDF. ESF funding was distributed among a variety of institutions, and courts and tribunals received the biggest share of the funding.

3. Funding Period 2014–2020

3.1. The needs of the Member State relating to the national justice system

In the 2014–2020 programming period two documents briefly mentioned the needs of the Lithuanian national justice system:

In 2009, the Ministry of Finance (MoF) commissioned an ex-ante evaluation of the priorities of Lithuanian economic development in the programming period 2014–2020.[17] In this evaluation the justice system was mentioned only very briefly. It was stated that the business environment in Lithuania could be improved by investing the EU funds to improve the transparency of Lithuanian courts.

The ex-ante evaluation, which was published in 2014, also briefly mentioned the needs of the justice system.[18] In the report it was stated that under OP2014–2020 priority axis 10: 'Society-oriented smart public administration' Lithuania should invest the EU funds to improve the quality and the accessibility of public services. One of the government sectors where this improvement could be implemented is 'e-justice'. The implementation of the OP will be financed by ESF, ERDF and CF, however priority axis 10 will only be financed by ESF.

3.2. **Planning stage:** The extent to which the Member State programmed support to the justice system through ESF and ERDF

3.2.1. High-level objectives related to justice set in the programming documents

Analysis of the Partnership Agreement (PA) and the OP for EU Structural Funds Investments for 2014–2020 (OP2014–2020) has shown that Lithuania did not set any national objectives and priorities related to support for the national justice system in this programming period. However, the support for it is mentioned under priority axis 10: 'Society-oriented smart public administration', investment priority 1: 'Investing in institutional capacity and in the efficiency of public administrations and public services at the national, regional and local levels with a view to reforms, better regulation and good governance'. In total, there are five specific objectives under this investment priority and two of them (Improve business regulation environment; Improve management of human resources in the public service) are related to the justice system. Descriptions of these specific objectives explicitly mention that implementation of them will include support for the justice system, among other things. This is explained in detail bellow.

OP name in English	OP for EU Structural Funds Investments for 2014–2020
CCI	2014LT16MAOP001
Relevant funds for the OP	ESF; ERDF; CF
Total OP budget (EC and national contribution) EUR million	EUR 7,887.8 million
PA 2 *'Promoting information society'* (EC and national contribution)	EUR 287.1 million (ERDF)

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[17] ESTEP (2009) *Lietuvos plėtros prioritetų 2014–2020 m. Europos Sąjungos struktūrinės paramos panaudojimo laikotarpiu vertinimas*. Commissioned by Ministry of Finance, p. 32.

[18] Public policy management institute (2014) *Lietuvos 2014–2020 m. Europos Sąjungos struktūrinių fondų investicijų veiksmų programos išankstinis vertinimas.* Commissioned by Ministry of Finance, p. 188

PA 10 *'Society-oriented smart public administration'* (EC and national contribution)	EUR 176.9 million (ESF)

Source: Government of Lithuania (2014) OP for EU Structural Funds Investments for 2014–2020.

The analysis of the PA and the OP 2014–2020 revealed that under the two above-mentioned specific objectives (Improve business regulation environment; Improve management of human resources in the public service) the following activities related to the justice system are planned:

- Investment in the development of the framework of alternative dispute resolution methods and promotion of their application;
- Training of public servants, including judges;
- Investment in litigation process simplification.

It is expected that these activities will help to develop the preconditions that will enable simpler and more efficient resolution of disputes, and as a result will decrease the number of pending civil disputes as well as they will contribute to a stronger trust in judicial institutions by the society. The main beneficiaries of these activities are courts and their administrations.

It is also expected that more residents will receive information about the activities of public institutions, including about the activities of courts. This should result from investments to openness and transparency of public administration processes. However, the programming documents fail to mention whether there would be specific investments dedicated to openness and transparency of the justice system.

Only one specific result indicator related to the justice system is mentioned in the programming documents. It is expected that the implementation of specific objective 'Improve business regulation environment' will increase the share of courts that implemented measures to improve the efficiency of justice by using ESF resources under the Operational Programme from 13% (baseline in 2013) to 75% (target in 2023).

These activities should be implemented under the funding procedure (measure) No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system'. For the implementation of this measure EUR 6.2 million are planned, but so far implementation has not started.

The in-depth document analysis has shown that there is another measure under which the projects related to the justice system could be implemented – No. 02.1.2-CPVA-V-522 'Security and optimisation of ICT infrastructure'. Under this measure only four ministries of Lithuania could be the beneficiaries, one of which is the Ministry of Justice. The measure's budget is EUR 12.6 million. However, neither the PA nor the OP have mentioned that the justice system will be supported under priority 2: 'Promoting information society'.

No other annual programming documents exist for the period 2014–2020. Monitoring Committee decisions exist and were reviewed, but did not include any information on justice.

3.2.2. Planned projects listed in the programming documents aiming to support justice

None of the programming documents (NSRF, OP etc.) included information on planned projects that support the justice system.

3.3. **Implementation stage:** Support to the justice system through ESF and ERDF

3.3.1. Support to the justice system: reported at programme level

No information was found on general project selection criteria.

The Annual Implementation Reports for the OP2014–2020 did include information on support to the justice system, namely that indicators have been set relating to the justice system, which are mentioned below (see section 3.4.1)

However, the implementation of the measures (No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system'; No. 02.1.2-CPVA-V-522 'Security and optimisation of ICT infrastructure') related to the justice system has not started yet, therefore no information is available on its implementation in the AIR for 2015 or in the Progress report evaluation of the OP2014–2020.[19]

3.3.2. Support to the justice system: reported at project level (Task 2)

At the data collection cut-off date of 30 June 2017 the implementation of the measure directly related to the support of the justice system (No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system') had not started yet. There was one project called 'Effective management of process of Court Forensic Science Centre on the basis of quality standards', which was initiated, but at the cut-off date it was still unclear if the project is eligible for the EU funds, so it has not been included in the study. At the cut-off date all the projects financed from the EU investment funds were once again reviewed and no projects related the justice system were found. This is expected to change as the measure for the justice system will start to be implemented in upcoming months; however, at the time of completion of Task 2, it remained the case.

3.4. Relevant programme output and result indicators

3.4.1. Programme indicators

Because implementation of the measures has not started yet, only measures' baseline and target indicators can be presented. Two output indicators and three result indicators are set under the measure No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system'.

Measure no. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system'				
Indicator type	Indicator	Baseline value	Target value	Last reported value
Output	Number of projects which are aimed at improving efficiency of the justice system	0	3	N/A
	Number of public administration institutions which implemented the improvement measures by using ESF resources under the Operational Programme	0	6	N/A
Result	Share of courts that implemented measures to improve the efficiency of justice by using ESF resources under the Operational Programme, %	13	75	N/A
	Share of disputes which were resolved with the Alternative dispute resolution method, %	0	20	N/A
	Share of national and local institutions and organisations which implemented the	0	1	N/A

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[19] Public policy management institute (2016) 2014–2020 metų Europos Sąjungos fondų investicijų veiksmų programos įgyvendinimo pažangos ir lėšų panaudojimo vertinimo ataskaita. Commissioned by Ministry of Finance.

	improvement measures by using ESF resources under the Operational Programme, %			

Source: Ministry of Finance (2016) Annual Implementation Report of OP2014–2020 for 2015.

One output and one result indicator are set under the measure No. 02.1.2-CPVA-V-522 'Security and optimisation of ICT infrastructure'.

Measure no. 02.1.2-CPVA-V-522 'Security and optimisation of ICT infrastructure'				
Indicator type	**Indicator**	**Baseline value**	**Target value**	**Last reported value**
Output	Number of solutions implemented in order to improve cyber-security	0	5	N/A
Result	Share of information resources and other critical information infrastructure objects, which meets the security requirements, %	12	98	N/A

Source: Ministry of Transport and Communications (2016) Implementation plan and document of OP2014–2020 indicators.

3.4.2. Project indicators

4. Overview of existing national and regional data and documentation related to the ESF and ERDF

4.1. Ex-ante evaluations and needs assessments

In total two ex-ante evaluations and one need assessment was analysed in the study. The analysis of ex-ante evaluation for 2007–2013 programming period has shown that the needs of the justice system were not considered in it.[20] This has changed in the 2014–2020 programming period, i.e. the justice system was briefly mentioned in the ex-ante evaluation for the 2014–2020.[21] The ex-ante evaluation stated that there is a need to invest EU funds to improve the quality and number of 'e-justice' related services as there is a bottom-up demand for this from businesses. The needs assessment revealed that business environment could also be improved by investing in transparency of the courts.[22] However, overall, the needs of the justice system seemed to be of less importance than the needs of other investment priorities even in the current programming period.

4.2. Programming documents

Neither the 2007–2013 nor 2014–2014 programming documents have set any national objectives and/or priorities relating to support for the national justice system. In the former programming period only one[23] of the four OPs even mentioned the justice system as such, while the NSRF[24] did not. In the latter programming period the justice system was mentioned in both programming documents – the PA[25] and the OP2014–2020.[26] However, the justice system could be financed only under two of five specific objectives of investment priority 1 of priority axis 10.

4.3. Implementation reports

The implementation reports of both programming periods were of little use to the study. The 2007–2013 reports provided no information regarding the Lithuanian justice system as no indicators related to it were set.[27] The report only stated that judges, among other public servants and employees, could participate in the EU-funded training. The 2014–2020 reports showed that implementation of the measures which are related to the justice system has not started yet.[28]

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[20] EKT (2007) Veiksmų programų Lietuvos 2007–2013 m. *Europos Sąjungos struktūrinės paramos panaudojimo strategijai įgyvendinti išankstinis (ex-ante) vertinimas (Ex-ante evaluation).* Commissioned by Ministry of Finance.

[21] Public policy management institute (2014) *Lietuvos 2014–2020 m. Europos Sąjungos struktūrinių fondų investicijų veiksmų programos išankstinis vertinimas (Ex ante evaluation).* Commissioned by Ministry of Finance.

[22] ESTEP. (2009*). Lietuvos plėtros prioritetų 2014-2020 m. Europos Sąjungos struktūrinės paramos panaudojimo laikotarpiu vertinimas*. Commissioned by Ministry of Finance.

[23] Government of Lithuania (2012) *2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programa (OPHR)*.

[24] Government of Lithuania (2012) *Nacionalinė bendroji strategija: Lietuvos 2007–2013 metų ES struktūrinės paramos panaudojimo strategija konvergencijos tikslui įgyvendinti (NSRF)*.

[25] Government of Lithuania (2014) *Lietuvos Respublikos Partnerystės sutartis (PA).*

[26] Government of Lithuania (2014) 2014–2020 metų Europos Sąjungos fondų investicijų veiksmų programa (OP2014–2020).

[27] Ministry of Finance (2008-2014) Veiksmų programų metinės įgyvendinimo ataskaitos (*annual implementatin report of OPs for 2008–2014*).

[28] Ministry of Finance (2016) Metinės ir galutinės investicijų į ekonomikos augimą ir darbo vietų kūrimą tikslo įgyvendinimo ataskaitos: 2015 (*Annual implementation report for 2015*).

4.4.   Interim and ex-post evaluations

In total, more than 60 evaluations relating to implementation of the EU funds have been conducted in Lithuania since 2007; however, only three of them (Interim evaluation of the OPHR's 4th priority,[29] [30]Progress report evaluation of the OPHR's 4th priority[31] and Progress report evaluation of the OP2014–2020[32]) mentioned the justice system or its projects. The evaluations of the 2007–2013 programming period stated that three training projects for public servants, including judges, and three improvements to management systems projects were implemented under the OPHR. The beneficiaries of these projects were the National Court Administration and the Ministry of Justice. The progress report evaluation of the 2014–2020 programming period stated that implementation of measure No. 10-1.4-ESFA-V-922, 'Improving the efficiency of the justice system', has not started yet, but the evaluation failed to identify reasons why.

Two ex-post evaluations of the priorities in which the relevant measures (No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system'; No. 02.1.2-CPVA-V-522 'Security and optimisation of ICT infrastructure') were identified for the 2014–2020 programming period are planned for 2018 first–fourth quarter; however, given the fact that the implementation of the measures had not started as of May 2017, it is unlikely that these evaluations will be conducted at the planned time.

4.5.   Other non-project-level documents

The review of the high number of Monitoring Committee documents for both programming periods did not provide useful information. Relevant information about selection criteria and activities which are planned to be financed was found in the Terms and conditions of projects financing document[33] for the measure No. 10-1.4-ESFA-V-922, 'Improving the efficiency of the justice system'. Projects will be selected according to the national project planning system. Projects that wish to receive EU support under measure No. 10-1.4-ESFA-V-922 'Improving the efficiency of the justice system' should implement at least one of the following activities:
1) Encourage alternative dispute resolution methods and conduct trainings related to this;
2) Suggest how to improve the regulatory base in order to make the justice system more efficient;
3) Create, improve and implement tools that would improve the efficiency, the openness and the independence of the justice system's institutions;
4) Conduct training for justice system employees in order to implement the above-mentioned activities.

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[29] ESTEP (2013) 2007–2013 m. Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto tarpinių rezultatų vertinimas, siekiant parengti išsamią informaciją Europos Komisijai teikiamai metinei įgyvendinimo ataskaitai. Commissioned by Ministry of Finance.

[30] It is important to mention that the ex-post evaluation of the 2007–2013 OPHR did not mentioned the justice system projects or analyse their impact.

[31] Public policy management institute (2011) *Žmogiškųjų išteklių plėtros veiksmų programos 4 prioriteto įgyvendinimo vertinimas.* Commissioned by Ministry of Finance.

[32] Public policy management institute (2016) 2014–2020 metų Europos Sąjungos fondų investicijų veiksmų programos įgyvendinimo pažangos ir lėšų panaudojimo vertinimo ataskaita. Commissioned by Ministry of Finance.

[33] Ministry of Interior (2016) Įsakymas dėl priemonės nr. 10.1.4-ESFA-V-922 'Teisingumo sistemos veiksmingum' projektų finansavimo sąlygų aprašo patvirtinimo (*Terms and conditions document*).

4.6. Project-level data sources

Lithuania's EU Structural Assistance Information Management and Monitoring System (SFMIS) is renowned in the EU as one of the best in terms of managing information about the EU funds. Therefore, only four main sources were needed to collect all the relevant project-level information. The basic information about projects financed or to be financed with the EU funds is published on two websites: http://www.esparama.lt/2007-2013/en (for the period 2007–2013) and http://www.esinvesticijos.lt/en/ (for the period 2014–2020). These websites publish all the applications for the EU funds, including the declined ones. Therefore, the search engines of these websites were used to identify the relevant projects for the study. This identification was conducted in two ways: the use of keywords related to the study and identification of possible measures under which the projects could be financed based on Task 1 and manually checking every project financed under that measure. This procedure was repeated on 30 June 2017 for 2014–2020 projects; however even then no projects relating to the study were identified. The website provided basic information (in the Excel format) regarding identified projects beneficiaries, finances, timeframe, project status, the EU priority theme and objectives they relate to, etc. However, the publicly available information was not sufficient to provide all the needed information for the study; therefore, the request to the Ministry of Finance was made. The Ministry of Finance granted access to the internal EU Structural Assistance Information Management and Monitoring System (SFMIS) in the Ministry itself. SFMIS holds all the project-level information about planned and achieved indicators . Moreover, via SFMIS the expert was allowed to download the Final Project Reports, in which more detailed information regarding projects' undertaken activities, outputs, results and impact was provided. The final data source used was 'the funding procedures' terms and conditions documents' in which the project selection criteria were identified. These four information sources were sufficient to collect all the relevant information for the study.

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