



ESF Ex post Evaluation Synthesis 2007-2013

Country Report – Lithuania

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Directorate G — Audit and Evaluation
Unit EMPL. G4 — Evaluation & Impact Assessment

E-mail: EMPL-G4-UNIT@ec.europa.eu

*European Commission
B-1049 Brussels*

ESF Ex post Evaluation Synthesis 2007-2013

Country Report – Lithuania

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Glossary of key concepts

A2E	Access and sustainable integration into employment – one of the Priorities of Article 3 'Scope of assistance' of the ESF Regulation No 1081/2006
Action	The second level in the OP architecture, usually the Priority Axis (see below) consists of several actions
Adaptability	A key policy area in the ESF, consisting of activities to increase the adaptation of workers and enterprises to the changing economic circumstances and labour market demands - one of the Priorities of Article 3 'Scope of assistance' of the ESF Regulation No 1081/2006
Annex XXIII categories	The socio-economic characteristics of ESF participants reported in the ESF monitoring systems, relating to the participant gender, labour market status (employed (of which self-employed), unemployed (of which long-term unemployed), inactive of which in education and training), age (young people aged 15-24 and older people aged 55-64), disadvantaged status (migrants, minorities, disabled, other disadvantaged) and educational attainment status (by ISCED levels)
Category of expenditure (CoE)	Categorisation of the Structural Fund expenditure; cf ANNEX IV of COUNCIL REGULATION (EC) No 1083/2006 of 11 July 2006. ESF expenditure relates to Categories 62 to 74.
Certified expenditure	Expenditure incurred in the implementation of the ESF activities which has been approved by the Managing Authority of the Operational Programme and the European Commission
Community added value (CAV)	The extent to which the ESF activities provided effects additional to the national / regional activities
Convergence objective	Speeding up the convergence of the least-developed Member States and regions: NUTS level 2 regions in the EU Member States whose gross domestic product (GDP) per capita was less than 75 % of the average GDP of the EU-25 for the same reference period
Effectiveness	The extent to which the set aims and objectives have been reached
Efficiency	The comparison between the achieved outputs and results and the costs incurred
Gender sensitivity	The extent to which the planning, design, implementation and monitoring reflects the gender issues
ISCED	International Standard Classification of Education, an international standard classification used to classify the education levels: <ol style="list-style-type: none"> 1 Primary education 2 Lower secondary education 3 Upper secondary education 4 Post-secondary non-tertiary education 5 Short-cycle tertiary education 6 Bachelor or equivalent
Intermediate Body (IB)	The organisation charged by the Managing Authority to

	implement the ESF funds in the OP
Intervention	The third level in the OP architecture, usually the Actions in the OP consist of several interventions
Human capital	A key policy area in the ESF, consisting of activities to develop the skills and knowledge of human resources across the different stages of the education and training system cycle, this theme is subject to another thematic evaluation - one of the Priorities of Article 3 'Scope of assistance' of the ESF Regulation No 1081/2006
Managing Authority (MA)	The institution in each Member State OP responsible for the strategic direction and financial management of the OP
Operational Programme (OP)	The means through which the ESF support was implemented in the Member States, as agreed between the European Commission and the Member States. Each OP consists of several Priority Axes, which in turn consist of several actions, which in turn consist of several interventions
Output	The immediate reach of the ESF activity (e.g. number of participants reached, number of schools or enterprises supported)
Participant	The person who participated in the ESF funded activity.
Priority Axis (PA)	The first level in the OP architecture, usually the OP consists of several Priority Axes (concepts of priorities, areas and others are also used in the OPs), which in turn consist of several actions and each action of several interventions
Regional competitiveness and employment objective (RCE)	Aimed at strengthening regions' competitiveness and attractiveness as well as employment by anticipating economic and social changes outside the least-developed regions: NUTS level 2 regions in the EU Member States whose gross domestic product (GDP) per capita was above 90 % of the average GDP of the EU-25 for the same reference period
Result	The change achieved through the activity upon leaving to long term achievements of ESF activities (e.g. number of qualifications acquired by participants, number of enterprises providing training)
Strengthening Institutional Capacity	A key priority focussing on the efficiency of public administrations and public services at national, regional and local level by promoting mechanisms to improve good policy and programme design, monitoring and evaluation, and capacity building in the delivery of policies and programmes in the relevant fields. SIC is one of the Priorities of Article 3 "Scope of assistance" of the ESF Regulation No 1081/2006.
Sustainability	The extent to which the achieved results last

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Acronyms

A2E	Access to employment and sustainable integration into employment
AIR	Annual Implementation Report
ALMP	Active labour market policy
CAV	Community Added Value
CIE	Counterfactual Impact Evaluation
CoE	Category of expenditure
CF	Cohesion Fund
CSR	Country Specific Recommendation
EC	European Commission
EEN	Expert Evaluation Network
ESF	European Social Fund
ERDF	European Regional Development Fund
EU	European Union
FEI	Financial engineering instrument
HC	Human Capital
IB	Intermediary Body
ISCED	International Standards Classification of Education
LFS	Labour force survey
LLE	Lithuanian Labour Exchange
LLL	Lifelong learning
LMP	Labour market policy
MA	Managing Authority
MS	Member State
NEET	Not in employment, education or training
NGO	Non-governmental organisation
NSRF	National Strategic Reference Framework
OP HRD	Operational Programme Human Resources Development
OP TA	Operational Programme Technical Assistance
PA	Priority Axis
PES	Public Employment Service
R&D	Research and Development
SFC	Structural Funds Common Database
SI	Social Inclusion
VET	Vocational Education and Training

Executive summary

- Activities were implemented under the ESF Operational Programme Human Resources Development (OP HRD)
- Total financial allocation: EUR 1.2 billion (ESF contribution: 85%)
- 82.7% or EUR 970 million was incurred by the end of 2014
- 33% of the total ESF investment was attributed to the Adaptability and Human Capital (HC) theme, 43% to Access to Employment (A2E).
- 1 million participations were registered by the end of 2014, of which about 40% participated under the HC theme.
- 50% of the participants were employed, 44% were inactive, 45% with tertiary education, 22% with lower education (ISCED 1 and 2), 9% were young people (15-24) and 2% were minorities.
- Aggregation of results:
 - People taking up employment: 125,202
 - People who have increased the level of qualification: 257,288
 - Other positive results: 207,981

Main findings

- The ESF has substantially increased the range of Active labour market measures, especially during and after the crisis. Evidence of widening the scope was found in the interventions Support for the first job and Enhancing integration to labour market which specifically targeted young people, a group that was not targeted by the national active labour market policy before in this specific way.
- The large number of unemployed people trained, the total number of participants of the PA Lifelong learning and the share of researchers and students supported reflects the main challenges, which were identified and stressed in the CSRs.
- About half of the unemployed people (49%) enrolled in vocational training or supported by employment schemes implemented under Integration of job-seekers into the labour market were employed within six months after the measure.
- Positive impacts were found for early withdrawal from school and youth educational attainment level; the increase in the number of researchers per 1000 employed persons; the real unemployment rate; the public confidence in state and municipal institutions and bodies.

Background

The country synthesis report covers 2007-2013 programming period up until the end of 2014 and includes the analysis of expenditure, outputs and results in Lithuania across all policy themes. It builds on the Human Capital, Social Inclusion and Access to Employment ex post evaluations, Annual Implementation Reports and on other available ESF evaluations carried out in Lithuania.

1 Policy challenges addressed by the ESF

The Lithuanian labour market was severely affected by the economic crisis as Lithuania faced the highest drop in the GDP of all EU-28 countries in 2009 (-14.8%).

Nevertheless, the attempts of the Government to reduce unemployment, especially for youth, and the support of the EU structural funds contributed to the improvement of employment and unemployment rates in the last years. The ESF funding became even more important during the economic crisis as the national budget encountered deficit problems and about 80% of active labour market policy measures were implemented through the ESF in 2009-2013.

The ESF funding made a contribution to most of the themes associated with the Europe 2020 targets and the EU 2020 benchmarks. According to an evaluation carried out by the Lithuanian Ministry of Finance¹ in 2011, 50 out of 59 analysed measures directly

¹ The evaluation of the contribution of the Lithuanian strategy for the use of European Union structural assistance for 2007–2013 and its operational programmes in achieving the objectives of “Europe 2020” strategy (2011)
http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2011MVP/Eur_ope_2020_evaluation_ENG.pdf

contributed to the implementation of Europe 2020 by representing 88.56% of EU assistance allocated for the implementation of the Operational Programmes.

2 The scale of ESF investment

Funding

Lithuania had about EUR 1,210 million in total funding in the 2007-2013 period (about EUR 1,028 million of which was ESF funding) with 93% (EUR 1,126 million) allocated to the OP Human Resources Development and 7% (EUR 83 million) to the OP Technical Assistance.

Participation

Concerning outputs, approximately one million people participated in the interventions funded by the Lithuanian ESF OPs in the 2007-2013 programming period. The policy field Increasing Adaptability and Enhancing Human Capital received the majority of the participants (64%). Of the total number of participants, 50% were employed, 26% unemployed and 24% inactive, of which the majority was in education or training, e.g. students or pupils. The share of migrants (0.1%) and minorities (2.5%) remained very low.

3 The effectiveness of interventions

The OP set results were mostly achieved. All result indicators but one within the policy field Increasing adaptability were over-achieved. The majority of interventions of PA 2 Developing the Human Resources for R&D were achieved. All result indicators of the policy field Access to Employment exceeded the targets. In total about 40,000 unemployed people acquired professional qualifications.

Concerning effectiveness, the policy field Enhancing Human Capital the intervention Qualification and Competence Development of Scientists and other Researchers was evaluated positively as the majority of survey respondents (59%) indicated that they already had adapted in practicing the knowledge obtained during the training, as well as agreed that the new knowledge was useful in pursuing better research quality. Regarding the policy field Access to employment, the activities showed mixed results on effectiveness (between 14% and 36% found a job after participation), but it was evaluated positively as the results were over-achieved.

Aggregation of results

- People taking up employment: 125,202
- People who have increased the level of qualification: 257,288
- Other positive results: 207,981

4 Efficiency

Overall, the average cost per participant was EUR 900. Overall, costs for measures of the policy field SI are more expensive than ALMP measures as they are more time intensive and need more personal guidance and assistance on their way to social integration.

5 Sustainability

About half of the unemployed people (48%) enrolled in vocational training or supported employment schemes implemented under Integration of job-seekers into the labour market found employment within six months². Another evaluation found that between 50 and 60% of the participants of the intervention Support for skills acquisition, Vocational training and Job Rotation activities were employed one year after their participation. Results of a counterfactual impact analysis also demonstrated that participants of these three interventions managed to stay longer in the labour market

6 The gender sensitivity of interventions

Concerning gender sensitivity, the share of women is between 57% (PA 1 High-quality employment and social inclusion) and 69% (PA 2 Lifelong learning) across all Priority

² SFC2007 database

axes. No gender specific indicators were defined. The principle of gender equality was set as a general selection criterion, which was taken into consideration during the projects selection process.

7 Community added value of ESF investment

Regarding the volume effect of the interventions, it is stated in the reports that the ESF has substantially increased the range of Active labour market measures, especially during and after the crisis. Evidence of widening the scope was found in the interventions Support for the first job and Enhancing integration to labour market, which specifically targeted young people, a group that was not targeted by the national active labour market policy before in this specific way. Employers received wage subsidies for hiring people from this target group. Process effects were mostly found in the interventions strengthening institutional capacity, such as improved monitoring systems and evaluation systems. Data from a survey undertaken with Governmental ministries showed that two of the respondent ministries (The Interior Affairs Ministry and the Ministry of Agriculture) have indicated that the 'VORT' project had significant positive impact on the effectiveness of operations. Meanwhile, four other ministries indicated that the above-mentioned project has partially contributed to improving the effectiveness and quality of the functioning of their organisations.

8 The socio-economic impact of interventions

8.1 Micro level

The impact assessment has demonstrated that in total the active labour market policy has provided 41,000 job-seekers with jobs (including 6,000 maintained job places). By the time of assessment (November 2010) workplaces for 22,000 participants were provided.

8.2 Meso level

The available evidence shows that the ESF-supported development of territorial plans contributed towards a more efficient allocation of municipality's budget and resources in Lithuania. In addition, development of better regulations funded by the ESF has resulted in the reduction of the administrative burden faced by businesses. Finally, there is evidence that the ESF support somewhat contributed to optimising internal structures, reviewing and upgrading study programmes and introducing quality management systems in the area of VET and Higher Education. At the same time, the impacts on the education system were not large scale since more significant changes require further investments.

8.3 Macro level

The OP expected that the allocated investments would contribute to the increase of the general participation level of the workforce (15-64 years old) up to 73% but this was not reached due to the economic crisis. Approximately, the implementation of the measures in this programming period will cause a net increase of employed persons up to 12,500.

The EU structural funds investments contributed to the further improvement of basic education indicators, namely early withdrawal from school and youth educational attainment level. Another impact is the increase in the number of researchers per 1000 employed persons. In 2009, the real unemployment rate was 13.8%, whereas without the interventions it would have been 0.25% points higher. Also, there was a positive impact on the public confidence in state and municipal institutions and bodies.

9 Overall assessment of all evaluation criteria

Looking at the results, the effectiveness of the interventions can be considered as good. About 50% of the participants in labour market measures were employed within six months after the measure. Approximately, the implementation of the measures in this programming period will cause a net increase of employed persons up to 12,500.

10 Key lessons

The changes of priorities reflected appropriate choices made by the managing authorities in a reaction to the changing macroeconomic situation with measures addressing short-term unemployment becoming the priority. Thus, ensuring sufficient flexibility of the managing authorities under the changing circumstances proved to be one of the key factors in ensuring appropriate policy choices related to the ESF funding.

The large number of unemployed people trained, the total number of participants in the PA Lifelong learning and the share of researchers and students supported reflects the main challenges, which were identified and stressed in the CSRs.

The available evaluation findings indicate that the effectiveness of the measures funded under the ESF significantly depends on the extent to which the possible macro-economic situation of the labour market is taken into account during the programming period.

The available evidence showed that the current monitoring system and indicators were often inadequate and did not match the variety of activities funded, as well as the possible impact of these activities

Table 1. ESF Ex post evaluation, main figures by policy theme

	PA 1 (A2E / SI/ Adaptability)	Human Capital	Strengthening Institutional Capacity	Total
Allocated in million EUR (EU + national funding)	523	393	182	1,210
of which EU (%)	-	-	-	85%
Certified expenditure in million EUR (and % of allocation)	455 (87%)	313 (80%)	212 (90%)	970 (80%)
Participations (thousands)	553	391	92	1,036
Women %	57	69	68	63
Youth (16-24)%	19	32	9	23
Unemployed %	48	2	1	26
Inactive %	6	53	5	24
Disadvantaged%	28	8	6	19
Low skilled (ISCED 1-2)%	15	37	4	22
Results				
Number of participants which completed training and acquired certification	39,980	174,073	44,572	257,288
Other positive results	207,981			207,981
People taking up employment	125,202			125,202

Introduction

This country synthesis report for Lithuania is part of *Evaluation Task 2B: National level analysis* of the ESF 2007-2013 Ex post Evaluation Synthesis. The purpose of the present report is to summarise the most recent and most robust evaluation evidence available, analyse the most recent data available and provide a succinct overview of the outputs, results and impacts of the ESF under the main ESF Priorities as defined in the ESF Regulation³. These are generally:

- increasing adaptability of workers, enterprises and entrepreneurs with a view to improving the anticipation and positive management of economic change
- enhancing access to employment and the sustainable inclusion in the labour market of job seekers and inactive people, preventing unemployment, in particular long-term and youth unemployment, encouraging active ageing and longer working lives, and increasing participation in the labour market
- reinforcing the social inclusion of disadvantaged people with a view to their sustainable integration in employment and combating all forms of discrimination in the labour market
- enhancing human capital
- promoting partnerships, pacts and initiatives through networking of relevant stakeholders, such as the social partners and non-governmental organisations, at the transnational, national, regional and local levels in order to mobilise for reforms in the field of employment and labour market inclusiveness

And, additionally in Convergence regions:

- expanding and improving investment in human capital
- strengthening institutional capacity and the efficiency of public administrations and public services at national, regional and local level and, where relevant, of the social partners and non-governmental organisations, with a view to reforms, better regulation and good governance especially in the economic, employment, education, social, environmental and judicial fields

The ESF achievements under each Priority have been evaluated in the following sections: Extent to which resources were used, Effectiveness, Efficiency/cost-effectiveness, Socio-economic impact, Community Added Value (CAV), Gender sensitivity and Sustainability.

For this country synthesis report, existing reports have been used emanating from EU level evaluations, in particular the recent thematic ex-post evaluations on Human Capital, Social Inclusion and Access to Employment and the reports of the ESF expert evaluation network (EEN) as well as national evaluation material and other relevant reports. This information has been updated by the AIRs 2014 in the case of this report

Given the reliance of the country synthesis reports on existing material for the most part, there is more detailed information on some policy fields than others. This concerns mainly Human Capital, Access to Employment and Social Inclusion. However, given the high financial volume of the Priorities covered thoroughly by the thematic *ex post* evaluations, this difference in detailed information is not material.

³ REGULATION (EC) No 1081/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 July 2006 Article 3, Scope of assistance

1 Background and Context

1.1 Challenges and role/position of ESF

1.1.1 Challenges faced by the country in the different policy fields at the time of programming and during the programming period

Lithuania has been severely affected by the economic crisis. The GDP dropped by 14.8% in 2008 and 2009, the highest drop of all EU-28 countries during this period. Following this steep drop, the GDP showed a modest increase in the subsequent years. The unemployment rate increased from 4.3% in 2007 to 17.8% in 2010. The attempts of the Government to reduce unemployment, especially for youth, with the support of the EU structural funds contributed to the improvement of employment and unemployment rates in the recent years: The employment rate dropped from 72.7% in 2007 to 64.3% in 2010 but it almost reached the before-crisis level in 2014 (71.8%). The unemployment rate dropped from its peak in 2010 to 10.7% in 2014, and as youth unemployment dropped from 35.7% in 2010 to 19.3% in 2014. The unemployment rate of the low skilled (ISCED 0-2) was strongly affected by the economic crisis and increased up to 33.9% in 2013 (from 7.6% in 2007).

The share of people at risk of poverty or social exclusion was 30.8% in 2013, which is above the EU-28 average of 24.5% and still above the level before the crisis (28.7% in 2007). It decreased by 3.2% from 2010.

The share of young people not in employment, education or training (NEET) was 7.1% at the beginning of this programming period. It then peaked in 2010 (13.2%) and dropped to 9.9% in 2014, which is below the EU-28 average of 12.4%. The gender gap was also reduced in the last five years. In 2010 the gender gap was 3.1% (14.7% for males; 11.6% for females), while in 2014 it was only 0.8% and males had a lower share than females (9.5% for males; 10.3% for females).

The rate of tertiary education attainment of the age group 30-34 increased by 18.9% percentage points from 2007 reaching 53.3% in 2014, which is the highest share among all EU-28 countries.

The participation in lifelong learning (LLL), one of the main challenges identified in the National Strategic Reference Framework (NSRF) 2007-2013, was just 5.0% in 2014, which is about half of the EU-28 average of 10.7% and slightly below the share at the beginning of the programming period (5.2% in 2007).

Other main challenges identified in the NSRF 2007-2013 were: investment for growth and jobs, creating more and better workplaces, attracting and retaining people in the labour market, developing a labour force with high level qualifications.

1.1.2 CSR addressed by the ESF

In the context of the Semester, since 2011 the Commission undertakes a detailed analysis of EU Member States' plans of budgetary, macroeconomic and structural reforms and provides them with country-specific recommendations for the next 12-18 months. These recommendations also contribute to the objectives of the EU's long-term strategy for jobs and growth, the Europe 2020 strategy. Before 2011 Member States received country-specific recommendations in the context of the Lisbon Strategy for growth and jobs.

The updated curricula based on key competences were adopted in 2008 for primary and general education, and in 2011 for upper secondary education. A number of programmes financed by the European Social Fund (ESF) supported the changes in the curriculum, teacher education, initial vocational education and training (VET), non-formal training and other areas, responding to the CSRs from 2007 to 2009. The new Education Strategy 2013 – 2020 was developed and presented to the public in 2012.

The Lithuanian ESF programme aims to address labour force shortages by mobilising available human resources and upgrading skills and qualifications. This includes investment in areas of high unemployment and long-term unemployment, e.g. providing

training schemes. Lithuania is also looking to exploit the high end of the employment market, investing more money in research and development and science professionals, as well as attracting more young graduates to the field and boosting their mobility. Investing in young experts, while encouraging an international outlook, is crucial to keeping them in the country and helping them put Lithuania on the map. It is seen as a key way to beat the brain drain effect. The ESF programme also aims to improve Lithuania's civil service and increase administrative efficiency.⁴

Sub-priority 1.2 supported implementation of Europe 2020 and National Reform Programme's target of employment increase, as well as various CSRs (2012 and 2013 CSR 3: 'Tackle high unemployment amongst low-skilled and long-term unemployed by refocusing resources on active labour market policies while improving their coverage and efficiency. Improve the employability of young people [...]'; 2007 and 2008 CSR 4: '[...] intensify efforts to increase the supply of skilled labour [...]'; 2007 and 2008 CSR 5&6: '[...] improving youth employability'; and CSR 2004-2006: 'Strengthen active labour market policies to help unemployed or inactive people move back into employment').

Sub-priority 1.3 also supported the implementation of Europe 2020 and National Reform Programme targets of employment increase as well as reduction of population at risk of poverty and social exclusion and of 2013 CSR 4: 'Implement concrete targeted measures to reduce poverty and social exclusion [...]'.

The Country Specific Recommendations (CSR) between 2007 and 2009 stressed the need to intensify the efforts to increase the supply of skilled labour by:

- improving regional mobility, reforming the education and training systems to ensure their quality and relevance to the labour market needs and implementing the revised LLL strategy with special focus on the participation of older workers
- facilitating business start-ups
- increasing the availability of childcare
- strengthening occupational health and safety

In 2011 the Council of the European Union recommended to enhance labour market flexibility by amending the Labour Code to make it more flexible and to allow better use of fixed-term contracts, and to amend the relevant legislation, in particular the Law on Cash Social Assistance, to ensure that the social assistance system does not contain disincentives to work.

In 2012 and 2013 the recommendations were to tackle high unemployment, in particular among youth, low-skilled and long-term unemployed; to enhance the effectiveness of apprenticeship schemes and to address persistent skill mismatches.

In 2014 the improvement of the employability of young people was recommended.

1.1.3 ESF response to the crisis

The ESF Human Capital (HC) investment was used as a core and supplementary funding source for a number of national reforms. The importance of the ESF funding increased strongly after the crisis. Before the crisis, ESF resources were used to fund about 20% of overall active labour market policies (ALMP) implemented in Lithuania in 2007-2008. However, with the onset of the crisis and drastic increase in unemployment the national budget encountered deficit problems and about 80% of ALMPs were implemented through the ESF in 2009-2013.⁵

In order to fight youth unemployment, a Youth Action Team comprised of national experts and officials of the European Commission was set up in Lithuania. Their objective was to reallocate Structural Funds in order to create job opportunities for young people and support access to finance for SMEs. In the case of Lithuania the Youth Action Teams reprogrammed EUR 31 million by amending programmes or making internal reallocation between financing measures.⁶

⁴ http://ec.europa.eu/employment_social/esf/docs/lt_country_profile_en.pdf

⁵ Social Inclusion Country Report Lithuania

⁶ <http://insideurope.eu/taxonomy/term/177>

1.2 Support and Contribution to the Lisbon Strategy and Europe 2020 strategy and targets

The ESF funding made a contribution to most of the themes associated with the Europe 2020 targets and the ET 2020 benchmarks.

According to an evaluation carried out by the Lithuanian Ministry of Finance⁷ in 2011, 50 out of 59 analysed measures directly contributed to the implementation of Europe 2020 by representing 88.56% of EU assistance allocated for the implementation of the OP. The major contribution is made to the implementation of the priority of inclusive growth (almost 50 % of total ESF funding allocated to the implementation of the OP for the Development of Human Resources). The OP directly contributes to the implementation of five flagship initiatives of Europe 2020 (innovative union, youth on the move, an industry policy for the globalisation era, an agenda for new skills and jobs, European platform against poverty).

As indicated above, Lithuania had already over-achieved by 2014 the national target of tertiary education attainment set at 40% for 2020 for the age group 30-34. In 2014, 53.3% of this age group has a tertiary education.

The policy field Access to Employment received EUR 270 million in this programming period, which underlines the big efforts that are made to increase the employment rate and support vulnerable groups. The employment rate dropped during the economic crisis but in 2014 it almost reached the level before the crisis (71.8%). Men were affected stronger by the crisis than women. The national target set is 72.8%, which will be reached next year following the increase rates of the recent years and the successful implementation of the ESF measures.

⁷ The evaluation of the contribution of the Lithuanian strategy for the use of European Union structural assistance for 2007–2013 and its operational programmes in achieving the objectives of “Europe 2020” strategy (2011)
http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2011MVP/Europe_2020_evaluation_ENG.pdf

2 Scale of ESF investment

Lithuania was allocated EUR 1,028 million of ESF funding for the programming period 2007-2013. Including national funding (EUR 119 million) and private funding (EUR 62 million) this amounted to EUR 1,210 million, as illustrated in Table 2. Of this amount, EUR 1,127 million or 93% is allocated to the OP Human Resources Development (HRD) and EUR 83 million to the OP Technical Assistance (TA).

Public expenditure on ALMP was EUR 405 million (Cat. 2-7) 2007-2013 showing in comparison the significance of the ESF, as EUR 270 million were allocated to the Access to Employment theme.

Absorption is highest in the PA 1 High-quality employment and social inclusion, in which the sub-priorities belong to three policy fields, where 86.9% of the allocated financial volume was spent by the end of 2014.

The PA with the lowest implementation rate was PA 3 Strengthening Researchers Abilities (72.0%), as illustrated in the detailed table in the Annex.

Table 2. *Financial allocation and implementation rate of the ESF programming period 2007-2013*

OP	Policy field	Financial Allocation	Share of total funding OP HRD & OP TA	Implementation rate (in %)
OP HRD	Increasing adaptability and enhancing human capital	588,538,063	48.6%	82.0
OP HRD	Enhancing access and sustainable integration into employment	269,979,427	22.3%	86.9
OP HRD	Reinforcing social inclusion	57,900,000	4.8%	86.9
OP HRD & OP TA	Strengthening institutional capacity	181,629,418	15.0%	80.0
Total OP HRD		1,126,485,643	93.1%	83.0
Total OP TA		83,286,978	6.9%	81.5
TOTAL OP HRD & OP TA		1,209,772,621	-	82.7

Source: SFC2007

3 Effectiveness by Priority

3.1 Outputs and results

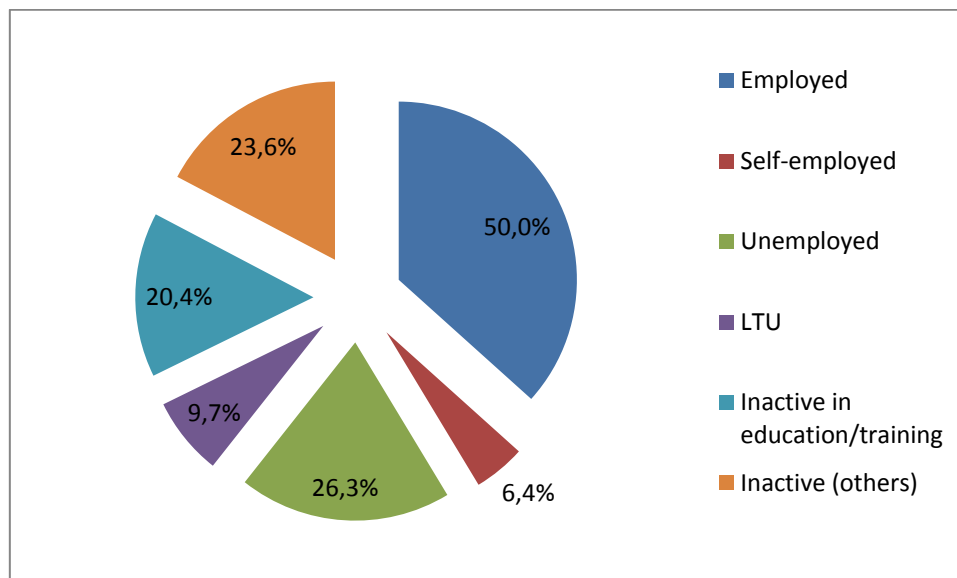
3.1.1 Outputs

In total, there were approximately 1 million participations⁸ in the interventions funded by the Lithuanian ESF OP HRD and the OP TA in the programming period 2007-2013. The majority (59.3%) was supported under the Human Capital theme.

Overall, 72% of the output indicators exceeded the target set. Access to Employment and Human Capital were the policy fields with the highest rates (100% and 78% respectively), while within Strengthening institutional capacity (SIC) only 53% of the indicators reached the target set.

The following figures provide an overview of the employment and educational status of all participants entering over this programming period. Of the total number of participants, 50% were employed. The second largest group was the inactive. The unemployed made up 26% of which about one third were long-term unemployed.

Figure 1. Labour market status of participants in ESF 2007-2013 (entering)

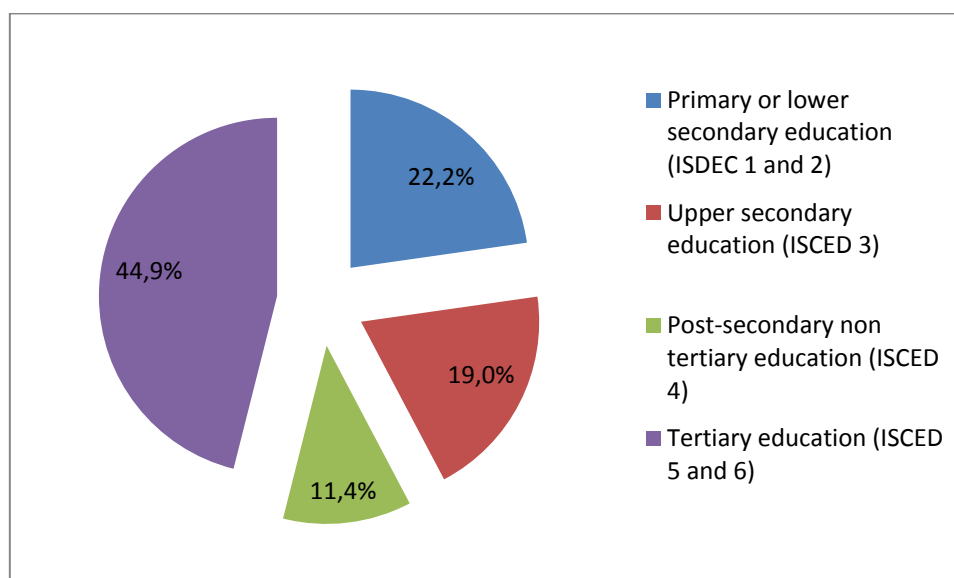


Source: own figure on the basis of SFC 2007 (AIR 2014)

As illustrated in Figure 2, the share of people with low education (ISCED 1 or 2) and people with upper secondary education (ISCED 3) is almost the same (33% and 34% respectively). The share of people with tertiary education is 45%, which reflects the focus on developing the research and development (R&D) sector in this ESF programming period.

⁸ As one person could participate more than once, the term `participations` is used here. In the rest of the document, `participants` is used, but may include double counting of individuals.

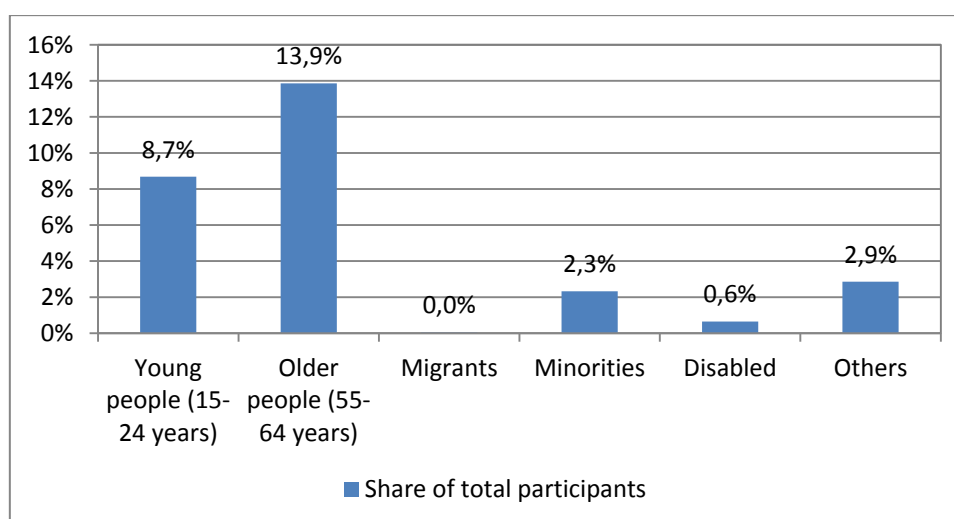
Figure 2. Education status of participants in ESF 2007-2013 (entering)



Source: own figure on the basis of SFC 2007 (AIR 2014)

The Lithuanian OP targeted a large number of older people, as illustrated in Figure 3. This was the largest group among the vulnerable groups participating in ESF 2007-2013. The share of young people is 8.7%, which makes it the second largest group of vulnerable people. Interestingly, the share of minorities and disabled is very low, compared to other EU-28 countries and no migrants were among the participants.

Figure 3. Vulnerable target groups participating in ESF 2007-2013 (entering)



Source: own figure on the basis of SFC 2007 (AIR 2014)

As each of the sub-priorities of the PA 1 Quality Employment and Social Inclusion belong to a different policy field (Adaptability, Access to Employment and Social Inclusion) and the outputs according to Annex XXIII data are provided at PA level and not an sub-priority level, it is not possible to provide detailed information on the characteristics of the participants of the mentioned policy fields.

Looking at the outputs by policy field, with reference to Table 7 in the Annex, the following can be noted.

Enhancing human capital

According to the output indicators, 223,000 people participated in the measures provided by sub-priority 1.1. The majority, 222,000 (final target 200,000) participated in training

courses to increase their skills and improve qualifications, and 1,100 people (final target 1,200) received a grant from the financial engineering instrument.

About 391,000 people, 38% of the total number of participants during this ESF programming period, participated in the supported projects of PA 2 and 3, which underlines that this policy field was one of the top priorities. Of these 376,000 participated in the measures of PA 2 Lifelong learning and of these more than 50% were inactive in education or training (e.g. pupils, students) and 43% were employed. This is reflected in the educational status of the participants, where 38% have primary or lower secondary education and 43% have tertiary education. As PA 3 is targeted on researchers, 89% of the participants have tertiary education, 78% were employed and 22% were students (inactive in training/education). Thus, these distributions show that the ESF interventions in this policy field mostly focused on two types of target groups: Young people without any qualifications (pupils and students), as well as those who already have higher education and aim at improving or refocusing their qualification.

Looking at the output indicators of the PA 2 Lifelong learning we observe that the performance regarding the number of participants and the targets set can be evaluated as good, as there is an over-achievement of all indicators. Regarding the educational institutions as a part of all educational institutions, 88% of the vocational training institutions (ISCED 2-4) introduced quality management systems but only 47% of the high schools (ISCED 5-6) did. Informal education programmes seemed to be very attractive for administration employees, teachers and lecturers.

The funding of the PA 3 Increasing the competence of researchers and scientists was about 56% of the funding of PA 2 but had much fewer participants (about 4% compared to PA 2) as subsidies, grants and the employment of scientists and researchers is much more cost-intensive. All indicators, with the exception of the indicator Number of students in formal education programmes, over-performed.

Access to Employment

This policy field supported about 235,000 people. All interventions exceeded the target values set. Of this total number, 41,617 people were involved in vocational training and informal education programmes, 191,000 were involved in supported employment measures and 2,327 disabled people participated in professional rehabilitation programmes. In 2012 a new voucher system was introduced, which envisages new control instruments to achieve higher effectiveness. At the end of the programming period, a new target group – unemployed persons or those threatened with long-term unemployment – was specifically addressed as the increase in the share of long-term unemployed involved in ALMP measures was one of the specific objectives of the OP (in 2005 this share was only 16%; in 2012 it increased to 40%).⁹

Social Inclusion

A total number of 25,762 people (of 25,000 targeted) participated in the interventions of this policy field during this programming period, of which 3,862 (97% of the target set) were disabled people, 7,707 (129%) were prisoners and ex-prisoners and 2,269 (114%) were persons suffering from addiction to addictive substances. ESF-funded measures played a crucial role for these specific target groups (prisoners and ex-offenders, people infected with HIV/AIDS or addicted to psychoactive substances), as the Government's obligations in terms of ensuring special services for these groups are minimal. For disabled individuals, older people or social risk families, ESF investment supported existing social services.¹⁰

Strengthening institutional capacity

A total number of 92,000 people participated in the interventions of this policy field during this programme period, of which 44,600 participated in training courses. Unsurprisingly 9 out of 10 participants are employed and have tertiary education, as the

⁹ EEN, Country Report Lithuania

¹⁰ EEN, Country Report Lithuania

interventions targeted state politicians, state officials, civil servants, other state and municipal institution employees and representatives of NGOs. About 14% of the participants were older people, only 9% younger people, indicating a high share of prime age workers.

Regarding entities, the ESF funded interventions aimed at improving the operational management, quality assurance and overall functioning of the state and municipal institutions. The implementation rate in terms of the number of general territorial plans prepared by municipalities was 99, 371% of the planned target of 21; the number of performance management systems implemented in Lithuanian ministries is 100, which corresponds to the target set.

3.1.2 Results

Overall, 73% of the result indicators reached or exceeded the final target set. The policy fields Access to Employment and Social Inclusion reached 100% each, while only 50% of the indicators of SIC reached the target.

Aggregation of results

- People taking up employment (including number of created vacancies): 125,202
- People who have increased the level of qualification: 257,288
- Other positive results: 207,981

Enhancing human capital

The result indicators of this policy field illustrate the good performance of the interventions. About 208,000 or 97% of the participants which started a training course successfully completed the training and acquired qualification and informal training certificates by the end of 2014. Both the absolute number and the success rate exceeded the target set of 180,000 (or 90% out of 200,000 targeted participants entering).

The new workplaces created (2,884) were almost three times more than targeted. The success of this ESF intervention demonstrates the effectiveness of granting micro-loans through the Fund for promotion of entrepreneurship.

The share in the lifelong learning system of administrative staff who acquired informal education programme certificates was 93% (as compared to the target of 90%, i.e. the achievement rate of 103%), while the share of pupils, students and teachers to whom are state certified qualification granted was 97% (out of targeted 80%).

Access to Employment

According to the result indicators the interventions of this policy field were very successful. All indicators exceeded the initially set target.

Of the total of participants 96% successfully completed the training course and acquired professional qualifications. The success rates six months after having participated in the training (or the professional rehabilitation programme in the case of disabled people) are very similar. Every second participant is employed after this period.

The impact assessment conducted during the *Efficiency Evaluation of Employment Promotion Measures Financed by the ESF* showed that implementation of ALMPs will potentially provide with jobs 41 thousand of job-seekers (including 6 thousand maintained job places). By the time of assessment (November 2, 2010), the analysed HRDOP measure provided or maintained workplaces for 22 thousand individuals. Considering the specific methodology of accounting, the result of activities can be estimated in 6 months after activity implementation is finished

According to the results of 'Evaluation of the situation, demand and results of the social integration services for socially disadvantaged persons and persons at social risk', the highest impacts of the ESF funded social integration measures for disadvantaged persons, which therefore are also relevant for the Social Inclusion theme, was the increase of employability of the target group at least for a short period after the project completion. Among the projects assessed in the evaluation, the employability of the

target group for at least one day a year increased by 20-60 percent, Participation in the project turned out to be bring significant results equally for all the target groups involved (the impact did not vary depending on age, sex, education or severity of disability). During the participation in the project the probability of being employed was three times higher compared to the control group. However, in the long-term period the probability of getting employed was significantly smaller for persons with disabilities and almost null for ex-prisoners. At the same time, the evaluation found that although improving the access to employment, the ESF funded measures did not improve the quality of employment gained: the main reason for this was that many ESF funded measures offered low-skilled job opportunities for persons with disabilities.

Overall, the above-mentioned interventions contribute to the improvement of the labour market situation by enhancing employment and participation in the labour market.

Social Inclusion

With regard to this policy field, there is only one result indicator: Persons experiencing social exclusion and persons at social risk who participated in ESF funded activities and are employed/ continuing training (six months after the end of training). By the end of 2014, the share is 28% (out of targeted 25%). The indicator also differentiates between persons with disabilities (37%), prisoners and ex-offenders (21%) and persons with addictions (28%). Project managers had to ensure that there would be no obstacles to implementation in gender equality and non-discrimination, as well as to ensure that the specific needs and problems of men and women would be taken into account.

3.2 Evidence of effectiveness

The Evaluation of quality and efficiency of training financed by ESF¹¹ assessed the measure Qualification and Competence Development of Scientists and other Researchers (scientific databases, e.g. documents). The measure aims at developing qualifications and competences of scientists, doctoral students and other researchers, and to assure their access to periodical and other scientific publications databases. The content of the measure is composed of the training and development of databases. Training was evaluated positively as it helped to ensure greater publicity of databases, spread of information, sharing of ideas and news. The results of a survey among participants indicate that the training was very useful, which is also illustrated by high interest and active participation in it. The majority of survey respondents (59%) indicated that they already adapted in practice the knowledge obtained during the training, as well as agreed that the new knowledge was useful in pursuing better research quality.

The Efficiency Evaluation of Employment Promotion measures¹² assessed the impacts of the measure Integration of Job-seekers into the Labour Market of the policy field Access to Employment, which was the principal ESF funded measure for the promotion of the access and sustainable integration into employment (A2E) theme in Lithuania during the 2007-2013 funding period. The evaluation showed that the effectiveness varies according to their type with the most effective being assistance to acquire professional skills, which helped 36% of the participants to find a job, and the employment subsidies, which helped 30% of the participants to find a job. The least effective were public works, which helped 14% of the participants and vocational training, which helped 18% of the participants.

It was revealed that the efficiency of ALMPs is often determined by external factors, such as low motivation for work, lack of interest in legal employment. These factors essentially reduce the efficiency of ALMPs as well as expected impact. Therefore, it is necessary to strengthen existing and apply new ways of psychological and social support of ALMP participants in order to raise motivation for work.

The same evaluation found that in the context of economic growth vocational training can be regarded as the most relevant ALMP measure. However, the essential change in

¹¹ Pwc, The Evaluation of quality and efficiency of trainings and employment promotion measures financed by ESF, Final Report, 16 May 2011.

¹² Ibid.

organisation of vocational training is crucial aiming to improve quality of services provided as it does not properly respond the needs of labour market. Furthermore the transition to rate (voucher) system is considered to be the highest priority for vocational training system. The rate system would create preconditions to make labour exchange services more flexible and will provide greater possibilities to meet employers' needs.

The effectiveness of the vocational training instrument was impeded because the funding of institutions providing vocational training is weakly connected to their performance. Results of employment after vocational training or feedback of participants about the training quality do not directly affect the operation and funding of training provider institutions. Moreover, the number of unemployed participating in the measure was insufficient as compared with the respective number in the Western European and Scandinavian countries.

Another evaluation carried out in 2013¹³ found that the measure Integration of Job-seekers into Labour market was very successful. All its result-level targets were achieved by September 2013 and all result-level indicators have exceeded the planned targets. Similarly, the measure Creation of the system for professional rehabilitation of persons with disabilities had already achieved, and even exceeded, all the result-level targets.

The implementation of HRD OP measures produced a net increase of employed persons up to approximately 12,500¹⁴.

In the policy field Social Inclusion result indicators illustrate that the measures were effective in terms of reaching the relative targets set, as is indicated in the previous section. Evaluations carried out indicate that the interventions had difficulties with addressing the right target groups because they did not prioritise persons with the most severe types of disability. Moreover, although the financial support was focused on the integration of disabled persons in the labour market, the support had major impediments. It proved insufficient in terms of negotiations with the employers and measures taken to facilitate working conditions of the disabled.

Finally, in 2007–2013, all target indicators of EU-funded measures aimed at increasing competitiveness were achieved or exceeded. It is important to note that there was a gap between objectives of the measures and strategic context indicators. Most of the projects have not been implemented on such a scale that could change the strategic context in the country and prompt structural changes in the area of competitiveness.

¹³ Evaluation of the human resource development and social cohesion in Lithuania (2013)

¹⁴ Efficiency evaluation of employment promotion measures financed by the ESF agreement No 14P-47 (2011)

4 Efficiency by Theme

Information about the efficiency and cost effectiveness was not available for each priority. The currency of the following text on the cost effectiveness of the interventions is the national Lithuanian litas, as this was how it was provided in the evaluation reports.

The evaluation document 'Efficiency evaluation of employment promotion measures financed by the ESF agreement No. 14P-47'¹⁵ reported the average costs of ALMP measures, which vary significantly among the measures. The average cost of one ALMP measure participant is 3,594 Lt.

According to the report the cheapest are activities of inclusion of job-seekers into territorial mobility programmes (1,134 Lt) and public work (1,638 Lt). The most expensive are support for social enterprises (10,876 Lt) and vocational training (6,899 Lt). About half of the training costs (3,146 Lt) consist of training grants. The average cost of vocational training for one day for unemployed is similar to the cost of vocational schools for students (32 and 31 Lt respectively.).

Subsidised employment activities are 2-3 times more efficient than vocational training, as the costs are lower and the rate of recruitment is higher. Taking part in public works does not significantly increase the recruitment possibilities but, as the costs are low, efficiency is evaluated the same way as subsidised employment activities.¹⁶ The public works measure was important to support unemployed no eligible for unemployment benefits.¹⁷

It is important to bear in mind that these conclusions were made under the conditions of high unemployment rate in the country. The same evaluation analysed two options of achieving the same objectives at lower cost. The first option includes the cost-saving measures of ALMPs. According to the evaluation results, organisation of vocational training according to the voucher system would increase the competitiveness because the vocational training service providers would then also include employers ready to train their employees themselves. The second option of achieving the same results with fewer resources involves better planning and implementation of ALMPs: the package of the measures should be planned while bearing in mind the unemployment rate in the country.¹⁸

According to the Evaluation¹⁹, the efficiency of the integration of socially excluded persons and persons at social risk was sufficient – intervention costs in service projects varied from 5,000 Lt (EUR 1,449) to 15,000 Lt (EUR 4,348) per participant on average and in product-service projects – up to 10,000 Lt (EUR 2,899) per participant on average. Costs of employment or continued learning in product and service projects usually were between 10,000 Lt and 30,000 Lt (EUR 2,899-8,696) per person.

On the project level, product development efficiency was limited, first, by subjective pricing of the products, leading to great and not well-founded differences in the prices of the same type of products, and second, by the fact that a number of projects developed quite similar products.

¹⁵http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2010MVP/ESF_uzimtumo_vertinimo_santrauka_EN.pdf

¹⁶ *Subsidised employment* is a type of access to employment support measure, when private companies are given ESF funds in order to cover a part of the costs related to salaries of the supported employees. In contrast, *public works* is another access to employment measure, whereas the supported target groups are temporarily employed and paid for the work that is beneficial for the society and helps to improve the community's infrastructure. In addition, public works can be organised within private companies that suffer from economic difficulties: in these cases Lithuanian Local Labour Exchanges provide the support for the companies, to cover all or part of their costs related to salaries of employees. In contrast to subsidised employment, the public works organised in the companies might involve those areas/sectors that are not necessarily related to the employee's direct job function.

¹⁷ Evaluators stress that these conclusions were drawn under high unemployment conditions and that according to foreign country analysis in terms of economic growth vocational training is the most effective measure.

¹⁸ Evaluators stress that these conclusions were drawn under high unemployment conditions and that according to foreign country analysis in terms of economic growth vocational training is the most effective measure.

¹⁹ Evaluation of effectiveness, efficiency and sustainability of the HRD OP measure "Integration of socially excluded persons and persons at social risk into the labour market". Final report. PPMI. June 2014

Overall, costs for measures of the policy field SI are more expensive than ALMP measures as they are more time intensive and need more personal guidance and assistance on their way to social integration.

The table below illustrate the average cost per participant by theme. As data are only available on sub-priority level, it was not possible to calculate the average cost for A2E and SI, so data from other evaluations were included. Social Inclusion and SIC had the highest costs per participation.

Table 3. Cost per output by theme

Priority	Cost per output
Human Capital ²⁰	EUR 800
Access to Employment	3,594 Lt ²¹ (about EUR 1,040)
Social Inclusion	5,000 Lt (EUR 1,449) to 15,000 Lt (EUR 4,348) ²²
Strengthening institutional capacity	EUR 1,558 ²³
Total	EUR 900

Source: SFC2007

The ESF OP contributions paid to the FEIs (Financial engineering instruments) for enterprises and invested in final recipients at the end of 2014 in Lithuania was EUR 14.48 million.²⁴

²⁰ Sub-priority 1.1 related to the policy field Increasing adaptability is not included.

²¹ 'Efficiency evaluation of employment promotion measures financed by the ESF agreement No. 14P-47'

²² Evaluation of effectiveness, efficiency and sustainability of the HRD OP measure "Integration of socially excluded persons and persons at social risk into the labour market". Final report. PPMI. June 2014

²³ The financial volume of the OP TA was not considered for this calculation, as no participants were registered.

²⁴ DG REGIO, Summary of data on the progress made in financing and implementing financial engineering instruments reported by the managing authorities in accordance with Article 67(2)(j) of Council Regulation (EC) No 1083/2006 (2015)

5 Sustainability

Sustainability of result for individuals and entities

About half of the unemployed people (49%) enrolled in vocational training or supported employment schemes implemented under *Integration of job-seekers into the labour market* were employed within six months after the measure. This is the same rate as for disabled people after the participation in a professional rehabilitation programme.

Within the Social Inclusion theme, overall 28% of the people belonging to a social risk group were employed or continued training six months after participation. Disabled people were the most successful with a success rate of 37%, followed by people suffering from addiction (28%) and ex-prisoners (21%).

A micro analysis of surveys conducted in the Evaluation²⁵ showed that more than a year after the completion of the projects the share of 'survivors' in the labour market was 50-60% of the total number of persons who got employed after their participation in the intervention Support for skills acquisition, Vocational training and Job Rotation activities. Results for temporary employment were slightly less optimistic, as only one third of the interviewed participants in Public Works stayed in employment after the project completion.

Results of the counterfactual impact analysis²⁶ also demonstrated that participants of these three interventions managed to stay longer in the labour market. After implementation of the projects, people who participated in this measure worked approximately 118 days more than they would have been without participating in the intervention; participants in Vocational training worked approximately 40 days more and those in Job Rotation – approximately 17 days more.

In 2003 the share of employed persons with disabilities was 20%, whereas in 2012 it was 25%. After the end of all the interventions under the Lithuanian OP for Human development, it is expected that this share will increase to 30%.²⁷

Sustainability of interventions

In the EEN Country Report and the 'Evaluation of quality and efficiency of training financed by ESF' document it is stressed that for some measures (e.g. Qualification and skills development of scientists and other researchers (scientific databases, e-documents) sustainability can only be achieved if access to databases will be continued in future, something which relies on further funding.

The implementation of HRD OP measures produced a net increase of employed persons up to approximately 12,500²⁸.

There is also a high risk in the area of the continuity of services for socially excluded persons, because these services have been provided through separate projects the continuous funding of which is not guaranteed. Although there was some hope that a share of these services will be funded by municipalities, without a clear succession mechanism and stimulus for it, it is probable that a large share of services already created will be stopped with the project completion.

In the area of ESF support on the development of human resources, the evaluation found that sustainability of these impacts will depend on the type of beneficiary. Part of the impact on the context indicators (e.g. investments in infrastructure, training of teachers) will be sustainable in the medium-term(3-5 years) until the need to reinvest in infrastructure and qualification of teachers arises. The shortest individual level impact will be felt by working-age beneficiaries. Provided that the habit to continuously invest in one's qualification is not formed, the qualification and skills improved during the project

²⁵ Evaluation of impact of EU structural support on quality of life and reduction of poverty and social exclusion in Lithuania. Final report. Estep, June 2014

²⁶ Evaluation of impact of EU structural support on quality of life and reduction of poverty and social exclusion in Lithuania. Final report. Estep, June 2014

²⁷ EEN Country Report Lithuania

²⁸ Efficiency evaluation of employment promotion measures financed by the ESF agreement No 14P-47 (2011)

will lose its value in the medium-term (3-5 years). For younger age groups (e.g. pupils and students) the impact created by EU-funded projects will be long-term, if the investments are successfully distributed among all levels of educational system and transition from one level to the other, as well as smooth entrenchment in the labour market, is ensured.²⁹

A recent evaluation revealed that the results of EU-funded interventions in the area of competitiveness promotion will be long lasting and evident after the implementation of projects. In 2020 the impact of EU Structural Funds on various competitiveness indicators will be greater (e. g. investments in fixed capital formation, exports of services and goods). The impact on other indicators (e. g. the ration of foreign direct investment to GDP, average wages, GDP per capita, labour productivity, and employment rate) will be positive as well, but in the long-time perspective this influence will decrease.³⁰

²⁹ BGI Consulting, European Union Structural Funds Investments for Human Resource Development, Summary of the final report of evaluation (EN), 2015
http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/BGI_ataskaitos_santrauka_EN_final.pdf

³⁰ Estep, Overview of the results of 2007–2013 EU Structural Funds' Impact Evaluation on the Competitiveness of Lithuania, 2015,
http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Ataskaitos/Konkurencingumo_vertinimas_santrauka_EN.pdf

6 Gender sensitivity

At national level, in the years before the current programming period, several efforts were undertaken to implement gender equality with the introduction of the Law on Equal Opportunities and the National Programme on Equal Opportunities for Women and Men, 2005-2009.

The principle of gender equality was set as a general selection criterion, which was taken into consideration during the projects selection process. Project managers had to ensure that there would be no obstacles to implementation of gender equality and non-discrimination principle, as well as to ensure that the specific needs and problems of men and women would be taken into account.

In some measures, the promotion of gender equality is an explicit objective, as in the Reduction of discrimination and prevention of social problems of the policy field Social Inclusion.

As illustrated in the table below, women are over represented in all PAs³¹. Unfortunately no gender specific results or other findings were reported.

Table 4. Share of women by Priority Axes

OP	Priority Axes	Share of women (in % of total participants)
OP HRD	1 High-quality employment and social inclusion	57.3
OP HRD	2 Lifelong learning	69.1
OP HRD	3 Increasing the competence of researchers and scientists	61.3
OP HRD	4 Administrative capacity-building and improving efficiency in public administration	67.8
OP HRD	Total	62.7

Source: SCF 2007; Author's calculation

³¹ Data on participants by gender are only available on PA level.

7 Community added value

7.1 Volume effects

Overall, the evaluation of the longer-term impacts of the above measures indicated that the measure Integration of Job-seekers into Labour market has substantially increased the range of ALMP measures to the extent, to which the state alone could not achieve with its own budget, especially under the conditions of economic crisis.³² Before the crisis, ESF resources were used to fund about 20% of overall active labour market policies (ALMP) implemented in Lithuania in 2007-2008. However, with the onset of the crisis and drastic increase in unemployment the national budget encountered deficit problems and about 80% of ALMPs were implemented through the ESF in 2009-2013.³³

7.2 Scope effects

Evidence of widening the scope was found in the interventions Support for the first job and Enhancing integration to labour market which specifically targeted young people, a group that was not targeted by the national ALMP before in this specific way. The former addressed young people between 16 and 29 years, who have never been employed. In order to encourage employers to employ such young persons, part of their work salary was covered as the employer was compensated 23.3% of salary costs for the initial period of 12 months. The latter supported young people without qualifications. By the end of 2013 3,169 people were trained.³⁴

7.3 Role effects

No evidence for role effects was found.

7.4 Process effects

The interventions under the PA 4 Administrative capacity-building and improving efficiency in public administration influenced mostly the public institutions and entities involved. More specifically, the second sub-priority Improving work management, better implementation of EU policies, improving structure of public administration directly addresses the improvement of the public administration processes.

According to the 'Evaluation of the Human Resources Development Operational Programme Priority 4', the project 'Development of result oriented management (VORT)' is a good example of such a process effect, which succeeded at improving: the monitoring system of the implementation of strategic operational plans and their budget programmes; also the measures for the analysis of the functions of the institutions subordinate to the Government of the Republic of Lithuania, as well as the instruments for the evaluation of their budget programmes; the impact evaluation system; and the project-based management system for process management of the implementation of the priority actions of the Lithuanian Republic. Data from a survey undertaken with Governmental ministries showed that two of the respondent ministries (The Interior Affairs Ministry and the Ministry of Agriculture) have indicated that the 'VORT' project had significant positive impact on the effectiveness of operations. Meanwhile, four other ministries indicated that the above mentioned project have partially contributed to improving the effectiveness and quality of the functioning of their organisations.

³² EEN Country Report Lithuania

³³ Social Inclusion Country Report Lithuania

³⁴ EEN Country Report Lithuania

8 Socio-economic impact

Macro-level

The OP expected that the allocated investments would contribute to the increase of the general participation level of the workforce (15-64 years old) up to 73% but this was not reached due to the economic crisis³⁵.

Overall, the impact assessment noted that the ESF funded ALMPs might not bring the expected impacts in Lithuania because the labour market's inflexibility resulting from the economic crisis creates the preconditions for long-term structural unemployment, which is not necessarily reduced even during a period of intense economic growth. Moreover, the overall impact of the interventions was to a certain extent reduced by the fact that, in Lithuania, many of the employment promotion measures for the period 2007-2013 were dominated by the elements of labour supply policies, social inclusion, human capital development and increasing labour productivity. The relevance of these measures was decreased due to the effect of economic crisis, which required tackling the issues of short-term unemployment. For instance, the 'Efficiency Evaluation of Employment Promotion Measures' found that one of the core ALMP measures, used in Integration of Job-seekers into the Labour Market, was less adequate under a high unemployment rate.

The evaluation of the 'European Union Structural Funds Investments for Human Resource Development'³⁶ carried out in 2015 found that in the field of education and studies, EU structural funds investments contributed to the further improvement of basic education indicators, namely early withdrawal from school and youth educational attainment level. However, the level of lifelong learning has hardly changed, although in the period of 2007-2013 more than 324 thousand working-age persons were trained: this situation was mainly conditioned by inaccurate type of investments.

In the RDI field, the analysed EU structural funds investments had an observable impact on the changes in the values of context indicators: there was an increase in the number of researchers per 1000 employed persons, share of researchers in business, share of young researchers and number of scientific publications per 1 million residents.

In the labour market field, although not being a determining factor, investments in human resource development also generated positive impact on the change in the employment rate - the main context indicator in the labour market field. As early as in 2009, these investments contributed to mitigating the negative consequences of the economic crisis: in 2009, the real unemployment rate was 13.8 percent, whereas without the interventions it would have been 0.25 percent points higher. Due to the impact of investments, the labour productivity has slightly increased, which is reflected in higher average wage. Moreover, even though the investments did not have a significant impact on the employment of the disabled, they were crucial for maintaining the employment of the disabled at the same level as before the crisis, since during the crisis the disabled experienced a higher risk of the job loss and their possibility of getting a job had also decreased.

Finally, in the area of public sector, the evaluation found that the ESF investments had a positive impact on the public confidence in state and municipal institutions and bodies - the main context indicator in this field. Due to the interventions of measures under 1, 2 and 4 priorities of the HRDOP, more than 286 thousand public sector workers successfully completed the training. The increased quality of human capital in public sector resulted in higher quality of work, which was appreciated by the public, expressing higher confidence in state and municipal institutions and bodies.

Looking at the socio-economic indicators in the table below, we see that all indicators are showing a positive development since the negative peak due to the economic crisis in 2010.

³⁵ ESF 2007-2013 Ex-post evaluation Access to Employment – National Template Lithuania

³⁶ BGI Consulting, European Union Structural Funds Investments for Human Resource Development, Summary of the final report of evaluation (EN), 2015.

In the area of competitiveness promotion, EU investments had a major impact on investments in fixed capital formation, foreign direct investment, gross domestic product, and broadband network penetration, digitalisation of public services, employment and unemployment rates and average wage at the country level.³⁷

Table 5. Changes in socio-economic indicators, 2007-2014

	2007	2008	2009	2010	2011	2012	2013	2014	Trendline
Access to Employment									
Employment rate	65.0	64.4	59.9	57.6	60.2	62.0	63.7	65.7	
Unemployment rate	4.3	5.8	13.8	17.8	15.4	13.4	11.8	10.7	
Young people NEET, 15-24y.	7.1	8.8	12.1	13.2	11.8	11.2	11.1	9.9	
Employment rates, Females, 15-64y.	62.0	61.8	60.4	58.5	60.2	61.8	62.8	64.9	
Human capital									
Early school leaving	7.8	7.5	8.7	7.9	7.4	6.5	6.3	5.9	
Educational attainment	36.4	39.9	40.4	43.8	45.7	48.6	51.3	53.3	
Social Inclusion									
Population at risk of poverty	28.7	28.3	29.6	34	33.1	32.5	30.8	27.3	

Source: Eurostat

Meso-level

According to the findings of the 'Final Country Report: Main ESF achievements 2007-2013 in Lithuania³⁸', the ESF supported projects focusing on the development of territorial plans contributed towards the efficiency of district municipalities' management in Lithuania. Territorial development decisions that were proposed during the preparation of general territorial plans and agreed with the relevant institutions and local community contributed towards a more efficient allocation of municipality's budget and resources. This, in turn, helped to reach a sustainable development of town's infrastructure, attract investments and effectively use the support from the EU Structural Funds.

In addition, the same report indicated that the ESF support has resulted in the development of better regulations that, in their turn, contributed towards the reduction of administrative burden for businesses. During the projects funded under the Priority 4 of the HRDOP, research was carried out on administrative burden faced by businesses in Lithuania, an evaluation and the analysis of relevant data were carried out, a database of digital administrative burden was created, a package of proposals on how to reduce administrative burden on business was prepared and educational publication on administrative burden on business was issued. Overall, the above interventions contributed towards the implementation of the Better Regulation Programme adopted by the Government of the Republic of Lithuania, as well as towards the achievement of the Government's official target - reduction of administrative burden by 30%. The materials and data prepared during the project's implementation will be useful in the future development of better regulation, reduction of administrative burden on business and the implementation of new initiatives in the area of prevention of new administrative burden and better regulation.

Finally, the 'Implementation analysis of the activities in the area of education and science funded by the European Social Fund'³⁹ found that the ESF support in the area of VET contributed towards improvement of the infrastructure and learning environment, development of the qualifications framework, development of modular training programmes and improvement of their content. It has also contributed towards the development of quality assurance mechanisms, guidance system and system for the

³⁷ Estep, Overview of the results of 2007–2013 EU Structural Funds' Impact Evaluation on the Competitiveness of Lithuania, 2015.

³⁸ ESF Expert Evaluation Network, "Final Country Report: Main ESF achievements 2007-2013 in Lithuania: Outputs and results of the ESF in the 2007-2013 programming period", 2013.

³⁹ PPMI and EKT, "Europos socialinio fondo finansuojamų veiklų švietimo ir mokslo srityje įgyvendinimo rezultatų analizė, 2014 <
http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2011MVP/Svietimo_ir_mokslo_srities_prioritetu_2014-2020_programavimo_laikotarpiui_strateginis_vertinimas.pdf>

recognition of informally acquired competences. However, the evaluation concluded that the scope of interventions was not sufficient and significant impacts in this area will require further investments. The same evaluation found that the ESF support in Lithuania resulted in high schools optimising their internal structures, reviewing and upgrading of study programmes and introducing quality management systems.

In the area of competitiveness promotion, a recent evaluation found that among the mezzo-level impacts of the EU support on competitiveness indicators in different economic sectors, impact on the construction sector was short-term and existed only during the project implementation process. Most of the jobs created in this sector were also temporary. The key long-term beneficiaries of EU support were industrial and transport sectors in which the impact on added value creation, job preservation, attraction of investments and increase of goods and services export was much more substantial.⁴⁰

Micro-level

The impact assessment has demonstrated that in total the ALMP will provide 41,000 of the job-seekers with jobs (including 6,000 maintained job places⁴¹). By the time of assessment (2 November 2010) job places⁴² for 22,000 participants were provided. It is important to note, however, that the employment rate in analysed measures does not reflect the net effect of ALMPs on employment in Lithuania since a number of effects, such as additionality, substitution and displacement and indirect multiplier effect occur. Approximately, the implementation of the measures in this programming period will cause a net increase of employed persons up to 12,500⁴³.

Similarly, during the period of economic downturn measures of financial engineering (such as *Promotion of Entrepreneurship*) might not produce the desired impacts, as the business creation, maintenance and/or expansion is becoming a more difficult task. As a consequence, the demand for loans and/or subsidies may be less than expected during the planning of interventions. The attractiveness of financial engineering depends on how attractive (cheaper) they are compared to conventional measures (loans of commercial banks).

Without the measures Integration of Job-seekers into Labour market and Creation of the system for professional rehabilitation of persons with disabilities the unemployment rate in the country would be even higher than now. Both measures have contributed towards softening the consequences of economic crisis in the labour market for the socially excluded persons, especially persons with disabilities. The measure Integration of Job-seekers into Labour market has helped social enterprises to sustain themselves in the market the persons with disabilities to sustain their jobs in these enterprises.⁴⁴

Finally, the evaluation of the EU Structural Funds' impact on competitiveness of Lithuania found that EU assistance had a positive impact on the competitiveness of enterprises. The vast majority of the EU-supported enterprises indicated that the funds received encouraged them to invest in research and the use of research results. EU support helped enterprises to produce new products or provide new services, introduce new technologies and optimise their business processes, create new jobs and improve the quality of goods or services, increase labour productivity. It also helped to learn about new export markets and find foreign partners.

⁴⁰ Estep, Overview of the results of 2007–2013 EU Structural Funds' Impact Evaluation on the Competitiveness of Lithuania, 2015.

⁴¹ Existing jobs that are at risk and would be lost without Structural Fund intervention.

⁴² New jobs that are created directly by Structural Fund intervention within three years of the completion of the works. These may be temporary or permanent

⁴³ Efficiency evaluation of employment promotion measures financed by the ESF agreement No 14P-47 (2011)

⁴⁴ Efficiency evaluation of employment promotion measures financed by the ESF agreement No. 14P-47 – Summary of the report (2010).

http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2010MVP/ESF_uzimtumo_vertinimo_santrauka_EN.pdf

9 Key lessons learned

9.1 What are the key lessons in terms of policy choices?

During the programming period of 2007-2013 the dominating ESF funded employment promotion policies were related to social inclusion, development of human capital and enhancement of productivity among the working population. Following the shift in the economic situation due to the economic crisis, a number of the measures in these policies became less relevant. However, in many cases managing authorities were able to adjust the direction of interventions by setting new priorities and reallocating the funds. For instance, before the onset of the economic crisis the ESF support in Lithuania between 2007 and 2013 focused on the measures that are the most suitable under the conditions of high labour demand and thereby relatively costly in terms of the investments as per one beneficiary (for instance, projects that focused on employment promotion among the unemployed people). However, with the onset of the economic crisis more resources were re-allocated to those projects that addressed the issues in the labour market under the economic recession. These projects were usually less costly and targeted a higher number of beneficiaries (for instance, the project 'Retain your skills' that targeted employed people who are in risk of losing their jobs). These changes of priorities reflected appropriate choices made by the managing authorities in a reaction to the changing macroeconomic situation with measures addressing short-term unemployment becoming the priority. Thus, ensuring sufficient flexibility of the managing authorities under the changing circumstances proved to be one of the key factors in ensuring appropriate policy choices related to the ESF funding.

9.2 What are the key lessons in terms of target groups?

The large number of unemployed people trained, the total number of participants of the PA Lifelong learning and the share of researchers and students supported reflects the main challenges that were identified and stressed in the CSRs. According to the Access to Employment Thematic Country Report for Lithuania, one of the key success factors of the ESF funded employment promotion measures was targeting the most relevant groups of beneficiaries: for instance, choosing the target group of vulnerable females (defined as the women, who return to the labour market after 24 months or more of economic inactivity, single mothers, as well as mothers of large families) was particularly relevant because the group of vulnerable females is particularly at risk of long-term unemployment. As a consequence, the interventions targeting vulnerable females were effective in increasing their access to employment through the measures, such as development of general and practical skills, measures for better adjustment of professional and family obligations, use of consulting and mentoring services, social rehabilitation services, instructing and consulting employers with the intention to provide working conditions that would be more favourable in terms of family life. In 2012, around 40% of project participants in active labour market measures in Lithuania were long-term unemployed.

The available evidence showed that although the ESF support improved the access to employment among the young people in Lithuania, there is still a considerable lack of support in this area. The ESF support gave an opportunity for the first time to address young people as a specific target group. A good example of such ESF funded interventions addressing specific target groups, which were not addressed before, was the project 'Enhancing integration to labour market', which targeted the youth with no qualifications. Overall, 3169 persons were already trained in 2012. Similarly, since 2012 a new grant programme 'Support for the first job' addressed the young people between 16 and 29 years old, who have never been employed according to a work contract. In order to encourage employers to employ such young persons, a part of their work salaries were covered. The employer was compensated 23.3% of salary costs for no longer than the period of 12 months.

However, the evaluation 'Efficiency evaluation of employment promotion measures financed by the ESF agreement No 14P-47' concludes that youth as a target group is involved in only a few ALMP measures and that this is not used enough in other

measures, keeping in mind the high rate of youth unemployment and the CSR. The evaluators also recommend to further extend the participation of NGOs, especially in areas where they already operate widely, such as social dialogue, corporate social responsibility, promotion of entrepreneurship and prevention of emigration initiatives.⁴⁵

9.3 What are the key lessons in terms of the appropriate programming?

The available evaluation findings indicate that the effectiveness of the measures funded under the ESF significantly depends on the extent to which the possible macro-economic situation of the labour market is taken into account during the programming period. Under the conditions of economic growth and low unemployment it is more relevant and effective to focus the ESF measures on long-term employment goals, including the activities contributing to the creation of new jobs, promotion of social inclusion, as well as compatibility of labour supply and demand. On the contrary, during the recession it is more relevant to focus on short term measures, such as funding ALMPs, supporting groups at social risk and continuous financing of other employment enhancing measures, while at the same time taking into account that the overall impact will be lower compared to the period of economic upturn.

It is notable that the ESF funded activities in developing the human capital are only paying off when there is demand for such human capital in the labour market. Thus, the development of human capital should be accompanied by appropriate policies addressing the issues in the area of employment and labour demand. In the absence of such employment opportunities, interventions in the development of the competences will not bring the expected impacts.

9.4 What are the key lessons in terms of the effective implementation?

Results of evaluations indicate that one of the key factors in the successful implementation of the ESF funded training activities in Lithuania is a developed set of public procurement documentation that can enhance selecting competent providers and lecturers, applying economic benefit evaluation criteria, as well as the requirement for public purchases participants to provide recommendations on the services provided. In order to assess the qualitative aspect of the offer and choose high quality services, it is necessary to apply the economic benefit criteria. For a successful implementation of project activities it is also important to ensure active involvement of a project management team, its high competency, as well as active cooperation with the service providers.

In addition, to ensure successful project implementation it is necessary to link the selection of service providers with the evidence on the quality of the services provided. Previous evaluations showed that in Lithuania, funding of institutions providing vocational training is loosely connected to their performance. Results of employment following vocational training or feedback of participants about the training quality do not directly affect the operation and funding of training provider institutions.

In addition, it was often found that the effectiveness of the measures was reduced by insufficient attraction of the most relevant target groups. In Lithuania, the number of unemployed participating in the ESF funded measures was insufficient as compared with the respective number in the Western European and Scandinavian countries. There were several reasons for the insufficient coverage of unemployed persons, including scarce allocation of funds for ALMP measures and national policy of vocational education of unemployed people requiring a tripartite contract in order to enrol into vocational education.

⁴⁵

http://www.esparama.lt/es_parama_pletra/failai/fm/failai/Vertinimas_ESSP_Neringos/Ataskaitos_2010MVP/ESF_uzimtumo_vertinimo_santrauka_EN.pdf

9.5 What are the key lessons drawn in terms of monitoring?

The available evidence showed that the current monitoring system and indicators were often inadequate and did not match the variety of activities funded, as well as the possible impact of these activities. In some cases the selected indicators were unrealistic in relation to the nature of the funded activities. For instance, entrepreneurship is a personal quality, which is hard to develop and it is hard to expect that a person will refocus his/her activities after 8-32 hours of training. In general, the impacts in terms of entrepreneurship require a more systemic and long-term approach, which includes guiding the person and providing the necessary knowledge, as well as facilitating access to finance. In some other cases, methods of calculating the indicator results were insufficiently developed and did not correspond to the multi-sided nature of the activities funded. For instance, evaluation of the measure Refocusing of workforce in rural areas from agriculture to other activities showed that the share of those who refocused their activities included only those who participated in formal or informal training and did not include those who refocused their activities after the individual consultations. The latter category, however, was numerous. It is most probable that a person who participated in personal consultation will refocus his/her activity faster than the one who participated in formal or informal trainings. The low impact achievements, therefore, were substantially affected by the inadequate project monitoring system, which did not reflect the real implementation results. In order to improve the project monitoring system, therefore, in the future, it is necessary to better adjust project result indicators to the nature of the activities funded, while at the same time taking into account all the possible impacts of these activities.

9.6 What are the key lessons drawn in terms of evaluation?

Based on the survey data and the available analyses of the quality of the evaluations and studies focusing on of the EU structural funds in Lithuania, the overall quality of evaluations is sufficiently high. However, a number of issues in the current Lithuanian evaluation system were found and need to be raised.

One of the most common issues was related to the collection of data necessary for the evaluation. The provision of this data was often mentioned as causing substantial administrative burdens for the contracting institutions, whereas for evaluators the availability of this data is a limiting factor in evaluation success. The success of evaluations to a significant extent depended on the professionalism, work ethic and the level of competence of the evaluator team. In those cases when incompetent evaluators are chosen, even the application of very well defined and strict requirements in the terms of references are not enough to ensure a high quality of the evaluation. Another issue facing the evaluation system in Lithuania is the quality of evaluation terms of references, which are often providing too broad an objective for the evaluation, thereby, causing a lack of in-depth analysis of evaluation questions. Problems related to intervention logics used in evaluations are also decreasing the quality of evaluations. For example, in some cases the intervention logic is completely absent, whereas in others it is not comprehensive enough. In addition, evaluations in the use of the EU structural funds in Lithuania were often lacking 'strict' and complex methods (such as counterfactual analysis or inferential statistics, statistical modelling etc.), whereas even in those cases where these methods are actually used, their appropriate application is often a challenge for evaluators. Finally, the evaluation conclusions and particularly recommendations were often lacking precision, they were not formulated according to the evaluation criteria and their implementation would often incur too high of costs. To further improve the existing evaluation system, therefore, it is necessary to address each of these issues.

10 Annexes

Table 6. Financial allocation and implementation rate of the ESF programming period 2007-2013

OP	Priority	Financial Allocation	Corresponding public contribution	Implementation rate (in %)
Increasing adaptability and enhancing human capital				
OP HRD	1.1 Improving adaptability of workers and enterprises to the needs of the market	195,067,994		86.9 ⁴⁶
OP HRD	2 Lifelong Learning	256,991,886	214,922,485	83.6
OP HRD	3 Strengthening Researchers Abilities	136,478,183	97,605,110	72.0
Total financial allocation: EUR 588.5 million (=48.6%)				
Enhancing access and sustainable integration into employment				
OP HRD	1.2 Promoting employment and participation of people in the labour market	269,979,427		86.9 ⁴⁶
Total financial allocation: EUR 270.0 million (=22.3%)				
Reinforcing social inclusion				
OP HRD	1.3 Enhancing social inclusion	57,900,000		86.9 ⁴⁶
Total financial allocation: EUR 57.9 million (=4.8%)				
Promoting partnerships				
No PA or sub-Priority was assigned to this policy field				
Strengthening institutional capacity				
OP HRD	4 Fostering Administrative Competences and Increasing Efficiency of Public Administration	181,629,418	143,977,869	79.3
Total financial allocation: EUR 181 million (=21.9%)				
TOTAL OP HRD		1,126,485,643	934,492,295	83.0
TOTAL OP TA		83,286,978	67,882,156	81.5
Total OP HRD and OP TA		1,209,772,621	970,315,652	82.7

⁴⁶ Implementation rate for 2014 is only available on PA level

Table 7. Data on participants of the OP HRD

	PA 1	PA 2	PA 3	PA 4	Total	Share of women
Total number of participants	552,674	376,050	15,291	92,410	1,036,425	0.0%
Employed	46.2%	43.8%	77.5%	94.3%	50.0%	71.9%
of which self-employed	6.2%	7.8%	11.4%	3.8%	6.4%	64.2%
Unemployed	48.0%	1.9%	0.2%	0.5%	26.3%	51.3%
of which long-term unemployed	36.7%	42.4%	30.0%	34.5%	36.8%	52.8%
Inactive	5.8%	54.4%	22.3%	5.1%	23.6%	56.0%
of which in education/training	26.1%	95.8%	98.9%	83.5%	86.5%	55.5%
Young people (15-24 years)	19.1%	32.4%	23.7%	8.7%	23.0%	53.6%
Older people (55-64 years)	12.5%	6.6%	7.6%	13.9%	10.4%	65.6%
Migrants	0.1%	0.2%	0.2%	0.0%	0.1%	54.5%
Minorities	2.6%	2.6%	2.2%	2.3%	2.5%	70.7%
Disabled	7.2%	1.0%	0.2%	0.6%	4.2%	57.6%
Others	18.5%	4.1%	0.5%	2.9%	11.6%	57.7%
Primary or lower secondary education (ISCED 1 and 2)	15.0%	38.1%	2.7%	3.5%	22.2%	50.1%
Upper secondary education (ISCED 3)	29.3%	8.5%	6.6%	2.9%	19.0%	52.2%
Post-secondary non tertiary education (ISCED 4)	18.1%	3.7%	0.9%	4.0%	11.4%	58.8%
Tertiary education (ISCED 5 and 6)	37.2%	43.6%	89.8%	89.1%	44.9%	75.1%

Source: SCF 2007

Table 8. Output indicators by policy field

Type	Indicator	Final Target	2007-2014	Implementation rate
Output	4.3.O.2 - Total number of introduced quality management systems in municipality administration subjects/state administration and other public administration subjects	100	99	99.0%
Enhancing human capital				
Output	1.1.O.1 - Number of persons who participated in training	200,000	221,855	110.9%
Output	1.1.O.1a - Part of them who participated in training which grant and raise professional qualification, specific professional knowledge and skills (number)	100,000	112,454	112.5%
Output	1.1.O.2 - Number of persons/companies who used financial engineering instrument	1,200	1,120	93.3%
Output	2.1.O.1 - Number of administration employees of lifelong learning system who studied according formal education programmes	50	0	0.0%
Output	2.1.O.2 - Number of administration employees of lifelong learning system who studied according to informal education programmes	7,850	19,439	247.6%
Output	2.1.O.3 - Number of produced training programmes (ISCED level 2-4) which were evaluated by external evaluation	90	0	0.0%
Output	2.1.O.4 - Number of educational institutions which introduce quality management systems from which:	100	101	101.0%
Output	2.1.O.4a - -vocational training institutions (ISCED level 2-4) (number)	60	79	131.7%
Output	2.1.O.4b - - high schools (ISCED level 5-6) (number)	40	22	55.0%
Output	2.1.O.5 - Educational institutions which introduce quality management systems part of all educational institutions (percent)from which:	6	8	129.0%
Output	2.1.O.5a - - vocational training institutions (ISCED level 2-4) (percent)	65	88	135.4%
Output	2.1.O.6b - - high schools (ISCED level 5-6) (percent)	75	47	62.7%
Output	2.2.O.1 - Number of pupils, students, teachers who studied according to formal education programmes from which:	40,800	65,384	160.3%
Output	2.2.O.1a - - pupils (general education and vocational training) (number)	30,000	47,007	156.7%
Output	2.2.O.1b - - students (high education studies) (number)	10,000	17,652	176.5%
Output	2.2.O.1c - - teachers (general education and vocational training) (number)	800	725	90.6%
Output	2.2.O.2 - Number teachers and lecturers who studied according to informal education programmes from which:	30,000	45,959	153.2%

Type	Indicator	Final Target	2007-2014	Implementation rate
Output	2.2.O.2a - - teachers (general education and vocational training) (number)	25,000	39,030	156.1%
Output	2.2.O.2b - - lecturers (high education studies) (number)	5,000	6,929	138.6%
Output	2.3.O.1 - Number of persons who belong to social risk group, have special needs and/or experience social exclusion and educational assistance employees who studied according to formal education programmes from which:	4,630	4,884	105.5%
Output	2.3.O.1a - - persons who belong to social risk group, have special needs and/or experience social exclusion(number);	4,500	4,755	105.7%
Output	2.3.O.1b - - educational assistance specialists (number).	130	129	99.2%
Output	2.3.O.2 - Number of persons who belong to social risk group, have special needs and/or experience social exclusion and educational assistance employees who studied according to informal education programmes from which:	28,800	42,503	147.6%
Output	2.3.O.2a - - persons who belong to social risk group, have special needs and/or experience social exclusion (number);	8,800	8,992	102.2%
Output	2.3.O.2b - - educational assistance specialists (number).	20,000	33,511	167.6%
Output	3.1.O.1 - Number of students who studied according to formal education programmes	1,000	605	60.5%
Output	3.1.O.2 - Number of scientists and other researchers and students who studied according to informal education programmes from which:	6,000	7,424	123.7%
Output	3.1.O.2a - - scientists and other researchers (excluding students) (number);	5,000	5,637	112.7%
Output	3.1.O.2b - - students (number).	1,000	1,787	178.7%
Output	3.1.O.3 - Number of financed subsidy students, scientists and other researchers for scientific-exploratory activity from which:	2,200	3,068	139.5%
Output	3.1.O.3a - - scientists and other researchers (excluding students)(number);	400	1,054	263.5%
Output	3.1.O.3b - - students (number).	1,800	2,014	111.9%
Output	3.2.O.1 - Number of scientists and other researchers (excluding students) who are employed under working agreements	464	1,998	430.6%
Output	3.2.O.1a - - in public sector (number);	450	1,980	440.0%
Output	3.2.O.1b - - SMEs (number).	14	18	128.6%
Access and sustainable integration to employment				
Output	1.2.O.1 - Number of unemployed and persons whom unemployment threatens and who are involved in professional training and informal education programmes.	40,400	41,617	103.0%

Type	Indicator	Final Target	2007-2014	Implementation rate
Output	1.2.O.2 - Number of unemployed and persons whom unemployment threatens and who are involved in supported engagement programmes	171,000	191,440	112.0%
Output	1.2.O.3 - Number of disable persons who participated in professional rehabilitation programmes.	2,000	2,327	116.4%
Social Inclusion				
Output	1.3.O.1 - Number of persons who experience social exclusion and belong to social risk group and who participated in activities supported by EUF from which:	25,500	25,762	101.0%
Output	1.3.O.1a - -disabled (number);	4,000	3,862	96.6%
Output	1.3.O.1b - - convicted and discharged from custodial institutions (number);	6,000	7,707	128.5%
Output	1.3.O.1c - -persons who suffer from addiction to psychoactive substances (number).	2,000	2,269	113.5%
Strengthening institutional capacity				
Output	4.1.O.1a - Total number of persons who participated in training	29,000	44,572	153.7%
Output	4.1.O.1b - percent of person who participated in training who are public officials	45	52	115.6%
Output	4.1.O.1c - percent of person who participated in training who are statutory officials	30	29	96.7%
Output	4.1.O.1d - percent of person who participated in training who are other employees of state and municipality institutions and offices	25	19	76.0%
Output	4.1.O.2 - Number of cooperation and partnership projects	20	7	35.0%
Output	4.2.O.1a - Number of introduced activity management systems in the Ministries of Lithuania and part of all ministries (number).	1	1	100.0%
Output	4.2.O.1b - Number of introduced activity management systems in the Ministries of Lithuania and part of all ministries	100	100	100.0%
Output	4.2.O.2 - Number of prepared aggregate plans of territories of municipalities	21	99	471.4%
Output	4.3.O.1 - Number of introduction projects of better regulation financed by the EU structural assistance funds	8	3	37.5%
Output	4.3.O.2a - Number introduced in municipality administration subjects	35	35	100.0%
Output	4.3.O.2b - Number introduced in state administration and other public administration subjects	65	64	98.5%
Output	5.1.O.1a - Number of public officials and other officials who work with implementation of Human Resources development Operational programme and who raised their qualification*.	134	245	182.8%
Output	5.1.O.1b - Part of public officials and other officials who work with implementation of Human Resources Development Operational programme and who raised their qualification (percent).	70	90	128.6%

Type	Indicator	Final Target	2007-2014	Implementation rate
Output	5.2.O.1 - Number of implemented information initiatives (information campaigns, conferences, seminar cycles, internet web pages, etc.)	28	22	78.6%
OP TA				
Output	1.1.O.1a - Number of civil servants and employees employed in the area of administration of EU structural assistance for whom individual plans for the improvement of professional skills were drawn up and they participated in training sessions (per year)	301	701	232.9%
Output	1.1.O.1b - Percentage of civil servants and employees employed in the area of administration of EU structural assistance for whom individual plans for the improvement of professional skills were drawn up and they participated in training sessions (per year)	50	74	148.0%
Output	1.2.O.1 - A number of the implemented information and publicity initiatives (information campaigns, conferences, seminar cycles, websites and etc.)	113	110	97.3%
Output	1.3.O.1 - Number of strategic evaluations carried out (number)	3	4	133.3%

Source: SCF 2007

Table 9. Result indicators by policy field

Type	Indicator	Final Target	2007-2014	Implementation rate	Result aggregation
Enhancing human capital					
Result	1.1.R.1 - Application of acquired knowledge, skills in workplace 6 months after training (percent)	75	51	68.0%	
Result	1.1.R.2 - Number of participants who completed training successfully (certificates of acquired qualification or courses of informal training)	180,000	207,981	115.5%	other positive result
Result	1.1.R.3 - Part of companies which organise in-service training (percent)	60	78	130.0%	
Result	1.1.R.3a - From which – SAB companies (percent)	80	81	101.3%	
Result	1.1.R.4 - Number of created job positions	1,000	2,884	288.4%	employment
Result	2.1.R.1 - Part of administration employees** of lifelong learning system who acquired state certified qualification (percent)	80	0	0.0%	
Result	2.1.R.2 - Part of administration employees of lifelong learning system who acquired certificates of completion of informal education programme (percent)	90	93	103.3%	qualification
Result	2.1.R.3 - Part of pupils who study according to vocational training programmes (ISCED level 2-4) which were evaluated by external evaluation (percent)	30	0	0.0%	
Result	2.2.R.1 - Part of pupils, students, teachers whom state certified qualification was granted (percent)	80	97	121.3%	qualification
Result	2.2.R.2 - Part of pupils, students, teachers and lecturers who acquired certificates of completion of informal education programme (percent)	90	97	107.8%	qualification
Result	2.3.R.1 - Part of persons who belong to social risk group, have special needs and/or experience social exclusion and educational assistance employees who acquired state certified qualification (percent)	80	100	125.0%	qualification
Result	2.3.R.2 - Part of persons who belong to social risk group, have special needs and/or experience social exclusion and educational assistance employees whom certificates of completion of informal education programme were granted (percent)	90	100	111.1%	qualification
Result	3.1.R.1 - Part of scientists and other researchers and students who completed formal and informal education programmes successfully and acquired certificates of completion of informal education and/or acquired state certified qualification (percent)	85	100	117.6%	qualification
Result	3.2.R.1 - Part of scientists and other researchers (excluding students) who are employed under working agreements and who continue working there after 6 months	35	1	2.9%	

Type	Indicator	Final Target	2007-2014	Implementation rate	Result aggregation
	after the end of project (percent)				
Access and sustainable integration to employment					
Result	1.2.R.1 - Level of unemployed residents' employment during 6 months after participation in professional and/or supported engagement programmes (percent).	40	49	122.5%	employment
Result	1.2.R.2a - Number of unemployed who acquired professional qualification and their part (percent) of all involved in training programmes.	32,320	39,980	123.7%	qualification
Result	1.2.R.2b - Number of unemployed who acquired professional qualification and their part (percent) of all involved in training programmes	80	96	120.0%	
Result	1.2.R.3 - Level of disabled persons' employment during 6 months after participation in professional rehabilitation programmes(percent).	40	50	125.0%	employment
Social Inclusion					
Result	1.3.R.1 - % of persons who experience social exclusion and belong to social risk group and who participated in activities financed by EUF and who employed or continue training (6 months after the participation) of all following groups of persons who participate	25	28	112.0%	employment
Result	1.3.R.1a - - disabled (percent)	27	37	137.0%	
Result	1.3.R.1b - -convicted and discharged from custodial institutions (percent)	20	21	105.0%	
Result	1.3.R.1c - -persons who suffer from addiction to psychoactive substances (percent)	28	28	100.0%	
Strengthening institutional capacity					
Result	4.1.R.1 - Part of persons who completed training successfully (public officials, statutory officials, other employees) and who use acquired knowledge at work (percent, after 6 months after the completion of training) (percent)	75	59	78.7%	
Result	4.1.R.2 - * Part of persons who participated in training (public officials, statutory officials, other employees) and who completed training successfully and whom training certificates were granted (percent)	97	100	103.1%	qualification
Result	4.2.R.1 - Part of state expenditure which comprises activity management systems in all 14 ministries (percent)	48	61	127.1%	
Result	4.2.R.2 - Municipalities which have prepared aggregated territory plans (percent of all municipalities) (percent)	100	100	100.0%	
Result	4.3.R.1 - Average period of company establishment	7	3	42.9%	

Type	Indicator	Final Target	2007-2014	Implementation rate	Result aggregation
Result	4.3.R.2 - Part of state and municipality expenditures which are comprised of quality management systems (percent)	25	32	128.0%	
Result	5.1.R.1 - Part of public officials and other officials who raised their qualification* and further work for one year after completion of training program with implementation of Human Resources Development Operational programme (percent).	90	88	97.8%	
Result	5.2.R.1 - Possible applicants who know about the EU structural programme for human resources development, percent	75	78	103.5%	
OP TA					
Result	1.1.R.1 - Percentage of civil servants and employees employed in the area of administration of EU structural assistance that improved professional skills during N year and who had been working in the area of administration of EU structural assistance N+1 years	70	87	124.3%	
Result	1.2.R.1 - A part of the public, which benefited from the implemented information and publicity initiatives, i.e. aware of EU structural assistance for Lithuania	50	89	178.0%	
Result	1.3.R.1 - Recommendations approved for implementation (%)	70	92	122.9%	

Source: SCF2007

Table 10. Inventory of evaluations

Title of evaluation	Author	Type of evaluation	Date	Scope
Impact of the OP on the human resources development	Estep	Impact	2015	Following the pre-evaluation analysis, 62 DHR OP, EG OP and PC OP measures, administered by the Ministry of Social Security and Labour, Ministry of Education and Science, Ministry of Economy and Ministry of the Interior, contributing to the achievement of the objectives of the first priority direction in the Strategy for the use of EU Structural Assistance, were chosen.
Impact of the OP on the competitiveness of Lithuania	Estep	Impact	2015	In 2007–2013, 75 measures of the Operational Programme for Economic Growth (OPEG), the Operational Programme for Promotion of Cohesion (OPPC) and the Human Resources Development Operational Programme (HRDOP) were aimed at improving competitiveness.
Evaluation of Quality and Efficiency of Trainings and Employment Promotion Measures Financed by the ESF	Pwc	Impact evaluation, Theory based evaluation	2011	Evaluation of the quality and effectiveness of the training financed by the ESF during the 2004-2006 and 2007-2013 programming periods
Evaluation of the situation and needs of socially vulnerable people and those in social risk groups for the effective planning and implementation of structural assistance during the 2007-2013 period	PPMI	Impact evaluation, counterfactual approach	2014	Evaluation of the situation and needs of socially vulnerable people and those in social risk groups for the effective planning and implementation of structural assistance during the 2007-2013 period
Evaluation of the human resource development and social cohesion in Lithuania and assessment of the prospects for 2014-2020	PPMI	Other: Background study to support programming	2013	The purpose of this assignment is to assess the effectiveness and impact of the structural assistance in the period 2007-2013 in the areas coordinated by the Ministry of Social Security and Labour and to provide the recommendations for the 2014-2020
Evaluation of impact of EU structural support on quality of life and reduction of poverty and social exclusion in Lithuania	Estep	theory-based impact evaluation	2014	The purpose of the evaluation carried out in July 2013 – April 2014 was to determine the impact of EU structural assistance on social cohesion promotion in order to report on the implementation of the goals and objectives set in the Lithuanian Strategy for the Use of European Union Structural Assistance for 2007-2013

Title of evaluation	Author	Type of evaluation	Date	Scope
Evaluation of the Human Resources Development Operational Programme Priority 4	PPMI	Other: Background study to support programming	2011	The purpose of this evaluation was to improve the implementation of the Human Resources Development Operational Programme (HRDOP) Priority 4 - 'Strengthening administrative capacities and increasing efficiency of public administration'.

Table 11. CSRs and ESF contribution

Year	Human Capital	ESF contribution	Access to Employment	ESF contribution	Social Inclusion	ESF contribution
2004	<p>CSR 2 strengthen active labour market policies to help unemployed or inactive people move back into employment; broaden access to training, support for job search, occupational mobility, and the modernisation of the public employment services</p> <p>CSR 2 strengthen active labour market policies to help unemployed or inactive people move back into employment; broaden access to training, support for job search, occupational mobility, and the modernisation of the public employment services</p> <p>CSR 3 further raise levels of participation of women and older workers by removing obstacles to part-time work; make more and more effective investment in human capital and lifelong learning</p>	<p>Action 1.1 (broaden access to training for employed and enterprises)</p> <p>PA 2 (more effective investment in LLL)</p>	<p>The employment rate in Lithuania has risen slightly recently but remains well below the EU15 average. The unemployment rate has decreased significantly but is still well above the EU average. Lithuania needs to: increase the share of employment in services; alleviate the tax burden; anticipate and accompany restructuring in conjunction with the social partners; strengthen active labour market policies to help unemployed or inactive people move back into employment; broaden access to training, support for job search, occupational mobility, and the modernisation of the public employment services; further raise levels of participation of women and older workers by removing obstacles to part-time work; make more and more effective investment in human capital and lifelong learning.</p>	✓	<p>Strengthen active labour market policies to help unemployed or inactive people move back into employment</p> <p>Raise participation of women and older workers</p>	✓
2005						
2006						
2007	<p>CSR 2 intensifies efforts to increase the supply of skilled labour by improving regional mobility of labour and by promoting lifelong learning, with a special focus on the participation of older workers</p>	<p>PA 2 (more effective investment in LLL)</p>	<p>In light of the Commission's assessment of progress made, the recommended that Lithuania: intensify efforts to increase the supply of skilled labour by improving regional mobility of labour and by promoting lifelong learning, with a special focus on the participation of older workers. Placing a stronger emphasis on measures to promote labour mobility; and taking additional steps to increase participation in lifelong learning, especially by older workers. Facilitating business start-ups; environmental protection; improving youth employability; expanding</p>	✓	<p>intensifies efforts to increase the supply of skilled labour by improving regional mobility of labour and by promoting lifelong learning, with a special focus on the participation of older worker improving youth employability;</p>	✓

Year	Human Capital	ESF contribution	Access to Employment	ESF contribution	Social Inclusion	ESF contribution
			entrepreneurship education; increasing the availability of childcare; and strengthening occupational health and safety.			
2008	CSR 2 intensify efforts to increase the supply of skilled labour by: improving the regional mobility, reforming the education and training systems to ensure their quality and relevance to the labour market needs and implementing the revised lifelong learning strategy with a special focus on the participation of older workers	PA 2 (investment in LLL, support to the reform of education and training systems)	In light of the Commission's assessment of progress made, the recommended that Lithuania: intensify efforts to increase the supply of skilled labour by: improving the regional mobility, reforming the education and training systems to ensure their quality and relevance to the labour market needs and implementing the revised lifelong learning strategy with a special focus on the participation of older workers. Reform the education and training systems to ensure quality and labour market relevance; improving youth employability; expanding entrepreneurship education; increasing the availability of childcare; and strengthening occupational health and safety.	✓	intensify efforts to increase the supply of skilled labour by: improving the regional mobility, reforming the education and training systems to ensure their quality and relevance to the labour market needs and implementing the revised lifelong learning strategy with a special focus on the participation of older work improving youth employability;	✓
2009	CSR 4 intensify efforts to reform the education and training systems to ensure their quality and relevance to the labour market needs and promote lifelong learning, especially for older workers	PA 2 (support to reform of education and training system, improve access to LLL) PA 3 (improve the connection between the researcher competences and labour market needs)	In light of the Commission's assessment of progress made, the Council recommends Lithuania to pursue the implementation of structural reforms. In particular, it is recommended that Lithuania: intensifies efforts to reform the education and training systems to ensure their quality and relevance to the labour market needs and promote lifelong learning, especially for older workers.	✓	intensify efforts to reform the education and training systems to ensure their quality and relevance to the labour market needs and promote lifelong learning, especially for older workers.	✓
2010						
2011			In light of the Commission's assessment of progress made, the Council	✓	Enhance labour market flexibility by amending the labour legislation to make	✓

Year	Human Capital	ESF contribution	Access to Employment	ESF contribution	Social Inclusion	ESF contribution
			recommends Lithuania to: enhance labour market flexibility by amending the Labour Code to make it more flexible and to allow better use of fixed-term contracts. Amend the relevant legislation, in particular the Law on Cash Social Assistance, to ensure that the social assistance system does not contain disincentives to work. Reduce unemployment.		it more flexible and to allow better use of fixed-term contracts. Amend the relevant legislation to ensure that the social assistance system does not contain disincentives to work.	
2012	CSR 3 Enhance the effectiveness of apprenticeship schemes. Amend the labour legislation with regard to flexible contract agreements, dismissal provisions and flexible working time arrangements CSR 3 Tackle high unemployment, in particular among youth, low-skilled and long-term unemployed, by focusing resources on active labour market policies while improving their efficiency.	PA 2 (support to reform of education and training system, improve access to LLL)	The Council has examined Lithuania's convergence programme and RECOMMENDS that Lithuania should take action within the period 2012-2013 to: tackle high unemployment, in particular among youth, low-skilled and long-term unemployed, by focusing resources on active labour market policies while improving their efficiency. Enhance the effectiveness of apprenticeship schemes. Amend the labour legislation with regard to flexible contract agreements, dismissal provisions and flexible working time arrangements. Increase work incentives and strengthen the links between the social assistance reform and activation measures, in particular for the most vulnerable, to reduce poverty and social exclusion.	✓	Underpin pension reform with active ageing measures. Tackle high unemployment, in particular among youth, low-skilled and long-term unemployed, by focusing resources on active labour market policies while improving their efficiency. Enhance the effectiveness of apprenticeship schemes. Increase work incentives and strengthen the links between the social assistance reform and activation measures, in particular for the most vulnerable, to reduce poverty and social exclusion.	✓
2013	CSR 3. Tackle high unemployment amongst the low-skilled and the long-term unemployed by refocusing resources on active labour-market policies while improving their coverage and efficiency CSR 3 Improve the employability of young people, for example through a Youth Guarantee, enhance the implementation and effectiveness of apprenticeship schemes, and address persistent skill mismatches.	PA 2 (support to reform of education and training system, improve access to LLL)	Hereby the Council recommends that Lithuania take action within the period 2014-2015 to: Adopt and implement legislation on a comprehensive pension system reform. Align the statutory retirement age with life expectancy, restrict access to early retirement, establish clear rules for the indexation of pensions, and promote the use of complementary savings schemes while ensuring implementation of ongoing reforms. Underpin pension reform with measures that promote the	✓	Underpin pension reform with measures that promote the employability of older workers. Tackle high unemployment amongst low-skilled and long-term by refocusing resources on active labour market policies while improving their coverage and efficiency. Improve the employability of young people, for example through a Youth Guarantee, enhance the implementation and effectiveness of apprenticeship schemes, and address persistent skill	✓

Year	Human Capital	ESF contribution	Access to Employment	ESF contribution	Social Inclusion	ESF contribution
			<p>employability of older workers. Tackle high unemployment amongst the low-skilled and the long-term unemployed by refocusing resources on active labour-market policies while improving their coverage and efficiency. Improve the employability of young people, for example through a Youth Guarantee, enhance the implementation and effectiveness of apprenticeship schemes, and address persistent skill mismatches. Review the appropriateness of labour legislation with regard to flexible contract agreements, dismissal provisions and flexible working time arrangements, in consultation with social partners.</p>		<p>mismatches. 4. Implement concrete targeted measures to reduce poverty and social exclusion. Continue strengthening the links between the cash social assistance reform and activation measures.</p>	

Table 12. Mapping of SIC

OP/PA/Action	Main dimension(s) of the intervention (see explanatory appendix) Indicate the applicable dimension(s) - Structures and processes - Human resources - Service delivery - Judiciary - Social partners - NGOs - Other, please specify	Type of support (see explanatory appendix) Indicate the applicable category(ies) of support and indicate their relative importance: - judicial - e-governance - territorial planning - PES - education - other, please specify	Beneficiaries List the beneficiaries distinguishing between <i>the following three categories</i> : - public entities - social partners - NGOs Please also indicate their relative importance.	Level of intervention Indicate the level(s) of intervention and their relative importance: - local - regional - national
Operational Programme for the Development of Human Resources 2007-2013				
Priority Axis 4 'Fostering Administrative Competences and Increasing Efficiency of Public Administration'.				
Specific Objective 1: Improving management of human resources and strengthening administrative capabilities in public service	<ul style="list-style-type: none"> - Structures and processes; - Human resources - Improvement of application of ethic norms in public service; - Improvement of collaboration and partnership of institutions. 	<ul style="list-style-type: none"> - Education; - PES; - Revision of current legal system and current cooperation practice; - Introduction of new cooperation mechanisms. 	- Public entities.	- National
Specific Objective 2: Improving management of activities, better implementing EU policies, improving structure of public administration	<ul style="list-style-type: none"> - Structure and processes; - Service delivery; - Strategic planning; - Improving capability for better representation of Lithuania in decision-making on EU level, and better implementation of 	<ul style="list-style-type: none"> - Judicial; - Preparation of various studies, analyses etc.; - Introduction of various internal management systems in institutions; 	- Public entities	- National

OP/PA/Action	Main dimension(s) of the intervention (see explanatory appendix) Indicate the applicable dimension(s) - Structures and processes - Human resources - Service delivery - Judiciary - Social partners - NGOs - Other, please specify	Type of support (see explanatory appendix) Indicate the applicable category(ies) of support and indicate their relative importance: - judicial - e-governance - territorial planning - PES - education - other, please specify	Beneficiaries List the beneficiaries distinguishing between <i>the following three categories</i> : - public entities - social partners - NGOs Please also indicate their relative importance.	Level of intervention Indicate the level(s) of intervention and their relative importance: - local - regional - national
	EU initiatives and Statute provisions in Lithuania.			
Specific Objective 3: Improving regulation of economic activities and providing services to people and business	<ul style="list-style-type: none"> - Structures and processes; - Service delivery; - Lithuanian participation in the intergovernmental cooperation among EU member states; - Businesses; - Social partners. 	<ul style="list-style-type: none"> - Judicial; - E-governance; - Studies, evaluations, impact assessments; - Study tours, peer reviews, and other actions of transnational and trans-regional cooperation 	<ul style="list-style-type: none"> - Public entities; - Businesses; - Social partners. 	<ul style="list-style-type: none"> - National.

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