

## PERSONAL INFORMATION



## Dr. Agnė PALIOKAITĖ

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Sex Female | Date of birth 22/09/1977 | Nationality Lithuanian

## SUMMARY

Dr. Agnė Paliokaitė is a Founding Partner and Director at Visionary Analytics. She has more than 20 years of experience in evaluation, impact assessments and feasibility studies as well as applied social sciences. Thematically her work focuses on education, R&D, innovation and competitiveness policies. She has considerable expertise in applying various evaluation approaches (qualitative and quantitative) and preparation of methodological tools, and had been an evaluator of various EU programmes and the use of Cohesion policy for 2004-2006, 2007-2013, 2014-2020, and 2021-2027. Her excellent management skills were obtained since 2002 by leading more than 25 policy research and evaluation projects. This includes large and complex multi-stakeholder projects, such as the development of Smart specialisation strategy in Lithuania, the Feasibility study of space sector development (for European Space Agency), and sophisticated methodologies, such as Ex ante evaluation of the society digitisation measures for 2021-2027, Ex post evaluations of ERDF investments into SMEs and Innovation in 2007-2013 and 2014-2020, Interim Evaluation of University – Industry R&D Collaboration Programmes, research grant 'Middle income trap: position in global value chains and its relationship to skills and innovations in Central Eastern Europe', and many others. Agnė holds a PhD degree in strategic management from ISM University of Management and Economics, and an MBA from Vilnius Gediminas Technical University. She is fluent in Lithuanian (mother tongue), English and Russian, speaks German, Polish and Portuguese.

## WORK EXPERIENCE

2012–Present

**Founder, Director**

Visionary Analytics, UAB, Vilnius (Lithuania)

**Business or sector** Research based advice, private research institute

Management of research, evaluation and technical assistance projects with special focus on Higher Education, research and innovation policy fields.

2003–2012

**Research Manager**

Public Policy and Management Institute (PPMI), Vilnius (Lithuania)

**Business or sector** Management consultancy

Extensive range of evaluation, consultancy and applied research activities for the Lithuanian government, EU Commission and other public sector clients. Main methodologies applied include evaluation, monitoring, impact assessments and development of applied research (including evaluation) methodologies.

2000-2003

**Project Manager**

National Regional Development Agency, Vilnius (Lithuania)

**Business or sector** Governmental Agency

Teaching courses on institutions, decision-making, and public policies in the EU; project development and management; public administration reforms in the CEE countries

## EDUCATION AND TRAINING

- 2009–2013 **PhD**  
ISM University of Management and Economics, Vilnius (Lithuania)  
Topic of Dissertation: The relationship between organisational foresight and organisational ambidexterity (i.e. ability to produce incremental and radical innovation at the same time)
- 2010-2011 **PhD research fellow**  
Technology Analysis PhD programme, New Lisbon University, Lisbon (Portugal)
- 2000-2001 **Master of Business Administration**  
Vilnius Gediminas Technical University, Vilnius (Lithuania)
- 1999 **Mobility visit (collecting data for bachelor thesis on social innovations)**  
Aalborg University, Aalborg (Denmark)

## FELLOWSHIPS

- 2001 **Internship at the Foreign Affairs Committee**  
European Parliament, Brussels (Belgium)

## PERSONAL SKILLS

Mother tongue(s) Lithuanian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
Russian	C2	C2	C2	C2	C2
Polish	B2	B2	B2	B2	A1
German	B2	B2	B2	B2	A2
Portuguese	A2	A2	A2	A2	A2

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user  
[Common European Framework of Reference for Languages](#)

- Competences**
- Research management, coordination of large multinational projects;
  - Research design, advanced skills in application of quantitative and qualitative research methods;
  - Report writing, evaluation, impact assessments;
  - Training and technical assistance
  - Innovation and competitiveness policies and governance; foresight and future trends.

## ADDITIONAL INFORMATION

- Grants / awards received**
- Middle income trap: global value chains, skills and innovations in CEE countries (Research Council of Lithuania; 2017-2019)
  - Impact of de-industrialisation and re-industrialisation on labour force skills (Research Council of Lithuania; 2017-2019);
  - ISPIIM Innovation Management Dissertation Award 2014 finalist (Top 10%).

- Participation in policy discussions and decision making**
- Member of the State Progress Council, 2018-2022
  - Member of work group under the Government of Lithuania responsible for consolidation of public higher education institutions, 2017
  - Juror at Regio Stars Awards 2016 international competition, European Commission
  - Horizon 2020 evaluation committee member, Research Executive Agency EC. 2015
  - Member of International Independent Experts Group responsible for designing the Lithuanian Smart

- Specialisation Strategy and defining national smart specialisation priorities. 2012-2014
- Member of expert group in the National Foresight Exercise aimed at developing the Vision for research and higher education 2030 in Lithuania. 2011
  - Member of workgroup on encouraging spin-offs under the Ministry of Education and Science, 2006-2007.
- Publications
- Paliokaitė A. (2019). An innovation policy framework for upgrading firm absorptive capacities in the context of catching-up economies. *Journal of Entrepreneurship, Management and Innovation*, 15(3), 103-129.
  - Paliokaitė A., Martinaitis Ž., Sarpong D. (2016). Implementing Smart Specialisation roadmaps in Lithuania: lost in translation? *Technological Forecasting & Social Change* 110, 143-152.
  - Paliokaitė A., Martinaitis Ž., Reimeris R. (2015). Foresight methods for Smart Specialisation Strategy in Lithuania. *Technological Forecasting & Social Change* 101, 185-199.
  - Martinaitis Ž., Gaušas S., Paliokaitė A. (2015). Embedded autonomy: explorative case study on changes in autonomy of higher education institutions in Lithuania. In: *Re-discovering university autonomy* (Turcan R., Reilly J., Bugaian L. (Eds.))
  - Paliokaitė A., Pačėsa N., Sarpong D. (2014). Conceptualizing strategic foresight: an integrative framework. Special Issue: Strategic Foresight, *Strategic Change*. Volume 23, Issue 3-4, 161-169.
  - Gaušas S., Owczarzak R., Paliokaitė A. (2014). Anticipating and managing the effects of greening of industries in the European Union: Skills development in the overall context of job quality. In: OECD/Cedefop (2014). *Greener Skills and Jobs*, OECD Green Growth Studies, OECD Publishing.
  - Paliokaitė A. (2013). The relationship between organisational foresight and organisational ambidexterity. Doctoral dissertation. Vilnius, ISM University of Management and Economics.
  - Paliokaitė A. (2010). Industry level foresight: Designing foresight methods for Lithuanian energy sector. *Enterprise and Work Innovation Studies*, 6, IET, 9 – 51.
  - Paliokaitė, A. (2010). Networking as a Route for Corporate Foresight in SMEs. *IET Working Papers Series*, WPS10/2010, pp. 31
  - Krūminas P., Paliokaitė A., Martinaitis, Ž., Tiits, M. (2019). Global Value Chains, Skills and Innovation Activities in Firms: Conceptual Issues. Paper presented at 6th annual AIB-CEE conference in Kaunas, held by Kaunas University of Technology, 25-27 September 2019.
  - Krūminas P., Rybakovas E., Paliokaitė A. (2019). Global Value Chains as Pathway to Innovation: The Case of Central and Eastern Europe. Paper presented at 31st Annual EAEPE Conference in Warsaw, held at the SGH Warsaw School of Economics, 12-15 September 2019.
  - Krūminas P., Rybakovas E., Paliokaitė A. (2019). Global value chains and middle-income trap in Central and Eastern Europe. Paper presented at 21st annual ESGD conference in Bern, held by World Trade Institute, 12-14 September 2019.
  - Martinaitis Ž., Christenko A., Antanavičius J. (2018). High or low? Approaches to measuring skills of labour force. Paper presented at 30th Annual EAEPE Conference, held at University Nice Sophia Antipolis, 6-8 September 2018.
  - Krūminas, P., Rybakovas, E., Paliokaitė, A. (2018). Global Value Chains in Transition Economies: Integration Paths in Central and Eastern Europe. In: *A World of Flows: Labour Mobility, Capital and Knowledge in an Age of Global Reversal and Regional Revival*, 2018 Annual Conference of Regional Studies Association. 3rd –6th June 2018, Università Della Svizzera Italiana, Lugano, Switzerland.
  - Martinaitis Ž., Christenko A., Krūminas P., Paliokaitė A. (2017) Impact of industrial change on skills during economic transition in Central and Eastern Europe. Paper presented at 29th Annual EAEPE Conference, held at Corvinus University of Budapest, 19-21 October 2017.
  - Paliokaitė A. (2016). Innovation Policies and Firm Absorptive Capacities: Minding the Gap. Paper presented at the ISPIM 2016 International Innovation Conference „Blending Tomorrow’s Innovation Vintage“, 19-22 June 2016, Porto.
  - Paliokaitė A., Martinaitis Ž. (2014). Implementing Smart Specialisation roadmaps in Lithuania: lost in translation? Paper presented in the *5th International Conference on Future-Oriented Technology Analysis (FTA) – Engage today to shape tomorrow*, Brussels, 27-28 November 2014.
  - Paliokaitė A. et al. (2013). Foresight methods for Smart specialisation strategy in Lithuania. International Foresight Academy 2013. Academic Seminar ‘Participatory Foresight for Smarter Futures – From Design to Impact’. September 2013, ZHAW, Winterthur / Zurich, Switzerland.
  - Paliokaitė A. (2012). The relationship between organisational foresight and product innovation in small and medium sized enterprises. 8th International Globelics Academy ‘National Systems of Innovation and Economic Development’, August 2012, Redesist / Economics Institute, Federal University of Rio de Janeiro, Brazil.
  - Paliokaitė A. (2011). Routes for enhancing organisational foresight capabilities in small and medium sized enterprises. Yeditepe International Research Conference on Foresight and Futures YIRCOF’11 ‘Theory Building in Foresight and Futures Studies’, August 2011, Istanbul, Turkey.
- Presentations in international academic conferences
- Relevant project experience
- Annexes

## Project experience

Client & Date	Title and brief description of relevant studies
Executive Agency for Small and Medium-sized Enterprises (EASME) December 2020 – December 2021	<b>Uptake of Corporate Social Responsibility (CSR) by the small and medium-sized enterprises (SMEs) and start-ups</b> <i>Project Director.</i> The objective of this European study is to map, assess and report on current levels of take-up of CSR/RBC codes of conduct and internal action plans for CSR and sustainability within European SMEs and start-ups, paying particular attention to variations between Member States, regions of Europe and specific sectors of the economy.
European Agency for Safety and Health at Work's (EU-OSHA) November 2020 – November 2023	<b>Overview of research and practices in relation to new forms of worker management through AI-based systems and occupational safety and health</b> <i>Team Leader.</i> Ultimately, the study will examine the potential consequences for workers' safety and health and identify the main challenges and opportunities for prevention, policy and practice.
European Institute of Innovation and Technology, Food KIC, Poland September – December 2020	<b>Analysis of agri-food innovation policies in RIS countries.</b> <i>The Expert</i> carries out the analyses of agri-food innovation policies in Lithuania, such as contents of the operational programmes 2014-2020 and plans for 2021-2027, contents and planned amendments to the smart specialisation strategy, sources of funding from Research & Innovation, higher education, entrepreneurship and research infrastructures, Provision of recommendations concerning possible use of regional/national/EU funding in the country to finance local EIT Food initiatives (e.g. activities for startups or educational activities), with a view to identify possible co-funding scenarios for EIT Food, etc.
European Commission, DG REFORM, Strategic reform support service (SRSS) October 2019 – December 2020	<b>Enhancing the efficiency of the cooperation between business and science</b> <i>Innovation management expert.</i> The objective is to provide detailed recommendations and guidance to the Ministry of Economy and Innovation and other relevant stakeholders in drafting the National Science and Technology programmes. The NSTPs specifically target the four sectors selected by the MoEI, namely the food industry, engineering (incl. laser technology), life sciences, and ICT. The project includes strategic review of the Lithuanian science, technology and innovation context for business-science cooperation, an international best practice comparative review, co-design workshops, and dissemination event.
European Commission, DG MOVE December 2019 – October 2020	<b>Supporting analysis for defining the future rail research and innovation partnership under the next multi-annual financial framework</b> <i>Task Leader.</i> The objective of this study is to assess the impacts of the activities undertaken by the Shift2Rail (S2R) JU and to identify the needs within the context of the long-term research and innovation and policy objectives of the rail sector. Visionary Analytics uses the following methods: case studies, desk research, Delphi survey, Interviews, surveys, theory-based evaluation, and validation workshop.
Ministry of Economy and Innovation, Lithuania July 2019 - April 2020	<b>Ex ante evaluation of the society digitisation measures for 2021-2027</b> <i>Team Leader.</i> Designing evidence-based SME competitiveness policy in Lithuania for 2021-2027. Work included coordination of team, evaluating digitisation measures implemented during 2010-2020, and providing suggestions for public sector digitisation measures for the 2021-2027 ESIF Operational Programme.
Ministry of Finance of the Republic of Lithuania  03/2019 – 03/2021	<b>Technical Assistance to the Managing Authority on Implementation of EU Cohesion Policy for 2021-2027</b> <i>Project Director, Key Expert.</i> The aim of the project is to consult the Managing Authority on the implementation of EU Cohesion Policy in order to improve the administration of EU funds during the 2014-2020 programming period and to better prepare for the post-2020 programming period. Responsible for review and consensus building on investments into RTDI, digitalisation and SME competitiveness.
Ministry of Economy and Innovation, Lithuania 2018-2019	<b>The evaluation of the measures fostering business R&amp;D under the 2014-2020 Operational Programme</b> <i>Team Leader.</i> The aim of the project is to evaluate the impact of the Ministry of Economy measures under the 1st Operational Programme (OP) priority. The measures are aimed at fostering business R&D. During the project Jonas completed the following tasks: 1) evaluated how the Ministry of Economy measures under the 1st OP priority contributed to the Smart specialisation and Europe 2020 strategies; 2) evaluated the impact of the Ministry of Economy measures under the 1st OP priority (including counterfactual evaluation); 3) provided insights and recommendations on improving the current policy mix; 4) provided insights and recommendations for the new EU funding period of 2021-2027.
Ministry of Economy and Innovation, Lithuania 2018-2019	<b>Evaluation of SME competitiveness measures under the Operational Programme 2014-2020</b> <i>Team Leader.</i> The project evaluated impact of SME competitiveness measures in order to prepare for the new financing period of 2021-2017. The expert carries out case studies of measures and foreign good practices, contributes to data analysis and report drafting, contributes to the organisation of focused group discussions, prepares dissemination measures (presentation of evaluation results, contributes to the final stakeholder seminar/ event).
European Space Agency 2018-2019	<b>Feasibility study of Lithuanian space sector development</b> (incl. national foresight on the business-science potential and roadmap 2030) <i>Team Leader.</i> The aim of the project is to prepare a feasibility study of Lithuanian space sector development. The expert contributes to mapping the sector's potential, developing its future development scenarios and a roadmap, and preparing space policy recommendations.
Ministry of Finance, Lithuania 2018-2019	<b>Strengthening Evaluation Capacities in Lithuania</b> <i>Methodological Coordinator.</i> The project seeks to strengthen evaluation capacities in order to achieve a more active use of evaluation results in decision-making processes. The expert contributes to the organisation of an international evaluation conference and trainings for public servants responsible for evaluations, prepares the training materials, contributes to the preparation of a thematic evaluation overview.
Ministry of Finance, Lithuania 02/2018-02/2019	<b>Interim Evaluation of investments of the Operational Programme 2014-2020</b> <i>Key Expert.</i> Evaluation of relevance, efficiency and effectiveness of the OP for 2014-2020 and all kits priorities as well as complementarity of the EU2020 strategy and horizontal principles. Evaluation of the monitoring system and its indicators. Responsible for review and consensus building on investments into RTDI, society digitalisation and SME competitiveness.
European Commission, DG	<b>Study to support impact assessment of the Europe Institute of Innovation of technology (EIT) Strategic Innovation Agenda</b>

Education and Culture 12/2017 – 08/2018	<i>Task Leader.</i> Key tasks of the Study: 1) to define and set up concrete long-term socio-economic impact indicators taking into account the intervention logic of EIT/KIC model and the KTI logic; 2) to screen, map out and present all potential impacts as well as stakeholders that will be influenced by the changes; 3) to analyse four thematic areas where potential Innovation Communities could be established in future; 4) to outline potential overarching options and scenarios for the future strategic development of the EIT and KICs.
European Commission, DG CONNECT / DG EAC 12/2017-10/2018	<b>New financial instruments for SMEs, mid-caps and organisations from the Cultural and Creative Sectors: ex-ante evaluation in support for Impact Assessment for the successor of the Creative Europe Programme.</b> <i>Key Expert.</i> The study shall review, analyse and assess the current state-of-the-art and propose a way forward with a design and implementation of the financial instruments for cultural and creative sectors. In the context of this study, "financial instruments" means measures of financial support provided on a complementary basis from the budget in order to address one or more specific policy objectives of the Union. Such instruments may take the form of equity or quasi-equity investments, loans or guarantees, or other risk-sharing instruments, and may, where appropriate, be combined with grants. The study will cover the EU 28 countries and Iceland, Liechtenstein and Norway.
Lithuanian Research Council 09/2017-09/2019	<b>Middle income trap: position in global value chains and its relationship to skills and innovations in Central Eastern Europe</b> (research grant) <i>Team Leader.</i> The aim of research is to theoretically develop and empirically test the following hypothesis: the position of firms in global value chains (GVCs) affects actual level of competences of employees and incentives to innovate. The study covers 34 economic sectors of the Baltic and Visegrád countries, Slovenia, Croatia, Romania and Bulgaria. The research Project will develop a conceptual model, empirically assess positions of sectors of CEE countries in GVCs, estimate actual level of competences of employees in CEE at sectoral level by measuring the competences used at the workplace, empirically test the hypotheses using structural equation modelling, and propose practical policy recommendations.
Lithuanian Research Council 03/2017-02/2019	<b>Impact of de-industrialization and re-industrialization on skills</b> (research grant) <i>Lead researcher.</i> The research project seeks to assess the impact of radical industrial change on skills of workforce in Lithuania and other Central and Eastern European (CEE) countries between 1988 and 2008. The main argument is that the current levels and types of skills of workforce are the result of: a) "inherited" skills from the soviet era; (b) scale and trajectories of de-industrialisation that took place between 1990 and 2000; (c) type of re-industrialisation (e.g. technological upgrading, entry into new product markets, etc.) that took-off around 2000-2008. The project will assess these links at a macro level, develop a longitudinal case study of change in two Lithuanian sectors and provide a comparative analysis of CEE countries.
Ministry of Education and Science, Latvia 02/2017 – 12/2017	<b>Support services to INTERREG Baltic Sea Region programme's project "Baltic Science Network"</b> <i>Lead Researcher.</i> The project includes two key research objectives: 1) Research of the main obstacles for project partnership building within Baltic Sea region for applying to framework (Horizon 2020 etc.) programmes, incl. survey of Baltic Sea Region researchers, interviews and desk research, and organisation of international conference in Tallinn, Estonia; 2) Research and recommendations on improving cooperation in sharing R&D infrastructure within Baltic Sea Region, incl. Roadmap/ Guideline for joint use of internationally significant R&D infrastructure.
European Commission, DG Research and Innovation, Joint Research Centre 12/2016-12/2017	<b>Specific Support to Lithuania under the Horizon 2020 Policy Support Facility</b> <i>Expert.</i> Prepares research report (background report) on trends, status quo, policies and challenges in attracting R&I intensive FDI and facilitating business-science cooperation. Participates in high level expert group meetings, presents the report, peer reviews other related reports and provides other necessary assistance.
Ministry of Finance, Lithuania 10/2016-06/2017	<b>Evaluation of the R&amp;D and Innovation policy mix under the Operational Programme 2014-2020</b> <i>Team Leader.</i> Interim evaluation, covering various aspects of relevance, coherence, effectiveness and efficiency, will be completed, using mix method approach based on theory led evaluation / theory of change, case studies (Poland, Estonia, Ireland, Slovenia), interviews, surveys, focus groups, system level and measure-level evaluation.
Ministry of Economy, Lithuania 09/2016-03/2017	<b>Ex post evaluation of the innovation vouchers instrument</b> <i>Team Leader.</i> Ex post evaluation, covering various aspects of impact, effectiveness and efficiency, will be completed, using mix method approach: counterfactual evaluation, comparative foreign case studies (Ireland, Netherlands, UK, Poland), interviews, focus groups, and theory of change. The results of this study will be used to improve a new instrument planned for 2016-2020.
European Commission, DG Internal Market, Industry, Entrepreneurship and SMEs 06/2016-02/2017	<b>Evaluation of the Horizon 2020 SME Instrument</b> <i>Expert.</i> The interim evaluation contains an assessment of the relevance, effectiveness, efficiency, coherence and EU added value of the part 'Innovation in SME' of Horizon 2020, (with the exclusion of Eurostars) across EU and associated states, since the start in 2014. The expert covers interviews programme and case studies (Israel, Denmark, and Italy).
Ministry of Finance, Lithuania 07/2016 – 08/2017	<b>Strengthening Evaluation Capacities</b> <i>Project Methodological Coordinator, Senior Expert.</i> Project aims at strengthening evaluation capacities in Lithuania with the view of improving use of evaluation results. Coordinates development of final methodology (incl. methodological tools), data collection and analysis for the study on Evaluation Capacities Building (ECB) and action plan until 2020 as well as prepares a concept for the 1.5-day international evaluation conference (150 participants) to be held in Vilnius.
European Commission, DG Research and Innovation, Joint Research Centre 06/2016-04/2017	<b>Providing monitoring and analytical services for the Research and Innovation Observatory</b> <i>Rapporteur.</i> Coordinates data collection and analysis for the RIO country report 2016 for Lithuania (analysis of policy mixes to foster R&D investments and innovation in Lithuania, involvement in the global value chains, etc.), quality review, other analytical and monitoring services for the JRC, invited presentations at the mutual learning workshops.
European Commission DG Regional and Urban policy (REGIO) 04/2016-08/2016	<b>Assessment of investments for Smart specialisation implementation.</b> <i>Team Leader.</i> Assessment of smart specialisation implementation policy mix in Lithuania (31 policy measures under the competence of Ministry of Education and Science, 18 policy measures under Thematic objective 1 of the Operational Programme 2014-2020, and 25 pre-selected infrastructure development projects).

European Commission DG CONNECT / DG EAC 09/2015-04/2016	<p><b>Survey and data gathering to support the Impact Assessment of a possible new legislative proposal concerning Directive 2010/13/EU (AVMSD) and in particular the provisions on media freedom, public interest and access for disabled people (SMART2015/0048)</b></p> <p><i>Senior Expert.</i> Responsible for developing the methodology for: interviews, case study guidelines and reporting templates; implementation of case studies and interviews under the Data collection and preliminary analysis phase, and contribution to the Reports.</p>
European Commission, DG REGIO 09/2014-07/2016	<p><b>Ex post evaluation of Cohesion Policy programmes 2007-2013 financed by the European Fund for Regional Development (ERDF) and Cohesion Fund (CF), Work Package 2 on “Support to SMEs – increasing research and innovation in SMEs and SME development”.</b></p> <p><i>Sub-Team Leader.</i> Coordinates the analysis of the selected OP case studies and support the preparation of country case reports for Estonia (the Development of Economic Environment), Hungary (Central Hungary), Lithuania (Economy Growth OP), Latvia (Entrepreneurship and Innovations) and Slovakia (Competitiveness and Economic Growth, and Research and Development). Contributes to the realisation of one – or more theory-based impact evaluations.</p>
European Commission, DG Research and Innovation, Joint Research Centre 09/2014-09/2016	<p><b>Providing monitoring and analytical services for the Research and Innovation Observatory</b></p> <p><i>Rapporteur.</i> Coordinates data collection and analysis for the RIO country reports 2014-2015 for Lithuania (analysis of policy mixes to foster R&amp;D investments and innovation in Lithuania), provides quality review, provides other analytical and monitoring services for the JRC, including invited presentations at the mutual learning workshops.</p>
European Commission, DG Research and Innovation, Joint Research Centre 12/2014-09/2015	<p><b>Scientific Assistance Services to gather Country Specific Knowledge and Draw Policy Recommendation on enhancing synergies between ESIF and H2020 for the Stairway to Excellence (S2E) project</b></p> <p><i>Team Leader.</i> The key objective is to carry out sound analysis of the institutional setting in Lithuania, of the research and innovation policy mix, R&amp;I governance and the balance between various R&amp;I policy instruments in order to maximize the coherence between EU and national support actions and improve the coordination between different R&amp;I policy actors (European, national managing authorities, contact points), to examine how the synergies between ESIF and Horizon 2020 are/could be facilitated. The recommendations are formulated which could lead national actors to successfully adopt policy instruments and finance structures that can facilitate synergies between various R&amp;I funds.</p>
Ministry of Finance, Lithuania 2014 November – 2015 June	<p><b>Strengthening Evaluation Capacities of EU Structural Assistance</b></p> <p><i>Key Evaluator.</i> The project seeks to strengthen evaluation capacities in Lithuania with the view of improving utilisation of evaluation results, by performing the following tasks: (1) evaluation of the impact of results of evaluations carried out in Lithuania between 2007 and 2014; (2) preparation of methodological guidelines on evaluations of EU funded interventions; (3) organisation of workshops and discussions for decision makers, public officials in charge of evaluations and evaluation community; (4) dissemination and publicity activities. Evaluation applied qualitative and quantitative (meta-analysis of recommendations, case studies, interviews, broad survey of the stakeholders), as well as participatory methods. Evaluation exercise also included consensus building exercises.</p>
Ministry of Economy, Lithuania 09/2014-12/2014	<p><b>Feasibility study on the high technologies’ development in Lithuania.</b></p> <p><i>Team Leader.</i> The aim of the project is to analyse the development potential of Lithuanian high technologies, which includes high technologies, medium-high technologies and knowledge-based service sectors technologies, and to provide recommendations for the improvement of effectiveness of Lithuanian R&amp;D and innovation policy. The methods included: survey of manufacturing companies, scenarios, desk research, focus groups using consensus building methods. The recommendations of the study regarding Lithuanian R&amp;D and innovation policy should contribute to the increasing effectiveness of the Lithuanian Smart Specialisation strategy.</p>
Office of the Government of Lithuania 07/2014-07/2015	<p><b>Development of the Lithuanian Progress Strategy “Lithuania 2030” implementation and monitoring system.</b></p> <p><i>Project Director.</i> Evaluation of the current “Lithuania 2030” implementation and monitoring model, evaluation of foreign best practice and providing recommendations on how the implementation and monitoring system could be improved, giving specific attention to the inclusion of society. Carrying out four thematic studies and providing conceptual assistance in organizing four thematic Progress Forums involving society in the discussion on key pressing challenges. Development of the best practice library on how the ideas of “Lithuania 2030” are taken up by the society. Preparation and publication of Lithuanian Progress Reports for 2013 and 2014. The project involves high level Lithuanian decision makers and opinion leaders and sets the basis for implementation of the key strategic document of the Republic of Lithuania.</p>
European Commission DG Enterprise and Industry 12/2013-07/2014	<p><b>Evaluation of EU clusters initiatives managed by DG Enterprise and Industry.</b></p> <p><i>Senior Expert – Quality Reviewer.</i> The evaluation objective is to assess the effectiveness of cluster initiatives that have been funded between 2007 and 2013, with a view to contributing to the overall CIP objective of fostering business competitiveness, in order to draw lessons for the next financial perspective period (2014-20).</p>
Centre for Monitoring and Analysis of Research and Higher Education (MOSTA) 07/ 2013 – 04/2014	<p><b>Services of the Preparation of Research and Innovation priorities for Smart Specialisation Strategy Development in Lithuania.</b></p> <p><i>Project Director, Key Methodology Expert.</i> Preparation and coordination of the national foresight methodology (6 future technology trend reviews, 6 future R&amp;D potential assessments, scenario development, 20 roadmaps (incl. digitalisation), 24 expert group meetings, surveys, future challenges analysis, etc.) on setting the smart specialisation priorities. Support in organising the process, carrying out of the analysis on future trends in one of the six priority areas (new materials, processes and technologies for industry); identification and assessment of Lithuanian business potential to implement joint business-science projects in the identified priority areas in Lithuania; preparation of conclusions and recommendations on the smart specialisation priorities and the Smart Specialisation Strategy implementation in Lithuania.</p>
Ministry of Finance (Lithuania) 07/2013 - 10/2013	<p><b>Technical assistance to the EU SF Managing Authority in preparing the 2014-2020 Operational Programme</b></p> <p><i>Key Expert.</i> Provided expert assistance to the Ministry of Finance when preparing the Operational Programme 2014-2020 (the ERDF thematic objective 1 on research and innovation). Provided assessment of the inputs provided by the ministries of Economy and Education and Science, among them the needs to invest into large R&amp;D infrastructures. Prepared relevant parts of the OP and the Partnership Agreement between Lithuania and the European Commission.</p>
MOSTA 02-06/ 2013	<p><b>Support for testing monitoring and analysis model – technical assistance in reporting on research and higher education</b></p> <p><i>Project Director.</i> Methodological support to MOSTA on research design and implementation planned research and monitoring activities,</p>

	<p>further development of indicators for monitoring of Lithuanian research and HE; and drafting a report on implementation of monitoring and analysis model, incl. recommendations on improvement of a set of indicators, conceptual framework and methods for data analysis.</p>
<p>European Commission DG Research and Innovation 12/2012 – 12/2013</p>	<p><b>The expert group to advise the European Commission on the preparation of a Smart Specialisation Strategy for Lithuania</b> <i>Team Leader.</i> Expert coordinated efforts of the international group advising the European Commission on the development of a smart specialisation strategy for Lithuania. The expert coordinated a review and assessment of the situation of Lithuania with regard to trends in the national economy, including the identification of priority and well performing sectors where comparative advantages could be singled out.</p>
<p>Centre for Monitoring and Analysis of Research and Higher Education (MOSTA) 12/2012-05/2013</p>	<p><b>Preparation for the identification of smart specialisation priorities in Lithuania</b> <i>Project Director, Key Methodology (Foresight) Expert.</i> Preparation of the national foresight methodology for identification of the smart specialisation priorities in Lithuania, based on staged approach and foresight methods. Creation of the consensus on the methodological choices and the definition as well as criteria of priority areas and their specific priorities among the decision makers, International Independent Expert Group and interested parties. Carrying out the analyses for identification of the R&amp;I priority areas, for example the analysis of the longterm social and economic challenges facing Lithuania's economy and society. Organising 7 expert panel discussions required to reach the consensus on the smart specialisation broader priority areas. As a result, six priority areas were defined and later approved by the Lithuanian Government. The methodology has been selected as good practice at the EU level. The results were used for the development of the Lithuanian Smart Specialisation Strategy (~€700m).</p>
<p>Agency for Science, Innovation and Technology 01/2013 – 11/2013</p>	<p><b>Implementation of Quality Management System for Agency for Science, Innovation and Technology (MITA)</b> <i>Key Expert.</i> Analysis of a current MITA performance assessment system and provision of recommendations for its improvement; proposing a model for monitoring effectiveness and efficiency of MITA's services (incl. a logical framework of activity planning and management process (tree of objectives), a matrix of processes and objectives, performance measurement indicators, MITA service quality indicators, a methodology for calculating of indicators, and the assigned responsibilities); provision of comments and other proposals on improving MITA's performance.</p>
<p>European Commission DG Research and Innovation 09/2010 – 12/2019</p>	<p><b>Erawatch Research Inventory</b> <i>Rapporteur</i> for Lithuania. Writes annual country reports for Lithuania (analysis of policy mixes to foster R&amp;D investments and innovation in Lithuania, including the issues related to the mobility of researchers and researchers' careers), fills up the Erawatch Research Inventory database (country fiche).</p>
<p>Office of the Prime Minister (Lithuania) 08-11/2012</p>	<p><b>Assessment of opportunities for Lithuania to participate in the international research infrastructures.</b> <i>Key evaluator.</i> Responsible for (1) assessing the current possibilities for Lithuania to join research infrastructures (RI) identified in the national roadmap; and (2) rating of these RIs according to the assessment results.</p>
<p>Ministry of Finance (Lithuania) 04/2012I – 10/2012</p>	<p><b>Technical assistance to the EU SF Managing Authority in preparing the National Development Programme 2014-2020</b> <i>Key expert.</i> Provided expert assistance to the Ministry of Economy and the Ministry of Finance when preparing the National Development Programme 2020. Specifically, the expert prepared proposals on the intervention logic behind the vertical priority „Smart Economy“, and issues related to research, innovation and digitalisation. She also presented these proposals in several rounds of debates and moderated the group discussions between key national stakeholders.</p>
<p>European Commission DG Education and Culture 12/2011 – 02/2013</p>	<p><b>FP7 Marie Curie Actions Interim Evaluation</b> <i>Key Expert.</i> The interim evaluation assessed the Marie Curie Actions (MCA) and Researchers' Night (RN) during the years 2007-2011. The expert was responsible for: elaboration of the evaluation framework; process mapping and preparation of research tools; operationalisation of evaluation questions; desk research; interview programme; case studies; retrospective (qualitative) analysis; prospective analysis. The results were used as input for the design of the Marie Skłodowska-Curie Actions under Horizon 2020 Programme and, where possible, also under FP7 programme.</p>
<p>Youth Affairs Department under the Ministry of Social Security and Labour (Lithuania) 07/2011 – 09/2012</p>	<p><b>Evaluation of youth policy implementation quality in Lithuanian municipalities</b> <i>Team Leader.</i> Responsible for overall evaluation methodology, including the elaboration of evaluation guidelines, survey and interview questionnaires and other methodological instruments; coordination of the preparation of 53 youth policy evaluation reports in different Lithuanian municipalities; preparation of the comparative analysis of youth policy implementation in Lithuania based on the results of 53 evaluation reports (case studies), 135 interviews and a national survey, and producing conclusions and recommendations for policy makers at the municipal and national levels; presenting the analysis results at the selected municipalities and at national level. The comparative analysis aims at evaluating the overall status of youth policy relevance and implementation effectiveness.</p>
<p>Eurofound (European Foundation for the Improvement of Working and Living Conditions) 07/2011- 07/2012</p>	<p><b>Growth and employment: anticipating and managing the effects of greening of industries in the EU</b> <i>Key expert.</i> Responsible for summarising the available macro and sectoral level data and research on current and anticipated trends of the greening in ten targeted sectors in order to estimate the growth potential of the green and greening jobs in these sectors in the next 10 to 15 years. The study focused on the automotive, energy, chemical, distribution and trade, transport, non-metallic materials, furniture, textiles, construction and shipbuilding sectors. Also responsible for coordinating and preparing several of the case studies in order to analyse best practice examples of anticipation and management of the green transition at company level.</p>
<p>Centre for Research and Higher Education Monitoring (MOSTA) 08/2011- 10/2012</p>	<p><b>Expert Services for developing higher education and R&amp;D monitoring system in Lithuania</b> <i>Project Director.</i> Responsible for providing expert services to MOSTA on the development of the national STI indicators system, long-term MOSTA strategy, and development of thematic research reports in the field of higher education, science and innovation. Facilitated MOSTA long term strategy process – carried out interviews, performed future analysis of MOSTA alternative futures scenarios, facilitated consensus-building discussions (selection of the desired future), and developed a future roadmap.</p>
<p>European Commission DG Education and Culture 07/2011- 03/2012</p>	<p><b>Interim Evaluation of Erasmus Mundus II (2009-2013)</b> <i>Senior evaluator.</i> Responsible for coordination of the case study programme and elaboration of the horizontal higher education internationalisation study (EU/third countries, system/institutional levels).</p>
<p>Ministry of Economy, Lithuania 04/2011 – 12/2011</p>	<p><b>Interim Evaluation of SF funded University – Industry R&amp;D Collaboration Programmes in Lithuania</b> <i>Team Leader.</i> Project aimed to evaluate (retrospectively and prospectively) research collaboration policy mix in Lithuania and provide conclusions and recommendations for the periods 2012-2013 and 2014-2020. Complex data collection and analysis methods mix is employed, including methods such as social network analysis, logical models and intervention logic reconstruction, surveys, focus groups,</p>

	scenarios and development of future roadmap.
European Commission, DG Enterprise and Industry 09/2010 – 12/2012	<b>Innovation Policy Trendchart inventory</b> <i>Rapporteur</i> for Lithuania. Wrote annual country reports for Lithuania (incl. thematic country report on Public Sector Innovation and innovation demand-side policies).
Prime Minister's Office, Lithuania 12/2009 -12/2010	<b>Systemic innovation policy evaluation study.</b> <i>Team Leader.</i> Development of the systemic Lithuanian Innovation policy evaluation (relevance, effectiveness, governance effectiveness) study based on the concepts of policy mix and innovation system failures.
European Commission, DG Education and Culture 12/2009 – 12/2010	<b>Interim Evaluation of the Lifelong Learning Programme 2007-2009</b> <i>Lead Evaluator.</i> LLP interim evaluation covered the entire content of the Lifelong Learning Programme, with all its sub-programmes and actions, over the period 2007–2009. Developed case study guidelines and coordinated the multiple case studies and interviews programme. Carried out case studies on the Erasmus Students Mobility for Studies action, Erasmus Academic Networks and the LLP – policy links (incl. centralized actions). Was involved in other parts of the evaluation, incl. methodological framework. Filled out the relevant parts of the reports.
Knowledge Economy Forum Lithuania 10/2009-03/2010	<b>Study on the innovation policy and innovation governance in Lithuania.</b> <i>Team Leader.</i> The study covered innovation policy and innovation governance analysis in Lithuania and 7 selected foreign countries, as well as the analysis of the involvement of the nongovernmental organizations and other social economic partners in the innovation policy making process. Performed future analysis of the KEF development scenarios, carried out a survey, facilitated consensus-building discussions (selection of the desired future), and developed a future roadmap. Sound recommendations related as well to the role foreseen for the Knowledge Economy Forum were produced.
Research and Higher Education Monitoring and Analysis Centre (MOSTA), Lithuania 10/2008 -10/2009	<b>Integrated analysis of the higher education and research governance.</b> <i>Project Director.</i> Integrated analysis of Lithuanian research and higher education governance includes: metaanalysis of previous studies carried out, analysis of current status on the systematic, institutional and individual levels of governance, producing various development scenarios and facilitating consensus-building strategic planning discussions, analysis of cross-cutting issues, analysis of policy-mix and synergies with other sector policies, comparative analysis of foreign experience in setting up science and higher education monitoring and analysis systems (7 country case studies: Austria, UK, Netherlands, Flanders, Finland, Denmark, Hungary). Work included coordination of the international team and study visits to Austria, Netherlands, and Finland, and producing in total five different study reports.
Ministry of Finance, LT 01/2008 -10/2008	<b>Ex-post evaluation of impact of EU structural assistance 2004-2006 on employment indicators in Lithuania.</b> <i>Lead Evaluator.</i> Ex-post evaluation of EU SF's impact on employment (using interviews, surveys, data analysis and 3-level econometric model) and providing recommendations for the 2007-2013 programming period.
International Science and Technology Development Programmes Agency 01-10/2007	<b>Development of a model for encouraging participation o in the EU international R&amp;D programmes (Framework programme, EUREKA and COST).</b> <i>Team Leader.</i> Survey analysis of problems of researchers participating in international programmes; analysis of five country case studies (Czech Republic, Austria, Ireland) in fostering national participation and formulation/implementation of national innovation and R&D systems; evaluation of national R&D policies and strategies for encouraging participation in the FP, EUREKA and COST.
Ministry of Economy, Lithuania 08-12/2007	<b>Evaluation of feasibility of industrial parks development in Lithuania.</b> <i>Team Leader.</i> Evaluation of current situation, foreign experience analysis; development of econometric model for evaluating efficiency of industrial parks; preparation of recommendations for industrial parks development in Lithuania.
Ministry of Education and Science, Lithuania 03/2006 – 05/2007	<b>Preparation of the Operational Programmes for 2007-2013 in the field of responsibility of the Ministry of Education and Science.</b> <i>Key Expert.</i> Services provision in: a) Situation analysis, entailing examination of the development gaps etc.; b) In depth analyses under the following topics: "Decreasing the brain drain and encouraging the return of the scientists"; c) Evaluation of experience in administering the EU support in 2004-2006 and providing recommendations in this field for 2007-2013; d) Recommendations formulated on the strategy (including objectives, priorities, indicators of achievement, integration of the horizontal themes, financial plan and implementation structures).
Science Council of Lithuania 12/2005 - 04/2006	<b>Evaluation of competencies of graduates of Master's studies and the needs of the Lithuanian economy</b> <i>Key Expert.</i> The aim of the study was to analyse the compliance of graduate curricula with the needs of the Lithuanian economy, determining both the demand level of curricula of Master's studies and the potential of universities, proposing rational and consistent distribution of these curricula in the State Universities of Lithuania. Expert was responsible for in-depth case studies of knowledge-intensive sectors of economy and preparation of development forecasts for the next 5 years, including the demand level for Master's studies graduates.
Ministry of Economy of Lithuania 11/2004 - 11/2006	<b>Support to Greenfield investment development.</b> <i>Key Expert.</i> Preparation of technical documentation for 4 investment sites (feasibility study, detailed plan, application etc.), legal gaps analysis, preparation of methodology for development of Greenfield investments, capacity building trainings etc. Field research in the Netherlands (study visits to the industrial parks and research parks). 1,2 million euros PHARE service contract. Leader of consortium: ECORYS Nederland BV
Ministry of Finance 10/2004 - 07/2005	<b>Sunrise Valley science and technology park feasibility study</b> <i>Senior Management Expert.</i> Preparation of in-depth Feasibility Study, Investment & Development Plan and Managerial Framework of the Sunrise Valley science park in Vilnius City. Consortium is led by the Centre for Strategy and Evaluation Services (UK).
Ministry of Economy, Lithuania 11/2003 -07/2004	<b>Institutional Support and Project Pipeline Development for Adaptability, Skills and Social Inclusion Grant Scheme</b> <i>Local Expert.</i> Providing training and assistance to potential applicants and beneficiaries of PHARE ESC 2002 human resource development grant schemes, development of project pipeline.
Ministry of Economy of Lithuania 10/2002 - 10/2003	<b>Identification and promotion of investment sites in Klaipeda-Taurage Regions.</b> <i>Expert.</i> Preparation of marketing strategy elements, publications, conference and workshops. The project involved working closely with international consultants to attract foreign inward investment capital. Service contract of 500.000 EUR. Leader of consortium: ECORYS Nederland BV
PHARE 2000 ESC grant	<b>Youth entrepreneurship and employment development</b>



2002–2003	<i>Team Leader.</i> International study visits (Sweden) and establishment of youth entrepreneurship centres, entrepreneurship training programmes and liaising networking activities in Lithuania and Sweden (Orebro country), including study visits and field research in Sweden.
Ministry of Interior, Lithuania 2002–2003	<b>Facilitating Implementation of PHARE 2000 ESC in Marijampolė County</b> <i>Key expert,</i> information and training seminars, consulting
European Commission Delegation to Lithuania 2000–2001	<b>Increasing Awareness on European Union Integration Among Polish Population in Vilnius District</b> <i>Key Expert/Trainer.</i> Training on project management and PHARE grant schemes for entrepreneurs of Polish nationality