



OPERAČNÍ PROGRAM  
LIDSKÉ ZDROJE  
A ZAMĚSTNANOST

# Pilot counterfactual impact evaluation

## OP HRE, measure 1.1

Annex No. 4 Impact of grant projects on corporate HR  
investment

Version 2.1; 2013/02/6

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**Submitter:**

Ministerstvo práce a sociálních věcí

Na Poříčním právu 1

128 01 Praha 2

**Processor:**

IREAS centrum, s.r.o.

Address: Mařákova 292/9, 160 00 Praha 6

Offices: Štěpánská 16, 110 00 Praha 1

E-mail: [ireas@ireas.cz](mailto:ireas@ireas.cz); [potluka@ireas.cz](mailto:potluka@ireas.cz)

**Authors:**

Ing. Oto Potluka, Ph.D.

Ing. Lucie Vrbová

Ing. Martin Špaček

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## 1 Introduction

The current evaluation practice in Cohesion policy commonly uses qualitative research methods. Evaluation studies that use quantitative methods started to appear, recently. The European Commission has an important role in this respect as it began promoting the use of these methods (Gaffey, 2009; Martini, 2009; Gaffey, 2011; Mouque 2011a or Mouque 2011b).

The econometric methods have not been used widely in the Structural Funds impact evaluation up to now. Therefore, it is relatively unknown method for a number of managing authorities and evaluators (Kváča, Potluka, 2011 or Mouque, 2011a).<sup>1</sup>

In order to apply these methods, it is necessary to consider the constraints concerning these methods, as for example Kváča and Potluka (2011) states "In the context of structural funds, these methods cannot be used to evaluate the programs as a whole (this is often not reasonably possible even by other methods because of the complexity of programs), but to evaluate the individual calls or areas of support."

This part of the evaluation is focused on questions of what effect support from ESF had on firms' HR investment. It is a comparison between:

- Successful applicants and non-applicants. (Research Question No. 20 from inception report)
- Successful applicants and unsuccessful applicants. (21)

The study is structured as follows. First, it explains the logic of intervention, which we explore. It is followed by description of the data with which we used and the methods we used to test the impact. After the results and their discussion a conclusion follows.

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<sup>1</sup> Impact evaluation is mentioned by both Article 47 and Article 49 of the draft of General provisions regulation on the European Regional Development Fund, the European Social Fund and the Cohesion Fund for the years 2014 to 2020 (European Commission, 2012). It can therefore be expected to be used in evaluations in the future.

## 2 Description of the intervention

OP HRE, Measure 1.1 is focused on increasing the scale and effectiveness of the active employment policy and supporting the competitiveness of enterprises and organizations, in particular through the development of professional knowledge and competence and improvement of qualification of employees and employers (MLSA 2011, page 15). This area of support is – except of education – focused on modern management methods and conceptual human resource management.

Calls in the OP HRE in the area 1.1 differ from each other by whether they support directly at company level or through associations or chambers. In essence, it is possible to define three types of calls in relation to this evaluation; the first two groups of calls will be used.

Calls processed in impact evaluation:

- 1) Grant Calls - Calls in that the final recipient is company implementing the project supported by the OP HRE. It was necessary to adjust the dataset and remove the cases, when the supported organisation is an umbrella organization or education provider. In such cases, it is expected that the recipient will not be able to - and perhaps even willing to - provide information about the supported firms. Specifically, these are calls 23, 35, 39 and 60. An overview of the number of projects is given in Table No. 3.
- 2) System Projects - These are projects, where the recipients are not directly firms, but they get the support provided by the supported organisation. Firms are in the role of "target groups". Here, it is primarily a Call No. 34 "Educate yourselves!" and No. 71 "Educate yourselves for growth." We particularly used Call No. 34.

The third group are the calls that have either not been implemented or projects which are focused elsewhere than on staff training in companies. Also, the use of calls, where applicants are umbrella organizations and institutions providing education, is inappropriate, as we can expect difficulties in obtaining information about supported companies. Specifically, in this group it is a case of calls 2, 33, 46, 50 and 52.

The following is a detailed description of both calls and their applicability to analysis and the problem tree chart (see page 9), which describes the causes and consequences of intervention in the researched area of intervention. This scheme is also the key to routing strategy to deal with these problems. Under this scheme, we identified the main factors that affect the competitiveness of Czech companies. Based on these (and articles from abroad) we chose variables used in the tested models.

The evaluation team did not work with the structure of supply and demand in the labour market, now, because it would require the collection of data about employees and it is rather a topic for another evaluation study (link between the success of businesses and the

success of the trained employees). In this phase, we included variable dedicated to investing in human resources and investment in fixed capital (investment in technology, etc.) and assigned the surveyed companies to sectors. Staff turnover was already addressed in the previous Interim report. The survey among companies included collecting data about the orientation of companies on foreign markets (such as another branch of the diagram). The evaluation team will perform the analysis during the on-going research (Spring 2013).

**Table 1: Number of projects in the grant Calls of OP HRE 1.1 applicable to the CIE**

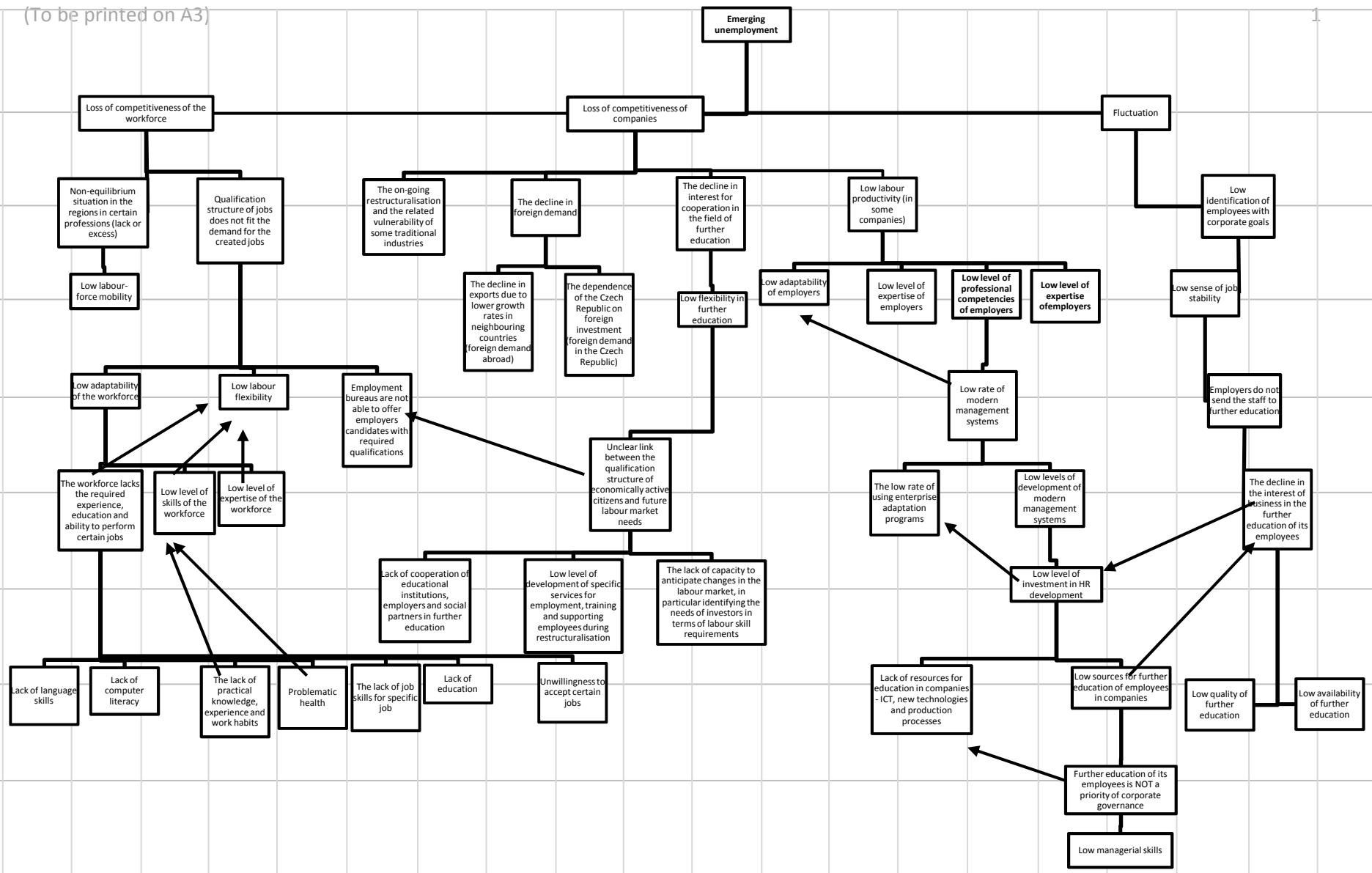
Call	Notes	Implemented	Not implemented	Total
23	For the actual implementation of the CIE it was necessary to exclude projects, where the supported subject is association or educator from the dataset. We can use projects, where the applicant is a company directly. The reason for this is that we can expect difficulties in obtaining information about supported companies – supported organisations are not able or willing to provide such information. In case of this call and regression discontinuity method, the evaluation team did not include projects from this call to a dataset with others, because it was not possible to distinguish points for general criteria (figure included appraisal for general as well as specific criteria).	230	461	691
35	The call is open to applicants from companies and data will be used for CIE in this evaluation project. Since it is 1,000 projects supported in this call, it is used as the basis of dataset for the evaluation.	1064	738	1802
39	The call is open to applicants from companies and data will be used for CIE in this evaluation project.	98	249	347
60	The call is open to applicants from companies and data will be used for CIE in this evaluation project.	182	280	462
<b>Total</b>		<b>1663</b>	<b>1907</b>	<b>3570</b>

**Table 2: Information about systém projects of OP HRE 1.1 applicable to the CIE**

Výzva	Poznámky
34	Approximately 3 000 companies were supported under this systém project by the first quarter of 2011. For this reason, this call is suitable for CIE methods and it will be used. Data provided by the MLSA will be used.

*Source of both tables: Monit7 +, own calculations; Note: Figures are valid at 18 July 2011, the number of implemented projects include projects that are characterized as: Project recommended / approved, the project with decision issued; projects under implementation; Implementation of the project completed. The data thus include projects in various stages of implementation. Other characteristics of applications are included under "unrealized".*

(To be printed on A3)





### 3 Data

Data are an important factor that affects the quality of the analysis. For analysis, we used data from two sources. The first source was the CZSO data for 2006 - 2010. The second source of data was monitoring system Monit7+ from which we obtained information about the projects and their financing (there is a note that the source is Monit7+ for variables that are from of this system).

In our analyses, we do not adjust data by inflation as Battistini, Gavosto and Rettore (2001) do. We use nominal values. We expect that project managers know the market situation and requirements for financial backing were adjusted according to changes in market prices. Another reason is the relatively short period of project implementation (generally only two years) and a stable price level in the Czech Republic (and the set of common prices by the OP HRE).

Grant projects evaluation was based on the following number of applications.

**Table 3: Numbers of applications in examined calls**

Call	Rejected applications	Supported applications	Total
23	462	229	691
35	741	1 061	1 802
39	243	104	347
60	277	185	462
<b>Total</b>	<b>1 723</b>	<b>1 579</b>	<b>3 302</b>

*Zdroj: Monit7+, own calculations*

Given that all examined grant calls had sufficient financial resources, the limit for acceptance or rejection was 65 points in the general criteria. This limit is arbitrarily set by rules of OP HRE.

In case the financial allocation was lower than the aggregate size of the financial requirements in applications with more than 65 points, then the limit for accepted applications would be higher.

**Table 4: The rate of reimbursement from the contract/appraisal in 2009 and 2010 (Grants)**

<b>Reimbursed at k 31. 12. 2010</b>	<b>Sum of projects</b>	<b>%</b>
Nothing	32	2,0
10 % - 0 %	38	2,4
20 % - 10 % included	40	2,5
30 % - 20 % included	49	3,1
40 % - 30 % included	40	2,5

50 % - 40 % included	252	16,0
60 % - 50 % included	166	10,5
70 % - 60 % included	293	18,6
80 % - 70 % included	182	11,5
90 % - 80 % included	282	17,9
100 % - 90 % included	205	13,0
Total	1 579	100,0

*Source: Monit7+, own calculations; Note: In 2008, companies did not get any money from these calls, therefore, it is the period prior to intervention.*

In case of grants, it was arbitrarily determined that the grant is between 1 million to 10 million CZK. Between 2009 and 2010, it was paid 1 105 335 988 CZK to 1 412 companies (17 companies implemented more projects) in calls 23, 35, 39 and 60.

For this analysis, the above table shows that for the assessment of the immediate effects of assistance, but it is still assessing the impact of the end of the intervention itself.

In case of call Educate yourself! (described above as a Call No. 34), there were only 621 cases of rejected requests available. Only 17 firms were completely without any support (firms applied several times). Rejected applicants became supported over time (and other efforts). They passed from group of rejected applicants to the group of supported applicants. Unfortunately, this is too low number to be used as a control group. For this reason, we used a sample of firms that did not apply for support as a control group (we call them non-applicants). We are aware that we reduce the homogeneity of supported and unsupported companies examined.

In the case of call Educate yourself!, the average support was 65 267 CZK.

The investment in education can be divided into two components. The first one is the implementation of various training courses. The second part is the implementation of HR development systems (systems that help companies to increase the flexibility of the workforce, increase in knowledge and skills). The second component of investment in education is especially important in the long run. It is not reflected immediately, but should be stable and independent on funding from the ESF.

To analyse the effect of the HR development systems it is appropriate to compare the results of grant calls and "Educate Yourself!" call, because HR management systems in fact appear only in grant calls.

Another data source was the survey among the companies applying for support from Educate Yourself! and a grant from OP HRE. This survey was conducted in August and September 2012.

The reason for this survey was the unavailability of data expressing clearly quantified expenditures on HR development. If we collected this data among companies, it is likely that we either would not get them or that they would have been subjected to considerable error.

For this reason, we simplified it in categorical variables which respondents were able to answer. We are aware that this is a retrospective survey and its pitfalls (see Ravallion, 2012).

**Table 5: Numbers of respondents in the survey**

	<b>Total</b>	<b>Supported companies</b>	<b>Rejected companies</b>
<b>Companies applying in Educate Yourself!</b>	542	505	37
<b>Companies applying for grant</b>	535	441	94
<b>Other companies</b>	602		
<b>Total</b>	1679	946	131

*Source: questionnaire survey*

With regard to the number of responses we ensured a sufficient number of responses corresponding to a sufficient representative sample (at least 95% confidence level). A comparison of supported and refused firms is a methodological problem. There are too few answers to be able to make a meaningful analysis.

## 4 Results and discussion

### 4.1 Methodology

Given that the evaluation team does not have precise information on corporate expenditures on investment in human resources, it was decided to deal with data through questionnaire survey and their connection with data from Monit7+.

It also creates limitations in the methods. If there were available data on the specific expenditures in companies dedicated to the education and development of human resources, the same methods would be used as in other research. However, the evaluation team lacks these data and had to collect them via survey (and there is a limited possibility to obtain larger amount of accurate data). Therefore, the evaluation team applied a multinomial regression, which solves this problem by narrowing the examined variable to a few values.

The test was performed on the following versions of models<sup>2</sup>:

$$\text{INVHR6} = f(\text{Sum of employees range, public support, total support}) \quad (1)$$

$$\text{INVHR5} = g(\text{Sum of employees range, public support, total support}) \quad (2)$$

$$\text{INVHR3} = h(\text{Sum of employees range, public support, total support}) \quad (3)$$

where:

**INVHR6** - indicates variable according to the survey, in which respondents defined the development of investment in human resources between 2008 and 2012 in the following six categories: decrease by more than 100 %, a decrease by 100 % to 51 %, a decrease by 50 % - 1 %; increase by 1 % to 50 %, an increase by 51 % - 100 %, an increase by more than 100%.

**NVHR5** - indicates variable according to the survey, in which respondents defined the development of investment in human resources between 2008 and 2012 in five categories: increased sharply, increased, the same, decreased, decreased sharply.

**INVHR3** - is similar to variable NVHR5 reduced to three basic variants, where the investment increased, remained the same or decreased (combining responses increased sharply and increased in a single category. Similarly, the number of categories was reduced by changes in investment in human resources when they decreased and sharply decreased.

**Sum of employees range** - value indicates the average number of employees.

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<sup>2</sup> For more information see e.g. Řeháková, Blanka (2000), Nebojte se logistické regrese (Don't be worried by logistic regression), Sociologický časopis, XXXVI, (4/2000)

**Public support** - Support from other public sources (public support according to CZSO data and OP HRE support).

**Total support** - the sum of the funds that the firm received from ESF grant in calls 23, 35, 39 and 60 in the years 2009 and 2010 in CZK.

## 4.2 Results

The following tables show the frequency of responses of the respondents on their perception of change in HR investment in human resources. A Chi-square test was performed as well for the evaluation team to see if there is a probable response to changes in HR investment for the ESF beneficiaries compared to other respondents<sup>3</sup>. The test of grant projects shows that where there was ESF support, employees perceive increased investment in HR in the company. This was not confirmed in “Educate Yourself!” project support.

The mentioned results are presented below in Tables 6 and 7.

Testing using multinomial regression is contained in Annex IV.1 to IV.3. The results of this regression are not statistically significant.

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<sup>3</sup> Chi-square test test, whether there is a correlation between the delivered line and columnar variables in the pivot table. In this case, there is a correlation between the responses of beneficiaries and other respondents.

**Table 6: Results of the survey among firms (change in HR investment - grants)**

			How did HR investments change in your company compared to 2008? By changing we mean the ratio of these expenses to the total turnover of the company.					Total
			Sharply increased	Increased	Remained the same	Decreased	Sharply decreased	
Did you apply for the support of a grant project from the OP HRE, in which you wanted to finance the training of employees of your company?	Yes, supported	N %	89 21,0%	170 40,2%	124 29,3%	33 7,8%	7 1,7%	423 100,0%
	Yes, rejected	N %	1 1,1%	32 35,2%	44 48,4%	8 8,8%	6 6,6%	91 100,0%
	No	N %	44 4,2%	232 22,1%	580 55,1%	131 12,5%	65 6,2%	1 052 100,0%
Total		N %	134 8,6%	434 27,7%	748 47,8%	172 11,0%	78 5,0%	1566 100,0%

**Chi-square test**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	205,591 <sup>a</sup>	8	,000
Likelihood Ratio	197,755	8	,000
Linear-by-Linear Association	144,327	1	,000
N valid cases	1 566		

a. 1 cell (6,7 %) has expected value of N lower than 5. Expected minimum of N is 4,53.<sup>4</sup>

<sup>4</sup> Empty or almost empty combination of cases (cells in table) are caused by the unreliability of asymptotic statistics. No cell should have expected frequency lower than 1 for the selected test and more than 20% of the cells should not have expected frequency less than 5.

**Table 7: Results of the survey among firms (change in HR investment – “Educate Yourself!”)**

			How did HR investments change in your company compared to 2008? By changing we mean the ratio of these expenses to the total turnover of the company.					Total
			Sharply increased	Increased	Remained the same	Decreased	Sharply decreased	
Did you apply for Labour Office support to finance the training of employees of your company? (financed from European Social Fund through “Educate Yourself!” call)	Yes, supported	N	43	155	215	62	18	493
		% <sup>1</sup>	8,7%	31,4%	43,6%	12,6%	3,7%	100,0%
	Yes, rejected	N	3	13	12	5	3	36
		% <sup>1</sup>	8,3%	36,1%	33,3%	13,9%	8,3%	100,0%
	No	N	89	267	526	104	56	1 042
		% <sup>1</sup>	8,5%	25,6%	50,5%	10,0%	5,4%	100,0%
Total		N	135	435	753	171	77	1 571
		% <sup>1</sup>	8,6%	27,7%	47,9%	10,9%	4,9%	100,0%

**Chi-square test**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15,270 <sup>a</sup>	8	,054
Likelihood Ratio	15,277	8	,054
Linear-by-Linear Association	1,879	1	,170
N of Valid Cases	1 571		

a. 3 cells (20,0 %) has expected value of N lower than 5. Expected minimum count is 1,76.

## **5 Conclusions**

By testing these models we were able to demonstrate only subjective perception of investment in human capital thanks to subsidies in companies supported by grant. Tests to what extent investments have really increased through support from the ESF (analogy to Cost-Benefit Analysis) do not confirm these results at the moment.

In this phase, the evaluation team was focused on the data collection among companies. However, the CZSO has data from 2005 to 2011 "Further professional training of employees (Continuing Vocational Training Survey - CVTS)", that was surveyed in cooperation with Eurostat. In this phase, the evaluation team did not have data for the year 2011 (only till 2010). Thus, processing of these data is planned for the project phase in 2013.



## 6 References

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**Annex IV. 1 Results of multinomial logistic regression for the development of investment in education (5 categories by % change)**

Effect	Model Fitting Criteria		Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model		Chi-Square	df	Sig.
Intercept	1 871,146	113,424	6	,000	
Sum of employees - range	1 759,861	2,139	6	,906	
VER_PO DP	1 764,649	6,927	6	,328	
Total support	1 766,509	8,787	6	,186	

**Parameter Estimates**

004 'Estimate the percentage change in HR investment in your company compared to 2008' <sup>a</sup>		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
Decrease by more than 100 %	Intercept	-4,763	,806	34,918	1	,000			
	Sum of employees - range	-,001	,001	,406	1	,524	,999	,996	1,002
	Public support	-,001	,002	,082	1	,774	,999	,996	1,003
	Total support	,000	,000	3,290	1	,070	1,000	1,000	1,000
Decrease by 100 % to 51 %	Intercept	-2,486	,528	22,149	1	,000			
	Sum of employees - range	,000	,001	,062	1	,803	1,000	,999	1,001
	Public support	,000	,000	,990	1	,320	1,000	1,000	1,000
	Total support	,000	,000	,492	1	,483	1,000	1,000	1,000
Decrease by 50 % to 1 %	Intercept	-1,109	,303	13,374	1	,000			
	Sum of employees - range	,000	,000	,723	1	,395	1,000	,999	1,000

	Public support	,000	,000	,095	1	,758	1,000	1,000	1,000
	Total support	,000	,000	1,869	1	,172	1,000	1,000	1,000
Increase by 1 % to 50 %	Intercept	,098	,179	,301	1	,583			
	Sum of employees - range	,000	,000	,001	1	,977	1,000	1,000	1,000
	Public support	,000	,000	,683	1	,409	1,000	1,000	1,000
	Total support	,000	,000	3,905	1	,048	1,000	1,000	1,000
Increase by 51 % to 100 %	Intercept	-1,852	,348	28,353	1	,000			
	Sum of employees - range	,000	,000	,304	1	,581	1,000	,999	1,001
	Public support	,000	,000	,561	1	,454	1,000	,999	1,000
	Total support	,000	,000	,049	1	,826	1,000	1,000	1,000
Increase by more than 100 %	Intercept	-1,730	,378	20,953	1	,000			
	Sum of employees - range	,000	,000	,127	1	,721	1,000	,999	1,001
	Public support	,000	,000	,473	1	,491	1,000	,999	1,000
	Total support	,000	,000	,804	1	,370	1,000	1,000	1,000

a. reference category: Investments are the same.

#### Annex IV.2 Results of multinomial logistic regression for the development of investment in education (5 categories)

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	1 784,993	71,696	4	,000
Sum of employees - range	1 715,962	2,666	4	,615
Public support	1 718,567	5,270	4	,261
Total support	1 713,702	,406	4	,982

Parameter Estimates

003 'Jak se změnilly investice do lidských zdrojů ve Vaší firmě v porovnání s rokem 2008? Změnou myslíme podíl těchto prostředků k celkovému obratu firmy. <sup>1a</sup>		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
Sharply increased	Intercept	-1,238	,268	21,249	1	,000			
	Sum of employees - range	,000	,000	1,002	1	,317	1,000	,999	1,000
	Public support	,000	,000	,959	1	,327	1,000	1,000	1,000
	Total support	,000	,000	,057	1	,811	1,000	1,000	1,000
Increased	Intercept	-,058	,170	,119	1	,731			
	Sum of employees - range	,000	,000	,136	1	,712	1,000	1,000	1,000
	Public support	,000	,000	,725	1	,395	1,000	1,000	1,000
	Total support	,000	,000	,320	1	,571	1,000	1,000	1,000
Decreased	Intercept	-1,406	,275	26,213	1	,000			
	Sum of employees - range	,000	,000	1,222	1	,269	1,000	,999	1,000
	Public support	,000	,000	,321	1	,571	1,000	1,000	1,000
	Total support	,000	,000	,004	1	,947	1,000	1,000	1,000
Sharply decreased	Intercept	-2,542	,429	35,133	1	,000			
	Sum of employees - range	,000	,000	,130	1	,718	1,000	,999	1,001
	Public support	,000	,000	,858	1	,354	1,000	1,000	1,000
	Total support	,000	,000	,002	1	,961	1,000	1,000	1,000

a. reference category: Are the same

**Annex IV. 3 Results of multinomial logistic regression for the development of investment in education (3 categories)**

Effect	Model Fitting Criteria		Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model		Chi-Square	df	Sig.
Intercept	1 372,884		31,520	2	,000
Sum of employees - range	1 342,556		1,192	2	,551
Public support	1 343,105		1,741	2	,419
Total support	1 341,879		,516	2	,773

*Note: Development of investment in education variable is derived as follows -1 corresponds to responses sharply decreased and decreased; 0 corresponds to the unchanged situation; 1 corresponds to the situation increased and sharply increased.*

**Parameter Estimates**

TripolarinvestmentsHR <sup>a</sup>	B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
							Lower Bound	Upper Bound
-1,00 Intercept	-1,208	,242	24,998	1	,000			
Sum of employees - range	,000	,000	,943	1	,332	1,000	,999	1,000
Public support	,000	,000	,053	1	,817	1,000	1,000	1,000
Total support	,000	,000	,000	1	,991	1,000	1,000	1,000
1,00 Intercept	,132	,157	,705	1	,401			
Sum of employees - range	,000	,000	,235	1	,628	1,000	1,000	1,000
Public support	,000	,000	1,011	1	,315	1,000	1,000	1,000
Total support	,000	,000	,469	1	,493	1,000	1,000	1,000

a. Reference category: ,00.