



PUBLIC POLICY AND MANAGEMENT INSTITUTE

The contribution of the ESF to ameliorating employment and social inclusion situation in Lithuania 2007-2013

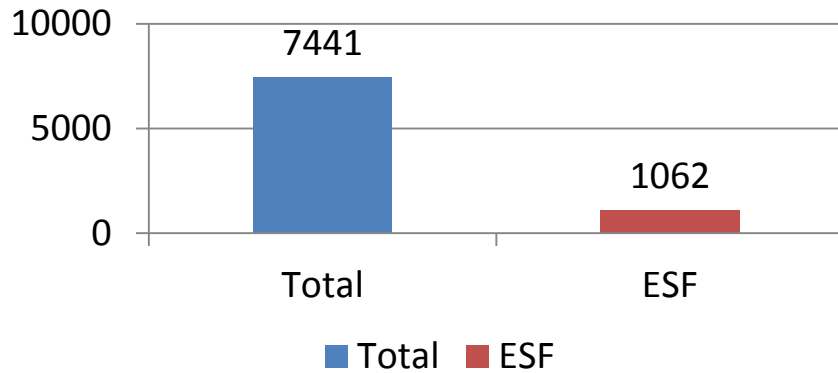
Egidijus Barcevičius

Public Policy and Management Institute

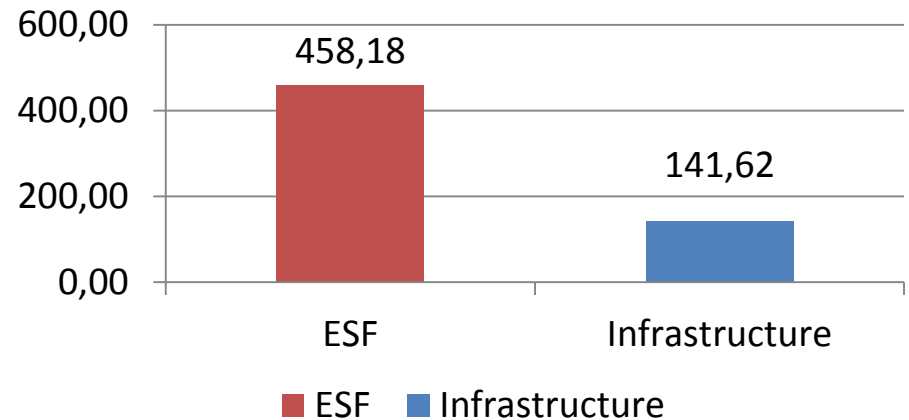
Cohesion Policy 2014-20: Towards Evidence-Based
Programming and Evaluation
International Evaluation Conference
4-5 July 2013, Vilnius

- The presentation is about **different ways of thinking** about the effects of ESF interventions in the employment and social fields and
- The **practical implications** for (a) improving the process of evidence collection and (b) making good policy decisions

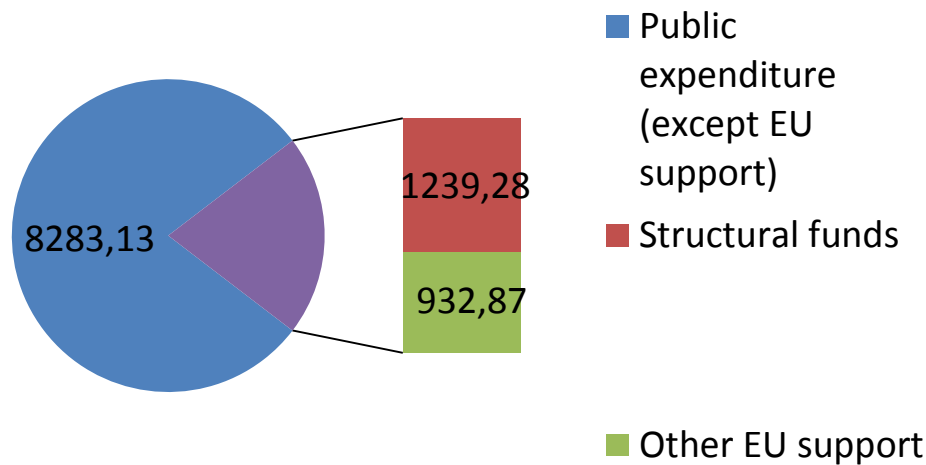
Funding for OPs in LT 2007-2013, mEUR



Funding for employment and social policy, OPs 2007-2013, mEUR



Planned public expenditure in LT 2013, mEUR



EU-supported investment in the employment/ social field is significant but not sufficient to make an impact at the macro level

Making difference as...

Achievement of
targets

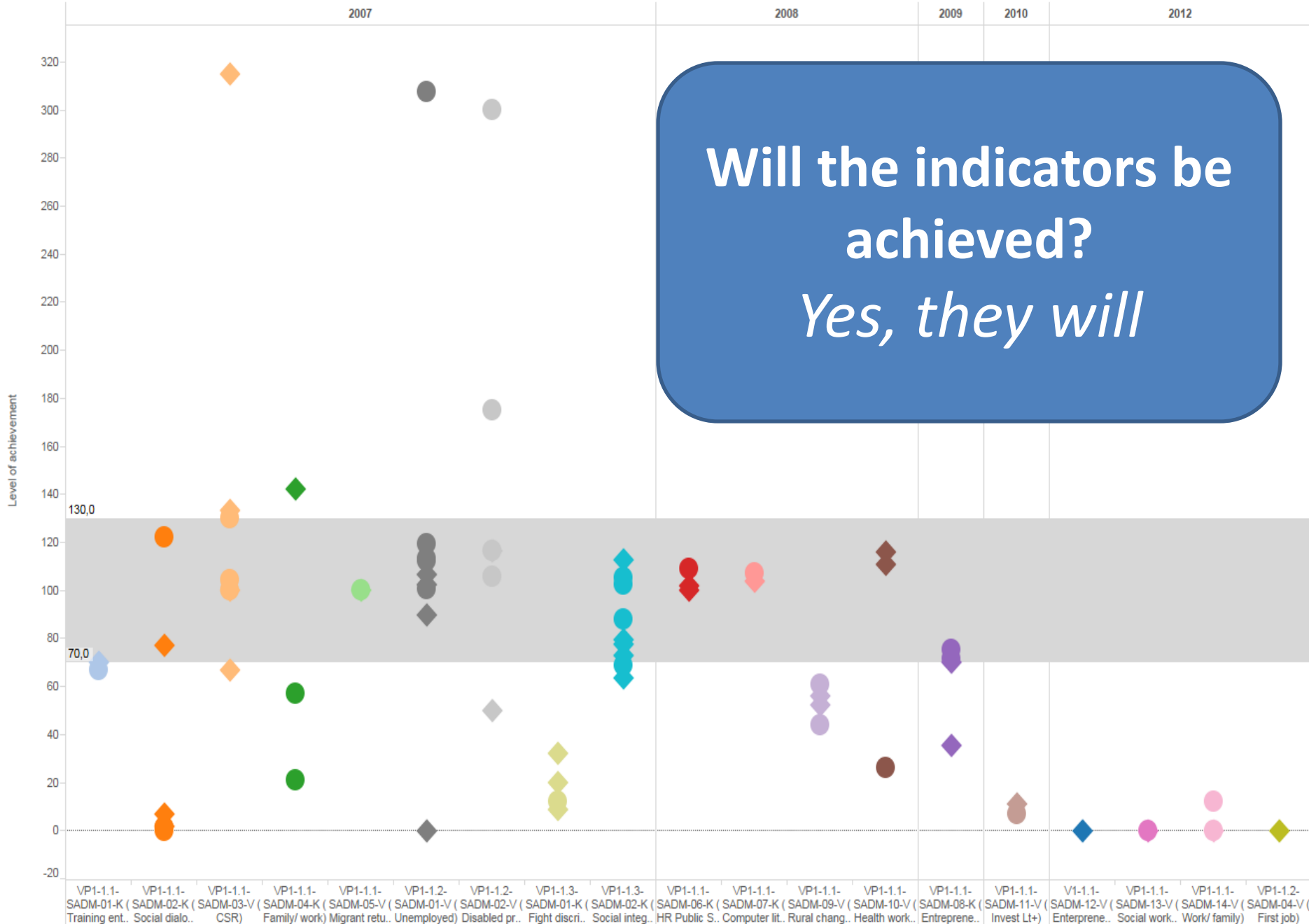
Doing better than in
the doing nothing
scenario
(counterfactual appr.)

Following a
reasonable
intervention logic
(theory-based
evaluation)

Creating ground for
change and
experimentation that
would not be possible
without the SF

Overall achievement

Approved / Measure



Indicator trends



The key issue is not the achievement of targets...

- *...but the huge pressure to achieve them*

Without proper consideration of their initial rationale and changes in the external environment

Indicators are used for **accountability** and **reassurance** rather than management and policy learning

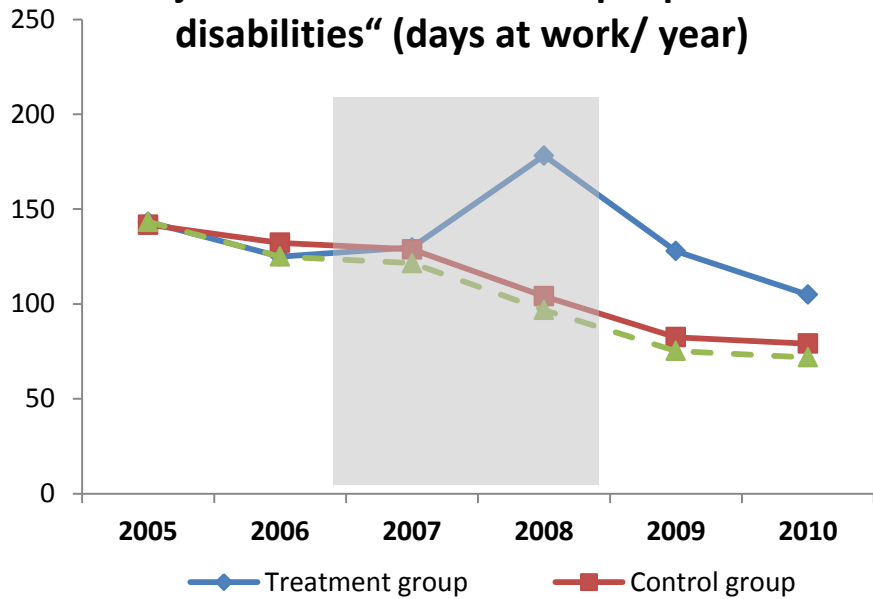
The counterfactual approach

- *Tried in LT (on a small scale)*

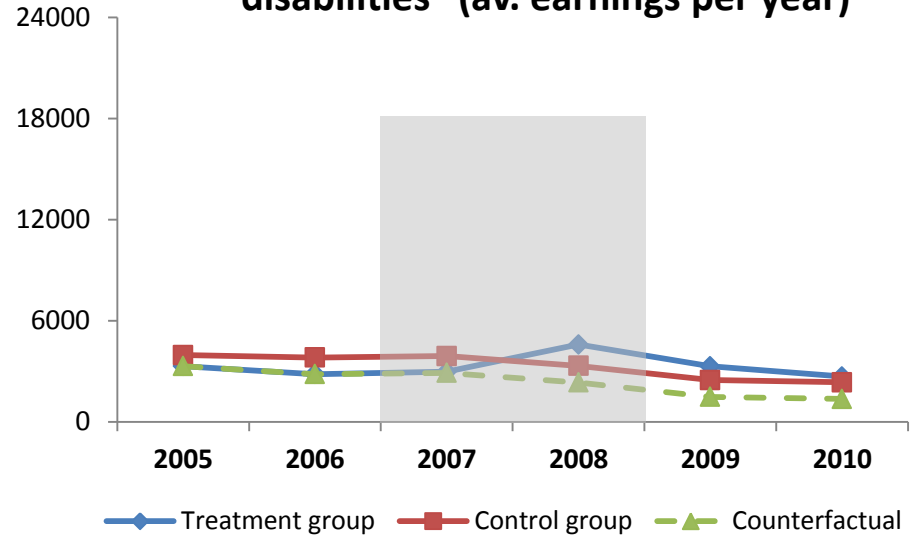
Compare the effect of the intervention on the target group to control group (which ideally is similar to the target group in all aspects except for the treatment status)

Why not: compare the effect of intervention to what would have happened if we distributed money equally to everyone

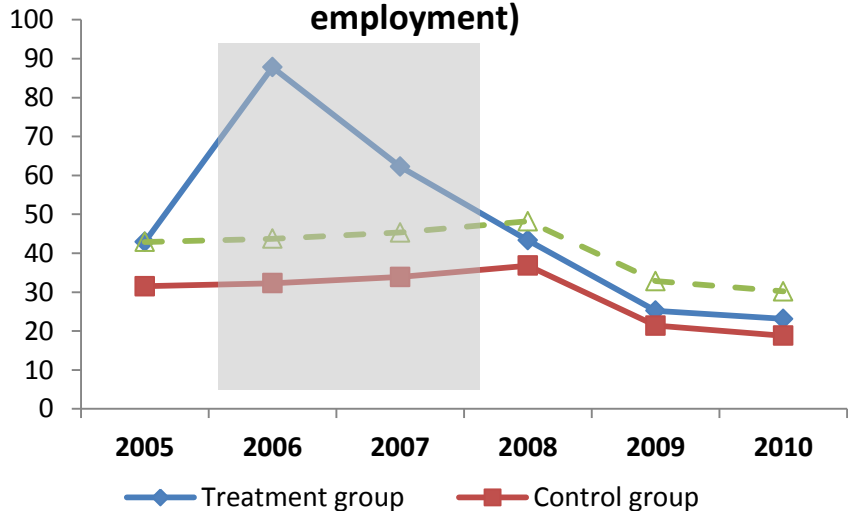
Project "Social inclusion of people with disabilities" (days at work/ year)



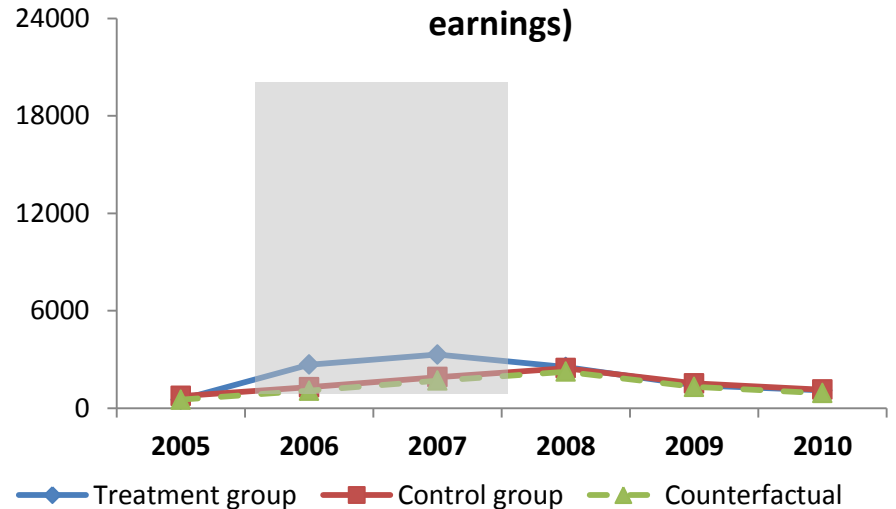
Project "Social inclusion of people with disabilities" (av. earnings per year)



Project "Implementation of active labour market measures for ex-offenders" (in employment)



Project "Implementation of active labour market measures for ex-offenders" (av. earnings)



Evidence base is still extremely limited

- *There is a lot of learning to do*

Learning how to **integrate** evaluation when designing the Measures

Mustering the **courage** to try out an experiment

Formulating the ToR (internal or external) asking a **limited number** of **focused** questions

Harvesting the huge potential provided the admin data

The intervention logic has changed

- *As reflected in changes of funding and targets*

2005/2006

2009

The country needs labour force which is adaptable, qualified and productive

There is huge unemployment which needs to be cushioned

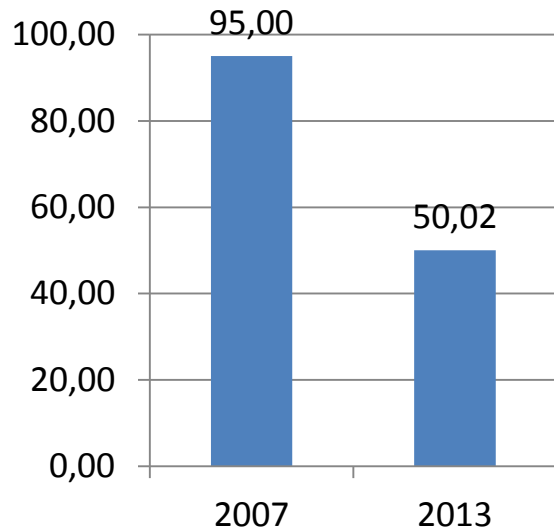
Growth

People are kept busy

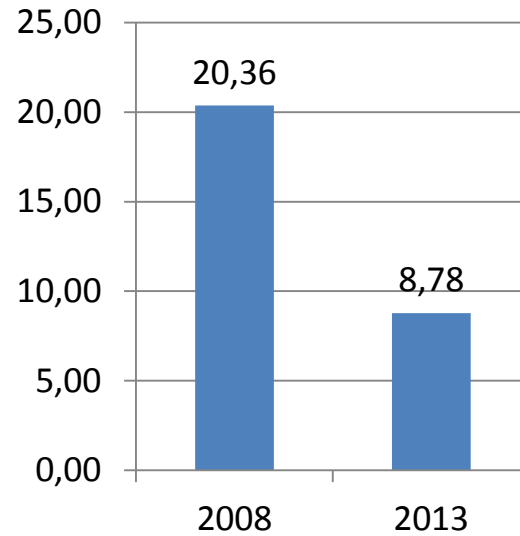
Social welfare

Somewhat less poverty and exclusion

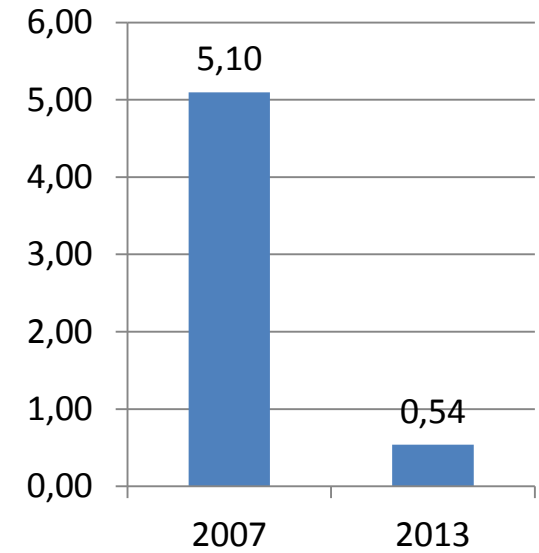
**Training/ enterprises
(mEUR)**



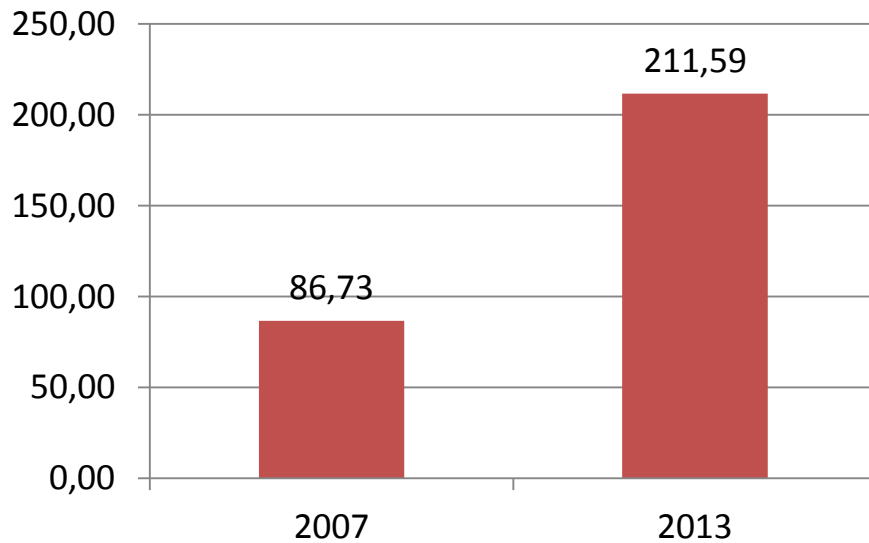
**Rural restructuring
(mEUR)**



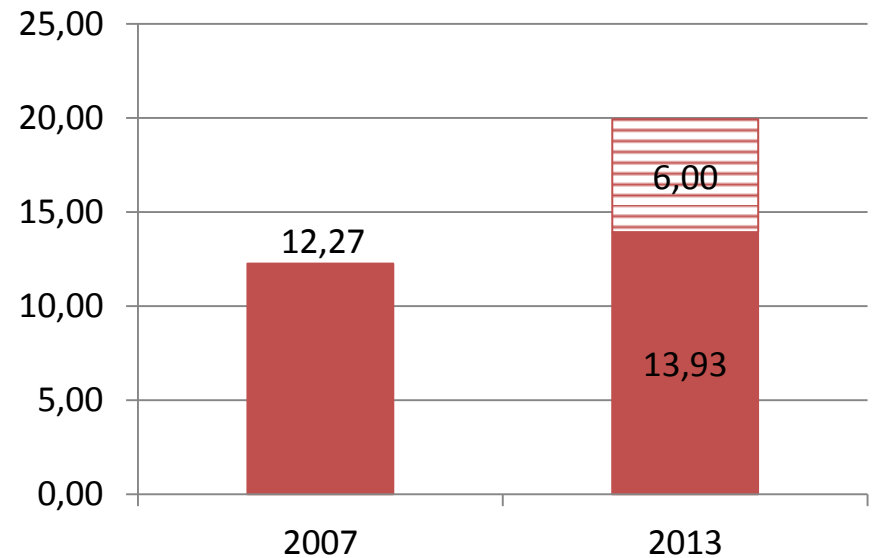
**Encouraging return
migration (mEUR)**



ALMPs/ unemployed (mEUR)



Reconciling family and work (mEUR)



At the general level the changes made sense

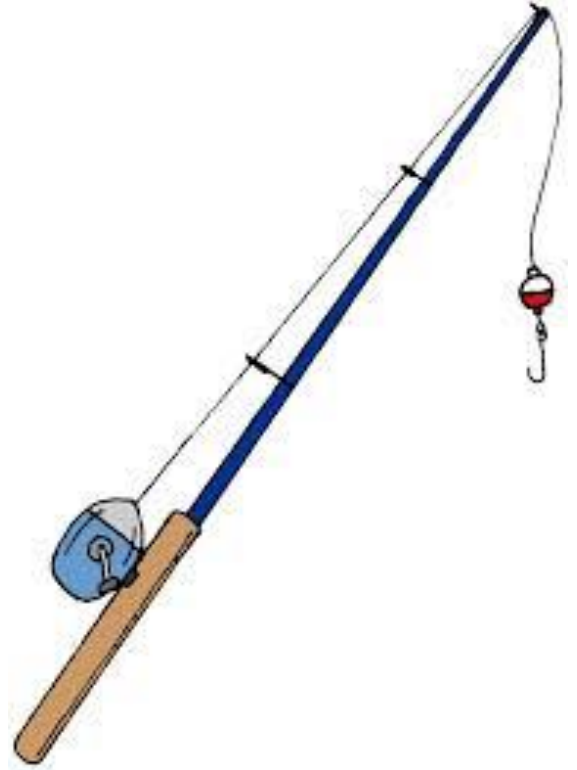
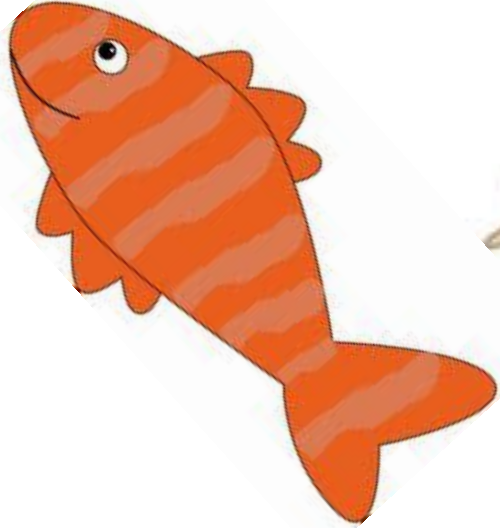
- *Political, pragmatic, based on intuition
(if not evidence)*

At the **operational level** – many questions

- What works?
- What is a better management model?
- Is it sustainable?

Yet the **essential question** is ages **old** and **simple**

(Google thinks it comes from China)

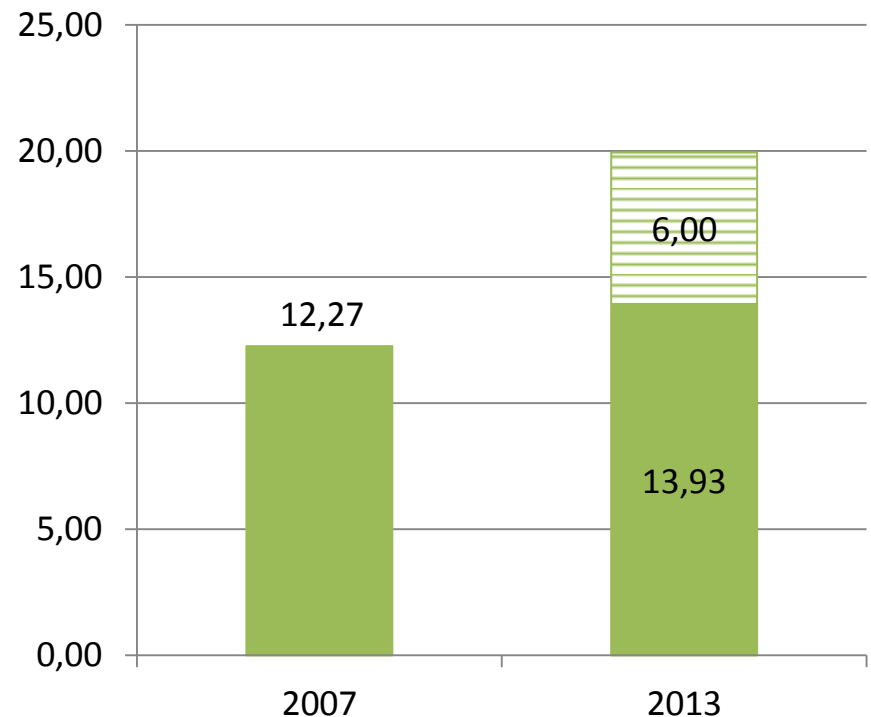


Aiming for a systematic change

- *Change at the personal vs. change at the institutional level*

At the **institutional level** we aim to change the entrenched and sub-optimal balance

Reconciling family and work (mEUR)



- *The talk about the pre-conditions and external conditions downgrade some of the crucial decisions*
- There are a few crucial ingredients**

Funding follows policy and not *vice versa*

Acceptance that not everything will work as expected

Regulatory change is implemented in parallel

Long term sustainability as the key criterion for success

- *Why do not we turn the theory of change into **the practice of decision making***

Thank you!

Egidijus Barcevičius

egidijus@ppmi.lt

www.ppmi.lt



PUBLIC POLICY AND MANAGEMENT INSTITUTE