

Projects funded by the European Union Programme for **Employment and Social Innovation (EaSI)**



Report VI

Period covered 2013-2016

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PROJECTS FUNDED BY THE EUROPEAN UNION PROGRAMME FOR EMPLOYMENT AND SOCIAL INNOVATION (EaSI)

Report VI

Period covered 2013-2016

Directorate-General for Employment, Social Affairs and Inclusion

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Foreword



“This Commission is firmly committed to create jobs and growth and improve social conditions across Europe. This report showcases 18 successful and inspiring projects financed by the Commission to promote employment and social innovation. A special focus is brought on the European added value, with a real effort to show where and how EU funding mostly contributes and can make a difference in people’s lives.

I hope that this report will inspire many public, private and civil society actors to apply for EU funding and build their own projects in the area of employment and social innovation.”

Marianne Thyssen

Commissioner for Employment,
Social Affairs, Skills and Labour Mobility

A handwritten signature in blue ink, appearing to read 'M. Thyssen'.



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Abstract

The European Commission co-finances actions of public, private and civil society actors enabling them to deliver new services, assess the existing policies or develop new ones, and exchange good practices in the fields of employment, labour mobility, working conditions, social protection and social inclusion. To facilitate the dissemination of the results achieved, this report presents 18 projects, most of which were still funded under the programmes PROGRESS and EURES, which were predecessors to the EU Programme for Employment and Social Innovation (EaSI)¹, and several projects already funded by the new generation programme.

The aims of the projects presented here ranged from supporting the reforms of national pensions systems to building partnerships between employment services and setting up the European Sectoral Skills Councils. In the area of working conditions, the projects sought to promote transnational cooperation on posting of workers. The overviewed EURES projects aimed at placing young people in quality jobs and supporting partnerships between employment services working in the cross-border areas.

The report also includes a description of the methodology used to collect information on the presented actions and to analyse their results. Among other things, the report seeks to shed light on the European added value of the described actions and to single out potential good practices.

We believe that this report will be beneficial in two key ways. First, it will serve as guidance for public, private and civil society actors wishing to apply for EU funding and second, it will provide policy-makers with innovative ideas to design and implement new policy interventions in the respective policy areas.

⁽¹⁾ EaSI Regulation: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0238:0252:EN:PDF>

Résumé

La Commission européenne cofinance des actions des acteurs publics, privés et de la société civile, pour que ces derniers puissent proposer de nouveaux services, évaluer des politiques existantes ou en développer de nouvelles, et échanger de bonnes pratiques dans les domaines de l'emploi, des conditions de travail, de la protection sociale et de l'inclusion sociale. Pour faciliter la diffusion des résultats obtenus, le présent rapport présente 18 projets, qui pour la plupart recevaient déjà des financements dans le cadre des programmes² PROGRESS et EURES, les prédécesseurs du programme de l'Union européenne pour l'emploi et l'innovation sociale (EaSI) ; plusieurs programmes sont quant à eux déjà financés par la nouvelle génération du programme.

Les projets présentés ont des objectifs allant du soutien aux réformes des systèmes nationaux de retraite jusqu'à la construction de partenariats entre les services d'emplois, en passant par la création de conseils sectoriels européens des compétences. Dans le domaine des conditions de travail, les projets présentés cherchent à promouvoir la coopération transnationale pour le détachement des travailleurs. Les projets EURES analysés visent quant à eux à placer les jeunes dans des emplois de qualité, et à soutenir les partenariats entre services de l'emploi travaillant dans des zones transfrontalières.

Le rapport inclut également une description de la méthodologie utilisée pour collecter des informations sur les actions présentées, et pour analyser leurs résultats. Entre autres, le rapport cherche à apporter un éclairage sur la valeur ajoutée européenne des actions décrites, et à isoler les bonnes pratiques potentielles.

Nous pensons que ce rapport aura deux grands aspects positifs. Tout d'abord, il servira de guide pour les acteurs publics, privés et de la société civile qui souhaitent faire une demande de financement européen. Ensuite, il donnera matière à penser aux décideurs politiques pour concevoir et mettre en œuvre de nouvelles interventions politiques dans leurs domaines politiques respectifs.

(²) Règlementation EaSI : <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0238:0252:FR:PDF>

Kurzfassung

Die Europäische Kommission stellt eine Kofinanzierung für Maßnahmen staatlicher, privater und zivilgesellschaftlicher Akteure bereit, mit denen diese in den Politikfeldern Beschäftigung, Arbeitsmobilität, Arbeitsbedingungen, Sozialschutz und soziale Eingliederung neue Dienstleistungen erbringen, politische Strategien auswerten oder neue politische Ideen entwickeln sowie bewährte Verfahren austauschen. Um die Verbreitung der erzielten Ergebnisse zu erleichtern, stellt dieser Bericht 18 dieser Projekte vor. Die meisten davon wurden noch im Rahmen der Programme PROGRESS und EURES gefördert, den Vorgängerprogrammen des EU-Programms für Beschäftigung und Soziale Innovation (EaSI)³. Die übrigen Projekte wurden bereits durch dieses neue Programm finanziert.

Die vorgestellten Projekte dienen unter anderem dem Zweck, die Reform nationaler Rentensysteme zu begleiten, Partnerschaften zwischen Arbeitsvermittlungsstellen aufzubauen oder sektoraler Kompetenzräten einzurichten. Im Politikfeld Arbeitsbedingungen fördern die ausgewählten Projekte die internationale Zusammenarbeit bei der Arbeitsvermittlung. Die untersuchten EURES-Projekte hatten das Ziel, jungen Menschen in hochwertige Arbeitsplätze zu vermitteln und Partnerschaften von Arbeitsvermittlungsstellen in den Grenzregionen aufzubauen.

Außerdem enthält der Bericht eine Beschreibung der Methoden, die angewendet wurden, um Daten über die vorgestellten Maßnahmen zu erfassen und deren Ergebnisse zu analysieren. Unter anderem möchte der Bericht den europäischen Mehrwert der untersuchten Maßnahmen erfassen und bewährte Verfahren hervorheben.

Wir glauben, dass dieser Bericht in zweierlei Hinsicht nützlich sein kann. Erstens kann er öffentlichen, privaten und zivilgesellschaftlichen Akteure, die Fördermittel der EU beantragen möchten, als Leitfaden dienen. Und zweitens bietet er politischen Entscheidungsträgern innovative Ideen zur Entwicklung und Umsetzung neuer politischer Maßnahmen in den behandelten Politikbereichen.

⁽³⁾ EaSI-Verordnung: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:347:0238:0252:DE:PDF>

Introduction

Analysing and disseminating information about the results of supported projects and organisations are part of the performance monitoring of the EU Programme for Employment and Social Innovation (EaSI) 2014-2020. The programme's monitoring approach foresees biannual reports presenting examples of projects and organisations supported by EaSI and its predecessor programmes EURES and PROGRESS.

This is the sixth such report, which follows [the first five issued in 2014-2016](#). It reviews projects, most of which were still funded by the predecessor instruments PROGRESS and EURES. The report consists mainly of fiches that present the results of a given project in a concise and uniform format.

The report provides an overall description of the completed projects, focusing in particular on the results and European added value as well as potential good practices among these actions. In addition, project fiches were developed with the aim of making them easily accessible as stand-alone documents and useful to all informed stakeholders (decision-makers, social partners, NGOs, academia, media and civil society at large).

The purpose of this report is to improve learning among the public authorities of Member States, civil society organisations and private actors working in the field, in order to support future policy developments. We believe that the report will be beneficial to the above-mentioned actors in at least two ways. First, it will serve as guidance for public, private and civil society actors wishing to apply for EU funding in the future. Second, it will provide policy-makers with ideas that can inform the design and implementation of new policy interventions in the respective policy areas.

Along with this introduction, the report has three other parts. The first part features a description of the methodology used to collect information on the actions presented and to analyse their results. The second part presents examples and analysis of projects funded by PROGRESS, EURES and EaSI in 2013-2016. The report concludes with a short afterword *inter alia* explaining the next steps in monitoring EaSI-supported projects and organisations as well as the overall programme.

Key facts about the presented projects

This report presents examples of 18 projects funded by the EaSI programme and its predecessor programmes PROGRESS and EURES. As the projects usually last between 2 and 3 years, in this report the reader will find examples and analysis of actions implemented in 2013-2016.

In the policy area of **social protection and social inclusion**, the report presents four projects funded by the Commission to support the design of reform strategies for more cost-effective social protection systems (see Table 1).

Table 1. Calls for proposals in the policy area of social protection and social inclusion (PROGRESS)

Reference number	Title	Number of projects included in the report
VP/2013/013	PROGRESS: Support for the design of reform strategies for more cost-effective social protection systems	4

In the policy area of **employment**, the report presents 11 Commission-funded projects aimed at encouraging collaboration between public and private actors in the labour market to address persistent skills shortages and mismatches as well as two projects supporting partnerships between employment services (see Table 2).

Table 2. Calls for proposals in the policy area of employment (PROGRESS)

Reference number	Title	Number of projects included in the report
VP/2012/013	PROGRESS: PARES-Partnerships between employment services	1
VP/2013/010	PROGRESS: Delivering on skills for growth and jobs	9
VP/2013/016	PROGRESS: PARES-Benchmarking between Employment Services	1

In the policy area of **labour mobility (EaSI-EURES)**, the report analyses one project aimed at supporting partnerships between employment services working in cross-border areas (see Table 3).

Table 3. Calls for proposals in the policy area of labour mobility (EaSI-EURES)

Reference number	Title	Number of projects included in the report
VP/2014/011	EaSI-EURES: Cross-border partnerships, social partners and EEA countries	1

In the policy area of **working conditions**, the report analyses two projects that aimed to enhance administrative cooperation and access to information on the posting of workers (see Table 4).

Table 4. Calls for proposals in the policy area of working conditions (EaSI-PROGRESS)

Reference number	Title	Number of projects included in the report
VP/2014/007	EaSI-PROGRESS: Posting of workers: enhancing administrative cooperation and access to information	2

Please note that projects within different policy areas as well as projects within the same policy area that are funded through different calls should not be compared with each other, as they are different in scope, aim, activities, budget and duration. They should rather be seen as distinct actions.

How to read this report

This report consists mainly of project fiches that were prepared as stand-alone documents. Therefore, we advise the readers to jump immediately to the fiches that they find the most interesting and relevant based on their area of work or personal interests (as opposed to reading the report from beginning to end). In order to understand how these fiches were developed, please also take time to read the introduction and the methodological chapter.

1. Methodology

The key components of this report are fiches that present the results of projects still funded mainly by the PROGRESS and EURES programmes that were predecessors to the EU Programme EaSI. These project fiches are structured according to policy areas as well as themes of respective calls for proposals. The report presents all EU-funded projects that were funded under these instruments and successfully completed.

In addition to an overview of activities carried out by the selected projects, the report aims to identify and describe 'potential good practices.' In order to single out such practices, we followed a broad definition of the term 'practice' encompassing both policy and implementation. In our view, a 'good practice' is a process or methodology that has been proven to work well and produce good results, and is therefore recommended as a model or useful example. What constitutes a 'potential good practice' can thus include initiatives as diverse as legislation (at the national, sub-national and local levels), regulation, policies, strategies, institutional frameworks, planning and coordination procedures, various interventions (programmes, projects, campaigns, subsidies, financing mechanisms, tariff structures and similar), among many others. When analysing EaSI-funded projects, the report team aimed to include all information instrumental to distinguishing the most successful projects, so that only effective calls are continued in the future.

To ensure that we collected information that was as comprehensive as possible on the presented actions, we relied on three data collection strategies:

1. The main sources of information were the final technical implementation reports completed by grant beneficiaries.
2. In order to develop as detailed a presentation of projects as possible, the report team also used all available additional information about the presented projects provided to them by the European Commission. Such information included various reports and briefings, agendas of organised events, participant lists, financial information, detailed description of deliverables and external/internal evaluations of specific projects.
3. Data collection was also carried out via openly accessible sources, such as project/organisation websites.

The report team then analysed the content of the collected material according to a pre-developed toolkit in order to produce fiches for each project. The toolkit included a project/organisation fiche template (covering pre-defined criteria for analysis), a list of criteria for classifying analysed projects and organisations, and a reference grid for assessing potential good practices.

The resulting 18 project fiches each consist of two parts. The first part (a table) presents the general administrative data on a given project as well as policy areas and sub-areas as per the pre-established classification. In the second part, we outline the projects, their aims and results, effectiveness, transferability/up-scalability, sustainability, innovativeness, impact and EU value added. These criteria were also used to assess which of the project activities could be regarded as potential good practices. As the reports on EaSI-funded projects will be *inter alia* used by the project auditors, the aspect of effectiveness (i.e. the extent to which projects achieved their results) was given particular emphasis.

The list below provides the complete list of criteria used to analyse projects.

List of criteria for analysing projects

- **Socioeconomic context.** This part describes why the action was implemented and the policy-related motives behind it. It also describes how the analysed project/organisation fits into local/national/EU policy, social and economic context.
- **Aims of the project/organisation.** This heading, summarises what the action aimed to achieve.
- **Project results, measured impacts, achievements, lessons learned.** This part discusses the results, medium-to-long-term impacts of the action (both current and expected), achievements and lessons learned.
- **Identification of potential good practices.** This section identifies processes/methodologies employed by the project that could be suggested as good practice examples to other similar projects/organisations.
- **Transferability element(s) of the project/activities** (if any). This section discusses the potential for the

action or its individual parts to be applied in other contexts/at other levels (these do not necessarily have to be good practices).

- **Innovativeness of the project/activities** (if any). This section presents project/organisation activities that could be considered novel, in terms of standing out in the context of similar actions and settings, and elaborates how.
- **Policy evidence generated by the project/organisation** (if any). This heading provides an overview of the studies, reports, databases or other evidence produced by the project/organisation to inform policy developments in a respective field.
- **Transnational dimension** (if any). This section focuses on activities that were implemented in more than one country, at the EU or international level. In the fiches featuring transnational networks or projects that by design are transnational, this section was often not singled out and instead the transnational element was emphasised as a horizontal theme throughout the project description under other criteria.
- **New partnerships created** (if any). This heading elaborates on actions that lead to participating organisations finding new partners because of their involvement in a given project/network.
- **Dissemination strategy** (if any). This section provides an overview on how the project/organisation communicated the results of their action to their internal networks, stakeholders and the general public, including relevant intermediary and ultimate target groups.
- **European added value** (if assessed). In this section, the report comments on whether the action:
 - could have been implemented without EU funding (where exactly did EU funding mostly contribute?);
 - contributed to the implementation of EU legislation or ensuring that EU legislation is correctly applied;
 - led to economies of scale, ensuring more efficient use of money and better services for citizens;
 - promoted best practice examples learned from the previous EU/national actions;
 - promoted benchmarking for decision-making (e.g. through peer reviews, mutual learning, producing evidence for policy-makers, etc.);
 - due to its transnational character, allowed cross-border risks to be reduced and their consequences mitigated;
 - contributed to the free movement of persons;
 - contributed to networking activities (especially between organisations from different countries).
- **Sustainability measures**. This part explains what measures were taken in order to ensure that the results and impacts of the action are sustainable. Is there any evidence that activities will continue in the absence of EU funding?

The reader should note that even though projects presented in this report were funded under the same programme and many of them had similar aims, each implemented a unique set of actions. Therefore, in overviewing them the research team focused on the most relevant information for each, instead of including a uniform list of criteria in every fiche. This in essence is to say that project fiches feature different combinations of headings, and more emphasis in specific fiches is given to some of the criteria over others, with respect to the nature of the actions themselves.

2. Social Protection and Social Inclusion

The Design of Reform Strategies for More Cost-Effective Social Protection Systems

This chapter presents four projects in the area of social protection and social inclusion funded through the PROGRESS programme as a result of the call for proposals aimed at supporting the design of reform strategies for more cost-effective social protection systems⁽⁴⁾.

The projects were expected to generate knowledge and evidence that could help steer the national reform programmes, specifically, through the three main types of activities:

1. analysis of the cost-effectiveness of the social protection system;
2. assessment of (competing) strategies to reform social protection spending or financing; and
3. exchange of good practices and lessons learned from past reform experiences.

2.1. Cost-effectiveness of Policies and Strategies Aimed at Prolonging Careers in the Middle and in the End

‘The unique combination of administrative data sets developed during the project will enable reliable quantitative analyses that were not possible before the action.’

Call identification number: VP/2013/013

Grant identification number: VS/2014/0174

Policy area: Social protection and social inclusion/Social security schemes

Policy sub-area: Administrative cooperation and exchanges of data

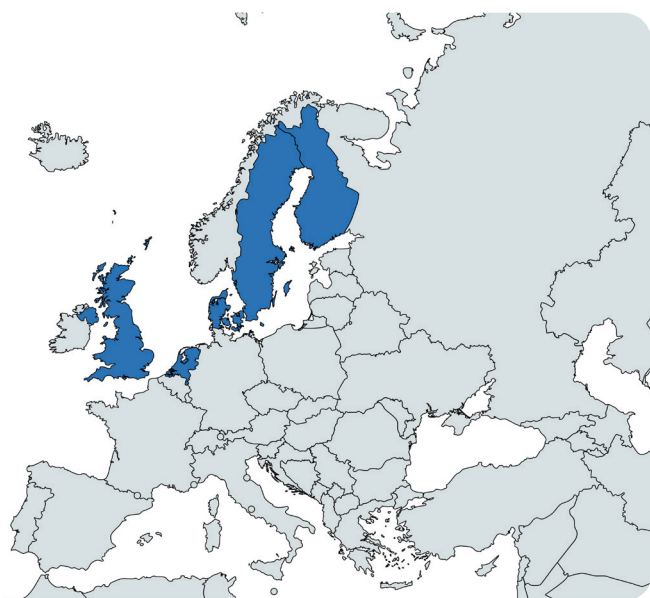
Implementation country: Finland

Participating countries: Denmark, the Netherlands, Sweden, the United Kingdom

Project duration: 1 October 2014-30 September 2016

EU contribution in euros: 163 268.86

Target groups: Researchers, Policy-makers, Citizens



Aims of the project

The project was based on the observation that there is very little evidence on the cost-effectiveness of various welfare policies. The lack of reliable and appropriate data were seen as

one of the greatest obstacles to obtaining information on the impact of welfare policies. Thus, the project aimed to produce the evidence lacking on the cost-effectiveness of the welfare policies and to put forward policy recommendations based on the evidence gathered.

Project results, measured impacts, achievements, lessons learned

The project resulted in the creation of an international expert network in the fields of rehabilitation, reintegration, disability and health policies in connection with labour markets. The core team of researchers created a large-scale data set which combines comprehensive health registers (including the Finnish hospital discharge register) with unique administrative data sets including information about employment and unemployment periods, social and retirement benefits.

Outcomes of the project showed that the quality of policy analysis could be significantly improved by investing in data-collection capabilities which make it possible to merge

⁽⁴⁾ Call for proposals VP/2013/013: Support for the design of reform strategies for more cost-effective social protection systems.

various health registers with administrative data sets about employment periods, unemployment periods, received social benefits and retirement benefits.

Gender equality

Gender equality was respected in the project by having an equal gender mix in the expert network (7 women and 7 men) and by making the project results open and available to all interested participants and the general public through seminars, the internet and policy briefs.

Policy evidence generated by the project

The project summarised the collected evidence in the following data briefs, including policy conclusions, that could be relevant to any EU country:

- The Health Impacts of Active Labour Market Policies
- Social Assistance and Health: What Lessons for Improving Cost-Effectiveness?
- Supporting Employment of People with Schizophrenia
- Strategies to Investigate the Cost-Effectiveness of Employment Measures in a Non-Experimental Setting
- Managing Long-Term Sickness Absence
- Health and Retirement
- Health and Unemployment: the Relationship

Transnational dimension

Although the project has not itself developed a practice of remote data sharing, the work conducted by the core research team shows how the existing IT infrastructure in one EU Member State can be used to advance empirical research in the whole EU region. This means that all researchers interested in working with high quality Finnish administrative data can benefit from the work done by the project.

New partnerships created

The project created an expert network consisting of 14 researchers from Denmark, Finland, Sweden, the Netherlands and the UK.

Dissemination strategy

Members of the expert network produced seven policy briefs on the project topics. Thirty copies of these were distributed and there were 145 downloads by unique users. Three seminars were organised for general audiences as well as four internal workshops for the network members. An unexpected additional outcome of the project was the engagement of the project experts as guest editors for a supplement issue to be

Activities implemented

- Creation of an expert network;
- Compilation of a new data set for statistical analyses;
- Writing deliverables that summarise the gathered evidence and policy recommendations;
- Multiple actions events (including conferences and a project meeting).

Coordinator

The National Institute for Health and Welfare (Finland)

Project/organisation website

www.thl.fi

published by the Scandinavian Journal of Public Health that will focus specifically on the project topics and disseminate more academic results of the project. In addition, 18 pieces of promotional material were produced, 4 256 copies of these were distributed and there were 4 326 visits per month to websites by unique users.

European added value

The new data set created during the project is administered by Statistics Finland and can be accessed throughout the EU area through the secure remote access system of Statistics Finland. This contribution is likely to have a lasting impact on the quality of social policy analysis in Finland and may help researchers working in the field throughout the EU.

2.2. IESS Improving Effectiveness in Social Security

'The project established a partnership between the Italian government and three research centres, which merged the use of survey and administrative data sets for informing policies.'

Call identification number: VP/2013/013

Grant identification number: VS/2014/0237

Policy area: Social protection and social inclusion

Policy sub-area: Pensions

Implementation country: Italy

Participating country: The United Kingdom

Project duration: 1 May 2014–31 May 2016

EU contribution in euros: 277 682.12

Target groups: Italian policy-makers and social partners; Opinion-makers, including mass media and journalists; Non-governmental organisations; Academia, research institutions and think tanks; Ultimate target groups: youth and old workers, individuals with disadvantaged working careers.



Socioeconomic context

In recent decades, Italy, more than any other European country, has been subject to a generalised ageing process that, over the medium and long term, is expected to have major consequences for society, the economy and the public finances, including the sustainability of the latter. Therefore, the Italian Ministry of Economy and Finance, together with three research partners, launched this project to provide innovative analytical tools which could improve the effectiveness of public policy evaluation in the fields of labour market analysis, labour income distribution, public and private social security programmes and retirement behaviour and, so, facilitate decision-making processes.

Aims of the project

The project aimed to assess the efficiency of the Italian public and private pension system in the short and long term, by measuring its financial sustainability, adequacy and social inclusion and by comparing it in

a transnational perspective with the UK system. Once the main vulnerabilities and drawbacks of the system were identified, the objective of the analysis was to put forward sound and swift technical solutions for policy-makers.

Project results, measured impacts, achievements, lessons learned

The project achieved two main results:

1. Developed a new and improved version of the Treasury Dynamic Microsimulation Model (T-DYMM). Compared to its predecessor, T-DYMM 2.0 can make use of a new and richer data set both for the estimation of parameters and for the simulations of the demographic, labour market and pension modules. TDYMM 2.0 contains a new sub-module on private pension schemes which was not present in the previous version. The whole model runs on a new and more user-friendly platform (LIAM2) that guarantees more flexibility in simulation and more speed in carrying out results, thus favouring the implementation of multiple case scenarios.
2. Updated and extended the innovative longitudinal data set AD-SILC, which integrates INPS' (Italian Agency for Social Security) administrative files on social security contributions with IST AT's (Italian Institute of Statistics) sample survey on the living conditions of Italian households (IT-SILC), providing information on income and on demographic variables. The resulting AD-SILC database represents a sound basis to build the research on and, in the absence of a long-lasting longitudinal survey, the T-DYMM model will make it possible to simulate and estimate the population dynamics in terms of labour market, demography and educational attainment.

These tools were used to conduct a number of analyses and simulations, which show that, as a consequence of recent reforms, retirement ages in Italy are expected to rise sharply during the simulation period 2012-2059, while average replacement rates would decrease by about 20 %; this is relatively higher vis-à-vis other European partners. However, the international evidence and models at the disposal of the project team show that the Italian pension system, despite the legislation adopted under emergency conditions, is currently able to guarantee the sustainability of the system and its social adequacy.

The project entails a lasting impact in terms of contributing to the assessment of the still ongoing reform of the Italian pension system. It offers Italian policy-makers and social partners the methodological framework and an updated data set to simulate and assess the impact and consequences of ongoing reforms and potentially of others policies.

The findings also show that the Italian labour market is not as rigid as commonly described because of the high estimated probability of changing working status and conditions. In addition, young cohorts are shown to have a low contribution accrual rate with respect to the condition of a theoretical representative worker. As to well-being, the results confirmed that better education, better work conditions and higher income all reduce the risk of mortality. By contrast, living in 'poor' areas reduces the probability that the gains in longevity will lead to good health conditions.

The project produced 9 reports, 350 copies of the reports were distributed and 80 downloads of the reports were made by unique users. Two training/mutual learning sessions were organised with 26 participants, of which 10 were women.

Gender equality

Equality considerations were at the core of the project, since it aimed at analysing the outputs of the Italian and the UK pension systems not only with regard to their economic sustainability, but also with regard to their social sustainability. As for gender equality, the project kept the balance between men and women both in the Steering Committee and the project team (which was composed of 14 men and 12 women).

Transferability element(s) of the project

An innovative tool and micro simulation model developed during the project are suitable for further implementation

Activities implemented

- Background analyses, including a detailed review of the Italian pension reform process, a survey of the international literature about pros and cons of different pension systems, a specific assessment of the Italian case and the collection of micro data for the simulations;
- Analyses of the pros and cons of the Italian pension system, including the testing of the T-DYMM model on the old and new AD-SILC database, and the simulations;
- Analysis of the current UK pension system and its comparison with the Italian case (peer review);
- Assessment of policy reforms scenarios.

Coordinator

Italian Ministry of the Economy and Finance,
Department of the Treasury

Partners

- The Italian Social Security Institute
- Fondazione G. Brodolini (Italy)
- Centre for Economic and Social Inclusion (the UK).

Project/organisation website

<http://www.iess-project.eu/>

in additional and subsequent analysis in other EU Member States, once the information is collected and updated with reference to different pension systems and labour market contexts.

Transnational dimension and European added value

A peer review meeting organised during the project provided partners with an opportunity to compare the Italian and UK pension systems and to discuss their pros and cons. The comparison between the Italian and UK pension systems has generated policy recommendations that could be extended to other EU countries, at least as an initial discussion point for relevant stakeholders.

New partnerships created

The project coordinator, which is the department involved in technical support activities for the Italian government's economic and financial policy choices, has established a partnership with three research centres, which have extensive experience in analysing and evaluating policies dealing with labour market and social inclusion in Italy and the UK. This partnership led to the creation of new tools and models, which could be used to assess the efficiency of public and private pension systems and exchange information, data and figures which are usually stored and processed in different databases.

Dissemination strategy

Results of the project were disseminated via printed brochures, a project website and the final conference in Rome. All project outputs can be downloaded on the website and have been printed and distributed to relevant stakeholders.

The project produced 302 pieces of promotional material, 600 printed copies, 360 copies were distributed and there were 250 visits per month to websites by unique users. In addition, 4 other information and communication events were organised, with 319 participants, including 133 women.

2.3. Synergetic Social System

'The project provided valuable data and analysis of national social protection programmes, as a result of comprehensive research, which was conducted in Croatia for the first time.'

Call identification number: VP/2013/013

Grant identification number: VS/2014/0395

Policy area: Social protection and social inclusion

Policy sub-area: Social security schemes

Implementation country: Croatia

Participating country (-ies): Austria, Slovenia

Project duration: 1 October 2014–April 2016

EU contribution in euros: 90 386.71

Target groups: National authorities; Local and regional self-government bodies; Civil organisations.



Socioeconomic context

In the context of the global financial crisis, Croatian and EU policy-makers assessed that the Croatian social protection system needed to be improved so that it would become more efficient, targeting the poor and those at risk of poverty, at the lowest possible budgetary cost and with the greatest possible impact on social inclusion, work activation and employment.

Aims of the project

This project was part of a broad national effort to reform Croatia's social protection system to reach the above-mentioned result. Specifically, the project aimed to create a strategy for a cost-effective social protection system in Croatia, with the goal to avoid overlaps in social assistance benefits on national and local levels.

Project results, measured impacts, achievements, lessons learned

The main result of the project was a strategic document called 'Strategic Framework for Effective Social

Protection System in Croatia (2016–2020)'. It was based on evidence generated during the project and proposed specific measures that need to be taken in order to make the social benefits system in Croatia more effective. This evidence will be used by policy decision-makers, mainly within the Ministry of Social Policy and Youth, for detailed planning of reform processes, while the collected data about social benefits will be formatted and adjusted so it can be used by the Croatian Bureau of Statistics and easily updated on a regular basis.

The project was based on a participatory methodology. Representatives of relevant ministries and local and regional government bodies were involved in the Inter-Sectoral Expert Committee (IEC), whose role was to exchange information and assess the potential for changes in a particular sector and at a certain level. At the same time, the IEC members had the opportunity to establish contacts, exchange experience and gain new insights into national and foreign social protection systems through national workshops and study visits to Austria and Slovenia. As a result, they generated a valuable resource of expert knowledge that can be used for future strategic documents and similar projects.

Gender considerations

In total, 5 training/mutual learning sessions were organised with 109 participants, including 75 women. The project staff made sure that both genders were appropriately represented in both the IEC and the project management team. It also ensured that all project events were organised in spaces accessible for persons with disabilities.

Identification of potential good practices and transferability elements

As a result of study visits and national workshops, the following elements of the Austrian and Slovenian social

protection systems were identified as being good practice examples and as having potential to be applied in the Croatian social protection policy:

- system management: data collection and analysis;
- strengthening the capacity for analysis and improvement of social protection policies;
- user-centred service organisation and implementation;
- linking social benefits;
- planning and decentralisation of social services.

Policy evidence generated by the project

Evidence generated during the project is presented in two reports:

1. 'Structure of Social Benefits, Expenditure and Beneficiaries of Social Protection Programmes in the Republic of Croatia', which gives a systematic and very detailed analysis of the complete social benefits system in Croatia, as well as specific policy recommendations, and
2. 'Social Security Systems of Austria and Slovenia: Good Practice Examples', which analyses two systems that are similar to the Croatian one.

The first report contained the first systematic and detailed analysis of the entire social benefits system in Croatia and generated valuable data, which fed into a national strategic document on an effective social protection system in Croatia. Thus, the project produced 3 reports; 1 005 copies of the reports were distributed.

Transnational dimension

Members of the IEC project went on a study trip to Austria and Slovenia where they gathered information from Austrian and Slovenian colleagues and learned about their social systems, good practices and lessons learned during reform processes.

New partnerships created

The project created a broad national partnership of stakeholders involved in the reform of Croatia's social protection system, including state institutions, local and regional self-government bodies and civil organisations (13 organisations were represented). All of them were members of the IEC project. They provided input to the project deliverables and were also the main beneficiaries of the project activities.

Activities implemented

- Project Management Team and Inter-sectoral Expert Committee established;
- Data Summary Report prepared and published, including:
 - methodology for data collection on social programmes (content and financing) on local level;
 - IT data base;
 - comparative analysis of Croatian, Austrian and Slovenian social protection systems.
- Capacities of members of the Inter-sectoral Expert Committee strengthened through national workshops and study visits to Austria and Slovenia;
- Transferability analysis of best practices prepared and published;
- Strategy for cost-effective social protection system in Croatia prepared;
- Communication campaigns organised, including the project's public presentation and final conference.

Coordinator

The Ministry Of Social Policy and Youth of the Republic of Croatia

Partners

United Nations Development Programme in Croatia

Project/organisation website

<http://www.mspm.hr/>

Dissemination strategy

The main project results were distributed to all relevant stakeholders, such as units of regional self-government, central state administrative bodies, civil society organisations etc. The documents were distributed in hard copy and electronic forms, on USB flash memory devices, which also included the English version of the documents. Altogether, 874 copies of printed promotional material were produced, of which 762 copies were distributed. In addition, 7 information and communication events were organised with 388 participants, including 310 women.

European added value

The project's added value lies in the response of the Croatian government to the EC recommendations and its efforts to implement them. The strategic document 'Strategic framework for effective social protection system in Croatia (2016–2020)' represents a significant part of the Croatian Government's effort to meet EC recommendations given to the Croatian government through the European Semester regarding improvement of the system of social benefits.

2.4. New Dimension in Social Protection Towards Community-Based Living

'It was a pioneer effort in Hungary to implement such a deep research with so many target groups which examined both the quality of life and cost-effectiveness of services for people with disabilities.'

Call identification number: VP/2013/013

Grant identification number: VS/2014/0397

Policy area: Social protection and social inclusion

Policy sub-area: Social Services of general Interest

Implementation country: Hungary

Project duration: 1 August 2014-31 July 2016

EU contribution in euros: 182 177.14

Target groups: National policy-makers in the field of deinstitutionalisation; National professionals in the field of disability; Ultimate target groups: people with disabilities (intellectual, multiple, autism and psychosocial).



Socioeconomic context

In 2011 the Hungarian Government adopted a strategy for 2011-2041 on the transition from institutional to community-based care, which aimed at closing large residential institutions and offering subsidised housing opportunities by providing community-based services. However, since 2008 no research has been carried out on this subject in Hungary. Thus, the project **aimed** to fill this gap and draft evidence-based proposals for policies on the revision of social services related to the transition from institutional to community-based care.

Project results, measured impacts, achievements, lessons learned

The project resulted in research called 'Quality of Life and Costs of Living and Services of Disabled People in Various Residential Arrangements in Hungary.' It examined and compared the life quality of people with four different types of disabilities (intellectual, multiple, autism and psychosocial) and the related service costs based on the type of their residence (big residential institution, smaller group homes or private households).

One of the key findings of the research was that people with disabilities who live in private households experience very difficult life conditions. This is an evidence-based message to be sent to national policy-makers, who mainly concentrate on people with disabilities living in big institutions.

A major achievement of the project was the contract signed between the European Association of Service Providers for Persons with Disabilities (EASPD) and the Hungarian Ministry of Human Resources to monitor the deinstitutionalisation process in Hungary. This was the result of the final conference and international workshop, which brought together national and EU-level professionals, policy-makers and representatives of target groups (people with disabilities). Moreover, these events were a chance for Hungarian professionals to make new international contacts and be involved in a professionally productive dialogue, which invigorated the Hungarian community working with disability issues.

Integration of horizontal issues

People with intellectual, multiple, autism and psychosocial disabilities were the ultimate target group of this project, thus, the general objective of all project activities was to improve their life quality. Moreover, a group of people with disabilities was invited to the final conference of the project to give their feedback on the results of the research and share their life experiences with the Hungarian and foreign professionals.

Transferability element(s) of the project

The research questionnaires and methodology were of interest to the foreign experts and professionals. These tools are available in English, so they can be used to conduct similar researches in other countries.

Dissemination strategy

The project produced 27 pieces of promotional material, which were disseminated during the management board meetings and the meetings of the Deinstitutionalization Coordinating Body, also via published news and newsletters, 4 national and 2 international workshops and the final conference. Altogether 5 607 copies of promotional material were distributed and there were 667 visits to websites by unique users per month. Information and communication events attracted 388 participants, including 306 women.

European added value

The project has brought the European dimension to Hungarian policy by establishing a partnership between the EASPD and the Hungarian Ministry of Human Resources, which resulted in their signed agreement to monitor the DI process in Hungary. Moreover, policy proposals on the revision and replacement of social institutional services, drafted by EASPD and the Hungarian expert groups, were sent to the Ministry of Human Resources.

Sustainability measures

Results of the project can be integrated into the activities of the professional working groups ensuring the implementation of a national priority project entitled 'The Development of a Professional Coordination Workshop for the Replacement of the Extensive Capacity of Social Institutions,' especially its working group on research.

Activities implemented

- Cost-benefit analysis of social services provided by residential institutions and families/independent households in a specified target area;
- Examination of the life quality of adults of the target group, who live in residential institutions and families/independent households in a specified target area;
- 4 national and 2 international workshops;
- Policy proposals based on the results of the research and workshops;
- Final conference;
- The translation of project deliverables and research tools into English.

Coordinator

The Equal Opportunities of Persons with Disabilities Non-profit Ltd (Hungary)

Partners

Hand in Hand Foundation (Hungary)

Project/organisation website

<http://fszk.hu/>

3. Employment

Partnerships and benchmarking between employment services

This chapter presents two projects (3.1 and 3.2) in the area of employment both funded through the PROGRESS programme as a result of two calls for proposals aimed at supporting partnerships ⁽⁵⁾ and benchmarking ⁽⁶⁾ between employment services. The calls were issued as part of the EU initiative PARES, which aims to:

1. improve cooperation between the different employment services (public, private and non-profit) in EU member countries; and
2. define fields where they can deliver complementary services.

Projects funded as a result of the first call were expected to develop and deliver to end-users/clients specific employment service(s) by a mixed set of partners, as well as to provide analytical and methodological findings (lessons learned) to be based on a sound evaluation and focusing on the actions of the project.

Projects funded as a result of the second call were expected to establish a system (or systems) of benchmarking between EU/EEA employment services, including the definition of common subjects/activities, quantitative and/or qualitative indicators, data collection and possibly setting up a database, analysis of findings, drawing lessons learned and dissemination of results.

3.1. Economie verte – Un levier pour un emploi durable des personnes handicapés et des seniors

'The project contributed to the promotion of green economy jobs in France and the establishment of networks, and it led to job placements.'

Call identification number: VP/2012/013

Grant identification number: VS/2013/0553

Policy area: Employment

Policy sub-area: Public Employment Services, Green jobs

Implementation country: France

Project duration: 1 September 2013-1 March 2015

EU contribution in euros: 255 000.00

Target groups: Employers in the field of Water, Sanitation, Waste and Air within the Rhône-Alpes region; People with disabilities; Senior citizens (over 45).



Aims of the project

The project aimed at setting up a pilot partnership that would secure career paths and employability in the sector 'Water, Sanitation, Waste and Air' within the Rhône-Alpes region. The project targeted the most vulnerable social groups in the labour market, i.e. seniors and workers with disabilities.

Project results, measured impacts, achievements, lessons learned

About 20 different activities were carried out within the framework of the project, including a territorial sector-specific diagnosis of job opportunities and the development and implementation of an integrated

⁽⁵⁾ Call for proposals VP/2012/013: PROGRESS PARES: Partnerships between employment services.

⁽⁶⁾ Call for proposals VP/2013/016: PROGRESS PARES: Benchmarking between Employment Services.

and comprehensive support system (employment trajectories) for target groups. Three training/mutual learning sessions were organised for 110 participants, of which 60 were women. As a result, 54 jobseekers were placed in work and 24 people were placed in training.

Moreover, the project partners have learned how to implement cross-cutting activities and combine ad hoc projects with regular activities, and how to tune national dynamics of the labour market with local-level partnerships. They also learned about specific features of the green economy.

The project produced 5 reports; 5 000 printed copies of the reports were distributed. In addition, 600 pieces of promotional material were printed, of which 300 copies in easy-to-read language for disabled people. All printed promotional material was distributed. Project deliverables were available in French only.

Integration of horizontal issues

The project coordinator, which is a national employment office, is committed to the principle of corporate social responsibility both in its regular activities and in the project. The project team, all experts and consultants were sensitive to the issues of gender, diversity and disability. Specifically, they ensured equal treatment of applications between women and men, implemented a training policy free of discrimination, promoted equal pay for women and men, and fight against gender stereotypes. Moreover, Pôle emploi adopted a Diversity Charter in November 2011 and, thus, encourages companies to respect diversity and to combat any form of discrimination. All 54 000 employees at Pôle emploi are aware of this.

Innovativeness of the project

An e-learning platform introduced during the project and available to all project partners constitutes a pilot action within the Pôle Emploi, both as a training tool for advisers and as a means to improve the services for end-users.

In a broader sense, the project seems quite innovative in combining a sector that is known for its potential for high tech jobs with the labour market needs of people that are difficult to integrate into the labour market.

Policy evidence generated by the project

The analysis of the employment situation in the field of water, sanitation, waste and air in the Rhône-Alpes region was carried out to serve as a basis for decision-

Activities implemented

- The development of a partnership strategy (between 9 project partners and 3 future partners after the completion of the project);
- The diagnosis of regional sector-specific employment opportunities;
- The development and implementation of an integrated and comprehensive support system for jobseekers and companies within the sector (including the survey of employers and training paths, easy-to-read and understand brochures, sectoral booklets, an e-learning and the learning management system platform <http://ecovert-centre.fr/>);
- The development of a sectoral communication plan;
- The evaluation of the developed system;
- The identification of lessons learned, sharing and dissemination of good practices.

Coordinator

Pôle emploi

Partners

- ADEME (Agency for the Environment and Energy Management)
- AGEFIPH, Rhône-Alpes (Association for the Management of the Integration of Persons with Disabilities)
- Direccte, Rhône-Alpes (Regional Directorate for Enterprises, Competition, Consumer Affairs, Labour and Employment)
- FEDEREC (Federations of Recycling Companies)
- IEP Grenoble (Institute of Political Studies)
- Melèze-ELISE Lyon; NAEVA-ELISE; Region Rhône-Alpes.

Project/organisation website

<http://www.pole-emploi.org/>

making about the development of specific employment services for target groups in this sector and region. The generated evidence includes:

- national and regional perspectives of the sector;
- the definition of the green economy and the classification of green jobs;
- panorama of regional green jobs and general trends in green employment;
- green jobs in the water, sanitation, waste and air sector in the Rhône-Alpes region;
- the mapping of structures, occupations and jobs in the sector;
- the regional availability of training for the needs of the sector, including initial, professional and continuing education;
- employment opportunities within the sector and region for target groups.

New partnerships created

The project set up a partnership among key actors involved in the project activities, i.e. representatives of the water, sanitation, waste and air sector and the target groups, national and regional authorities, research institutes. As a result, the project partners gained a better understanding of each other's needs, and created new services which open new career paths for the target groups within the sector in the Rhône-Alpes region. All partners have expressed great interest in developing regular relations with Pôle-Emploi and contributing to the partnership beyond the project.

3.2. Benchmarking Employment Services' Contribution to the Implementation of the Youth Guarantee

'The project has revealed that in all the countries examined positive results in the implementation of the Youth Guarantee have been achieved thanks to a strong use of the partnership approach.'

Call identification number: VP/2013/016

Grant identification number: VS/2014/0339

Policy area: Employment

Policy sub-area: Public Employment Services (PES)

Implementation country: Italy

Participating countries: France, Hungary, Serbia,

Project duration: 14 November 2014-13 March 2016

EU contribution in euros: 277 585.79

Target groups: The Labour Ministries and/or the national Agencies of Employment Services.



Aims of the project

The project was intended to strengthen collaboration and foster mutual learning between the Labour Ministries and/or the national employment services agencies in three European countries, France, Hungary, Italy and a non-EU country, namely Serbia. Common governance and delivery models of the Youth Guarantee (YG) schemes were analysed and different performances were compared in order to identify the main drivers affecting good or bad performance of services and disseminate best practices.

Project results, measured impacts, achievements, lessons learned

The benchmarking analysis carried out during the project shows that France has reached the most advanced state of implementation of the YG recommendation among the peer countries. It may be the best performer with regard to the efficiency and adequacy of the individual pathways developed and, thus, the quality of activities and result achieved by Pôle

Emploi can be assumed as the 'performance frontiers' of the benchmarking exercise.

In the French model, PES acts as a one-stop-shop provider and the employment strategy focuses mostly on job placement. The strengths of this model can be considered the following:

- clear design of each assistance pathway and the advanced methodologies adopted;
- attention paid to profiling activities;
- number and quality of human resources employed is consistent with the type and intensity of the support to be provided;
- partnership-based approach is boosted (i.e. institutional cooperation between PES and territorial bodies of the Ministry of Education);
- significant financing is allocated (PES financing in France is 0.25 % of GDP, in comparison with that of 0.07 % of GDP in Hungary and 0.03 % in Italy);
- follow-up of beneficiaries is carried out (up to 18 months after the first registration).

Identification of potential good practices

The project identified four best practices, one for each partner country:

1. The 'Employment Caravans' initiative in Serbia. This pilot measure implemented in 20 PES branch offices aims to inform unemployed non-registered persons, including young people, from rural areas of the PES service offer. The main innovative feature of the initiative is the implementation of outreaching activities by the PES mobile unit, which has received dedicated training to undertake this function.
2. The IT platform for the management and monitoring of the YG in Italy. This serves as the

single national gateway for exchanging information on the activities and instruments supporting the YG implementation. It makes it possible to trace the entire path followed by the client, from the registration to the end of the active policy offered, to monitor all significant dimensions of the YG participants and to interact with all regional PES.

3. The intensive support to young jobseekers (Club Jeunes) in France. The service is provided either through individualised 6-month support or through an intensive collective 3-month support to groups of a maximum of 15 young people. Expert counsellors work with a reduced case-load (50-70 cases) and in close cooperation with local employment agencies, companies and NGOs. This personalised and tailored service proved to be effective in improving the employability of beneficiaries.
4. The mentor network in the PES branch offices in Hungary. The mentor network consists of 354 internal and external counsellors with a wide range of responsibilities: they interact with local stakeholders and foster cooperation activities, carry out the preliminary guidance services, support youth with tailored services and monitor and follow-up the situation of those registered. The services are based on a standardised profiling methodology in all local branches of PES and are considered to be effective in improving the quality of employment services to youth and ensuring the provision of personalised support.

The project produced 3 reports and 12 pieces of promotional material. Six training/mutual learning sessions were organised, which attracted 52 participants, including 28 women. Both genders were equally represented in the work teams in all partner countries.

Transnational dimension

The project analysed the contribution of PES in implementing the YG in 3 EU Member States (France, Hungary, Italy) and in implementing a similar youth employment scheme in a non-EU Member State (Serbia). It allowed comparison of existing practices and identified examples of good practices that can be applied in peer countries.

European added value

The European value added of this project was achieved through mutual learning and the exchange of good practices in the implementation of YG, which is expected to lead to the improvement of existing services for unemployed youths. The benchmarking exercise has

Activities implemented

- Comparative analysis of employment services' role in Youth Guarantee implementation plan;
- Definition of a common set of indicators for benchmarking;
- Data collection and qualitative field analysis;
- Data analysis;
- Identification of best practices, lesson learned and policy pointers;
- Dissemination of project results through regular meetings and the final conference.

Coordinator

Ministry of Labour and Social Policies (Italy)

Partners

National Employment Service (Serbia);

National Labour Office (Hungary);

Pole Emploi (France).

Project/organisation website

www.lavoro.gov.it

highlighted similarities and differences, as well as the main drivers affecting good or bad performance of PES in peer countries.

Delivering on skills for growth and jobs

Further on, this chapter presents nine projects (3.3-3.11) in the area of employment, all funded through the PROGRESS programme as a result of the call for proposals aimed to encourage new forms of collaboration through partnerships between public and private actors on the labour market. The call aimed to address persistent skills shortages and mismatches and ultimately help fill the gap between labour supply and demand in the EU (7).

The projects were expected to achieve one or more of the following objectives:

1. deliver to the end-users specific employment service(s) leading to sustainable placements in jobs and apprenticeships or other measurable outcomes by a mixed set of actors;
2. provide analytical and methodological evidence-based findings related to the form and working method of the partnership between the co-operating organisations;
3. develop concrete labour market intelligence tools, allowing for the identification of skills gaps and needs resulting from structural shifts to a low carbon economy, as well as their impact on changing skills sets.

The call consisted of four strands in line with the priority areas for job creation identified in the call. The sectoral focus of the first strand covered three key sectors: construction, recycling and electricity, gas, steam and air conditioning supply. The second strand had a special emphasis on the employment potential of ICTs and helped in advancing the work of the EU Grand Coalition for Digital Jobs. The third strand had a special emphasis on personal and household services (PHS), while the fourth strand supported the consolidation of European Sector Skills Councils. Below the projects are presented according to the sequence of these strands.

3.3. Connecting People for Green Skills

'The project has been able to provide new documents and tools, which increased employability of construction sector professionals and boosted the sector's green transformation in the EU.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0430

Policy area: Employment

Policy sub-area: Green Jobs

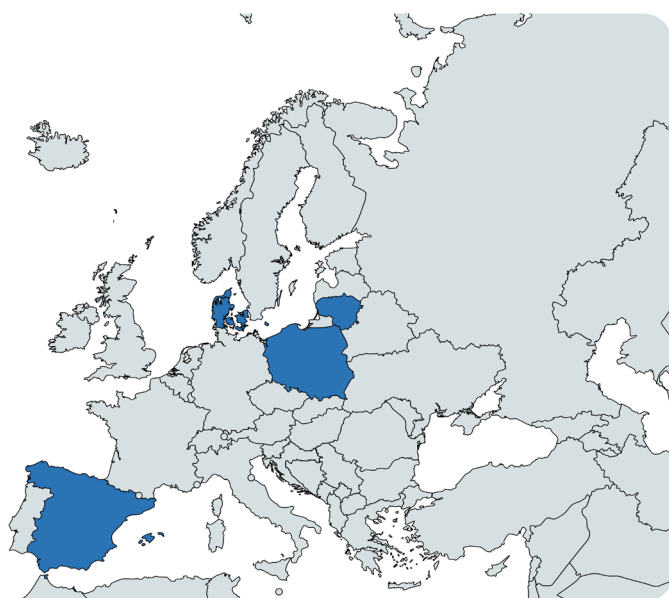
Implementation country: Denmark, Lithuania, Poland, Spain

Participating countries: Denmark, Lithuania, Poland, Spain

Project duration: 1 October 2014-31 March 2016

EU contribution in euros: 363 778.09

Target groups: Professionals working in the construction sector;



The action 'Connecting People for Green Skills' was designed in Spain, where the collapse in the construction industry led to the bankruptcy of a large number of enterprises. As a result, a large number of construction professionals lost their jobs. Therefore, the idea behind the project was to tackle these issues by directing professionals and companies to gain the qualifications and skills required to fully exploit new opportunities created by the new model of construction – greener and more energy efficient.

The project had eight specific **objectives**:

1. analyse the geographic characteristics, social and economic customs, expertise and business practice, and potential in energy efficiency in each

(7) Call for proposals VP/2013/010: Delivering on skills for growth and jobs.

- participating country;
2. identify the best practices developed in countries, which were forced to transform their market models as a consequence of a crisis in a specific sector;
 3. assess the technical and personal reasons that prevent workers from finding new jobs in their professional field;
 4. analyse the employment opportunities in the construction sector;
 5. design personalised social and labour insertion paths to adapt their work and professional profile to improve the employability of jobseekers.
 6. develop specific training courses to train jobseekers and active construction professionals in companies that are redirecting their activity towards sustainable, inclusive and smart growth;
 7. create a professional profile (i.e. skills which are generally demanded by employers in the green skills construction sector) adapted to new job demands;
 8. design a network of entities and professionals to monitor new market niches in construction and sustainable development, and to foster joint initiatives.

Results and impacts

The 'Green Skills' project team has successfully implemented its initial objectives. The overall process of project implementation was designed in the funnel structure, where each work package used outputs of prior work packages as the basis of their work.

At the beginning of the project, partners launched several surveys in each participating country. Based on collected data, two reports were released. First, 'Synthesis Report: The Green Construction Sector: Experiences in Europe' provided an overview of the current state of the EU construction sector after the housing bubble burst and contained a list of best practices of smooth transition to green jobs. The second report, 'Catalogue of Job Opportunities in the Construction Sector,' was an additional report on prospects on new employment opportunities in the green construction sector.

During the second stage of project implementation, the project team set up National Experts Committees (NEC) in each country, linking the representatives of labour and enterprises. This platform allowed exchange of information between implementing project partners and relevant stakeholders in construction enterprises. The final output of this collaboration was the 'Catalogue of Job Offers,' which included a list of the most interesting job opportunities in the green construction sector.

Activities implemented

- Research on current employment trends in the green construction sector;
- Production of a catalogue of job opportunities in the green construction sector;
- Establishing National Expert Committees in each partner country, linking external representatives of the labour force and the business ventures;
- Development of training courses, designed to equip professionals with the necessary skills to increase their employment opportunities;
- Design of a web platform for easy and intuitive linking between green job offers and jobseekers;

Coordinator

Territorial Employment Pact in La Ribera, Spain;

Partners

- The Valencia Institute of Building, Spain
- The Valencian Association of Construction Companies, Spain
- Polish Association of Construction Employers, Poland
- Danmar Computers, Poland
- Vilnius Builders Training Centre, Lithuania
- The European Office of Cyprus, Cyprus
- Gate 21, Denmark;

Project/organisation website

<http://greenskillsproject.eu/en/>

The Catalogue of Job Offers served as a basis for the next project implementation stage, in which the project team developed a 'Skills Profile,' based on existing job offers in the construction sector. That is, the list of requirements (training, experience, specialisation, etc.) generally demanded by the employers working in the sector. It served as a tool to highlight shortages of necessary skills and served as a basis for the final project implementation stage: preparation of training profiles and educational guides.

The final stage of the project was the preparation of educational guides on green specialisations. This guide defined the course of study and teaching contents that are needed to train workers in specific jobs and specialisations.

Most of the project outputs were designed to be adapted and used in all EU Member States.

Sustainability

The project team designed a plan to ensure that the project results are sustainable. It consists of three fundamental elements: preservation, maintenance and availability. Separate project partners have their tasks separated according to these basics. Partners responsible

for preservation and maintenance have committed themselves to providing necessary maintenance (i.e. to dedicate the necessary resources to ensure the smooth operation and the constant update of information in the project website) for a period of three years after the submission of the project. Regarding the availability of the project outputs, the project team has optimised the project website so that end-users can easily access and understand the project outputs.

Dissemination

The Green Skills project team designed a separate work package to disseminate project results. There were several channels through which project activities were disseminated on three different levels (European, national and regional/local).

The project had an official web page (<http://greenskillsproject.eu>). The aim of the website was to serve as a platform where interested stakeholders could access relevant information. More specifically, the website included constantly updated sections containing project overview, objectives, plan, updates, newsletter and information on partners involved in the Green Skills project.

The social media platforms (i.e. Facebook and Twitter) were also used to raise awareness about the project. The Green Skills team informed its audience through Facebook and Twitter accounts, constantly updating their newsfeed regarding the latest developments in the construction sector at the European level and the progress of the project. It also provided latest information on project events and training opportunities. Since its creation, the project's page on Facebook has 251 followers and on Twitter has 41, where most of them are the relevant stakeholders and end-users.

The project team also disseminated their outputs through press releases, media and publications in local and non-local journals. The main idea was to keep the wider public informed about the project from its early stages. Therefore, the project partners published press

releases and articles in local newspapers and specialised or non-specialised journals. As a result, the Green Skills project had a wide geographic scope, reaching 350 000-400 000 potential readers.

The project also organised dissemination events to raise awareness about the Green Skills project. To cover a wide geographic area, events were also organised by partner organisations in their own countries.

Potential good practices

Involvement of local experts in the form of National Expert Committees (multi-disciplinary panels of relevant experts) could be considered as good practice. This made it possible to immediately discuss project insights with the national experts and point out relevant issues, and provide solutions. Based on such discussions, the project team was able to improve the quality of project outputs. Furthermore, these committees provided an opportunity for national institutions to further cooperate in future projects.

Gender equality

The project took gender equality into account, as there were no limitations regarding access to the project's activities, results and resources. However, due to male domination of the construction sector, it was not possible to ensure that the same number of men and women participated in training activities.

European added value

The main contribution of the project 'Connecting People for Green Skills – Green Skills' at the EU level was the creation of National Expert Committees. As previously mentioned, the committees have involved labour and enterprise representatives from different countries, where the representatives were able to discuss common issues and come up with solutions. Therefore, this platform has established a potential network between institutions of Member States, which could act as a basis for further cooperation between EU Member States.

3.4. Knowledge Centre for Renewable Energy Jobs

'A regular and reliable Renewable Energy Jobs Barometer will be a useful tool for skills anticipation and planning, especially in light of the growing need to train and upskill the existing competences to respond to changing working conditions related to climate change.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0449

Policy area: Employment

Policy sub-area: New skills for new jobs, Green jobs

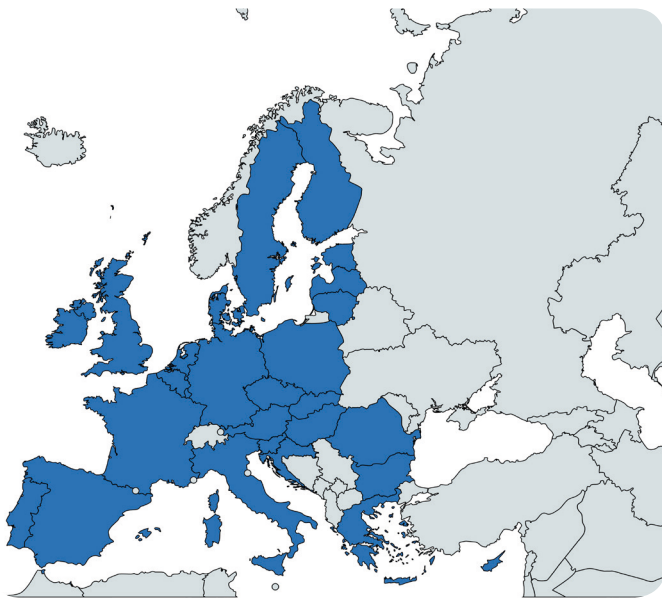
Implementing countries: Belgium, Italy, the Netherlands and Spain

Participating countries: Most European countries, since the project was implemented by a number of pan-European associations

Project duration: 16 October 2014-15 April 2016

EU contribution in euros: 564 520.78

Target groups: People seeking employment on the renewable energy sector; Companies in the renewable energy sector; Training institutions.



Socioeconomic context

In a volatile energy market in transition towards a 100 % renewable energy future, new sectors of activities will be developed, while others will disappear or be transformed to adapt to the rapidly evolving energy environment. The renewable energies (RE) sector is one of the fastest growing sectors in terms of jobs creation, with 7.7 million people working in the field worldwide in 2015. It is a rapidly evolving sector, highly dependent on technological development and, thus, there is a need to assess and plan human resources, so that renewable energy technologies can be further deployed. While the lack of engineers is well documented in Europe, the lack of information on the jobs market is making it difficult for stakeholders to have a clear picture and plan for the future.

Aims of the project

The project aimed at creating an online platform to provide job intelligence (i.e. identification of skills gaps, availability of relevant trainings and most needed profiles) to industry, jobseekers, as well as academic and training institutions.

Project results, measured impacts, achievements, lessons learned

Deliverables of the project include:

- 'The skill gaps analysis report', which identifies gaps and bottlenecks between the skills needed by the renewable industry and the competences available on the market;
- 'Training needs report', which defines areas where training is needed in order to reduce the knowledge and competence gap;
- 'Renewable Energy Jobs barometer', which provides an overview of jobs trends per sector and highlights the critical skills and competences the renewable energy sectors need for a successful deployment;
- Six sectoral reports in the following technological areas: photovoltaic, solar thermal electricity, geothermal, bioenergy, ocean energy and small hydropower, which provide information on the trends and forecasts per sector and on the 'most needed profiles' including key competences needed in the sector. The top three profiles per sector are further analysed to get a more accurate job-related content and the challenges therein.

In addition, the project developed training recommendations focused on creative thinking, critical

thinking and problem solving, and organised two webinars on RE education and training needs to disseminate the project's main findings to both education and training institutions, and recruiters. Furthermore, match-making and experts meetings were organised for each RE sector to present candidates to interested companies and recruiters. As a result, 93 candidates received job coaching from recruitment experts, and were introduced to companies for employment.

The project produced 23 reports, of which 20 were aimed at providing policy advice, research and analysis. A total of 1 115 copies of the reports were disseminated and downloaded online by 1 657 unique users. Two training sessions were organised and attracted 48 participants, including 21 women, while 15 information and communication events (including expert meetings and match-making events) attracted 387 participants, of which 125 were women.

Gender dimension

With regard to gender dimension, almost all partners had at least one female representative working on the project.

Transnational dimension

All project activities had a transnational character, since they focused on RE sector-specific issues. Project deliverables combine both national and transnational aspects, e.g. RE Jobs Barometer highlights the most needed skills and competences in line with national locations, it reviews national trends in the RE sector in line with common EU targets. The skills gaps analysis identifies occupational needs and most needed job profiles in the RE sector with a reference to national education institutions which provide relevant training.

Dissemination strategy

The project's dissemination strategy comprised two parts: the development of a dedicated website (and its regular update) and the production of the project's visual identity and publications. The project's website has been online since mid-January 2015 and provides information on jobs and skills, candidates and companies and all project deliverables. It also has an intranet for project partners' collaboration. The communication material includes the project's logo, PowerPoint presentations, roll-ups and leaflets.

The project produced 5 000 printed copies of communication material, 4 347 of which were distributed, mostly to social partners and employers/enterprises. There were 357 visits to the project-related websites.

Activities implemented

- Collecting state of the art knowledge on the renewable energy jobs market;
- Survey of existing renewable energy competences;
- Gaps analysis and identification of training needs;
- Dissemination of the project results;
- Project management.

Coordinator

EUREC, the association of European research centres in Renewable Energy (Belgium)

Partners

- Research Centre for Resources and Energy Consumption, CIRCE (Spain)
- Greenfish (Belgium)
- Hanze University Groningen (The Netherlands)
- European Small Hydropower Association, ESHA (pan-European), replaced in the course of the project by the Italian association assoRinnovabili
- Ocean Energy Europe (pan-European)
- European Biomass Association, AEBIOM (pan-European)
- European Solar Thermal Electricity Association, ESTELA (pan-European)
- European Geothermal Energy Council (pan-European).

Project/organisation website

<http://www.knowres-jobs.eu/en/>

European added value

The project represents a European added value by exploring and expanding the evidence base on RE sector-specific job intelligence and training opportunities that can be shared by stakeholders across Europe. Moreover, the commitment of the project partners to regularly update data on the project's website makes it a useful tool for skills anticipation and planning in the rapidly changing RE sector.

3.5. The Recovery of Organic Waste (VALORG)

'The project is an example of implementing eco-activities while promoting the integration of vulnerable groups into the labour market. It is based on a partnership's modus operandi in national clusters and its collective dynamics.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0489

Policy area: Employment

Policy sub-area: New skills for new jobs, Green jobs

Implementation country: France

Participating countries: Belgium, Cyprus, Slovakia, Spain

Project duration: 15 November 2014-14 May 2016

EU contribution in euros: 723 030.63

Target groups: People with a low qualification level; Unemployed; People with special needs or with disabilities; Service providers; Trainers and technical supervisors; Local politicians, decision-makers and representatives of local authorities; Associations and private companies, consulting services and advisers, industrials, research centres and universities, involved in the development of new recovery techniques; Local population.



Socioeconomic context

Europe generates huge quantities of organic waste: green waste, residual household waste, household bio-waste, sludge, etc. The waste management is limited, given that half the waste is still sent to landfill and only 5 of the Member States recycle or recover more than 50 % of their household waste. In this context, the VALORG partnership was created in order to reduce the production of waste and promote the recovery of material and energy.

Aims of the project

The main objective of the project was to develop an economic model based on the recovery of waste, by experimenting with new processes, new competences and trainings and proposing new job positions.

Project results, measured impacts, achievements, lessons learned

The VALORG action gathered 17 different partner organisations from 5 partner countries and started with a discussion on the state of organic waste recovery in each country. It resulted in a benchmarking report on public policies, services, occupations, trainings and existing projects in the field of organic waste in the partner countries, named 'The Current Status and Future Opportunities for Green Jobs in the Field of Organic Waste Recovery.'

Each partner country established an ad hoc cluster composed of companies in the manufacturing industries, local authorities, social enterprises, economists, research centres and/or universities. As a result, 5 national clusters were created and actively involved in the project activities, especially in the experimentation of the recovery of organic waste, their evaluation and communication about the project at the local and national levels. National experimentations resulted in the following outputs:

- In **Belgium**: an improvement in the sorting of green waste for energy recovery, as well as vermicomposting for individual and industrial usage;
- In **Spain**: a decentralised network of composting plants and a new site for windrow composting;
- In **France**: the development of diverse products, such as the fuel 'CENTEO' made from maize in the form of rods, or the cultivation of maggots from the recuperation of food waste, and also two recovery platforms for organic waste, one in an urban area and the other in a rural area;
- In **Cyprus**: a concept to reduce organic waste at source among the population;

- In **Slovakia**: the creation of local platforms for the recovery of green waste in the region of Horný Zitný Ostrov.

These experimentations have confirmed that training in the workplace is highly relevant to the introduction of new professional practices in the area of green jobs. The VALORG partnership developed three new job profiles, professional guidelines and specific training programmes and modules with corresponding teaching tools and tutorials: 1) Sorting and recovery operative, 2) Collection operative and 3) Composting operative. Altogether 29 supervisors and 169 people with low qualification levels were trained in the workplace, acquired new professional and social experience and some of them were offered long-term jobs.

The project produced 19 reports, of which 1 233 copies were distributed and downloaded by 10 unique users online. Also 98 training sessions were organised and attracted 276 participants, of which 67 were women.

Equality considerations

These were taken into account in the VALORG project at the following levels: 1) mix of people (diverse stakeholders) were involved; 2) access to the project activities (open to different population groups); 3) target public (various profiles of trainees, of which 45 % were unemployed and 29 % had disabilities, a high heterogeneity in terms of age, men to women ratio, qualification and occupations); 4) gender dimension (due to the green job's characteristics, only 15 % of trainees were women, but more than a half of the participants in transnational and cluster meetings were women); 5) VALORG added value (new job opportunities for people with low levels of qualification and for people with special needs).

Innovativeness of the project

The project provides evidence of the link that can be made between development of the circular economy, the emergence of new professional needs in the field of recovery of organic waste, the development of training and skills for people with low qualifications and raising their employability. The project has linked the recovery of organic waste with individual socio-professional development paths. Job profiles designed according to the ECVET method and the lifelong learning principle have enabled each beneficiary to make progress and accumulate professional skills.

Activities implemented

- Identification of existing projects and monitoring of emerging projects in the field of recovery of organic waste and crop residues;
- Establishing a national ad hoc cluster in each partner country;
- Analysing existing job profiles, professions and trainings (in the target field) in each partner country;
- Developing occupational guidelines for people with low level of qualification (3 new job profiles: Sorting and recovery operator, composting operator and Collection operator);
- Developing new training programmes and pedagogical tools for the new job profiles;
- Experimenting in the field of recovery of organic waste to find opportunities for workplace training for target groups;
- Evaluating the experiments and modelling innovative solutions for the management and recovery of green waste;
- Communicating and disseminating the results.

Coordinator

Régie des Ecrivains (France)

Partners

- SoliVers (France)
- Conseil Départemental du Bas-Rhin (France)
- Université de Strasbourg (France)
- Alsace Active (France)
- AIGS (Association interrégionale de guidance et de santé) (Belgium)
- ECODIPAR (Belgium)
- CEKOV Centre of continuous education (Slovakia)
- CKV CONSULT (Slovakia); ZOHZO (Slovakia)
- CARDET (Cyprus)
- AGIOS ATHANASIOS Municipality (Cyprus)
- Cyprus Chamber of Commerce and Industry (Cyprus)
- Commonwealth of Sakana (Spain)
- Sakana Development Agency (Spain)
- Keraben Environmental Management (Spain)
- VERMICAN Composting Solutions (Spain).

Project/organisation website

<http://www.regiedesecrivains.com/>

Policy evidence generated by the project

The benchmarking study 'The Current Status and Future Opportunities for Green Jobs in the Field of Organic Waste Recovery' gives evidence of the current status of the circular economy and organic waste management in the partner countries. It has identified 24 professions in the organic waste management sector, as well as the existing and required training to obtain them. Moreover, a review of EU Waste Directives and their transposition in partner countries is presented, together with EU policies and financial instruments that have a strong link with

waste management. Finally, all evidence is summarised in a comparative SWOT analysis, and the study concludes with challenges involved in promoting a circular economy and organic waste and crop residue management and the suggested national and EU policies.

Transnational dimension

The transnational dimension of the project was present in both the cooperation and communication levels, and was also reflected in the project's content (transnational analyses and practices).

New partnerships created

The project was based on a partnership method and it gathered 17 partner organisations into 5 national clusters. The project partners developed cooperation in the form of clusters at local, regional and national levels. These clusters were in charge of implementing project activities in their own countries, according to local contexts and relevant solutions. The created working groups and networks could exchange their practices and experiences with all partners at the transnational meetings, and develop collective intelligence in terms of shared goals, common understanding of the issues and co-development of actions. The success of the project's partnerships was based on the diversity of actors, the right to experimentation and the regularity of meetings.

Dissemination strategy

The dissemination of the VALORG project involved all project partners and was subject to a commonly developed dissemination plan and strategy. First, the challenges and objectives of dissemination were discussed and set at the second transnational seminar of the project. Then, the first version of a dissemination plan, with communication tools and strategies, was proposed at the third transnational seminar. Finally, the most efficient strategies and tools were analysed at the fourth transnational seminar. As a result, communication tools were designed and used by all partners, including: 63 press articles, a Facebook page, 14 online project presentations and 102 events for different target groups. Moreover, a number of additional tools were developed: a computer Own Cloud platform, VALORG roll-up and flyer, a press file and presentation videos, and USB sticks with the project deliverables. All these

tools served three different, yet interlinked purposes: 1) to facilitate communication and collaboration among the project partners; 2) to give visibility to the project and its partnership; and 3) to disseminate the project's results.

In total, the project produced 202 pieces of information and promotional material, which was distributed in 4 555 printed copies in French, English and other languages. This included 2 222 copies in easy-to-read language for disabled people.

All national clusters participated actively in defining the communication strategy at local, national and European level and their members took part in many dissemination events of the project. Such active involvement of national clusters resulted in conceptualising a cluster's *modus operandi* and proved to be an effective way of dissemination and project management.

European added value

The project added value at the European level by filling gaps in organic waste management and by addressing challenges common to 2 or more project partner countries. On the policy level, the project came up with concrete suggestions on training objectives (10 training objectives drawn up), on policies (10 suggestions on policy drawn up) and on projects and initiatives (8 suggestions for needed projects and initiatives). On the practical level, the project developed three new job profiles, professional occupational guidelines and specific training programmes and modules with corresponding teaching tools and tutorials, which can be shared with other EU partners.

Sustainability measures

The project partners have identified a number of ways to sustain and further develop the initiatives and training programmes on organic waste management already tested in the VALORG project: the spreading of initiatives to other geographical areas (e.g. composting platforms), in other contexts (rural or urban), the development of deeper economic analyses, and the search for greater support from local authorities. The partners suggested working on other waste using the VALORG method (cluster/initiative/training), e.g. taking part in the development of collective composting outside apartment buildings and setting up local waste recycling micro-projects.

3.6. B.U.G.S. – BUilding Green Skills

'The action has achieved an impact by identifying the skills on demand in the green construction sector. Consequently,, the public bodies are able to equip professionals with the necessary skills to improve their employability and competitiveness in the green construction labour market.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0568

Policy area: Employment

Policy sub-area: Green Skills

Implementation/Participating countries: Austria, Croatia, Italy, Slovenia

Project duration: 1 December 2014-31 May 2016

EU contribution in euros: 709 784.97

Target groups: Professionals working in construction sector; SMEs of the Construction sector; National institutions focusing on education of professionals to gain demanded skills; Policy-makers;



Renewable energy and energy efficiency in construction has a high potential for creating new job opportunities. Countries with active policies to develop the renewable energy sector and boost environmental sustainability (e.g. Germany) have succeeded in encouraging the demand for energy efficient services and eventually creating new job opportunities. The European Commission has estimated that in the period from 2005 to 2009 the renewable energy sector has generated 220 000 new jobs. To keep this sector growing, training measures to develop the green skills of professionals need to be foreseen. Based on this, the B.U.G.S. project had three **main objectives**:

1. foster partnership between the public and private sectors in the labour market to boost the job creation potential of green skills;
2. fill the gap between labour market demand and supply of green construction skills, namely green skills for energy efficiency, renewable energies, energy performance of buildings, energy diagnosis, eco-design, lifecycle analysis, energy management systems;

3. disseminate and exploit the tools and methods to manage and detect green skills' bottlenecks that can be identified as 'bugs' in the construction field throughout the EU.

Results and impacts

The main deliverable of the 'B.U.G.S. (Building Green Skills) project' was the BUGS web platform (<http://datamining.bugsproject.eu/>) designed to identify green skills, which are in demand, in the green construction sector. The web platform also contains the main information about the project, a live chat tool and a demo showing the main functions of the platform. It was also adapted for different types of end-users (i.e. SMEs, public bodies, trainers and SMEs associations) to provide relevant information regarding the specific needs of actors in the green construction sector. As a result, various beneficiaries in the construction sector can benefit from it. That is, various institutions can gain information on the demanded skills and the best practices on how to upskill professionals. Therefore, the ultimate target group – workers – can increase their competitiveness and employment chances in the green construction sector.

Sustainability

The action is the first step towards filling the gap between labour market demand and the supply of green skills in the construction sector. The project team together with partner organisations has already decided to develop this project further in a follow-up project. Moreover, there are already plans to implement the following actions in the follow-up project:

- share the 'B.U.G.S.' outcomes and their applicability with any relevant stakeholder in dissemination events;
- translate the B.U.G.S. software into other languages

in order to make it more accessible to entrepreneurs and trainers;

- develop graphical representation of BUGS software to make it more user-friendly.
-

Dissemination

To achieve wide recognition of the project among stakeholders and to further raise general awareness of the project, all activities were implemented and materials realised in accordance with four principles: transparency, accessibility, consistency and innovation. As a result, the following outputs were produced:

- project website (www.bugsproject.eu) with information on project activities and achievements;
- social network pages on Facebook and Twitter containing relevant information;
- dissemination events in 4 project countries;
- 1 650 brochures in English and national languages;
- 3 newsletters sent to local, regional, national and European stakeholders;
- a final transnational conference in Venice organised at the university to directly involve academia specialising in this sector.

Potential good practices

The main potential good practice of the project is the development of the web platform, which contained live chat, the manual and project methodology in one place. Furthermore, it was designed to reflect the needs of three types of end-users, namely trainers, SME representatives or public bodies. As a result, each type of user can benefit from the BU.G.S. platform based on their specific goals and agenda.

Activities implemented

- Analysis of EU legislation framework with the reference to the energy efficiency field applied to the construction sector Country by Country;
- Collection and evaluation of data regarding supply and demand of jobs in construction sector;
- Identification of the range of practices employed to improve employability of professionals in the green construction sector by Member States;
- Creation of web platform available for trainers, public bodies and companies to learn about the necessary skills in the Green Skills sector;
- Organisation of dissemination events.

Coordinator

ECIPA Scarl, Italy

Partners

- Unioncamere del Veneto – Eurosportello Veneto, Italy
- Associazione Nazionale Costruttori Edili Trieste, Italy
- Unione Regionale Economica Slovenia, Italy
- Gospodarska Zbornica Slovenije, Slovenia
- Center za poslovno usposabljanje, Slovenia
- Zavod za gradbeništvo Slovenije, Slovenia
- Obrtničko učilište, Croatia
- Regionalna razvojna agencija Zagrebačke županije, Croatia
- University of Zagreb – Faculty of Electrical Engineering and computing, Croatia
- Europäisches Zentrum für Erneuerbare Energie Güssing GmbH, Austria
- Confederazione nazionale dell'artigianato e della piccola e media impresa – sezione di Padova (CNA Padova), Italy
- Regione Veneto, Italy; Regione Friuli Venezia Giulia, Italy

Project/organisation website

<http://www.bugsproject.eu/>

3.7. FIT Local Coalitions for Europe Deliver ICT skills for Growth & Jobs

As a result of the project, 264 jobseekers in partner countries were offered free training on ICT skills. Out of the trainees, 165 were placed in employment.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0428

Policy area: Employment

Policy sub-area: New skills for new jobs

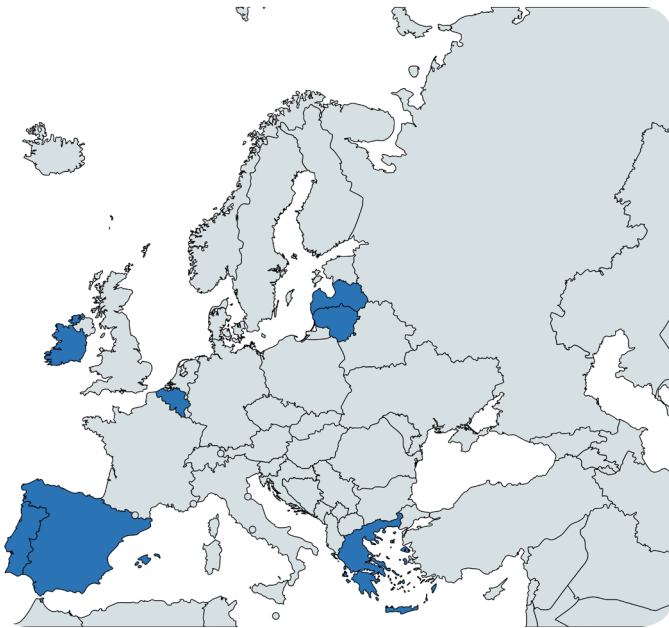
Implementing country: Ireland

Participating countries: Belgium, Greece, Latvia, Lithuania, Portugal and Spain

Project duration: 30 October 2014 – 29 April 2016

EU contribution in euros: 651 124.36

Target groups: Unemployed young people; Private companies (in the IT sector mainly, but also in other sectors).



Aims of the project

FIT4Jobs was a piloting project based on the successful FIT Ltd. (Ireland) model of upskilling jobseekers and connecting them to employers. The project aimed to recreate the successful FIT Training-for-Employment model together with partner organisations from six EU countries.

Project results, measured impacts, achievements, lessons learned

As a result of the project, 264 jobseekers in partner countries were offered free training of 180 hours over a three-month period. The content of the training courses and the exact IT skills to be delivered depended on each country (e.g. web development, applications, software development, database management). Out of the trainees, 165 were placed in employment. Over 200 employers were engaged in the project and contributed to the development of training curricula, offered internships and permanent employment to the trainees.

During the project most partners experienced a subset of jobseekers who were lacking motivation and confidence, were not reliable, had unrealistic expectations and generally lacked a sufficient level of soft skills to view them as employable. Therefore, one of the lessons learned during the project was the need to develop more stringent procedures, interviews and tests to ensure that a jobseeker is motivated, has sufficient aptitude for IT, and has a strong set of soft skills. Soft skills of participants, including communication, problem solving, team participation, etc. should be regularly developed. Jobseekers who do not meet requirements should be referred to some alternative training if possible.

The project produced 183 written outputs, mainly reports aimed at identifying good practices. However, they were not actively disseminated. In addition, 291 pieces of information and promotional material were produced with 1 307 copies in English and other languages printed, including 29 copies in easy-to-read language for disabled people. The number of unique visits to project-related websites per month was 14 800.

During the project period 4 information and communication events, which attracted 32 participants, including 18 women were organised. Gender balance and equality considerations were met in all project activities.

Identification of potential good practices

The FIT4Jobs model itself can be regarded as a good practice of job placement. Its key elements of success can be summarised as follows:

1. employer engagement, especially in specifying skills needs;
2. attention to careful selection of candidates to ensure good outcomes for all stakeholders;
3. emphasis on soft skills training and support for candidates.

Transferability element(s) of the project

The project tested the transferability of the training-for-employment model developed by the project coordinator, FIT Ltd. The model was successfully implemented in six EU countries and produced results that exceeded expectations. Although all partners worked within the same FIT4Jobs model, they were able to carefully examine and respond to their own local environments and issues relating to employers needs and the availability of corresponding skills.

European added value

The project added value on the European level by adopting an all-inclusive ICT training model as a proven 'best practice' for international/national training programmes. The FIT4Jobs model, previously implemented only in Ireland, was successfully implemented in six other European countries. The results that exceeded the goals clearly demonstrated the opportunity to scale the FIT4Jobs model. The project's website (<http://fit4jobs.eu/>) which was developed as the main dissemination tool for the project's process and outcomes also covered topics on youth employment, validation of digital skills, digital skills in Europe and the employability tool Yourock. It served to reach out regularly to EU-level stakeholders and promote the training-for-employment model in other countries.

Activities implemented

- Identification and selection of suitable candidates for training;
- Contacting local employers to specify the curricula and provide support;
- Provision of ICT training;
- Provision of soft skills training and support;
- Work experience (through internship) and job placement;
- Overall process coordination, analysis and reporting.

Coordinator

Fast Track into Information Technology Ltd (Ireland)

Partners

- Programa Escolhas (Portugal)
- Latvian Information Communication and Technology Association
- Lithuanian Association 'Langas į ateitį,' The Spanish Association of Telecentre Networks
- The Hellenic Professionals Informatics Society (Greece)
- Telecentre Europe (Belgium).

Project/organisation website

<http://fit4jobs.eu/>

3.8. Best European Policies, Analysis and Transference in PHS (BESPAT)⁸

'The project promoted the best practices existing in the PHS sector throughout the EU. As a result, countries are able to select the most efficient measures to create more efficient PHS sectors.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0408

Policy area: Social protection and social inclusion

Policy sub-area: Social Services of General Interest

Implementation/Participating countries: Belgium, France, Italy, Spain

Project duration: 31 October 2014-29 April 2016

EU contribution in euros: 237 071.08

Target groups: National institutions providing personal and household services; Professionals working in personal and household services; People receiving personal and household services.



The general **objective** of the project 'Best European Policies, Analysis and Transference in PHS (BESPAT)' was to identify good practices regarding the policies and actions in the PHS sector carried out by local or national governments of countries involved in the project. To achieve this, the project team planned to:

1. identify relevant actors working in the field of PHS, in order to involve them in the project activities;
2. analyse policies with the aim of maximising efficiency in productivity gains, introduction of new technologies and the development of new work organisations in the PHS sector;
3. prepare a Good Practices Guide, aimed at assisting policy-makers, experts and stakeholders in implementing policy changes in the PHS sector;
4. disseminate the final results at both national and European level.

Results and impacts

The main output of the 'BESPAT' project was the release of the 'Good Practice Guide'. Research was carried out on actions and policies developed within the PHS sector in the EU. Based on the efficiency criteria, designed prior to the main investigation, the project identified 20 good practice cases in 9 European countries: Belgium, France, Holland, Italy, Poland, Slovenia, Spain, Sweden and the United Kingdom.

The analysis of good practices has achieved two things. First, it has helped to identify the key factors that influence the development of the PHS sector in the selected countries. Second, based on the analysis of good practices, the project team has formulated 12 policy recommendations for governments to increase the efficiency of the PHS sector.

Dissemination of project results

The project partners aimed to disseminate project results to a transnational audience. The partner organisations identified the relevant stakeholders and maintained contact with them by informing them of the current state of the project and activities regularly. Each partner organisation invited all relevant stakeholders to participate in 5 initial workshops in Belgium, Italy and Spain at which the results of BESPAT were presented and discussed together with experts and relevant stakeholders.

The project team used both social networks (i.e. Facebook and Twitter) and the website (<http://www.bespat.eu/>) regularly to disseminate their findings to relevant stakeholders.

⁽⁸⁾ According to the European Union definition, the Personal and Household Services (PHS) sector covers a broad range of activities that contribute to the well-being at home of families and individuals, including child care, long-term care for the elderly and for persons with disabilities.

Sustainability of project results

The project partners committed their resources to ensure sustainability of the project once the project funding lifetime expired. The official website is scheduled to be further updated with the relevant information. Moreover, a social network between implementing partners has appeared as a result of cooperating in project activities. Therefore, project partners were easily able to exchange information and cooperate to further develop BESPAT findings in the follow-up projects.

Gender equality

All partners were committed to promoting equal opportunities between men and women throughout the implementation of the action. Women and men were equally represented in the management team and the decision-making process.

European added value

As a result of BESPAT, EU countries are able to search for examples of the most efficient measures to improve their PHS sectors. Furthermore, the ultimate target groups (i.e. young people and the unemployed) were provided with the relevant information about PHS so that they are able to improve their employment possibilities.

Activities implemented

- Identification of relevant policy-makers and stakeholders in PHS sector;
- Design of the methodology to identify and describe good practices in policies and actions;
- Interviews with policy-makers and organisations working in the PHS sector;
- Data collection of the best practices in the sector;
- Preparation of the Good Practice Guide, with the objective to assist policy-makers, experts and stakeholders in implementing policy changes in the PHS sector;
- Organisation of workshops and conferences to disseminate project findings;

Coordinator

Association of Local Democracy Agencies, France;

Partners

- Confederación Empresarial de Sociedades Laborales de España, Spain
- DIESIS Coop., Belgium
- Réseau Européen des Villes et Régions de L'Economie Sociale, Belgium; Scuola Nazionale Servizi Foundation, Italy

Project/organisation website

<http://www.bespat.eu/>

3.9. For Quality! – European Project for Quality of Jobs and Services in Personal Care and Household Services

‘The project has identified key indicators to assess the quality of PHS services and provided a number of good practices for mutual learning.’

Call identification number: VP/2013/010

Grant identification number: VS/2014/0414

Policy area: Employment

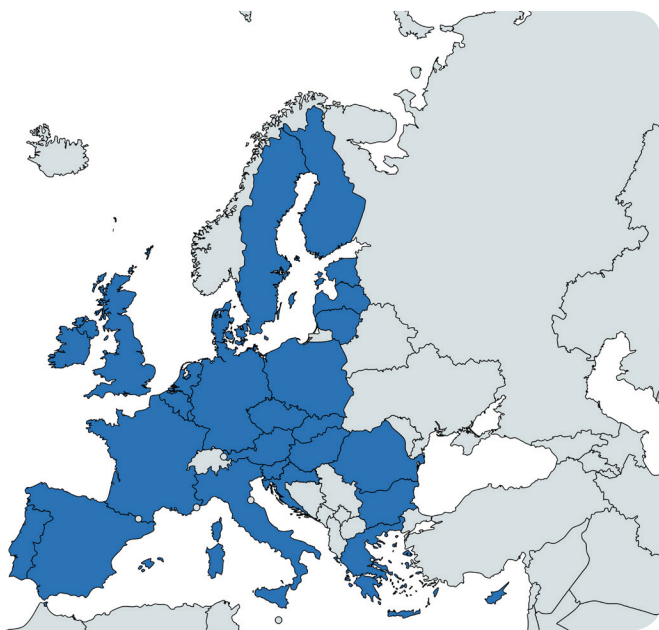
Policy sub-area: New skills for new jobs

Implementing/participating countries: Most European countries, since the project was implemented by a number of pan-European associations

Project duration: 20 November 2014–19 May 2016

EU contribution in euros: 180 504.42

Target groups: PHS users; PHS organisations; policy-makers (local, regional, national, European); PHS workers.



Socioeconomic context

Throughout the European Union, PHS represent a growing sector in terms of employment, and meeting the growing demand for Europeans wishing to live independently as long as possible, or to balance work and life, with the support of professionals. However, the overall working conditions in PHS are poor, and undeclared work is widespread and, thus, very difficult to regulate. This results in a low quality of care and health risks for both carer and service user.

Aims of the project

The project aimed to contribute to the improvement of working conditions and the quality of PHS through a partnership of workers and employers, the development of a knowledge base, awareness raising among stakeholders at the European and national levels, contribution to the advancement of policies and legislation in the area of

PHS and the provision of practical tools for PHS local providers.

Project results, measured impacts, achievements, lessons learned

The project produced 11 national reports on PHS (including Austria, Belgium, Czech Republic, Finland, France, Germany, Italy, the Netherlands, Spain, Sweden, and the United Kingdom) and one general report. The reports cover three areas: 1) national or local regulation and policies, 2) work and employment quality, and 3) service quality. Three regional seminars in Brighton, Rome and Vienna attracted 113 employers and employees of PHS, of which 74 were women. The participants addressed and compared project issues in each of the 3 or 4 countries, and analysed their influence on the quality of work and services in PHS. The project partners showed consideration for equality issues and made sure that all project activities were accessible to all who were interested.

All project activities fed into 10 recommendations targeting the Member States on funding regulations and investment, work regulations and employment quality, as well as services quality (available in 10 languages). Finally, a European toolkit for policy-makers and PHS organisations was prepared to present good practices and their transferability (available in English and French). The Project's results were communicated and disseminated through a special website, two newsletters, public presentations, personal meetings, press articles and networks.

Altogether 600 copies of the project reports were distributed and 664 copies were downloaded by unique users; 25 487 copies of information and promotional

material were distributed and these attracted 2 715 online visitors.

Identification of potential good practices

Project partners identified a series of good practices addressing the issue of quality of employment and quality of services – or both – in 11 countries, and presented them in the project toolkit. Some examples of such practices include online registration of home-care workers in Northern Ireland with a view to creating a standardised post-registration learning and training framework, family-centred services in the Netherlands and the use of mobile technologies in Finland. Yet, instead of seeking to provide practical advice on the transferability of these practices in their entirety, the project partners considered it more appropriate to look at transferable elements within each practice. A selection of good practices is included in the toolkit to showcase innovative initiatives that ensure greater professionalism in PHS.

Transnational dimension

The project partnership, made-up of European networks, had a strong transnational dimension and represented all EU Member States. The project started at the national level with research activities and continued with a European comparative approach on quality of work and services in PHS. This resulted in the production of transferable recommendations and good practices to be disseminated across Europe. Three transnational seminars were attended by representatives from each country of the regional group and established a dialogue on PHS quality among European partners representing different types of stakeholders.

European added value

The project provided a platform for the representatives of PHS employers and workers to come together for the first time, exchange their experiences and good practices, and agree on common EU-level recommendations to increase the quality of jobs and services in PHS. The complementarity of partners and stakeholders brought an added value to the products jointly elaborated. The 11 national reports on PHS and the European Toolkit are reliable sources of reference for any European country that wants to improve the working conditions and quality of PHS.

Activities implemented

- Project management and coordination;
- Research, including methodology, 11 national reports and a general European report;
- Stakeholder sessions, including 3 regional seminars and their reports;
- Drawing up policy recommendations;
- Development of a toolkit;
- Dissemination and communication, including a website, newsletters and the European conference.

Coordinator

Pour la solidarite ASBL (Belgium)

Partners

- European Research and Development Service for the Social Economy DIESIS COOP (pan-European), Belgium
- European Federation for Services to Individuals (pan-European), Belgium
- European Federation of Public Service Unions (pan-European), Belgium
- European Federation of Trade Unions in the Food Agriculture and Tourism (pan-European), Belgium
- European Social Network (pan-European), UK
- ORSEU Competitions (France)
- Social Services Europe (pan-European), Belgium
- UNI-Europa Association (pan-European), Belgium.

Project/organisation website

<https://forquality.eu/>

3.10. IMPact project – Improving Measurement of Public support to PHS

‘The main added value of the project was the creation of a universal toolkit, based on the best practices conducted in Belgium, France and Sweden, which could create and enhance a positive environment for the successful deployment of Personal and Household Services throughout the EU.’

Call identification number: VP/2013/010

Grant identification number: VS/2014/0422

Policy area: Social protection and social inclusion

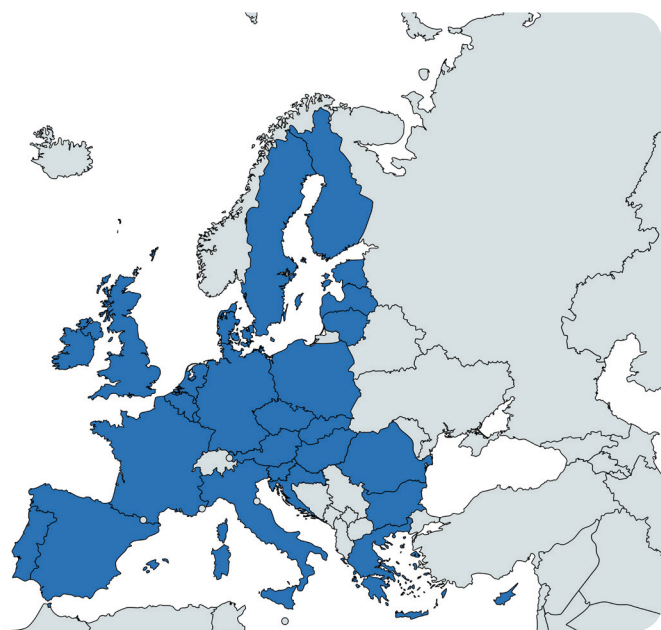
Policy sub-area: Social Services of General Interest

Implementing/participating countries: Most European countries, since the project was implemented by a number of pan-European associations

Project duration: 15 October 2014-14 April 2016

EU contribution in euros: 255 748.76

Target groups: National institutions providing personal and household services (PHS); Professionals working in PHS; People receiving PHS.



The European Commission has identified PHS as an area offering important job creation potential. However, one of the main issues of the sector is that, without public support, the formal provision of services is quite costly and a large part of PHS is provided informally by undeclared workers. Hence, the ‘IMPact project’ was aiming to enable public authorities to improve the measurement and monitoring of the employment and budget effects of public measures supporting the formal provision of PHS.

To achieve this, the action had four **specific objectives**:

1. to overview and analyse existing studies on employment and the budget effects of support given by public authorities;
2. to fill methodological gaps of employment and budget effects’ measurement in the PHS sector;
3. to prepare a practical and ready-to-use toolkit designed for EU Member States to implement changes in the PHS sector;
4. to contribute to European know-how on the issue.

Results and impacts

The main deliverable of the project was the release of the guide titled ‘PHS policies – implementation and monitoring guide.’ It contains information on: what PHS are, what their specific characteristics are in terms of demand, supply and societal challenges, what policy objectives could be achieved through PHS and how PHS policies can be monitored. The guide was designed to be used by public authorities and policy-makers regardless of their institutional level (i.e. European Commission, MEPs, national and regional governments, as well as parliaments and local councils).

Dissemination

There were two main channels through which action results were disseminated. First, the project team used virtual platforms extensively to disseminate findings. All relevant information related to the project activities, consortium partners, conferences and outcomes were published and are available on a project website (<http://impact-phs.eu/>). Project outputs were also disseminated through social networks (i.e. Facebook and LinkedIn). Second, the project team organised a pan-European conference in Brussels on 13 April 2016. It brought together 66 regional, national and European stakeholders. The main outputs of the project were presented to the public with simultaneous interpretation to and from Czech, French, Italian and Spanish languages.

Sustainability

Consortium partners have already discussed new possible ways to develop this project further towards the same general objective. In particular, some potential further steps were highlighted during the final pan-European conference:

- gathering together additional best practices in EU Member States in PHS policies in accordance with the criteria and guidance of IMPact's final guide;
- implementation of policy recommendations proposed in the project's final guide;

Potential good practices

The added value of a web-based project platform was important and could be considered as a potential good practice. It allowed to quickly update and disseminate important information to relevant stakeholders. In addition, the web platform provided specific guidance to the user according to its needs, as the project outputs were displayed step-by-step according to the options clicked.

European added value

The main added value of the 'IMPact' project at the European level was the creation of the universal toolkit based on the best practices conducted in Belgium, Sweden and France. Therefore, public authorities of the Member States are able to create and enhance a positive environment for the successful deployment of the Personal and Household Services in their own countries.

Activities implemented

- Collection and analysis of macroeconomic studies regarding the implementation of PHS from nine EU countries;
- Preparation of methodological toolkit in which the main concepts and monitoring indicators of the PHS are discussed;
- Preparation of ready-to-use toolkit designed for the EU Member States to implement in the PHS sector;
- Dissemination events.

Coordinator

European Federation for Services to Individuals
(Belgium)

Partners

- Censis, Italy
- IDEA Consult, Belgium
- Oxford Research, Sweden
- Research Institute for Labour and Social Affairs, Czech Republic
- Panteia B.V, The Netherlands
- Pour la Solidarité, Belgium
- Unión de Profesionales y Trabajadores Autónomos, Spain.

Project/organisation website

<http://impact-phs.eu/>

3.11. European Skills Council in the Audiovisual and Live Performance Sectors

'The project launched new dynamics of partnerships at national, regional and local levels and initiated employment and skills debates in countries where no such debates existed before.'

Call identification number: VP/2013/010

Grant identification number: VS/2014/0459

Policy area: Employment

Policy sub-area: Employment Analysis

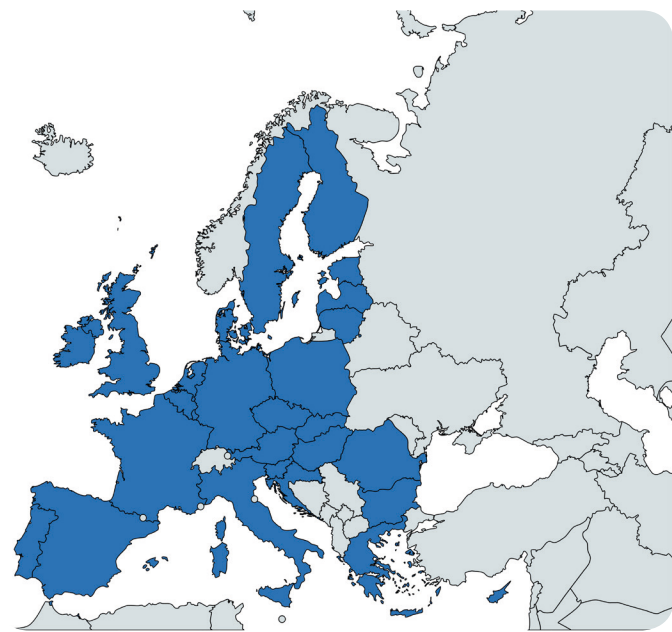
Implementing countries: EU-28

Participating countries: Belgium, Czech Republic, Denmark, Estonia, Finland, France, the Netherlands, Romania, Spain and the United Kingdom

Project duration: 1 November 2014-31 July 2016

EU contribution in euros: 255 200.00

Target groups: Professionals working in audiovisual and live performance sectors



The European Skills Council in the Audiovisual and Live Performance Sectors' was coordinated by the social partners in the EU Social Dialogue on audiovisual services and in live Performance (namely EBU, CEPI, Pearle, FIA, FIM, EFJ and UNIMEI). The project had **four main objectives:**

1. to set up a solid structure for a European skills council in the audiovisual and live performance sectors;
2. to create and consolidate a network of contacts between national and European stakeholders engaged in the development of skills in two sectors;
3. to collect data on the employment situation and trends in the audiovisual and live performance sectors;
4. to propose policy recommendations at national and European level.

Socioeconomic context

The new digital environment, with its fast-paced development of technology, has affected production

and distribution channels, demanding more content creation. The audiovisual and live performance sectors are no exceptions, where reaching out to new audiences and exploring new creative horizons is at the forefront of innovation. However, specific skills are required to operate the new technology and equipment. Thus, individual workers are under huge pressure, as they are required to expand their skill set far beyond their initial training. This creates greater insecurity for their careers. To ensure more stable careers of professionals and to fully maximise the potential of content creation in the audiovisual and live performance sectors, there is a need for a platform to address skills challenges in these two sectors.

Results and impacts

The action organised three European skills council meetings in the audiovisual and live performance sectors. For the first time, representatives from social partners in the live performance and audiovisual sectors, skills bodies, professional organisations, education sector and ministries were brought together to discuss common issues in the two sectors. Each skills council meeting resulted in the identification of the main problems and policy recommendations on how to solve them.

Furthermore, the project collected extensive statistical data on employment trends in the discussed sectors. Based on the collected data, project teams produced three reports highlighting the employment situation, the evolution of skills and necessary competences in the two sectors. In addition, these reports also included policy recommendations to address current issues in the audiovisual and live performance sectors at both national and EU levels.

Furthermore, all the information regarding current employment trends in the two sectors can be freely accessed by the wider audience on the online platform (<http://www.creativeskillseurope.eu/>).

Dissemination of the project results

As mentioned above, the project team created an online platform where all project results and other useful data can be accessed by the wider audience. The action has also produced a leaflet summarising the main activities and findings of the project. The leaflet is widely accessible on the internet and it was also translated into French, German, Italian and Spanish languages.

Sustainability of the project results

The online platform created by the project team continues to operate as a common virtual platform of European social partners in the live performance sector, as well as their national skills' bodies and initiatives. It is open to all stakeholders in the sector and the wider public allowing free access to useful data and links related to employment and skills trends and initiatives in the two sectors.

On the other hand, other than the online platform there are no other elements regarding continuity of the action. Due to financial reasons, it was decided not to develop this project further.

Potential good practices

The governance of the skills councils could be considered as a good practice case. As discussed above, the project team created a platform to exchange information between interested actors. There were no formally established members, but European, national, regional and local organisations were invited to take part in the different project activities based on the relevance of their activities. Moreover, the project team drafted a desk research paper for each council meeting covering different topics. These reports were subsequently presented during the council meetings, where all insights and good practices were further polished. This type of governance has resulted in outcome-orientated debates, producing high-quality policy recommendations.

Gender equality

The gender dimension in the two addressed sectors was thoroughly overviewed and main insights were included in the final report.

European added value

As already mentioned the Council involved various representatives from different EU countries. They were able to discuss common issues, share the best practices and come up with solutions to solve them. Moreover,

Activities implemented

- Collection of information regarding current state of employment in live performance and audiovisual sectors;
- Preparation and organisation of European Skills Councils meetings (which included representatives from professional organisations, education sector and ministries);
- Organisation of two capacity-building workshops to exchange best practices and to identify the main issues and provide solutions for them;
- Organisation of final conference, where final project outputs were presented for relevant stakeholders;
- Preparation and release of three data-driven reports, which included an overview of employment prospects in the audiovisual and live performance sectors and policy recommendations;
- Release of final reports summarising project scope and outcomes of skills council meetings.

Coordinator

UNI EUROPA – EURO MEI (Belgium)

Partners

- Sociaal Fonds voor de Podiumkunsten, Belgium
- mediarte.be, Belgium
- Commission Paritaire Nationale Emploi Formation Spectacle Vivant, France
- Commission Paritaire Nationale Emploi Formation Audiovisuel, France
- Creative Skillset, UK
- Creative and Cultural Skills, UK
- GOC, The Netherlands
- International Federation of Actors
- Performing Arts Employers Associations League Europe
- The European Coordination of Independent Producers
- The European Broadcasting Union
- The International Federation of Musicians
- The European Federation of Journalists.

Project/organisation website

<http://www.creativeskillseurope.eu/activities/>

national institutions have established a network, which could act as a basis for further communication between EU Member States to seek better solutions to solve common issues related to employment and skills in the audio visual and live performance sectors.

4. EURES: Projects Promoting Geographical Labour Mobility

This chapter presents one project in the area of geographical labour mobility funded through the EaSI programme as a result of the call for proposals aimed to promote workers' geographical mobility, to boost employment opportunities, as well as to support the implementation of the EURES reform ⁽⁹⁾.

The projects were expected to develop cross-border partnerships, including the delivery of specific services for frontier workers and their employers, to develop cooperation with social partners on intra-EU labour mobility or facilitate labour mobility between the European Union and the EEA countries as well as to support the implementation and operation of the EURES network in the EEA countries.

4.1. ETUC Coordination in the EURES Network

'The project contributed to the visibility of EURES in communication and information activities of social partners' organisations and promoted the use of EURES among its members.'

Call identification number: VP/2014/011

Grant identification number: VS/2015/0073

Policy area: Free movement of workers

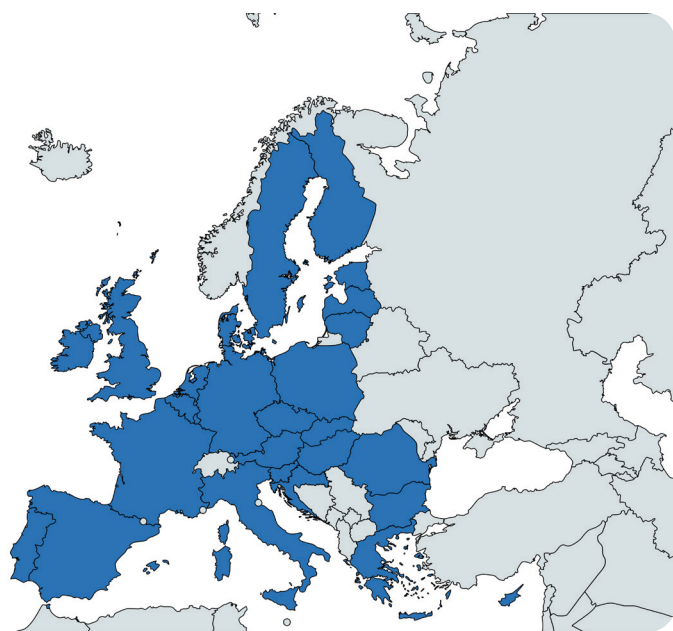
Policy sub-area: EURES; Cross border and frontier workers

Implementing/participating countries: pan-European

Project duration: 1 January 2015-30 June 2016

EU contribution in euros: 108 615.81

Target groups: Interregional Trade Union Councils (IRTUCs); Regional Public Employment Services; Employers' organisations; EURES Advisers; EURES Managers.



Socioeconomic context

The project was initiated and coordinated by the ETUC, which comprises 89 national organisations from 39 countries to represent all workers at the European level. The ETUC also coordinates the participation of the trade union organisations, mostly the Interregional

Trade Union Councils (IRTUCs), in the EURES network. The IRTUCs gather regional trade union organisations in border regions to ensure fair and chosen mobility of EU citizens and to defend the rights of frontier workers and their families. About 60 EURES trade union advisers (who have received the basic EURES training) give advice and consultations to cross border and frontier workers.

Aims of the project

The project aimed to improve the quality of EURES services provided by trade union organisations directly involved as EURES partners; to improve coordination of the activities of trade union organisations in the EURES network and their contribution; to ensure stronger involvement of national, regional and local employers' organisations and trade unions in the EURES network; to improve practical cooperation between employers' and workers' organisations at regional and national level as regards labour mobility; to identify obstacles to mobility; to improve the functioning of the interregional labour markets; to improve the visibility of EURES in the general communication and information activities of social partners' organisations and promote the use of EURES among their members.

⁽⁹⁾ Call for proposals VP/2014/011: EaSI-EURES: Cross-border partnerships, social partners and EEA countries

Project results, measured impacts, achievements, lessons learned

The annual EURES Seminar of Trade Union advisers (in Brussels) brought together EURES advisers that are members of the IRTUCs. During this one-day meeting, experts from the European Commission provided information on the role of cross border partnerships in the EaSI programme and on the implementation of Directive 2014/54/EU. In this context, EURES trade union advisers had the opportunity to exchange their views and experiences and request some information about the potential impact of the new EURES regulation.

Three one-day seminars for EURES cross border partnerships (in Belgium, Germany and Italy) resulted in the exchange of information on the implementation of the EURES Regulation. Some time was allocated to identifying the obstacles to mobility and discussing possible solutions.

The project participants came to the following conclusions:

- cooperation in the framework of the EURES cross border partnerships is important;
- EURES Cross border partnerships need to be further developed and strengthened;
- IRTUCs play a key role in labour mobility;
- obstacles to mobility should be eliminated;
- implementation of the EURES Regulation should be properly monitored with the participation of social partners;
- practical cooperation between employers' and workers' organisations at regional and national level as regards labour mobility should be further promoted and enhanced.

Activities implemented

- Organisation of the annual seminar of EURES trade union advisers;
- Networking of EURES Cross Border Partnerships, including 3 one-day meetings in border regions

Coordinator

European Trade Union Confederation (ETUC)

Project/organisation website

<https://www.etuc.org/european-trade-union-confederation>

The four seminars attracted a total of 251 participants, of which 109 were women.

Transnational dimension

The transnational dimension of the project was ensured by 3 factors: 1) the involvement of the ETUC secretariat as project coordinator, which unites 89 national organisations in 39 countries; 2) the involvement of 45 IRTUCs, which unite regional trade union organisations in border regions; and 3) the participation of the partners of the EURES Cross Border Partnerships which have an interregional dimension.

European added value

The project added value on the European level by placing geographical labour mobility as a common subject for European trade unions and a common ground for collaboration. The project contributed to partnership-building among the Interregional Trade Union Councils and provided a ground for discussions and common conclusions on labour mobility.

5. Working Conditions

Transnational cooperation on posting of workers

This chapter presents two projects in the area of working conditions funded through the EaSI programme as a result of the call for proposals aimed to enhance the implementation, application and enforcement of Directive 96/71/EC on the posting of workers in the framework of provision of services in practice ⁽¹⁰⁾. This call for proposals was intended to finance specific transnational cooperation projects between at least three Member States.

The projects were expected to promote the exchange of information, best practices and training among the officials of competent public authorities and/or relevant social partners, as well as to increase the accessibility and transparency of relevant information.

5.1. Equality in Mobility – Responsible Movement of Workers in EU

'The project promoted transnational cooperation among stakeholders and dissemination of best practices by involving employees and employers, representatives of companies acting on an international level from 6 Member States.'

Call identification number: VP/2014/007

Grant identification number: VS/2015/0012

Policy area: Labour law

Policy sub-area: Posting of workers

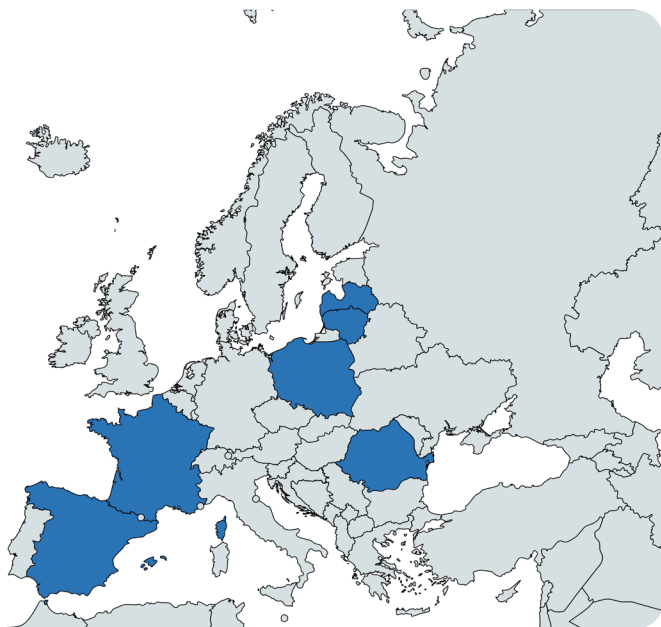
Implementing country: Poland

Participating countries: France, Latvia, Lithuania, Romania, Spain

Project duration: 1 December 2014-31 May 2016

EU contribution in euros: 178 301.10

Target groups: Social partners



Socioeconomic context

The number of posted workers in the EU in the 2010-2014 period increased by almost 45 %. In 2014 there were 1.9 million postings in the EU, up from 1.3 million in 2010. The average duration of posting is four months. The construction sector alone accounts for 43.7 % of

the total number of postings, although posting is also significant in the manufacturing industry (21.8 %). Belgium, France and Germany are the three Member States that attract the highest number of posted workers (about 50 %), while France, Germany and Poland are the three largest senders of posted workers.

A set of mandatory rules regarding the terms and conditions of employment to be applied to posted workers is defined under Directive 96/71/EC, approved in 1996. However, during the period of application of the directive a number of abuses and irregularities have occurred, especially with regard to the rights and interests of the posted workers.

Aims of the project

The project was developed as a response to the need to improve the implementation, application and enforcement of the provisions of Directive 96/71/EC in partnership countries. Its main objectives were to:

1. improve transnational administrative cooperation between national competent bodies and social partners involved in the monitoring and correct

⁽¹⁰⁾ Call for proposals VP/2014/007: Posting of workers: enhancing administrative cooperation and access to information.

application of the Posting of Workers Directive 96/71/EC;

2. increase mutual trust among stakeholders through the exchanges of relevant officials and their training;
3. develop and promote best practice initiatives in the area of posting of workers in the framework of temporary provision of services.

The project involved social partners from six Member States, who met during international events organised in different countries in order to elaborate recommendations on how to improve the implementation of the Directive.

Project results, measured impacts, achievements, lessons learned

The project resulted in the summary of legislation on posted work in six Member States (France, Latvia, Lithuania, Poland, Romania and Spain) and a study on the impact of intra-EU cross-border services, with special attention to the construction sector, called 'An Ad Hoc Statistical Analysis on Short Term Mobility – Economic Value of Posting of Workers'.

As a result of round tables organised in partner countries, representatives of trade unions, academia, legal science, practitioners from state institutions, NGOs and employers' organisations were engaged in open discussions on the application of EU law, in particular Directive 96/71/EC. Participants emphasised that the key problem is the lack of information and clear understanding about the issues of remuneration and other terms and conditions of employment applicable to posted workers. They concluded that improved access to information, e.g. through a state-specific website, leaflets, brochures, guides and direct contacts, would improve the situation of posted workers. Trade union members exchanged their good practices in this field and identified areas of further cooperation, such as introducing mechanisms of assistance to posted workers and participation of trade unions on behalf of posted workers in litigation and administrative proceedings.

The project produced 9 reports and 1 evaluation, which were distributed among the project partners. Altogether 9 events were organised; these attracted 254 participants, including 90 women, or 35 % of all participants.

Gender equality and anti-discrimination

When recruiting participants for the meetings, the project coordinator and partners complied with equality and anti-discrimination policy and used the selection criteria such as knowledge, active participation in trade union

Activities implemented

- Creation of a website and promotional materials (leaflets, posters);
- Organisation of working meetings;
- Organisation of 6 round tables in partner countries;
- Dissemination of the project's results, including the final conference.

Coordinator

Polish Alliance of Trade Unions

Partners

- Latvian Builders' Trade Union (Latvia)
- Independent Trade Union Coalition of Workers of Madrid (Spain)
- Lithuanian Trade Union Confederation (Lithuania)
- General Confederation of Labour (France)
- National Trade Union Confederation 'Cartel Alfa' (Romania).

Project/organisation website

<http://www.opzz.org.pl/web/equality-in-mobility/start>

activity and the potential for knowledge dissemination, and did not exclude anyone because of their gender, political views or disability.

Dissemination strategy

First, each partner organisation disseminated promotional material on the project (100 leaflets, 50 posters and the website). Second, the partners disseminated the final report, which was translated into all partner languages: English, French, Latvian, Lithuanian, Polish, Romanian and Spanish; 700 copies were printed (100 copies in each language).

Transnational dimension

Representatives of trade union organisations from six Member States participated in nine international meetings, where they discussed the situation of posted workers in each participating country. This helped them learn from the experience of other trade unions, as well as go beyond national perspectives and come up with common solutions for European employment policy. All the materials prepared within the framework of the project were published in six national languages.

European added value

The increasing number of employees posted to work in other Member States requires coordinated measures at the international level, aimed at ensuring appropriate protection of their rights. Thus, the project created added value for Europe by establishing cooperation between

trade union organisations from France, Latvia, Lithuania, Poland, Romania and Spain to create an international network for the exchange of experience and information regarding the terms and conditions for posting workers in the European Union. The project placed the topic of posted workers as part of the trade unions' operation and cooperation and generated new ideas on how to improve the implementation, application and enforcement of Directive 96/71/EC in partner countries.

Sustainability measures

Cooperation between trade unions on the posting of workers will be further developed during two other projects: 'Rights to Work Info Centres of Transnational Cooperation REWICoop' aimed at establishing info centres for posted workers, and 'Posted Workers in the EU: Joining Forces for Action on Solidarity and Cooperation Mechanisms to Ensure Fair and Competitive Future for European Economy and Society'.

5.2. Equal Rights for Posted Workers

'The project created a platform for trade unions from 4 countries representing workers employed in the metal sector to establish cooperation in order to improve the employment and working conditions of posted workers.'

Call identification number: VP/2014/007

Grant identification number: VS/2015/0016

Policy area: Labour law

Policy sub-area: Posting of workers

Implementing country: Poland

Participating countries: Bulgaria, Croatia and Lithuania

Project duration: 1 December 2014-31 May 2016

EU contribution in euros: 149 387.08

Target groups: Social partners in the metal sector



key issues of posting, including political, language and cultural barriers. They were also trained to improve their skills in enforcing their rights and dealing with the posting issues with different stakeholders. Representatives of trade unions gained a better understanding of the support that they can give to posted employees in both receiving and sending countries.

The project has established long-lasting cooperation and networking between EU and Candidate countries' trade unions with the aim of increasing the level of protection of posted workers. Finally, the visibility of issues encountered by posted workers in each partner country was increased, and the project outcomes and recommendation were promoted among employers, employees and trade unions throughout Europe.

The project participants came up with the following recommendations for trade unions:

1. trade unions should be encouraged to create their own internal policy with regard to the hard position of posted workers;
2. trade unions should consider the option to create a platform for information on posted workers' rights in their native language;
3. employers/agencies should promote cultural and ethical practice towards workers, i.e. to show social responsibility to them;
4. trade unions should be more active in implementing EU directives on posted workers;
5. trade unions should have employees who know the native languages of posted workers;
6. trade unions from receiving countries should make agreements with the agencies of sending countries to ensure the protection of posted workers' rights;
7. penalties should be introduced for the violation of posted workers' rights.

The project produced 2 reports and organised 7 events, which attracted 139 participants, of which 52 were women. Information and promotional material was also

Socioeconomic context

The topic of posted workers seems to be gaining in importance in the metal sector, as most of the companies in this area are multinational with plants all over Europe and the world, and who treat workforce mobility and flexibility as their competitive advantage.

Aims of the project

The main goal of the project was to improve knowledge of employees, employers and trade unions, especially from the metal sector, about posting of workers and the related legal frameworks, European directives, as well as threats and challenges inherent to posting from the trade union perspective.

Project results, measured impacts, achievements, lessons learned

As result of the project activities, employees, employers and representatives of trade unions improved their knowledge about Directives 96/71/EC and 2014/67/EC on posted workers. Employees were well informed about the

produced and disseminated, including 80 posters, 300 informative brochures and 250 copies of publications.

Gender equality and non-discrimination

These issues were considered during the project. Although the number of women, who work in the metal and steel sector, is low, the project coordinator and partners agreed to recruit as many women as possible to attend the project events. The criteria for selecting participants for the meetings were defined in such a way so as not to cause any discrimination.

Policy evidence generated by the project

The comparative analysis of four partner countries enabled insight into the following issues: the situations of posted workers and the level of their protection in each country; social dialogue and the role of trade unions; the situation of companies within the metal sector in each country; the processes of posting of workers, the cooperation of trade unions and posted workers; and threats that posted workers might encounter in a receiving country. In addition, the final report includes a theoretical part, covering the main points of the status of posted workers, reasons for labour migration, recommendations for posted workers and trade unions, as well as the best practice examples.

Transnational dimension

The action was based on international cooperation between the partner organisations from four new Member States: Bulgaria, Croatia, Lithuania and Poland, in which posted employees face similar problems. The project provided an opportunity for the partners to discuss the problems and to exchange knowledge about posting issues in each country. The materials from meetings were translated into the native languages of the project partners in order to facilitate rapid transfer of knowledge, while the main report and the training programme were translated into 5 languages, including English, in order to spread the results outside the scope of the project.

European added value

The project added value at the European level by establishing cooperation of trade unions within the metal sector from four countries: Bulgaria, Croatia, Lithuania and Poland. Furthermore, the project made its main products – the website and report – available in English and, thus, accessible for trade unions, employers and employees throughout Europe. The project conclusions and recommendations, as well as the training programme, can be used by the other European trade unions.

Activities implemented

- Creation of promotional materials, including leaflets, posters, banner stands and the project website;
- inaugural conference in Zawiercie, Poland;
- Online consultation between representatives of partnership organisations;
- Comparative analysis on the level of implementation of Directive 96/71/EC;
- Creation of a training programme based on the results of the analysis;
- Workshops in Zagreb, Croatia;
- National trainings in partner countries (totally 4);
- Follow-up conference in Vilnius, Lithuania;
- Dissemination of the project results.

Coordinator

Międzypokładowy Samorządny Niezależny Związek Zawodowy Pracowników z CMC Poland Sp. z o.o. i Spółtek (Poland)

Partners

- Lietuvos Metalistu Profesiniu Sajungu Susivienijimas, LMPSS (Lithuania)
- Syndical Federation of Machinebuilders and Metalworkers CL PODKREPA (Bulgaria)
- Sindikat Metalaca Hrvatske – Industrijski Sindikat (Croatia).

Project/organisation website

<https://www.msnzcmczawiercie.pl>

Afterword

This report provided a review of projects funded by the EU Programme for EaSI and its predecessor instruments PROGRESS and EURES. A total of 18 project fiches, which can be read as stand-alone documents, were produced by the research team and are presented in the report.

Analysing and disseminating information about the results of supported projects and organisations forms part of the performance monitoring of the EU Programme for EaSI 2014-2020. The programme's monitoring approach foresees biannual reports presenting examples of projects and organisations supported by EaSI and its predecessor programmes EURES and PROGRESS.

This is the sixth such report. It follows [the first five issued in 2014-2016](#). At least two more such reports are planned for by the end of 2017.

It is expected that this report will be beneficial to public authorities of the Member States, civil society organisations and private actors in at least two ways. First, it will serve as guidance for public, private and civil society actors wishing to apply for EU funding in the future. Second, it will provide policy-makers with ideas that can inform the design and implementation of new policy interventions in the covered policy areas.

In addition to these key aims of the report, the research team will use its results in further monitoring activities. In particular, the developed project fiches will feed into preparing the EaSI Performance Monitoring Report for 2015-2016. Finally, the report team believes that the results will be useful for the evaluators of the programme.

Annex I – List of projects included in this report

No. in the report	Page	Title of the project	Funding source	EU contribution in euros	website
Social Protection and Inclusion					
2.1.	15	'Cost-effectiveness of policies and strategies aimed at prolonging careers in the middle and in the end'	PROGRESS	163 268.86	www.thl.fi
2.2.	17	'IESS Improving Effectiveness in Social Security'	PROGRESS	277 682.12	http://www.iess-project.eu/
2.3.	20	'Synergetic social system'	PROGRESS	90 386.71	www.msppm.hr
2.4.	22	'New dimension in social protection towards community based living'	PROGRESS	182 177.14	http://fszk.hu/
Employment					
3.1.	24	'Economie verte - un levier pour un emploi durable des personnes handicapés et des seniors'	PROGRESS	255 000.00	www.pole-emploi.org
3.2.	27	'Benchmarking Employment Services' Contribution to the Implementation of the YG'	PROGRESS	277 585.79	www.lavoro.gov.it
3.3.	29	'Connecting People for Green Skills – Green Skills'w	PROGRESS	363 778.09	http://greenskillsproject.eu/en/
3.4.	32	'Knowledge Centre for Renewable Energy Jobs'	PROGRESS	564 520.78	http://www.knowres-jobs.eu/en/
3.5.	34	'The Recovery of Organic Waste (VALORG)'	PROGRESS	723 030.63	http://www.regiedesecrivains.com/
3.6.	37	'BU.G.S. – BUilding Green Skills'	PROGRESS	709 784.97	http://www.bugsproject.eu/
3.7.	39	'FIT Local Coalitions for Europe Deliver ICT skills for Growth & Jobs'	PROGRESS	651 124.36	http://fit4jobs.eu/
3.8.	41	'Best European Policies, Analysis and Transference in PHS (BESPAT)'	PROGRESS	237 071.08	http://www.bespat.eu/
3.9.	43	'For quality! – European project for quality of jobs and services in personal care and household services'	PROGRESS	180 504.42	https://forquality.eu/
3.10.	45	'IMPact project - Improving Measurement of Public support to PHS'	PROGRESS	255 748.76	http://impact-phs.eu/
3.11.	47	'European Skills Council in the Audiovisual and Live Performance Sectors (phase 1)'	PROGRESS	255 200.00	http://www.creativeskillseurope.eu/activities/
EURES					
4.1.	49	'ETUC Coordination in the EURES Network'	EaSI-EURES	108 615.81	https://www.etuc.org/european-trade-union-confederation
Working Conditions					
5.1.	51	'Equality in Mobility – responsible movement of workers in EU'	EaSI-PROGRESS	178 301.10	http://www.opzz.org.pl/web/equality-in-mobility/start
5.2.	54	'Equal rights for posted workers'	EaSI-PROGRESS	149 387.08	https://www.msnnzcmczawiercie.pl

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