



FINAL EVALUATION

EXECUTIVE SUMMARY

SEPTEMBER 2005



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INTRODUCTION

The Mid Term Evaluation is a mean for the quality improvement and legitimacy of planning. Mid Term Evaluation objective is to offer the opportunity for the detection of those planning point that may need to be re-oriented, in order to ensure the primary objectives' achievement. Moreover, the Mid Term Evaluation is attempting to provide the suitable information, tools that will locate weaknesses and problems, to estimate and formulate opinions for the prompt decision making, investigating on the same time the consequences on the target group, on actors involved and policy makers as well as on policies for combating causes of discrimination and inequalities in the labor market.

The Mid Term Evaluation is the evaluation tool, which during the final phase of the CIP Evaluation is mainly focused on the analysis of the effects, consequences and impacts resulting from the Initiative implementation, with an emphasis on the estimation and analysis of the networking effectiveness, dissemination, horizontal and vertical mainstreaming impact, key principles effectiveness, impacts on policies and Community added value.

CIP EQUAL AND ACTUALITY OF POLICIES AND ACTIONS FOR SOCIALLY VULNERABLE GROUPS

The CIP EQUAL was designed as an experimental tool and ground so that the European Employment Strategy is translated into action. This strategy aims at achieving high level and quality of employment, for all socially vulnerable groups in the labour market. Practically, the CIP EQUAL intends to function as testing ground for the development and dissemination of new policies, to combat all kind of discriminations and inequalities for those seeking access in the labour market as well as for those already being in the labour market.

The CIP's strategy, at programming level, for the 1st as well as for the 2nd application phase, was specified during the period of July – August 2000 as well as during the Programme revision, in 2004, based on a) the data of the European Employment Strategy and of the National Action Plans for Employment, b) quantitative data and qualitative analysis for the Greek labour force till 1998 c) data concerning the evolution of the Greek labour market, the changes of the society characteristics and enlargement of the target groups and d) the revised guidelines of the European Commission.

It should be noted that, according to the revised guidelines of the European Commission for the 2nd application phase of the CI, in the revised Programme special emphasis is put on the following thematic fields or target groups: Victims of trafficking, asylum seekers, social economy, Roma communities, Job quality, education certification and equal opportunities for people with disabilities. Also, the key principles that assign the added value of the CIP EQUAL remain the same.

In the National Action Plan for Employment 2002, in the framework of specific guidelines, policies promoted through the CIP EQUAL have been incorporated, while for 2004 proposals in order to incorporate EQUAL policies in the guidelines of the National Action Plan for Employment 2004 were also submitted.

In the National Action Plan for Social Inclusion (NAPSI) 2003-05 policies, which are promoted through CIP EQUAL implementation, have been also incorporated, related to directions and practices for combating vulnerable groups social inclusion.

CIP policies remain present and actual, especially, enhanced by the fact that the 4th Programming Period is under discussion and preparation, with main emphasis on human resources, and also because the revision of the European Employment Strategy based on the Lisbon Action Plan is also under preparation within 2005. According to this, central objective of EC strategy is the creation of more and better job positions; the adoption of specific measures for young unemployed people, for whom unemployment rates are still very high, for workers or elder unemployed people, for people who have difficulty in the reconciliation of professional and family life, for immigrants and for all those excluded from the labour market or experiencing discriminations in it.

MID TERM EVALUATION REPORT OBJECTIVES

The Mid Term Evaluation is a mean to the quality improvement and pertinence of planning. More specifically, the Mid Term Interim Review:

- ▶ Examines how the pilot Equal character is implemented
- ▶ Estimates to what extent the program is operating as the suitable tool for combating the discrimination and exclusion problems in the labor market and the development of Human Resources in our country.
- ▶ Examines the extent to which the strategic axes, priorities and objectives are coherent, updated and correct.
- ▶ Appreciates the intermediate progress of implementation, effectiveness and efficiency of the Program, by measuring indicators.
- ▶ Analyzes the sufficiency of management, monitoring and implementing systems and mechanisms.
- ▶ Appreciates the integration level of the horizontal priorities and policies in the Program
- ▶ Examines the effectiveness of the Initiative's key principles
- ▶ Examines the degree of general objectives' achievement related to new methods development and change mechanisms implementation.
- ▶ Examines the impact in the wider socioeconomic environment.

The Final Report of the Mid Term Evaluation has a multiple target:

- ▶ The update of issues that were analyzed in the Mid Term Evaluation Report
- ▶ The evaluation of key principles' effectiveness
- ▶ The results' and impact evaluation.
- ▶ The estimation of the Community Added Value and its contribution to the other programs of the 3rd CSF and 4th Programming Period.

The Final Report of the Mid Term Evaluation has the following Structure

- ▶ Appropriateness of strategy
- ▶ Action 1-3 of the 1st Call
- ▶ Assessment of the mid term review
- ▶ First stage of the 2nd Call (mainly action 1 and initial stages of Action 2)
- ▶ Effectiveness of key principles
- ▶ Effectiveness of networking, dissemination and mainstreaming
- ▶ First impacts of EQUAL on the EES and on the Social Inclusion process
- ▶ Community added value
- ▶ Conclusions, Recommendations.

Methodological Approach of Impact Evaluation

General objective, as far as impact evaluation is concerned, is an assessment (primary) of :

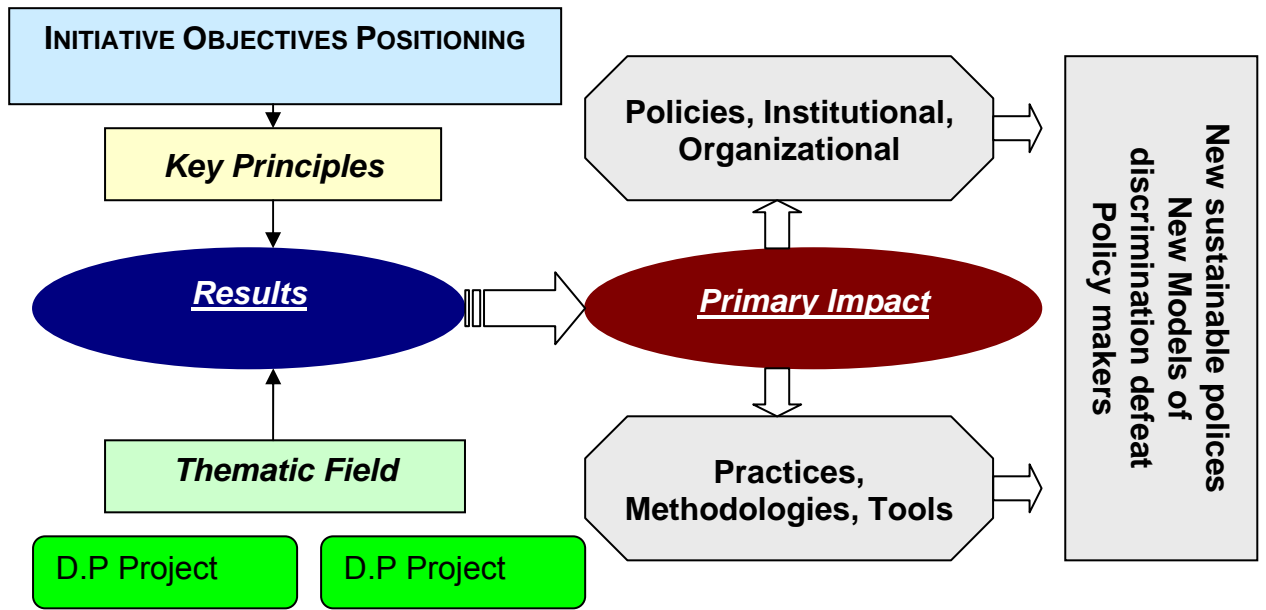
- ⊕ DPs implementation results and effects to actors and beneficiaries involved (target group)
- ⊕ As per the accomplishment of the general objectives of the Program related to the new methods development and implementation of change mechanisms that stem by the plans implementation as trial fields for the development and dissemination of new policies for the employment, discriminations confrontation and inequalities.
- ⊕ the effects and impacts in the wider socioeconomic environment – the contribution to the local, regional and national labor market improvement, in social policies enhancement, in the progress in combating labor discrimination and inequalities, the contribution to the Employment NAPs and in the Social Inclusion NAP

The term primary should be underlined as, during the implementation of the Final Report Mid Term Evaluation, the D.P.' projects as well as the National Thematic Networks' (Action III) where in a completion process, while the impact evaluation requires an assessment after 6-12 months of the projects end.

In this frame and according to the E.U. directives (Note to EQUAL Heads of Mission. Subject: EQUAL final evaluation of 15 April, 2004/D8025, Berbard Brunhes Document : Towards the evaluation of impacts and added value in EQUAL, A contribution by the coordination team of the EU wide evaluation of EQUAL 2004), impacts will be evaluated as per the following axes:

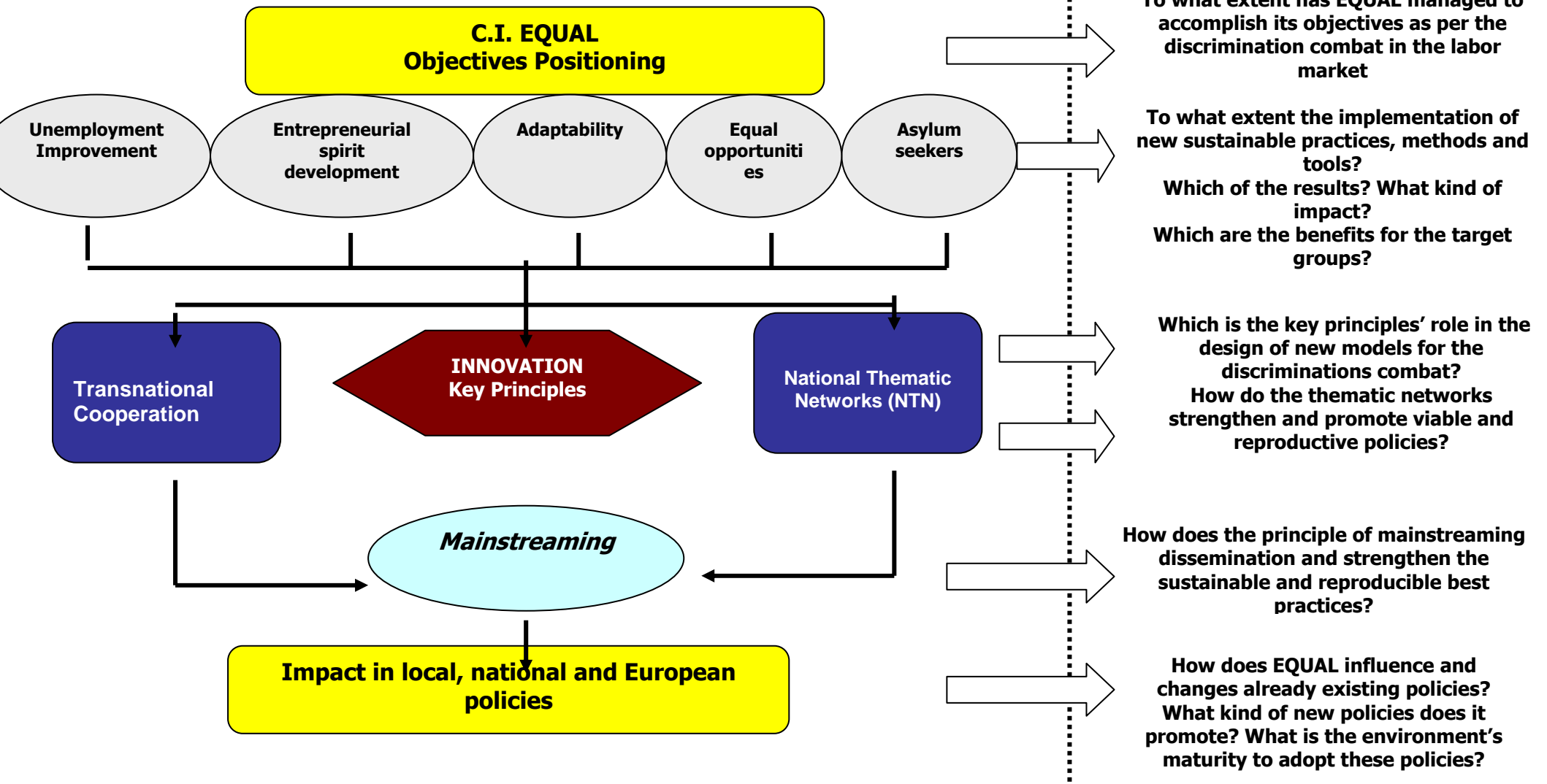
1. Combined mapping with multiple criteria

The impact evaluation will take place combined with the bottom-up approach (D.P' projects results evaluation) and of the accomplishment degree of the objectives positioning, as well as per the development of new models of discriminations defeat. This approach is pictured in the following diagrams:



Logical Program Framework based on the thematic fields of the Initiative

Impact Evaluation



2. Primary Evaluation of the impact per pylon

Bottom-up approach and process

Pylon Employment	General Impact 1 NTN	Results 1	D.P. ₁ project
			D.P. ₃ project
		Results 2	D.P. ₇ project
	General Impact 2 NTN
Pylon Entrepreneurship	General Impact 3 NTN	Results X	D.P. _x project
			D.P. _y project
			D.P. _z project
	General Impact 4 NTN
.....

... per impact categorization

	On the total of the Initiative	Per pylon	Transversal Analysis of EQUAL Key Principles contribution
Mid Term Impact and added value			
Viable and diffusive innovation –Best Practices			
Impact in policies	✓	✓	
Institutional impact		✓	
Organizational impact		✓	

3. Primary evaluation of impact per target group

..... and per pylon

Target Group 1	Pylon 1 General Impact 1	Results 1	D.P. ₃ project
			D.P. ₅ project
		Results 2	D.P. ₁ project
	General Impact 2 -
	Pylon 2 General Impact 1
Target Group 2	Pylon 1 General Impact	Results X	D.P. _x project
			D.P. _y project
			D.P. _z project
	General Impact

1ST ROUND OF THE INITIATIVE IMPLEMENTATION

Financial Progress of the 1st Round of the Program

The total Program absorption was medium, but it is estimated that it will tighten due to the forthcoming completion of Action III and of the anticipated disbursement of the D.P.s for the next months (examining of rule v+2). There should be also noted the integration of the TRP for the Action III.

More specifically, the absorption of Measures 1.2, 3.1, 3.2 and 5.1. is considered to be satisfactory.

The highest absorption was that of Measure 3.2. in a 80.80% percentage. Measure 1.2 has an absorption percentage of 74.44%. Measures 5.1 and 3.1 are showing an absorption of 72,28 and 71,59% respectively. Measure 3.2. is showing also a high degree of innovation introduction. To this Measure, implementation is considered to be satisfactory.

Measures 1.1, 2.1, 2.2, 4.2 are a group of Measures with the lowest absorption, ranging from 60,74% to 66,36%.

The total Program absorption is of the 68,71%. This is considered to be a medium value, but should be examined under the scope of the pilot and experimental character of the Initiative. For projects with low absorption, there is demanded more intensive effort, in order to avoid the danger of losing funds.

Total Measures' Assessment of Effectiveness and Absorption

The total Measures picture is shown on the following table:

Measure	MEASURE EFFECTIVENESS	MEASURE ABSORPTION	TOTAL ASSESSMENT EVALUATION
1.1.	1,72	0,66	++
1.2.	1,65	0,74	++++
2.1.	0,84	0,64	++
2.2.	0,94	0,64	++
3.1.	1,09	0,72	+++
3.2.	1,18	0,81	+++++
4.2.	1,30	0,61	++
5.1	1,17	0,72	+++

The greatest absorption is presented by the Measure 3.2. in a 80,81%. This measure is also showing satisfactory effectiveness. The total implementation process is considered to be particularly satisfactory.

Then, follows Measure 1.2., with an absorption percentage of 74.44% and effectiveness 1.65%. The process of the measure's implementation is considered satisfactory.

Measures 5.1 and 3.1 are showing an absorption of 72,28 % and 71,59% respectively. Their effectiveness is also satisfactory. Especially the measure 3.2 is showing a high

degree of innovation introduction. It is considered that to these measures, total implementation is marginally satisfactory.

Measures 1.1, 2.1, 2.2, 4.2 are a group of measures with low absorption degree, that ranges from 60,74% to 66,36%.

Measures 1.1 and 2.2 present high and low effectiveness respectively. Nevertheless, their financial state endangers losing funds.

Measure 2.1. presents such a low effectiveness, as absorption. The total process endangers losing funds as well.

The measure 4.2 (60,74%) is showing the lowest absorption. The measure's effectiveness is satisfactory though. For this measure, we should note the danger of losing funds.

The note of the danger of losing funds is valid for all measures which have an under 70% absorption rate.

Networking in CIP EQUAL as best practice

Networking in the CIP EQUAL is pointed out as best practice, while the networks are in the core of the implementation of Actions I, II, III.

Within the framework of Action I, the network of the partners constituting the DP is formed while in parallel, the transnational network is also established.

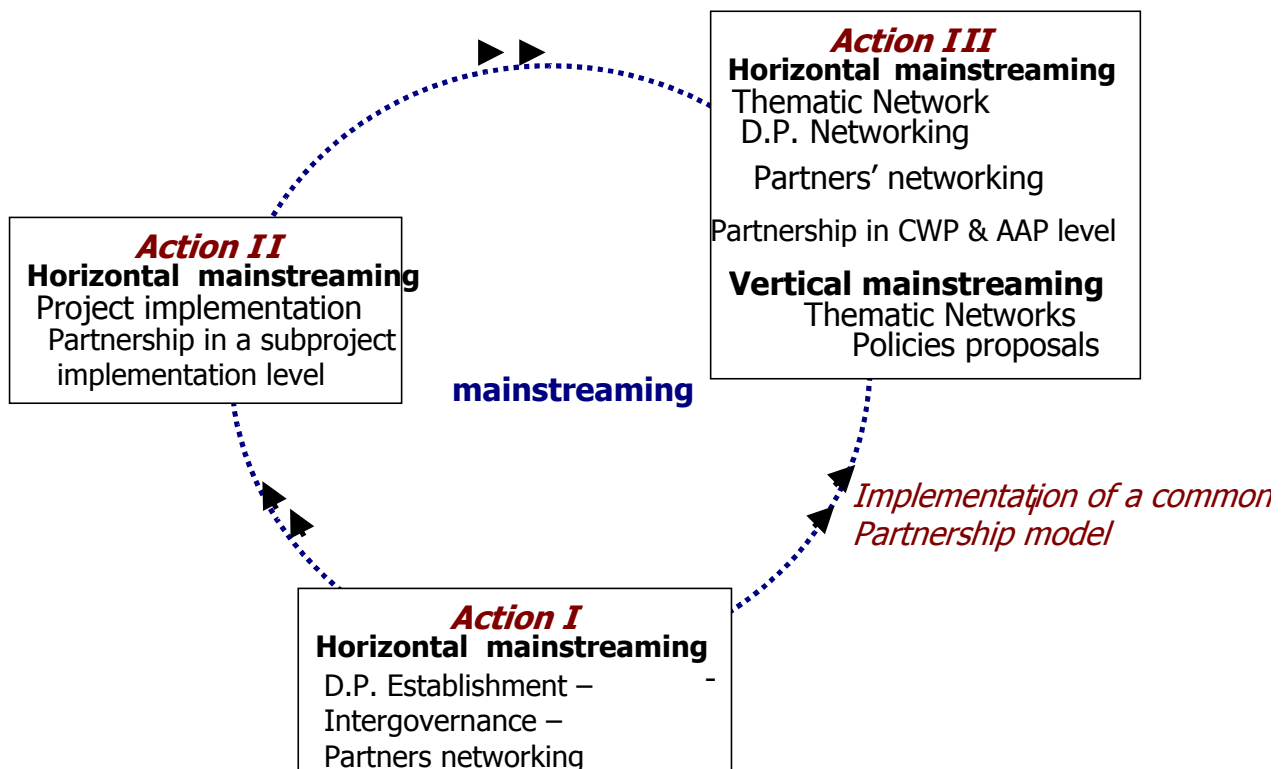
In Action II, the network of the partners, constituting the DP, actually functions and operates. The partners, through the networks, contribute to the implementation of the main objectives of the projects, in the know how, experiences and best practices transfer and in the global treatment of labour discrimination causes, as well as in the empowerment of the target groups. In parallel, the transnational network operates under the same scope.

In Action III the National Thematic Networks aim a) at the specification of the best practices, b) at the horizontal mainstreaming, i.e the dissemination of the information concerning best practices and the progress of their potential integration in organisations and partners related to the issues examined or treated, within and out of the Thematic Network, c) at the vertical mainstreaming, i.e influencing of systems, practices and policies of employment and social integration at institutional, legal and administrative level

The networks in the CIP EQUAL: a) helped in the adoption of a unified perception and common mentality among partners, b) helped the partners to obtain global vision for the issues examined, facilitating the proposal of solutions, c) managed to support the transfer of know how, required by the partners, and the development of common tools, d) contributed to the horizontal as well as to the vertical mainstreaming.

Network coordination was a critical factor for the smooth and efficient operation of the network; the use of new technologies supported the efficiency and the communication of the network; the complementarity and synergy of the partners ensured, in a satisfactory degree, the achievement of the objectives of the network, although there were some problems in the implementation of the projects.

In CIP EQUAL, the DPs and the networks, as legal and diverse structures, proved that, by overcoming all difficulties, can a) operate efficiently in multiple levels, b) establish common perceptions and knowledge, c) support the transfer of know how, d) produce common products and e) conclude to policy briefs directed to decision and policy makers, public institutions, local government etc, so they, in their turn, can design practices based on the results of EQUAL projects.



In CIP EQUAL, the D.P. the partners networks and the NTN, as institutionalized structures, overcoming all kinds of difficulties, have proven that they can:

- Operate in a multilevel and efficient way
- Formulate common perceptions
- Support know-how transfer
- Produce common products
- Establish policy proposals (policy briefs) towards public authorities, policy and decision makers, local government bodies, so that they can design practices based on the results of EQUAL projects, but always adapted to specific environment.

ACTION III and NATIONAL THEMATIC NETWORKS

Action III Implementation Path

Action III is the final stage of Equal Community Initiative implementation, with the subject of thematic networking, best practices dissemination, as well as impact accomplishment

to national and community policies. Through action III the main of EQUAL objectives is implemented. This objective deals with the way that the innovative approaches will be developed through the financed plans and will influence and become the essence of the national and European policies for employment, vocational training, social integration and social exclusion defeat

The impact to the national and European policies accomplishment (mainstreaming), was promoted in a European level through the establishment of Six European Thematic Groups – ETGs), which are the following:

- ETG1: Employment
- ETG2: Entrepreneurial Spirit Development
- ETG3: Adaptability
- ETG4: Equal Opportunities
- ETG5: Refugees
- ETG6: The Developmental Partnership as a partnership model.

The organization of the Action III was based on Action III Implementation Guide and on its presentation to a relevant two-days forum in Delphi. (October 2003)

Action III is in a concluding phase for the total of the Developmental Partnerships, having implemented Analytical Action Plans, Common Work Plans and Policy Briefs

Especially in Action III, through National and secondarily European Networks, there was accomplished:

- ⓐ Best practices' identification
- ⓐ Information dissemination as far as best practices are concerned, as well as their integration promotion to organizations and actors dealing with similar activities and thematic fields, target groups and subjects in or out the particular network (horizontal mainstreaming).
- ⓐ Influence to systems, practices and policies for employment and their integration in an institutional, administrative and normative level (vertical mainstreaming).

Evaluation of the Implementation and Support Mechanisms of the program

Administrative system

EQUAL as Community Initiative is separate than CSF actions, however integrated into the actions of the Community interest undertaken in order to support mainstream actions into a pilot framework and according to the priority's objectives.

The monitoring, management and control mechanisms have been designed and implemented aiming at the quality assurance and effectiveness of the actions' application implementation in the frames of C.I. EQUAL.

As far as the CIP EQUAL is concerned, the framework for the Management, Monitoring, Financing and Control of the projects was specified by the Ministerial Decisions 181549/29.7.2002 and 181677/30.4.2003 signed by the Minister of National Economy & Finance and the Minister of Labour and Social Affairs. Those identify the following:

- ④ The stage of approval CIP EQUAL projects
- ④ The final beneficiaries
- ④ The organisation and operation of DPs
- ④ The selectable actions
- ④ The terms of implementation
- ④ The selectable expenses
- ④ The obligations of the final beneficiaries
- ④ The financing of the projects
- ④ The control
- ④ The observance of the norms on information and publicity

The management, monitoring and control mechanisms, have been designed and already applied assuring the quality and effectiveness of the projects implemented.

Publicity

Publicity is a responsibility of both the EQUAL Managing Authority and the DPs.

Program Publicity

The information, dissemination and publicity actions of the CIP EQUAL are presented with the form of a Communication Action Plan according to the regulation 1159/00, where there are included:

- Communication objectives
- Target group
- Content and Strategy of the communication actions
- Estimated budget of the plan
- Administrative authorities and organizations responsible for the implementation
- Evaluation criteria used for the actions' evaluation

The communication tools used for the promotion of information and publicity actions are:

- Printed material (documents, leaflets, articles in newspapers)
- Seminars, conferences, forums
- Posters
- Websites
- Participation in exhibitions (ALTEREXPO)
- T.V. / Radio spots

The Program publicity for both, A and B Cycle, is regarded as effective and target oriented, presenting:

- Consistency and response to the needs the actions carried out responded to the needs and demands of the Program. However some modifications and readjustments have to be carried so that the actions be reoriented and focused even more on the needs
- Efficiency: Within the framework of a rational approach the maximum possible utilization of available resources was performed. In relation to the available human resources the results are considered satisfactory

- Effectiveness: the contribution of the publicity actions is judged satisfactory
- Usefulness: the actions implemented covered the needs of the target group for information at a significant extend. Further more, the beneficiaries' response was also significant given their satisfaction from the information given
- Duration of actions impact: it is estimated that the system for the dissemination of information can be used autonomously even after the termination of the specific publicity actions

Information and publicity Actions by the D.P.

The evaluation of the publicity actions of the S.M.D, the D.P. and the Publicity Consultant is centralized into 6 basic key-points:

- ⊕ Coherence and response to the needs. Publicity Actions responded to the needs of the DPs' projects, however no innovative aspect was established
- ⊕ Efficiency. a rational approach the maximum possible utilization of available resources was performed
- ⊕ Effectiveness: the contribution of the publicity actions is judged satisfactory
- ⊕ Usefulness: the actions implemented covered the needs of the target group for information at a significant extend. Further more, the beneficiaries' response was also significant to the vast majority of actions
- ⊕ Duration of actions impact: it is estimated that the system for the dissemination of information can be used autonomously by the DPs even after the termination of the specific publicity actions, assumed by DP partners

Technical Support

Technical Support includes the Information & Publicity Consultant, the Technical Support Consultant towards the D.P., the experts for the National Thematic Networks' coordination, as well as the Project Revision Consultant of the C.I. EQUAL.

All Technical Support interventions facilitated the CIP regular implementation flow and provided the expertise or the means needed in order to overcome administrative bottlenecks, thematic specialization and adaptation according to the CIP environment.

Information Systems

The monitoring of the C.I. EQUAL is supported the Integrated Information System (IIS) and the Common Data Base for Equal (ECDB), supporting transnational cooperation.

The management procedures are observed to the uttermost. According to the Regulations it has to be noted that the management system is considered "heavy" and not particularly adapted to the real needs of CIP EQUAL. A more flexible system could easily support the complete functioning of the relative mechanisms.

Regarding the use of IIS it has to be mentioned that some certain characteristics of CIP EQUAL (great number of subprojects per project, the implementation of each project through three successive Actions, the transnationality etc) make difficult the use of ISS, thus resulting in delays in controls as well as in the financing of the DPs and the full absorption of financial resources.

The difficulties in managing and using the IIS can lead in results such as:

- Difficulty in the monitoring and management of the physical identity of the projects

- Insufficient monitoring of the financial identity of the projects
- Delays in the financing of the DPs and the full absorption of financial resources.

Also, the Projects Technical Forms and the indicators incorporated are causing a great amount of bureaucracy. The DPs representatives spend most of their time in supporting the demands for the Projects technical Forms. The problem posed by the indicators used is that they are inadequate for the monitoring of the projects and there is inability in the effective quantification of impact indicators.

PROGRAM'S COMPLEMENT REVISION

Based on the European Commission new directions, on the requirements derived from the revision of the European Employment Strategy, the new Guidelines for Employment and in view of the CIP 2nd Round, the revision of the Greek Program Complement was performed.

The main objective of this revision is the assimilation of the changes taken place a) in the Greek labour market, b) at the level of social and economic specific inequalities and c) in the framework of policies implementation, at national and European level, and of the need to integrate new methods for combating inequalities and discriminations in the labour market.

It has to be noted that the thematic approach of Round A also remains active in Round B, since the issues addressed by CIP EQUAL, still exist.

A general observation is that a) the revisions do not modify the special character of the CIP and the thematic fields remain the same, b) the key principles also do not change, c) it is confirmed that the initial design of the Programme is correct and actual, given the fact that the modifications dependent on dynamic elements, d) mainly, modifications focus on objective expansion and on thematic field financial distribution, supporting measures implying a greater degree of innovation and response from the Final Beneficiaries as well as social importance.

In the revision of the Greek Programme the basic changes are concerning mainly the following points:

- ⊕ Update of policy framework, according to the new guidelines for the implementation of the 2nd application stage of CIP EQUAL
- ⊕ Update of the basic data of the labour market, especially for existing or new socially vulnerable groups,
- ⊕ Integration of the basic conclusions from the implementation of the 1st implementation round
- ⊕ Addition of a text containing the main directions of the revision of the programme,
- ⊕ Reformulation of the text concerning the complementarity of the CIP EQUAL, in order to be incorporated in the current interventions and policies and in the reform of the sub-programmes at two levels: a) emergence of horizontal priorities (e.g trafficking, quality issues, mainstreaming of people with disability e.t.c.) and b) specification and expansion of actions in specific thematic fields or/and target groups (e.g support of the social economy, asylum seekers, ROMA e.t.c.).

The revision of the Programme resulted in relative changes in the Programme Complement. The Monitoring Committee at its 4th meeting approved these changes in 17 December 2004.

EVALUATION OF INITIATIVE'S 2ND ROUND

2nd Round Tenders

The 2nd Round of the CIP EQUAL (2004-2006), with a budget of 80.226.015 €, was widely announced through national press, 6 information days in different Greek cities, conferences, the relative web site, the production and distribution of printed material etc, offering all necessary information for issues relative to the Initiative and to proposal submission, ensuring open and large geographical dissemination of all necessary information and transparency.

In the framework of the 2nd Round, 232 proposals were submitted with the majority in thematic fields 1.A, 2.C and 3.F. The evaluation criteria were the same with those of the 1st application phase, relevant to the basic principles of implementation. The evaluation of the proposals in two stages, the training of the evaluators, the participation in the relative evaluation committees of independent experts, the right to submit exception against the rejection of a proposal in the 1st evaluation stage, etc. all contributed to the impartiality and transparency of the evaluation process.

Due to the delays in the evaluators' selection there was a consequent delay in the evaluation and approval of the proposals selected. Action I started late, in April 2005, with the urgency to be completed in 3 months (June 2005). This also caused the urgency, and danger, for the establishment of transnational cooperation agreements. It is to be noted that all DPs, supported by the MA, manage successfully to establish TCAs and to submit to the CIP EQUAL Managing Authority Action I budget and activities in time.

Evaluation and Project selection of the B cycle

The evaluation criteria belong to the following general categories, as they were defined by the article no. 15 of the 2860/2000 law:

- A. Selectivity concerning the nature and kind of the Action
- B. Action's advisability
- C. Action's completeness
- D. Action's maturity
- E. Action's compatibility with the national and community policies.

The evaluation system is coherent, adapted to the special character of the CIP, and efficient

- In this point it has to be mentioned that for the selected projects
- The fact that the budget for Measure 4.1. has increased, in order to enhance more DP project implementation, is effective
- In the selected project there are no DP unions enhancing performance and effectiveness
- The selected projects include smaller number of partners minimizing administrative problems and increasing implementation flexibility
- In the selected projects a linear decrease in their budget is present. Special attention should be place in order that there is no alteration in the main body of the DPs' projects is resulted

Simplification of the Managing System

The main changes in the Managing System concern the followings:

- Actions II and III are submitted in parallel and regulated simultaneously
- Action II becomes one subproject while in the past it was divided to so many subprojects as the actions' categories of the IIS, (11 action categories)
- The actions categories are simplified (e.g. training, studies, employment, human resources support structures etc.), including specific selected expenditures. The selected expenditures are identified according to the activity category in the CMD (Common Ministerial Decision),

It is estimated that the reform of the Managing system

- Simplifies administrative effort and cost
- Facilitates flexibility in the implementation
- Facilitates and enhances monitoring and control mechanisms
- Integrates the experience accumulated in the 1st implementation Round

EFFECTIVENESS EVALUATION OF THE INITIATIVE'S KEY PRINCIPLES

The Final Evaluation of CIP EQUAL is assessing the key principles of the initiative and evaluating the extent to which the principles of partnership, intergovernmental partnership, equality of opportunities, empowerment have contributed to the accomplishment of innovative approaches, with the potential of dissemination and mainstreaming in the national policies

Partnership

Initiative 1st Round

All DPs present the characteristic of polymorphism. Public Organisations, NGOs, Social Partners are engaged in all projects in satisfactory degree. Respectively, satisfactory and wide is rated the coverage of the problems and needs at geographical and regional levels.

The coordination and the cooperation of the partners were effective and efficient, while is remarkable the fact the some of the DPs introduced new project management and implementation institutions, auxiliary of the DPs, more flexible and effective, presenting in parallel all the characteristics of a partnership.

In general, it is rated that the DPs, in their totality, contributed in the implementation of the main objectives of the projects, in the transfer of know how, experiences and best practices, as well in the activation and empowerment of the target groups. Certainly, some problems were detected, such as: insufficient flexibility because of the inflexible institutional framework of some of the partners, problems in the collaboration because of bureaucratic procedures, insufficient coordination and functional problems due to the large number of partners in some DPs.

It is noted, however, that the institutionalization of the DPs (status, management, function, etc), through specific legal form was differentiated from DP establishment practices in other member states and was recognised as best practice from the European Working Group examining the Development Partnership as partnership model.

Initiative 2nd Round

Partnership in the Developmental Partnership schemes selected is being implemented in a way that there are no great differences compared to the A' cycle.

The only difference between the two implementation rounds, worth mentioning, is on the number of partners participating in the DP, being much smaller.

Transnationality

Initiative 1st Round

The DPs have incorporated, in a satisfactory way and degree, the principle of transnationality in their action plans, since the transnational cooperation attributes in high degree an added value in the their national projects.

The characteristics of the transnational cooperation model, developed and applied with success, mainly facilitating horizontal mainstreaming, are: continuous and systematic communication in every possible way, bilateral, transversal and scientific communication and regular meetings of the partners, technology exploitation, common tools development. However, there have been also, a few cases where transnational cooperation presented little added value, for the national action plan,

since there was limited relevance between the projects of the national and transnational DPs. Moreover, it was considerable the problem of the timing of action schedules between transnational partners.

In their total, it is considered that transnational partnerships contributed in the implementation of the main objectives and actions of the projects, in the successful transfer of know how, experiences and best practices as well as in the activation and empowerment of the target groups, underlying the importance of transnationality and predicting the future exploitation of the projects results.

Initiative 2nd Round

All D.P.s have satisfactorily integrated the principle of transnational partnership into their action plans, with added value, through the experience and know-how exchange, as well as the development of common tools and methodologies. One can foresee the empowerment of mainstreaming actions in national and transnational level through the exhibition of best practices by the transnational partners.

Equal Opportunities

Initiative 1st Round

All DPs are activated towards the combat of all kinds of discriminations (gender, nationality, religion, disability etc.). moreover, the DPs implement projects aiming to combat the inequalities and unemployment of populations in remote areas of the country, or facing particular difficulties of professional integration (difficulties in the language, insufficient knowledge, etc.)

Mainly, gender differences and the promotion of gender equality is incorporated in the totality of the DPs projects, both in the stage of design and of implementation. More in specific, many partners are organisations representing women rights, target groups of the projects include a high percentage of women under social exclusion (unemployed, residents of remote areas etc.) and the majority of the beneficiaries are women as well

It is important to note that the projects are relevant to the National Action Plan for Employment (NAPE) and Social Inclusion (NAPSI), regarding the target groups and particularly to the major problems delimited by the relative groups.

Initiative 2nd Round

Compared to the 1st round, in all D.Ps (apart from those of 5.1.), participate as partners, actors and organisations supporting and activated the gender mainstreaming. Related to equal opportunities representatives of the vulnerable target groups participate in the DPs projects. All DPs are activated into the, no matter their kind, 'discrimination' combat in the labour market.

Active Participation Empowerment

Initiative 1st Round

In general, the principle of empowerment of the target groups and their active participation in the DPs is considered as satisfactory.

The involvement of the partners and the target groups in the DPs was effective, in most of the projects, and the active participation of the target groups in the

conception, design and implementation of the projects is re-enforced by the participation in the DPs of representative organizations of the target groups

In parallel, the objectives of the projects implemented and their stated solutions were sufficiently directed to the target group real needs. The participation, of the beneficiaries in the design, as well as the implementation of the proposed actions, was determined in satisfactory degree. However, it was also identified, in minor cases, a reluctant cooperation on behalf of specific target groups, mainly due to their vulnerable position in the labour market (e.g. refugees).

Innovation

Initiative 1st Round

The principle of innovation is assessed in two levels: a) run through the application of the key principles of the CIP and b) per thematic field of the CIP.

At first level, the innovative elements, contributing in the four key principles, have mainly indirect effect and do not always have evident added value, covering, in some way, rather conventionally and formally the relative demands.

Regarding the key principle of partnership the dominant innovative element is the composition and the functioning of the Development Partnerships itself. However, the function and viability of the networks, in local agreements and supporting the dialogue between social partners, remains uncertain in time.

As far as transnational co-operations are concerned, the framework within which the transfer of know how and experiences is carried out and also the development of common tools and innovative products are considered the main innovative elements.

The participation of members of the target groups, as well as their representatives, in the design and implementation of the actions is considered the most innovative element for the empowerment principle.

At second level, the innovation per thematic field of the CIP EQUAL was investigated by assessing whether the projects were bringing out new approaches and concepts (Innovation by creation) or they try the transfer and adaptation in a thematic field or a target group of an innovative approach which is applied successfully in another thematic field or target group (Innovation by transfer). Thus, for each project, the degree of innovation was assessed about the content, the objectives, the procedures, the structures, the actions and the products.

EQUAL IMPACT ASSESSMENT

Results of the National Thematic Networks

THEMATIC NETWORK: Networking and Coordination of existing and new structures and their evolution in one-stop-shop

The Thematic Network «Networking and Coordination of existing and new structures and their evolution in one-stop-shop» aims at the viability and performance evolution of the structures, since it is common practice the fact that a large number of structures are created without the appropriate design of their operational formalization and their viability.

The work of this Thematic Network is carried out in the framework of the following three working groups

Working Group A: Regional Approaches – Local Networks

This Working Group is a small group that has as its basis innovative products of the DPs (e.g consulting / guidance tools, e-coaching, e-consulting, e-mentoring) and by aiming at the improvement of the qualitative aspect of services and the implementation/expansion of local networking, is expected to present a Guide containing the methodology which organisations can follow for the development of Local Action Plans for Employment.

Working Group B: Improvement of Employment Structures

This Working Group is the largest one in the Thematic Networks and has, also, as its basis innovative products on innovative practices of Action II. Through the Common Work Programme actions for the description of the professional profile of the Employment Consultant as well as for the determination of its specifications are implemented.

Working Group C: Improvement and development of new Entrepreneurship Structures and Services

In this working Group, and within the context of the Common Work Programme, each DP has taken on a separate action, aiming at the proposal of an innovative operation and viability model for structures supporting entrepreneurship.

THEMATIC NETWORK: Reconciliation of professional and family life

Products of the Network

Essential task of the Thematic Network « Reconciliation of professional and family life» was:

- The exploitation, in the best possible way, of the experience obtained by the DPs from the implementation of their projects in order to bring out the best practices contributing to the reconciliation of family and professional life and their diffusion in organisations and institutions beyond the Network (social partners, public organisations, decision making and policy making institutions, networks of enterprises etc.)
- The detection of policy gaps that must be covered and the study of related best practices, at European level, in order to submit proposals for the necessary institutional interventions for the harmonization of family and work life.

Thus, the members of the Network worked on the basis of the two thematic fields at which their projects belong: a) New forms of job organization (tele-working, job

sharing etc.) and b) Equal opportunities for men and women (Equality Plans, Counselling for women etc.)

In the context of the Thematic Network the main products were, a) A Guide of Best Practices for the Reconciliation of Family and Professional Life; b) A Study with the title «Limitations and problems in the application of the new forms of work – Case studies from the Greek reality», which is really a complement of the Guide, investigating all aspects (obvious and hidden) concerning the adoption and application of new forms of work by the Greek enterprises and c) A television spot, transmitted from both national and local TV stations aiming at the public opinion sensibilization as well as to actors and institutions treating the issue.

Best practices

Some of the best practices of the DPs participating in the Thematic Network could be described a) The role of Equality Consultant / Diversity Manager, b) The Equality Plans, c) Tele-work and Tele-commerce.

It should be noted, however, that the network DP's didn't actually implement projects in the related thematic field.

THEMATIC NETWORK: Certification of professional qualifications and dexterities

Beyond the two main objectives of the Common Work Programme of the network for horizontal and vertical mainstreaming, more specific objectives are:

- The evaluation of the methodologies effectiveness for the criteria determination and the certification specifications
- The formulation of a general framework and synthesis of the basic directions for the certification of the professional qualifications and dexterities
- The detection of innovative elements in methodologies, tools, practices and products for the identification, evaluation and certification of qualifications and dexterities
- The investigation of the process that has to be followed in order the results of the network have wide application

Policy briefs

The policy proposal of the thematic network is focused on the necessity for an Integrated System of Certification of Professional Qualifications (ISCPQ), not acquired through the educational system.

The proposed ISCPQ consists of the following modules: a) Codification and description of professional specialities, b) Professional proficiency, c) Professional counselling and d) Certification of professional qualifications.

For the integrated character of the ISCPQ it should be considered:

- The assignment of the organizations that will undertake the certification of professional qualifications, as well as the conditions that must be followed for their accreditation
- The assignment of the body evaluating the certification organisations and attributing accreditation rights.
- The appointment and institutionalisation of the norms and bodies for the certification per profession.

Best practices

As best practices from the work of the Thematic Network can be distinguished: a) Tools of professional consulting concerning qualification evaluation and the personal action plan creation, b) professional consulting tools for immigrants and refugees, the

value of which is found in the specialization of the needs and the profile of immigrants and refugees and in the fact that the tools are used for the improvement of the policies applied for the target groups, c) An education card that contains information about the knowledge level a person possess as well as the proposed subjects for further education and its duration, d) A management manual for HR department staff and e) Evaluation tools of technical capabilities and background, for specific groups of persons with low qualifications.

THEMATIC NETWORK: Social Economy

The Common Work Programme of the National Thematic Network moves in the following four modules: Policy briefs, Establishment and operation of Social Enterprises, Supporting Structures and Publicity

Policy briefs

The sector in Greece is underdeveloped and without a legal framework. Thus, the priority is the formulation of proposals to political and institutional organisations related to the formation of and institutional and legal framework. The relative policy briefs are summarised, in the following:

For the sector of Social Economy

Determination of social economy field; Legislative framework for the structures of social economy, social enterprises and micro-credits; Dissemination and transfer of best practices; Institutionalisation of the mechanisms for the certification of social economy activities; Social added value from social economy activities.

For Social Enterprises

In the context of a Guide edition for the establishment and operation of Social Enterprises it is suggested that the following issues must be investigated:

Model for Social Enterprises development of; Legal form of Social Enterprises; Organisation and management of Social Enterprises; Financing tools and sources of financing; Quality assurance systems.

For the structures of Social Economy

Determination of the special characteristics of structures supporting social entrepreneurship; entrepreneurship structures financing with their integration in Operational Programmes; Legislative/Institutional framework for the operation and certification of the structures; dissemination and roll-out of successful models of Social Economy structures from other European countries; Creation of a Network of mentors; Creation of Centres and Offices Supporting Social Entrepreneurship

Alternative credits and financing tools

Legal/institutional framework dealing with issues related to alternative credit, at national level; Development of two financing tools; Multiple / diverse financing tools.

Improvement of projects products, in combination with investment programmes support, in order to make the new financing products more attractive, is necessary; not just provision of products but systematic support and consulting is required; The creation of the appropriate institutional framework for the promotion of alternative credit is also required.

The benefits from the NTN implementation result from:

- ✿ By the wider dissemination of NTN actions, forums and products, for mentality alteration.
- ✿ The follow-up of the dynamism created and developed for the vulnerable target groups, through social dialogue and influence on decision makers and NGOs
- ✿ The broad use of accumulated know-how by actors and structures specialized in the related thematic domains

- The potential adoption of tools and practices of common by national- wide actors as well as local government authorities, in a more general frame.
- The investigation and possible integration of proposals developed through social dialogue, under urgent social and economic needs and gaps.

The NTN policy briefs are suggested to become wider known and distributed to selected actors and policy makers, beside the participants of the NTNs, however accompanied by benefit cost analysis and application studies, and with the cooperation of the Managing Authority for the Coordination of ESF Actions.

Exploitation of the Complimentarity and synergy of EQUAL projects

From the participation and the fulfillment of the D.P. projects in Action II and Action II there is observed a satisfactory degree of their complimentarity and synergy, mainly in relation to the best practices exploitation and convergence into main intervention directions.

EQUAL products Dissemination

The Initiative, operating as a trial ground for experimentation relating to the implementation of new innovative approaches for the discriminations combat in the labor market, has produced, through the D.P. projects' implementation during Action II, a large number of tools and products, as a support platform of best practices.

Those tools and products should be disseminated and exploited at national level, unfolding the know-how transfer and a wider implementation.

It is therefore suggested:

- The outputs summary description in a printed and electronic guide.
- The possibility to access the guide, though the EQUAL webpage
- The use of the guide by the 2nd Round DPs for minimizing implementation repetitions and enhancing performance.
- The distribution of the guide to central actors and organizations (public sector, NGO, social partners, representatives etc) for their project's facilitation as far as to what they can search or use in a wider implementation or in a specialized solution.
- Information dissemination individually for the usage ability of the guide, through mailing list, into selected members of the Coordination and Monitorship Committees of Corporate Programs ESF, public sector services, social partners etc., whose activities are involved in issues of inequalities and discriminations combat or design of programs and interventions.
- The cooperation with the Managing Authority for the Coordination of ESF Actions for defining the further steps of Guide utilization.

Mid-Term Impact Assessment

The assessment of the Mid-Term CIP EQUAL impacts, is a very important evaluation element, but also an essential index mark and tool for the efficient implementation of the 2nd Round Implementation

Taking into consideration the great activation of the actors' majority and the networking framework, the evaluation put emphasis on the NTN products and proposals, in parallel with the critical review of the DPs separately, under the scope of the four pylons of the European strategy for the Employment.

Mid-term impacts assessment, for the total of the initiative, revealed most organizational effects, than mainstreamed institutional and political interventions due to:

- ✚ Limited active commitment of the political authorities to specific and applied actions and measures.
- ✚ The already existing complete, in some cases, institutional framework
- ✚ The need for addressing specific application plans.
- ✚ The lack of the related environment maturity to adopt specific actions
- ✚ The existing large number of new structures and networks with a dispersion of activities and a need of increased coordination and support.

Impact and mainstreaming assessment on the total of the Initiative is as follows:

- The Initiative has influenced the design of the newly proposed Operational Program "EMPLOYMENT & VOCATIONAL TRAINING" in the field of employment measures for vulnerable target groups and in activities adoption for Social Economy, in the 4th programmatic period.
- The announcement of law 3369 "Institutionalization of Long Life Training", in which there was prescribed an integrated system of professional skills certification, integrating major axis of the N.T.N. "Professional Skills Certification" Policy Briefs.
- The Institutionalization for the establishment and operation of the Developmental Partnership (law 2956/2001 article 42), promoting an organizational model for the cooperation economic and social partners in a specific framework of actions and interventions.
- The local and regional approach for combating discrimination and inequalities in the labor market, is addressed as an important aspect needing, however, central political commitment.
- The mechanisms of targeted and individual intervention for the target groups, related to consulting, training, support and professional experience acquisition reveal themselves as quite effective.

PYLON I : EMPLOYMENT IMPROVEMENT

<p>Impact on Policies</p>	<p>The integration of employment actions in the proposed Operational Program “Employment and Vocational Training”.</p> <p>The formation and implementation of active politics for the unemployment prevention and combat, focusing on the local and regional approach.</p> <p>The need for the asylum seekers policy specialization at least in a level of adopting implementation practices by involved actors.</p> <p>The need for the immigration policy specialization.</p>
<p>Institutional Impacts</p>	<p>Issuing of a Common Ministerial Decision of the cooperation of public, private organizations and NGOs based on the operational model of the Developmental Partnership (law 2956/2001 article 42).</p> <p>Issuing of the Circular B114612-14.06.2004 by the Greek Manpower Employment Organization (OAED) for the integration of the asylum seekers as beneficiaries to employment promotion programs.</p> <p>Establishment and operation of local and regional networks for the elaboration and implementation of local action plans for employment.</p> <p>Participation of NGOs and authorities from the Ministry of Health and Social Community in the network ESTIA</p>
<p>Organizational Impacts</p>	<p>ESTIA network expansion for the electronic networking of actors activated in the field of asylum seekers.</p> <p>Networking of specialized existing structures as contact points and “one-stop-shops”</p> <p>Utilization of the tool GIVE A CHANCE, presenting complementarity with the Greek Manpower Employment Organization initiatives and interventions, supporting and facilitating the active integration of the unemployed.</p> <p>Establishment of the training card, with an objective of covering the specific training needs of each individual being unemployed.</p> <p>Establishment of a physical informal network of individuals, acting in parallel with the electronic and structure networks.</p>

PYLON II: ENTREPRENEURIAL SPIRIT DEVELOPMENT

Impact on policies	Establishment of a working group in the General Secretary of Common Welfare (Ministry of Health and Common Welfare) for the development of an action plan for the third sector development The integration of the Social Economy Axis and Priority in the future Operational Program "Employment and Vocational Training" for the 4 th programmatic period.
Institutional Impacts	Implementation of training programs for the social economy activities, launched by the General Secretary for Adult Training.
Organizational Impacts	High sustainability of entrepreneurship support structures and services for which there is no cost estimation, which, however, entails long-term dangers.

PYLON III: COMPANIES' AND EMPLOYEES' ADAPTABILITY ENCOURAGEMENT

Institutional Impacts	The announcement of law 3369 "Institutionalization of Long Life Training prescribing an integrated system of professional skills certification
Organizational Impacts	Distance System for professional skills certification in medium-sized companies. Familiarisation of companies and employees with information and communication technologies as well as in alternative training models (e.g. tele-training, tele-education, job rotation)

PYLON IV: REINFORCEMENT OF EQUAL OPPORTUNITIES FOR WOMEN AND MEN POLICIES

Institutional Impact	In the satisfactorily complete legal and institutional framework, addressing gender mainstreaming and equality issues, as well as reconciliation issues of family and professional life, there is a need for influencing the traditional sex roles, through open consultation processes.
Organizational Impact	Development of equality plans in enterprises. Equality Consultants for working polymorphism .

SOCIAL ADDED VALUE OF CIP EQUAL

Benefits for the target groups (status improvement, empowerment, active participation)

Due to the pilot character of EQUAL, and to the fact that the Initiative functions as ground for experimentation and testing of best practices, the benefits can not be assessed individually at the member of the target group, as it happens in the mainstreamed Operational Programmes, but in the framework of the production of practices that can, through their integration in mainstreamed Programmes, support the group.

For the target groups, three categories of benefits come up, due to their involvement in the CIP EQUAL:

- The first category results from the active participation and empowerment of the target group, in the implementation of the Initiative's projects, as well as from the social dialogue supported in multiple levels in all Initiative Actions.
- The second results from the development of specific products, systems and methodologies that can be used in organisations supporting the target groups.
- Finally, the third category results from the eventual integration of policies, either in new Operation Programmes or in actions of enhancement of human resources.

Benefits for organisations, partners and Development Partnerships

Considerable benefits can also result for organisations and partners participating in the implementation of the Initiative or can make use of its products. The main benefits are the following:

Benefits from partner's networking

- Establishment of informal networks, with common or complementary objectives, after the end of the project
- Establishment of informal networks of persons and organisation staff, after the end of the project, supporting the functioning of the network
- Exploitation of activity complementarities to achieve organisational or common objectives
- Expansion of the cooperation to other sectors of strategic choice of the partners
- Use of common methodological tools

Benefits from effective know how and expertise transfer

- Increase of know how and experience
- Global treatment of target groups needs
- Solution to the problems in a common platform and proposal of viable solutions commonly accepted

- Vigorous observation for the target groups causes of discrimination and the progress process towards their solution
- Expansion of the fields of activation

Benefits from the development of tools and products

- Use of new specific tools and systems, methodologies and products (improvement of processes, potential access to information etc)
- Cost decrease

Benefit at national level

The benefits at national level result from:

- The wide information and dissemination of the results of products, events and work of National Thematic Networks as well as of the actions of DP partners to change attitudes and help the formation of a common mentality
- The support of the actions developed within the framework of the Initiative, for the socially vulnerable target groups, through social dialogue and active involvement in it of decision and policy makers
- The exploitation of accumulated expertise from organizations and actors operating in the framework of the issues developed
- The possibility to adopt tools and practices, commonly accepted, from national organizations as well as from local organizations, in a more general framework
- The examination and eventual integration of policy briefs, developed through the social dialogue, to the degree that social and economic circumstances favour.

Contribution of CIP EQUAL to National Action Plan (NAP) for Employment

The projects implemented within the framework of the CIP EQUAL deal with the question of vulnerable target groups labour discrimination. In this way, the possibility was given that policies, applied at pilot level through EQUAL, are integrated in the national policy for employment, as expressed in the National Action Plans for Employment 2003 and 2004 (NAPE 2003, 2004).

The CIP EQUAL can contribute to National Action Plans for Employment objective and thematic field specification, in local, regional or sectoral level, in a roll-out implementation phase.

In the National Action Plan for Employment, national policies are expressed with relative guidelines. In consideration, the projects of EQUAL correspond to most of the guidelines of national policies of NAPE.

However, the analysis of NAPE 2004 reveals that, a small number of EQUAL interventions are integrated, despite the proposals of the Managing authority

Contribution of CIP EQUAL to National Action Plan (NAP) for Social Inclusion

The general strategic approach of the NAPI follows three axes:

a) General Policies, with major influence to social figures and the social relations, b) Specific Policies, which are having more specific objectives and concrete practices and actions/ tools and c) Administrative interventions, to support the roll-out of best practices.

The implementation of these policies, in the above-mentioned framework, aims at

- The successful integration in the labour market of vulnerable target groups, as well as the income improvement
- The access, in equal terms, to social goods such as health, education, housing, information, through specific sectoral policies
- The poverty and social exclusion limitation, in long-term

CIP EQUAL aims at the development and roll-out of new policies, methods and practices to combat all forms of discrimination and inequalities, experiencing those seeking access to the labour market. An important element of EQUAL projects is their objective to change attitudes, practices and mentalities, constituting essential factor for discrimination, inequality and, by extension, social exclusion. Population vulnerable groups, experiencing employment problems, are mainly affected by social exclusion, as well.

Thus, EQUAL projects constitute an important supporting tool for the realisation of the objectives of the National Action Plan for Social Integration. Due to the pilot character of the projects, it is possible that individual impacts are not visible in short term. However, the adoption and integration of best practices in national policies will present, in long-term, important results.

In NAPI 2003-2005, a vast number of EQUAL interventions are integrated, following the proposal of the Managing Authority, revealing its important contribution for the social inclusion of vulnerable target groups.

Initiative's Contribution to Policies and Programs of the 3rd C.S.F.

CIP Equal does not seem to have an impact on Policies and Operational Programs of the 3rd CSF.

The OPs (Thematic or Regional) had been elaborated soon enough and their Mid Term Review was not affected by CIP EQUAL.

There should be mentioned the synergy of action in some regional EQUAL projects with actions of LEADER+ Initiative, where there was a common intervention field.

Initiative's Contribution to Policies and Programs of the 4th Programmatic Period

The fact that despite the particularities of each EQUAL project, in the stage of their accomplishment, the projects show convergence into central action directions, confirms the need of the intervention/ interventions.

The added value of the Initiative, in specific priority interventions, is also obvious, and the complementarity of EQUAL projects enhances the support of any political solution or decision.

It should be mentioned the integration of employment and social economy actions in the proposed Operational Program "Employment and Vocational Training", for the 4th Programmatic Period.

Many interventions could also be integrated into:

- The OP of the Ministry of Employment (vocational training, vocational skills certification, reconciliation of professional and family life innovative interventions)
- The OP of the Ministry of Health & Common Welfare (social entrepreneurship and economy actions)
- the OP of the Ministry of Development for the promotion of entrepreneurship (social entrepreneurship actions)
- the OP of the Ministry of agriculture (economy actions)

GENERAL CONCLUSIONS OF THE FINAL EVALUATION

- ➡ EQUAL target groups are people of socially vulnerable groups that confront discriminations in the labor market or difficulties in accessing it. The benefit for these groups in the initiative's implementation frame should be seen in total and combined with quality, sustainability and operation ability of products that were produced by its actions.
- ➡ The formation and operation of Developmental Partnerships is an innovation by itself due to the fact that this is the first time in Greece that is defined by law a) the way of establishment and operation of the D.Ps and b) that the projects implementation in the frames of EQUAL is achieved exclusively by the D.Ps (public, private sector and NGOs organizations partnership).
- ➡ The D.P.s projects were activated and performed in a holistic framework for the combat of the discrimination reasons in the labor market, based on a new interventional model.
- ➡ The networks (formal and informal) were successfully established, experimenting with new ways of partnership, know-how transfer, common products and proposal development, horizontal and vertical mainstreaming and political pressure enhancement
- ➡ Initiative Key Principles, represent an innovative, in the Greek reality, application mechanism of added value for the implementation of holistic employment and social inclusion interventions.
- ➡ In relation to best practices impacts, they can easily adopted in relation to specific target groups.
- ➡ The Initiative succeeded in integrating large number of interventions to the NAPI 2003-2005
- ➡ The Initiative succeeded in providing to policy makers policy briefs, which in some cases were formulated to laws, Common Ministerial Decision, Circulars or examined by 4rth Programmatic Period Operational Programs
- ➡ In conclusion, the Initiative took advantage of the whole resources available, succeeding in many cases in overcoming the objectives set in the beginning of the whole process.