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COMMISSIONED BY
EUROPEAN COMMISSION
DG EMPLOYMENT AND SOCIAL AFFAIRS

*EU-WIDE EVALUATION OF THE
COMMUNITY INITIATIVE EQUAL 2000–2006*

FINAL REPORT

VOLUME 4
ANNEXES

29. July 2006

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In co-operation with ICAS Institute and Economix Research & Consulting

The views expressed in this report do not necessarily reflect those of the European Commission.

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ANNEXES TO CHAPTER 1

Annex 1.1 – Documents produced by the EU-wide evaluation

Type of document	Date	Title	Dissemination
Methodological document	15/11/2002	EU-wide evaluation of the Community initiative EQUAL 2000–2006. Methodological note.	Restricted
Evaluation report	26/9/2003	EU-wide evaluation of the Community initiative EQUAL 2000–2006. 1 st Interim Report.	Restricted
Evaluation report	2/3/2004	EU-wide evaluation of the Community initiative EQUAL 2000–2006. Mid-term Report.	Published on the website of DG Employment, Social Affairs and Equal Opportunities
Methodological document	18/05/2004	Towards the evaluation of impacts and added value in EQUAL: A contribution by the co-ordination team of the EU-wide evaluation of EQUAL	Restricted
Evaluation report	29/03/2005	EU-wide evaluation of the Community initiative EQUAL 2000–2006. 2 nd Interim Report.	Restricted
Evaluation report	19/07/2006	EU-wide evaluation of the Community initiative EQUAL 2000–2006. Final Report.	To be published on the website of DG Employment, Social Affairs and Equal Opportunities

Annex 1.2 – Overview of methodological instruments used by national evaluators in 2005 (OMS)

	Desk research (use of national monitoring data, DP reports etc.)	Interviews with programme stakeholders (other than DPs) and/or external actors	Participation in & organisation of seminars and meetings	Case studies, visits and interviews at DP level	Surveys
AT	Yes, including analysis of monitoring data and DP reports	8 interviews with experts of diverse backgrounds (2 waves) and 7 interviews with representatives of the target groups (one per theme)	Participation in conferences and workshops at DP and thematic network level, Workshop with DP evaluators.	11 (2003-2004) Case studies with participant enterprises	- Online survey of all DP partners (1/3 response rate) - Participant survey (2 nd wave: a total of 875 responses, with 194 responses out of 526 in 1 st wave)
BE _{FRG}	Yes, including DP reports	5 with ESF agency, 12 with other public authorities	participation in 2 meetings gathering all DPs	Visits done in mid term evaluations (15 DPs in 2003; 10 in 2004)	On-line survey of all DP partners (103 responses, i.e. 43% response rate)
DK	Yes, including DP reports and analysis of social security database (employment trajectories)	Interviews with programme actors including MA, NSS, MC ¹ and selection committee	Organisation of an innovation seminar with programme actors (MA, MC, selection committee)	4 (focused on ‘good projects’)	Survey of R1 DPs, R2 DPs, and mainstreaming projects (32 responses, 82% response rate)
DE	Yes, including analysis of monitoring data, DP reports, DP evaluation reports	“Interviews with different actors and stakeholders”	Participation in meetings and workshops at programme and DP level Organisation of workshops for the DP-Evaluators	10 (focused on innovative approaches)	- <i>DP survey</i> (‘common minimum’ survey with DP evaluators) (respondents 84 Response rate 77 %) - <i>DP-coordinator survey</i> (91 Responses rate 86 %)
ES	Yes, including analysis of monitoring data and statistics on target groups	28 interviews with programme actors (MA, NSS, MC, NTN _s) + 4 with external actors	Participation in Monitoring Committees	40 R1 DPs (25%, representative sample) + interviews with DPs with Action 3 projects 30 R2 DPs (16%, representative sample)	- <i>e-mail survey of R1 DP co-ordinators</i> (response rate “> to 50%”) - <i>e-mail survey of R2 DP co-ordinators</i> (response rate “> to 50%”) - <i>survey of 2,000 beneficiaries of R1 DPs</i>

¹ Monitoring Committee members.

FI	Yes, including review of DP reports, analysis of monitoring data and data on participants	Interviews with NSS, ministries and 'experts of the administration'	Participation in DP meetings & seminars (supervision, transnationality, final). Evaluation feed-back seminars with DPs. Participation in MC and NTN meetings.	Interviews and regular communication with 37 DP coordinators, project co-ordinators, other partners	<ul style="list-style-type: none"> - Survey of DP project directors and sub-project managers (72 % response rate) - Survey of DP partners and members of steering group (30 % response rate) - Survey of NTN steering groups (36% response rate) - Survey of individual and enterprise participants in the Adaptability priority (51% response rate)
FR	Analysis of monitoring data	<p>62 face to face interviews in 12 regions (MA, RSS, selection committees)</p> <p>Telephone interviews with all RSS</p> <p>Telephone interviews with 30 members of public employment service, not involved in EQUAL</p> <p>16 interviews with NTN moderators and experts</p>	<p>Organisation of expert committee on innovation, composed of other evaluators of EU programmes, experts of Ministry of labour and associated organisations (9 persons) + participation in various programme meetings and seminars</p>	<ul style="list-style-type: none"> - 12 case studies of round 1 DPs on transnationality - 9 case studies of R1 DPs on best practice of capitalisation - 11 case studies of R1 DPs on self assessment. 	<ul style="list-style-type: none"> - <i>e-mail survey of R1 DPs</i> on implementation, results, capitalisation, impacts (response rate 36%) - <i>e-mail survey of R2 DPs (sample of 100)</i> on implementation (response rate 64%)
GR	Yes, including DP evaluators' reports, analysis of monitoring data	30 individual interviews with programme actors (MA, NSS, 8 NTNs), target group representatives	focus groups with participants + participation in NTN and DP meetings	Interviews with all 40 DP coordinators 7 case studies of DPs (key principles) + case studies on best practices Action 2 (R1)	Survey for DP co-ordinators and partners (response rate 61%)
IE	Yes including DP reports, ECDB	18 interviews with programme actors (MA, NSS, MC, the Mainstreaming Policy group), actors at EU level, 2-3 external consultants with experience of EQUAL	Discussion group with 1 st round DPs (lead partners): 6/21 attended.	3 case studies of DPs	No

IT	Yes including monitoring reports, 77 final reports, financial data of DPs	Yes, in the case studies in order to verify territorial impact	6 local area evaluation workshops (5 Provinces, 1 for a region) involving approx. 30 DPs Evaluation group with the officials of the Ministry and the Regions (included discussion of mainstreaming strategies)	6 case studies, 65 interviews of DP actors and external partners	No
LU	Yes	Several interviews with MA	2 group meetings with trainers of 1 DP	1 case study (1 DP), 14 beneficiary interviews (1 DP)	No
NL	DP applications and reports. Analysis of monitoring data	Interviews with programme actors (MA, NSS, MC, NTN)	No	Interviews with DP co-ordinators and 'some' transnational partners	<ul style="list-style-type: none"> - Survey of R1 DPs (co-ordinators) (81% response rate) - Survey of R1 DPs (partners) (35% response rate) - Survey of R2 DPs (co-ordinators) (59% response rate) - Survey of participants (1148 responses, 2.8% response rate)
PT	Yes, including extensive analysis of DP documents (e.g. applications, self-assessment reports) + analysis of monitoring data	34 interviews with programme actors	5 regional workshops with DP co-ordinators and evaluators (43 DPs represented)	Cluster analysis of DPs (5 clusters found) 24 case studies (interviews with DP coordinators, partners, external partners, focus groups with participants, review of validation reports)	<i>mail survey to R1 DPs, on Action 2</i> (77.5% response rate) <i>mail survey to R1 DPs, on Action 3</i> (66.7% response rate) <i>mail survey to R2 DPs, on Action 1</i> (74.2% response rate) <i>email survey to trainees</i> having completed courses organised by R1 DPs (44.4% response rate).
SE	Yes, including DP reports	Interviews with programme actors (MA, MC, NTN)	Attendance at MC meetings. Organisation of Mainstreaming Seminar (discussion of the evaluators' study of actual and potential users of EQUAL results)	Interviews with 20-25 key users, involved in DP mainstreaming Interviews with 10 potential users of DP results	Telephone survey with 35 R1 DPs

UK _{GB}	Yes, in particular analysis of programme monitoring data + review of a sample of 20 Round 2 successful bids.	Interviews with programme actors		Interviews with 20 policy makers identified by DPs as recipients of DP lessons 27 case studies of R1 DPs (project managers, key staff, partners, steering group members and transnational partners, beneficiaries)	<i>Telephone survey of all R1 DPs not interviewed in the case studies</i> <i>Telephone survey of R2 DPs (99/100)</i> <i>Telephone interviews with 10 unsuccessful R2 bidders</i>
UK _{NI}	Yes, including DP reports, minutes of selection meetings, analysis of financial data	Interviews with programme actors (MA, NSS, MC, NTN – which includes stakeholders from the public and private sector), members of policy community & representatives of the Special EU Programmes Body (SEUPB)	Attendance at dissemination events held by the case study DPs in Rd 1	Case studies of 6 R1 DPs and 6 R2 DPs (lead partner + up to 3 other partners)	Survey of all R1 DPs Survey of beneficiaries of R1 DPs (Sample = 100)

Annex 1.3 – Overview of methodological instruments used by national evaluators in 2005 (NMS)

	Documentary analysis	Interviews with programme level actors: how many and which actors have been interviewed ?	Workshops/seminars	Case studies	Surveys
CZ	ECDB Analysis of the national CIPs	Members of MC	NO	20 cases studies criteria : Theme, location of the seat of the leading partner, regional coverage, type of leading partner, budget, possibility to continue in Implementation phase. Staff of the MA was involved in the selection of the case studies. Case studies represent 1/3 of all DPs. No beneficiaries interviewed	Telephone interviews among 39 DPs (out of 59)
EE	National policy documents Application documents of the projects, Monitoring reports of the projects Procedure for Application for Funds from EQUAL	Managing Authorities, NSS	NO	NO	2 group interviews with DP representatives of respectively Theme A and Theme G, + one interview with the AS DP

HU	JAP, NAP, JIM, NAP for Social inclusion. CIPs and complement EQUAL Website documentation Schedules of work compiled by DPs	Interviews with representatives of CIP actors : the programme management (MC, MA, NSS) and 3 EQUAL Pilot project representatives	An evaluation seminar to finalise the conclusions and recommendations with the participation of the Key actors of EQUAL programme : a lot of participation of DPs (22) but a quite light participation of the NSS and the MA	NO	Only selected applicants : face to face interviews with 11 DPs and telephone interviews with some representatives of 35 out of 39 DPs selected
LV	Labour market statistics DP Applications, DP monitoring reports	9 interviews with the Ministry of Welfare, including with NSS's members, MA's members, and policy makers (employment and social inclusion policies) 2 interviews with ex ante evaluators (one of the evaluators had been included in the ex ante team)	NO	NO	11 interviews with DP representatives 3 interviews with project evaluation experts
LT	DP applications and work programmes	Interview with the representative of the Ministry of Social Security and labour (MoSSL) and meeting with EQUAL administration's staff at the ESF Agency (ESFA) Meeting-discussion with leading experts in the sphere of employment policies (list of 5 experts provided, one of them is a main representative of the Managing Authority)	Presentation of the preliminary findings of the evaluation to the DPs during the EQUAL conference on 21/9/2005 + informal debriefing of results "arranged by the evaluator" with the Director and leading staff of ESFA (Source = report) 5 workshops with representatives of all (28) DPs	NO	Survey of DPs on their use of Project Cycle Management tools in Preparation phase (25% return, i.e. 7 DPs).

MT	CIPs and complement, annual implementation report DPs applications NAP and NAP for social inclusion Labour market statistics	Managing Authority (PPCD) National Support Structure (ESF Unit at Ministry of family and social solidarity)	NO	NO	Mix : all the 5 projects selected and one non-selected applicants
PL	Documentation generated during the call for proposals, owned by the MA and the NSS and put on the websites of the MA and the NSS	For the interim report, 22 interviews conducted (MA, EC representatives, NSS, representatives of subcommittee for project assessment and of monitoring committee For the final report : 17 interviews were conducted : 9 at introductory phase and 8 at the final stage (Representatives of the MA, the NSS, the MC and of the subcommittee for project assessment)	NO	8 case studies DP surveyed (leader + 1, 2 or 3 partners). Individual and collective interviews. Selection criteria : Thematic field, Type of institution managing the DP, Partnership location, size of Partnership, Efficiency of performing tasks in Preparation phase No beneficiaries interviewed	Mix (selected and not selected applicants) for the first report <i>The survey was carried out via e-mail. Within the time allocated for carrying out the survey, 64 completed surveys were submitted. The proportion between accepted and rejected applicants was almost equal.</i>
SI	(1) Applications and first monitoring reports of selected DPs as main documents for analysis (2) National policy documents	Interview with the MA	No	No	No
SK	JAP, NAP, JIM NAP for Social inclusion. ECDB Analysis of the national CIPs Analysis of the 100 DPAs	The evaluator was not supposed to interview anybody else than representatives of the Ministry	YES Feedback to the MA/NSS and other Ministries	NO	NO

ANNEX TO CHAPTER 8

Annex 8.1 – Overview of mechanisms to identify and validate good practice in the Member States

The table below provides an overview of the mechanisms set up to identify and validate good practices in the MS, except in BE_{NL} for which we do not have an evaluation report and in SE for which we have no clear information.

AT	DPs self evaluation, Visits to DPs, reports - Process under the responsibility of MA and NSS
BE _{FRG}	NSS gives guidance to DPs to evaluate their work, and also produced a guide on how to evaluate their project A product repertory has been initiated by the ESF Agency and filled in by the DPs (the quality varies, according to the evaluator). According to the MA, the catalogue of products has been (or will be) validated by an external consultant using the criteria suggested by the Commission.
DE	Under the responsibility of NTN which developed their own mechanisms and criteria to identify good practice There are no homogenous procedures between NTN Publication of results in the EQUAL newsletter
DK	No methodology identified: the late start of the networking has not yet allowed for an active role of NTN
ES	Gathering information through specific questionnaire on DPs innovative practices and results. DPs have to explain their innovative practices and the results within their context of action. NTNs and NTN experts then benchmark the practice gathered. Criteria for good practice are made explicit : "GP" seems to be understood above all as an innovation susceptible of being transferred to diverse contexts, particularly to the policy field at the local, regional, national and European levels.
FI	The late start of NTNs does not allow an active role of NTNs. DPs themselves have the main responsibilities for testing the feasibility of developed good methods and practices: various methods are used for that (peer review, self evaluation, internal or external evaluation). Discussion fora, NTNs etc. are opportunities for DPs to exchange on this subject Production of a guide book on good practices (how to define GP, How to identify, model and disseminate them).
FR	Process under the responsibility of NTNs and NSS - Elaboration of living documents by NTNs - Peer review in NTNs - Review with external stakeholders.
GR	Process under the responsibility of the NTNs and experts who developed criteria for identifying GP Criteria for selection of GP used : social added value, easiness of diffusion and mainstreaming, dynamics of competitive advantage, functionality and flexibility of actions, viability over time, competitiveness of interventions in relation to existing traditional views, responsiveness to target groups and acceptance for them, easiness of adjustment to similar thematic issues, complementarity with others actions. NTNs adopt and implement these criteria in order to identify GP with assistance of experts. Visits can be conducted by experts and/or MA. Number of GP by theme is given in the final evaluation report : 10 (theme 1A), 3 (theme 1B), 6 (theme 2C), 5 (theme 2D), 5 (theme 3E), 5 (theme 3F), 5 (theme 4H), 2 (theme I) = 41 GP
IE	Process under the responsibility of the Mainstreaming Policy Group and the MA. Methodologies used for identifying and demonstrating GP are not very formalised but mainly based on the fact that they believe that significant mainstreaming potential can emerge from activities
IT	Process under the responsibility of the technical working group on good practice. On-line monitoring questionnaire completed by DPs, visits to projects by NSS. The role of the technical working group on good practice is to define a common methodology for the identification and validation of DP innovations. Results emerging from DPs are collected by the NSS in a living document.
LU	Self evaluation of DPs activities and results are communicated on a regular basis to MA and the programme evaluator follows the work done.
NL	Process under the responsibility of NTN and based on : elaboration of a screening fiche (similar to the EC model) which DPs fill in on-line and discuss on monitoring visits from the NSS, relevant information from monitoring reports of the NSS, DP visits by NTN members, DP websites, brochures, presentations during NTN meetings.
PT	Identification and validation under the responsibility of NTNs and NSS. For that, NTNs with NSS produced a detailed product validation methodology (quality grid) - To apply to Action 3, it is compulsory to have at least an independent expert validation and to fulfil 6 quality criteria (innovation, empowerment, suitability, usefulness, accessibility, and transferability).
UK _{GB}	Process under the responsibility of NTNs and NSSs - As good practice identification is part of the monitoring process, it is therefore mainly a task for the 3 support structures : they visit each DP each year and collect information about GP (they use the EC fiches) NTNs provide also guidance to DPs - Peer reviews of what works well have been encouraged through NTNs - Production of a good practice guide on evaluation.
UK _{NI}	Process under the responsibility of NSS and NTN : DPs report to NSS and NTN what they consider to be examples of GP. GP is confirmed by NSS during DP visits, and by DPs demonstration in NTN, during meetings, events and in participating to the monitoring committee. There is no standard method or format for the writing up examples of GP.

Source: elaboration on the basis of "EQUAL in the EU: mainstreaming activities by Member State" – June 2004 ; and national second interim evaluation reports (end 2004). – updated with 2005 national evaluation reports.

ANNEXES TO CHAPTER 9

Annex 9.1 – Analysis of the implementation and results of the Madrid Policy Forum: ‘Gender Equality: a key to change’, 9-10 June 2005

The main **objectives** of the event were, as was made very clear in the documents sent to participants in advance, to:

- Favour the debate and mutual understanding between policy makers and practitioners in the field,
- Publicise the EQUAL results and
- Explore the conditions for ‘vertical’ mainstreaming.

In terms of **organisation**, it has to be stressed that policy fora are very time consuming events, both for the Commission and for the host Member State. The joint mobilisation of the Commission (ETG co-ordinators), of the experts, and of the ETG lead Member States was required. In addition, each Managing Authority has to provide a minimum effort for targeting the appropriate participants.

For the policy forum in Madrid:

- 2 EQUAL unit members were mobilised respectively 3 months part-time and 3 months full-time. Other staff were also mobilised (e.g. financial and administrative). In addition to the general co-ordination of the preparation, a very time consuming task was the preparation of the tenders and contracts for each provider, and the follow-up of these contracts (even the facilitator for the talk show, which lasted one hour, has to present a ‘final report’ and an evaluation).
- The thematic experts were also largely mobilised: one full-time, one for about 1/3 of her time. The service order for the experts for this policy forum amounted to 75,000 € They were in charge of various tasks including the write-up of an additional 5 policy briefs/ case studies, translation tasks, preparation of the speakers, facilitation during the conference, etc.
- The ES NSS, as host, was also very active in the preparation of the event. This came as an added-on on top of the usual monitoring activities and represented a very heavy workload.
- The other 2 lead countries (FR and IT) helped with the contact with their peers for the invitations to participants².

One of the crucial tasks in the preparation of the conference was the **definition of potential participants**.

The ETG4 Steering Committee had decided in January that each MS would be invited to select 5 to 8 ‘high level participants’ outside of EQUAL, including: the NAP co-ordinator, an ESF representative, and representatives of employment policies authorities, education & training, social partner organisation & gender equality bodies & NGOs³. ES would have 25 more participants. The total was targeted to be at about 270 participants. The initial idea was to target ‘generalists’, rather than people working directly on equal opportunities. However, this strategy had to be revised as many of the nominated participants were Equal Opportunities (EO) specialists. In the February meeting of the Steering Committee, the conclusion was derived that

² The budget has been, apart from the human resources involved, of about 250,000 € for the Commission (essentially travel and subsistence, paying for a facilitator and for the ‘talk show’ moderator); about 126,000 € for the Spanish authorities (hotel facilities – rooms, catering etc.); i.e. a total of about 375,000 € (which is about 1,340 € per participant).

³ Source: Minutes of ETG 4 Steering Committee meeting, January 2005.

“this meant to consider them as (potential) multipliers of EQUAL EO good practice and that the role of the event was to provide them with strategies and examples to apply in their own context (empowerment dimension)”. Judging from the analysis of the responses to our questionnaire to participants (see below), this turned out to be an adequate strategy.

The final participants list⁴ shows that there was a total of 156 ‘non-EQUAL’ participants, 3 at the European level, and 153 spread across 26 Member States/CIP territories (LU could not send any delegate): they thus represented **55%** of the total of participants, a much higher figure than in the case of the Warsaw conference.

A majority of countries sent more than 5 ‘non-EQUAL participants’⁵. The table below maps out the institutional belonging of these participants. As can be seen, the categories targeted by the organisers of the conference have been well represented, except for ESF co-ordinators. It is particularly notable that **many NAP co-ordinators have attended**, as well as the **social partners**. We have counted at least 73 specialists in equal opportunities, i.e. **47%**⁶.

Institutional belonging of ‘non-EQUAL participants’ in the Madrid policy forum

EU level(except EQUAL)	3
NAP co-ordinators	16
Ministry/ department of employment + social (national or regional)	12
Ministry/ department of education + training (national or regional)	9
Ministry/ department of Industry/economy etc. (national or regional)	2
Other Ministries/ departments (national or regional)	2
Equality bodies or ministries for gender equality	28
ESF	4
Regional and local authorities (general)	2
Employment agencies (national/regional)	9
Education & training & research institutions	13
Trade unions	13
Employer organisations	8
Chambers of commerce	1
Bipartite organisations	1
NGOs	16
Firms (including consulting firms)	11
MPs	3
Media persons	2
Social insurance authority	1
TOTAL	156

Source: elaboration on the basis of list of participants of 6.06.2005.

The event **format and methodology** was similar to that of the Warsaw Conference of February 2005, but some lessons had been drawn and adjustments made.

⁴ Which does not completely correspond to real participants as some people decided not to come at the last minute.

⁵ However, the mention ‘non EQUAL participant’ is not completely right: Managing Authorities and NSS representatives as well as EQUAL DPs are excluded from this calculation, but, for example, the Netherlands decided to send NTN co-ordinators as ‘high-level’ participants, because in the NL, NTN co-ordinators have relevant policy functions. Several countries also sent as non-EQUAL participants members of the EQUAL monitoring committees, who have many other responsibilities and can be relevant for vertical mainstreaming. Finally EQUAL DPs count with ‘strategic’ partners or partners on their board, which are institutions which may be mobilised for mainstreaming but are not involved in the operations of the DPs: some of them were sent as non-EQUAL participants. In addition to NL, AT, BEnl, and DK seemed to opt for sending delegations mostly constituted of people having some form of link with EQUAL.

⁶ We have only counted the cases where this was obvious (from the lists provided and from the responses to our questionnaire).

Plenary sessions included in the first morning a presentation of the components of the 'European model of comprehensive approaches to gender equality'. A video with images from EQUAL DPs was shown. The final plenary session included a presentation of the NL campaign for equal opportunities (already shown in Warsaw) and a talk show animated by a NL journalist involved in the campaign.

The core of the conference was the organisation of 4 parallel workshops on 4 themes addressed by ETG 4 (and all reflected in the ETG4 production : 'the living document'). There were 2 sessions (morning/afternoon) per workshop. The morning session was to address vertical mainstreaming, and the afternoon session, horizontal mainstreaming.

The themes of the workshops adequately reflected the different communities of 'users' to be reached – policy and decision makers in employment and education, the social partners, and gender equality bodies, NGOs and actors of the organised civil society. For each workshop, DPs were selected to present their practices through 'advocates'⁷. Potential 'users' were in charge of asking questions to go more in-depth and above all to investigate possibilities of mainstreaming.

The lessons drawn from Warsaw were that presentations of DP practices should be longer and there should be fewer of them (2 per workshop session), and that no chair was needed – only a moderator. Workshop sessions should be longer (2 hours instead of 1 and a half). Preparation of panellists was deemed to be key and they therefore were invited to a working session on the evening before.

Our **assessment** of the event is based on our observation and interviews with participants during the event, as well as on a questionnaire sent to non-EQUAL participants as defined above, as we considered them as potential users or disseminators. We sent the questionnaire in July 2005, with a reminder in September 2005, to 167 persons, on the basis of the list of contacts provided by the co-ordinators of the event. A majority of respondents sent their answers back in September 2005, which meant that they had taken some distance from the event, and could make a provisional assessment of the lessons they had derived from it. We received 93 responses in 2 waves (July – end September), but only 60 were fit for analysis⁸. The rate of relevant responses is thus 60/156, i.e. **38%**. Amongst these, 20 responses came from participants who had some link with EQUAL (see footnote above for the choices made by some countries). 32 of the respondents had direct responsibilities in EO issues, which represents 53% of respondents. As for the type of institutions/organisations which have responded, their distribution follows more or less closely the general distribution of non-EQUAL participants, although it should be noted that some participants wear various 'hats'.

Participants' expectations

Almost all respondents were invited/asked to take part through direct contact by the Managing Authority or other actors involved in the preparation of the event. Some attended in replacement for colleagues initially designated. In addition to being officially invited, however, a majority of respondents attended the conference out of curiosity for other European contexts and practices, with a learning perspective: often, they were familiar with the theme only in their own country and wanted to get a European perspective (17 explicit responses). Sometimes, respondents talked more about "sharing" and "exchanging" practices than about learning, thus positioning

⁷ The criteria for selecting the DPs were that they had taken part in the ETG 4 collective work on the living document, were relevant for the workshop theme and had good 'advocates' to present them.

⁸ 16 were automatic messages indicating wrong emails; 6 persons answered that they did not attend the event; 11 corresponded to people who were in fact directly involved in EQUAL: either as Managing Authority or as DP. This led us to reduce the list of 'non-EQUAL participants' provided by the organisers and to arrive at the final list of 156, as mentioned above.

themselves less as listener and more as active participant. This expectation concerning learning often went together with a will to network (14 explicit responses).

Such aspirations to learn and network are natural for such an event: this is the least one can expect if the event is correctly organised. However, given the late stage of the programme, and the announced mainstreaming objectives, such expectations appear rather limited. They may testify to a low initial understanding of the mainstreaming objectives of the conference, or of a certain caution of participants with regard to what can be expected from such events.

However there were also more focused expectations, more directly linked to horizontal and vertical mainstreaming, which are not incompatible with the wider aspirations just mentioned. About 11 respondents, including some NAP co-ordinators, said that they viewed the conference as directly relevant for their jobs, their current tasks, and/or for their organisation: in the case of policy makers, there were explicit expectations that “*EQUAL could be a potential source for policy change*”, that the conference “*was relevant for the current policy process*” in which they were involved, and that they could “*take up interesting practices*”. In the case of consultants and researchers, they were looking for new ideas and new tools, “good practice” to impulse new services. Indeed, a few participants were so aware of the mainstreaming objectives of the conference that they went explicitly with a view to help make it happen and promote it.

Outcomes

Although a few respondents just mentioned ‘information’ as the main outcome of the conference, many respondents got much more out of it: “ideas”, “inspiration”, new “tools”, which directly led to changes or adjustments in their practices or to new projects, were in the process of doing so or had the potential to do so. Outcomes therefore seem to have often largely outweighed expectations.

The communication campaign of the NL DP on gender roles (*Men taking the lead* presented on the last day in the plenary session), and, to a lesser extent, the IE model of work-life balance and the territorial approaches to gendered time, presented in a workshop, seem to have been particularly inspiring. The European model of comprehensive approaches to gender equality, and the film on EQUAL projects were also mentioned as very useful. But more generally the experiences presented in the workshops and the contacts between participants generated reflection and ideas.

More concretely, these ‘new ideas’ gave rise to:

- On-going or planned direct transfer to individual organisations, e.g. the planned take up of ideas of particular forms of ‘job-sharing’ put forward by an IE DP by a CY-based group of companies;
- Take up by institutions and organisations acting as multipliers, in view of further dissemination and transfers:

Thus a consultant, working in a BEfrg NGO providing advice services, and specialised in ‘gender consulting’, has been able to include a new dimension in the services offered: “*the experiences on territorial time agencies have allowed me to add a new dimension in my intervention with the officials in charge of urban policy*”. Her position as consultant makes her a multiplier of these approaches, in the context of a sale of services. An EE trade union official has included the ‘policy briefs’ distributed at the conference in the programme of the training courses organised by her union for female members, and the MT Education Ministry has included them in teacher training programmes.

- Direct contribution to – or sources of inspiration for – on-going policy making or negotiation processes:

A GR employer confederation, which had just started discussions with the national secretary for equality in order to “*explore new methods, incentives, tools to establish a gender culture in the business world*” found that the conference had happened at the right time and provided food for thought. In addition, the participant to the conference wrote up an “extensive report” on the conference, which was disseminated, alongside the policy briefs, to enterprise members.

The EE Labour Market department (Ministry of Social Affairs) is currently introducing new active labour market measures: “at the moment there are no specific active labour market measures at state level targeted to promoting female participation. (Of course, the existing measures also contribute to female participation, but these are not aimed at solving specific problems women may encounter in the labour market). One reason for that may be that my country is doing relatively well in terms of female employment rate. Yet, we have also realised (and pointed out in the process of preparing our Lisbon Reform Programme) that in order to increase overall employment, we also need to boost female participation further. In the light of this, material about different opportunities to promote female participation in the labour market is most useful (...) The policy briefs may become very useful when we get to more concrete strategic planning of active measures targeted to inactive or unemployed women”.

The Ministry for home affairs and public administration in BEfrg is currently heading an inter-ministerial group with the social partners to reflect on childcare arrangements and their impact on women’s labour market participation. The conference allowed the representative of this ministry to bring back much food for thought and tangible results. He met an official of the national employment agency of his country, who had developed a computer-based management system for access to childcare, which had been set aside. Together they agreed to adjust and revitalise this system, and to make it available to the general public at the municipal level. In addition, as he was very much in demand of information on quality arrangements for childcare, the experiences presented during the conference allowed him to do some ‘benchmarking’ (especially with ES and FR) and to directly feed ideas into the above mentioned policy thinking process. “*The timing and quality of information have therefore been perfect for me*”.

Some of these policy making processes have led/ are leading to the direct reproduction of experiences carried out elsewhere.

Thus the advisers of the Cabinet of the BEnl Minister of Equal Opportunities, who were part of the Flemish delegation in the conference, were very interested in the concept of the NL campaign on gender roles (“Wie doet wat?”) and contacted the NL promoter: this led to the decision to launch a similar communication campaign in BEnl, in 2007, coinciding with the year of equal opportunities⁹.

About 8 to 10 other respondents said they were using or planning to use the results of the conference when drafting policy documents.

For example, a Ministry official in charge of ESF programming said she would “*definitely use the results of the conference when drafting the new programmes for 2007-2013*”. Several co-ordinators of the National Reform Programmes (former NAPs) said that the conference had increased their awareness of gender equality issues and would provide a useful reminder at the time of writing up the programmes.

In some cases the conference provided the first contacts and steps leading to more sustained contacts and collaboration in view of the possible transfer and take up of models.

Thus the director of the training department of a FR regional authority had come to the conference in part to identify “*interesting experiences to reproduce*”. She was impressed by the presentation of the FR GEPETTO network (all-day home childcare services) and made an appointment with them and the national training agency “*to examine what could be transferred*” to her region “*and/or give more visibility to what is actually done*” in childcare matters.

⁹ Source: direct communication of the promoters of the BEnl campaign to one of the EQUAL unit co-ordinators of the Madrid event.

Some respondents, from FI and NL in particular, said they had received invitations from other participants to give a presentation in their country. A BEnl company invited the promoters of the NL campaign to make a presentation in her company.

All this constitutes a fairly impressive mosaic of results, of direct relevance for the advancement of gender mainstreaming and the “work/life balance” agenda. It also shows that this type of events can constitute **a step in the horizontal and vertical mainstreaming** of EQUAL results. In this respect, the small size of the workshops and the rather long presentation of projects were probably major factors.

However it is also true that there have been some ‘frustrations’, and that in any case, the direct contribution to mainstreaming could be improved. It is encouraging to note that quite a lot of respondents reflected on this and made concrete suggestions.

First, despite the general satisfaction with the event, and many comments of praise (“*it was done exceptionally well*”; “*useful and interesting*”; “*a successful event*”, “*a great event*” etc.), there was a general call for even smaller workshops and the promotion of the active participation of those present.

Some respondents also reflected on the gap between the objectives of the conference, which they had clearly identified as mainstreaming, and the fact that project presentations were very much about the implementation and results of local experiences, rather than on the obstacles and favouring factors for transfer and take up by policy makers. Indeed our own observation of two workshops confirms this: questions asked in the debate time were very much focused on understanding DP practices, which is a necessary first step for mainstreaming, rather than on transfer and mainstreaming *conditions*. The moderators of the workshops sometimes contributed to this, by directly asking questions of detail to DPs, and because they sometimes did not insist enough on bringing back the discussion on transfer issues. Several respondents with a policy making function were at a loss how they could use such localised and specific initiatives (“*In this conference one of the themes was supposed to be the link between EQUAL results and EES/NAPs, but this point remained quite obscure. Findings and presentations dealt mostly with local concrete matters and the link with policy development was almost not addressed*”). This confirms our observation of one of the workshops, in which the participants in a policy function tended to ask to DPs how they would continue their action, whilst DPs tended to ask policy makers what they could do to generalise their approaches: nobody, therefore, seemed to take responsibility for ensuring transfer, as each group of participants viewed it as the responsibility of the other group.

In this respect, it seems to us that the suggestion of one respondent that transfer should be in the hands of other promoters than project promoters goes in the right direction: there is sometimes a need for an intermediary level between the project and policy levels. This is perhaps not needed, as we have seen in some of the examples above, when policy-makers are involved in a specific policy-making process and when the projects presented come just to address this issue. However, in general, the link is not as straightforward. Identifying precise policy demands, as well as carrying out an analysis of the feasibility of transferring existing solutions to address these demands, could be the role of intermediaries such as the thematic experts of the European Thematic Groups, provided this is not a means for indefinitely postponing the involvement of policy makers. Indeed this was both the intention of the policy briefs and of the advocate/user methodology. Precisely, the quality of the policy briefs and their usefulness was often highlighted by respondents. This policy demand drive could be reinforced, for example by identifying the concerns and questions of future participants (users), constructing workshop sessions starting from that basis or, as one respondent put it, by organising ‘policy consultancy sessions’ (cf. the ‘counselling points’ of the AGORA forum). However it is also probably true that participants’ demands become more focused as they become more exposed to practices in other countries.

One respondent, from an employer federation, who had had strong and concrete expectations before the conference, especially to identify “*arguments and tools for the mobilisation of actors who have not yet integrated the issue of equality in their policies, thinking or action*”, expressed his disappointment at the results (“*This conference has not provided me with any new option for my day to day activity*”). He attributed this failure to the fact that many of the discourses held, especially by the Commission and government representatives, were “*incantations*” (wishful thinking), which made little sense with an already convinced audience. In his view, it **would have been useful to try and invite actors who were reluctant or faced difficulties in implementing equality and gender mainstreaming, so as to discuss obstacles in a concrete way**. This, in a way, echoes some of the criticism made to the Warsaw conference, but also the initial intentions of the organisers, to invite generalists not necessarily won over to gender mainstreaming: however in practice it seems that Managing Authorities found it difficult to convince such people to take part (although some of the respondents in a policy-making position do seem to have been little exposed to these issues before the conference). Despite the difficulties, it would be good to try and maintain such targets, at least for part of the invited participants, as this would be a crucial contribution to discussing mainstreaming and its obstacles.

There is a large consensus between respondents wishing for follow-up activities to be organised. Examples of such proposed follow-up activities included:

- As a minimum, the proceedings of the conference, with the names and contact details of participants¹⁰;
- A report on how participants have used the knowledge and contacts acquired in the conference;
- Discussion fora to go further, either through internet or through the organisation of smaller follow-up events.

In short, there was a wish for continuity, in the understanding that a series of actions, on the longer-term, was likely to contribute to the transfer and policy take-up of initiatives. In the same vein, and even though the respondents who had had a specific role in the conference (as ‘users’) were highly satisfied with its preparation, respondents suggested not only that some information could be disseminated in advance of the conference, but even that some activities (internet fora) could be organised before the conference. In the same vein, it was proposed to produce a report of how participants have built upon the conference. The idea therefore is to locate this type of events in a stream of activities on a few focused issues. To some extent this may be achieved, depending on who is invited as participant, through the organisation of the further events (the Tallinn conference in April 2006 and the ‘Community of practice’ to be organised in ES at the end of 2006).

On the networking front, as said, many respondents had said that one of their expectations from the conference was to make new contacts. This has indeed largely happened, but it has to be said that the wide majority of respondents mention that they have made new contacts or reinforced existing contacts in their own delegation or with the delegations of neighbour countries, or countries with which there has traditionally been a lot of exchange¹¹.

¹⁰ In this respect it should be borne in mind that, as said above, quite a significant proportion of the contacts provided (email addresses) are wrong.

¹¹ Thus 12 respondents only mention contacts in their own delegation. 11 respondents mention, in addition, contacts with the delegation of one other country (for example BEnl/NL, CY/GR, PL/LT). It is also to be noted that NAP coordinators seem to have reinforced contacts between them. Only 4 respondents mention wider contacts. The rest responded in a vaguer way to the question, or said that they had not made any contact.

It is logical that national delegates intensify their contacts between them when they are abroad and removed from their hectic day to day agenda. Indeed this in some cases led to ideas for the reproduction or wider take up of initiatives carried out by fellow countrymen. However, the networking dimension of the conference was supposed to support cross-national transfer as well. This, except for some highly visible and popular projects, such as the Dutch campaign, seems to have failed in part.

Such a trend is of course very difficult to combat. It is possible, though, that smaller working groups and an active role of moderators to favour cross-national exchange could help. The methodology of asking potential ‘users’ of a different nationality than the DP advocates to make questions to DPs at the panellist table could have been thought to facilitate this cross-national exchange. But we are dealing with very much ingrained attitudes.

Conclusions

Overall, the conference has demonstrated the interest of organising such focused thematic events, bringing together practitioners and policy-makers. The objective of publicising the results of EQUAL has been reached without doubt. The design of the conference and its methodology made it possible for some participants to derive some concrete lessons, to take up ideas, and in some cases to derive concrete inputs for their policy agenda and/or professional practice, even though this could only be a first step.

The potential of such an event for promoting the mainstreaming of initiatives is of course constrained by its format as one-off event. With this limit in mind, it has been quite successful. Nevertheless, the location of such events in a stream of activities, mobilising in part the same communities of participants, with a clear progression towards the more in-depth treatment of issues, would certainly boost its contribution to mainstreaming. Although the policy briefs intend to provide the link between practice and policy, there is still a lack of analyses on the conditions of transfer of the EQUAL initiatives, and possibly a need to design some ‘intermediary’ role for the identification of concrete policy agendas, issues and questions, and the identification of possible solutions amongst available in EQUAL.

Annex 9.2 – Policy Briefs

Former EES Pillars	Policy brief titles
EMPLOYABILITY	<i>Client-oriented Integration chains. EQUAL: Promoting the Comprehensive delivery of services for people with disabilities</i>
	<i>Equality, the labour force and the law. EQUAL supports the implementation of the Directives on Racial Equality and on Equality in Employment.</i>
	<i>New alliances to boost jobs for the most disadvantaged: tackling disadvantage through corporate social responsibility and diversity management.</i>
	<i>Recognising your own potential. EQUAL assists people with disabilities to become actors in their own integration</i>
	<i>Reflecting the colours of the world. Media, diversity and discrimination</i>
ENTREPRENEURSHIP	<i>Hard-to-reach but not excluded. EQUAL provides business support to hard-to-reach people</i>
	<i>Better business = inclusive support. EQUAL develops high quality support systems for all</i>
	<i>Management skills for social enterprises</i>
ADAPTABILITY	<i>Financial ladders out of social exclusion. EQUAL micro-finance</i>
	<i>Bridging the digital divide. EQUAL adapts workforce to the knowledge society</i>
	<i>Crossing the generations. EQUAL supports intergenerational learning to balance the workplace</i>
	<i>Empowering & motivating. EQUAL validates non-formal and informal workplace learning</i>
	<i>Making the most of human resources. EQUAL encourages SME employers to invest in human capital</i>
EQUAL OPPORTUNITIES	<i>The working life cycle. EQUAL develops new ways of tackling age management</i>
	<i>A Job Machine for Women. EQUAL contributes to improving family services</i>
	<i>Tackling Gender Gaps = Tackling Skills Gaps - EQUAL contributions to European competitiveness</i>
	<i>Gendering the use of time - Territorial approaches to improve the articulation of work and private life</i>
	<i>Farewell to the male breadwinner model? - EQUAL strategies to dismantle traditional gender roles and stereotypes</i>
	<i>Holding a job – having a life - EQUAL contributions to improving the work-life-balance of women and men</i>
	<i>More and better jobs for women - EQUAL contributes to gender conscious employment policies and practices</i>
	<i>Widening career choices for women and men - EQUAL achievements in education and training</i>
	<i>Establishing a culture of gender equality in the business world - EQUAL supports employers and social partners to become agents of change</i>
<i>Strengthening gender equality bodies and NGOs - EQUAL creates think-tanks, resource centres and networks</i>	
ASYLUM SEEKERS	<i>The right opportunity for the right skills. EQUAL promotes Skills Audits with Asylum Seekers</i>
	<i>Advice, Education and Training for Asylum Seekers</i>
	<i>Building Capacity for Asylum Seekers</i>
	<i>Getting Asylum Seekers into Employment</i>
	<i>How EQUAL experience in the Asylum Seekers Theme can contribute to policy development and complement other EU policy instruments</i>
	<i>Straight talk: EQUAL is committed to ending discrimination on grounds of sexual orientation</i>

Annex 9.3 – Success stories

Former EES pillars	Title of the success story (DP concerned)	Member State
Employability	<i>Valuing Carers (Ace National)</i>	UKgb
	<i>Encouraging and understanding diversity (Common Ground)</i>	UKgb
	<i>Changing perceptions of immigration: from threat to opportunity (Miteinander arbeiten und leben)</i>	AT
	<i>Tapping the employment potential of SMEs (PARADOX)</i>	BEnl
	<i>Constructing pathways for personal progression (Personal Progression System)</i>	UKni
	<i>Tele-Learning: preparing prisoners for a new life outside (Telfi)</i>	AT
	<i>Managing Your Own Integration (Vrijbaan)</i>	NL
	Entrepreneurship	<i>Down, but definitely not out (Empowerment for the future)</i>
<i>Breaking with tradition (EXZEPT)</i>		DE
<i>A regional partnership for inclusive entrepreneurship (Creación de empleo y nuevas tecnologías)</i>		ES
<i>Going to work on waste (RepaNet)</i>		AT
<i>The right type of money (Sant Cosme Innova)</i>		ES
<i>Migrating out of the informal economy (Appui aux activités génératrices de revenu dans les réseaux ethniques ou communautés)</i>		FR
<i>Passport to Enterprise (Verbund Enterprise)</i>		DE
Adaptability		<i>Never too old to build a future (Ages et Travail dans le BTP)</i>
	<i>Investing in local communities for a better future (Building London Creating Futures)</i>	UKgb
	<i>Tackling redundancies - coaching the players (DECRIRE)</i>	BEfrgg
	<i>Changing systems, changing lives (EQUAL at work - Dublin employment Pact)</i>	IE
	<i>The sea is the limit (Mudança de Maré)</i>	PT
	<i>A new approach to transferring know-how (Part'@ge)</i>	FR
	<i>Validating skills from a distance (Technomatheia)</i>	GR
Equal Opportunities	<i>Improving the gender balance in politics (Esserci)</i>	IT
	<i>Making the city a better place to live and work (Prato: Il laboratorio del tempo)</i>	IT
	<i>Set to make a difference (JIVE)</i>	UKgb
	<i>Men taking the lead (Reis langs culturen: landen eren van elkaar)</i>	NL
	<i>Gender goes mainstream (Just GeM)</i>	AT
	<i>Overcoming gender blindness in careers guidance (Youth, gender and career)</i>	DK
Asylum seekers	<i>Making asylum seekers more visible (Becoming more visible)</i>	FI
	<i>Partnership benefits asylum seekers and employers (ENEAS)</i>	ES
	<i>Asylum seekers qualify to help others (TransSpuk)</i>	DE

Annex 9.4 – Contribution of EQUAL good practice to Employment guidelines and Inclusion objectives: an elaboration of the results presented in the ‘policy briefs’ and ‘success stories’ gathered by the European Thematic Groups

Guideline 15: Promote a more entrepreneurial culture and create a supportive environment for SMEs

notably through:

- Improved access to finance,
- Strengthening economic incentives,
- Strengthening the innovative potential of SMEs,
- Providing relevant support services.

Improved access to finance and providing relevant support services

The contribution of EQUAL there has been very much oriented to making existing provision, both of finance and of support services, more inclusive, i.e. accessible to individuals normally not targeted as entrepreneurs, or to creating new infrastructures for this purpose. The initiatives developed within EQUAL thus very much emphasise the link between the creation of sustainable activity and the creation of employment, especially for the most vulnerable. As pointed out in a recent EQUAL document, it is a risk that the new Integrated Guidelines, by addressing entrepreneurship and employment almost separately, focused on the innovation side of entrepreneurship measures whilst ‘failing to take their impact on jobs’ and concentrated on ‘the labour supply side’ of employment policies while ignoring the need to create new activities and new jobs¹².

EQUAL has promoted concrete mechanisms for opening entrepreneur careers to all and has targeted groups under-represented amongst the entrepreneurs, by proposing integrated solutions and combining heretofore scattered approaches and by paying attention to the quality of support services¹³. These integrated solutions combine:

- The promotion of partnerships between business support services, mainstream financial services and social services and other frontline support workers, including for example from an ethnic minority background, for bringing financial institutions closer to hard to reach groups;
- Bringing micro-funding initiatives together to create a national (federal) fund for micro-lending and achieve economies of scale (a DE initiative)¹⁴;
- Setting up business support offices in the middle of hard to reach communities;
- Creating flexible business incubators with longer flexible opening hours, childcare services, easy transport, space for part-time working etc.
- Strengthening research on target groups and their needs regarding business support and carefully matching mentoring schemes¹⁵, adopting “soft” approaches to risk guarantees (detailed knowledge of the beneficiaries, peer pressure groups, step lending etc.), promoting positive role models of entrepreneurship among local communities, support tools for teachers¹⁶.
- Developing quality standards and benchmarking for improving the relevance and inclusive dimension of business support services.

¹² Discussion document ‘Building the tools for opening up entrepreneurship for all’, Amsterdam 30-21. March 2006, p. 4.

¹³ Policy briefs ‘Hard-to-reach but not excluded. EQUAL provides business support to hard-to-reach people’; ‘Better business = inclusive support. EQUAL develops high quality support systems for all’; and ‘Financial ladders out of social exclusion. EQUAL micro-finance’.

¹⁴ E.g. success story ‘Passport to Enterprise’ (Verbund Enterprise).

¹⁵ Success story ‘Breaking with tradition’ (EXZEPT).

¹⁶ Success story ‘A regional partnership for inclusive entrepreneurship’ (*Creación de empleo y nuevas tecnologías*).

An example¹⁷ of initiative both providing start-up finance through loans and targeted advice to people not normally having access to start-up finance is that of a ES DP, which has now made around 600 loans for a total value of 6 million euros, thus creating approximately 1,000 jobs mainly for women and members of ethnic minorities. 90% of the initiatives set up are still in business after one year, and the rate of default is considered normal.

Another successful example¹⁸ is that of a FR DP which has designed new approaches on the basis of prior research amongst ethnic minority people living in deprived areas in the outskirts of Paris and working in the informal economy: the DP combines the use of word of mouth channels to reach out to potential candidates; micro-lending to groups of peers so as to address the lack of collateral; and participation in finance courses. After 2 years in operation, the DP had lent to 100 peer groups (275 people). The overall approach has been taken up in the whole ADIE network in France and in its partner networks in other countries, and steps are being taken for promoting legislative support to such tools with a view to reduce the informal economy.

Strengthening the innovation potential

EQUAL has experimented with a whole range of business networking arrangements oriented to innovation, above all in the social economy, which could be capitalised upon and systematised¹⁹:

- Partnerships between consortia of social enterprises and mainstream business organisations (e.g. Chambers of commerce) as well as universities and voluntary organisations;
- Creation of shared local “observatories of the civil economy” (in IT) for the improved knowledge of the sector, exchanges of information and advice to new and existing enterprises. Creation of franchises of social enterprises with economies of scale in terms of access to funding and training for entrepreneurship;
- Promotion and dissemination of social accounting methods and take up by financial institutions for the appraisal of loans.

In this case, it is interesting to note that such partnerships have been set up in Italy, a country with considerable experience in consortia of social co-operatives, but that similar attempts are being made in SE where this initial fabric does not exist. Transnational co-operation has led to the cross-national replication of approaches such as social franchising.

Joint work at the European level on these issues has led to gather and organise a considerable body of comparable experience amongst EQUAL DPs and National Thematic Networks working on entrepreneurship for all. Results broadly fall within 4 categories of products and tools:

- Products and tools for the creation of the culture and conditions for entrepreneurship;
- Products and tools for integrated business for all;
- Products and tools for appropriate finance; and
- Products and tools for consolidating and ensuring sustainability²⁰.

The current challenge, which was going to be discussed at the Amsterdam exchange event of 30 and 31. March 2006, was to use these 4 broad categories to carry out diagnoses, at the national level, of the strengths and lacks of existing measures for entrepreneurship for all, and to organise national strategies of entrepreneurship for all and to monitor progress²¹.

¹⁷ Success story ‘The right type of money’ (Sant Cosme Innova).

¹⁸ Success story ‘Migrating out of the informal economy’ (Appui aux activités génératrices de revenu dans les réseaux ethniques ou communautés)

¹⁹ Unpublished policy brief ‘Ensuring start-ups stay in business’.

²⁰ Discussion document ‘Building the tools for opening up entrepreneurship for all’, Amsterdam 30-21. March 2006.

²¹ Ditto, p. 10.

Guideline 18: Promote a lifecycle approach to work

though:

- *Building employment pathways for young people and reducing youth unemployment,*
- *Resolute action to increase female participation and reduce gender gaps in employment, unemployment and pay,*
- *Better reconciliation of work and private life, and the provision of adequate and affordable childcare facilities and care of other dependants,*
- *Support for active ageing,*
- *Modern social protection systems... so as to support participation and better retention in employment and longer working lives.*

Although the integration of young people in the labour market has been a focus of some DPs, either directly (e.g. support for business creation for young people in DE), or indirectly (through gender de-segregation initiatives for example), the main proven contributions of EQUAL to this guidelines concern gender equality, reconciliation of work and private life and age management.

Female participation and reduction of gender gaps

EQUAL actors engaged in initiatives of occupational de-segregation (an issue which seems to be somewhat overlooked in the new version of the Guidelines) have been faced with the fact that employers only seem to be taking moves to create attractive careers for women in sectors with recruitment bottlenecks. In these sectors, progress has undoubtedly been made in some countries: a policy brief²² quotes the example of a joint social partner initiative in the Swedish construction sector to promote gender equality and diversity, in a context in which 90,000 job vacancies need to be filled in the coming decade. However, these findings would tend to uncover the limits of the current strategy (advocated, for example, by the Employment Task Force) linking gender equality issues with economic effectiveness.

However, EQUAL initiatives provide examples of how occupational de-segregation can be taken forward, simply by undertaking joint sets of measures rather than the all too frequent piecemeal approach currently observed. In particular, they advocate ²³ :

- Partnerships between women's training centres, employer organisations and companies from the most segregated sectors, mainstream training and educational institutions, careers services and equal opportunities bodies;
- The creation by these comprehensive partnerships of local and regional (or sectoral) resource centres or "desegregation hubs", organising the measures described below as well as campaigns for attitudinal change (e.g. regional task forces in Sweden, creation of a resource centre for women's training, engineering and technology in the UK²⁴);
- The promotion of biographical approaches to the widening of educational choices, from kindergarten through to university education and career building;
- The integration of a gender equality perspective in teachers' training and continuing education, in training of trainers, lecturers and counsellors. This has already been institutionalised in Denmark (new diploma for vocational counsellors in 2004)²⁵; new social partners' agreements including gender equality provisions in traditionally male sectors with recruitment bottlenecks;
- The promotion of innovative curricula in primary and secondary education challenging gender roles; working with businesses acting as "flagships" in their sector.

Taken together, these measures form a useful package of ideas and evidence, all the more so that some of these initiatives are already being institutionalised and mainstreamed.

²² Policy brief 'Tackling Gender Gaps = Tackling Skills Gaps'.

²³ Policy brief 'Tackling Gender Gaps = Tackling Skills Gaps'.

²⁴ Success story 'Set to make a difference' (JIVE).

²⁵ Success story 'Overcoming gender blindness in Careers guidance' (Youth, gender and career).

Another approach promoted by EQUAL has been the development of tools ensuring adequate gender mainstreaming in public policies, in line with the transversal recommendation made at the beginning of the employment guidelines.

An example of such endeavour is that of an AT DP, which has provided tools for the gender mainstreaming of employment policies, by equipping public authorities with gender impact assessment tools, helping them to formulate gender equality targets and action plans, to integrate gender equality in the management and control systems, as well as providing them with monitoring and evaluation instruments²⁶.

Reconciliation of work and private life, and support facilities

The requirement put forward by the guideline for ‘adequate and affordable childcare’ partly echoes the diagnosis carried out by in Joint Employment Reports in previous years on gender equality policies. In particular, with regard to the facilitation of childcare services, JERs had stressed the still very low provision for children under 3, the lack of attention paid to after-school care services for children aged more than 3, the lack of a link between childcare expansion and the needs of the labour market, the lack of attention paid to quality and affordability of services, as well as the possible traps in some policies which might reinforce segregation and gender roles.

The potential for tapping into EQUAL experience for designing more consistent and comprehensive childcare strategies seems to be quite important as EQUAL actors working in this field have been able to build on and combine tested approaches to address many of the shortcomings of childcare strategies at the local level. The core of the solutions proposed is to base the development of services on the labour market integration or reintegration of long-term unemployed and inactive women. In doing so, EQUAL actors have also paid attention to the recognition of qualifications, the quality of the jobs created, the flexibility of the services, and their sustainability. This joint package is likely to boost the attractiveness of the sector, and facilitate the incorporation of male workers as well ²⁷. The different dimensions of these “multi-faceted approaches” include:

- Public-private partnerships, involving local and regional authorities, employers, social partners, NGOs and users. It is particularly noticeable that “large companies contributed to set-up and running costs of local facilities, or, less frequently, created company-based childcare subsidised by the municipality”. It was found important to involve “not only the social service departments, but also those for economic development” in local authorities, as “their insisting on skills gaps and company needs influenced municipalities in favour of more and better care”. Finally, “joining forces with economic development agencies and business consultants” enabled the partnerships to provide support to social economy enterprises or micro companies;
- Creation of professionally led service agencies, turning domestic tasks into regular jobs with social security coverage; creation of new commuting services (e.g. in rural areas), also run by formerly unemployed women; new social partner agreements, e.g. at the local or regional level, including provisions to combat precarious work in care services;
- Integration of new vocational profiles for workers in childcare, elderly care and in family support services in the regular care training provision of countries where no accreditation of prior learning (APL) systems exist;
- Integrating assessment and the validation of informal skills (APL or *Bilan de compétences*) into basic training for both childcare and elderly care; flexible work-based training with support services. A specific initiative in Denmark trained male care workers as “ambassadors” to try and dismantle prejudices concerning the supposed female character of this type of jobs.

Amongst other recommendations, EQUAL actors involved in these initiatives recommend the joint take up and development of such measures in National Action Plans for Childcare. This recommendation is all the more grounded that some EQUAL partnerships have already succeeded in convincing some governments to draw action plans in the field of vocational training in care²⁸ : thus the UK DP ACE

²⁶ Success story ‘Gender goes mainstream’ (Just GeM).

²⁷ Policy briefs: ‘A Job Machine for Women. EQUAL contributes to improving family services’ and Tackling Gender Gaps = Tackling Skills Gaps’.

²⁸ Success story ‘Valuing carers’ (ACE National).

National has actively contributed to the adoption of the Carers (Equal Opportunities) Act in the UK (2004), which ‘places new duties on local authorities to ensure that carers have access to employment, education and leisure opportunities’.

Nevertheless, EQUAL has also had an undeniable success in challenging gender roles, and thus in addressing reconciliation issues from another perspective.

Probably the best known and striking example of such an approach is that of the NL campaign ‘wie doet wat?’ (who does what), which has included commercials on TV and radio, press conferences, talk shows, a website and several one-off events, including in the Muslim community²⁹.

Active ageing

Despite the widening of the perspective allowed by the concept of a ‘lifecycle approach to work’, as compared with earlier EES guidelines, the measures promoted at the European level still seem to mostly tackle the need to retain older workers amongst the workforce by compensating, in various ways, for the cost of doing so (both for employers and workers) although another type of advocated measures consists in health and safety improvements to enhance working conditions for older workers.

EQUAL actors point to another approach to the question of active ageing, which rather highlights older workers as experienced workers (as evidenced, for example, in the title of the AGORA conference in Paris in June 2005: ‘Experience is capital’), without undervaluing the need for the above mentioned strategies. Such an approach is likely to make a difference in the way in which employers are persuaded to retain their older workers, and in the status of these workers in the workplace. A whole wealth of experience has been developed, in particular, in the field of “intergenerational learning” – i.e. transfer of know-how between generations of workers³⁰, which could usefully be taken up in the comprehensive ageing strategies pressed upon the Member States³¹. EQUAL initiatives propose actions along several or all of the following dimensions:

- Partnerships involving consultants, employers, social partner representatives (sometimes at the regional level) and groups of workers concerned; in addition in those initiatives including health and safety measures, occupational physicians, ergonomists and researchers were involved;
- Creation of roles of trainers/co-ordinators for intergenerational learning. There is evidence of employers taking over the funding of these positions after EQUAL in Denmark;
- Capturing the “tacit” knowledge of experienced workers, including on health and safety issues, e.g. through group discussions and formalising them; organising mentoring sessions with experienced workers and e.g. unskilled young people exchanging in a two-way learning process; coaching of experienced workers to support them in their mentor role; tutoring of workers for preparing for “second career”, including through the use of ICT-based skill self-assessment tools;
- Shifting the focus from age to skills.

The benefits of such approaches, not only for older workers themselves, but also for the modernisation of human resources management in ‘conservative’ sectors such as the construction sector, are evidenced in a FR DP singled out as ‘success story’³².

Taken together, these solutions seem to provide a solid basis for more comprehensive ageing strategies at the EU and national levels.

²⁹ Success story ‘Men taking the lead’ (*Reis langs culturen: landen eren van elkaar*).

³⁰ Success story ‘A new approach to transferring know-how’ (Part’@ge).

³¹ Policy briefs ‘Crossing the generations. EQUAL supports intergenerational learning to balance the workplace’ and ‘The working life cycle. EQUAL develops new ways of tackling age management’.

³² Success story ‘Never too old to build a future’ (Ages et Travail dans le BTP).

Guideline 19: Ensure inclusive labour markets, enhance work attractiveness, and make work pay for job-seekers, including disadvantaged people and inactive

through

- *Active and preventive labour market measures, including early identification of needs, jobsearch assistance, guidance and training as part of personalised action plans, provision of necessary support services to support the inclusion of those furthest away from the labour market and contribute to the eradication of poverty,*
- *Continual review of incentives and disincentives resulting from the tax and benefit systems...*
- *Development of new sources of jobs in services for individuals and businesses, notably at the local level.*

Curiously, although the introductory paragraph for the guidelines stresses that combating discrimination (in particular of disabled people and immigrants) is ‘essential’, this aspect is not taken up in the phrasing of the guideline. Some groups notoriously victims of discrimination remain invisible, for example asylum seekers, ex offenders or members of ethnic minorities. EQUAL can be seen as having pursued, at the same time, actions targeting the causes of discrimination and the labour market integration of discriminated groups.

A first example is provided by EQUAL DPs’ work with asylum seekers, even in very restrictive legal environments. In particular, there is evidence that operators have been able to tackle, to a certain extent, the disenfranchisement and exclusion suffered by asylum seekers (as the determination process for settling their demand can take more than 5 years in some Member States), by setting up³³:

- Partnerships bringing employers, employer associations, social partners and other relevant actors to the same table at “strategic” (e.g. with ministries and employment services) and “practical” levels; NGOs often act as mediators;
- Agreements at the level of industry federations for developing language and vocational training and networking with potential employers (e.g. in ES³⁴);
- Training of agents in contact with asylum seekers (e.g. on the national asylum process and context, services available to asylum seekers, conflict resolution); tools and frameworks to facilitate communication and matching of asylum seekers with organisations providing training, employers and other services;
- Language and Cultural Mediators (a position which asylum seekers in DE can access after the 3 years training set up by an EQUAL partnership³⁵);
- Skills audits leading to the constitution of individual portfolios of competencies, and thus to improved access to education and training schemes, work experience or even (where possible) gainful employment; guidance and training for self-employment; mentoring and support coupled with traineeships, work-shadowing, and job placements.

As usual in EQUAL these activities directly targeting asylum seekers go hand in hand with activities designed to change the perceptions of employers and the public at large³⁶.

With regard to discrimination against migrants and ethnic minorities (the latter also being absent from the current Guidelines), the EQUAL initiatives can provide concrete material to draw upon for an enhanced

³³ Policy briefs ‘Advice, Education and Training for Asylum Seekers’, ‘Building Capacity for Asylum Seekers’, ‘Getting Asylum Seekers into Employment’, ‘How EQUAL experience in the Asylum Seekers Theme can contribute to policy development and complement other EU policy instruments’.

³⁴ Success story ‘Partnership benefits asylum seekers and employers’ (ENEAS).

³⁵ Success story ‘Asylum seekers qualify to help others’ (TransSpuk).

³⁶ Success story ‘Making asylum seekers more visible’ (Becoming more visible).

involvement of employers. They show the importance of acting along several or all of the dimensions below³⁷ :

- Creation of a role of enterprise “intermediaries” or “mediators” preparing, establishing and maintaining employer contacts; mobilisation of experts from ethnic minorities; involvement of public authorities;
- Guides and toolkits (codes of conduct, standards and indicators of CSR, tools for equality audits, etc.); seminars/workshops for awareness raising of companies (including SMEs) on diversity management and corporate social responsibility; providing evidence of tangible benefits for companies derived from improved image; training of employees on racial discrimination and interventions to counter it etc.
- Combining CSR and “diversity management”, backed up by obligations to comply with racial equality and equality in employment directives.

The UKgb DP ‘Common Ground’³⁸ is an illustration of this combination of methodologies for both addressing lack of confidence of ethnic minority people and people with disabilities – and any individual affected by discrimination – through career coaching and mentoring, addressing the questions and doubts of small employers regarding the implementation of equality-related employment legislation through the creation of an ‘Equality at Work’ award (30 local employers have received the award), and the production of guides and toolkits for employers (e.g. Disability Discrimination Toolkit, Work-Life balance toolkit etc.). Another DP, from BEnl³⁹, provides evidence of a successful approach to SME managers, who may not be very sensitive to CSR discourses, and need more personalised approaches – such as the use of champions (SME managers satisfactorily recruiting and employing workers from an ethnic minority background – or in that case older workers as well), of work placements, and tailored advice to build ‘Diversity Action Plans’. EQUAL also provides evidence of successful multi-facets awareness raising campaigns as a backdrop to changes in employer attitudes, as was the case for example in an AT DP located in Upper Austria, a region of dramatically increasing immigration⁴⁰.

Active and preventive labour market measures

EQUAL actors working with people with disabilities are demonstrating that taking steps for the “empowerment” of beneficiaries is an approach for increasing the effectiveness of labour market integration measures, which may not have been given sufficient attention so far (there are naturally other reasons for promoting such approaches). Taking an empowerment approach to LM integration may be achieved through one or several of the following means⁴¹ :

- Partnerships between disability organisations and employment service;
- Creation of personal co-ordinator positions, for the advice and support to people on long-term sickness and disability benefits; creation of positions of job coaches within supported employment schemes;
- Introducing concept and methods of career self-management in PES methods to deal with beneficiaries with disabilities.

³⁷ Policy briefs ‘New alliances to boost jobs for the most disadvantaged: tackling disadvantage through corporate social responsibility and diversity management’ and ‘Equality, the labour force and the law. EQUAL supports the implementation of the Directives on Racial Equality and on Equality in Employment’.

³⁸ Success story ‘Encouraging and understanding diversity’ (Common Ground).

³⁹ Success story ‘Tapping the employment potential of SMEs’ (Paradox).

⁴⁰ Success story ‘Changing perceptions of immigration: from threat to opportunity’ (*Miteinander arbeiten und leben*).

⁴¹ Policy brief ‘Recognising your own potential. EQUAL assists people with disabilities to become actors in their own integration’.

Development of new sources of jobs in services for individuals and businesses, notably at the local level

The social economy is mentioned only in the introduction to this Guideline, as a source of job creation. And indeed, its location in a Guideline on inclusive labour markets seems to give it implicitly a role for 'inclusive' job creation, an aspect of the social economy but also of support to entrepreneurship which has been very much thought through and developed in EQUAL.

Thus there are many examples of EQUAL DPs promoting and supporting social enterprises which either recruit vulnerable people, affected by multiple disadvantage including drug abuse, which radically changes their status from 'clients' to 'colleagues'⁴² and/or provide support for the creation of self-employment or micro-businesses.

The approach of EQUAL to local business creation and to the social economy is much more comprehensive than just creating jobs marginalised people, although this has indeed been a crucial aim. See Guideline 15 for more.

⁴² Success story 'Down but definitely not out' (Empowerment for the future)

Guideline 20: Improve matching of labour market needs

through:

- *Modernisation and strengthening of labour market institutions,*
- *Removing obstacles to mobility,*
- *Better anticipation of skills needs,*
- *Appropriate management of economic migration.*

EQUAL has definitely made important contributions to the modernisation of labour market institutions, so as to render them more 'inclusive' in their approach to beneficiaries, and in the anticipation of skills needs. Mobility has certainly been addressed but does not appear in the policy or background documents or in the success stories as a prominent issue. Finally the approach taken to the issue of migration in EQUAL has more to do with inclusion than with policy management (see above, Guideline 19).

Modernisation and strengthening of labour market institutions:

EQUAL has made a substantial contribution to the modernisation of labour market institutions, in particular the Public Employment Service, by developing their capacity to understand, attend and cater for specific groups with special needs and/or cultures, including people with disabilities, migrants and members of ethnic minorities. Solutions have been put forward, the individual component of which may not be very new, but whose integrated application seems more innovative and could make a contribution to this priority, in particular with regard to the modernisation of the Public Employment Service⁴³. The schemes proposed combine :

- Partnerships involving PES and other providers (consultancies);
- The creation of new units (Employers units) in the PES;
- The allocation of a specific PES Senior Employment Officer to individual companies;
- The development of integrated and personalised support packages to companies (workplace audits, job profiling, Supported Employment Schemes etc.);
- The use of Corporate Social Responsibility (CSR) approaches in the relationship with employers.

More generally, EQUAL actors working with people with disabilities have taken advantage of the initiative framework and its insistence on partnerships to overcome obstacles to co-operative action and set up multi-institutional and multi-disciplinary partnerships developing comprehensive and tailored services not only in the public employment service but in all institutions dealing with the social integration of people with disabilities⁴⁴, through a combination of:

- Partnerships comprising all stakeholders (funding authorities, employment and social services, training providers etc.); example of the setting up of regional "social planning" committees;
- The creation of one-stop shops;
- The creation of roles of "personal co-ordinators" within or across the institutions concerned;
- Diagnoses of obstacles to co-operation; IT tools for shared monitoring of clients.

A NL DP singled out as success story⁴⁵ has shown that this empowerment approach required both mentoring and assessment for individuals with disabilities and the training of staff in institutions in charge of the reintegration of people with disabilities. Their partnership for the follow-up projects in R2 was even joined by 2 social security bodies.

⁴³ Policy brief 'New alliances to boost jobs for the most disadvantaged: tackling disadvantage through corporate social responsibility and diversity management'.

⁴⁴ Policy brief 'Client-oriented Integration chains. EQUAL: Promoting the Comprehensive delivery of services for people with disabilities'.

⁴⁵ Success story 'Managing your own integration' (Vrijbaan).

Better anticipation of skills needs

The distinctive contribution of EQUAL to the better anticipation of skills needs and therefore an improved matching of labour market needs lies, as is logical, in its capacity to relate the more precise anticipation of needs in sectors affected by recruitment bottlenecks, particularly the construction sector, with possibilities of training and employment for groups affected by long-term unemployment. Thus the solutions put forward in EQUAL do not simply include mechanisms allowing employers to define their recruitment needs, but also for the vocational training, individual coaching and mentoring, placement and ultimately employment of people facing severe difficulties to reintegrate the labour market. A UKgb, London-based DP, has for example created the function of ‘workplace co-ordinators’ as interface between these different needs⁴⁶.

Very importantly, EQUAL DPs have been working not only from a supply-side perspective, i.e. preparing job-seekers for skills in demand, but have also considered that ‘matching’ required working with employers as well, and addressing their recruitment procedures and how they define their skill requirements. This was seen as an essential condition for a more inclusive labour market, as for example recruitment on the basis of the recognition of prior experience instead of formal qualifications, or through on-the-job observation for example thanks to job rotation schemes, can help recruiting candidates who would not have been called for an interview under more formal recruitment systems⁴⁷. The whole array of EQUAL initiatives, including campaigns, guides, tailored advice to employers for overcoming prejudice or simply ignorance vis-à-vis minorities can be seen as pertaining to the same kind of demand-side approaches, which EQUAL DPs have conducted jointly with supply-side actions, and which confers them their distinctiveness.

⁴⁶ Success story ‘Investing in local communities for a better future’ (Building London Creating Futures).

⁴⁷ Success story ‘Changing systems, changing lives’ (EQUAL at work – Dublin Employment Pact).

Guideline 21: Promote flexibility combined with employment security and reduce labour market segmentation, having due regard to the role of social partners

through:

- *The adaptation of employment legislation... (contracts, working time),*
- *Addressing the issue of undeclared work,*
- *Better anticipation and positive management of change, including economic restructuring, ... so as to minimise their social costs and facilitate adaptation,*
- *The promotion and dissemination of innovative and adaptable forms of work organisation...*
- *The support for transitions in occupational status.*

Concerning the overarching aim of combing flexibility with security, the EQUAL experience highlights the need to provide support measures not only within companies but also at the level of territories, as the development of flexibility, notably in working time, has dramatic consequences for the organisation of the lives of workers and the lack of adequate local infrastructures combined with increasing work flexibility puts a heavy strain on workers, of whom it is sometimes forgotten that they are also citizens and family members. A whole wealth of local EQUAL initiatives for the creation or development of Time Bureaus or Agencies could for example be built upon and generalised.

Such initiatives usually have the following dimensions⁴⁸ :

- Creation of pro-active local alliances involving political decision-makers, public authorities, social partners, employers and citizens. EQUAL actors recommend placing the agencies under the direct responsibility of a mayor or high-level regional decision-maker, and convening commissions assembling the top decision-makers (up to 100 people) as well as smaller teams of practitioners in the field of work organisation, transport, education, social care and culture, which facilitated inter-agency work. Citizens have been extensively consulted through surveys, studies and town meetings;
- Creation by these partnerships of “Time bureaus”, “time labs”⁴⁹ or agencies, which are “physical infrastructures working along four major avenues: harmonising “city times” (e.g. through one stop shops); introducing more flexible work organisation benefiting both employees and employers; providing tailored, flexible care and other family support services (as well as new commuting services); and triggering changes in attitude to enable a more even sharing of unpaid work at home between women and men”;
- Providing employers with a larger spectrum of flexibility solutions than just resort to part-time or temporary work, for example through the re-organisation of work-teams. However the main innovation is to draw all these measures together as part of a comprehensive and visible local effort to better adjust the times of services and work to the lives of the citizens.

Interestingly the actors involved stress that this type of approaches is not necessarily very costly, rather it requires a strong political will.

On the other hand, the common use of the term flexibility conceals the fact, well identified by EQUAL actors, that “it is often the needs of enterprises with respect to the production process and market competitiveness that drive this flexibility”⁵⁰. It seems much more difficult to establish the “flexibility” demanded by employees for tackling their other roles in life.

EQUAL actors have therefore embarked on strategies demonstrating that this type of “flexibility” (better termed work-life balance) can also bring advantages to employers, especially in terms of very much reduced absenteeism and turn-over. Frequently, the key is provided by innovative work organisation, the setting up of which demands thorough diagnoses and imagination. The promotion of innovative work

⁴⁸ Policy brief ‘Gendering the use of time - Territorial approaches to improve the articulation of work and private life’.

⁴⁹ Success story ‘Making the city a better place to live and work’ (*Prato: il laboratorio del tempo*)

⁵⁰ Policy brief ‘Holding a job – having a life - EQUAL contributions to improving the work-life-balance of women and men’.

organisation is indeed a component of the EES, but one which lacks concreteness: it may be useful to tap into the very rich material provided by EQUAL (see especially the already quoted policy brief ‘Holding a job – Having a life’, and, for more explanations, the section of the ETG4 Living Document entitled Work-life-balance in companies and organisations).

The proposed strategies include several or all of the following dimensions:

- New collective agreements including work-life balance measures going beyond legal requirements; setting up “work-life balance groups” in companies;
- Publicising studies on the benefits of work-life balance packages in companies, including through the measure of “return on investment” rates (one such study in DE has found a ROI of 25%, by costing absenteeism and turn over);
- Introducing full-time hours over four days, periodic home working and telework, combinations of long and short days and working longer hours over a defined period to accrue non-working blocks of time; moving from two shifts to continuous days, through the organisation of team work or through multi-skilling; in the case of multi-site employers, enabling workers to choose their work site close to their homes; company “help-desks” for family matters etc.

Addressing the issue of undeclared work

Undeclared work has been one of the targets of EQUAL DPs especially working in the field of entrepreneurship (see Guideline 15). Their approach has been to target people working in the informal economy as candidates to the creation of micro-businesses, and to provide them with tailored support in that endeavour.

Better anticipation and positive management of change

Restructuring has been an important focus in EQUAL: according to a recent ETG 3 paper, ‘across both rounds, 112 DPs have had an *explicit* and *specific* focus on restructuring activities, 168 focus on modernisation and 150 on other similar themes such as change management, reorganisation or structural change’⁵¹. Lessons which can be derived from the EQUAL results on that front include⁵²:

- The need for integrated and multi-faceted approaches, from the definition of new job profiles, to skills assessments and various on the job training methods to secure the adaptability of workers: a GR DP for example used such methods to upgrade the skills of shipbuilding workers, not just for one single firm but for the ‘entire industry’;
- One core tool is however the anticipation of changing skills requirements through monitoring devices and the early preparation of workers for these changes, at sector or territorial levels;
- The promotion of wide partnerships drawing in the representatives of the communities affected, employers, associations, local or regional public authorities and the media to develop such multi-faceted approaches and communicate on them, as evidenced for example by a PT DP working in the Azorean fishing industry⁵³.

It is important to highlight that EQUAL in that field has made a direct contribution to policy innovation, and has really played its function of ‘laboratory’ for making existing policies more effective:

For example, in Befrg, a DP was explicitly set up to address the criticism made to the instrument set up by the public authorities for ‘accompanying’ restructuring (The *Plans d’Accueil des Reversions*). A resource centre on restructuring was set up, which provided help for the creation of restructuring units with a more prospective and strategic approach – which also means involving the right stakeholders at the right time: in 2003 alone, 18 such units were set up, and assistance was provided to more than 4,000 workers. Depending on the unit, between 60 and 90% found a new job⁵⁴.

⁵¹ ‘Restructuring: curse or remedy?’, 27/11/2005.

⁵² Ditto.

⁵³ Success story ‘The sea is the limit’ (Mudança de Maré).

⁵⁴ Success story ‘Tackling redundancies – Coaching the players’ (DECRIRE).

Guideline 23: Expand and improve investment in human capital

through:

- *Inclusive education and training policies and action to facilitate significantly access to initial vocational, secondary, and higher education, including apprenticeships and entrepreneurship training,*
- *Significantly reducing the number of early school leavers,*
- *Efficient lifelong learning strategies open to all... especially for the low skilled and older workers.*

Involvement of all stakeholders

The introduction to the guideline encourages all stakeholders to become mobilised for promoting lifelong learning. Social partners have become “increasingly involved in the design and delivery of adult education and training policies, with increasing evidence of collective or contractual agreements including training” (JER 2003/4). EQUAL provides a few examples of good practice by unions becoming actively involved in widening access of “disadvantaged” workers to work-based training. In particular, a policy brief⁵⁵ signals the creation of a nation-wide network of trade union “Learning representatives”, “which provides guidance towards, and/or creates, new learning opportunities that combine a response to individual needs with training related to skills requirements of specific jobs or sectors”. More initiatives of social partner involvement are likely to be presented at the May 2006 seminar on ‘Social Partners’ Groundwork on Innovation’.

Inclusive education and training policies are addressed under the following guideline.

Entrepreneurship training

EQUAL has made a contribution towards the promotion of careers specifically in the management of social enterprises, which corresponds to the concern of EQUAL DPs that promoting such careers requires the development of specific skills. The professionalisation of the sector and its consolidation at the European level demands the creation of a European professional qualification. Such a qualification could count with the EQUAL experience, e.g. the piloting of a European Certificate in Community Enterprise across six participating countries. The effectiveness of this initiative should of course be assessed but it may be a step in the right direction. EQUAL actors also recommend the creation of two networks: a European network of social enterprise training providers and a European network of centres of excellence in social enterprise management⁵⁶.

Furthermore, EQUAL has promoted mechanisms for opening entrepreneur careers to all as said above (Guideline 15).

Lifelong learning strategies

EQUAL actors in this field suggest that, in parallel with the setting up of comprehensive lifelong strategies at Member State level (as advocated in the guideline), there is scope for improvement at the regional or local level through the integration of heretofore scattered measures, and their management by comprehensive partnerships including employers themselves. Thus EQUAL initiatives⁵⁷ have provided a combination of:

- Partnerships between employers, employer representatives and trade unions;
- Creation of training networks, for support to SMEs, exchange of know-how and the replication of good practice;
- New combinations of existing methods: sectoral/regional anticipation of skills needs; tools for the assessment of competences and training needs analysis; tailored delivery and “blended learning” approaches.

Here again, as often, what is innovative and brings added value is the combination of measures at different levels, rather than each component of the strategy *per se*.

⁵⁵ Policy brief ‘New alliances to boost jobs for the most disadvantaged: tackling disadvantage through corporate social responsibility and diversity management’.

⁵⁶ Policy brief ‘Management skills for social enterprises’.

⁵⁷ Policy brief ‘Making the most of human resources. EQUAL encourages SME employers to invest in human capital’.

Guideline 24: Adapt education and training systems in response to new competence requirements

through:

- *Raising and ensuring the attractiveness, openness and quality standards of education and training...*
- *Easing and diversifying access for all to education and training...*
- *Responding to new occupational needs, key competences and future skills requirements...*

Easing and diversifying access for all to education and training is logically the main area where EQUAL could make a contribution, given its focus on inclusive employment and training policies.

As recognised in the introductory paragraph to this guideline, ‘ICT can be used to improve access to learning and better tailor it to the needs of employers and employees’. EQUAL is contributing to the implementation of such strategy, in particular by setting up sectoral or local partnerships which encourage the take up of ICT in SMEs, both for business development and for increasing access to training by employees usually left out⁵⁸. The use of ICT can help making education and training systems more inclusive, provided it is subordinated to a wider integration strategy and not promoted for the sake of it.

One of the ‘success stories’ identified in EQUAL is that of an AT DP which has succeeded in introducing tele-learning in prisons, despite the legal difficulties and the clash with conventional views about restriction of freedom. A central ‘prison education server’ makes it possible for any prison in the country to join the initiative.

New tools have been developed (e.g. ICT self-assessment tools both for businesses and for employee skills), as well as new methodologies (e.g. the use of “champions”), but the key, according to the actors involved, lies in bringing together the partnerships which will ensure the relevance of the approaches taken to the target SME groups and ensure access to these companies.

The use of validation of prior learning approaches and the promotion of the take up of such approaches in the vocational training system has been an explicit focus of at least 20 DPs and 23 TCPs in the 1st round⁵⁹.

EQUAL DPs have developed a whole array of tools and methods for the validation and accreditation of prior learning: on-line self-assessment of skills; digital portfolios; competence passports; and competence workshops⁶⁰. All these have proved effective and efficient tools both to make individuals more aware of their competences and more in control of their careers and for engaging small employers in developing training strategies. Some specific tools, such as distance validation, have also served, if coupled with distance training, for widening access to learning for individuals and groups usually left out: for example residents of remote areas in GR⁶¹.

⁵⁸ Policy brief ‘Bridging the digital divide. EQUAL adapts workforce to the knowledge society’.

⁵⁹ ‘Validation and accreditation: full background paper’. 03/12/2003. ETG 3.

⁶⁰ Policy brief ‘Empowering & motivating. EQUAL validates non-formal and informal workplace learning’.

⁶¹ Success story ‘Validating skills from a distance’ (Technomatheia).

Inclusion process

Promote... a decisive impact on the eradication of poverty and social exclusion by ensuring (d) access for all to the resources, rights and services needed for participation in society, preventing and addressing exclusion, and fighting all forms of discrimination leading to exclusion; (e) the active social inclusion of all, both by promoting participation in the labour market and by fighting poverty and exclusion; (f) that social inclusion policies are well-coordinated and involve all levels of government and relevant actors, including people experiencing poverty, that they are efficient and effective and mainstreamed into all relevant public policies, including economic, budgetary, education and training policies and structural fund (notably ESF) programmes.

Although the new streamlined inclusion strategy, as the former social inclusion process, is very similar to the Employment Strategy in its labour market integration component, the promotion of co-ordination mechanisms, involving all relevant actors, for the mainstreaming of the fight against poverty and exclusion into all policies is a notable difference. There are several calls to good governance of employment policies in the new Integrated Guidelines, but this concerns more the steering of employment policies than concrete co-ordination at the local level, and it is mostly the involvement of social partners which is put forward.

As we have seen already above, EQUAL has made a very strong contribution to the promotion of local multi-stakeholder partnerships to tackle not only employment issues but also the underpinning attitudes and behaviours of employers leading to the discrimination of employees or jobseekers (more than exclusion or poverty, but the three are often inter-linked). We have mentioned, in particular, the wide partnerships between local actors working with asylum seekers, with people with disabilities, local partnerships for the change of attitudes and for the promotion of concrete mechanisms in the field of conciliation of working and private lives, etc. It is also to be noted that a significant number of DPs across Europe have formed partnerships for tackling the barriers to education, training and employment for ex-offenders, even more so in R2 than in R1. Although the synthesis of results remains to be done and will form the basis for future networking and mainstreaming work at the European level, evidence of results has already been collected in individual but significant cases, in particular the implementation of a 'Personal Progression System' in three prisons in Northern Ireland.

In this approach trained workers carry out employability assessments of individual prisoners and help to develop their resettlement plans after release. A crucial aspect of this approach is the co-ordination with other public sector, private sector, and community actors to ensure that appropriate support is brought on different fronts. A distinct feature was the involvement of employers and training organisations, which were 'invited into the prisons to meet prisoners and evaluate their potential either as employees or trainees'⁶².

⁶² Success story 'Constructing Pathways for Personal Progression' (Personal Progression System).

ANNEXES TO CHAPTER 10

Annex 10.1 – Synthetic tables presenting policy users’ responses in the UKgb evaluators’ impact evaluation

Policy Recipient Reflections on EQUAL Policy Contribution

Policy Impact	
Theme D	Recipient is a DP partner working for a national agency that has committed significant Action 3 funding. The DP’s timing was very pertinent. It had a significant input into a national strategy, including the creation of new organisational structures and networks (although there was slight over-emphasis on practical detail rather than strategic objectives).
Theme A	National government recipient lobbied extensively by DP lead partner, which was a very effective representative for the sector and helped to shape the provisions within new legislation to support a community sector. Note that the recipient did not see the contribution as being that of EQUAL or a DP, but that of the lead partner.
Theme H	National government recipient felt that the DP’s research had added to the policy knowledge on the subject. Work by a key DP partner influenced a new action plan being taken forward nationally.

Policy Recipient Reflections on EQUAL Practice Contribution

Practice Impact	
Institutional Impacts	
Theme E: A new qualification developed by the DP (focusing on enterprise) which includes soft and business skills was timely for the relevant qualifications authority (also a DP partner), which had been looking at ways to respond to the employability and entrepreneurship agenda. This has been mainstreamed through schools and colleges, although its success will be monitored over time. The respondent selectively engaged with the DP’s wide portfolio, although new links with other public agencies through the DP have had spin-off benefits.	
Theme A (contribution to impact): The DP lead informally influenced a government office policy recipient in terms of its parallel thinking on a new body for refugees and asylum seekers within the region. The main influence was in terms of advice on relevant funding streams (capacity building).	
Theme E (potential impact): The DP provided its RDA policy recipient with powerful range of information and good practice on addressing social exclusion and improving workforce development at sector level. The DP’s model has influenced employers in the region and there are current discussions with three local authorities to sustain the model and the possibility of significant RDA funding as well.	
Theme H (potential impact): An example of a DP being successfully engaged with policy, this local LSC respondent became actively involved towards the end of Action 2. The LSC has match funded Action 3 and influenced project development and the design of training resources. The value for the LSC has been the development of products (diversity training resources) based around a solid evidence base, making it straightforward to ‘sell’ the product to the LSC nationally. The DP’s work has also been flagged up as an example of good practice in the EOC’s investigation of gender segregation in the apprenticeship programme.	

<p>Theme E (<i>potential impact</i>): National government recipient of DP dissemination materials (which were ‘easy to understand, upbeat, inspirational and good quality’) felt that the DP’s approach to community regeneration and cohesion by tapping into the skills of older people was both ‘simple’ and ‘innovative’. It has yet to be mainstreamed more widely but the local project has (on the back of the EQUAL work) received additional funding to further develop the approach.</p>
<p>Theme B (<i>potential impact</i>): Local authority recipient whose colleagues have been leading the DP and therefore had a lot of on-going informal dialogue. It is too early to tell what the mainstreaming influence will be. A good practice sharing information portal on recruitment, employment and equal opportunities was had widespread take-up locally. Impact is yet to move beyond local delivery, although the local authority is in discussion with the relevant national authorities about mainstreaming the DP’s business support model more widely.</p>
<p>Theme C (<i>potential impact</i>): RDA policy recipient became involved with the DP following a project launch and has since been impressed by the evidence and marketing materials produced by the DP. The recipient is acting as conduit for DP messages to the RDA more widely. An imminent review of business start-up policy (drawing on the DP’s outreach approaches) means that there may be future institutional or policy impact.</p>
<p>Organisational Impact</p>
<p>Theme F: A small-scale practice-focused beneficiary within an FE college (DP partner), able to show how the DP’s work has enabled the college to diversify its IT offer and sustain a new outreach model to increase take-up of college provision in rural areas.</p>
<p>Theme E: Practice recipient is a resettlement manager benefiting from DP’s inter-agency protocol to share information about (ex-) offenders. The DP’s work was very timely in policy terms, coinciding with reports on the poor reintegration of ex-offenders and the create of NOMS. It has led to changes in prison policy in terms of: a new employment strategy for offenders, improved and advice and guidance, a shift in staff engagement with offenders and their families, changes in how other organisations (e.g. prisons and local authorities) are engaged (through individual resettlement teams), and raising some of the systems barriers to information exchange.</p>
<p>Theme C: Local authority recipient (working alongside DP lead partner within the same organisation) supported the development of capacity on social enterprise and a more thorough strand of enterprise support activities. The creation of a new umbrella organisation out of the work of the DP will impact on the authority’s delivery of community-based business advice and job brokerage. It will also feed into a bid to the Treasury for LEGI (Local Enterprise Growth Initiative) funding.</p>

ANNEXES TO CHAPTER 11

Annex 11.1 – Content of CIP priorities in the NMS

Measures/actions mentioned for theme 1A

Country	Target groups identified	Measures/actions mentioned
HU	Most disadvantaged including ROMA, women, young people, people with disabilities, homeless	Help to access to the LM, developing new forms of education and vocational training for early school, experimenting new forms of integrated training and employment, combating LM discrimination, preventing and combating trafficking in human beings
CY	Unemployed/young/elderly/women/ substance misusers /released prisoners/ persons with long lasting health problems	Promoting new approaches to support the groups discriminated in the labour market/counselling and training/improvement of skills for providing mentoring/ active participation of employers in the programmes of employment enhancement/developing skills of discriminated unemployed in the social sector.
LV	Young people, disabled, persons entering the LM after childcare period, pre-retirement age persons, LTUs, ex-prisoners, other disadvantaged persons' + those 'not economically active'	Active employment measures to be approached on an innovative manner': professional training, re-training, improved qualification, paid public works, enhancing 'competitiveness' (<i>NB: of disadvantaged people on the LM</i>), including through occupational assessment and guidance, support, information... preventive measures against unemployment and LTU, activation measures for those not economically active: measures promoting employability, access to quality workplaces, internal mobility, support services, flexible workplace solutions (e.g. part-time work in case of special needs). training for staff of LM's institutions or service providers promotion of cross-cutting with other themes (including those not targeted directly in the CIP)
LT		Facilitating access and return to the labour market for those who have difficulty in being integrated or re integrated into a labour market which must be open to all.
MT	People with disabilities, immigrants, refugees and their descendants, drug addicts, homeless, delinquents, ex-prisoners, other most disadvantaged groups and marginalised groups, women	Improvement of quality and effectiveness of support aimed at improving employability of those facing greatest difficulties (by better use of ICT in the development of systems and/or direct support for individual with tools and methods adapted to their special needs), delivering of local employment strategies which enable a better match between job seeker and jobs available, promoting access or return to the LM by removing barriers within sectors and/or improving ICT, implementing a new approach to supporting the unemployed, promoting the active participation of employers and professional organisations in job creation programmes...
PL	Persons living in rural areas and in industrial areas subject to restructuring (low education level, mobility difficulty, poor access to information, no foreign language knowledge, not being able to use modern ICT). Theme A focuses on adults, most of whom were educated in the old education system. A significant share of youth with minimal employment opportunities is also noted. The highest share of people with the lowest education are employed in agriculture (56%). Theme A also takes into account the following groups : persons with disabilities, people of Roma origin, repatriates and recognised refugees.	Working out methods of mobilising local communities to create local employment oriented initiatives by taking advantage of the idea of Development Partnerships on the one hand, involving disadvantaged groups on the other hand, local institutions and NGOs for joint solution of local problems. Identification of the groups most threatened with marginalization and identification of the barriers they face in finding employment. Working out different means of effective vocational mobilisation of the least mobile groups. Description of skill shortages in rural areas and areas subject to restructuring and testing the methods of vocational mobilisation and upgrading qualifications adjusted to identified deficits, in particular in the field of ICT. Development of integration strategies to information society for groups threatened with social exclusion, experiencing labour market inequality. Promotion of measures to raise the awareness of the necessity to participate in lifelong learning and information society as well as ensuring equal opportunities. Support for inclusion of the most disadvantaged groups in the labour market or excluded from it, by building new support structures and systems.

CZ	Long-term unemployed, older workers, graduates, low-qualified persons, graduates, low-qualified persons, disabled or partially disabled, Roman minority, migrants, others (homeless, prisoners, drug addicts etc.)	Improvement of chances of these groups on the labour market, through new tools : formation of a system of prevention and assistance for early school leavers helping them to integrate into the LM. New procedures for integrating long-term unemployed, low-qualified and marginalised groups. Support to integrate disabled in the regular labour market. Complex consultation, education and assisted jobs for Roma. Increased motivation of employers and social partners in order to find solutions for the labour market integration of disadvantaged groups. Activate and increase awareness of authorities and the regional and local level. The document is specifying for each of the target groups areas of possible activities.
EE	People subjected to multiple risks (e.g. non-Estonian women, disabled youngsters) especially disadvantaged groups not or poorly covered by other policies (homeless, 'discouraged persons' = discouraged jobseekers, ex-prisoners, drug or gambling addicts etc.) ; all groups subject to the main forms of LM discrimination (sex, race, ethnicity, religion or belief, age, sexual orientation). Victims of human trafficking and prostitution.	<u>The following is mentioned for all 3 themes</u> Develop innovative and complex service packages for the disadvantaged, involving actors from different fields. Training and consultancy methods for employers. Awareness campaigns for the general public. Studies.
SK	LTU, persons with low qualifications, young people, regional disparities, Roma	Problem: sustaining high unemployment rate Objective: labour market integration of disadvantaged groups
SI	The disadvantaged groups encompass: disabled, young, Roma, victims of violence, people with mental health, addicts, persons in post-penal treatment	The aim is to increase the labour market participation rate of the selected disadvantaged groups, secondly to reduce unemployment and thirdly to facilitate conditions for permanent integration into the labour market. The planned activities focus on training, on integrated motivation-guidance-labour market integration, on developing local and sectoral approaches and on mainstreaming specific skills, training adapted to the target groups

Source : CIPs

Theme 1B

Country	Target groups identified	Measures/actions mentioned
CZ	Roma Combating xenophobia in society	Supporting the multicultural environment and education in CZ. Preventive measures combating discrimination of Roma minority. Objective: ensure equal opportunities for all on the Labour market.
SK	Roma Combating xenophobia in society	Problem: Missing multicultural education and stereotypical attitudes in society. Very high share of unemployed Roma population. Objective: creating supportive conditions to combat racism and xenophobia.

Source : CIPs

Theme 2C

Country	Target groups identified	Measures/actions mentioned
CZ	Disadvantaged groups	Promote self-employment and business start-up : complex care in addition to career, economic and legal advices. Maintaining self-employment through activities at the local level, eg. Set up professional tutorship. Involvement of self-employed disadvantaged persons in community activities and services. Offer day care which enables women to start-up and run a business. Explore methods for overcoming financial exclusion faced by disadvantaged groups.
MT	Marginalised groups in both urban and rural areas, ethnic minorities, people with occupational disabilities, women, others disadvantaged groups.	Stimulating business start-ups, self employment, local job creation, creation of new jobs and quality sustainable businesses, developing business support services, improving existing support for business start-ups, promoting entrepreneurship, innovative and inclusive business creation skills, developing integrated strategies which meet the needs of local development and job creation, new ways to address the hidden employment problem.

Source : CIPs

Theme 2D

Country	Target groups identified	Measures/actions mentioned
CZ	Mothers with young children, school leavers, persons in pre-retirement age, immigrants and asylum seekers, ethnic minorities, low-educated, homeless, ex-prisoners, persons leaving mental hospitals.	Objective: increase capacity for the third sector Improving management skills Improve quality and advice for social economy sector Support networking, creating umbrella organisations etc. Cooperation between NGOs and PES non existent but desirable though Regions (introduced in 2001) are an important actor / partner for strengthening the NGO sector
PL	Youth risking social exclusion (including young offenders), persons with disabilities, homeless people, alcohol and drug addicted people, long term and unemployed and economically inactive people, prisoners just before release and ex-offenders, repatriates and their family, refugees, ethnic minority.	Promotion of social economy on the Polish labour market through : - identification and dissemination existing good practices, - raising the level of knowledge of the society on third sector potential, - developing the Polish model of social economy, including definition of its role and tasks in the field of regeneration of deprived area, taking advantage of experience of other Member States, - developing effective mechanisms of supporting persons moving from the second labour market to the first one, - developing a platform of co-operation and understanding among the actors of social economy, through development of partnership and creation of new factivities, - working out new instruments of social economy and model methods of activity adjusted to the needs of different social groups and to the specific character of geographical areas, where the development of social economy will contribute to the restoration of activeness of these areas from the point of view of the labour market situation and the availability of services, including social services, - testing the methods of local communities' mobilisation in favour of cooperation in the process of revitalisation of local labour markets an development of rural areas, including the promotion of entrepreneurs' participation in the development and implementation of revitalisation programmes, - working out model solutions in building the potential of the third sector, in particular up-grading qualifications of employees in the management of social enterprises, - improving the availability of investment capital for social enterprises.
SK	Socially disadvantaged groups	Problem: Lack of public utility services Objective: strengthen the development of social economy

Source : CIPs

Theme 3E

Country	Target groups identified	Measures/actions mentioned
HU	Disadvantaged people, older workers, people with disabilities, women returning to the LM	Investigating new employment opportunities, innovative work practices/ promoting development of key competences/ creating training programmes/ developing inclusive HR policies aimed at promoting the employability and adaptability of people / providing trainings on IT & upgrading skills in IT, promoting health services within workplace/ raising awareness to influence employers' attitudes regarding older workers /establishing flexible forms of employment/ new procedures and methods at the work organisation level/
CZ	Low-qualified, Roma, disabled as main problematic groups and generally lower participation of women in LLL.	Support for the building-up of a coherent system for LLL (e.g. needed legislative changes, certification system etc); Consultancy services adapted to disadvantaged groups, New methods to expand continuous training in SMEs.
SI	Adults, especially older people with low skills and low qualification levels (Note: it becomes clear from the prior labour market analysis that this is the group most hit by industrial restructuring and which has the lowest chances to reintegrate the labour-market). Persons with low income, Persons facing other disadvantages (e.g. people with mental health problems) .	The aim is to test new ways and to direct actions towards the socially marginalized groups. Also SMEs and managers are targeted. The aim is to promote and consolidate a LLL culture in SMEs (Note: SMEs have played a crucial role for the transition period)

Source : CIPs

Theme 3F

Country	Target groups identified	Measures/actions mentioned
PL	Entrepreneurs SMEs employees threatened with loss of job due to factors as : age, gender, education, insufficient qualifications, family situation...	Elaboration of analysis aimed at recognising barriers in adaptability of the Polish enterprises in the field of use of new technologies, covering sectional studies of various types of enterprises and taking into consideration various types of adaptability indicators. Working out model solutions of supporting SMEs in the process of the use of new technologies and innovative methods of management. Testing innovative methods of promotion and implementation of flexible forms of employment and work organisation to work out model solutions, taking into consideration both needs of enterprises and the situation of workers connected with their family or health condition, such as telework, work rotation, part-time employment, ... Testing new methods of inclusion in activities aimed at up-grading qualifications of employees threatened with losing their job due to lack of skills adjusted to the needs of entrepreneurs, resulting from the development of new technologies and due to barriers impeding job retention. Working out methods of dissemination among SMEs of human resources' development strategies. Promotion and implementation of lifelong learning principles among most vulnerable workers. Working out, new forms of training combined with practical training in new skills to maintain the employment of workers threatened with the loss of their job. Working out methods of jobs' retention (e.g. older employees as mentor).
CZ		Support the development of flexible forms of work organisation in particular in SMEs (job rotation, job sharing, Integration of programmes for employees dismissed during the process of large corporation restructuring, Support to development and availability of ICT).
SK	Companies and employees	Problem: passivity, low level of ability to work with IT, lack of foreign language skills, adaptability to structural change is low. Objective: support the creation of an environment stimulating HR development, use of new technologies.

Source : CIPs

Theme 4G

Country	Target groups identified	Measures/actions mentioned
CY	Men/women/family	Development of family friendly forms of work organisation for men and women/upgrading skills of women who have left the labour market/elimination of stereotypes regarding the role of sexes in the family/awareness of enterprises to confront problems of reconciliation of family and professional life.
EE	Parents of young children, people with care responsibilities, employers and the general public.	In addition to what has been mentioned for all 3 themes, the CIP highlights the possibilities for network organisations and telework, thanks to the good ICT infrastructure.
LV		Actions addressing stereotyping in professional orientation; lack of care for dependents; employer awareness on conciliation; strategies addressing insufficient flexibility of work; lack of confidence for LM integration; gender stereotypes at work, insufficient transport in the countryside.
LT		Reconciling family and professional life, as well as the re integration of men and women who have left the labour market, by developing more flexible and effective forms of work organisation and support services.
MT	Employees, women, single parents, people with occupational disabilities, low-income groups, atypical workers including part-timers	Developing new work structures for a better work/life balance, providing incentives to employers to introduce or improve family-friendly working arrangements, upgrading skills of women who left work because of family commitments, increasing childcare and eldercare provision, improving accessibility to family support structures, promoting measures providing job quality and security for atypical workers.
PL	Women and men returning to the labour market after a break caused by family duties. Women and men for whom the child care and care of dependants is a barrier in entering the labour market. Lone parents Women from rural areas and regions in a difficult economic situation.	Testing the efficiency of traditional methods of vocational mobilisation of persons excluded from the labour market due to their family responsibilities. Testing the efficiency of hitherto activities in favour of women's entrepreneurship and analysis of kinds of businesses started by women. Working out an effective system of incentives for women to start up business in the field of services with the use of modern technologies. Analysis of women's work in the "grey sphere" and working out methods of counteracting this phenomenon, including development of effective system of incentives to transform illegal work into legal employment by testing solutions aimed at the liquidation of legal and fiscal barriers. Development of mechanisms to maintain economic activity and up-date vocational qualifications in the case of a break, in order to take care of children and dependants. Working out methods of cooperation between NGOs, self governmental authorities and enterprises to create and run care and educational facilities and to liquidate communication barriers. Testing new methods of promotion of flexible forms of employment and work organisation as a means of reconciling vocational and family life, among women and men seeking job and employers, and raising the employers' awareness in the field of equal opportunities of women and men.
CZ		Restore a network of services for mothers with young children. Support flexible employment schemes. Provide the opportunity of further education for persons who take all-day care of dependent persons.

Source : CIPs

Theme 4H

Country	Target groups identified	Measures/actions mentioned
CZ		Enhance awareness of EO among employers, among social partners and employees themselves ; Development of tools providing equal remuneration between men and women.
HU	Women, young people	Promoting women's employment and supporting job desegregation : introducing new forms of employment/ upgrading skills in IT/promoting women careers, women participation in R&D activities/ raising awareness to influence attitudes of employers regarding segregation and discrimination of Women/Ensuring wider job selection opportunities for young people.
LV		Actions addressing stereotypes in professional orientation; lack of care for dependents; employer's awareness on conciliation; strategies addressing insufficient flexibility of work; lack of confidence for LM integration; gender stereotypes at work, insufficient transport in the countryside..
SI	Women, men	National policy has designed a range of legal provisions and institutional arrangements in order to ensure gender equality, but these seem to be insufficient to combat inequalities. Therefore, EQUAL budget is dedicated to this policy fields. The objective is to obtain a more equal distribution of men and women in economically prosperous sectors, as well as within the job hierarchy.
SK	Men and women	Problem: lower participation rates, higher share of women in low paid jobs etc. Measures: gender studies, gender audit, gender sensitization.

Source : CIPs

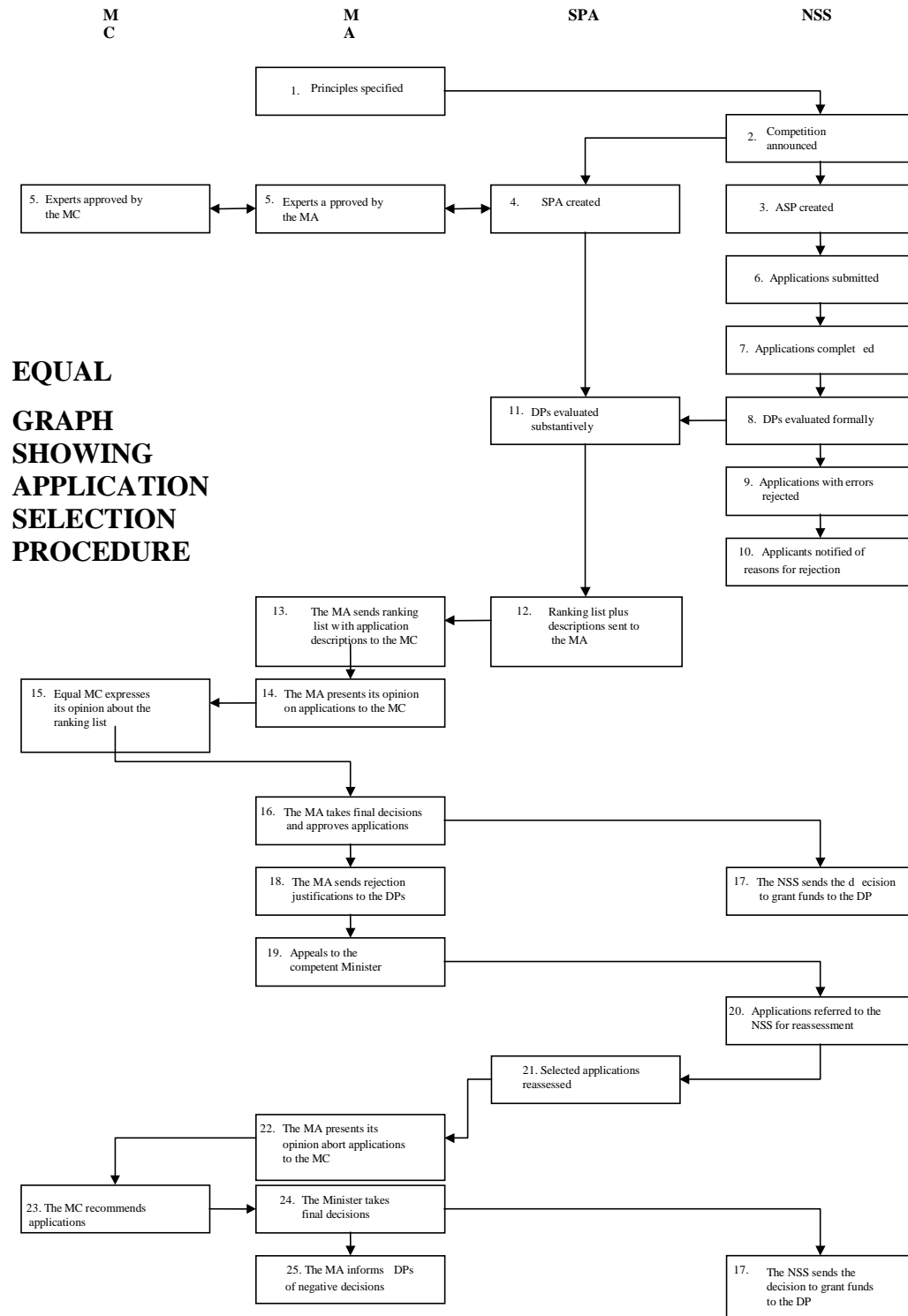
Theme I

Country	Target groups identified	Measures/actions mentioned
CY	Asylum Seekers	Promoting supportive interventions for asylum seekers/enhance their skills/their social and professional integration in the Cypriot society and labour market until the final assessment of their application.
EE	Asylum seekers	Given the very limited scope of this issue in EE, the CIP foresees one 'light' DP for the setting up of appropriate networks, increase institutional capacity, organise training for staff working with AS, and work on horizontal solutions for assistance and support.
HU	Asylum Seekers	Providing language and vocational training/ experimenting new integrated services, promoting inclusion of AS' families/developing research, studies and training about AS' system or statutory regulations/developing the capacity of the NGO's sector, networks to share information.
LV	Asylum seekers Victims of trafficking	Actions to: evaluate and where necessary harmonise legislation, support the establishment of appropriate networks and services offering vocational training, education, social rehabilitation and care; to increase institutional capacity and train staff working with asylum seekers; to work out possible horizontal solutions for providing assistance and support. Complementarities with the actions of the 'Ministry of Interior Affairs' within the scope of the European Refugee Fund. Victims of trafficking addressed in a transversal way.
LT	Asylum Seekers	Supporting the social and vocational integration of Asylum Seekers.
MT	Asylum Seekers	Improving personal situation and LM prospects of AS in the context of domestic legislation, quality of the reception, developing training, preparing for social and vocational integration, developing support for better integration, educating people about the needs of AS, improving living conditions in reception centres.
PL	People applying for refugee status	Improvement of a system of diagnosing and forecasting the phenomenon of asylum seekers inflow to Poland. Adjustment of the support system to the beneficiaries' needs in terms of language skills, vocational training, information on culture, rights and duties as well as employment possibilities. Strengthening public institutions and NGOs implementing public policy in this regard. Developing a partnership network and co-operation of institutions dealing with problems of asylum seekers. Raising public awareness on multicultural dimension by means.
CZ	Asylum seekers Minor asylum seekers	Integration courses (in particular language) Pedagogic and social care for unaccompanied minor asylum seekers Training for potentially returning asylum seekers Training for people working with AS Networking of organisations and authorities working with AS Help for labour market integration for AS (for those who are able to work)
SI		EQUAL activities are aimed at supporting social and vocational integration of the beneficiaries. The objective is to develop employment-oriented training programmes for individuals seeking asylum in Slovenia
SK	Asylum seekers	Measures: creating material – personal conditions for the implementation of language and training programmes and retraining courses.

Source : CIPs

ANNEXES TO CHAPTER 12

Annex 12.1 – Selection procedure in PL



Annex 12.2 – Evaluation grid used in EE

No.	Criteria	Maximal amount of evaluation points	Required amount of evaluation points to be gained in these areas
1.	Project application conformity with the themes laid out in the EQUAL CIP Programme and Programme addendum and with the horizontal goals of the structural policy.	15	7
1.1	The project's application is in conformity with one of the goals, priorities, themes established in the EQUAL CIP Programme.	10	7
1.2	The project's application conforms with the horizontal goals of structural policy — facilitation of gender equality, promoting regional development and information society	5	
2.	The work programme reflected in the project application conforms with all the EQUAL CIP strategic principles	15	10
2.1	Innovation	3	2
2.2	Trans-national cooperation	3	2
2.3	Cooperation, effective partnership approach	3	2
2.4	Equal opportunities	3	2
2.5	Mainstreaming, sharing of experience, thematic approach	3	2
3	Substantiation of the work programme reflected in the project application (detailed description of the work programme for Preparation phase and review of the work programme for Implementation phase)	20	10
3.1	The project's application substantiates policy needs of selected target group and demonstrates how the problem will be solved by reaching the project's goal.	5	
3.2	The project's actions are clearly defined, conforms with planned schedule and ensures that the specified goals will be met.	5	
3.3	Existence of a clear link between ascertained problem, determined goal and planned activities.	5	
3.4	Partners are involved in the project's implementation; their selection is justified.	5	
4	Capacity for carrying out the work programme	20	10
4.1	The project's application lists instruments for programme implementation and usable material basis is specified.	5	
4.2	The project's application gives proof of competence, experience and professional qualifications of administrative personnel employed in the applicant team.	5	
4.3	The project's application clearly indicates how the project monitoring will be organized.	5	
4.4	Connections exist between the planned project information and publicity activities.	5	
5	Budget, justification and effectiveness of expenses	20	10
5.1	The expenses planned in the project application are justified and correspond to actual market prices.	5	
5.2	Economically justified solution for attaining the specified goal has been selected.	5	
5.3	The project's budget is detailed.	5	
5.4	The project's budget conforms with referable expenses of the guidelines and conforms with the Commission's Regulations No. 448/2004.	5	4
6	Self-assessment plan	10	4
6.1	The Self-assessment plan is developed in detail.	5	
6.2	There are sufficient resources allocated for the implementation of the self-assessment plan.	5	
	TOTAL	100	51

Annex 12.3 - Evaluation grid used in SI

Criteria	Max.	Min.
I. PART	110	66
1. Relevance Criteria	50	30
Does the application include clear goals of a DP and how they correspond to the selected measure?	10	6
Does the application include details on the expected mainstreaming impact of a DP in the framework of selected measure?	10	6
Does the DP take into account the equal opportunity approach and how does it do so?	10	6
Why is a DP needed?	5	3
Who does the DP want to assist and how will the barriers towards the target group be faced?	3	2
Detailed work programme for the preparation phase.	8	5
Estimated activities carried out in the implementation phase and its results.	2	1
Estimated activities carried out in the dissemination phase and its results.	2	1
2. Quality Criteria	60	36
How will a DP take into account the need for innovation and what sort of innovation will be supported?	15	9
How will a DP develop a successful partnership approach by preparation, development and implementation of a work programme?	15	9
How will a DP support the empowerment of disadvantaged groups and individuals?	10	6
How will a DP take into account the principle of empowerment inside the DP?	10	6
What is the added value of transnational cooperation to DP's activities?	10	6
II. PART		
3. Operative Criteria	50	30
Structure and inclusion of key actors in DP	15	9
Management capacity and coordinating skills	15	9
Budget and cost-effectiveness	15	9
Self-evaluation of DP	5	3
4. Horizontal criteria	20	13
Complementarity with existing policies in the geographical area or sector	9	6
The use of informational society	9	6
Inclusion of victims of trafficking	2	1
Maximum no. of points	180	
Minimum no. of points	110	