

LITHUANIA

- ▼ **GovTech Maturity: A, very high¹**
- ▼ **High income country**
- ▼ **Emigrants as % of population: 19% (610,223)²**
- ▼ **Remittances as a share of GDP: 1.4% (\$791 m)**
- ▼ **Dedicated diaspora policy: ✓**
- ▼ **Dedicated diaspora institution: ✓**

Digitalisation approach

Lithuania is widely recognised as a highly digital country, with a robust ICT infrastructure, a tech-focused population, and a government that prioritises digital innovation and the adoption of new technologies. This situation is evidenced by the numerous policy documents that the country has produced to guide its digital development.

- ▼ Lithuania approved the State Digitisation Development Programme 2021-2030 in 2021³. The programme aims to enhance digital opportunities for public sector, businesses and academia, promoting the development and use of innovative digitalisation. This document expands upon the Lithuanian Industry Digitisation Roadmap 2019-2030, which outlines multiple priorities that collectively contribute towards fostering digital competencies: Knowledge transfer, People, Infrastructure and Environment.
- ▼ The State Digitisation Development Programme 2021-2030 has established two main KPI in the field of digital skills to be achieved by 2030: I) Regular Internet usage by 90% of citizens; II) Use and satisfaction with public services by 60% of citizens with disabilities.
- ▼ In terms of policy framework, the above-mentioned "Lithuania 2030 Progress Strategy" which identifies the diaspora as a crucial factor in promoting economic and social development. The strategy focuses on three critical areas: smart economy, smart governance, and smart society.
- ▼ Lithuanian authorities are implementing the aforementioned documents with active involvement from the Ministry of the Economy and Innovation, the Ministry of Social Security and Labour, and the Ministry of Education, Science, and Sports. Additionally, European bodies such as the European Training Foundation, NGOs, and academia are monitoring these activities.

1 A on the GovTech Maturity Index (GTMI) denotes GovTech leaders demonstrating advanced or innovative solutions and good practices in all four focus areas. GTMI is the simple average of the normalized scores of four components– the Core Government Systems Index (CGSI), Public Service Delivery Index (PSDI), Citizen Engagement Index (CEI), and GovTech Enablers Index (GTEI)– measuring the maturity of GovTech focus areas based on 48 key indicators, as explained in this chapter. See: GovTech Maturity Index: The state of public sector digital transformation (2021) World Bank.

2 Statistics on emigration and remittances come from UN and World Bank datasets

3 Although “digitalisation” and “digitisation” are often used interchangeably, they have different meanings. “Digitalisation” is about using digital technology to change how businesses and services work, while “digitisation” is about turning analog information into digital format. In most cases, digitisation is a required step to achieve digitalisation.



Diaspora engagement & skills

Strategic framework for diaspora engagement

Lithuania has demonstrated a strong commitment to engaging with its diaspora community by producing numerous strategic documents that prioritise initiatives such as digital skills development and the use of digital tools to strengthen economic and social ties between Lithuania and its diaspora. These strategic documents prioritise various actors and outline a set of projects and activities to enhance engagement with the diaspora community, including the development of digital tools and skills, strengthening economic and social ties, and promoting cultural exchange.

First and most importantly, the Lithuanian Government's efforts to strengthen the bond between Lithuania and its diaspora have been anchored by the state programme "Global Lithuania" which has been in development since 2012. "Global Lithuania" is a comprehensive programme aimed at enhancing diaspora engagement by promoting economic, cultural, and educational ties between Lithuania and its diaspora communities worldwide. The implementation of the current "Global Lithuania" strategy for 2022–2030 is coordinated by the Global Lithuania Department within the Ministry of Foreign Affairs. Nevertheless, a large number of actors are also involved in the implementation of Global Lithuania. For instance, in 2021, the Global Lithuania Department launched the "Globali Lietuva – Global Lithuania" Facebook account. The social media page serves as a joint digital platform for the Lithuanian diaspora to promote and showcase initiatives and events organised by various diaspora organisations and actors, fostering greater visibility and awareness of the diverse activities and contributions of the diaspora community."

Second, in 2021 the Lithuanian government approved the Strategic Guidelines for the Lithuanian Diaspora Policy for 2022-2030. This document recognises digital tools and remote learning as important means for engaging with the diaspora, especially in the areas of education and skills development. For instance, it mentions digital learning possibilities for diaspora as a way to contribute to the development of Lithuanian education.

Third, the "Global Lithuania" state programme and Lithuanian diaspora policies have provided the foundation for several initiatives that aim to strengthen Lithuania's relationship with its diaspora community. For instance, the Lithuanian Ministry of Foreign Affairs oversees the annual "Global Lithuania Award," which celebrates Lithuanian professionals' accomplishments worldwide, particularly in science and culture.

State actors

- ▶ **Ministry for Foreign Affairs (MFA):** the main coordinating body for the Global Lithuania strategy and diaspora engagement initiatives. Key actions are taken by the Global Lithuania department.
- ▶ **Commission of the Coordination of Affairs of Lithuanians Abroad:** it is a consultative body established in 2009. Its members include the Prime Minister, the Chancellor or Deputy Chancellor of the Government, several ministers, the head of the Department of Physical Culture and Sport, the head of the Department of Global Lithuania, and the chair of the board of the World Lithuanian Community.
- ▶ **Ministry of Economy and Innovation:** it is responsible for the implementation of the Digitisation Development programme and Industry Digitalisation Roadmap.
- ▶ **Ministry of Education, Science, and Sports:** it is responsible for implementing education and skills development initiatives targeting Lithuanians abroad. Currently, it provides financial support to 9 schools that provide formal education in Lithuanian (primary and secondary schools) and more than 150 that provides non-formal Lithuanian education, including Lithuanian language and history classes.
- ▶ **Ministry of Social Security and Labour:** coordinates social security aspects related to return policy, including benefits and financial support.



- ▶ **Commission of the Parliament of the Republic of Lithuania and the World Lithuanian Community:** it is a consultative body that includes members of the Parliament and representatives of the WLC. The Commission meets twice a year and discusses issues relevant to Lithuanians residing abroad.
- ▶ **Centre “I choose Lithuania”:** it is a body established in 2015 by the Vilnius Office of the International Organization for Migration and funded from the state budget, that provides consultations to Lithuanian migrants who are returning to Lithuania, thinking about a return or anyone wishing to come to Lithuania.
- ▶ **Enterprise Lithuania and Invest Lithuania:** these are state funded agencies that implement a number of initiatives and projects to help diaspora to invest and set up activities in Lithuania.

Non-state actors

- ▶ **Lithuanian World Community (WLC):** it is the oldest and biggest Lithuanian diaspora network, being founded in 1949. The Community is active in 42 countries, including representation in Lithuania.
- ▶ **NGO Global Lithuanian Leaders:** it implements a number of initiatives and projects in the field of vocational education and professional opportunities.

Initiatives related to diaspora and skills transfer

- ▶ **Work in Lithuania:** an initiative that encourage Lithuanians and foreigners living abroad to pursue a career in Lithuania. This initiative is further described in the section below.
- ▶ **Create Lithuania:** An initiative supported by various private entities (including the Ministry of Economy) and NGOs that supports professionals with international experience to consult for public sector bodies in Lithuania.
- ▶ **GLL Talent Reach programme:** a programme implement by the Global Lithuanian leaders that focuses on gaining access to a network of mid to senior-level Lithuanian professionals from all over the world. There are various activities and projects focusing on soft-skills and vocational education.
- ▶ **Bring Together Lithuania/Jungtis Lietuvai:** a programme initiated in 2014 by the Kazickas Family Foundation with the support of the Lithuanian MFA and other public and private bodies that aims to provide Lithuanian diaspora youth with opportunities to acquire professional skills, meet global Lithuanians and explore Lithuania.
- ▶ **Idea of „Renkuosi mokyti! – Teach for Lithuania:** a programme based on the based on “Teach For All” project that combined various public and private entities to promote digital education for Lithuanians. The recruitment system is global and members of the diaspora can apply as well to join the programme.
- ▶ **Scholarships:** Various universities in Lithuania have special scholarships for Lithuanian diaspora students. For example, Vytautas Magnus University, the European Humanities University and the Vilnius Technological University.



Work in Lithuania (WIL)

Context

WIL was created in 2017 to encourage highly skilled professionals living abroad to build their careers in Lithuania.

WIL is run by Invest Lithuania, the Lithuanian Investment Promotion Agency which is a one stop shop that informs, connects and supports foreign companies in Lithuania. It depends on the Ministry of Economy. The overall goal of Invest Lithuania is to attract further foreign direct investments. There are seven departments under Invest Lithuania: Investment attraction, project management (improving the work ecosystem), Create Lithuania (focused on project opportunities in the public sector), marketing and communication, administration and finance, human resources, and **Work in Lithuania**.

Objectives

The objectives of WIL are to give visibility to job offers requiring highly skilled people and avoid staff shortages in key sectors of the economy (IT, IT, Engineering, game development, fintech).

Funding

Funded by the Ministry of Economy:

- ▼ Website: +- €30,000 (for basic website with job ads and list of companies; later on it added a profile registry and application system)
- ▼ Funding: initial investment was between €170,000 – €200,000 in 2016.
- ▼ As of 2023, the budget is between €450,000 – €470,000 per year.

Team

WIL started with:

- ▼ Digital and website project manager
- ▼ website developer
- ▼ relationship building with companies
- ▼ Project manager (for talent ecosystem improvement)
- ▼ marketing and communication

In 2023, there are 8 people working for WIL to deal with an increased number of companies and job offers and including an HR expert who focus on 3 main areas: Country & employer branding, talent sourcing activities and improving the talent ecosystem, as well as an analyst and social media project manager.

Design & development timeline

Before the start of the development of the WIL website by a provider hired following public procurement procedures, a mapping of the main issues encountered by employees from abroad was conducted. This enabled the government to make changes to improve the ecosystem and ensure people who would come to Lithuania to work had a smooth experience. Some of these essential policy changes took up to 2 years to be presented, voted and funded such as International houses to host foreign employees.

The development of the first version of the WIL website took approximately 1 year.



Target audience & user types

- ▼ **Employees:** Anyone looking for a job in Lithuania with a skill level at least Bachelor level.
- ▼ **Companies:** Any organisation aiming to recruit highly skilled people in Lithuania, regardless of their citizenship. The organisation must have an online recruitment process and English needs to be a work language. Salary requirements were added to keep the website specialised on high skilled employment opportunities. Companies partnered with WIL need to have an on-going need for recruiting this kind of profile (Kayak, Moody's, Nasdaq).
- ▼ **Country of origin:** Nigeria, Brazil, Columbia, Sakartvelo (Georgia), India



Technical features

Basic html website with the possibility of creating profiles both for employees and companies. Website users can use WIL to:

- ▼ Check job listings
- ▼ Register on the platform
- ▼ Complete their profile
- ▼ Apply for jobs
- ▼ Be found by recruiters
- ▼ Be matched with suitable job offers according to their skills
- ▼ Find information about migration procedures and life in Lithuania



User feedback

Feedback can be submitted through the contact form, or directly on social media.

In addition, companies are complete quarterly feedback surveys to identify any issue that may arise.



Site analytics

The site uses standard analytics software such as Google analytics to track traffic, country of origin, clicks etc. Some key stats:

- ▼ 290+ partnering companies
- ▼ 300+ job listings every month
- ▼ 1.2K new candidates in database/per month
- ▼ 43K web visits/per month
- ▼ 1.5K applications/per month



Communication strategy

Launch:

In Oct 2017 the President of Lithuania symbolically launched WIL with Adform, a Danish tech and digital advertising company, one of WIL's partner companies. On-going:

- ▼ The WIL team targets talent by location, based on analytics, for example it targets India for IT
- ▼ WIL is present at global events, career fairs and specialised events (including diaspora ones) as recommended by the embassy and partner companies network
- ▼ WIL uses digital advertising

Key messages:

- ★ Lithuania as a destination
- ★ Perfect work life balance
- ★ Top international companies
- ★ Top jobs, faster career progression

Challenges

- ▼ Working with companies was challenging at the start, especially because every ad was added manually, whereas now most company profiles already exist and ads can be added very easily using the link to the ad on the company's website
- ▼ Getting the website known took some time
- ▼ At the start a lot of people who were not skilled enough for the job advertised were applying and companies were expecting tailored services like the ones provided by recruitment agencies
- ▼ It is hard to track the KPIs, for example if a person who applied through the website got hired or not

Key reflection

Improving the ecosystem prior to people coming to Lithuania was essential because people would have left if they were disappointed

Other

An essential part of the ecosystem is providing information for returnees: renkuosilietuva.lt

- ▼ Lithuania has another programme targeting the Lithuanian diaspora for 1-year projects in public administrations: [Create Lithuania - The Innovation in Politics Institute](https://www.create-lithuania.lt/). More information can be found on the website [kurklit.lt](https://www.kurklit.lt/). It was initially funded by the EU and now by national budget. It costs €800,000 to run per year (92% in wages). The average age of participants is 32 years old. Potential candidates register on the website when there is a public call for interest that is disseminated through embassies, universities abroad, alumni, newsletter, influencers and on the Create Lithuania Facebook page. Participants are paid €2,400 per month during one year. Create Lithuania is run by two admin team members. They provide training on arrival on the Lithuanian culture, the public sector, project management, public speaking and negotiation. However, everything is done to encourage participants to retain their "fresh" ideas and look on things, rather than to assimilate. This programme has won several international awards. Participants tend to stay or come back shortly after their 1-year trial. At the end of the programme, participants receive an acknowledgement letter from the Prime Minister. According to participants, the main driver is to be making a difference.