OECD Public Governance Reviews

LITHUANIA: FOSTERING OPEN AND INCLUSIVE POLICY MAKING

KEY FINDINGS AND RECOMMENDATIONS

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FOREWORD

Over the last two decades, Lithuania invested substantially in modernising its public administration. Today, the country is exploring how to strengthen active citizenship and citizen participation in policy making and service delivery. The Public Governance Review of Lithuania seeks to support the country's efforts to foster open and inclusive policy making and improve government-citizen relations. The review also reflects the country's participation in the Open Government Partnership (OGP). The OGP seeks to ensure a collaborative process between government and civil society as a means to reap the benefits of citizens' participation in policy making. Lithuania joined the initiative in 2011 and has since been engaged in delivering on its OGP commitments in areas such as digital government services, access to information, public participation, accountability, transparency and the fight against corruption. Some of these issues are linked to the areas under study in the review.

Lithuania's strategic documents, such as the Lithuania 2030 Strategy, the National Progress Programme 2014-2020 and the Public Governance Improvement Programme, all acknowledge the importance of developing active citizenship and citizen participation in policy making and service delivery. Lithuania has taken important steps forward in developing the needed legal and policy framework to modernise its public administration, improve efficiency and effectiveness, and support accountability and transparency to establish as such a context for citizens to engage in the public policy-making process.

In the context of its ongoing efforts to further improve public governance, the government of Lithuania asked the OECD to analyse the strategic role of the centre of government while paying special attention to its enabling and leadership role as a catalyst for open government. The review also analyses citizen participation as a crucial open government practice building on the OECD's approach to open and inclusive policy making. In addition, opportunities and challenges in the area of digital government are analysed. The review closes by analysing open government practices at sector level and looks specifically at the healthcare sector with an emphasis on strategic planning, monitoring and evaluation, citizens' participation and digital healthcare.

The Public Governance Review of Lithuania complements the OECD Review of Regulatory Policy in Lithuania (forthcoming). Together, these studies support the government of Lithuania in strengthening its commitment to sound public governance. The review is part of a series of OECD Public Governance Reviews. It was conducted under the auspices of the OECD Public Governance Committee on the basis of its long-standing expertise in public governance reforms and engagement in open government in member and non-member countries.

Public Governance Reviews contribute to the work on public administration and management reform of the OECD Public Governance Committee with the support of the Governance Reviews and Partnerships Division of the OECD Public Governance and Territorial Development Directorate. The Directorate's mission is to help government at all levels design and implement strategic, evidence-based and innovative policies to strengthen public governance, respond effectively to diverse and disruptive economic, social and environmental challenges and deliver on government's commitments to citizens. The goal is to support countries in building better government systems and implementing policies at both national and regional level that lead to sustainable economic and social development.

KEY FINDINGS AND RECOMMENDATIONS

The context for open government reforms

The purpose of the Public Governance Review is to support Lithuania in the enhancement of open and inclusive policy making and service delivery, as well as the strengthening of government-citizen relations. The review covers three main areas: centre of government (CoG) co-ordination capacity as a catalyst for open government, citizen engagement as a core open government practice and digital government as an enabler for open government. The review also includes a case study of open government in the health sector, mirroring the three main open government topics of the review, i.e. linkage with the CoG's agenda to foster open government (at sector level), citizen engagement and digital governance.

Since the re-establishment of Lithuania's independence in 1990, the country has undergone a series of institutional reforms, which paved the way for EU accession and NATO membership in 2004, as well as the adoption of the euro in January 2015. Whereas Lithuania has been successful in transitioning towards a modern public administration, important challenges remain. For instance, while a sophisticated planning and monitoring system is in place, it still lacks, in practice, a result-oriented focus, as well as systematic policy evaluation. In addition, though the country has taken a big step forward regarding citizen involvement and participation in policy making, a lot remains to be done to fully engage citizens in policy-making processes (including minorities), restore citizens' trust in government and administrative institutions, and fight corruption.

The priorities of Lithuania's current public administration reform strategy focus on efficiency, openness, quality, strategic thinking, digitisation of the public administration and a reduction of administrative burdens. At the request of the Lithuanian government, the review analyses open government policies and practices as a way forward to contribute to the implementation of this reform agenda. The focus on open government for the review builds upon Lithuania's membership of the Open Government Partnership (since 2011) and its Lithuania2030 strategy. The latter is the most important policy document guiding the government and public administration. It sets out the long-term vision for Lithuania, with open government being part and parcel, as Lithuania2030 strives – amongst others – to promote "open and empowering governance".

The centre of government as a catalyst for open government

Moving away from their traditional role of serving the executive in administrative tasks, centres of government in OECD countries now play a more active role in policy development and co-ordination. The CoG in many countries provides services that range from strategic planning to real-time policy advice and intelligence, and from leading major cross-departmental policy initiatives to monitoring progress and outcomes.

Lithuania has carried out substantive CoG reforms over the last decade, with a particular focus on strategic planning as a key CoG instrument and with a clear lead by the Office of the Government. Whereas substantial progress has been made in this area (e.g. the development of a sound legal, institutional and policy framework; streamlining the existing planning methodology, etc.), important remaining challenges include further promotion of cross-government performance-based management (i.e. strategic use of performance data for decision making) and the development of a policy evaluation culture.

Lithuania's official participation in the Open Government Partnership (OGP) is in line with the objectives of Lithuania2030. The country's OGP membership and the institutional anchorage of the latter at the level of the Office of the Government reflect a high-level commitment to open

government, potentially creating visibility for open government both towards Lithuanian stakeholders and the international community. Whereas strategic planning and performance management as associated goals have been on the agenda of the Office of the Government for more than a decade, open government is still a fairly new area and is not yet fully entrenched in daily practices across government. In addition, existing open government practices are not necessarily identified as such and/or explicitly promoted and supported.

In order to foster open government practices across the public sector, the CoG should take the lead in fostering a combined rules-based (direction, oversight and enforcement) and values-based (culture of openness, integrity and collaboration) approach to open government, and in encouraging innovation in the field of open government. To achieve this goal, the following actions can be considered:

- Strengthen the strategic use of performance data as this can support openness, transparency and accountability of the public sector. This would require:

  - Further streamlining the number of plans and policy goals to make planning, monitoring and evaluation "digestible" and facilitate a focus on achieving impact.

  - Enhancing the capacity to process, use and communicate performance information across government.

  - Rebalancing the CoG's engagement with other institutions by emphasising its role to facilitate exchange and dialogue across government and with non-state stakeholders, rather than primarily focusing on top-down communication.

- Enhance the discussion across government and with non-state actors on open government in order to develop a shared vision, by debating:

  - What open government means for Lithuania.

  - How open government relates to the main strategic country priorities and policy documents.

  - How open government can be implemented in practice at the national and local level, as well as through sector policies.

  - How the country's Open Government Partnership membership can facilitate in-country and international exchange on open government policies and practices.

- Provide visibility across government (and towards citizens) of existing open government good practices and institutional champions. Visibility could be strengthened through the use of websites, awards, exchange platforms of good practices, seed money for innovative practices, etc., so as to inspire institutions and civil servants to explore new practices, analyse and share lessons learnt, and agree upon what works.

Citizens' participation as a crucial open government practice

Lithuania has gradually established a legal, institutional and policy framework for citizens' participation. The authorities have recognised the importance of involving citizens in policy making and service delivery. The national strategy, Lithuania2030, represented a major step forward in building consensus over the main aspirations of the nation in the long run and a significant effort in involving different stakeholders in defining the strategic directions of the government. At the same

time, there is ample opportunity to further strengthen public involvement and scrutiny and move to a situation where openness and citizens' engagement are the default options for policy making.

OECD analysis shows that providing information to people, consultation opportunities and citizens' engagement practices all improve the efficiency and effectiveness of public administrations and increase the transparency and accountability of the public sector as a whole. Availability of information can foster public scrutiny, while public consultations lead to policies and services that better meet people's needs. Citizens' engagement unlocks the potential of the public sector to experiment with innovative practices of co-design and co-delivery of public services and has positive effects on trust, and hence, on good governance and the strengthening of democratic institutions.

However, when designing and implementing initiatives to improve civic engagement, Lithuania's major challenge is to move beyond the current approach based on compliance with legal requirements and procedures, and rather focus on achieving impacts.

Based on the analysis of the current citizens' engagement practices and future opportunities, the following recommendations can be formulated:

- Elaborate a common methodology for citizens' engagement to be used by as many institutions as possible, both at central and local level. The methodology can build on good practices from OECD countries and on the OECD Guiding Principles on Open and Inclusive Policy Making. An explicit focus on the inclusion of minorities would increase the comprehensiveness of the initiatives implemented, as well as the representativeness of the results obtained.

- The methodology should be accompanied by a toolkit. Giving hands-on advice and guidance for policy makers on how to implement the above-mentioned methodology will help public officials to better understand its practical implication and will maximise the success rate of engagement initiatives.

- Systematically report the outcomes of consultation processes back to citizens and evaluate their impact. The lack of information on the use that public officials make of citizens' inputs directly affects the latter's willingness to take part in similar activities in the future. Moreover, without proper evaluation of the impact of current citizens' engagement practices, it is impossible for Lithuania to improve the quality, effectiveness and contribution of such practices to the whole policy cycle. The existing e-democracy initiative could be an opportunity to centrally publish all relevant information.

- Develop a strategy to disseminate open government principles and initiatives more widely within the public sector. This strategy should build on success stories that show the value of citizens' engagement in all phases of the policy cycle (identification of policy priorities, policy drafting, implementation, monitoring and evaluation) and the impact of open government practices on the quality and responsiveness of the services delivered.

- Promote a culture of civic engagement through a communication strategy and *ad hoc* campaigns that invite citizens to participate. The experiences of Lithuania2030 can serve as inspiration. Similar initiatives, coupled with specific training, should be provided to public sector officials in order to increase their willingness and capacity to endorse open government principles and implement consultation practices.

- Support the development of Lithuania's third sector through capacity building and collaboration with the activities of the newly established NGO Council. Increase the possibilities of engaging with non-governmental organisations

(NGOs) in the co-design and co-delivery of public services, as well as through the provision of greater funding opportunities.

Digital government as an enabler for open government

Lithuania currently positions itself somewhere halfway between using IT in a 20th century "e-government" approach, characterised by development in silos and for micro-level needs, and a 21st century approach, which uses technology as a lever to genuinely reform and modernise the public sector.

Lithuania has made important and visible progress to become a more digital economy and society over the last two decades. It performs well in European comparison for areas of general take-up and diffusion, as well as for take-up of online government services. Its current digital government strategies cover many critical issues required to ensure that digital government supports better overall government performance, i.e. ambitions to design better public services, to increase interoperability between government information systems, and to use technology to foster openness and transparency. These issues are also priorities of the European Digital Agenda, which Lithuania reflects in the formulation of national priorities.

At the same time, there is significant potential to use technology to much greater benefit for the administration and society. A rather bureaucratic and legalistic approach to digitisation across large parts of the government leads to dispersed efforts that do not always contribute to the "bigger picture" of national policy priorities. Political leaders' commitment to – sometimes even understanding of – the importance of "getting government IT right" is not a given across the administration, which leads to unclear leadership and unclear priorities. Digital government projects funded through EU Structural Funds over the coming years represent a major opportunity to create a more open, responsive and effective government. The current leadership, governance and implementation mechanisms, however, do not fully match with those ambitions. This bears major risks, well known to Lithuania as well as OECD countries, because large-scale government IT projects have in the past resulted in public services that failed to meet users' expectations. If unaddressed, such outcomes can contribute to further erosion of already relatively low levels of overall trust in government.

The Lithuanian government has proven its capacity to make progress and design good digital services in selected areas. The government has good tools, skills and capacities to leverage technology for radical digital government transformation. What is missing are visionary leadership, more effective governance mechanisms, incentives for collaboration, and better use of illustrations and good practices to persuade individual institutions to improve digital services in more user-driven ways. Designing and delivering digital services with a positive user experience has become an increasing priority for many OECD countries and there is a growing body of knowledge on best practices in this domain that Lithuania can use. Specific areas in which good practices from OECD countries can support progress are monitoring and impact measurement for digital government initiatives (including those funded by EU Structural Funds), performance reviews and evaluations, identification and availability of relevant skills, and open government data as a vector for public sector reform.

To further materialise the potential of using technology as a strategic lever for profound governance reforms, greater openness, better public services and more effective public sector action, the following actions can be undertaken:

- Invest in better monitoring and impact measurement. Lithuania should aim to move beyond EU comparison indicators at a very abstract level (e.g. online service uptake) towards measuring relevant performance criteria at the level of individual services. Data collection might be more difficult, but the pay-offs in terms of peer pressure, monitoring and resources allocation lead to a more informed debate about the quality and transformation of public services.

- Move some concepts out of the technical sphere and make these the responsibility of senior civil servants, possibly even political leaders. This means putting issues like interoperability, digital divides and inclusive service design higher up on the agenda – not for the sake of doing it, but because they facilitate a more engaging, more open government.

- Create a more coherent digital government. This is closely linked to the governance of digital services and infrastructures. Co-ordination between different actors is patchy, which makes digital government in Lithuania susceptible to overlaps and gaps in competencies. Some co-ordination issues will not be resolved by incentives and soft power alone, they will require executive powers.

- Capture the opportunities of digital technologies to tackle persistent corruption issues in the public sector. Several civil society organisations in Lithuania have proven that technology can be leveraged to avoid, detect and report corruption. The public sector has the potential to do more in this area and it can do so with relatively little resources, given that many technological platforms exist and could be reused. What it takes, though, is political will to actually open up information sources and establish workflows that make good use of digital technology.

In order to further strengthen the design of an effective governance and co-ordination framework for digital government, the following recommendations can be formulated:

- Establish clear leadership and executive co-ordination powers. This should include reviewing the mandates of the two existing co-ordination bodies for digital government and taking decisions on the "who" and "how" for high-level leadership on digital government.

- Possibly reconsider the role of the Office of the Government. It has a central policy co-ordination mandate in general in Lithuania, but not on a topic as central to government effectiveness as government IT.

- Make "smart" choices about the people who should lead the digital government transformation. Different options are conceivable, e.g. appointing an accomplished industry executive or a recognised public sector leader. Whatever the choice, it is important to equip such a position with the perspective to drive real change in terms of its mandate.

- Articulate and communicate the political importance of "getting digital government right". Digital government today impacts the quality of public services (any service, not just "e-services"), it has an impact on the trust of citizens and on the efficiency of government operations. This understanding is not widespread across the public administration and will require cultural change – which can, for example, be fostered by high-level acknowledgement of the current shortcomings of digital government.

To create a modern, open, responsive and data-driven public sector, not only co-ordination and leadership capacities are needed, but also implementation capacity. The creation of space for more radical transformation efforts and the opportunity for "fresh" talent to come and join government are instrumental. To achieve these objectives, Lithuania should:

- Further stimulate a "culture of persuasion by illustration" about the benefits of good service design. Guidelines for digital service design exist in Lithuania, but their use remains patchy across ministries. The government should make

an effort to promote good design principles (based on national and international experiences) through more effective communication and illustration.

- Review current skills and capacities and map them against future needs to drive the digital government transformation. Countries that have done so identified the need to establish and develop some important functional roles – e.g. service managers, government IT architects – and the skills sets required so that these positions can make a positive impact on public service delivery.

- Encourage more rigorous business case thinking. This is particularly important for the multi-million euro projects that are part of the EU Structural Funds 2014-2020. It is evident that those types of projects have great opportunities to improve public services, but they also bear very high risks. Some risks can be anticipated and avoided by following review mechanisms that not only focus on financial and project-level tracking, but rather review the strategic orientation of those projects.

- Experiment and discover how data can add value to the public sector, to society, to the economy. Examples of new uses and combinations of existing data show how public sector data can improve public services, increase the accountability of public sector action, and create more collaborative relationships in government and in society. The government could start by creating communities of interest within the public sector to exchange good practices. Those communities could then increasingly engage with non-government stakeholders (e.g. NGOs) and communities (e.g. start-up forums) to identify a wider set of needs and opportunities for government data.

Open government at sector level: Health sector case study

The healthcare sector in Lithuania has experienced major change since the country's independence. New governance, financing and delivery models have been proposed and adopted in the past 20 years. These have been influenced by societal changes more generally and changes in the healthcare sector more specifically. Lithuania transitioned from the Soviet healthcare system to a system based on health insurance with the adoption of the Health Insurance Law in 1996. Public ownership of healthcare facilities is combined with private ownership depending on the level, type of care and type of institution.

Public institutions play an important role in the regulation, organisation, ownership and provision of healthcare services. The main actors include the parliament (Seimas), the National Health Board, the central government, and in particular the Ministry of Health, the National Health Insurance Fund and a number of specialised state agencies that are responsible for specific services and diseases. Central institutions regulate and co-ordinate territorial offices which are subordinated to the central authorities. Since 2010, when the counties were abolished, the responsibilities of the regional level have diminished compared to the situation before this reform.

As the country's overarching strategic policy document, Lithuania2030 incorporates a horizontal dimension "Health for All" which denotes a consideration of the implications that state policies and programmes have on population health. This horizontal, inter-ministerial and inter-institutional approach to strategic planning aims at improving the effectiveness of central, local and non-state action, in order to address the main social vulnerabilities and public health concerns. The latter include the need to raise awareness and promote changes in lifestyle including healthy eating, physical exercise and reducing alcohol consumption, tobacco and psychotropic substance use.

In the last five years, health-related objectives have been integrated into the general strategic planning system and the sector has made substantial progress with developing, implementing and streamlining strategic planning. Inter-ministerial and inter-institutional co-ordination and collaboration are also becoming an important component of the current strategic planning, as the activities of ministries such as the Ministry of Social Security and Labour and the Ministry of Education and Science play a significant role in the healthcare sector. Monitoring, evaluation and reporting procedures exist for each strategic programme and are progressively becoming more result-oriented, but are not necessarily integrated, and have a primary focus on responding to the requests of the CoG.

To improve effectiveness in health programming, the Office of the Government and the Ministry of Health are interested in increasing clarity in goal setting and taking steps to ensure that the government's priorities are achieved. The Ministry of Health, through the Strategic Planning Division, is participating in a series of seminars and strategic sessions organised by the Office of the Government as part of the project "Improvement of Strategic Planning Documents Performance Monitoring and Evaluation Processes" (RESST). This initiative provides a platform for discussing inter-ministerial strategic planning and improving the understanding and capacity of line ministries in using the existing system and finding ways to improve co-ordination and maximise the impact of the inter-ministerial action plans.

In order to make the sector planning and reporting system more relevant from an open government perspective, the following recommendations can be made:

- Move from a monitoring and evaluation system that is solely focused on the needs of the CoG towards a system that is more focused on sharing information with stakeholders (in a digestible format) and promoting feedback on the sector performance (i.e. enhance the visibility of policy results).

- Invest in a communication strategy that illustrates (for non-experts) the interconnectedness between different strategies and plans, not only at the level of goal-setting and associated means, but also at the level of goal achievement across strategies and plans.

- Promote the notion of open government throughout the sector so that civil servants get a better understanding of the value added of transparency, access to information, participatory approaches; and invest in training in this area to equip staff with the appropriate tools and skills.

Involving patients and different stakeholders in the healthcare system has the objective of including their experiences and knowledge to create a more transparent, accountable and responsive healthcare system, to deliver better health services and to explore opportunities to involve stakeholders in their implementation (i.e. co-delivery of public services). According to information from Lithuania's Ministry of Health, 40% of 15-74 year olds do not trust the healthcare system in general. Adopting an open government approach and involving citizens in policy making and service provision could effectively contribute to enhancing the quality of the system and foster trust in it.

Citizens' engagement in the policy process is clearly enshrined in Lithuania's legal framework. Similarly, a legal obligation to allow the public to participate exists in the health sector. Multiple mechanisms and institutions exist in the Lithuanian healthcare system, which offer possibilities for citizens, patients or interest groups to participate. These are situated both at the national and local level. However, these consultation opportunities are mainly accessible for formally organised groups, they are not necessarily known by ordinary citizens, and there is little attention for the follow-up (or feedback) on the impact of these consultations.

According to statistics of the Ministry of Health, 75% of Lithuanians think that the health sector is corrupt and around 35% report having paid a bribe or given a gift in exchange for healthcare services. The issues mainly concern paying bribes for treatments, lack of transparency of public procurement and relations with the pharmaceutical industry. Accordingly, a Corruption Prevention Division was established in the Ministry of Health to elaborate and implement a programme to fight corruption, in collaboration with the Special Investigation Service. Measures to fight corruption include, amongst others, the public disclosure of detected corruption cases, anti-corruption assessment of legal acts or their drafts, corruption risk analysis and the provision of the information to the registers of public servants and legal entities.

Overall, key public institutions in charge of policy making and service delivery in the health sector are aware of the problem of corruption and are beginning to team up with citizens and civil society organisations (CSOs) to address the problem. Although significant results have not yet been achieved in this area, the role of open government principles, policies and practices in fighting corruption is being increasingly recognised and initial steps in the right direction have been taken.

The government of Lithuania has recognised that important cultural changes are needed for society to adopt a healthier lifestyle and that the healthcare system needs to be reformed to respond to current challenges, in particular to fight the widespread corruption. Citizens, NGOs, patients' associations and healthcare sector employers can and should be partners of the government institutions to identify innovative approaches and promote the changes needed. To further strengthen citizens' participation in the health sector, the following actions could be envisaged:

- Take a comprehensive approach to promote the engagement of a wide range of actors. Particular efforts to reach out to unorganised patients are needed to involve them in reforms and address cultural challenges.

- Use the recommendations of the European Patient Forum to develop a systematic approach to citizens' engagement in the health sector. Given the considerable differences in life expectancy for men and women and gender-specific health challenges, particular attention should be paid to the gender dimension.

- Establish mechanisms to reach out more to CSOs, patients' organisations and private sector associations active in the areas of public sector integrity and the fight against corruption, to jointly identify the most effective ways to make concrete progress. As Lithuania is facing well-known challenges in the health sector related to transparency and perceived corruption, the government should exploit the opportunities provided by open government policies and citizens' participation initiatives by forging an alliance with non-state actors to promote a culture of transparency, accountability and legality.

- Explore further possibilities to promote the development of the third sector and broaden the latter's involvement in health-related policy issues, beyond the traditional area of service delivery. Several civil society associations are engaged in the healthcare system. Yet, limited funding opportunities are an obstacle to further development. The recently established NGO Council as well as its local bodies could support such efforts. In addition, efforts to promote awareness about healthcare issues among journalists should be prioritised in order to promote an informed media sector that can report on strategic health issues.

The potential of digital healthcare projects (or "e-health") on improving the quality and transparency of the overall healthcare system is generally understood, but actual impacts remain limited. By no means is Lithuania alone in facing the challenge of achieving tangible impacts through

IT in healthcare, while avoiding the repetition of past disappointments. Even advanced OECD countries struggle to narrow the gap between initial expectations and actual returns on digital healthcare investments. The main challenge is not to introduce more technology and raise take-up rates for individual online services, but rather to understand how technology can lastingly raise the level of quality of, and trust in, national healthcare.

Lithuania has, in fact, managed to rethink and redesign selected healthcare services to realise the transformative potential of technology. The examples of online medical appointments booking or digital exchanges of sick leave certificates can be mentioned. But the government needs to do more to orient major investments (including several multi-million euro projects that are primarily funded through EU Structural Funds) towards improving healthcare quality at large. Strategic use of government data can, for example, greatly improve policy formulation and evaluation; digital technologies can support the fight against corruption and bribery in the sector. More confident steps and constructive partnerships are necessary to achieve such results and Lithuania can build on domestic and OECD countries' lessons learnt around governance, monitoring and evaluation.

The following recommendations aim to ensure that Lithuania's "e-health" efforts lead to tangible impacts on the actual and perceived quality of healthcare:

- A strategic vision should be fostered on how technology can not only transform the quality of public services, but also makes access to services more equal and transparent. There are missed opportunities around using digitisation to more effectively tackle the endemic issue of perceived and actual corruption in the Lithuanian healthcare sector. Individual initiatives exist, e.g. phone hotlines or corruption alert forms on hospitals' websites, but their use and effect remain marginal compared to the challenge. Initiatives such as online medical appointment bookings can help fight bribery at that level, but the service is not yet comprehensively available across the country.

- Improved monitoring and accountability of "e-health" projects should be promoted. Lithuania – like many OECD countries – has a history of electronic healthcare projects that did not deliver on expectations. Many of the problems can be traced back to ineffective governance, in the sense that the political leadership did not recognise the strategic importance (on time), or that it did not take responsibility for improving healthcare quality through those projects. The current set of monitoring practices and indicators used in Lithuania is strong in effective project management (i.e. respect of budgets, timelines and milestones), but it does not sufficiently capture and direct digital healthcare initiatives towards strategic objectives.

- Put stronger emphasis on transparency around digital healthcare investments and their impacts. Information on digital healthcare projects is available and can be obtained upon request, but it is often difficult to access or interpret by outsiders, e.g. because of inconvenient formats used to disseminate information. There is no single entry point where the stakeholders or the wider public could track progress of individual "e-health" projects and funding allocation. Stronger consideration for the needs of individuals or organisations that wish to understand, comment and compare the progress can, for example, be achieved by creating structured and visual scorecards for each digital healthcare project, link those scorecards to national policy priorities, and publish them in ways that are easy to understand and reuse.

- Enable modern ways of developing and deploying digital healthcare services and infrastructures. Compatibility of more agile development approaches with existing development and procurement rules is a common challenge to public

sectors. The government should consider creating guidelines and collecting good practices that show how institutions can manage the transition away from overly big and linear IT projects towards more agile and iterative ways of designing public services – including through revision of procurement and contracting provisions in this area.