



Mid-term evaluation of the European Globalisation Adjustment Fund

Final Report

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Mid-term evaluation of the European Globalisation Adjustment Fund

Final Report

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Executive Summary

Introduction

In December 2015, DG Employment, Social Affairs and Inclusion appointed ICF to carry out a mid-term evaluation of the European Globalisation Adjustment Fund (EGF), under specific Service Order No VT/2015/080 of the Multiple Framework Contract for the Provision for Evaluation and Evaluation Related Services.

This final report outlines the findings from the mid-term evaluation and presents conclusions and recommendations which should be considered by the European Commission, Member States, and those organisations delivering assistance funded by the EGF. The mid-term evaluation was launched in compliance with Article 20 of the EGF Regulation (EU No 1309/2013).

Cases included in the evaluation

This evaluation covers 29 funded case applications¹ in 10 countries received in 2014 and 2015. There are six cases in Greece; five cases in Belgium; four cases in France; three each in Finland and in Ireland; two each in Germany, Spain and Italy; and one each in the Netherlands and in Sweden

When the case research for the mid-term evaluation, was conducted cases included in this evaluation had not yet submitted and approved final reports of their case expenditure, outputs and results to the European Commission. Indeed, many of the cases were still delivering EGF-funded measures to dismissed workers and/or young people not in education, employment or training (NEETs).

Consultation undertaken for the evaluation

For the purposes of answering the evaluation questions, there are three main sources of evidence to use for each research question:

1. Case research: Detailed case research involving interviews with those responsible for the design and delivery of measures in 29 cases were undertaken. This involved gathering and analysing qualitative and quantitative evidence. As a result of cases being at different stages of delivery, the availability and quality of evidence varies for each case.
2. Open Public Consultation (OPC): The OPC provides a wider evidence base than that available from case-specific sources as it contains evidence from those not involved in the design and delivery of specific EGF cases. There were 97 responses to the OPC. 34 were provided on behalf of organisations, 63 were provided on behalf of individuals. Annex II contains a full frequency analysis report of the responses to the OPC.
3. Beneficiary survey data: Beneficiary surveys were conducted in all Member States, with the exception of Italy, where beneficiary email addresses were not available. In total 1 116 responses were received. A full frequency report of the responses is contained in Annex III.

Evaluation themes and findings

The evaluation provides an assessment of the effectiveness, sustainability, efficiency, coherence, relevance, and EU added value of the results achieved by EGF. The full report provides answer to a number of specific questions. This executive summary outlines the main findings by evaluation theme.

Effectiveness

The re-employment rate at the end of EGF assistance varied considerably from 23 % in the case of BE Arcelor Mittal, to 88 % in the case of NL Gelderland and Overijssel.

¹ Over the period 2014-2015 a total of 30 applications were submitted to the European Commission. 1 application (EGF/2015/008 Supermarket Larissa) was withdrawn and later re-submitted as EGF/2015/011.

The primary aim in each EGF case was to support dismissed workers back into employment. **The average re-employment rate achieved across the 13 cases which had completed implementation and were able to provide data by October 2016 and for which these rates were available was 56 %.** This is higher than the 49 % average re-employment rate achieved across the 73 EGF cases in the 2007–2013 period².

Data from the beneficiary survey conducted for this evaluation, shows that just under half of respondents were in employment, with 59 % of these individuals in permanent jobs, 29 % were in temporary full-time employment. Of the 51 % not in employment, 36 % were looking for work, 5 % were in full-time training, 4% had retired and 9 % specified 'Other'. Only 4 % disengaged from the labour market and not looking for work.

Evidence on sectoral employment outcomes was available in 19 cases. In eight cases there was evidence of a significant shift in the new jobs away from the sector of previous employment where the redundancies occurred. In these cases at least half of new jobs were in other sectors, but in three cases (e.g. BE Caterpillar, BE Hainaut Machinery, FR GAD) early findings suggest that more than four-fifths of new jobs are in other sectors. This shift was supported by training provided with EGF resources, which facilitated the acquisition of new competences required in the different sectors.

The evaluation identified common and case-specific factors that have helped and hindered cases in terms of attaining their objectives of achieving re-employment for EGF beneficiaries.

Among the supply-side factors, the profile of beneficiaries assisted was a key parameter, especially when:

- large numbers of beneficiaries were older workers, often with long careers with the same employer, which meant they were lacking job-search skills or motivation to build new careers at pre-retirement age (in such instances, the EGF assistance had to be well targeted to their needs, with an emphasis on coaching and psychological support);
- skill levels of dismissed workers played an important part, with labour market re-integration much easier to achieve for relatively skilled workers who had good chances of finding new jobs in their local labour markets.

In relation to the demand-side factors, the conditions in local labour markets played a key role in influencing re-employment rates. Labour market re-integration was easier when demand for labour existed in the locality compared to areas with relatively high unemployment rates and/or limited demand for workers with the skills or for the occupations of the dismissed workers.

Among the policy factors, key success factors identified were as follows:

- learning from previous EGF cases in the country or the region in terms of developing effective partnerships and appropriate delivery mechanisms;
- the need for targeted, individualised and early assistance to the dismissed workers, built on a pathway of progression to a new job;
- strong cooperation between the delivery partners including the social partners and a coordinated approach to the delivery of EGF assistance;
- effective integration of the EGF assistance with the existing national-, regional- and company-level restructuring support framework, where the EGF assistance added new services to existing support or increased the volumes of existing PES assistance.

² ICF (2015), *Ex post evaluation of the European Globalisation Adjustment Fund (EGF): Final Report*, for DG EMPL.

The evaluation assessed the extent to which Member States use the EGF and the reasons for the use or non-use of the EGF. According to the Regulation (EC) No 1927/2006 of the European Parliament and of the Council the maximum EGF funding that could be allocated for the 2014–2020 period is EUR 1.05 billion³. This roughly equates to EUR 150 million per annum, which can be used to co-finance 60 % of the cost of EGF projects. Between 2014 and 2016 a total of 29 applications were approved with a combined EGF contribution of EUR 98 521 851. The majority (19 cases) started implementing the activities in 2015. However, the EUR 78 669 378 contribution was significantly below the EUR 150 million per annum ceiling.

Member States using the EGF in the cases included in this mid-term evaluation consider the definition of the scope of the fund to be clearly defined. Of the 29 cases included in this evaluation, 15 cases were submitted as globalisation cases and 14 were submitted as crisis cases. The close split between the cases is indicative of the fact that Member States found they were able to put together applications that were consistent with both causal factors included in the scope of the regulation.

This evidence suggests that the scope of EGF is well understood but more applications by Member States could have been submitted. The main issues highlighted by stakeholders related to the specific detail of the eligibility criteria and the way in which they relate to Member State business demography. For example, in many Member States the proportion of large companies is very small. Achieving 500 redundancies can also be difficult to evidence as many companies actually make workers redundant during phases over a long period of time (as part of a restructuring process usually aimed at saving the more productive parts of the company). Lowering the threshold may, therefore, increase the number of applications.

However, there are other, perhaps more significant issues, which may influence the attractiveness of the EGF for some Member States. For example, it is possible that more favourable ESF co-funding rates may influence the number of EGF applications, this may be the case for EU-13 Member States, among which there were no applications between 2014 and 2015.

The derogation clause Article 6(2) was introduced to the EGF regulation allowing Member States to include NEETs in their proposed provision under certain conditions. In NUTS 2-level regions with youth unemployment rates of 25 % or above, support can now be extended to NEETs under the age of 25, or, where Member States decide, to those under the age of 30⁴. As of 2015, there were 15 countries (down from 19 in 2012) with regions where youth unemployment was above 25 %⁵.

Of those Member States that have submitted cases since the start of 2014 (the introduction of the clause), three included NEETs in their applications (BE, IE, EL). Of the 2,401 NEETs originally targeted, 1,658 (or 69 %) have been assisted. Few data are available on the impact of the assistance and that there have also been some initial (and ongoing) difficulties in the identification and engagement of NEETs.

With respect to potential displacement of national support provision, there is very little evidence from the case studies to suggest that the support provided through the EGF replaces measures that would have been offered by Member States' mainstream services, or by specially convened support partnerships. Even in instances where EGF-supported measures were the same or similar to those already provided at national level, the additional EGF resources were used to extend and increase the intensity of support. Almost all stakeholders suggested that in the absence of EGF support,

³ These figures are in 2011 prices.

⁴ The Youth Employment Initiative is a financial instrument of the Youth Guarantee scheme and was launched in 2012 to provide extra support to young people aged below 25 and living in regions where youth unemployment was higher than 25 %.

⁵ These countries (where the youth unemployment rate was over 25 %) were: BE, BG, , EL, ES, FR, HR, IT, CY, HU, PL, PT, RO, SK, FI, UK.

national administrations would not have the same level of resources to implement tailored measures specifically aimed at re-employment. A majority of respondents (53 %) to the OPC believed that EGF provisions were more effective than national-level measures to support redundant workers.

Sustainability

Long-term data on the re-employment outcomes of EGF beneficiaries were available in none of the 29 cases covered in the evaluation, as the cases had just finished or are still delivering the assistance.

A consistent finding across the cases from interviews with delivery organisations was the stated belief that an improved education profile and increased general employability of beneficiaries due to higher self-esteem, more career ownership and a proactive approach to job seeking were sustainable outcomes.

Beneficiary survey data collected in this evaluation show almost half of the respondents were in a job for more than 12 months, and 67 % of respondents have been in a job for more than seven months. However, the role of EGF in this new employment is not clear cut. A fifth (18 %) of respondents thought that the EGF did not increase the likelihood of finding a new job in the future, and a similar proportion (18 %) considered that the EGF did not increase their likelihood of retaining their current job in the future. In contrast, almost half of respondents (47 %) considered that the EGF either significantly or somewhat improved the likelihood of finding a new job in the future, whereas 37 % thought that the EGF either significantly or somewhat improved the likelihood of sustaining their current job. Key lessons in relation to sustainability are outlined in the box below.

Key learning points in relation to the design of restructuring assistance:

- **Lesson 1:** The EGF case design process should begin with the identification and analysis of the potential beneficiaries to understand the scale (how many workers will fit the EGF criteria) and scope of the beneficiary group (what is the profile in terms of educational, employment, personal, social and health background).
- **Lesson 2:** The experience of delivering previous EGF cases has highlighted the importance of designing measures which react to the specific needs of the dismissed workers. Therefore, EGF cases should build on two sets of analyses, undertaken at the application stage or the start of the case:
 - A needs analysis to establish a thorough and up-to-date understanding of the training and employability support needs and wishes of EGF beneficiaries.
 - A mapping of existing potential services so as to assess the need for new or more services that can ensure a personalised and responsive service offer.
- **Lesson 3:** Early action is needed to support dismissed workers in a timely manner.
- **Lesson 4:** When available, the EGF case should be built on the foundations of existing national institutional and policy frameworks for restructuring and earlier EGF cases.

Key learning points in relation to the implementation of restructuring assistance

- **Lesson 5:** Find effective ways to communicate with beneficiaries.
- **Lesson 6:** It is important to plan from the beginning the means to collect relevant monitoring data to keep track of beneficiaries' progress and their employment outcomes.
- **Lesson 7:** The representatives of workers and social partners should be key partners in EGF cases; tripartitism has been achieved in most cases, but there is room for improvement in formalising the voice of dismissed workers in the process.

Key learning points in relation to the delivery of restructuring assistance

- **Lesson 8:** Dismissal is one of the most traumatic events an employee may experience. Effective integration into new employment starts with relationship building, followed by

advice and counselling, with a particular focus on psychosocial support.

- **Lesson 9:** EGF case planning should take into consideration the effects of social packages of dismissed workers on the implementation of planned measures.
- **Lesson 10:** It is important to find the right 'menu' of activation measures.

Efficiency

EGF is considered by organisations delivering cases as an opportunity to provide more intensive and longer term, bespoke assistance to a specific group of dismissed workers. It is recognised that resources provided for beneficiaries are higher than would otherwise be the case compared with ALMPs available through mainstream provision. The views of those interviewed for the case research strongly suggested that the currently allocated resources allow the necessary resource to establish suitably personalised and intensive support to beneficiaries. It is argued that this support is vital and leads to better results which could not have been achieved with fewer resources and/or in a shorter period of time.

The evaluation tested the relationship between case expenditure and reemployment results. This analysis does not show any correlation between the re-employment rates achieved by the cases and financial resources allocated. These findings indicate that other factors (such as the education and skills profile of beneficiaries, the economic performance of the affected regions including the rate of unemployment, responsiveness of the measures with the needs of beneficiaries) have a greater impact on the performance of the cases rather than the financial resources allocated to them.

The key recommendations for improving operational efficiency of EU and national procedures are included in the table below

Table 1. Recommendations for improving operational efficiency of the EGF

EU	National
Ensure that the applicants have appropriately planned and budgeted for management, monitoring and communication	Ensure necessary arrangements are in place to maximise the full duration of the delivery period
Continue providing timely support for potential applicants and current EGF coordinators	Ensure that learning and good practices from the implementation of earlier EGF cases is shared with new and future EGF case stakeholders
Continue providing timely feedback to applicants before the applications are sent for the consideration of the European Parliament and Council (e.g. before the Commission submits its proposal to mobilise the EGF to the Budgetary Authority)	Ensure that the previously used planning, management, communication and monitoring tools established within Members States are shared with new EGF case coordinators
Continue communication and awareness-raising about new features of the EGF (e.g. scope and inclusion of NEETs)	Ensure that the cases plan for monitoring, recording and follow-up of the employment outcomes from an early stage
Consider facilitating exchanges of experiences between national contact points	Ensure systematic involvement of local and regional case stakeholders in the preparation of the EGF application, including representatives of dismissed workers
	Ensure local and regional partners are fully aware of the scope of the fund
	Consider exchanges of experiences with national coordination units from other Member States

Coherence

The EGF has a well-established intervention logic based on solidarity and the understanding that intensive emergency assistance can promote early re-integration into the labour market. However, the fund is part of a suite of policies and funds which are designed to complement each other. These are delivered at EU and Member State level.

EGF and ESF are complementary policy measures in dealing with the consequences of globalisation, with ESF providing a long-term strategic response, whereas EGF is expected to act as one-off time-limited and specific response to a single and unexpected restructuring event. EGF provides an opportunity to provide intense personalised measures that are tailored to the needs of individual workers. ESF support is usually more generalised and targets the wider population (both in-work and out of work).

A particular onus is placed on Member States to ensure that what is funded through ESF Operational Programmes and measures included in EGF cases do not result in displacement. There is no evidence from this mid-term review to suggest that this is the case. Indeed in each of the cases included in the mid-term evaluation, there was no issue regarding complementarity. It is understood that this is addressed through the application process, with Member States challenged to ensure that measures included in EGF applications build on what is already available.

The majority of organisations delivering the EGF (82 %) think that EGF support is additional to nationally provided measures or activities funded through other EU funds.

Relevance

The proposal to extend provision of EGF funded support to NEETs that live in regions eligible under the Youth Employment Initiative beyond December 2017 has been put forward in a Commission proposal to simplify EU funds in order to increase coherence and effectiveness⁶. Despite the mixed opinions expressed in the OPC, the number of NEETs reached in the EGF funded measures reveals that the EGF has had assisted in providing additional measures with greater intensity that would otherwise have been the case if no funding had been available through the EGF to support them.

Over two thirds (67 %) of organisations responding to the OPC felt that the scope of the EGF is still relevant and appropriate (see Figure 39). However, a quarter of respondents (24 %) believed that the scope was no longer relevant or appropriate. Several respondents qualified their answers, suggesting that the scope should be narrowed to exclude the part relevant to the global financial crisis. Up to the end of 2014, the crisis criteria had been available for only four years. However, the number of applications outweighed those made under the globalisation criteria, both in number and value⁷. Member States still make use of the crisis option in spite of evidence showing that most countries have either recovered or are recovering from the crisis⁸.

There is some support for lowering the thresholds (for example from 500 dismissals to 300) among those interviewed during case study research. Nearly two thirds of consulted organisations involved in the delivery of the EGF and over half not delivering

⁶ Proposal for a regulation of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union and amending Regulation (EC) No 2012/2002, Regulations (EU) No 1296/2013, (EU) 1301/2013, (EU) No 1303/2013, EU No 1304/2013, (EU) No 1305/2013, (EU) No 1306/2013, (EU) No 1307/2013, (EU) No 1308/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, (EU) No 652/2014 of the European Parliament and of the Council and Decision No 541/2014/EU of the European Parliament and of the Council Available at: http://ec.europa.eu/budget/mff/lib/COM-2016-603/COM-2016-605_en.pdf

⁷ 73 crisis applications with a total value of EUR 309.4 million compared to 57 globalisation applications worth EUR 233.4 million.

⁸ See for example the evolution of unemployment rates across Member States: [http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Change_in_the_number_of_unemployed_persons_\(compared_to_previous_month,_in_thousands\),_seasonally_adjusted,_January_2006_-_October_2016.png](http://ec.europa.eu/eurostat/statistics-explained/index.php/File:Change_in_the_number_of_unemployed_persons_(compared_to_previous_month,_in_thousands),_seasonally_adjusted,_January_2006_-_October_2016.png)

the support are in favour of changing the eligibility thresholds. However there are also some concerns regarding the capacity of Member States to actually submit further applications.

EU added value

Overall, the evidence gathered from EGF cases and the OPC demonstrates that the EGF provides support to dismissed workers that is additional to what would have been available in the absence of the fund. The volume effects are particularly significant and they are also the most visible and well documented of the four types of EU added value.

As already indicated above, the greatest added value of the EGF lies in its ability to support dismissed workers in a personalised manner through flexible provisions (i.e. by allowing the timing and locations of training to be determined by the needs of the dismissed workers, rather than at set locations or periods of the year). There is also an ever greater focus on the 'whole-person approach' in counselling and the need to base the selection of support measures on a thorough analysis of supply (skills, needs and aspirations of beneficiaries) and demand (for labour by local employers). There is still much room for improvement though in making sure all EGF cases are built around a solid analysis of the needs of beneficiaries and in ensuring the voice of the dismissed workers is heard in all stages from design to implementation.

1 Introduction

In December 2015, DG Employment, Social Affairs and Inclusion appointed ICF to carry out a mid-term evaluation of the European Globalisation Adjustment Fund (EGF), under specific Service Order No VT/2015/080 of the Multiple Framework Contract for the Provision for Evaluation and Evaluation Related Services.

This final report outlines the findings from the mid-term evaluation and presents conclusions and recommendations which should be considered by the European Commission, Member States, and those organisations delivering assistance funded by the EGF.

1.1 The mid-term evaluation

The mid-term evaluation was launched in compliance with Article 20 of the EGF Regulation (EU No 1309/2013)⁹, which states that a mid-term evaluation of the EGF should be completed by June 2017. The scope of the evaluation included targeted research into 29 cases for which applications were approved in 2014 and 2015, and wider consultation through an open public consultation (OPC) undertaken between May and September 2016.

As a consequence of the timing of the mid-term evaluation, the cases included in this evaluation have not yet submitted and approved final reports of their case expenditure, outputs and results to the European Commission. Indeed, many of the cases are still delivering EGF-funded measures to dismissed workers and/or young people not in education, employment or training (NEETs). This means that there is only partial quantitative data upon which to base analysis of the research questions.

A detailed description of the research methodology for the mid-term evaluation is outlined in Annex I. This also provides a description of the evidence gathered and the limitations of this evidence.

1.2 Research questions for this evaluation

The evaluation provides an assessment of the effectiveness, sustainability, efficiency, coherence, relevance, and EU added value of the results achieved by EGF. The specific evaluation questions are detailed in the table below.

Table 2. EGF mid-term evaluation questions

Evaluation issue	Specific questions
Effectiveness	<ul style="list-style-type: none">To what extent has the overall aim for each case been reached?What were other case-specific aims and to what extent have the needs identified been satisfied?To what extent have reliable data been collected to ensure that the achievement of the case-specific objectives can be monitored?What are the factors that help or hinder EGF cases achieve their objectives?Is the scope of the fund clearly defined and useful in achieving the objectives? If not, what are the reasons?What prevents Member States from applying for EGF funding? To what extent is the potential aid offered by the EGF used by the Member States and what are the factors that encourage or hinder its use?To what extent is the support applied for and provided by the EGF actually used

⁹ Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006.

Evaluation issue	Specific questions
	<p>by the Member States, and what are the factors that optimise or reduce its use?</p> <ul style="list-style-type: none"> To what extent is the support offered used by the beneficiaries, i.e. the redundant workers, and what are the factors that encourage or hinder its use? <p>To what extent have Member States made use of the derogation clause in Article 6(2)2 of the EGF regulation, and what are the factors that encourage or hinder its use? What has been the added value of EGF measures targeted at NEETs?</p> <ul style="list-style-type: none"> To what extent does the possible emergency relief aid offered by the EGF replace measures or allowances which the Member State on its own would be paying in the absence of EGF funding?
Sustainability	<ul style="list-style-type: none"> To the extent to which the current evidence allows to identify, what are the long-term effects for EGF beneficiaries generated by the EGF cases? What has been learned in the Commission as well as in national, regional and local authorities as a result of the cases in relation to the design, implementation and monitoring of restructuring assistance? Did the learning process help in mainstreaming innovative ideas and in (re)designing other active labour market policy instruments?
Efficiency	<ul style="list-style-type: none"> At a case level, could the same results have been achieved with fewer resources and/or in a shorter period of time? At a case level, to what extent are the costs incurred justified, given the changes/effects which have been achieved? At instrument level, could the same results have been achieved with fewer resources and/or in a shorter period of time? What could be alternative ways of delivering the same results with lower transaction costs? At instrument level, as concerns operational efficiency, do EU and/or national procedures in place ensure a swift and resource-saving decision-making process and thus a quick implementation of the interventions? How could procedures be optimised?
Coherence	<ul style="list-style-type: none"> At instrument level and at case level, to what extent could complementarity with other Commission policies and initiatives be ensured or improved? At case level, to what extent have overlaps between the intervention and other interventions in the Member State been avoided? At case level, to what extent have overlaps between the intervention and other interventions in the Member State resulted in synergies?
Relevance	<ul style="list-style-type: none"> To what extent does the derogation clause in Article 6(2) of the current regulation (Regulation No 1309/2013) reflect the needs of the Member States? To what extent is the clause still relevant in relation to the effectiveness and efficiency of policy delivery to NEETs? Is there a need to extend the duration of the clause, in particular if the duration of the Youth Employment Initiative (YEI) is also continued beyond 2018? To what extent is the scope of the EGF as defined in Article (2) of the current regulation (Regulation No 1309/2013) still appropriate? Does it make sense to restrict the scope if the aim of the fund is to promote sustainable employment and to contribute to inclusive economic growth? What would be negative or positive effects of widening the scope? To what extent are the intervention criteria as defined in Article (4)6 still appropriate? What would be negative or positive effects of lowering the current threshold of 500 redundant workers? At case level, does the help offered and the way it is being offered correspond

Evaluation issue	Specific questions
	to the needs of the beneficiaries?
Added Value	• What EU added value has the EGF achieved?
Good practices	• Outline the key features and transferability

1.3 Structure of this report

This report is structured in the following way:

- Section 2 outlines the purpose and operation of the EGF through a description of the Fund and presentation of the intervention logic. The section also contains a brief outline of the cases included in this evaluation.
- Section 3 outlines the answers to each of the individual research questions.
- Section 4 presents conclusions and recommendations.

The following annexes contain detailed supporting information:

- Annex I details the workplan for the evaluation, demonstrating the sequence of tasks and providing a description of the work undertaken. This section also contains the research tools used in the case study research and outlines the evidence and limitations of the evidence gathered.
- Annex II provides a report of the OPC, including the questions asked and a summary of responses received. Analysis of OPC responses is also included in the evidence presented in Section 3.
- Annex III provides a report of the beneficiary survey, detailing responses for study questions.
- Annex IV supplements the information provided in Section 2 by providing more detailed profile data of the 29 cases included in this mid-term evaluation.
- Annex V provides examples of good practices that have been identified during this evaluation.
- Annex VI provides a report of stakeholder consultation conducted for this evaluation.

2 The EGF and evidence included in this evaluation

2.1 Purpose and operation of the EGF

The European Globalisation Adjustment Fund (EGF) is a key element of the EU's response to the impact of major structural changes in world trade patterns due to globalisation. The EGF was set up to show solidarity with, and provide support to, workers made redundant through funding provision for active labour market measures such as personalised advice and counselling, assistance with job search, training and mobility allowances, among other things.

As stated in the EGF Regulation, the EGF should 'contribute to smart, inclusive and sustainable economic growth and to promote sustainable employment'¹⁰. It aims to fulfil this objective by providing time-limited, tailor-made support to individuals in cases of unanticipated (large-scale) redundancies. The EU Structural and Investment Funds (ESIF), on the other hand, and particularly the European Social Fund¹¹, take a strategic, long-term perspective in anticipating and managing the social impact of industrial change through activities such as lifelong learning and other human capital development measures. The EGF is designed to complement this by providing reactive support in specific redundancy situations.

The EGF was established by Regulation (EC) No 1927/2006 of the European Parliament and of the Council. The current rules governing the EGF are laid down in Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006. The EGF is not part of the multiannual financial framework (MFF).

Article 2 of Regulation 1309/2013 defines the scope of the EGF, stating that applications can be made for actions targeting:

- workers made redundant and self-employed persons whose activity has ceased as a result of major structural changes in world trade patterns due to globalisation, demonstrated, in particular, by a substantial increase in imports into the Union, a serious shift in Union trade in goods or services, a rapid decline of the Union's market share in a given sector or a delocalisation of activities to third countries, provided that these redundancies have a significant adverse impact on the local, regional or national economy; or,
- workers made redundant and self-employed persons whose activity has ceased as a result of the continuation of the global financial and economic crisis addressed in Regulation (EC) No 546/2009, or as a result of a new global financial and economic crisis.¹²

Article 4 outlines that financial contribution from the EGF can be provided if one of the following intervention criteria is met:

- At least 500 workers have been made redundant (or self-employed persons' activity has ceased) over a reference period of 4 months in an enterprise in a Member State (*intervention criteria a*); or
- At least 500 workers have been made redundant (or self-employed persons' activity has ceased) over a reference period of 9 months in enterprises, especially SMEs that belong to the same NACE 2 codes in one or two contiguous NUTS 2 regions (*intervention criteria b*); or

¹⁰ Article 1 of the Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006.

¹¹ The other European Structural and Investment Funds include the ERDF, EAFRD, EMFF and the Cohesion Fund.

¹² Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006

- Another situation not corresponding to the two criteria above can be eligible in small labour markets providing that the redundancies have a serious impact on the local, regional or national economy and on employment (*intervention criteria c*).

Article 6 states that the EGF may provide personalised services to a number of NEETs equal to the number of targeted beneficiaries, provided that at least some of the redundancies occur in NUTS 2 level regions eligible under the Youth Employment Initiative. Support to NEETs should be carried out over a maximum 24-month period¹³.

2.1.1 Intervention logic of the EGF

The intervention logic of the EGF provides the framework upon which the research methods were selected to answer the evaluation questions. In the case of the EGF, the theory of change (i.e. the assumptions behind the interventions) is as follows:

- The context outlines the operating environment for the EGF. These conditions (the process of global economic restructuring and the economic crisis) are drivers of change that cause companies to gain and lose jobs.
- The rationale for intervention outlines the fit/role of the EGF within the wider suite of European Commission policy interventions in this area.
- Inputs provide the resource to support specific actions and activities. These activities comprise labour market interventions (especially financial support, and assistance with job seeking and retraining) targeted directly at workers made redundant as a result of significant (sectoral) restructuring in general, and in specific plant closures or downsizing (meeting the criteria for the EGF support) that are likely to have a significant impact on the local, regional or national labour market.
- The resulting outputs include active labour market measures that form part of a coordinated package of personalised services provided for dismissed workers (e.g. training/retraining, job-search assistance, counselling, training support allowances, etc.)¹⁴.
- Outputs are delivered based on a specific objective to deliver outcomes for individuals, namely obtaining re-employment (usually, but not necessarily, within the same labour market area). There are also outcomes that can be observed at instrument level and Member State/regional level.
- The EGF outputs and the employment and other outcomes enable local communities and economies to adjust to restructuring events. Other impacts might include capacity of institutions to address subsequent events, and the development of good practices that could be of value to agencies in other labour market areas.

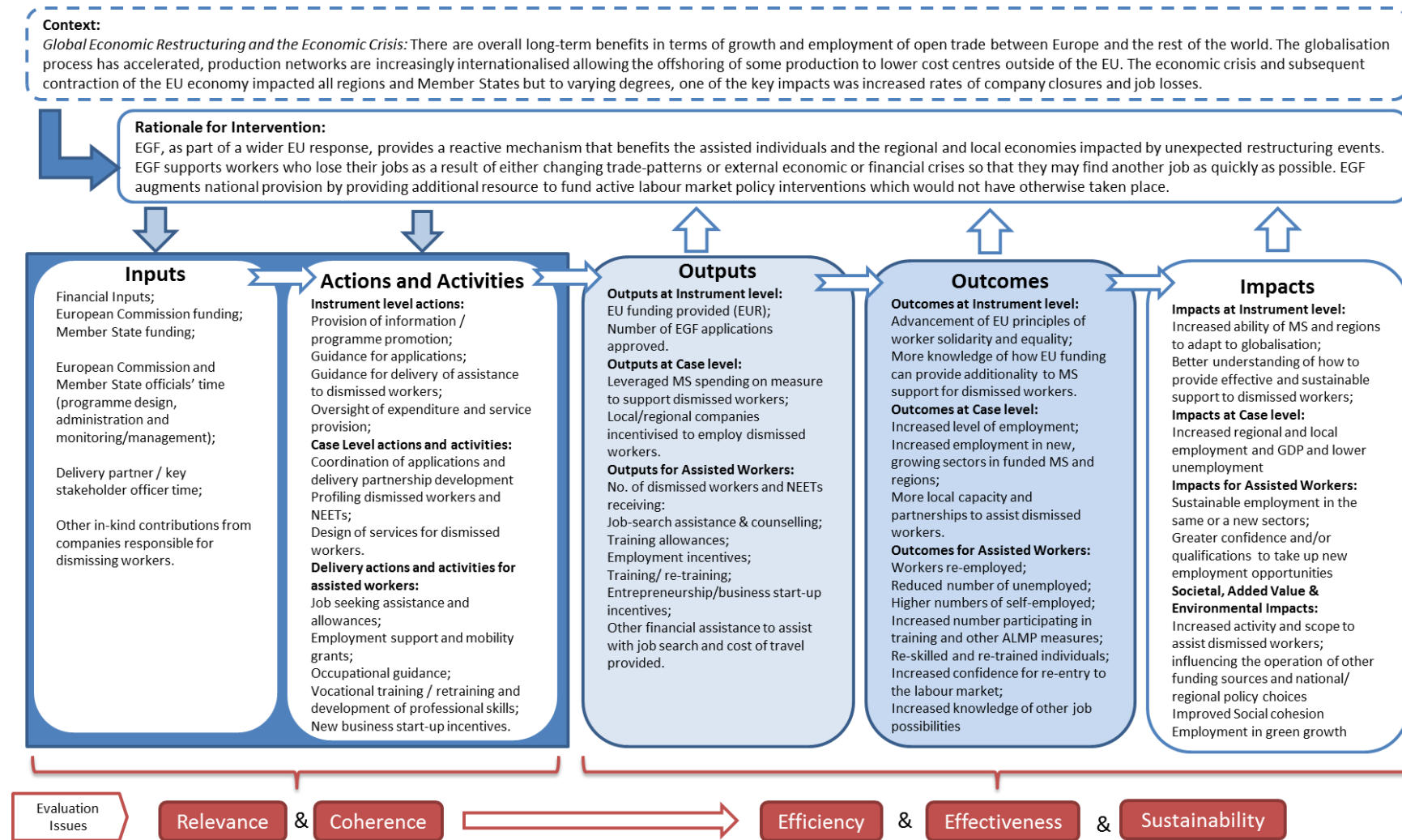
This evaluation assesses the efficiency, effectiveness and sustainability of the activities funded by the EGF. The evaluation also considers the relevance and coherence of the EGF. Such issues are predominantly concerned with instrument design, though they of course also draw on the de facto experience of delivering the EGF.

The evaluation issues require an assessment of the effect of what has been done at different stages in the intervention logic. This intervention logic is outlined below.

¹³ In this respect Article 16 (4) is important in relation to both dismissed workers and NEETs. It states that: The Member State may decide to postpone the starting date for the eligible actions by up to three months after the date of submission of the application. In the event of such postponement, the eligible actions shall be carried out within the 24-month period following the starting date communicated by the Member State in the application.

¹⁴ These must be reported to the European Commission as part of reporting provided by Member States.

Figure 1. Intervention logic for EGF illustrating connection to evaluation issues.



2.2 Profile of case studies included in this evaluation

This evaluation covers 29 funded case applications¹⁵ in 10 countries received in 2014 and 2015. An overview profile of these cases is outlined in the table below. Further information on the cases included in this evaluation is provided in Annex III.

There are six cases in Greece; five cases in Belgium; four cases in France; three each in Finland and in Ireland; two each in Germany, Spain and Italy; and one each in the Netherlands and in Sweden. These cases are distributed among 21 sectors, with 5 sectors having 2 or more cases. These are the automotive sector (four cases); the retail trade (three cases); road transport (two cases); aircraft maintenance (two cases); and machinery and equipment manufacture (two cases).

The majority of cases (18) fall under the intervention criterion (a), meaning that they respond to large-scale redundancy situations involving at least 500 workers (or self-employed persons) over a period of four months in an enterprise. Eight cases were approved under criterion 'b', which allows Member States to respond to a significant number of redundancies (at least 500) in a given sector. Only 3 cases (each of the cases in Ireland) applied under criterion 'c', which applies to redundancy cases in small labour markets with a serious impact on the local, regional or national economy.

Fifteen cases resulted from restructuring linked to changes in world trade patterns and globalisation and the remaining 14 cases were brought forward as a consequence of the economic and financial crisis.

Table 3. Table of cases by Member State and intervention criterion

EGF case number	Case Name	MS	Sector	Application date	Intervention criteria	Globalisation / Crisis
EGF/2014/011	Caterpillar	BE	Machinery and Equipment	2014-07	a	Globalisation
EGF/2014/012	ArcelorMittal	BE	Basic metals	2014-07	a	Globalisation
EGF/2015/003	Ford Genk	BE	Automotive	2015-03	a	Globalisation
EGF/2015/007	Hainaut-Namur Glass	BE	Manufacture of Glass	2015-08	b	Globalisation
EGF/2015/012	Hainaut Machinery	BE	Manufacture of machinery and Equipment	2015-12	b	Globalisation
EGF/2014/014	Aleo Solar	DE	Solar modules	2014-07	a	Globalisation
EGF/2015/002	Adam Opel	DE	Automotive	2015-02	a	Crisis
EGF/2014/001	Nutriart	EL	Bakery products	2014-02	a	Crisis
EGF/2014/009	Sprider Stores	EL	Retail trade	2014-06	a	Crisis
EGF/2014/013	Odyssefs Fokas	EL	Retail trade	2014-07	a	Crisis
EGF/2014/015	Attica Publishing Services	EL	Publishing	2014-09	b	Crisis

¹⁵ Over the period 2014-2015 a total of 30 applications were submitted to the European Commission. 1 application (EGF/2015/008 Supermarket Larissa) was withdrawn and later re-submitted as EGF/2015/011.

EGF case number	Case Name	MS	Sector	Application date	Intervention criteria	Globalisation / Crisis
EGF/2014/018	Attica Broadcasting	EL	Broadcasting	2014-09	b	Crisis
EGF/2015/011	Supermarket Larissa	EL	Retail trade	2015-11	a	Crisis
EGF/2014/003	Aragon	ES	Food and beverage service activities	2014-02	b	Crisis
EGF/2014/004	Comunidad Valenciana metal	ES	Metalworking industry	2014-03	b	Crisis
EGF/2014/008	STX Rauma	FI	Shipbuilding	2014-05	a	Globalisation
EGF/2015/001	Broadcom	FI	Wholesale trade	2015-01	a	Globalisation
EGF/2015/005	Computer programming	FI	Computer programming	2015-06	b	Globalisation
EGF/2015/010	MoryGlobal	FR	Road transport	2015-11	a	Crisis
EGF/2014/005	GAD	FR	Slaughterhouse	2014-04	a	Crisis
EGF/2014/006	PSA	FR	Automotive	2014-04	a	Globalisation
EGF/2014/017	Mory-Ducros	FR	Road transport	2014-10	a	Crisis
EGF/2014/007	Andersen Ireland	IE	Jewellery	2014-05	c	Globalisation
EGF/2014/016	Lufthansa Technik	IE	Aircraft maintenance	2014-09	c	Globalisation
EGF/2015/006	PWA International	IE	Aircraft maintenance	2015-06	c	Globalisation
EGF/2014/010	Whirlpool	IT	Domestic appliances	2014-06	a	Crisis
EGF/2015/004	Alitalia	IT	Air transport	2015-03	a	Globalisation
EGF/2014/002	Gelderland and Overijssel	NL	Construction of buildings	2014-02	b	Crisis
EGF/2015/009	Volvo Trucks	SE	Automotive	2015-09	a	Globalisation

Source: ICF on the basis of EGF database

2.3 Delivery status of cases included in this evaluation

Cases are eligible to deliver EGF-funded measures for two years from the application date. Information about the cases included in this evaluation is detailed below, showing the dates that they were eligible to start delivering and the end of the delivery period. It can be seen that 18 cases have completed the delivery of measures

to dismissed workers; however, 8 of these completed within the last 3 months (and were still delivering support to dismissed workers when case research for the mid-term evaluation was undertaken). Eleven cases are currently still delivering support to dismissed workers.

Table 4. Delivery status of cases included in the mid-term evaluation

EGF case number	Case name	MS	Application date	End of delivery period
PROJECTS THAT HAVE COMPLETED DELIVERY MEASURES TO DISMISSED WORKERS				
EGF/2014/001	Nutriart	EL	05/02/2014	05/02/2016
EGF/2014/003	Aragon	ES	21/02/2014	21/02/2016
EGF/2014/002	Gelderland and Overijssel	NL	20/02/2014	20/02/2016
EGF/2014/004	Comunidad Valenciana metal	ES	25/03/2014	24/03/2016
EGF/2014/006	PSA	FR	25/04/2014	24/04/2016
EGF/2014/007	Andersen Ireland	IE	16/05/2014	15/05/2016
EGF/2014/008	STX Rauma	FI	27/05/2014	26/05/2016
EGF/2014/009	Sprider Stores	EL	06/06/2014	05/06/2016
EGF/2014/005	GAD	FR	06/06/2014	05/06/2016
EGF/2014/010	Whirlpool	IT	18/06/2014	17/06/2016
EGF/2014/011	Caterpillar	BE	22/07/2014	21/07/2016
EGF/2014/012	ArcelorMittal	BE	22/07/2014	21/07/2016
EGF/2014/014	Aleo Solar	DE	29/07/2014	28/07/2016
EGF/2014/013	Odyssefs Fokas	EL	29/07/2014	28/07/2016
EGF/2014/015	Attica Publishing Services	EL	04/09/2014	03/09/2016
EGF/2014/018	Attica Broadcasting	EL	04/09/2014	03/09/2016
EGF/2014/016	Lufthansa Technik	IE	19/09/2014	18/09/2016
EGF/2014/017	Mory-Ducros	FR	06/10/2014	05/10/2016
PROJECTS THAT HAVE NOT COMPLETED DELIVERY MEASURES TO DISMISSED WORKERS				
EGF/2015/001	Broadcom	FI	30/01/2015	29/01/2017
EGF/2015/002	Adam Opel	DE	26/02/2015	25/02/2017
EGF/2015/004	Alitalia	IT	24/03/2015	23/03/2017
EGF/2015/003	Ford Genk	BE	24/03/2015	23/03/2017
EGF/2015/005	Computer programming	FI	12/06/2015	11/06/2017
EGF/2015/006	PWA International	IE	19/06/2015	18/06/2017
EGF/2015/007	Hainaut-Namur Glass	BE	19/08/2015	18/08/2017
EGF/2015/009	Volvo Trucks	SE	16/09/2015	15/09/2017
EGF/2015/010	MoryGlobal	FR	19/11/2015	18/11/2017
EGF/2015/011	Supermarket Larissa	EL	26/11/2015	25/11/2017
EGF/2015/012	Hainaut Machinery	BE	17/12/2015	16/12/2017

3 Evaluation findings

3.1 Overview of evidence used in the mid-term evaluation

Annex II provides an explanation of the evidence gathered for the evaluation and the types of analysis that have and have not been possible due to the status of implementation of the cases. The evaluation was guided by the Stakeholder Consultation Strategy that was produced to inform the work of the mid-term evaluation¹⁶. Annex VI contains an overview of stakeholder consultations conducted for this evaluation. Consultation included targeted consultation, through case research involving those that designed and delivered measures, and those that benefitted from measures. Wider consultation in the form of an OPC was also undertaken.

For the purposes of answering the evaluation questions, there are three main sources of evidence to use for each research question:

1. Case research: The availability and quality of evidence varies for each case. Firstly, as noted above, some cases have not completed delivery and some have completed delivery but have not yet been able to provide data. Availability of data varied by question, with some cases able to provide data that can be used to answer some evaluation questions, but not all. As a result, the case research findings contain a mix of qualitative and quantitative information.
2. OPC: The OPC provides a wider evidence base than that available from case-specific sources as it contains evidence from those not involved in the design and delivery of specific EGF cases. There were 97 responses to the OPC. 34 were provided on behalf of organisations, 63 were provided on behalf of individuals (of these the vast majority were from Greece). Annex II contains a full report of the responses to the OPC. The following sections answering the study questions use analysis of the OPC responses on behalf of different organisations so that the high number of responses from individuals (and the geographic concentration of these responses) do not distort the analysis.
3. Beneficiary survey data: Beneficiary surveys were conducted in all Member States, with the exception of Italy, where beneficiary email addresses were not available. In total 1 116 responses were received. Due to both over- and under-representation of certain cases in the survey, weights have been applied to respondents' answers using the total numbers of workers assisted in the overall population. An inverse probability was used to weight the observations based on the known sampling probability (i.e. the number of beneficiaries from each EGF case). A full frequency report of the responses is contained in Annex III.

3.2 Effectiveness

3.2.1 The overall aim of each case is to ensure that the largest possible number of beneficiaries find sustainable employment as soon as possible within the six-month period before the final report referred to in Article 18(1) is due. To what extent has the overall aim for each case been reached?

The primary aim in each EGF case was to support dismissed workers back into employment. The indicators used for the judgement in this evaluation question are:

- the re-employment rate of assisted workers;
- the evidence gathered on the quality of employment outcomes from the EGF case stakeholder interviews, beneficiary surveys and the OPC;

¹⁶ Available at:

<http://ec.europa.eu/social/main.jsp?catId=326&langId=en&moreDocuments=yes>

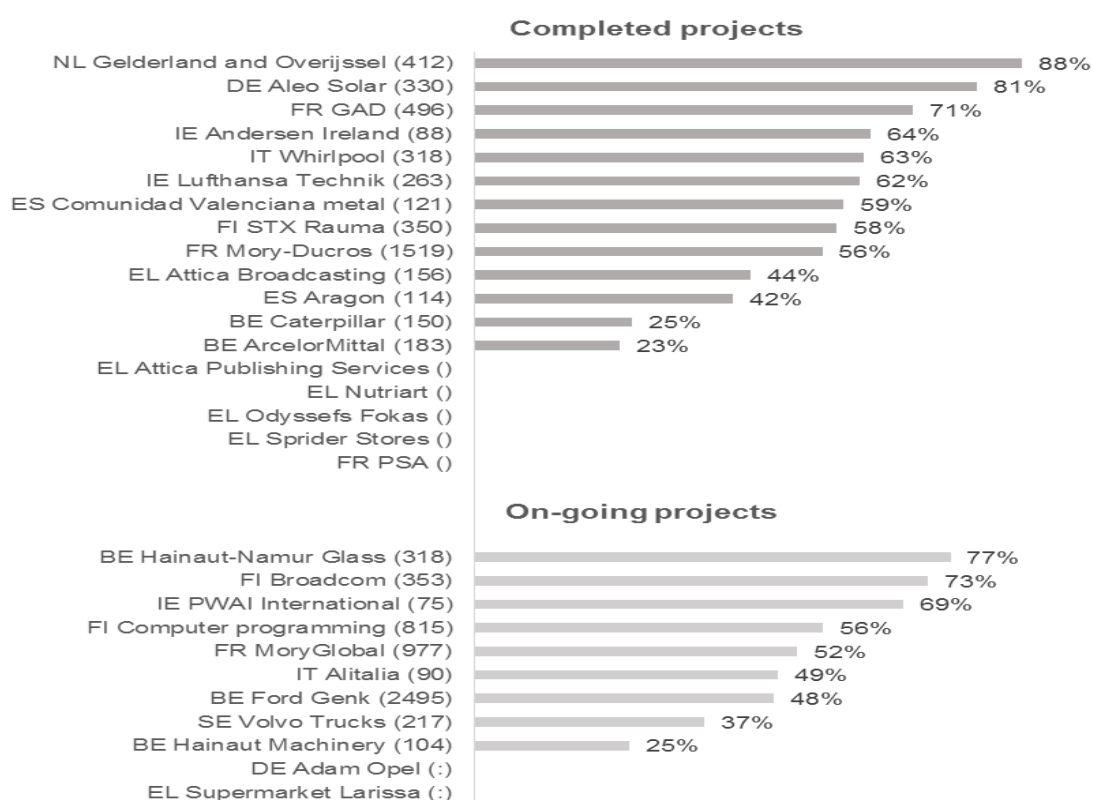
- the comparisons of the outcomes of EGF cases with similar re-employment programmes and/or active labour market policy (ALMP) measures.

For some of the cases, it is too early to make such a judgement due to the absence of reliable data on the labour market outcomes for the supported beneficiaries at the time of this evaluation report. Additionally, many cases have not yet finished delivering assistance to dismissed workers, so results are at the very least partial.

3.2.1.1 High average re-employment rates with case variations

The re-employment rate at the end of EGF assistance varied considerably from 23 % in the case of BE Arcelor Mittal, to 88 % in the case of NL Gelderland and Overijssel (see Figure 2). The average re-employment rate achieved across the 13 cases which had completed implementation at the time of the evaluation and for which these rates were available was 56 %. This is higher than the 49 % average re-employment rate achieved across the 73 EGF cases in the 2007–2013 period¹⁷.

Figure 2. Case re-employment rates



Source: EGF case reports, information from case coordinators.

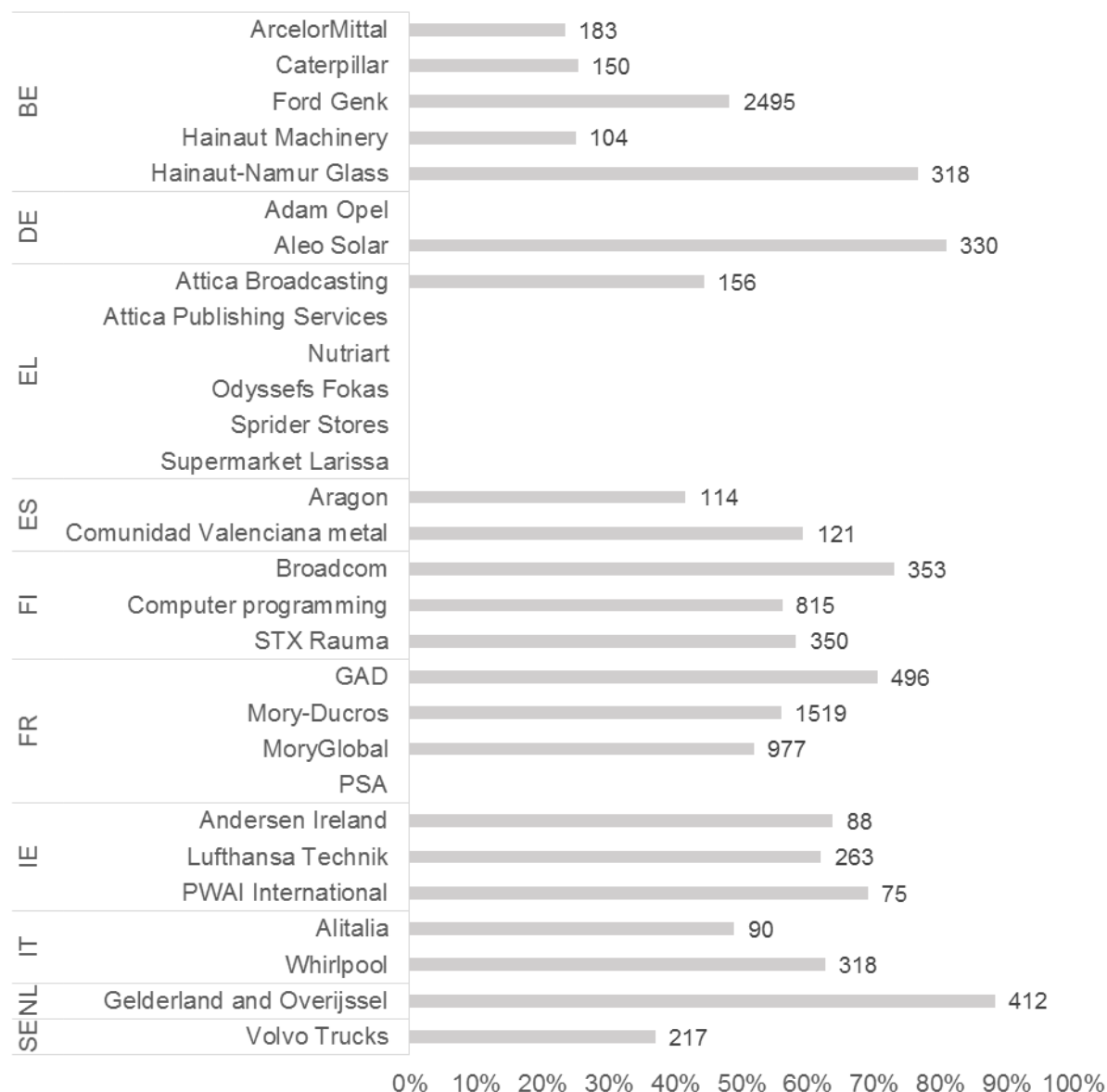
Caution: Data was not available for seven cases.

Note: Re-employment figures refer to the share of re-employed EGF beneficiaries. The following exceptions apply: 1) For IE Lufthansa Technik, IE Andersen, PWAI International, FR Mory Ducros, EL Attica Broadcasting and BE Ford Genk, the figures refer to the share of workers reemployed out of all dismissed workers. In these cases the reemployment figures may also include dismissed workers who found new employment without EGF support, 2) All BE cases except Hainaut Namur Glass include pre-pensioners, who do not actively have to look for work.

¹⁷ ICF (2015), *Ex post evaluation of the European Globalisation Adjustment Fund (EGF): Final Report*, for DG EMPL.

There are some patterns of success in re-integrating the dismissed workers by country (see Figure 3). High re-employment rates (over 50 %) were achieved in all completed EGF cases implemented in Ireland, Italy and Finland. In contrast, employment rates diverged between the cases implemented in Belgium, but this can be partly explained by the inclusion of 'pre-pensioners' in the beneficiary groups. Pre-pensioners are not required to actively look for work.

Figure 3. Case re-employment rates by country



Source: EGF case reports, information from case coordinators.

Caution: Data was not available for seven cases.

Note: Re-employment figures refer to the number or share of re-employed EGF beneficiaries.

Several exceptions apply and are listed in Figure 2.

Key socioeconomic data on age and gender characteristics of re-employed workers were available in a small number of cases. Looking at the age dimension, successes

were especially noted in re-employing workers in the young and middle-aged cohorts, with the re-employment rate lower for older workers (see Figure 4).

Several reasons for lower re-employment rates for older workers were identified. Many were close to retirement or able to enter early retirement schemes, meaning that they were not keen on finding new employment for a relatively short period of time. In other cases their salary was higher than industry standard and with the high levels of compensation payments negotiated in the social packages, it proved difficult to find employment at the same (or a higher) pay level than they had received and then were receiving as part of the social package. This acted as a disincentive to (early) re-employment.

Furthermore, many experienced workers had not had their experiences and skills validated (or upgraded) and thereby lacked up-to-date, formal qualification. Others were not used 'marketing' their skills, did not have a good understanding of today's job market or how their skills fit into the possible openings. This needed to be addressed by the case partnerships through the use of coaching and mentoring as well as by building capacity to prepare job applications, build appropriate CVs and practice for interviews and different types of tests, such as psychometric testing. Many interviewed stakeholders were also of the opinion that older workers face discrimination in the labour market; consequently some cases prepared older workers to answer questions about their age and experience during interviews.

Figure 4. Case re-employment rates by age

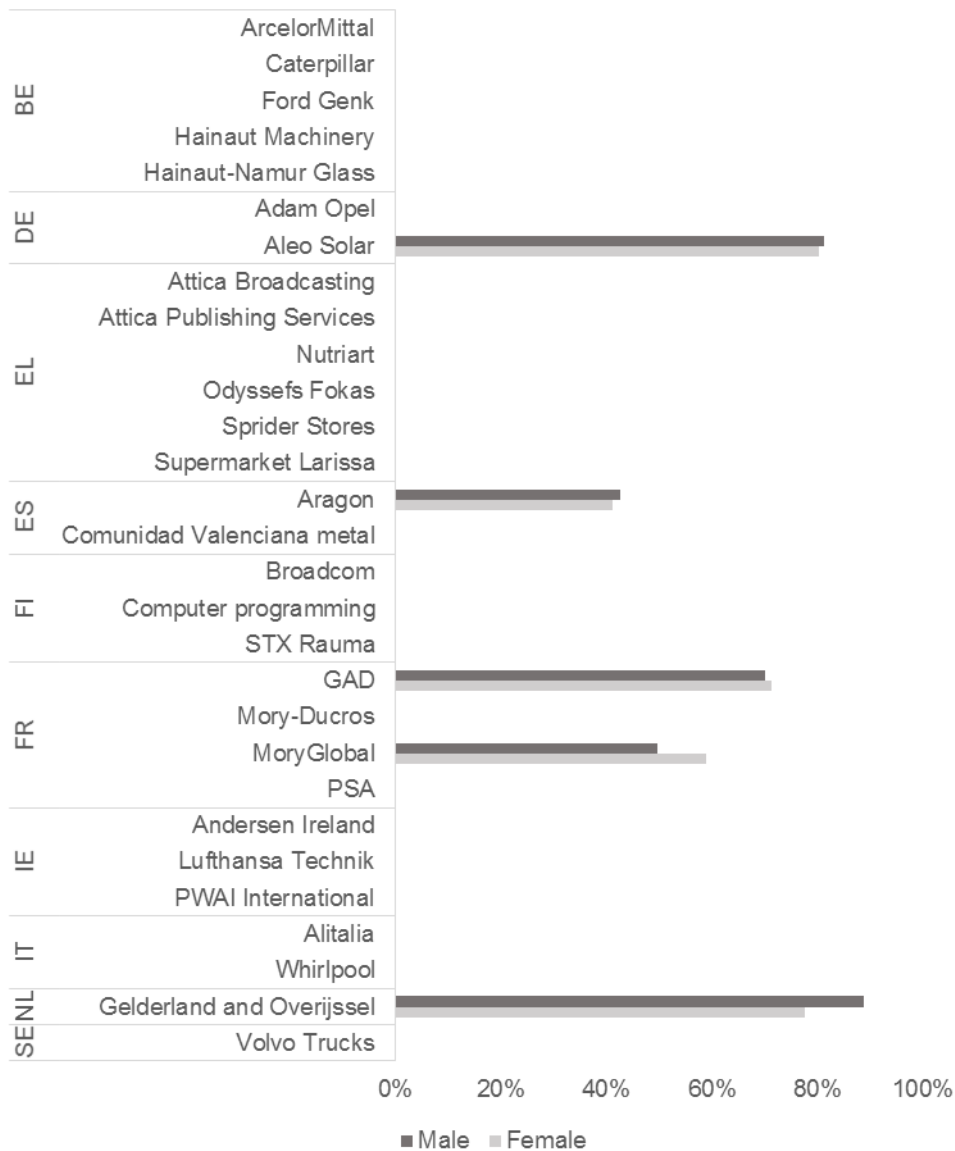
MS	Case	15-24	25-29	30-54	55-64	65+
BE	Hainaut-Namur Glass	100%	82%	67%	32%	
FR	MoryGlobal		66%	53%	43%	
NL	Gelderland and Overijssel	100%	100%	93%	71%	

Source: EGF Case reports, information from case coordinators.

Caution: Data only available in 3 cases.

In terms of gender, on average, 67 % of male and 66 % of female EGF beneficiaries in five cases with available data were re-employed, indicating very similar success rates in terms of re-employment by gender (see Figure 5).

Figure 5. Case re-employment rates by gender



Source: EGF Case reports, information from case coordinators.

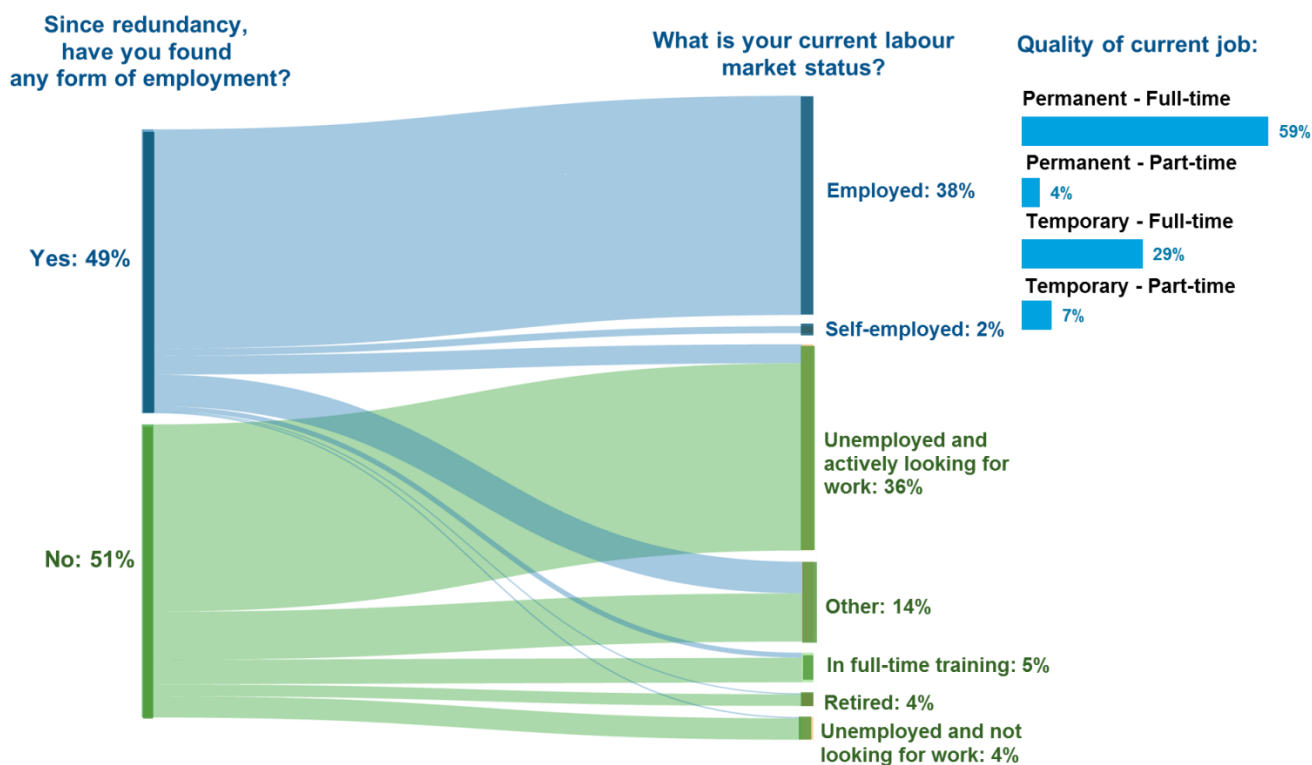
Caution: Data only available in 5 cases.

The highest average re-employment level was in the finalised projects (57 %). For ongoing projects this was only somewhat lower (54 % on average). The re-employment rate at the end of EGF assistance varied considerably between individual cases, from 25 % in the case of the BE Caterpillar project to 88 % in the case of the finalised NL Gelderland and Overijssel project. The re-employment rates exceed 50 % in 14 out of 22 EGF co-financed cases for which data were available.

Just under half (49 %) of all respondents to the EGF beneficiaries survey conducted for this evaluation reported to have found a new job since being made redundant. This is a lower rate than the average 56 % re-employment rate of the cases for which employment outcome data was available and partially explained by the inclusion of the Greek EGF cases to the beneficiary survey, which were not able to provide a comprehensive overview of employment outcomes at the time of the evaluation. 51 % were not working at the time of the survey, with 36 % registered as unemployed and

were actively looking for work (see Figure 6). Only 4 % disengaged from the labour market and were not looking for work.¹⁸

Figure 6. Labour market status from the beneficiary survey



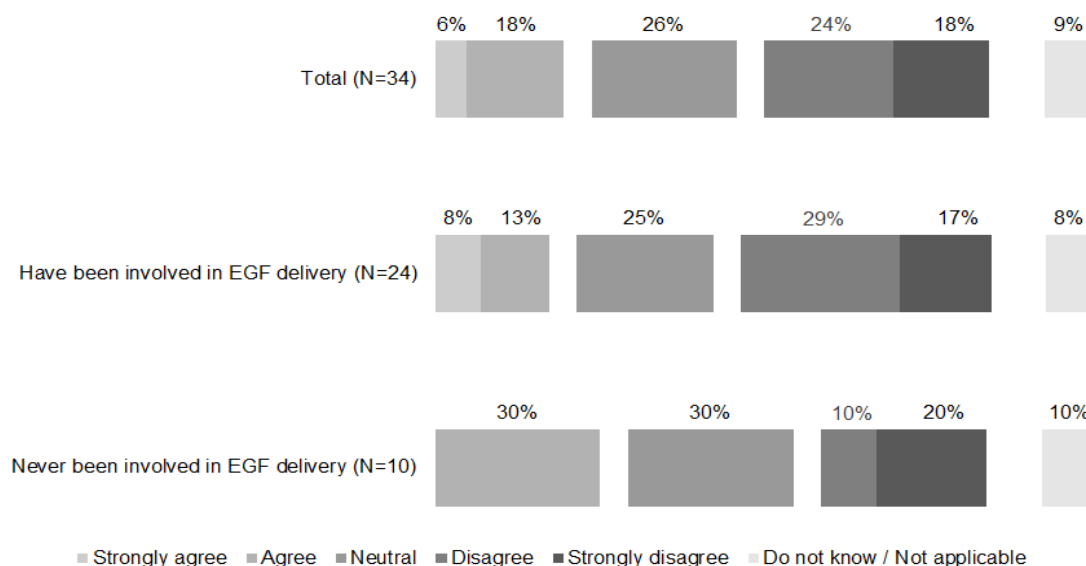
Source: EGF beneficiary survey, unweighted responses: 1 116

In the OPC, a quarter of respondents considered that in the absence of the EGF the support offered by the Member States to redundant workers would have been sufficient to help them into employment (see Figure below). In contrast, 42 % of all respondents disagreed that such support (i.e. without the EGF) was sufficient, indicating strong views as to the importance of the EGF in labour market re-integration. However, a quarter of respondents had neutral opinions on this question.

¹⁸ Due to rounding some tables or figures in this report will not add up to exactly to 100.

Figure 7. Views from the OPC: The support offered by Member States to redundant workers in the absence of the EGF is sufficient to help them into employment

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, 34 responses.

3.2.1.2 Available evidence on new employment found by EGF beneficiaries

The quality of the new employment found by EGF beneficiaries is also of critical importance to the fund’s sustainability and in terms of ensuring that EGF assistance offers good ‘value for money’ (e.g. if most newly found jobs are temporary, the assisted beneficiaries will be out of a job again relatively quickly and may need further assistance). 63 % of those responding to the beneficiary survey undertaken for this evaluation reported that they had found a permanent job (the most desired outcome). Over a third, 36 % had found a temporary job.

Statistical evidence from the case stakeholders about the nature of new employment found by EGF beneficiaries was partial, as it was available in only 9 out of 29 cases due to the ongoing delivery of EGF assistance or lack of monitoring of employment outcomes by type of employment (see Table 5). Here, two dimensions were identified.

In terms of the contractual status of new employment, on average across the nine cases with available data, just over half (52 %) of newly found jobs were permanent, with two-fifths (40 %) being either fixed-term jobs or employment positions facilitated by temporary employment agencies. Around 8 % of outcomes were achieved by dismissed workers who were registered as self-employed. The case-level variations are significant, with 30 % of new jobs being permanent in the Belgian ArcelorMittal case, and 91 % being so in the Swedish Volvo Trucks case. However, the significant incidence of non-permanent jobs should not be viewed exclusively in negative terms, as EGF beneficiaries also use fixed-term and temporary agency employment as a stepping stone, often following a route whereby temporary positions can be followed by a permanent job. In the absence of the EGF, it may have been the case that the beneficiaries would not have been sufficiently equipped to take the first step into employment, albeit employment of a temporary nature.

Table 5. Contractual nature of new employment: Permanent, fixed-term and temporary jobs

EGF case number	Case Name	Permanent	Fixed-term or temporary agency	Self-employment	Further evidence
Quantitative assessments:					
EGF/2014/011	BE Caterpillar	57 %	34 %	9 %	The positions that were found were in most cases at least equal in quality compared to their previous employment or had an improved quality. 19 % of all outcomes were facilitated by temporary job agencies.
EGF/2014/012	BE Arcelor Mittal	30 %	63 %	7 %	The positions that were found were in most cases at least equal in quality compared to their previous employment or had an improved quality. 12 % of all outcomes were facilitated by temporary job agencies.
EGF/2015/007	BE Hainaut-Namur Glass (AGC reconversion unit)	69 %	26 %	5 %	The majority of workers that found work had employment outside of the glass production sector. In many cases the quality of work was similar to the quality of their previous employment, but there were also many who had to accept lower wages than before. 12 % of all outcomes were facilitated by temporary job agencies.
	(Saint Gobain reconversion unit)	54 %	44 %	2 %	
EGF/2015/012	BE Hainaut Machinery	46 %	50 %	4 %	The new positions found were in most cases at least equal in quality compared to their previous employment. 36 % of all outcomes were facilitated by temporary job agencies.
EGF/2014/018	EL Attica Broadcasting	38 %	29 %	33 %	n.a.
EGF/2014/005	FR GAD ¹⁹	33 %	63 %	4 %	Out of the executive staff, 80 % have found a new job. 52 % of white collar workers have found permanent employment while only 19 % of blue collar workers have a permanent contract
EGF/2015/010	FR MoryGlobal ²⁰	68 %	28 %	3 %	n.a.
EGF/2014/002	NL Gelderland and Overijssel	34 %	55 %	11 %	24 % of employment outcomes were facilitated by temporary employment agencies
EGF/2015/009	SE Volvo Trucks ²¹	91 %	9 %	n.a.	It is unlikely that the new employment is similar to previous jobs (which were relatively well-paid and benefit from a good sectoral collective agreement).
Average:		52 %	40 %	8 %	
Qualitative assessments by case stakeholders:					
EGF/2015/003	BE Ford Genk	Around half found permanent employment. 82 % were full-time jobs.			

¹⁹ The figures refer to the share of 496 beneficiaries who have found employment or set up their own business

²⁰ The figure refers to 942 workers who have found employment as a permanent solution.

²¹ Based on reemployment rates at Volvo Umeå. Fixed-term employment figure also includes part-time positions.

EGF case number	Case Name	Permanent	Fixed-term or temporary agency	Self-employment	Further evidence
EGF/EGF/2014/009	EL Sprider Stores				The project is still ongoing so data on impacts in relation to re-employment are not available yet. Intensive job counselling sessions available to each beneficiary were seen by them to be very useful in deciding on their future training and job options, taking into account local labour market opportunities. Beneficiaries also explored business creation opportunities suitable to the background and aspirations of each beneficiary.
EGF/2014/003	ES Aragon				The quality of the employment achieved was on average worse (lower wages and high instability, temporality, part-time and overtime, etc.), because of the economic crisis endured by the sector. The available information points to a high level of temporary contracts, which is now normal in the sector.
EGF/2014/004	ES Comunidad Valenciana metal				Interviewees considered that in general beneficiaries were re-employed in similar jobs to their prior ones. The conditions were on average worse (mainly lower wages and less stability), due to the impact of the economic crisis.
EGF/2014/007	IE Andersen Ireland				Much of the new employment is understood to be on temporary, six month contracts

Secondly, the sectoral aspect of the new employment is also important if the EGF is to facilitate structural economic adjustments away from continuing employment in the sectors suffering due to globalisation. Evidence on sectoral employment outcomes was available in 19 cases (see Table 6). In eight cases there was evidence of a significant shift in the new jobs away from the sector of previous employment where the redundancies occurred. In these cases at least half of new jobs were in other sectors, but in three cases (e.g. BE Caterpillar, BE Hainaut Machinery, FR GAD) early findings suggest that more than four-fifths of new jobs are in other sectors. This shift was supported by training provided with EGF resources, which facilitated the acquisition of new competences required in the different sectors.

Table 6. Sectoral re-orientation of re-employed workers

EGF case number	Case Name	Evidence available
Evidence of significant sectoral re-orientation:		
EGF/2014/011	BE Caterpillar	The majority of workers – almost 99 % – have found employment outside of their sector, notably thanks to the fact that they acquired new competences through training.
EGF/2014/012	BE ArcelorMittal	The workers that have found work in fixed-term employment have in a number of cases worked again for ArcelorMittal (26) or work with subcontractors and suppliers to Arcelor Mittal (118); however, the majority of workers have found employment outside of the metal manufacturing sector (225 workers).
EGF/2015/007	BE Hainaut-Namur Glass	About half of those who were in employment in the AGC unit worked again in the glass production sector (of which a majority again worked with AGC Glass). The other half found work outside the sector.
EGF/2015/012	BE Hainaut Machinery	80 % of the beneficiaries from Doosan found a job in another sector. Some had to undergo complete professional retraining to acquire the skills needed in the new sector.
EGF/2015/003	BE Ford Genk	The only new job opportunities were in other sectors. Therefore, redundant employees had to either accept the same job for a lower wage or find work in another sector. However, finding work in another sector would mean having to learn a new trade. This discouraged older employees to find new work.
EGF/2015/001	FI Broadcom	A significant share of dismissed persons receiving EGF support have changed field. Only just under half have found new employment in the same field. Additionally, a large number of people changed profession after being made redundant and after their period of unemployment.
EGF/2014/005	FR GAD	Sectoral mobility has been high, caused by the general turmoil in the food sector and

EGF case number	Case Name	Evidence available
		in particular in the meat sector. Approximately 90 % of the dismissed employees who re-trained have been re-employed. Most of such workers acquired better positions using the new qualifications they obtained as a result of EGF training (e.g. welders, truck drivers, etc.)
EGF/2014/007	IE Andersen Ireland	In terms of new employment achieved by Andersen Ireland workers, some workers achieved employment with Vistakon, a company that operates in the healthcare sector. Delivery partners also stated that they knew that some dismissed workers had found new employment in companies operating in the pharmaceutical and medical devices sectors (companies such as Cook Medical, Stryker, and Zimmer Biomet).
Limited sectoral re-orientation:		
EGF/2015/010	FR MoryGlobal	Only a few beneficiaries chose to re-train for an entirely new profession. Most beneficiaries stayed in the transportation sector, a significant share of them choosing public transport rather than freight transport.
EGF/2014/014	DE Aleo Solar	Over 50 % of those finding re-employment did so with Aleo Solar AG (therefore doing very similar or the same jobs, on the same site).
EGF/2014/002	NL Gelderland and Overijssel	Most employed beneficiaries remained in the construction industry (316: 76.7 % of all employed persons). Beneficiaries who found employment in other sectors most often found work in professional services (20: 4.9 %), in metalworking and as technicians (19: 4.6 %), in retail (18: 4.4 %), or in specialist trades and crafts (17: 4.1 %).
EGF/2014/003	ES Aragon	Given the relevance of tourism-related food and beverage activities in Spain, the impact of the EGF on the beneficiaries can be considered as sustainable, since it is foreseeable that they can be re-hired, at least to a certain degree, in these very activities. 74 % and 61 % of beneficiaries who have been re-employed have been so in food-and-beverage-related activities and occupations.
EGF/2014/015	EL Attica Publishing	The EGF project gave beneficiaries assistance in terms of guidance and training to help them whether they wanted to stay in publishing but train on web media or whether they decided to pursue alternative career paths. In the view of the case coordinator, the outcomes especially for those beneficiaries changing sectors are expected to be sustainable, but this will become more evident during the follow up phase of project results.
EGF/2014/018	EL Attica Broadcasting	Intensive counselling helped several people turn to other sectors, outside journalism and broadcasting. Given that the sector is in grave decline in the Attica region, many people were willing to train in something different and did participate in training on marketing, tourism activities, cooking, and cosmetics, as some examples.
EGF/2014/013	EL Odyseas Fokas	The counselling helped some redundant workers who had been unemployed for up to 4 years to use new tools such as an updated CV and LinkedIn, but also provide contacts with employers through the case coordinator organisation to secure employment still in the retail sector, as per their last job before becoming redundant.
EGF/2014/008	FI STX Rauma	The majority were re-employed in the shipbuilding sector (75 %), and the remainder in other sectors.
EGF/2015/004	IT Alitalia	Approximately 90 redundant workers (49% of all assisted) found work on a permanent- or temporary contract within at least six months of redundancy. Of which, roughly 80% found work in the aviation sector, and 20% were employed in other sectors.
EGF/2014/010	IT Whirlpool	Those re-employed have learned an entirely new trade that may help them find further employment in the future if needed.
EGF/2015/009	SE Volvo Trucks	A significant proportion of participants have chosen education and training courses that certify them for employment in other sectors.

3.2.1.3 Comparison of EGF Impacts with other cases – Identification of other relevant cases within the Member State, compared with outcomes achieved in this case

It is important to place the success of EGF cases in the context of the success of other similar measures. This evaluation used an approach to identify relevant comparator cases based on several key criteria:

- temporal congruence (considering the very specific situation facing countries and localities because of the crisis);
- geographical congruence, bearing in mind the very specific economic and labour market factors affecting different localities and regions, thus avoiding comparisons between more and less economically developed regions, which would render the comparisons less useful;
- sectoral congruence, comparing as far as possible similar or closely related sectors and avoiding comparisons between very different sectors (e.g. telecommunications and textiles), which would render the comparisons less useful;
- beneficiary congruence, ensuring a comparable profile in relation to gender, age and skill levels;
- congruence in the mix of measures being offered to ensure that like-for-like measures are compared as much as possible.

It is worth noting that in the majority of cases stakeholders considered there to be significant challenges in terms of identifying suitable comparators for the EGF cases. The background research carried out by the core team and the case researchers, together with inputs from the stakeholders consulted, led to a mix of potential comparators being identified in 13 cases (see Table 7). For the majority of cases, the most suitable comparators were considered to be previous EGF cases or the results of similar national or regional redeployment measures designed to support workers affected by large-scale redundancies.

In 7 out of 13 cases with the identified comparators, the EGF re-employment rates were higher or similar than the results of similar re-employment policies, which indicates that the EGF cases perform more effectively.

Table 7. Comparisons of EGF outcomes with the results of other re-employment measures

EGF case number	Case name	Re-employment rate	Comparator outcomes
EGF/2014/011	BE Caterpillar	25 %	
EGF/2014/012	BE ArcelorMittal	23 %	The average re-employment rate for the mainstream reconversion units in Walloon is between 60 and 65 %
EGF/2015/007	BE Hainaut-Namur Glass	77 %	
EGF/2015/012	BE Hainaut Machinery	25 %	
EGF/2015/003	BE Ford Genk	48 %	Previous EGF at Antwerp General Motors: re-employment rate of 65 % (but different socioeconomic profile of workers and the region)
EGF/2014/003	ES Aragon	42 %	Average re-employment rate of previous EGF cases in the region 42 %
EGF/2014/004	ES Comunidad Valenciana metal	59 %	Average re-employment rate of previous EGF cases in the region 42 %
EGF/2015/001	FI Broadcom	73 %	Dismissed persons receiving EGF support have gained re-employment sooner and better than the comparable group of unemployed ICT workers without EGF support

EGF case number	Case name	Re-employment rate	Comparator outcomes
			The dismissed persons receiving EGF support are also less likely to be unemployed than the comparable group
EGF/2014/007	IE Andersen Ireland	64 %	An average of 36–38 % of individuals claiming unemployment benefit and accessing mainstream PES found work during the same period of time as EGF beneficiaries
EGF/2014/016	IE Lufthansa Technik	62 %	
EGF/2015/006	IE PWA International	69 %	
EGF/2014/002	NL Gelderland and Overijssel	88 %	Previous EGF case in the Gelderland construction sector: 76 % re-employment rate
EGF/2015/009	SE Volvo Trucks (project ongoing)	37 %	SE Volvo (EGF / 2009/007) was the first EGF project in Sweden, 2008 – 2011. In terms of impacts (and based on the 1,775 workers assisted), 68 % of the target group gained employment, whilst 19 % were in education and training measures and 14 % left the PES for reasons other than work. This case was also subject to an evaluation by the Swedish National Audit Office. This found that workers that participated in EGF funded education measures (as part of the Volvo Cars project - EGF/2009/007) had a slower return to employment compared to a matched control group. In the short-term this is what you would expect as the participants are 'locked in', but even the long-term effects were no more positive than for the control group. Saab Automobile AB (EGF/2012/005), 2012 – 2014. About a third of the target group consisted of people who were over 50, so for many of them the project offered new opportunities and a second chance. At the end of the project (and based on 3,379 participants), 72 % had found work, whilst conducted training, or started their own business.

Source: EGF case reports, information from case coordinators.

3.2.2 What were other case-specific aims and to what extent have the needs identified been satisfied?

The key issue in answering this question is to determine whether there are any case-specific aims (beyond achieving re-employment for beneficiaries) in the cases included in the mid-term evaluation. The sources used in this assessment were the case applications and discussion with national contact persons, case coordinators and delivery organisations.

The review of applications and the case research interviews indicate that the aim of the current round of EGF cases is to contribute to achieving the labour market re-integration of dismissed workers. The importance of boosting confidence, upskilling / retraining and encouraging mobility have also been highlighted, but all have the ultimate goal of bringing individuals closer to the labour market.

Such aims and objectives are not usually specified or qualified by the case partnerships; instead it is taken for granted that everyone is working towards this goal. No confusion about this goal among case partnerships has been detected. However, something that future EGF cases could do better is to consider and then establish more specific and quantifiable targets for employment outcomes.

In several cases, interviewees have highlighted the perceived importance of spending the EGF resource. A small number of interviewed stakeholders expressed a pressure to

avoid the perception that they are 'handing back' money to the European Commission that has been made available to dismissed workers because such news would not be received well by the press or the dismissed workers. However, full expenditure is not considered to be a case aim because, in delivering measures, the aim is always stated as being to provide the assistance required by the dismissed workers.

3.2.2.1 To what extent have reliable data been collected to ensure that the achievement of case specific aims can be monitored?

This question requires consideration of the data being collected and the extent to which they are well aligned with the objectives in each case. As is noted in answer to the previous research question, no case-specific aims have been identified beyond the aim to contribute to achieving the labour market re-integration of dismissed workers. Thus, the answer to this question requires a judgement regarding to what extent cases collect data that provide an assessment of whether beneficiaries have found (sustainable) employment. It is also important to consider the requirements as stipulated by Regulation (No 1309/2013, Article 18). This requires cases to monitor beneficiary outcomes but also to monitor what measures have been provided to ensure an accurate determination of the financial contribution from the EGF. The goal is also to contribute to learning about measures most suited to support workers affected by (large-scale) redundancies back into employment.

Article 18: Final report and closure

1. No later than six months after the expiry of the period specified in Article 16(4), the Member State concerned shall present a final report to the Commission on the implementation of the financial contribution, including information on:

- (a) the type of actions and main outcomes;
- (b) the names of the bodies delivering the package of measures in the Member State;
- (c) the characteristics of the targeted beneficiaries and their employment status;
- (d) whether the undertaking, with the exception of micro enterprises and SMEs, has been a beneficiary of State aid or previous funding from Union cohesion or structural funds in the preceding five years;
- (e) a statement justifying the expenditure and indicating, whenever possible, the complementarity of actions with those funded by the European Social Fund (ESF).

Whenever possible, data related to beneficiaries shall be broken down by sex.

2. No later than six months after the Commission has received all the information required under paragraph 1, it shall wind up the financial contribution by determining the final amount of the financial contribution from the EGF and the balance due, if any, by the Member State concerned in accordance with Article 22.

Source: Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006.

Key issues in this respect are whether all cases collect monitoring data to satisfy the requirements set out in the regulation, and whether any other data are collected, and if so, how, by whom, and for what purposes.

The table below presents an assessment of the extent to which each case has collected data to be used in the evaluation, or is currently collecting data which will allow the achievement of case objectives to be monitored. As already noted in Section 3.1.1, re-employment rate data were not available in seven cases. Only three cases provided data on re-employed beneficiaries by age category and in only five cases was gender-disaggregated re-employment data made available.

Data availability in this evaluation has thus been patchy (this is also due to the ongoing delivery of EGF assistance in many instances). This means that monitoring data should be available in line with the requirements of the regulation when EGF funded delivery is complete. In each case, case coordinators must provide data in accordance with the requirements of Regulation (No 1309/2013). It is therefore at the

point of final reporting that all monitoring data will be available. There is no suggestion that the cases included in this evaluation will not meet the requirements of Regulation 1309/2013, although there is some concern about the lack of follow-up to measure employment outcomes in the Greek cases. One of the reviewed final reports did not include any consideration of employment outcomes, albeit this does not rule out the possibility that the project has forwarded employment data to the Commission as part of another report. Overall, little information was obtained across all cases on what measures have been provided and at what cost to ensure an accurate determination of the financial contribution from the EGF.

The scarcity of data available for the mid-term evaluation is a reflection of the fact that some national Contact Persons and case coordinators are still engaged in delivery of measures and are not yet in a position to compile and check output and outcome data. In many cases data are not held in a central system but are being (or will be) collected and reported by different organisations (some of which are public delivery partners, others private contractors). In other cases, the case coordinators were not willing to disclose incomplete data even if a reliable monitoring process was in place.

Table 8. Monitoring data collection

EGF case number	Case Name	Re-employment data	Beneficiary characteristics	Expenditure data	Type of data collected / purposes for which collected
EGF/2014/011	BE Caterpillar	Y	N	Y	Monitoring of the reconversion unit is carried out by Le Forem, via its councillors. These data are updated regularly and can be accessed by all persons accompanying the unit. No specific issues regarding monitoring and reporting requirements were mentioned.
EGF/2014/012	BE ArcelorMittal	Y	Y	Y	No specific issues regarding monitoring and reporting requirements were reported. Monitoring of the reconversion unit is carried out by Le Forem, via its councillors. The data are updated regularly and can be accessed by all persons accompanying the unit.
EGF/2015/003	BE Ford Genk	Y	N	Y	Data are collected by the VDAB (Flemish PES) using their existing databases, which flag those eligible for the EGF-funded support. This database also collects data on requested, started and completed training courses and employment status if individuals previously registered as a job seeker. Data on the quality of employment are collected in terms of permanency. No other characteristics (i.e. required skills level, location) are known. The project team has also carried out a survey of EGF beneficiaries to find out more information about employment status, etc. The response rate was low (5 %), but data were broken down by employment/activity status, gender, age, education level, etc.
EGF/2015/007	BE Hainaut-Namur Glass	Y	Y	Y	Monitoring of the reconversion unit is carried out by Le Forem, via its councillors. These data are updated regularly and can be accessed by all persons accompanying the unit. No specific issues regarding monitoring and reporting requirements were mentioned.
EGF/2015/012	BE Hainaut Machinery	Y	N	N	Monitoring of the reconversion unit is carried out by Le Forem, via its councillors. These data are updated regularly and can be accessed by all persons accompanying the unit. In this case, the difficulty is that the beneficiaries were attending two different reconversion units. No specific issues regarding monitoring and reporting were mentioned.
EGF/2014/014	DE Aleo Solar	Y	only one criterion: sex by gender	Y	Data are gathered by the transfer company for their own purposes and national and EGF authorities. However, the way these data are being gathered and provided does not always fully match the final reporting requirements ²² .

²² For example, details on recipients of transfer to short time work allowance were excluded.

EGF case number	Case Name	Re-employment data	Beneficiary characteristics	Expenditure data	Type of data collected / purposes for which collected
EGF/2015/002	DE Adam Opel	Y	N	Y	Detailed data are being gathered by the transfer company for their own purposes and national and EGF authorities. However, the way these data are being gathered and provided does not always fully match the final reporting requirements.
EGF/2014/001	EL Nutriart	N	N	Y	There is leeway for the project to improve the monitoring, recording and following up the employment outcomes for beneficiaries. The final report was made available to the evaluators: instead of focusing on reporting employment results, the final report focuses on describing inputs-outputs, the processes of the counselling and the training activities as well as the perceived benefits of the project activities on the beneficiaries' self-esteem, outlook and skills.
EGF/2014/009	EL Sprider Stores	N	N	Y	The project is still ongoing so data on impacts in relation to reemployment and business creation are not available.
EGF/2014/013	EL Odyssefs Fokas	N	N	Y	The sustainability of impacts will be assessed six months after the end of the EGF project, when the case coordinator will contact beneficiaries to follow up on the labour market situation of the beneficiaries at that stage.
EGF/2014/015	EL Attica Publishing Services	N	N	Y	There is leeway for the project to improve the monitoring, recording and following up the profile and employment outcomes for beneficiaries
EGF/2014/018	EL Attica Broadcasting	Y	N	Y	The project is still ongoing: the EGF project coordinator has carried out a survey of beneficiaries to ascertain how useful they found the counselling.
EGF/2015/011	EL Supermarket Larissa	N	N	N	Information not yet available: this EGF project has not started yet as a result of significant delays in procurement and appointment of the case coordinator.
EGF/2014/003	ES Aragon	Y	N	N	The re-integration of beneficiaries into the labour market is guided and monitored closely.
EGF/2014/004	ES Comunidad Valenciana metal	Y	N	N	The implementing organisations have completed 3-4 implementation reports during the two years of the project. On the other hand, few outcome data have been collected. The following data have been collected: the number of participants registered for job counselling and matching services that found employment at any time during the implementation of the project, or are currently in employment.
EGF/2014/008	FI STX Rauma	Y	Y	Y	Labour market policy measures are managed and entered into the so-

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EGF case number	Case Name	Re-employment data	Beneficiary characteristics	Expenditure data	Type of data collected / purposes for which collected
EGF/2015/001	FI Broadcom	Y	Y	Y	called URA information system in Finland, used by the Centres for Economic Development, Transport and the Environment (ELY Centres) and the TE Offices. In addition to monitoring expenditure, this system provides information about the dismissed persons' labour market status. The labour market status is known only if the person is still a customer at the TE Office, in other words, if the person is still looking for a job. The URA system is therefore able to illustrate a limited level of impact data. Therefore, an external, independent evaluation was commissioned and carried out to research the employment impacts of the case. This study surveyed EGF beneficiaries; employment data are broken down by gender, educational level and age. The study also investigates the type of employment found by the beneficiaries.
		Y	Y	Y	
EGF/2015/005	FI Computer programming				
EGF/2015/010	FR MoryGlobal	Y	Y	N	Data for this case has been extracted from the lead contractor's (Sodie) monitoring reports.
EGF/2014/005	FR GAD	Y	Y	Y	Data required for EGF reporting are collected and measured, such as expenditure, and employment outcomes for beneficiaries. Delivery partners implementing the individual case management also provided further data on the re-employment rate per position type in the company.
EGF/2014/006	FR PSA	N	N	N	No data were made available by either the implementing organisation (PSA) nor the Labour ministry (DGEFP) on re-employment or the planned and actual costs of activities implemented under the EGF programme
EGF/2014/017	FR Mory-Ducros	Y	N	N	Reporting has been identified as one of the main difficulties for the French authorities. Contractors are in charge of reporting but all use a different tool. The French authorities did not and are not planning to regulate the reporting requirements to harmonise the process.
EGF/2014/007	IE Andersen Ireland	Y	N	N	All data required for EGF reporting to the European Commission are collected and measured, such as expenditure, outputs per measure, and employment outcomes for beneficiaries. Data are collected for each contact with dismissed workers; these data are incorporated into the national PES client recording system. This enables the EGF unit to integrate their provision with that of mainstream providers where this is required. Regular monitoring reports have been produced for these cases.
EGF/2014/016	IE Lufthansa Technik	Y	N	N	
EGF/2015/006	IE PWA International	Y	N	N	
EGF/2014/010	IT Whirlpool	Y	N	N	Monitoring is compliant and uses the EGF regulation as a guideline for what should be collected. Regarding the Whirlpool case, data on the

EGF case number	Case Name	Re-employment data	Beneficiary characteristics	Expenditure data	Type of data collected / purposes for which collected
					beneficiaries were collected through various channels (the new employer, the organisations providing assistance and the 'job centres').
EGF/2015/004	IT Alitalia	Y	N	N	Information not yet available.
EGF/2014/002	NL Gelderland and Overijssel	Y	Y	Y	Employment status is monitored by the project management team at a public sector consultancy, which was contracted by the sectoral organisation for the construction sector (Technisch Bureau Bouwnijverheid) for the EGF application, design, implementation and management. Monitoring is enabled by a piece of software acquired specifically for the project. It contained information on beneficiaries' registration, employment status, accreditations and notes from talks with the UWV advisors. These details were monitored and updated for the duration of the project. The end-of-project data were broken down by gender, age and type of employment (permanent/temporary, sector, etc.). The status of non-employed beneficiaries is also monitored.
EGF/2015/009	SE Volvo Trucks	Y	N	Y	Monitoring by the PES.

We have also categorised the monitoring systems that are used by Member States to determine the benefits and draw-backs of different systems and practices. The key distinctions between the organisation of monitoring systems are:

- Monitoring for the EGF that is undertaken by the PES/other public authorities and thus follows the established mainstream monitoring procedures (BE, DE, IE, FI, SE). Here the key advantage is being able to use the existing monitoring systems, which means no additional costs or efforts are required in terms of setting up EGF-specific systems. The existing monitoring systems are typically relatively sophisticated, allowing authorities to monitor the detailed socioeconomic characteristics and labour market destinations of EGF beneficiaries. The key risk is ensuring that EGF beneficiaries are tagged in the existing systems and that information can be extracted from – in most cases – very large databases, which requires time and resources. Another disadvantage could be the need to fit the EGF data into the existing information categories of current systems and the limited possibility to tailor the information to the requirements of the EGF
- Standalone EGF case-specific monitoring (EL, ES, FR, NL), often using external organisations to assist with data collection and monitoring (e.g. IT, NL). Where such systems are well implemented (e.g. ES, NL), the key advantage is that they allow for detailed monitoring and purpose-built data specific to the EGF case circumstances. The key risk is the lack of resources and capacity to implement such purpose-built systems.

In some cases, regular internal monitoring reports have been produced during the implementation process (cases in DE, IE and ES). Such reports were used by the partners implementing the cases to review the progress of the projects and discuss any obstacles encountered and solutions sought. They therefore provided useful oversight and a contribution to the successful implementation of the EGF assistance. In the case of Germany, such monitoring was not always fully aligned with the reporting requirements of the EGF, which meant that national PES (working with the delivery organisations) also had to gather their own data.

3.2.3 What are the factors that help or hinder EGF cases achieve their objectives?²³

Ideally the evaluation of this question would be based on a robust multi-variate analysis of the relationship between the re-employment rates achieved in 29 cases and a range of demand, supply and policy mix factors. However, due to the lack of data in all 29 cases, such analysis is not possible for the mid-term evaluation. This is also due to the status of completion of the cases.

In the absence of the complete dataset, a more qualitative analysis is provided in relation to:

- patterns between the re-employment rates and the conversion rates of actual versus planned case expenditure (testing the assumption that those cases where all the planned expenditure was incurred succeeded in re-integrating more workers, and vice versa);
- patterns of incidence of supply, demand and policy mix factors affecting the achievement of high re-employment rates and those leading to low re-employment rates.

No clear patterns emerge when comparing the case re-employment rates with the financial implementation rates (see Table below), as this data is only available for a small number of cases.

²³ Note that factors identified by beneficiaries which influence their participation in EGF are included in the analysis for question 8 (To what extent is the support offered used by the beneficiaries, i.e. to the redundant workers, and what are the factors that encourage or hinder its use?)

Table 9. Comparing case re-employment rates with actual/planned expenditure on measures and allowances

Case name	Re-employment rate	Conversion rate: planned/actual expenditure
NL Gelderland and Overijssel	88 %	72 %
IT Whirlpool	63 %	98 %
ES Aragon	42 %	84 %

Source: EGF case reports, information from case coordinators.
Data are shown for 3 cases where both data variables are available.

The evaluation then identified common and case-specific factors that have helped and hindered cases in terms of attaining their objectives of achieving re-employment for EGF beneficiaries, by comparing the incidence of supply, demand and policy mix factors in cases with lower employment rates (and those with higher) employment rates to better understand what issues impact on such outcomes (see Table 10).

Among the supply-side factors, the profile of beneficiaries assisted was a key parameter, especially when:

- large numbers of beneficiaries were older workers, often with long careers with the same employer, which meant they were lacking job-search skills or motivation to build new careers at pre-retirement age (in such instances, the EGF assistance had to be well targeted to their needs, with an emphasis on coaching and psychological support);
- skill levels of dismissed workers played an important part, with labour market re-integration much easier to achieve for relatively skilled workers who had good chances of finding new jobs in their local labour markets.

In relation to the demand-side factors, the conditions in local labour markets played a key role in influencing re-employment rates. Labour market re-integration was easier when demand for labour existed in the locality compared to areas with relatively high unemployment rates and/or limited demand for workers with the skills or for the occupations of the dismissed workers.

Among the policy factors, key success factors identified were as follows:

- learning from previous EGF cases in the country or the region in terms of developing effective partnerships and appropriate delivery mechanisms;
- the need for targeted, individualised and early assistance to the dismissed workers, built on a pathway of progression to a new job;
- strong cooperation between the delivery partners including the social partners and a coordinated approach to the delivery of EGF assistance;
- effective integration of the EGF assistance with the existing national-, regional- and company-level restructuring support framework, where the EGF assistance added new services to existing support or increased the volumes of existing PES assistance.

Table 10. The presence of key factors affecting case re-employment rates

EGF case name	Supply factors	Demand factors	Policy mix factors
Cases with high re-employment rates (60 % and above):			
NL Gelderland and Overijssel	Large proportion of older workers whose needs addressed via targeted assistance	Slight decline in the sector counteracted by support to move to other sectors	Individual intense support to beneficiaries, especially useful for older workers Learning from previous EGF cases Stakeholders motivated to cooperate
BE Hainaut-Namur Glass (ongoing)	Male blue-collar workers	Labour demand from other sectors, also in other regions (assistance also supported mobility)	Measures more intense and individually targeted Well-adapted delivery structures Partnerships with social partners and training providers
FI Broadcom (ongoing)	Highly educated and skilled workers with high chances of re-employment	Local companies recruiting new staff	Learning from other EGF cases Individualised more intense assistance linked to the local and regional business needs Early intervention and reaction
IE Andersen Ireland	Long-serving, largely female beneficiaries	Poor transport connections Low local labour market demand	Institutional learning from previous EGF cases Individualised intense assistance/choice in use of EGF training grant Coordinated delivery and physical presence onsite Importance of early action
IE PWA International (ongoing)	Relatively skilled beneficiaries	Local companies recruiting new staff	Institutional learning from previous EGF cases Individualised intense assistance Coordinated delivery and physical presence on site Importance of early action
FR GAD	A third of beneficiaries low skilled without qualifications	Rural location with few available jobs Poor transport links	Clear national framework for restructuring Strong local cooperation / solidarity to support dismissed workers Strong positive correlation between retraining and employment outcomes Case management carried out in the premise of former employment to ensure physical access
IT Whirlpool	Low skilled beneficiaries	Local labour market demand at the same site vacated by Whirlpool, eliminating geographic issues	Highly personalised multi-track flexible assistance Early intervention Effective stakeholder cooperation
IE Lufthansa Technik	Relatively skilled beneficiaries	Local companies recruiting new staff	Institutional learning from previous EGF cases Individualised intense assistance Coordinated delivery and physical presence onsite

EGF case name	Supply factors	Demand factors	Policy mix factors
			Importance of early action
DE Aleo Solar	Large proportion of lower skilled workers, particularly at the more geographically isolated site	Majority of affected workers went to work for a company who purchased the site of the old factory and continued producing the same product	Institutional learning from previous EGF cases Expanding the period of intense support Effective integration into national support framework
Cases with medium re-employment rates (40-60 %)			
ES Comunidad Valenciana metal	Low skilled beneficiaries with industry specific background, individual dismissals in small companies (difficulties to reach)	Geographical dispersion (required mobility grants) Deep regional economic crisis Slight recovery in the sector at the end of the EGF support	Individualised targeted support more intense than mainstream PES support Comprehensive/holistic support Effective social partner collaboration
FI STX Rauma	Low qualified male beneficiaries, long careers with the same employer Lack of economic incentives to take a new job	A successor company never materialised Lower salaries commanded in the region for attainable jobs	Regional collaboration network Individualised assistance Early reaction due to national pre-financing
FI Computer programming (ongoing)	Sectoral case with dismissals in 50 companies (difficulties to reach) Skilled, IT literate workers	Higher unemployment in several regions curtailed reemployment	Learning from other EGF cases Individualised more intense assistance linked to the local and regional business needs Early intervention and reaction
FR Mory-Ducros (ongoing)	Low skilled beneficiaries, with varying concentrations of blue-collar workers at each site	Labour demand from public transport sector	Intense assistance tailored to individual needs
IT Alitalia (ongoing)	Middle-age beneficiaries with sector specific competences	Deep regional economic crisis Comparatively low private sector employment and investment	Excess support from various sources of funding to the same beneficiary groups Good regional partner collaboration Focus on active support measures
BE Ford Genk (ongoing)	Largely low-skilled older beneficiaries	Negligible labour demand from other sectors Higher than national average regional unemployment rate	Tailored individualised support Effective integration into national support framework
EL Attica Broadcasting	Individual dismissals in small companies (difficulties to reach)	High national unemployment rate	Tailored individualised support
ES Aragon	Individual dismissals in small companies (difficulties to	Deep regional economic crisis Regional prevalence of	Learning from previous EGF cases in the region Tailored individualised support more

EGF case name	Supply factors	Demand factors	Policy mix factors
	reach) Largely low-skilled, female beneficiaries with low mobility (i.e. due to family obligations)	seasonal work related to tourism	intense than mainstream PES support Good delivery partner collaboration
Cases with low re-employment rates (below 40 %)			
BE ArcelorMittal	Largely older beneficiaries, long careers with the same employer (problems with motivation, lack of mobility)	Higher than national average regional unemployment rate High density of steel or related production industries in the region	Learning from previous EGF cases in the country Well-functioning partnership Effective integration into national support framework
BE Caterpillar	Largely older, blue-collar, low skilled beneficiaries	Higher than national average regional unemployment rate High density of similarly affected production industries in the region	Learning from previous EGF cases in the country Well-functioning partnership Effective integration into national support framework and provision of longer and faster assistance
BE Hainaut Machinery (ongoing)	Largely older, blue-collar, low skilled beneficiaries, long careers with the same employer (problems with motivation, lack of mobility)	Higher than national average regional unemployment rate High density of similarly affected production industries in the region	Learning from previous EGF cases in the country Well-functioning partnership Effective integration into national support framework and provision of longer and faster assistance
DE Adam Opel (early findings, implementation still ongoing)	Largely older beneficiaries with long careers with the same employer	Higher than national average regional unemployment rate Lower salaries commanded in the region for similar jobs was seen to be the main obstacle	Institutional learning from previous EGF cases Individualised intense assistance Coordinated delivery and physical presence onsite Importance of early action, innovative activities (employer speed dating) Discouragement factor of getting such a high wage replacement rate for such a long time
SE Volvo Trucks (ongoing)	Qualified workforce	Many beneficiaries still attending Education and training Few manufacturing jobs in the region	Well established restructuring assistance framework Early action ensured Personalised assistance

Source: Case reports, interviews with case stakeholders.

Where the EGF was effective, individual respondents described the EGF as enabling the development of personalised, tailored and needs-based services more efficiently and less bureaucratically, as intensifying and extending both mainstream activation support and as enabling support that could not be provided with other EU or national measures.

3.2.4 Is the scope of the Fund clearly defined and useful in achieving the objectives? If not, what are the reasons?

This research question presents evidence and findings in relation to whether Member States using the EGF in the cases included in this mid-term evaluation consider the definition of the scope of the fund to be clear and whether this is helpful in achieving objectives. In consideration of the research question objectives are understood to be re-employment of dismissed workers (as noted above no case other specific aims have been identified).

There is some overlap between this question and a subsequent research question related to the evaluation theme of relevance. This section will focus on the evidence gathered from specific cases included in the mid-term evaluation, with the subsequent question considering the wider evidence base (such as data on employment change and the number of restructuring cases). It will also include evidence gathered from the OPC.

Article 2 of the EGF Regulation 1309/2013 defines the scope of the EGF, stating that applications can be made for actions targeting:

- workers made redundant and self-employed persons whose activity has ceased as a result of major structural changes in world trade patterns due to globalisation, demonstrated, in particular, by a substantial increase in imports into the Union, a serious shift in Union trade in goods or services, a rapid decline of the Union market share in a given sector or a delocalisation of activities to third countries, provided that these redundancies have a significant adverse impact on the local, regional or national economy;
- workers made redundant and self-employed persons whose activity has ceased as a result of the continuation of the global financial and economic crisis addressed in Regulation (EC) No 546/2009, or as a result of a new global financial and economic crisis²⁴.

The case research therefore gathered evidence from national contact persons and case coordinators to determine opinions regarding the clarity of the definition of the EGF and the utility of it supporting cases caused by major changes in world trade patterns (the globalisation criterion) or as a result of global financial and economic crises (the crisis criterion).

The table below provides a comparison of the 29 cases with a breakdown of the applications by globalisation and crisis. This illustrates that 15 cases were submitted as globalisation cases and 14 were submitted as crisis cases. The close split between the cases is indicative of the fact that Member States found they were able to put together applications that were consistent with both causal factors included in the scope of the regulation.

There are three countries that have submitted cases under the globalisation criterion and the crisis criterion. These are Germany, France and Italy. The specific reasons for these cases being submitted under these criteria are summarised below:

- Germany: The Aleo solar case was submitted under the globalisation criterion as there is seen to be a significant global shift in the production of photovoltaic modules from Europe to Asia (particularly due to strong subsidies being granted in China to boost the sector) which has led to a collapse in prices, making it difficult to continue significant production in Europe. The application for the Opel case acknowledges that both globalisation and crisis factors are drivers in the changes experienced in the automotive sector but that it was the crisis in

²⁴ Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006

particular which brought the collapse in demand which led to the final decision to close the Opel plant in Bochum.

- France: there were clear differences between the case of PSA and the three other cases in France. The PSA case was part of a much longer term trend in migration of automotive production and the supply chain to lower cost centres (and closer to growing markets). By contrast the GAD, Mory-Ducros, and, MoryGlobal cases were the result of more sudden, crisis related changes in trading patterns.
- Italy: The decline of Whirlpool in Italy went hand-in-hand with a macroeconomic crisis of consumption in white goods, which started in 2008 due to the financial crisis. The Alitalia case has a longer history in that it builds on years of changes in the aviation sector, in particular in relation to the arrival of low cost airlines on the market, which have had a negative economic impact on more traditional airlines. While Alitalia managed to weather the changes in the market which date back to the early 2000's, it never recovered from the decline in passenger traffic which started in 2008 as a result of the financial crisis.

There is little sectoral alignment between cases submitted under the globalisation criterion and those cases submitted under the crisis criterion. This comparison shows that both manufacturing and service sector cases appear under each criterion. Furthermore, within the manufacturing sector there are cases involving automotive, metal work and machinery sectors that have been submitted under both the globalisation and the crisis criteria. This suggests that the criteria are useful in that they provide necessary flexibility in these cases for Member States to evidence the most relevant criterion.

The application forms for the 29 cases included in this evaluation contain a significant amount of evidence indicating the drivers which led to redundancies. In many cases, supplying this evidence was noted as a significant task for Member State national contact persons and other public authorities supporting the application by providing labour market evidence. As such the requirements in the EGF Regulation are clearly defined so that they are well understood by Member States.

However, a small number of national contact persons stated that they could perhaps have submitted the application under a different criterion. Here it is argued that one of the impacts of the financial and global economic crisis was to accelerate existing effects of globalisation. There is therefore a judgement call in some cases regarding which of the criteria is the 'best fit' with the causes that can be identified and evidenced. Nevertheless, this does not lead to a conclusion that the scope is not useful; rather, there is recognition that the globalisation/crisis distinction is not always a binary one.

Table 11. Comparison of cases by scope

Globalisation cases

MS	Reference	Case name	Sector
BE	EGF/2014/011	Caterpillar	Machinery and equipment
	EGF/2014/012	ArcelorMittal	Basic metals
	EGF/2015/003	Ford Genk	Automotive
	EGF/2015/007	Hainaut-Namur Glass	Manufacture of glass
	EGF/2015/012	Hainaut Machinery	Manufacture of machinery and equipment
DE	EGF/2014/014	Aleo Solar	Solar modules
FI	EGF/2014/008	STX Rauma	Shipbuilding
	EGF/2015/001	Broadcom	Wholesale trade
	EGF/2015/005	Computer programming	Computer programming
FR	EGF/2014/006	PSA	Automotive
IE	EGF/2014/007	Andersen Ireland	Jewellery
	EGF/2014/016	Lufthansa Technik	Aircraft maintenance
IT	EGF/2015/006	PWA International	Aircraft maintenance
	EGF/2015/004	Alitalia	Air transport
SE	EGF/2015/009	Volvo Trucks	Automotive

Crisis cases

MS	Reference	Case name	Sector
DE	EGF/2015/002	Adam Opel	Automotive
EL	EGF/2014/001	Nutriart	Bakery products
	EGF/2014/009	Sprider Stores	Retail trade
	EGF/2014/013	Odyssefs Fokas	Retail trade
	EGF/2014/015	Attica Publishing Services	Publishing
	EGF/2014/018	Attica Broadcasting	Broadcasting
ES	EGF/2015/011	Supermarket Larissa	Retail trade
	EGF/2014/003	Aragon	Food and beverage service activities
	EGF/2014/004	Comunidad Valenciana metal	Metalworking industry
FR	EGF/2014/005	GAD	Slaughterhouse
	EGF/2014/017	Mory-Ducros	Road transport
	EGF/2015/010	MoryGlobal	Road transport
NL	EGF/2014/002	Gelderland and Overijssel	Construction of buildings
IT	EGF/2014/010	Whirlpool	Domestic appliances

3.2.5 What prevents Member States from applying for EGF funding? To what extent is the potential aid offered by the EGF used by the Member States and what are the factors that encourage or hinder its use?

This research question assesses the extent to which Member States use the EGF and the reasons for the use or non-use of the EGF. According to the Regulation (EC) No 1927/2006 of the European Parliament and of the Council the maximum EGF funding allocation for the 2014–2020 period is EUR 1.05 billion. This roughly equates to EUR 150 million per annum (2011 prices), which can be used to co-finance 60 % of the cost of EGF projects. Between 2014 and 2016 a total of 29 applications were approved with a combined EGF contribution of EUR 98 521 851. The majority (19 cases) started in 2015. However, the EUR 78 669 378 contribution was significantly below the EUR 150 million ceiling.

As part of the case research, interviews were undertaken with national contact persons and case coordinators who gave their perspectives. Here the evaluation sought to ask interviewees whether there were any events that were not brought forward as potentially eligible EGF cases, and the reasons why.

The main issues highlighted by stakeholders related to the specific detail of the eligibility criteria and the way in which they relate to Member State business demography. For example, in many Member States the proportion of large companies is very small. Achieving 500 redundancies can also be difficult to evidence as many companies actually make workers redundant during phases over a long period of time (as part of a restructuring process usually aimed at saving the more productive parts of the company).

There were also practical issues relating to the capacity of Member States to compile the necessary information to submit an application to the European Commission and to subsequently manage the provision of measures funded by the EGF. In terms of the former, the application process was particularly challenging for the 'sector-specific' EGF cases: the cases where the application was made on the basis of intervention criteria b. The challenge related mainly to character of the cases involving a lot of different companies. This made the identification of the target group and the establishment of collaboration arrangements with the management and employee representatives in each affected company more time-consuming and complex. Here the company support was also critical. For example in the case of the EL Spider Stores case, lists of laid off workers were not readily available due to lack of collaboration from the employer and due to the long time period that lapsed between the closure of the chain and the beginning of the project.

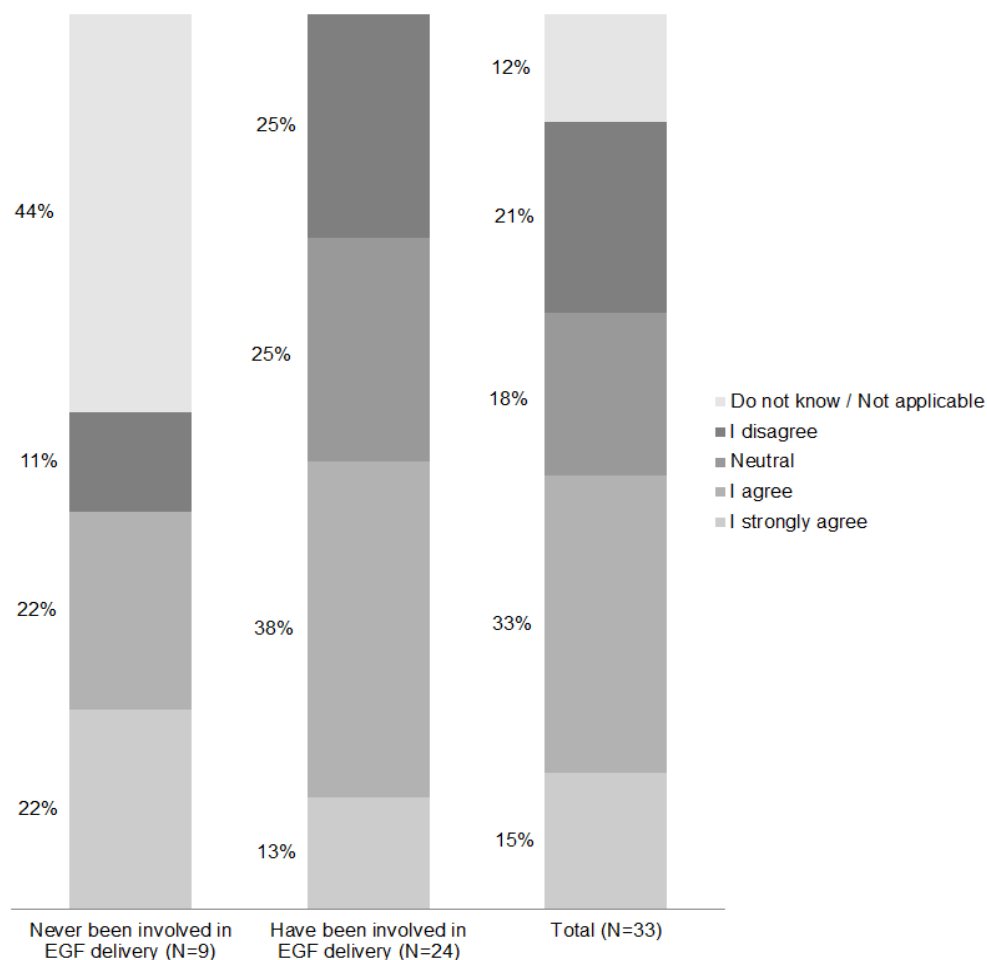
The OPC survey asked respondents whether there were barriers to applying for EGF funding from a Member State perspective and approximately half of respondents (48 %, 16 respondents) believed there were, by stating that they either agreed or strongly agreed (see Figure 8). Those that stated that they thought there were barriers to applying for EGF are broken down as follows:

- 7 answers related to Germany, 2 to Greece, 2 to Finland and one each for Austria, Ireland, Latvia, the Netherlands and the EU as a whole.
- Respondents representing workers' organisation/trade unions at a national/regional level and national ministries most often cited barriers (4 each), followed by universities (2) and Employers' organisation (2). Workers' organisation/trade union at the European level, Public employment service, private sector and an unspecified 'other' organisations each had a respondent indicating there were barriers applying for EGF funding.
- A similar proportion of those who had delivered EGF measures before (12 of 24) indicated that there were barriers compared with those that had not (4 of 9).

Additional comments provided indicate that several respondents suggested that the main barriers created administrative burdens linked to applications process and were disproportionately high, particularly where the funding would involve several enterprises. In addition the globalisation criteria and minimum threshold of redundant workers was also believed to be too limiting and were seen by these respondents not to be in the spirit of the fund. What must be noted here is the number and profile of respondents to this question

Figure 8. There are barriers that prevent Member States from applying for EGF funding

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 33.

It is possible that more favourable ESF co-funding rates may influence the number of EGF applications, this may be the case for EU-13 Member States, among which there were no applications between 2014 and 2015.

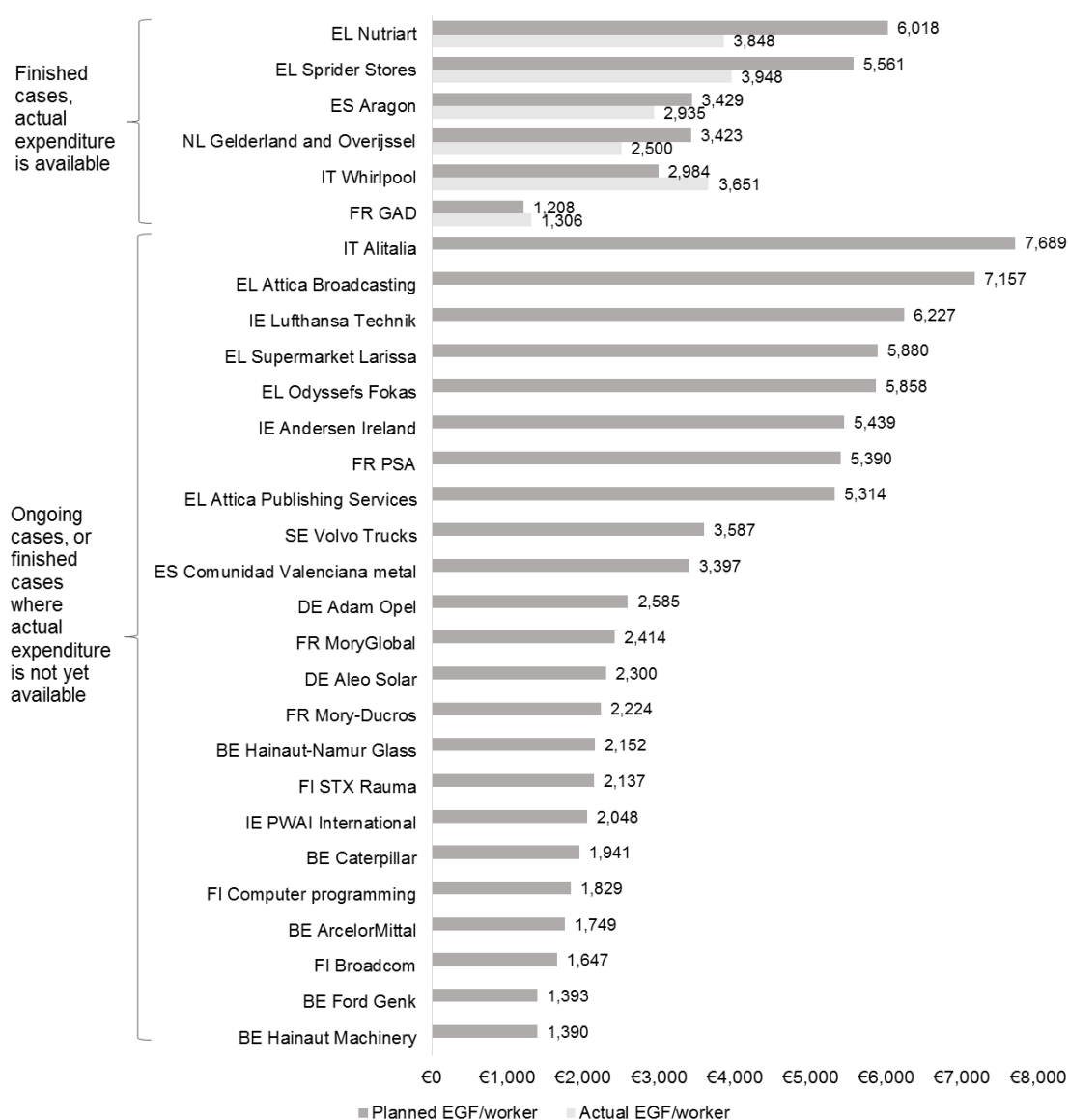
3.2.6 To what extent is the support applied for and provided by the EGF actually used by the Member States, and what are the factors that optimise or reduce its use?

This question looks at the extent to which cases have used the budget that they have been provided with from the EGF. It is therefore important to consider the case level to understand planned compared to actual expenditure. However, given that many of the cases included in this evaluation are still delivering measures or have only finished doing so recently, only a limited analysis was possible.

The total planned budget for the 29 EGF cases was €164,203,094, comprising 60 per cent (or €98,521,851) EGF funding and 40 per cent Member State co-financing (€65,681,239). The average planned budget was €5,662,175 with allocations ranging from €737,156 for IE PWA International to €21,174,342 for the French PSA case (see Figure 9).

The figure also illustrates that the six cases with the highest cost per assisted workers were Irish, Greek, or Italian cases. This can be explained, at least in part, by the planned measures included in the applications. For example each of the three Irish cases and two Greek cases (EL Nutriart and EL Supermarket Larissa) included a high share of resource to measures supporting entrepreneurship. Three of the cases in Greece EL Sprider Stores; EL Odyssefs Fokas; and, EL Attica Publishing Services included a relatively high share of resource for direct job creation. Such measures are more resource intensive to deliver than other support.

Figure 9. Per worker budget implementation (planned vs the actual costs), by case



Source: Data from case research

Caution: Data on actual expenditure is only available in 6 cases. Actual expenditure on the EL cases does not include implementation costs (management activities etc.)

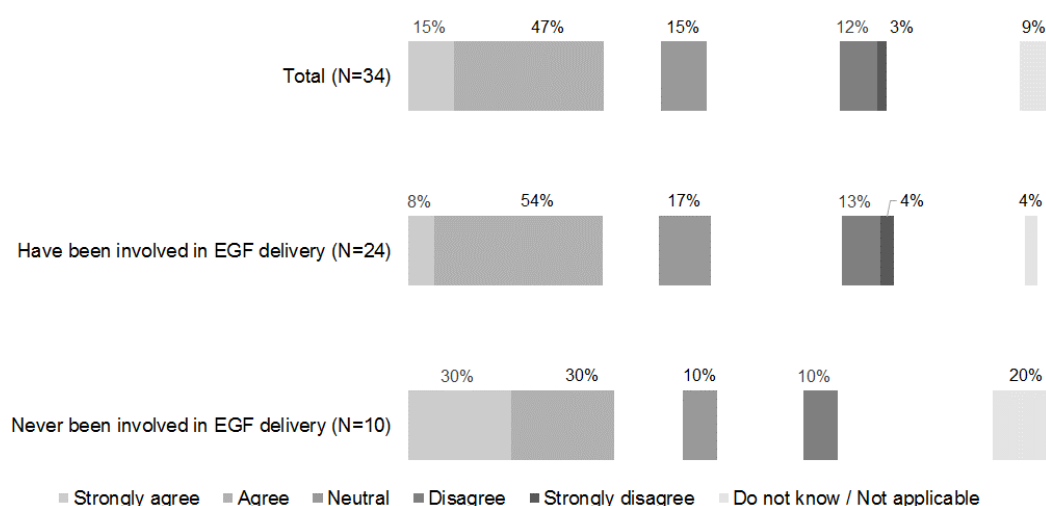
Figure 9 also shows data for the actual expenditure per person for six EGF cases. Of the six, two cases spent more per beneficiary than expected, this is due to a mix of lower numbers of beneficiaries than expected and the choice of measures (high intensity personalised measures) accessed by beneficiaries. The most substantial of which was in the IT Whirlpool case. The extra resource needed was attributed to the cohort having a lower than anticipated skill level and a need to build basic skills rather than solely focusing on re-employment activities. Cases with significantly lower than expected EGF per beneficiary expenditure were usually targeting highly educated, skilled and relatively young and mobile workers.

Respondents to the OPC were asked whether they thought challenges exist in relation to the implementation of EGF measures. Over half (59 %) believed that challenges did exist, whereas 15 % disagreed (see Figure 10). Those that felt that there were no significant challenges in the implementation of the EGF had all been involved in its delivery before.

One respondent suggested that the programme’s length poses challenges with respect to those seeking to complete slightly longer education courses, for example, in higher education. This has also been reported through case research and previous EGF evaluations. Regulation (EU) No 1309/2013 extends the period in certain circumstances by a further six months, however this will not always allow for co-funding until courses are completed. Several respondents to the OPC also raised the identification and selection of project beneficiaries as a significant issue to the implementation. Here the issue is related to the ability of national Contact Persons and/or case coordinators to access the necessary administrative data from either labour ministries / Public Employment Services or taxation agencies to provide the evidence required in the EGF application.

Figure 10. Challenges exist in the implementation of EGF measures

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34

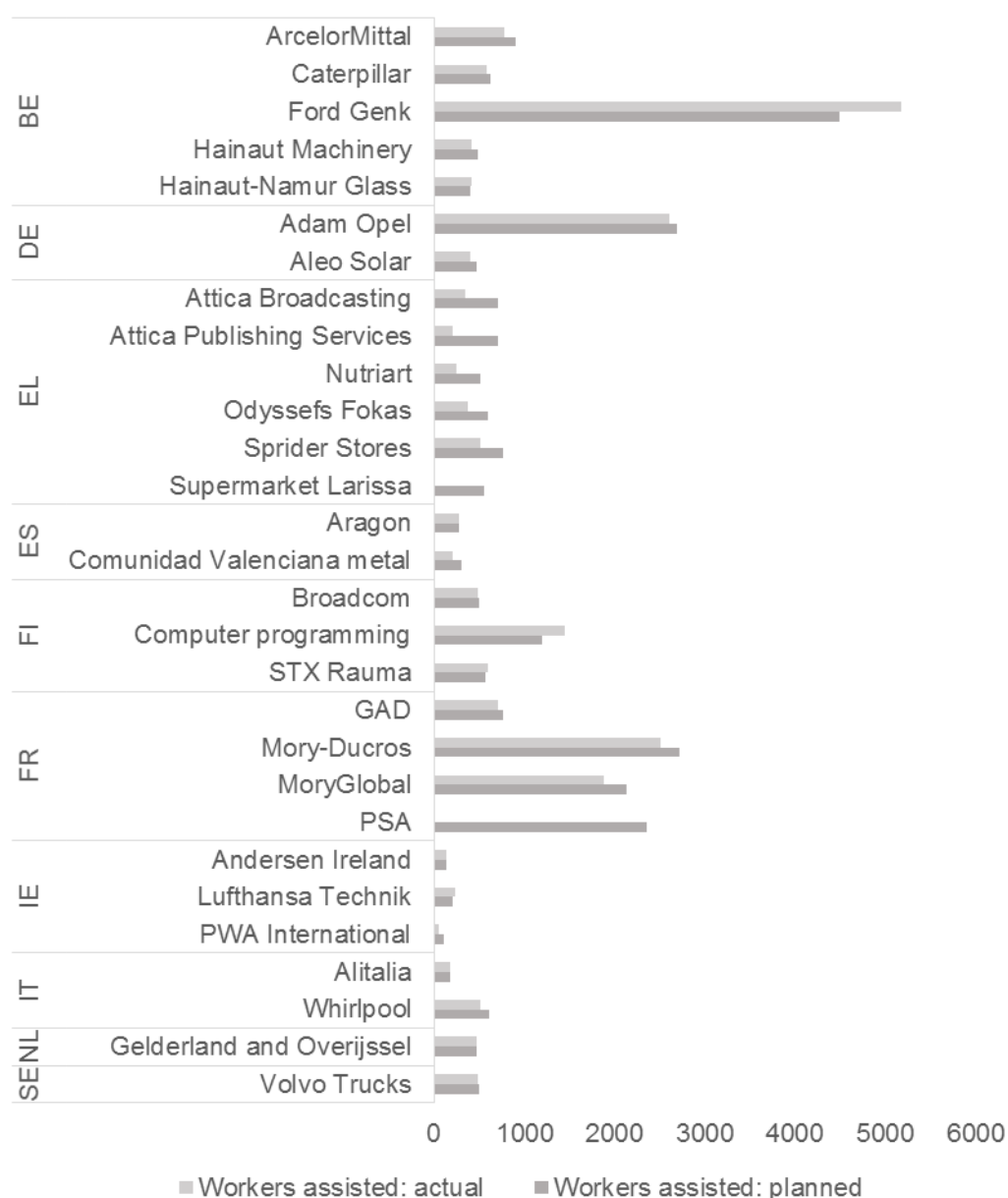
3.2.7 To what extent is the support offered used by the beneficiaries, i.e. to the redundant workers, and what are the factors that encourage or hinder its use?

One indication of the demand for EGF assistance is comparison between the expected demand, as planned in the application, and the actual assistance delivered to the beneficiaries (see Figure 11). In the majority of cases (20 out of 26 cases with available data), the number of assisted workers was lower than the planned numbers.

This is due to the fact that it is often difficult for the case stakeholders to estimate precisely at the application stage how many workers will ultimately be affected, due to the dynamic situation in the restructuring companies on the ground. This is especially the case in sector-wide restructuring situations where the high number of small companies undergoing restructuring makes it difficult for the public authorities to exactly predict the demand for EGF assistance.

In several cases, the intended EGF beneficiaries have already found a job before the commencement of the EGF assistance (e.g. Germany's Aleo Solar case). This can be the case when it is felt that support can commence only when an official decision on approval of the application is made, or if there is a relatively good labour market situation for affected workers, meaning that some individuals ultimately do not require support.

Figure 11. Comparison: Dismissed workers assisted versus planned



Source: Case reports.

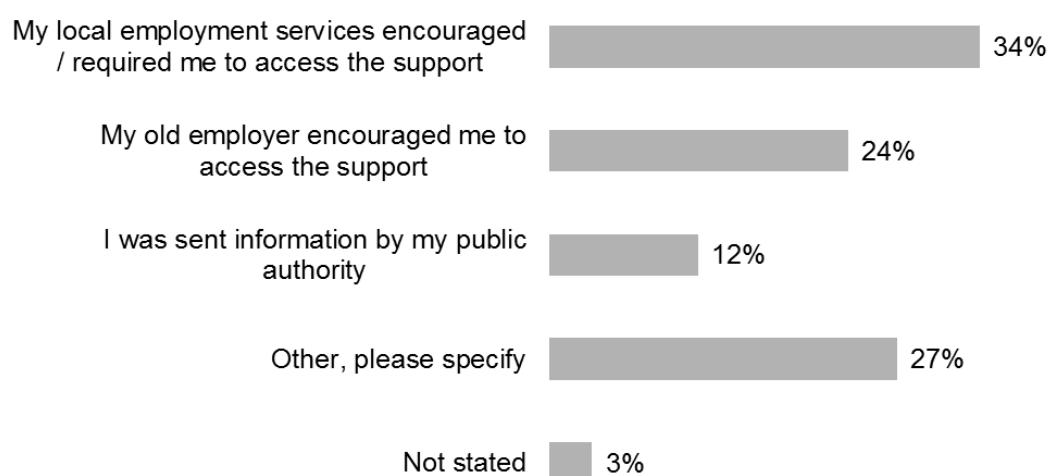
Caution: Data on actual numbers of workers assisted was available for 27 cases.

A survey covered redundant workers that had participated in EGF funded support was undertaken for this evaluation²⁵. Of those beneficiaries responding to the survey, 11 % reported having faced barriers to participating in the EGF. The key barriers to participation in the EGF measures mentioned by the beneficiaries responding to the survey were the lack of information about the availability of EGF assistance (just over half of respondents were aware that the measure they were involved with were funded through EGF), physical barriers (e.g. poor transport links) and the assistance offered being unattractive to the beneficiaries. Other barriers varied from employment status discrimination (on the basis of being either a part time or temporary worker) to lengthy bureaucracy and extended decision periods. In contrast, respondents highlighted the important role of local public authorities including the PES in attracting the beneficiaries to participate in the EGF (see Figure 12).

The views of beneficiaries on the factors facilitating their participation are echoed by the views of the case stakeholders who identified a range of factors enabling the beneficiaries to participate in the EGF assistance:

- providing early information and guidance as soon as possible in the restructuring process so that dismissed workers are 'captured' for assistance before they become demotivated, including psychological support and mentoring;
- developing and delivering personalised, tailored and flexible measures of support which meet the identified needs of individual beneficiaries and employers;
- the presence of the right mix of economic incentives to seek EGF assistance (for example, dismissed workers in some cases were unmotivated to seek support due to allowances received during the restructuring process);
- The presence of adequate employment opportunities. In some cases a lack of suitable employment opportunities meant that they were unwilling to accept lower paid employment;
- providing continuous mechanisms of coaching, advice and support with dedicated counsellors who build relationships with the beneficiaries and support their participation, often at a permanent physical location, thus preventing drop-out.

Figure 12. What encouraged you to access the EGF measures?



²⁵ The survey did not cover NEET beneficiaries.

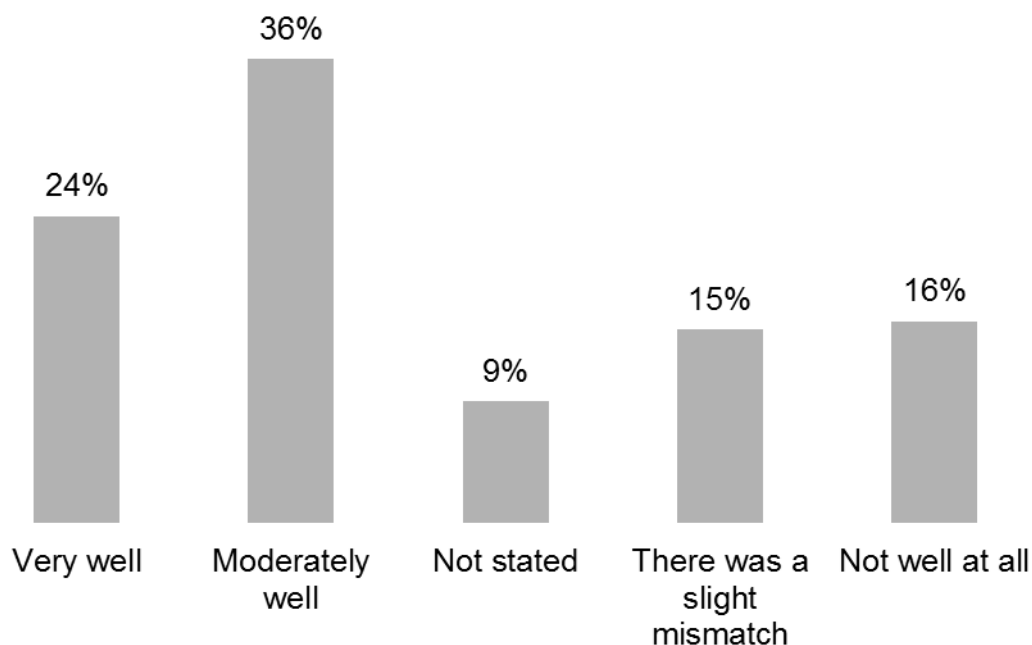
Source: ICF beneficiary survey data for this evaluation, unweighted responses: 1 116

It is also important to note that the majority of beneficiaries considered that the EGF assistance was either well- or very well matched to their needs, which is an important factor in encouraging participation (see Figure 13). Nearly a third (31 %) however were of the opinion that there was a slight or much more significant mismatch between the services provided and needed. Out of these respondents, the most common explanation provided (29 % of respondents who provided an explanation) was that they received inadequate support and information, stating that the amount of training courses and places was limited, and were only provided for a short time period. As well as this, some of these respondents stated that they did not receive new information which they had not found elsewhere, and that some faced long delays in receiving information and support. Around a quarter of respondents (24 %) who provided an explanation stated that they did not receive any EGF support and / or they were not aware of it. A smaller proportion (19 %) explained that the support was irrelevant and impractical, focusing too much on theory and also not being tailored to individual needs, skills, experiences and demographic profiles. 8 % of respondents expressed that after receiving the support they are still facing uncertainty and instability, with many not seeing any tangible benefit and not having secured a permanent job. Furthermore, anecdotal evidence suggests that the attitudes of PES staff was as a barrier to some, with beneficiaries of EGF projects which appointed dedicated EGF counsellors to support redundant workers being more satisfied with the support and services provided than those beneficiaries who were served by regular PES counsellors.

There were significant differences in the answers of beneficiaries; the share of respondents stating that the support did not match their needs varied from none in the FR GAD case to 33 % in FI Broadcom and FI STX Rauma cases. The higher share of unsatisfied beneficiaries in Finnish cases are explained by a variety of factors with the main common one being lack of awareness of the role of EGF in co-funding the measures and the other reasons were very much case specific:

- The Broadcom case dealt with a group of very highly educated employees from the ICT sector and their perception of PES services and training courses is low: they tend to view such courses as of low quality and out-of-date in comparison to their skills in the global ICT market place. Sometimes this view changed once they participated in measures but not always, especially when they were looking for more cutting-edge, innovative and individualised training solutions. Some respondents also expressed dissatisfaction with the attitudes of PES staff and explained that information sessions were far too general, not providing anything that was not available online.
- The beneficiaries of the Rauma case were primarily workers who had been working at the shipyard for all or most of their careers. Many expressed limited interest to re-train in another sector due to their age (close to retirement), hope of finding work at the successor of the shipyard or fear of losing out financially. Some felt that the PES job counselling service was not as professional or relevant as they had received already from the company / unions.

Figure 13. The extent to which the EGF assistance matched beneficiary needs



Source: ICF beneficiary survey data for this evaluation, *unweighted responses: 1 116*.

3.2.8 To what extent have Member States made use of the derogation clause in Article 6(2)2 of the EGF Regulation, and what are the factors that encourage or hinder its use? What has been the added value of EGF measures targeted at NEETs?

The derogation clause Article 6(2) was introduced to the EGF regulation allowing Member States to include NEETs in their proposed provision under certain conditions. In NUTS 2-level regions with youth unemployment rates of 25 % or above, support can now be extended to NEETs under the age of 25, or, where Member States decide, to those under the age of 30²⁶. As of 2015, there were 15 countries (down from 19 in 2012) with regions where youth unemployment was above 25 %²⁷.

Of those Member States that have submitted cases since the start of 2014 (the introduction of the clause), three included NEETs in their applications (BE, IE, EL). Ireland has used the derogation clause in each of the three cases submitted; Belgium has used it in two of its five applications (Hainaut-Namur Glass and Hainaut Machinery); and Greece has used it in four out of six cases (Nutriart, Sprider Stores, Odyssefs Fokas, and Supermarket Larissa).

In the case of each of the Irish EGF cases, the measures delivered (an in the PWAI case being delivered) to NEETs were similar to those provided to redundant workers, the range of measures were:

²⁶ The Youth Employment Initiative is a financial instrument of the Youth Guarantee scheme and was launched in 2012 to provide extra support to young people aged below 25 and living in regions where youth unemployment was higher than 25 %.

²⁷ The countries with eligible regions (where the youth unemployment rate was over 25 %) were: BE, BG, , EL, ES, FR, HR, IT, CY, HU, PL, PT, RO, SK, FI, UK.

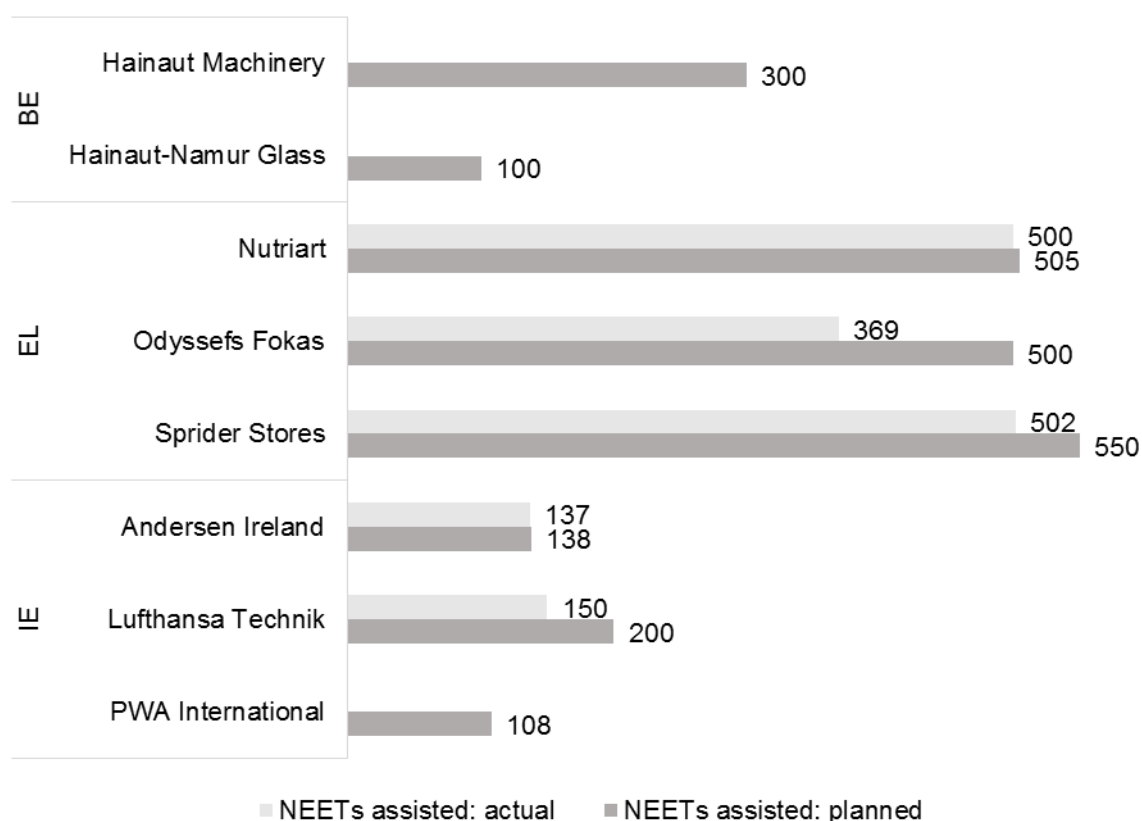
- Guidance and career planning supports;
- Training and Further Education programmes;
- Higher Education programmes;
- Enterprise and self-employment supports;
- Income supports including the EGF Course Expenses Contribution (CEC) scheme.

The co-ordination of EGF services for the NEETs was undertaken by the SOLAS EGF Co-ordination Unit which also worked with dismissed workers. The most frequently used support to beneficiaries were the training grants that were available for training and further education programmes. Final output data are not available for NEETs in the Irish cases, however the latest monitoring data (mid-2016) suggests that around three quarters of NEETs targeted to date accessed this support. There were also around a third of the targeted NEETs supported to take up internships, with around a quarter of targeted NEETs supported with contributions to their course expenses.

Figure 14 shows case data on the number of NEETs assisted against what was originally planned and submitted in the application. Of the 2,401 NEETs originally targeted, 1,658 (or 69 %) have been assisted. To date, data for three cases providing assistance to NEETs are not available. This is due to the fact that both Belgian cases (Hainaut Machinery and Hainaut-Namur Glass) and the Irish case (PWA International) are ongoing with assistance set to complete in the second half of 2017.

All other cases that included NEET provision in their application had completed their delivery measures. Only two cases (Odyssefs Fokas and Lufthansa Technik) reached less than 90 % of the targeted NEETs. Implementation challenges common to both projects concerned the practical infrastructure for tracking and engagement with NEETs. In the Odyssefs Fokas case, for instance, NEETs were dispersed across three different localities, making it difficult to coordinate with councillors responsible for delivery and monitoring. Similarly, the Lufthansa Technik case initially sent out engagement letters through the Department of Social Protection, and it became apparent early on that many NEETs were worried that they might lose their benefits or entitlements through their participation in the EGF. This therefore required the establishment of a new working arrangement as well as outreach activities and open day sessions.

Figure 14. Total number of NEETs assisted (planned versus actual), by case



Source: EGF mid-term data

These findings illustrate that few data are available on the impact of the assistance but that there have also been some initial (and ongoing) difficulties in the identification and engagement of NEETs.

3.2.9 To what extent does the possible emergency relief aid offered by the EGF replace measures or allowances which the Member State on its own would be paying in the absence of EGF funding?

This question addresses the issue of displacement, identifying the extent to which the EGF has been used to displace activities that would have been resourced by Member States or regional organisations to assist dismissed workers. The key sources for this judgement are the case reports as well as the results of the OPC.

Based on evidence taken from the case studies, it is evident that Member States do take clear account of what is available through mainstream provision when putting together EGF applications. The main factors that influence the selection of EGF measures vary, though often act in combination. The factors identified include:

- mainstream provision – provided with greater intensity;
- findings from recent evaluations of similar mainstream provision;
- lessons learned/improved understanding of what works from previous EGF cases; and
- direct information from beneficiary surveys regarding the measures beneficiaries desire and/or possible ways of linking these to market demand (the needs of businesses in the region).

There is very little evidence from the case studies to suggest that the support provided through the EGF displaces measures that would have been offered by Member States' mainstream services, or by specially convened support partnerships. Even in instances where EGF-supported measures were the same or similar to those already provided at national level, the additional EGF resources were used to extend and increase the intensity of support.

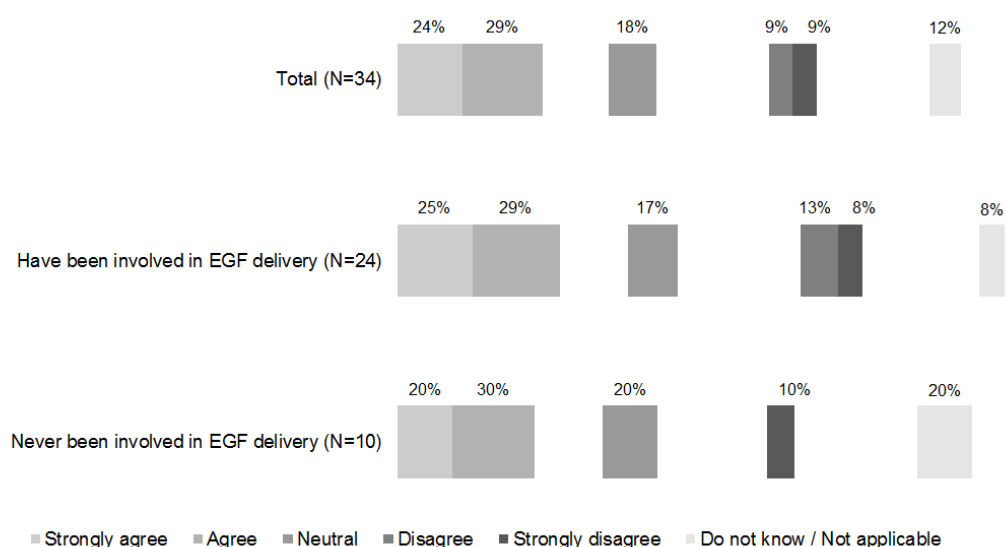
Almost all stakeholders suggested that in the absence of EGF support, national administrations would not have the same level of resources to implement tailored measures specifically aimed at re-employment. Without the EGF, most beneficiaries would have had to rely on 'light touch' support through online services or one or two appointments with job counsellors. In terms of education and training options, without EGF, the beneficiaries would not have had the chance to take part in bespoke courses but to rely on the standard PES or mainstream education and training offer.

EGF assisted in defraying many of the barrier costs to training and educational participation such as course materials, travel, accommodation, and childcare. This allows EGF beneficiaries to upskill beyond what is possible through mainstream PES approaches. This was the case in Ireland, it was a particular feature in the IE Anderson case where workers were dispersed over a wide geographic area with poor transport links.

The majority of respondents (53 %) to the OPC believed that EGF provisions were more effective than national-level measures to support redundant workers (see Figure 15). Similarly to what was indicated in the interviews with national contact persons, most OPC respondents indicated that EGF support allowed a greater level of personalisation in both design and delivery. The flexibility and ad hoc nature of EGF assistance were seen as more effective than many national support provisions, as they allowed services to be adapted to the needs of specific redundant workers and NEETs.

Figure 15. EGF is more effective than national level measures to support redundant workers (e.g. job search support, training, help with self-employment etc.)

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34

3.3 Sustainability

3.3.1 To the extent to which the current evidence allows to identify, what are the long term effects for EGF beneficiaries generated by the EGF cases?

Long-term data on the re-employment outcomes of EGF beneficiaries were available in none of the 29 cases covered in the evaluation, as the cases had just finished or are still delivering the assistance. In the absence of such data, other indicators of long-term effects generated were considered.

An important indicator of sustainable outcomes for EGF beneficiaries is the contractual nature of the newly found jobs. As shown in Section 5.1.1.2, in the eight cases with available data, just over half of new jobs were of permanent, with the remainder being almost equally split between temporary and fixed-term jobs. It is also worth recalling that 74 % of beneficiaries responding to the survey reported having found a permanent job. Thus there are strong indications of significant positive sustainable outcomes for EGF beneficiaries.

Sustainability of outcomes is difficult to evidence when the delivery of assistance was still ongoing (see Table 12). However, a consistent finding across the cases was the improved education profile of the beneficiaries and increased general employability due to higher self-esteem, more career ownership and a proactive approach to job seeking.

Table 12. Evidence of likely long term impact

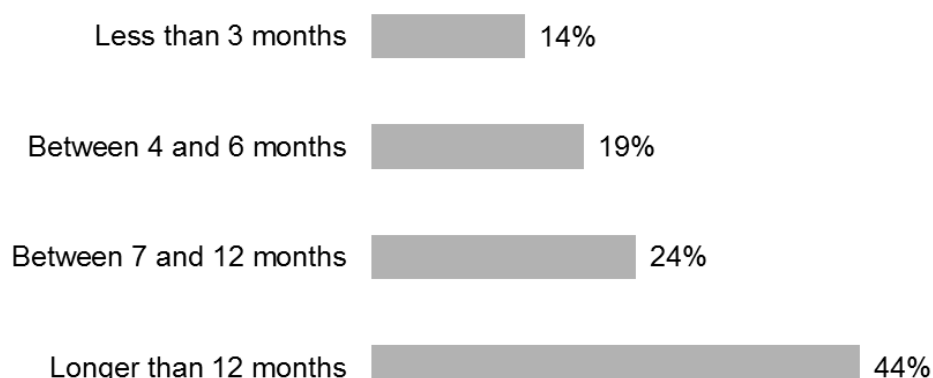
EGF case number	Case Name	Evidence of long term impact from case reports
EGF/2014/011	BE Caterpillar	Improved educational profile of beneficiaries. Sectoral re-orientation to new sectors.
EGF/2014/012	BE ArcelorMittal	Improved educational profile of beneficiaries.
EGF/2015/003	BE Ford Genk	Ongoing delivery of the assistance; expected positive effects of training measures.
EGF/2015/007	BE Hainaut-Namur Glass	Increased well-being of dismissed workers through providing them with counselling. Education and training, much of which has led to certified qualifications. Created networks of workers and linked them with former dismissed workers and the companies they now work for.
EGF/2015/012	BE Hainaut Machinery	Qualification status has been improved through validation of skills gained in employment, training and retraining courses.
EGF/2014/014	DE Aleo Solar	Updated and upscaled the beneficiaries' skills and assisted several workers in entering a new profession in a different sector.
EGF/2015/002	DE Adam Opel	Ongoing delivery of the assistance; expected positive effects of training measures.
EGF/2014/001	EL Nutriart	Development of basic skills for low-skilled beneficiaries.
EGF/2014/009	EL Sprider Stores	Ongoing delivery of the assistance; expected positive effects of intense job counselling, training and business creation support measures.
EGF/2014/013	EL Odyssefs Fokas	Ongoing delivery of the assistance; expected positive effects of intense job counselling.
EGF/2014/015	EL Attica Publishing Services	Ongoing delivery, outcomes especially for those beneficiaries changing sectors are expected to be sustainable.
EGF/2014/	EL Attica	Ongoing delivery of the assistance; expected positive effects of intense job

EGF case number	Case Name	Evidence of long term impact from case reports
018	Broadcasting	counselling and long-term relationship building with the counsellors.
EGF/2015/011	EL Supermarket Larissa	Ongoing delivery.
EGF/2014/003	ES Aragon	Increased employability due to retraining and self-esteem levels to work in economically important sector.
EGF/2014/004	ES Comunidad Valenciana metal	Improved skills and competences, especially for those with vocational certification.
EGF/2014/008	FI STX Rauma	Through training and retraining, the know-how of the target group and their capacity for re-employment is likely to have been improved.
EGF/2015/001	FI Broadcom	Ongoing delivery.
EGF/2015/005	FI Computer programming	Ongoing delivery.
EGF/2015/010	FR MoryGlobal	The re-employment unit continues to support workers until they have found a sustainable solution: so they can return after a fixed-term contract, for example.
EGF/2014/005	FR GAD	Training / re-training has had an important impact on employment outcomes. Approximately 90 % of the dismissed employees who benefitted from a training programme have been reemployed, with better positions using the qualifications they obtained (for instance welders, truck drivers etc.). White collar workers have been more likely to find permanent employment than blue collar workers.
EGF/2014/006	FR PSA	No information obtained from interviewees.
EGF/2014/017	FR Mory-Ducros	Ongoing delivery
EGF/2014/007	IE Andersen Ireland	Improved employability of beneficiaries, increased self-esteem and ownership of careers following the shock of redundancy regardless of the employment status of individuals.
EGF/2014/016	IE Lufthansa Technik	
EGF/2015/006	IE PWA International	
EGF/2014/010	IT Whirlpool	Training and acquisition of new skills and competences.
EGF/2015/004	IT Alitalia	Most re-employed workers are either on a permanent contract or on a temporary contract of at least six months, around 20 % of which are no longer in the aviation sector.
EGF/2014/002	NL Gelderland and Overijssel	A third of re-employed workers were on permanent contracts.
EGF/2015/009	SE Volvo Trucks	Ongoing delivery, prevalence of permanent jobs among those re-employed.

Source: EGF case reports.

Beneficiary survey data collected in this evaluation show a comparatively long tenure of jobs held by EGF beneficiaries. This also indicates a considerable sustainability of EGF case re-employment outcomes. Almost half of the respondents were in a job for more than 12 months, and 67 % of respondents have been in a job for more than seven months (see Figure 16).

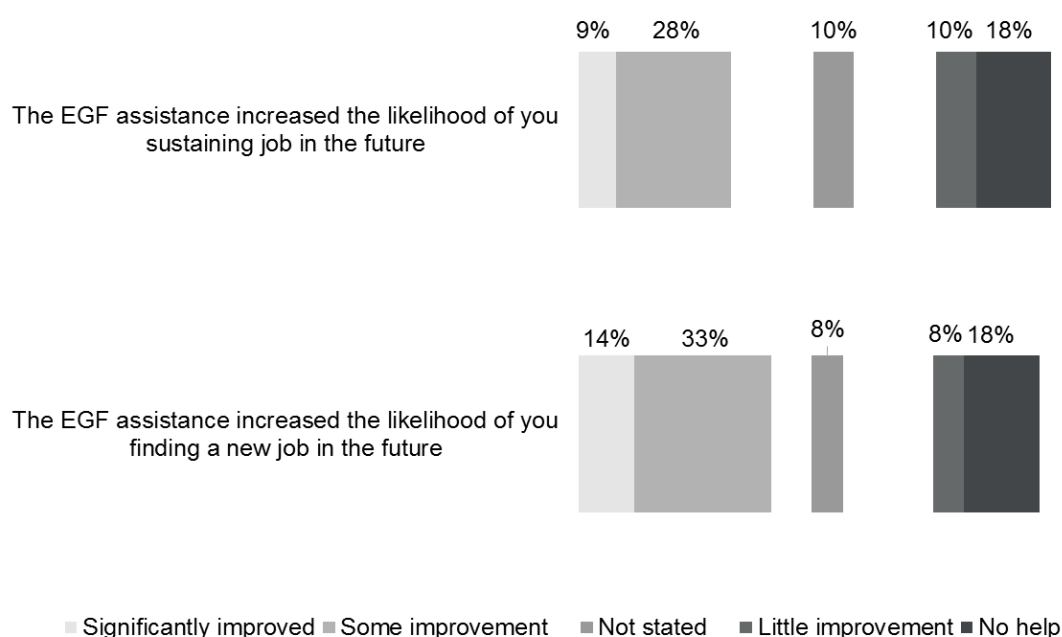
Figure 16. How long have you been in your new job?



Source: ICF beneficiary survey data for this evaluation, unweighted responses: 517.

The beneficiary survey also sought views regarding the sustainability of the impact of the assistance they received on their longer term employability. In this respect the views expressed were split between the beneficiaries surveyed (see Figure 17). A fifth (18 %) of respondents thought that the EGF did not increase the likelihood of finding a new job in the future, and a similar proportion (18 %) considered that the EGF did not increase their likelihood of retaining their current job in the future. In contrast, almost half of respondents (47 %) considered that the EGF either significantly or somewhat improved the likelihood of finding a new job in the future, and 37 % thought that the EGF either significantly or somewhat improved the likelihood of sustaining their current job.

Figure 17. To what extent do you think the EGF assistance increased the likelihood of you finding or sustaining a new job in the future?

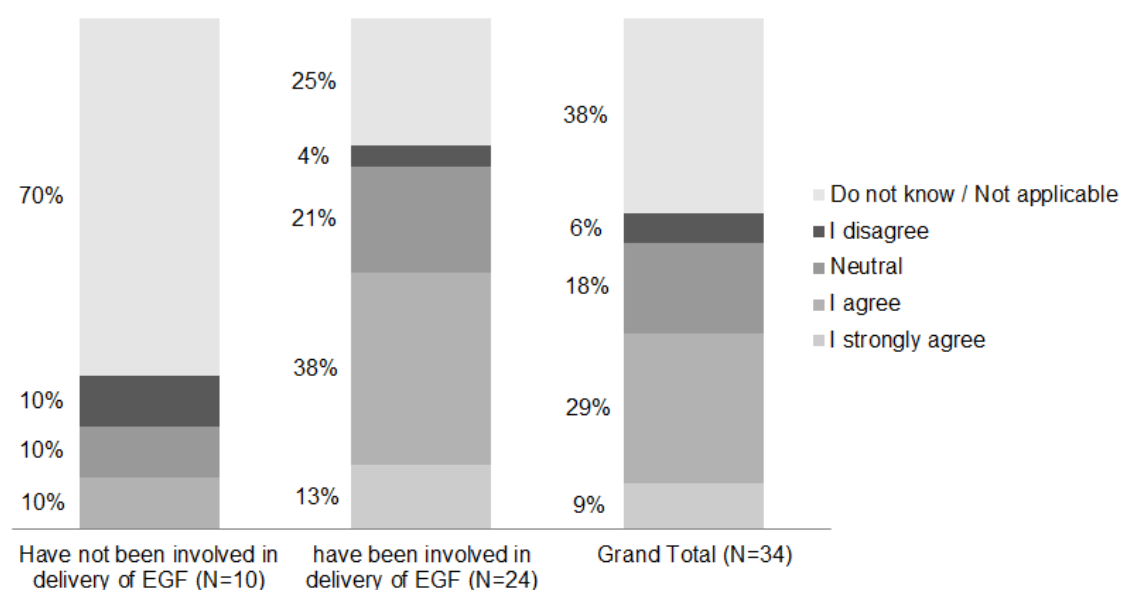


Source: ICF beneficiary survey data for this evaluation, unweighted responses: 1 116.

Responses from the OPC show that almost 40 % of the respondents had no knowledge on the sustainability of EGF re-employment outcomes, especially those who have not been involved in the EGF delivery (see Figure 18)²⁸. However, 40 % agreed (counting both those agreeing and strongly agreeing) that EGF job/self-employment outcomes were sustainable 6 months after the EGF end (see Figure 18) and 12 months after the EGF end (see Figure 19).

Figure 18. Individuals stay in. the job/similar job or self-employment they entered following participation in EGF funded actions 6 months after the end of such support and complete and training started

Warning: this figure is based on a low number of responses

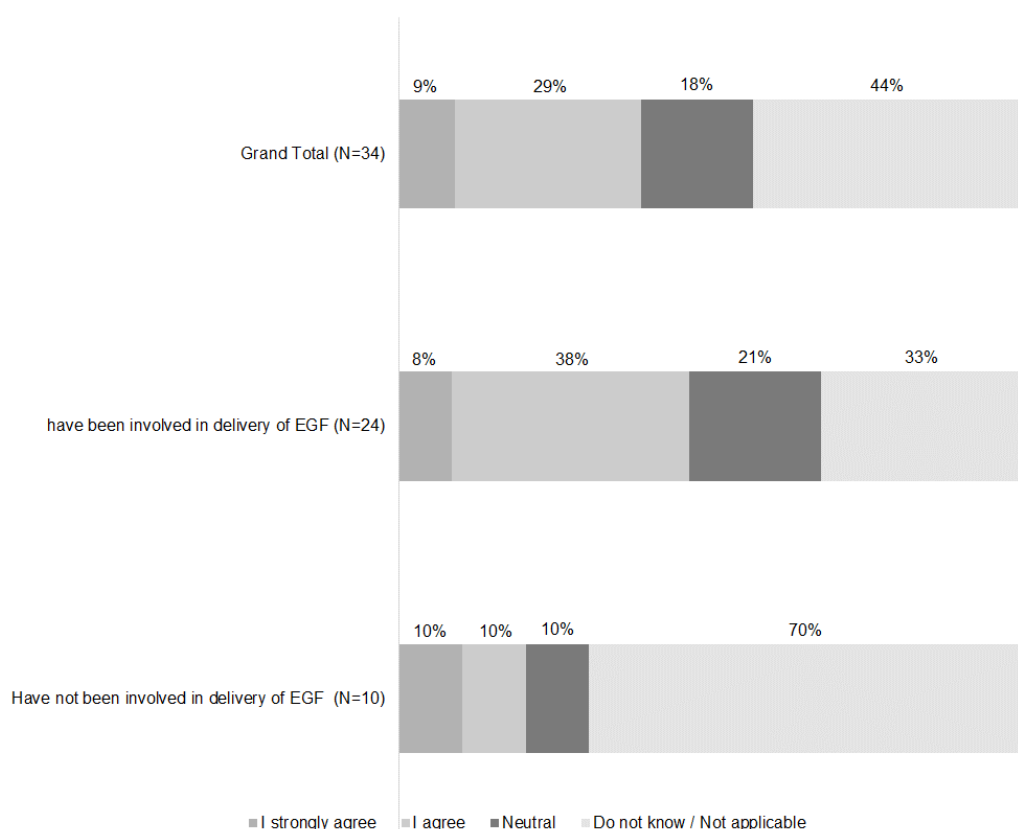


Source: OPC for this mid-term evaluation, 34 responses.

²⁸ The high rate of Do not know / Not applicable responses is directly related the large proportion of respondents selecting this option that have not been involved with EGF delivery and thus are unlikely to be aware or track beneficiaries employment outcomes.

Figure 19. Individuals stay in the job/similar job or self-employment they entered following participation in EGF funded actions 12 months after the end of such support and complete and training started

Warning: this figure is based on a low number of responses



Source: Open public consultation for this mid-term evaluation, 34 responses.

3.3.2 What has been learned in the Commission as well as in national, regional and local authorities as a result of the cases in relation to the design, implementation and monitoring of restructuring assistance?

This section discusses the extent to which the process of delivering the EGF has assisted the development of new ideas in design, implementation and delivery of restructuring assistance in national, regional and local authorities. We will first look at contextual factors, before identifying and grouping the key lessons for the three main stages (design, implementation and delivery).

Context

The evaluation shows that the extent to which the EGF process has assisted the *development of new ideas* on restructuring assistance (versus confirmed previously learned lessons) is influenced by a range of institutional, regulatory and contextual factors.

The EGF cases implemented in countries with an existing regulatory or policy framework for the management of large-scale restructuring events tend to yield fewer *new* lessons, given that their EGF cases tend to build on years of more systematic learning on restructuring assistance. The EGF cases in Belgium, Germany, France, Finland and Sweden, for example, have been able to rely on the availability of tried-and-tested instruments and often also on the extensive experience of delivery staff

and partners²⁹. The new learning in EGF cases in these countries tends to come from the testing of new, innovative services which are not part of the mainstream, nationally-funded service offer. Such learning therefore usually concerns individualisation of restructuring assistance (e.g. psychosocial support for dismissed workers, tailored training courses), new working methods (e.g. proactive work with potential new employers) and new partnerships (e.g. between authorities that have not cooperated before, or with social partners).

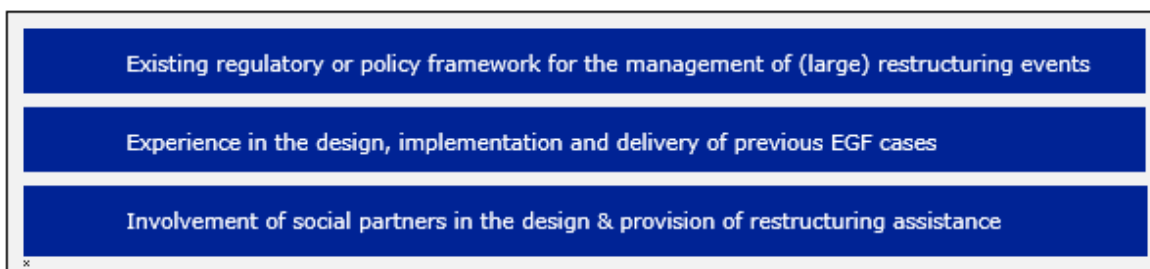
Instead of yielding many new lessons, the latest EGF cases in these countries tend to reaffirm many previously learned lessons on effective methods. Many such lessons relate, for example, to the importance of personalised services, initial consultation with dismissed workers to find out what they would like to access through the EGF (although this remains an area with a lot of room for improvement) and the value of ongoing consultation with dismissed workers.

The availability of other institutional capacity to effectively deliver support to dismissed workers is another key factor. This includes the extent to which social partner involvement is an established practice and the experience of previous delivery of EGF support to redundant workers in the region or country in order to understand how the support could be designed and delivered in ways that would be most effective. For example, the three Irish EGF cases have built on the learning from the first three EGF cases in the country (Dell, Waterford and SR Technics), of which review found that some beneficiaries felt that they had been pushed into 'off-the-shelf' courses, which were not particularly useful. Therefore, the approach to the delivery of the new EGF cases was more systematic, building on beneficiary surveys in addition to the views of the service providers, with the goal of ensuring that the EGF is used in a personalised way. In a similar manner, the Dutch case of Gelderland and Overijssel (EGF/2014/002) built on the experience of the previous EGF project in the construction sector in Gelderland, which was coordinated by the same project manager.

The *potential* for learning in terms of new ideas in the design, implementation and delivery of restructuring assistance is the *greatest* in cases situated in countries with less systematic support for the management of restructuring. This in particular applies to the six EGF cases in Greece, where there is no similar institutional framework for restructuring assistance or previous EGF experience. Indeed, the implementation of the first six cases in the country has been challenging; it should therefore be a priority for the managing authority to identify and address these challenges. The level of learning will depend on the extent to which the current practice is evaluated and the results disseminated to key parties and consequently acted upon.

²⁹ Examples of such frameworks include for example Job Security Councils in Sweden, Transfer Agencies in Germany, Change Security in Finland, Reconversion Units in Belgium and the Employment Protection Plan (PSE) in France.

Figure 20. Contributing factors to new learning in national, regional and local authorities

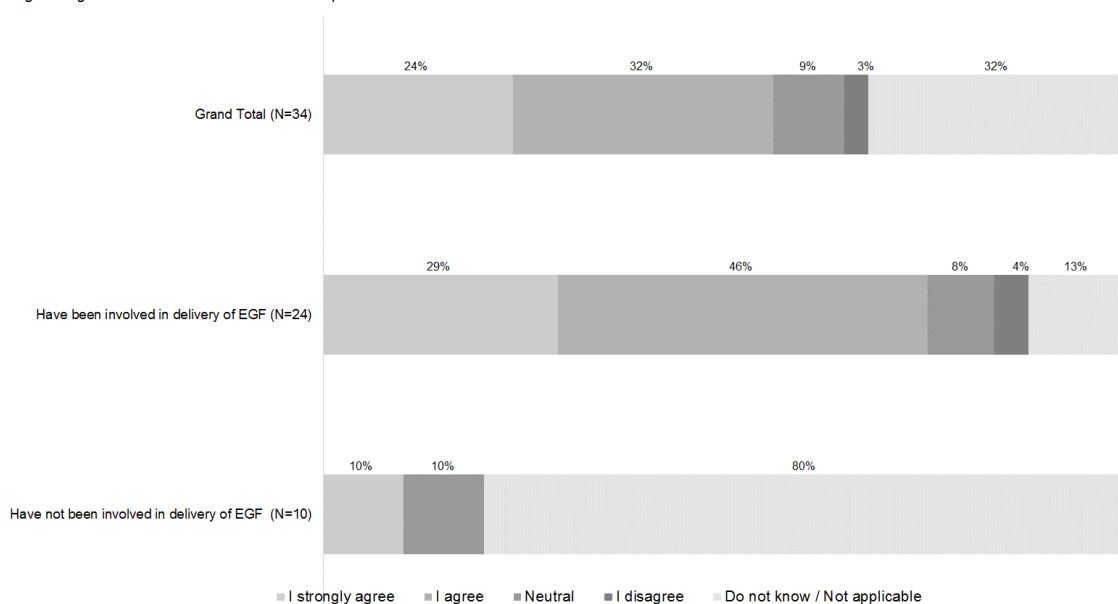


Source: ICF, 2016.

The results of the OPC were equally, if not more, positive about the learning effects from EGF cases. The OPC found that three quarters (75 %) of respondents who had been involved in the delivery of the EGF were confident that the cases had yielded important learning for the Commission and authorities in the Member States. Some of the learning relates to effective reintegration methods while others referred to more procedural lessons, such as partnership working.

Figure 21. There has been important learning from the EGF and its implementation which has been/could be applied in the Commission or in national, regional or local authorities

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation.

The next sections provide an overview of the key learning points identified by the interviewed stakeholders for this evaluation. The lessons have been grouped around three key stages: the design (planning), implementation (mechanisms for execution), and delivery (especially in relation to the type of services provided) of EGF services.

Key learning points in relation to the design of restructuring assistance

Lesson 1: The EGF case design process should begin with the identification and analysis of the potential beneficiaries to understand the scale (how many workers will fit the EGF criteria) and nature of the beneficiary group (what is the profile in terms of educational, employment, personal, social and health background).

This lesson is particularly important for two types of EGF cases.

- 'Sectoral' cases qualifying under intervention criteria 1b: cases which bring together redundant workers from a number of companies in specific sectors in a given region or country.
- Retail and other service sector cases which usually involve pockets of redundancies all around the country, rather than being concentrated on one specific location (a factory and its surrounding areas, for example) or a city/town.

In these cases, the identification and mapping of potential beneficiaries requires early action from the leading authorities, with support from employers and social partners, given that the identity and background of potential beneficiaries may not be known to one authority. In Greece, for example, difficulties in identifying potential beneficiaries have been one of the main reasons for significant delays in some EGF cases. In the case of a larger retailer, Sprider Stores (EGF/2014/009), the employer was not cooperating and there was no employee representation present. The case coordinator had to devote many weeks at the start of the project to identify potential beneficiaries and find their contact details. To improve the situation in the future, an earlier appointment of a case coordinator and proactive work by the leading authorities (together with the employer and key partners) in advance of the case implementation could ensure more time was left for the delivery of activation support for dismissed workers.

In the case of the food and beverage sector case in Aragon (EGF/2014/003), the tripartite regional structure for the delivery of the case ensured that all potential employees were identified, mapped, contacted and encouraged to take part. Within this well-established framework, it was the role of the regional PES to define the sector and identify companies in economic difficulties and their affected workers, with the help of employer's organisations and trade unions, especially in relation to reaching out to potential beneficiaries in rural areas.

Lesson 2: The experience of delivering previous EGF cases has highlighted the importance of designing measures which react to the specific needs of the dismissed workers. Therefore, EGF cases should build on two sets of analyses, undertaken at the application stage or the start of the case:

- A needs analysis to establish a thorough and up-to-date understanding of the training and employability support needs and wishes of EGF beneficiaries.
- A mapping of existing potential services so as to assess the need for new or more services that can ensure a personalised and responsive service offer.

One of the main learning lessons from previous and current EGF cases has been that the beneficiaries' interests should be as closely as possible matched with the proposed measures if they are to effectively assist dismissed workers. In Finland, for example, there is some pressure from the government to guide dismissed workers towards entrepreneurship/self-employment options, but support services related to these career paths have not been particularly attractive or applicable to the beneficiary groups of the three EGF cases. After carrying out surveys and consultations of beneficiaries, more emphasis and funding has had to be placed on (re)training and coaching than was planned at the application stage (STF Rauma, EGF/2014/008 and Broadcom, EGF/2015/001).

The cases use a variety of methods to gauge the views and map the needs of beneficiaries. In Germany, Ireland and Finland, beneficiary surveys have been undertaken. In the case of Andersen Ireland (EGF/2014/007), the workers were consulted prior to the measures being put forward in the EGF application. The consultation involved a survey of the workers, which was conducted by the SOLAS EGF Coordination Unit in March 2014. This was then followed by a meeting between the

EGF Managing Authority, the EGF Coordination Unit and service provider representatives to discuss the measures which could be included in the application. Following this a meeting was held between the EGF Managing Authority, the EGF Coordination Unit and redundant worker representatives to discuss the proposed EGF application. Consequently, the application submitted contained flexibility with respect to the training provision that could be undertaken by dismissed workers as well as measures to facilitate access to training, such as mobility and childcare.

In the French case of MoryGlobal, lessons had been learnt from its predecessor case MoryDucros. In terms of the latter, the review of skills and competences of every beneficiary was only ready several months after the beginning of the unit. As a result, a systematic approach with a skills assessment and thorough individual diagnosis was developed for the workers in the MoryGlobal case. This has been an innovative way to obtain a full diagnosis of each individual in order to give better advice and support to the workers. In the Greek cases of Odyssefs Fokas (EGF/2014/013) and Attica Publishing Services (EGF/2014/015), the design of training programmes was concluded following in-depth counselling and consultation with participants to understand their training needs and aspirations. In the latter case, the courses were also arranged around the availability of participants who had found some – usually precarious – employment, but who wanted to improve their employment position through further training.

Lesson 3: Early action is needed to support dismissed workers in a timely manner.

Another important lesson from the EGF cases is that the Member States should react as early as possible when large-scale redundancies occur. This can be facilitated in several ways.

First, systematic monitoring of redundancies by social partners (e.g. Spain) or authorities (e.g. Ireland) helps with the early identification of potential cases. In Ireland, the Department for Education and Skills keep an active database of redundancy situations, which is updated from information provided by the Department for Jobs, Enterprise and Innovation with whom businesses are legally required to register redundancy events.

Second, several authorities have taken a calculated risk, following early positive signals from the Commission, to roll out the delivery of EGF services before the receipt of official confirmation, in order to maximise the finite 24-month programme implementation period. Such a decision has been taken by authorities in Finland (STX Rauma, Broadcom, computer programming), Ireland (PWA Ireland), Italy (Whirlpool) and Sweden (Volvo Trucks), for example.

In other cases, such as in Germany, early action was ensured by relying on national and company-specific restructuring assistance (e.g. Transfer Agencies) until the EGF decision was finalised.

The fourth strategy concerns proactive management of procurement matters, which has been/is a particular problem for the Greek EGF cases, leading to considerably delays, together with a range of other factors. Here, an exchange of experiences with authorities in other countries which have experienced similar issues but have found a workable solution could be encouraged (e.g. with authorities in Finland who have faced similar challenges but have been able to overcome them).

Lesson 4: When available, the EGF case should be built on the foundations of existing national institutional and policy frameworks for restructuring and earlier EGF cases.

The Member State experiences suggest that the EGF should be used to add to the existing structures of restructuring assistance – when available – in terms of breadth (variety), depth (intensity) and scale (number). As an example, the previous

experience from three earlier EGF cases in Aragon have been an asset to the management of the current case (EGF/2014/003): the management and coordination tools had already been designed, tested and were familiar to every partner; delivery staff were already experienced in working with EGF beneficiaries; and the two trade unions and employers' associations had established a good working relationship.

Key learning points in relation to the implementation of restructuring assistance

Lesson 5: It is important to find effective ways to communicate with beneficiaries.

Open and regular communication is deemed essential in ensuring initial and ongoing engagement of EGF beneficiaries. The cases have adopted a range of ways to do this.

In Greece (Nutriart, EGF/2014/001), communication channels were opened through regular group information meetings, a monthly newsletter, and emails, which were circulated more often – as and when the need arose to inform beneficiaries about different activities. In the view of the project coordinator, this intense communication made the beneficiaries feel more closely engaged in the project, and more aware of the sequencing of the activities and the rationale behind them, which helped them to show more interest in the project activities and be more proactive on what was coming next.

In Sweden, the Volvo Trucks case (EGF/2015/009) has frequently organised two-hour open house sessions (initially every week) at the local employment office. These sessions have been well attended by the beneficiaries and have provided an opportunity for former colleagues to catch up. Meeting former colleagues and hearing about what they are doing has also acted as motivation and inspiration. In addition to the open house sessions, the project also arranged drop-in sessions. Another initiative that helped expedite the contact with the beneficiaries was to set up a bespoke email address.

To support the various EGF cases in Belgium (e.g. Caterpillar, EGF/2014/011 and Hainaut Machinery, EGF/2015/012), the PES (Le Forem) introduced a new tab on their intranet site dedicated to EGF beneficiaries, as a way of improving communication and disseminating information on available training courses.

EGF cases could do more to improve ongoing consultation of beneficiaries by setting up more beneficiary councils who represent the views of dismissed workers in the project partnership. This was done in the Irish cases, developed through the experience and lessons learned from previous EGF cases in the country about the importance of effective and ongoing communication and consultation of workers. For example, in the case of IE Andersen, an employee council was established to represent the views of the workers in the design and implementation of the restructuring assistance. The members of the group communicated with one and another through a closed Facebook group, which enabled the dismissed workers to be contacted through social media, allowing them to receive and share information quickly in a convenient way. It also encouraged the workers to ask questions, share experiences and stay in touch with their fellow workers. The lead representatives took part in the Andersen Ireland Consultative Forum, which was established a few months after the submission of the EGF application and included representatives from the EGF Managing Authority, the EGF Coordination Unit, educational, training and enterprise service providers and representatives of the redundant workers³⁰.

Lesson 6: It is important to plan from the beginning the means to collect relevant monitoring data to keep track of beneficiaries' progress and their employment outcomes.

³⁰ It had an independent chairperson, a local businessman.

According to the EGF regulation (1309/2013), the Member States need to submit information to the Commission on the type of actions funded, the characteristics of the targeted beneficiaries, and their employment outcomes. This information should be submitted no later than six months after the end of the project.

The evaluation found that there are shortcomings in the monitoring practices of the cases, with such data not always being easily available or not being linked to mainstream systems (such as PES), which would allow for the monitoring of outcomes in the longer term. There appears to be a particular lack of data for the Greek EGF cases. As final employment results were not made available to the research team for any of the Greek cases, this suggests that they should improve the monitoring, recording and following up of the employment outcomes for beneficiaries in order to fully comply with the rules laid down in the EGF regulation. Currently, the monitoring and evaluation is more focussed on describing inputs-outputs, the processes of the counselling and the training activities as well as the perceived benefits of the project activities on the beneficiaries' self-esteem, outlook and skills.

Examples of good monitoring methods were also identified. In the case of Andersen Ireland (EGF/2014/007), the use of the PES monitoring system to track interactions with dismissed workers was useful as EGF clients could be identified, ensuring that they were referred back to the EGF unit to consider other EGF measures where appropriate. This is also done in the Finnish EGF cases, although admittedly the PES system does not collect information on the quality of employment and education outcomes achieved. Therefore, some Finnish EGF cases are accompanied by an external evaluation, typically commissioned by the Ministry of Economic Affairs and Employment (e.g. STX Rauma, EGF/2014/008).

Lesson 7: The representatives of workers and social partners should be key partners in EGF cases; tripartitism has been achieved in most cases but there is room for improvement in formalising the voice of dismissed workers in the process.

The involvement of workers and social partners as key partners in EGF cases can enhance the buy-in of both workers and other employers, the credibility of the scheme in the eyes of other employers, awareness among workers, and responsiveness in terms of selection of appropriate measures.

As already discussed above, in some countries and regions tripartitism is at the heart of any response to large-scale redundancies. In others, these partnerships are not as mature or do not as yet function as well in practice, or the EGF case has the strong involvement of one side, either employers or trade unions, but not both. In terms of good practice examples in Valencia (EGF/2014/004), the main employers' association (FEMEVAL) and the two main regional trade unions (CCOO and UGT) recognise that the success of the EGF is very much linked to establishing good collaboration between the two parties and the regional government. FEMEVAL played a key part in the launch of the case, identifying the need for support for the sector, drafting the main aspects of the support strategy and encouraging trade unions and regional authorities to apply for the EGF.

Less evidence of strong worker involvement in the design and implementation of cases was identified. In Ireland (PWA International, EGF/2015/006), ongoing consultation with dismissed workers has been ensured through a dismissed workers forum. This was put in place after a review of the first three Irish EGF cases, which found that the voice of workers had not been given sufficient weight.

Key learning points in relation to the delivery of restructuring assistance

Lesson 8: Dismissal is one of the most traumatic events an employee may experience. Effective integration into new employment starts with relationship building, followed by advice and counselling, with a particular focus on psychosocial

support.

One of the most frequently quoted lessons from the case implementation to date relates to the need for EGF measures to take into account the psychosocial consequences of dismissals. The emotional consequences can include distress, shock, sadness and confusion, which the chosen measures should respond to. Examples of the ways in which the current cases have addressed this include the following.

- Several Belgian EGF cases have mobilised 'social counsellors', trade union-appointed individuals with experience in restructuring situations, to provide peer support to dismissed workers.
- Establishment of an active engagement strategy, including relationship building between the dismissed workers and the counsellors working with them. In the Andersen case in Ireland (EGF/2014/007), this was achieved by establishing a physical presence very close to the site of the closed Anderson plant, and thereby being accessible to each of the dismissed workers. The workers were encouraged to seek out and speak with the EGF team about any issue pertinent to their future employment, which may or may not have resulted in participation on EGF-funded support. Such relationship building, while taking a significant amount of time, was an integral part of the EGF team's approach and delivery of the EGF in Ireland.
- Indeed, the establishment of a central meeting place for the workers where group and individual counselling can take place has been important for many cases, although admittedly the experience from the Hainaut-Namur Glass case in Belgium (EGF/2015/007) indicates that such a place should be in the vicinity of the previous employment (to ensure access) but not at the premises of the former employer. One of the case's reconversion units was located on the company's site, meaning that dismissed workers returned almost every day to their previous place of employment. Consequently, some had issues with 'disconnecting' from their old environment and habits.
- In the case of Sprider Stores (EGF/2014/009), the case offered 40 sessions with the same counsellor for each beneficiary, including both psychological support and job counselling. This allowed the beneficiaries to open up and delve deep into the issues they were facing with their counsellor. Many had been traumatised by the way the company closed down and by the fact that beneficiaries had stayed out of work for a long period. The counsellors thus had the opportunity to bring the beneficiaries round to the idea that they could still work or set up their own company.

The re-employment process in itself can be a stressful experience for older workers in particular, who may have been employed by the company all or most of their working life. The experiences of many Belgian cases (e.g. Caterpillar, EGF/2014/011 and ArcelorMittal, EGF/2014/012) in supporting older workers highlighted the importance of the advice, guidance and counselling process being sensitive to the effects of a redundancy on workers who have been very qualified in their jobs but are now having to navigate a new world of job seeking, applications and retraining for the first time in decades. Group sessions have helped in terms of providing peer support and motivation.

Besides the focus on psychosocial support, advice and counselling should be set in the context of demand-side mapping to allow the counsellors to provide realistic advice on sectors and occupations in demand in the local or regional labour market.

Lesson 9: EGF case planning should take into consideration the effects of social packages for dismissed workers on the implementation of planned measures.

Social benefit packages are undoubtedly very important in terms of mitigating the effects of redundancy on dismissed workers. They can, however, have many implications on the running of planned EGF measures. They can delay the interest and motivation of beneficiaries to make use of EGF-funded services. Sometimes this causes a 'rush' of beneficiaries expressing an interest to re-train towards the end of the case period (as their benefit period is coming to an end), thereby affecting the ability of the case to fund such services. Other benefits may 'restrict' workers to employment in the same sector (e.g. Netherlands) or incentivise them to take up an early retirement package (e.g. Belgium). In the Netherlands, for example, the sectoral collective labour agreement for the construction sector stipulates that those aged 61+ have to stay in the construction sector to keep their pension rights. This has had a big impact on the ability of the EGF Gelderland and Overijssel case (EGF/2014/002) to support older workers into new employment.

The current case experience therefore further reinforces the need for the case managers to familiarise themselves with the contents of social packages (and where appropriate, collective agreements) in order to be able to estimate their impact on the implementation of the EGF case. They should also plan measures that motivate and encourage the recipients to access EGF support in a timely manner, as opposed to waiting until the benefit period comes to an end. Overall, the current case managers have a good understanding of the contents of such packages and their impacts on the measures in that they are aware and usually also prepared for a 'late' influx of new beneficiaries, but more could be done mitigate such effects. Some have used group sessions and counselling as a way to boost interest. However, there may also be merit in ensuring that counsellors working with dismissed workers highlight this issue in their early communication with beneficiaries, especially the potential negative impact on the ability of the project to provide the same services towards the end of the EGF project period.

Lesson 10: Finding the right 'menu' of activation measures.

Another frequently stated lesson from the cases is the importance of providing a multi-track, flexible and personalised approach to restructuring assistance, which may need to include a supported 'pathway' approach to low-skilled, vulnerable workers. The interviewed stakeholders recognise that such approaches are usually possible to create with the help of EGF funding.

Indeed, an important benefit of the EGF compared to other mainstream support is that it can provide a much broader provision of education and training courses than national measures. Many EGF cases have been able to offer both vertical (e.g. higher qualifications) and also horizontal progression opportunities (e.g. qualifications at the same level at which the person already holds a qualification, but in a different field).

However, there are some who argue that education and training is overemphasised in the EGF. For example, a recent report by the Swedish National Audit Office found that workers who participated in EGF-funded education measures (as part of the earlier EGF case concerning Volvo, EGF/2009/007) had a slower return to employment compared to a matched control group. In the short term this is what one would expect, as the participants are 'locked in' (having taken a choice indicating that they see the long-term benefit of the assistance they are accessing), but even the long-term effects were no more positive than for the control group. A potential reason for these results is that it is often very difficult to assess whether large-scale redundancies are due to genuine structural changes in the sector/economy or simply changes in the economic cycle. In the case of Volvo, the structural change element was probably slightly exaggerated, which meant that the project focused too much on re-skilling the redundant workers. The difficulties in determining whether there are genuine structural changes at play are indeed a potential challenge for the EGF, as the planned personalised services (often with a strong education and training element) are already set out in quite some detail at the application stage.

3.3.3 Did the learning process help in mainstreaming innovative ideas and in (re)designing other active labour market policy instruments?

The aim of this section is to assess the extent to which implementation of EGF cases has helped to shape mainstream provisions on restructuring assistance or active labour market policies more generally. To inform this judgement interviews undertaken as part of case research and evidence from the OPC have been used.

The learning from delivery of EGF cases is difficult to isolate and attribute to particular changes in national or regional policy approaches to EGF. As already explained in the previous question, for some Member States the measures included in the EGF applications and delivery models used are in themselves the culmination of knowledge gained through delivery of previous EGF cases. In other cases, EGF builds on national models on the management of restructuring. Also, many of the current EGF cases are still running, meaning that learning from such cases has not yet been evaluated, let alone disseminated.

There are however a small number of examples of ways in which the most recent experience of EGF delivery has played into current national and regional policy discussions. These examples show that EGF cases may influence:

- The delivery of future mainstream restructuring support (see examples of Gelderland & Overijssel, Alitalia and Ford Genk cases),
- The design of active labour market programmes (see Aragón case), and
- Horizontal and vertical cooperation between authorities involved in restructuring assistance (Alitalia).

In terms of EGF shaping mainstream restructuring practices, in the Netherlands, the Gelderland and Overijssel case (EGF/2014/002) is contributing to debates about the effectiveness and efficiency of mainstream models of support for dismissed workers. Currently, redundant workers are expected to register and apply for benefits online, apply for jobs online and communicate with job counsellors online. Indeed, there is not much face-to-face contact as people are encouraged to be self-reliant in finding new work. In this EGF case however, registration and communication was done face-to-face and support was provided in a more intensive manner. The UWV (the national PES) is now looking to do the same in certain cases of collective redundancies; specifically, to provide more face-to-face support as this is regarded as more effective (more people find work) and efficient (because people find work quicker, the extra support costs outweigh the costs of paying benefits). This is based on evidence suggesting that the extra support provided by EGF as part of this case has saved a total of EUR 3 090 000³¹ that would have otherwise been spent on unemployment benefits. While the UWV is already looking at this, interviewees indicated that this may be reflected in national policy at a later stage, after internal discussions.

The Alitalia case from Italy (EGF/2015/004) represents an experimental and innovative method for the Lazio region which is very much in line with the new national policy on restructuring assistance. Italy is shifting its focus from rather passive towards more pro-active social assistance policies. The 'Jobs Act' presented by the government became law in 2015 and re-deployment contracts are a central part of the reform. The present EGF intervention is thus in closely associated with the reform and offers the region an opportunity to 'experiment' with the provision which is set to become the norm in Italy.

The Ford Genk case in Belgium (EGF/2015/003) is an example of EGF being a part of a wider policy framework aimed at minimising consequences of mass redundancies for a

³¹ Calculated on the basis of receipt of unemployment benefits for 3 months (an average amount). Data received from interviewed stakeholders.

region. A strategic plan called 'SALK' (Strategisch Actieplan voor Limburg in het Kwadraat: Strategic Action plan for Limburg Squared) was prepared following the closure of the Ford plant. EGF addresses the short-term consequences (employment impact) of the wide ranging consequences of this event. The long-term actions focus on improving conditions for economic growth. Lessons learned from this comprehensive approach are being shared with other regions in Belgium through the EGF coordinators who work across all EGF cases, as there are other regions which are also looking into similar, all-inclusive support packages for their regions.

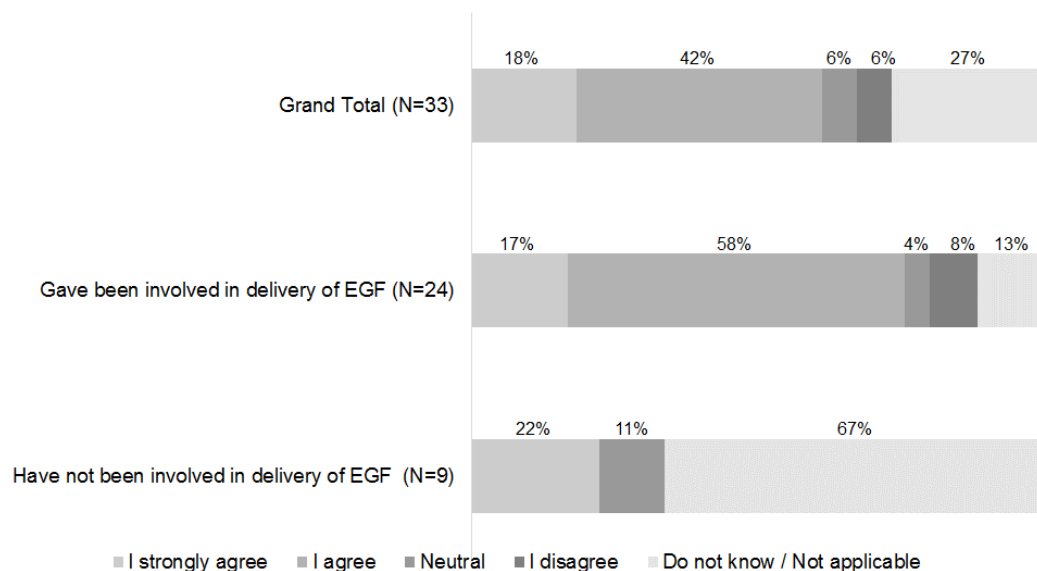
EGF is also helping to shape some active labour market programmes. The Aragón EGF case (EGF/2014/003) has inspired the main actors of the EGF case (regional PES, two employers' organisations and two trade unions) to design a programme to improve the labour market situation of long-term unemployed in the region. In this context, EGF is seen as a 'luxury' programme in terms of depth and breadth of support that it is able to provide. While the programme for the long-term unemployed will build on the elements of the EGF case, it cannot replicate the intensity of all services, but will incorporate the principles of the EGF case.

Finally, the EGF intervention in Lazio (Alitalia, EGF/2015/004) has produced a new form of collaboration between the Regional authority and the Ministry for Labour and social Policies, something which rarely happened before this EGF case. The two parties collaborated both in the exchange of data and in the creation of the actual plan.

The results of the OPC on the extent to which the lessons learnt from the EGF could be implemented elsewhere are largely positive too. Three out of four respondents engaged in EGF delivery are of the opinion that the lessons are transferable and only 8 % disagree. These results are illustrated in the figure below.

Figure 22. Lessons learnt from the EGF have been/could be implemented elsewhere

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation.

3.4 Efficiency

The evaluation examined the extent to which the cases, instruments and procedures put in place at EU and national level in the context of the EGF proved efficient, non-burdensome and cost-effective in their implementation.

The indicators used for the judgement in this evaluation question are:

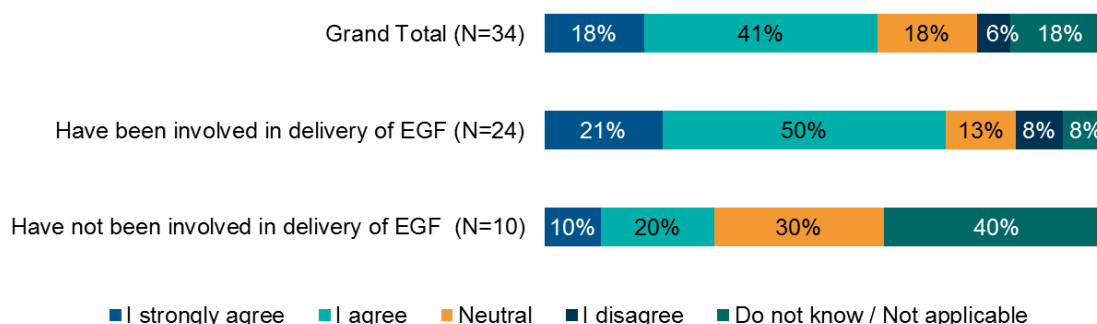
- Total cost per assisted worker,
- Total cost per reemployed worker;
- The comparisons of the costs of EGF cases with similar programmes and/or active labour market policy measures.

For some of the cases it is too early to make such a judgement due to the fact that they are still providing support to beneficiaries and therefore cannot provide output, outcome or cost data. As a result the section tries to bring together what quantitative evidence is available with qualitative evidence gathered from interviews.

3.4.1 At a case level, could the same results have been achieved with fewer resources and/or in a shorter period of time?

Depending whether or not they are involved in the delivery of EGF, organisations participating in the OPC differ in their perception of the appropriateness of the EGF resources. The majority of organisations involved in the delivery of EGF state that financial resources matched the needs of redundant workers (71 % agree and strongly agree). Whereas the same opinion is shared only by one third of organisations which were not involved in the delivery of EGF. The lower share of organisations agreeing with the statement could be explained by their background – trade unions arguing that the scale of needs are greater than allocated resources.

Figure 23. The resources used by the EGF are appropriate given the scale of the issues faced (e.g. there is enough money for support measures given the requirements of redundant workers – instance in relation to how much training/re-training or other support is needed)



Source: Open Public Consultation

EGF is considered by organisations delivering cases as an opportunity to provide more intensive and longer term, bespoke assistance to a specific group of dismissed workers. It is recognised that resources provided for beneficiaries are higher than would otherwise be the case compared with ALMPs available through mainstream provision.

Budgets covering the implementation costs of EGF are not as high as may be incurred in other programmes (either Member State PES programmes or ESF). In the cases included in this evaluation an average of 3.3 % of the planned total value of projects was dedicated to cover the costs of preparatory activities, management, information, publicity and control³². The share of implementation cost is slightly higher in smaller cases (smaller in terms of the number of planned supported workers). For example, cases that plan to assist fewer than 500 dismissed workers on average dedicate 4.4 % of the budget for this purpose. Cases that plan to assist 500 or more on average

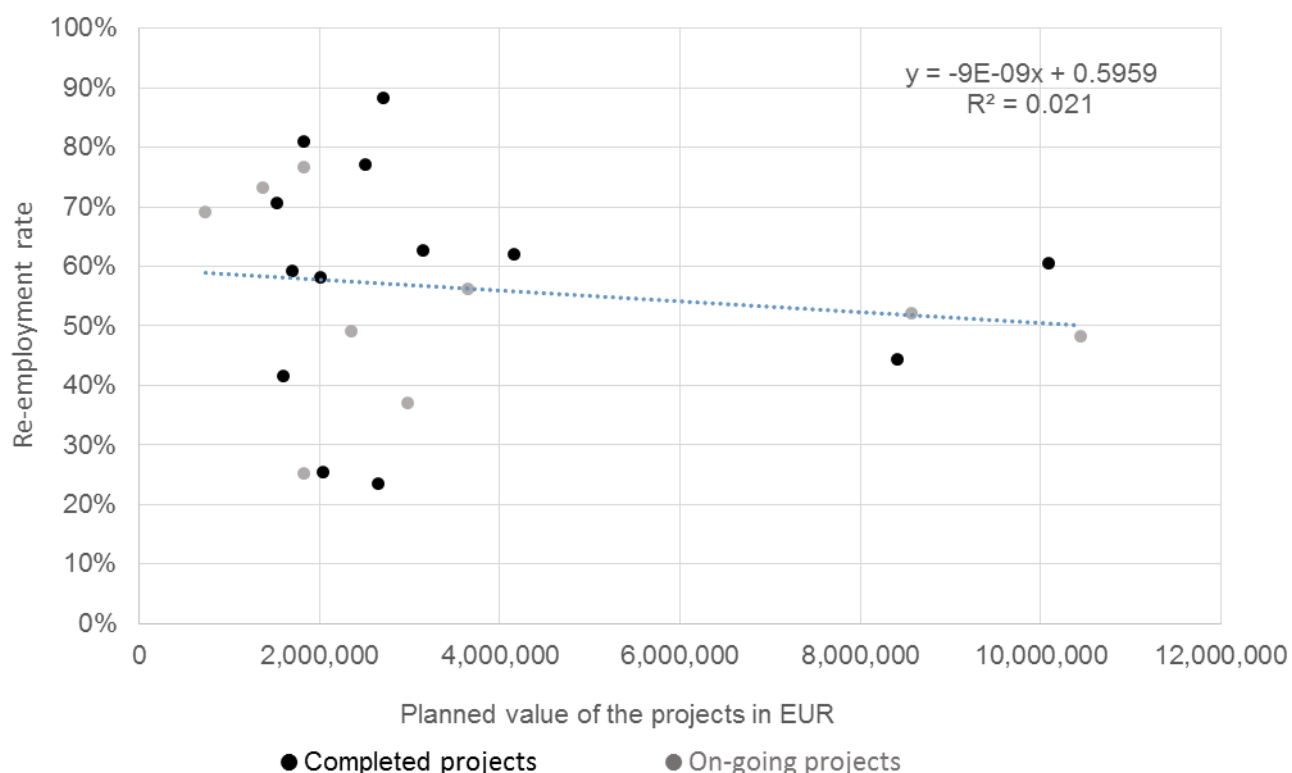
³² Calculated on basis of information provided by EGF case coordinators on planned implementation costs as a share (%) of planned total costs. Based on information from 27 out of the 29 cases included in this evaluation.

dedicate 2.8 % of the budget. This indicates that some savings could be made by concentrating resources on financing larger cases. However this would not necessarily mean that more dismissed workers were able to find new jobs, the available data actually shows a tendency of higher re-employment rates being achieved in projects with higher share of implementation costs, albeit this is based on a very small number of cases. For example, the 7 cases reaching a re-employment rate higher than 60 % on average dedicated 4.5 % of their budget to these costs. Indeed any imposition of percentage based thresholds for implementation costs are likely to be an issue for smaller projects, as such costs are often fixed and not related to the number of beneficiaries supported e.g. in case SE Volvo Trucks currently the implementation costs do not even cover the salary of the project manager.

The views of those interviewed for the case research strongly suggested that the currently allocated resources allow the necessary resource to establish suitably personalised and intensive support to beneficiaries. It is argued that this support is vital and leads to better results which could not have been achieved with fewer resources and/or in a shorter period of time (BE Caterpillar, BE Hainaut Machinery, ES Aragon, FI Broadcom, ES Valencia, IE Anderson, IE Lufthansa, IE PWA International, IT Whirlpool, NL Gelderland Overijssel).

To examine test the relationship between case expenditure and reemployment results correlation analysis has been undertaken. The figure below shows the relationship between the project budget and re-employment rates. Each dot represents an EGF case where such information was available. This analysis does not show any correlation between the re-employment rates achieved by the cases and financial resources allocated. These findings indicate that other factors (such as the education and skills profile of beneficiaries, the economic performance of the affected regions including the rate of unemployment, responsiveness of the measures with the needs of beneficiaries) have a greater impact on the performance of the cases rather than the financial resources allocated to them.

Figure 24. Relationship between re-employment rate and project budget



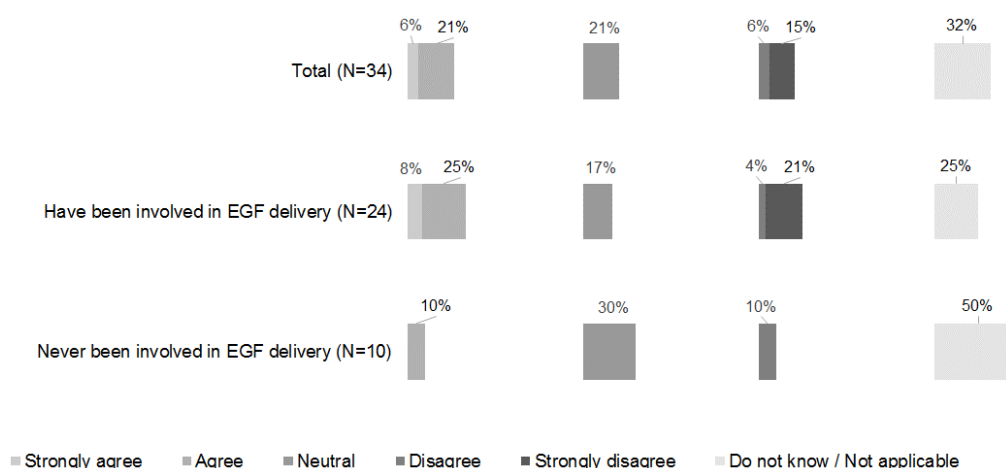
Source: Case reports and EC project database

3.4.2 At a case level, to what extent are the costs incurred justified, given the changes/effects which have been achieved?

Participants in the OPCs were sceptical about the availability of information which would allow for a comparison between the costs of EGF measures and similar national measures to assess whether the resources expended are justified (compared to other measures individuals might have had access to). A large share of respondents were simply not aware of whether such data exist (32 %), or admitted that such information is insufficient. It was argued that it is sometimes difficult to compare 'top-down' programme-based measures such as those delivered through the ESF, for example, with the 'bottom-up' approaches included in the requirements of individual EGF beneficiaries.

Figure 25. There is sufficient information available to compare costs of EGF measures with similar national measures

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation.

As many cases are still being delivered and no final re-employment rates are available, comparison with similar cases is not particularly meaningful. As indicated in section 3.2.1.3 above, comparator data was only available in a limited number of cases. Where this was the case, the EGF re-employment rates were higher or similar than the results of similar re-employment policies, which indicates that the EGF cases perform more effectively.

In terms of cost per worker, in many cases the EGF cost is higher than the cost of mainstream provision. This is mainly due to more individualised and comprehensive support. Additionally, support provided by PES costs less than that provided by the EGF, due to savings which can be made while procuring services for a high number of clients (which cannot be matched by other organisations). In Aragon, according to data provided by the regional employment service, the average cost per person of ordinary ALMP measures is more than four times lower (EUR 1,300) than the EGF. That said, there are EGF cases where costs per intervention were judged by interviewees to be likely, or likely to result as, similar to comparable measures delivered by the PES or during transfer (DE Aleo Solar, EL Sprider Stores).

Figure 26. Comparisons of EGF cases with similar non-EGF projects

Project	Re-employment rate			Total costs per worker					Re-employment	
	EGF	Comparator	Difference	Planned	Actual	Progress	Comparator: LMP (cat. 2-7)	Difference	Rate	Cost per worker
Completed projects²										
BE ArcelorMittal	23%	60-65%	▼	2,915			4,204			
BE Caterpillar	25%	60-65%	▼	3,235			4,204			
ES Aragon	42%	42%	▬	5,714	4,891		2,522	▲		11,756
EL Attica Broadcasting	44%			11,929			5,411			
FR Mory-Ducros	56%			3,707			6,286			
FI STX Rauma	58%			3,561			5,884	▼		
ES Comunidad Valenciana metal	59%	42%	▲	5,662			2,522			
IE Lufthansa Technik	62%	36-38%	▲	20,756			13,576			
IT Whirlpool	63%			5,181	6,085		3,928	▲		9,721
IE Andersen Ireland	64%	36-38%	▲	18,130			13,576			
FR GAD	71%			2,013	2,134		6,286	▼		3,024
DE Aleo Solar	81%			3,833			6,568	▼		
NL Gelderland and Overijssel	88%	76%	▲	5,704	4,167		10,287	▼		4,723
EL Attica Publishing Services				8,857	7,735		5,411			
EL Nutriart				20,000	12,723		5,411			
EL Odyssefs Fokas				17,900	12,641		5,411	▲		
EL Sprider Stores				15,968	12,970		5,411			
FR PSA				8,984			6,286			
On-going projects²										
BE Hainaut Machinery	25%	60-65%	▼	3,742			4,204			
SE Volvo Trucks	37%	68%-78%		5,979			11,688			
BE Ford Genk	48%	65%	▼	2,322			4,204			
IT Alitalia	49%			12,816			3,928			
FR MoryGlobal	52%			4,023			6,286			
FI Computer programming	56%			3,048			5,884			
IE PWA International	69%	36-38%	▲	6,826			13,576			
FI Broadcom	73%	16%	▲	2,746			5,884			
BE Hainaut-Namur Glass	77%	60-65%	▲	4,464			4,204			
DE Adam Opel				4,308			6,568			
EL Supermarket Larissa				19,354			5,411			

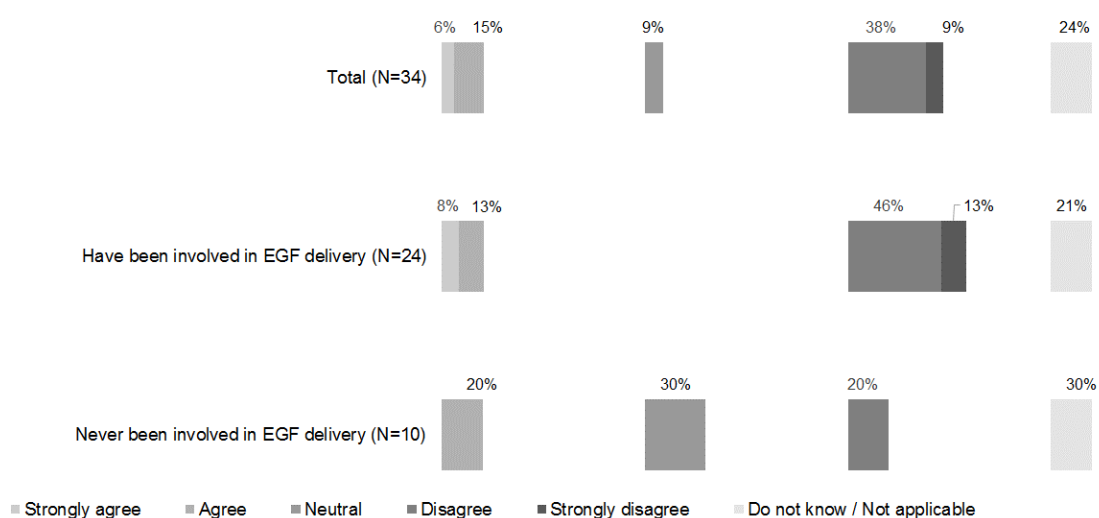
Source: Case reports and 2014 LMP expenditure per participants by type of action

3.4.3 At instrument level, could the same results have been achieved with fewer resources and/or in a shorter period of time? What could be alternative ways of delivering the same results with lower transaction costs?

Respondents to the OPCs were reluctant to compare the EGF with standard ALMPs. Only one in five representatives of organisations stated that EGF resources used to support each redundant worker are comparable to those used for national measures. In particular, institutions involved in EGF delivery share the opinion that the EGF is distinctive from mainstream provision. In interviews conducted within case studies, project providers often stressed that EGF allows to provide more individualised and comprehensive support to redundant workers. Therefore the final cost per worker supported is higher than the standard provision. In the OPC two German organisations suggested that EGF co-financing should be increased to 75 %. Other organisation expressed opinion that more resources are needed to administer the projects at national level (due to variety of levels involved and the number of regulations to comply with), which makes the cost of EGF cases even higher than national provision.

Figure 27. The level of resources used to support each redundant worker (or young person) by the EGF is comparable to those used for national measures to support such individuals back into the labour market or education

Warning: this figure is based on a low number of responses

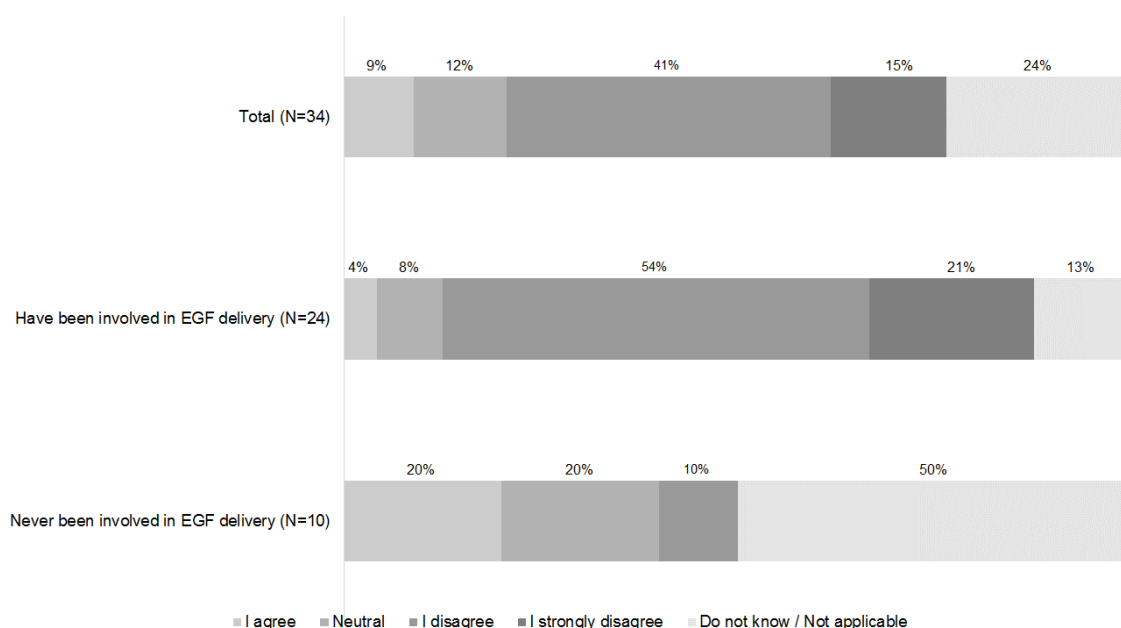


Source: OPC for this mid-term evaluation, 34 responses

44 % of consulted organisations stated that the same results could not have been achieved in a shorter period of time (or with less money (56 %)). Similar views are shared by organisations that have been involved and those that have not been involved in the delivery of EGF. Organisations that did not deliver EGF projects more often did not have enough knowledge to answer this question.

Figure 28. The results of the EGF could have been achieved with less money

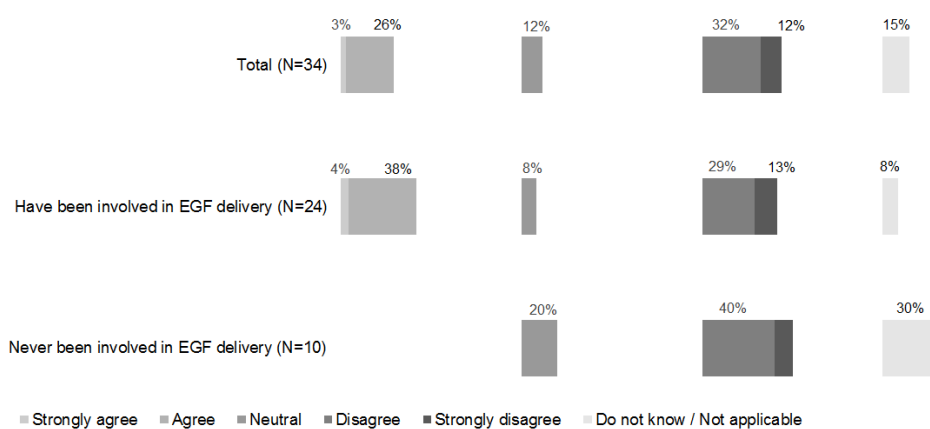
Warning: this figure is based on a low number of responses



Source: Open Public Consultation, 34 responses

Figure 29. The results of the EGF could have been achieved in a shorter period of time

Warning: this figure is based on a low number of responses



Source: Open Public Consultation, 34 responses

Low financial implementation rates in finalised projects suggest that initial budgets may be overestimated. The evidence from case studies provide some insights over the reasons behind discrepancies between planned and implemented support:

- Difficulties in reaching out to and engaging dismissed workers:** A particularly difficult group to reach are the subcontractors of the companies in question (BE ArcelorMittal). In the case of Aleo Solar (Germany), a significant number of former workers took up employment with the new company prior to the start of EGF funding. In another German case, Adam Opel, the generous support offered by the company's social plan made preparatory measures challenging to achieve. Moreover, dismissed workers in the ICT sector (FI computer programming) received severance payment packages from the company and therefore displayed a lack of interest in the EGF services during

the first year after being made redundant. On such occasions, the two-year deadline elapses too soon.

- **Delays in project implementation:** In 9 out of 26 cases problems with the project schedule were flagged up. The main issue was the relatively long period of uncertainty surrounding whether the application had been approved, which in some cases impacted the roll-out of measures (DE Aleo Solar, EL Attica Broadcasting, EL Nutriart, EL Larissa Supermarket, IT Whirlpool). Valuable project time is lost and activities are compressed, to the detriment of beneficiaries. A particularly striking example is Attica Broadcasting in Greece, where, once beneficiaries had completed counselling, training and a business plan support, there were only two months left until the end of the EGF project. During this time beneficiaries were expected to start their business and run eligible costs of up to EUR 15 000. Many of them saw this as too risky and chose not to start their business under such circumstances. In another Greek case, Nutriart, the short schedule did not allow enough time to match employers with potential candidates for work placements. In this context, national pre-financing is crucial to mitigate the risk of the application being rejected and to allow for an early reaction to large-scale redundancies (FI Broadcom). The timescale of the EGF projects is also challenging in terms of public procurement (EL Sprider Stores). The fact that EGF projects have to launch public procurement competitions for the identification of training providers, for example, means that delays are incurred in setting up the training activities. As the EGF procedures did not allow the case coordinators to obtain adequate extensions to make up for such delays, the real time available to complete all the project activities was condensed.
- **Budgeting cautiously:** Some cases are budgeted generously at the planning stage because the number and profile of dismissed workers who may need support in finding a new job may not be fully known at the application stage. However, the applications should in fact be prepared to serve all potential beneficiaries/target groups (FI Broadcom, FI computer programming, FI STX Rauma).
- **Savings made in projects:** In the case of Anderson in Ireland, substantial in-kind resources were available through the various providers that delivered the measures. In two cases (FI STX Rauma, SE Volvo Trucks), a proposal was made to allow the savings to be used after the two-year time period in order to react to the needs of some individual workers who had come to the end of temporary employment or run out of severance pay.

Several ideas were put forward by the case stakeholders and respondents to the OPC which could further increase the cost-effectiveness of the support:

- Similar results could be achieved in a shorter period of time by using shorter, more focused interventions. For example, reconversion units set up in Belgium, which usually last for 2 years under the EGF and for 1 year under mainstream provision, could be shortened by 2 or 3 months while intensifying the first 15 months (BE Hainaut Machinery).
- Vouchers for training might lead to beneficiaries not choosing the best quality training. Training providers resort to various unorthodox methods in order to attract beneficiaries and receive their training voucher in payment (EL Attica Broadcasting).
- More good practice exchange cross national level on interventions that worked well would be beneficial (BE Arcelor, BE Hainaut Machinery, BE Hainaut Namur Glass).
- In order to innovate (in terms of administration, process, type of measures), projects should be initiated not as one-off measures but as longer-term

strategic planning ventures (as was the case in BE ArcelorMittal, BE Caterpillar, BE Hainaut Machinery, BE Hainaut-Namur Glass).

- The financing model should allow for a fixed level of funding for some elements, irrespective of the number of beneficiaries. This is because some project expenses are fixed no matter how many beneficiaries there are, and this can make projects unviable. By tying funding to the number of beneficiaries, the viability of projects can be jeopardised.

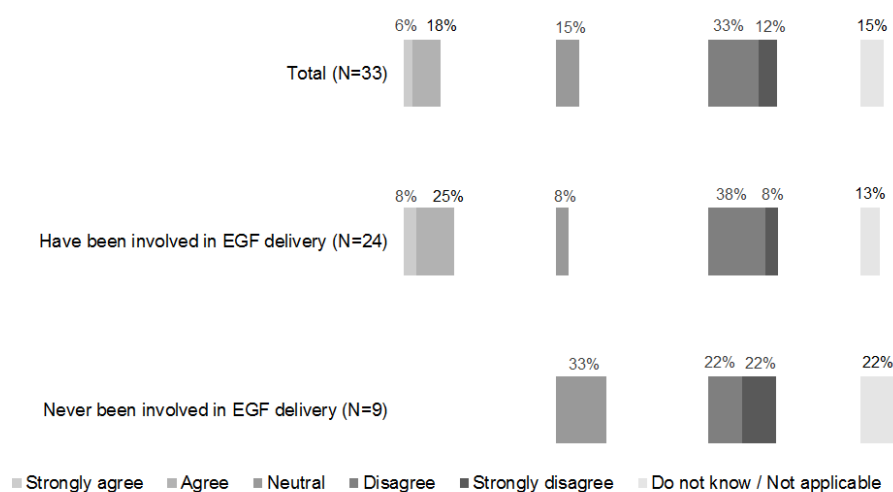
Finally, the chosen measures should be based on the assessment of beneficiaries' needs and the restructuring assistance plan should be drafted as a collaborative effort between national EGF coordinators, regional/local stakeholders (including social partners) and representatives of dismissed workers, whenever possible. In too many current cases, especially in Greece and France, the interviewed stakeholders were of the opinion that the 'menu' of different measures was decided at national level without sufficient involvement of local and regional stakeholders or representatives of workers. This resulted in the chosen measures being identical or very similar for each case without taking into account the education level of beneficiaries, their training needs (e.g. whether they need to pursue lower level qualifications or Master's degree level studies) or contextual factors such as location (e.g. whether the redundancies take place in one locality/region or are spread across the country). In some cases this led to misunderstandings among case stakeholders about the types of measures that can be funded by the EGF, when in fact the problem was in the way in which the application was prepared.

3.4.4 At instrument level, as concerns operational efficiency, do EU and/or national procedures in place ensure a swift and resource saving decision making process and thus a quick implementation of the interventions? How could procedures be optimised?

Almost half, 45 % of consulted organisations, pointed out that the procedures currently in place for the EGF do not allow for a quick implementation of support. At the same time, a similar share of respondents (39 %) disagree with the statement that there are more cost-effective responses to job losses than the EGF.

Figure 30. Operational efficiency: the procedures currently in place for the EGF enable quick implementation of the support

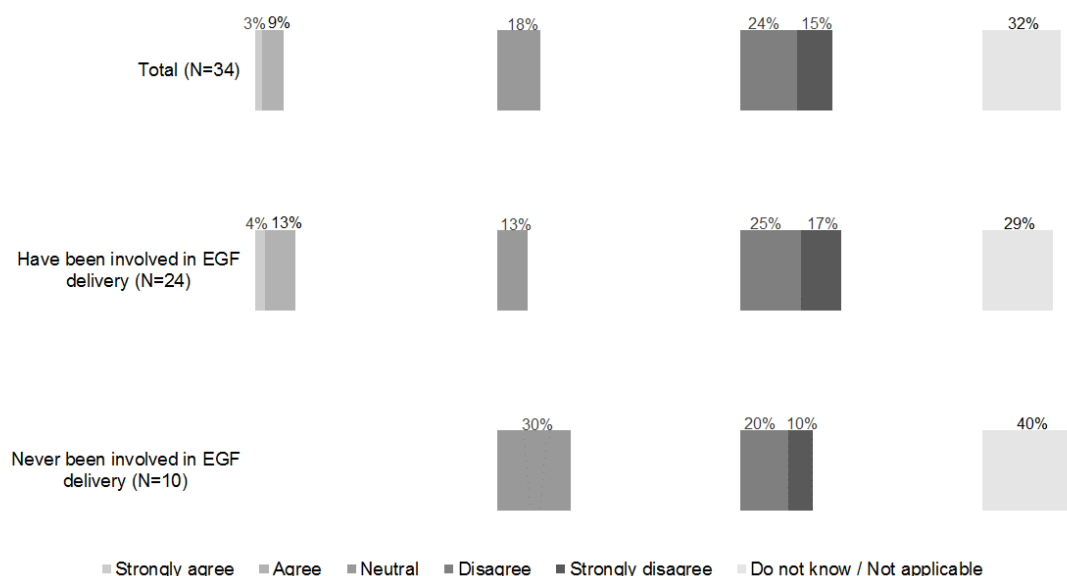
Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, 33 responses

Figure 31. Operational efficiency: There are more cost effective responses to job losses than the EGF

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, 33 responses

Case studies are split in terms of their assessment of the efficiency of EU and/or national procedures put in place and their ability to ensure a swift and resource-saving decision-making process and thus a quick implementation of the interventions.

Countries preparing their first EGF applications sometimes struggled with the administrative requirements and in some cases would have liked to receive more support from the Commission. However, with experience gained in previous applications, the procedures are now better known and support from the Commission under the new EGF rules has significantly improved. The EGF procedure is considered to be working well now. The EGF support team at the Commission is accessible to answer questions and available for informal consultation, which means that the process did not take long. Overall in 13 out of 26 cases positive opinions were expressed about the application process and cooperation with the Commission.

Previous experience contributed to a smooth, effective and efficient implementation of the EGF at national level. Building on the country's previous experience of the EGF, project providers improved their partnerships (DE Aleo Solar, DE Adam Opel³³) or used management and communication tools which were already designed and familiar to partners (ES Aragon). Shortcomings of previous projects (e.g. insufficient knowledge about the profile and needs of beneficiaries) were mitigated (BE Ford Genk). Good practices from previous rounds were transferred. All Irish cases follow lessons learned in previous EGF cases. This model involves coordination and a physical presence very close to the site of the closed company, ensuring it is accessible to all of the dismissed workers. The dismissed workers were encouraged to seek out and speak with the EGF team about any issue pertinent to their future employment, which may or may not have resulted in participation in EGF-funded support. Such relationship building, while taking a significant amount of time, is an integral part of the approach and delivery of the EGF in Ireland.

A number of problems and areas of improvement have been identified by interviewees which largely result from arrangements and procedures within Member States themselves:

³³ Although those in charge of implementation themselves did not have prior experience of the EGF.

- In many cases (8 out of 26) it was felt that the application process remains rather extensive and longer than it could be. In this respect it should be recognised that interviewees in the case research often conflate procedures to approve applications at EU-level with procedures to enable funded activities to commence at Member State level. For example, in Greece, in order for the national part of the co-funding to be disbursed on EGF projects, they need to be included in the Public Investment Programme of Greece, and the process of inclusion into the Public Investment Programme can only start after the European Parliament approval and also takes several weeks. Preparatory work can be done during this initial period before the EGF project is included in the Public Investment Programme, but the project activities can only start in earnest after that.
- Delays in the national administrative procedure were also raised in the Valencia case in Spain, where the regional administration did not secure enough time for formal agreement of collaboration for the implementation of the programme. The political shift in the Valencian government after the regional elections and changes in the team responsible for the EGF programme caused delays.
- In cases where workers are geographically distributed across regions, it was noted that it is difficult for authorities to gather the necessary information in order to meet the requirements of the EGF regulation (Mory-Ducros in France). This can be due to the requirement to coordinate data from different regional authorities.
- Concerns have been raised regarding the requirement of a relatively detailed budget (in terms of personalised services) at the application stage. This can make the projects too rigid when it comes to implementation. For example, if the personalised services are to be based on an in-depth assessment and individual planning, the projects may need more flexibility in terms of the support provided (SE Volvo Trucks).
- Systematic delays in appointing case coordinators should be addressed by Member State authorities (i.e. in Greece).
- The possibility of including NEETs was not publicised enough and some of the project providers were not aware of it.

The key recommendations for improving operational efficiency of EU and national procedures are included in Table 13 below.

Table 13. Recommendations for improving operational efficiency of the EGF

EU	National
<ul style="list-style-type: none"> • Ensure that the applicants have appropriately planned and budgeted for management, monitoring and communication 	<ul style="list-style-type: none"> • Ensure necessary arrangements are in place to maximise the full duration of the delivery period
<ul style="list-style-type: none"> • Continue providing timely support for potential applicants and current EGF coordinators 	<ul style="list-style-type: none"> • Ensure that learning and good practices from the implementation of earlier EGF cases is shared with new and future EGF case stakeholders
<ul style="list-style-type: none"> • Continue providing timely feedback to applicants before the applications are sent for the consideration of the European Parliament 	<ul style="list-style-type: none"> • Ensure that the previously used planning, management, communication and monitoring tools established within Member States are shared with new EGF case coordinators
<ul style="list-style-type: none"> • Continue communication and awareness-raising about new 	<ul style="list-style-type: none"> • Ensure that the cases plan for monitoring, recording and follow-up of the employment

EU	National
features of the EGF (e.g. scope and inclusion of NEETs) <ul style="list-style-type: none"> • Consider facilitating exchanges of experiences between national contact points 	outcomes from an early stage <ul style="list-style-type: none"> • Ensure systematic involvement of local and regional case stakeholders in the preparation of the EGF application, including representatives of dismissed workers • Ensure local and regional partners are fully aware of the scope of the fund • Consider exchanges of experiences with national coordination units from other Member States.

3.5 Coherence

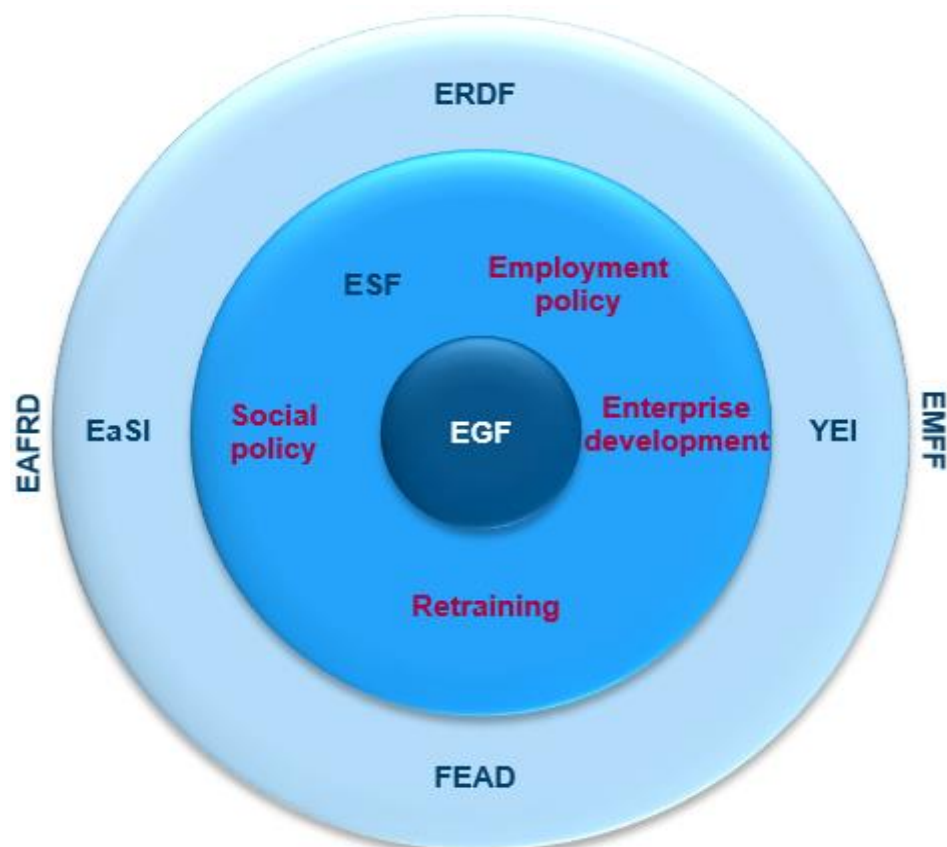
Coherence examines the extent to which there is overlap, synergy and complementarity with other EU and national activities and expenditures. This issue is assessed in the way in which the fund has been designed and the way in which it is implemented.

3.5.1 At instrument level and at case level, to what extent could complementarity with other Commission policies and initiatives be ensured or improved?

The EGF has a well-established intervention logic based on solidarity and the understanding that intensive emergency assistance can promote early re-integration into the labour market. However, the fund is part of a suite of policies and funds which are designed to complement each other. These are delivered at EU and Member State level.

EGF and ESF are complementary policy measures in dealing with the consequences of globalisation, with ESF providing a long-term strategic response, whereas EGF is expected to act as one-off time-limited and specific response to a single restructuring event. EGF provides an opportunity to provide intense personalised measures that are tailored to the needs of individual workers. ESF support is usually more generalised and targets the wider population.

Figure 32. EU and Member State level policies and initiatives designed to complement each other



The EGF should “contribute to smart, inclusive and sustainable economic growth and to promote sustainable employment”³⁴. Additionally, in order to support smart, sustainable and inclusive growth, the European Commission supports governments in the context of a multi-annual financial framework (MFF)³⁵. Regional Policy is delivered by the Cohesion Policy funds which includes the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the Cohesion Fund (CF)³⁶. Together with the European Agricultural Fund for Rural Development (EAFRD) and the European Maritime & Fisheries Fund (EMFF) they make up the European Structural and Investment (ESI) Funds. They are the main source of investment at EU level supporting Member States “to restore and increase growth and ensure a job rich recovery while ensuring sustainable development in line with the Europe 2020 objectives”³⁷.

Complementing the ESF, and other EU funding is the Programme for Employment and Social Innovation (EaSI). It is part of the multiannual financial framework and helps to ‘underpin the implementation of the Europe 2020 Strategy in the field of employment, social affairs and inclusion’³⁸. It is concerned with promoting a high level of quality and sustainable employment, guaranteeing adequate and decent social protection,

³⁴ Article 1 of the Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014-2020) and repealing Regulation (EC) No 1927/2006

³⁵ Internet: http://ec.europa.eu/europe2020/europe-2020-in-a-nutshell/eu-tools-for-growth-and-jobs/index_en.htm

³⁶ Internet: http://ec.europa.eu/regional_policy/en/policy/what/investment-policy/

³⁷ Internet: <http://ec.europa.eu/esf/main.jsp?catId=62&langId=en>

³⁸ The then Commissioner for Employment, Social Affairs and Inclusion, László Andor. Source: European Commission (2013), *EaSI: New EU umbrella programme for employment and social policy*. Directorate-General for Employment, Social Affairs and Inclusion, November 2013

combating social exclusion and poverty and improving working conditions. It complements the ESF which concentrates on projects at local and national level, by focusing on innovative projects with a Europe-wide dimension.

While the ESF and EaSI are designed to take a more long-term, strategic perspective, anticipating and managing the social impact of industrial change via activities such as life-long learning, the EGF provides one-off, time-limited support to workers who have been made redundant³⁹. While it runs for the duration of the programming period, the EGF remains outside the Multiannual Financial Framework given its purpose "to provide support in situations of urgency and unexpected circumstances"⁴⁰.

Another fund complementing the ESF is the fund for European Aid to the Most Deprived (FEAD), which addresses the most basic needs of the most deprived, enabling them to undertake a training course, such as those supported by the ESF, access guidance counselling, or find a job. In common with the EGF, the FEAD is a measure which expresses solidarity with those experiencing immediate need and requirements for support.

The EGF's scope was widened (from its original scope) to include mass lay-offs caused by the economic crisis⁴¹. Over the period 2014–2020, individuals who can benefit from the EGF include the self-employed, temporary workers and fixed-term workers as well as NEETs⁴². In projects with a start-up component, the EGF is also complementing the ERDF's enterprise development support. Meanwhile support to NEETs complements the Youth Grantee and Youth Employment Initiative.

The review of the policy landscape shows that EGF does complement a wide range of EU-level policy instruments, providing support to in unexpected circumstances. Whether the EGF can be considered an instrument capable of operationalisation with any urgency is dependent upon Member State's having suitable arrangements in place to resource measures prior to application approval.

A particular onus is placed on Member States to ensure that what is funded through ESF Operational Programmes and measures included in EGF cases do not result in displacement. There is no evidence from this mid-term review to suggest that this is the case. Indeed in each of the cases included in the mid-term evaluation, there was no issue regarding complementarity. It is understood that this is addressed through the application process, with Member States challenged to ensure that measures included in EGF applications build on what is already available.

The OPC provided evidence of the views of respondents on the extent to which EGF complements national measures. 71 % of organisations involved in delivery of the EGF and 30 % which were not involved consider that EGF support complements support provided by national measures or activities funded with other EU funds (such as the ESF). Consulted organisations suggested that the complementarity with other types of support for redundant workers/NEETs could be improved if the structures responsible for managing the EGF were also responsible for ESF or were represented on joint monitoring committees at the different levels (national, regional and local).

³⁹ Internet: <http://ec.europa.eu/social/main.jsp?catId=326&langId=en>

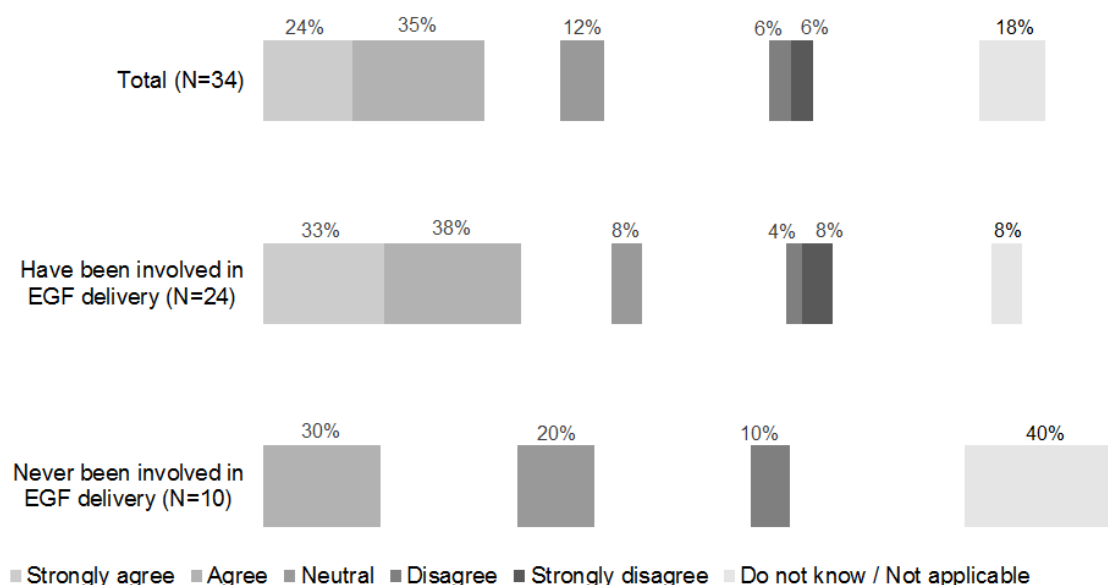
⁴⁰ Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014-2020) and repealing Regulation (EC) No 1927/2006. Internet: <http://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A32013R1309>

⁴¹ European Commission (2015), *EGF: Key Achievements 2013–14*, Internet: <http://ec.europa.eu/social/main.jsp?catId=326&langId=en&furtherPubs=yes>

⁴² Internet: <http://ec.europa.eu/social/main.jsp?catId=326&langId=en>

Figure 33. EGF support complements support provided with national measures or activities funded with other EU funds (such as the ESF)

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, 34 responses

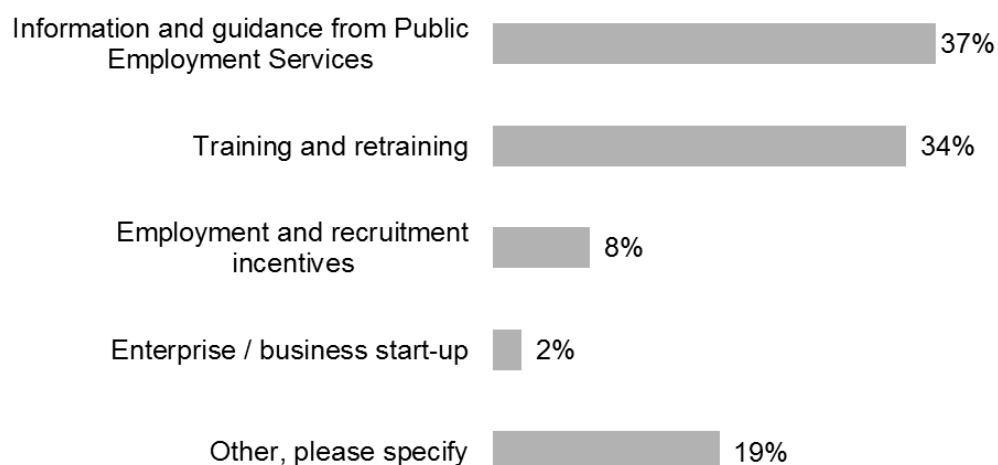
The next question considers the extent to which there is evidence of complementarity at national level between other mainstream provision in Member States and measures provided by the EGF.

3.5.2 At case level, to what extent have overlaps between the intervention and other interventions in the Member State been avoided?

The evidence from case research interviews suggests that there are no significant overlaps between what is provided in Member States to support redundant workers and what is supported by the EGF, but rather that the EGF is well integrated into existing delivery models, or models that have been established for the EGF and operate within the mainstream frameworks. In particular, EGF support established in collaboration with the employers, employees and PES (e.g. change security model in Finland and reconversion units in Belgium), complements and strengthens the mainstream offer for redundant workers, often providing them with more advantageous support than the local PES.

The results of the beneficiary survey also indicate the high additionality of EGF support. A relatively small group of EGF beneficiaries (16 %) entered the EGF project instead of other types of support offered by, for example, public employment intuitions. Among this group, just over a third (37 %) shared the opinion that the available support overlapped with that offered under the EGF. The accompanying support included mainly guidance (37 %) and training provision (34 %) (see Figure 34).

Figure 34. Have you accessed other support (that you think is not funded through EGF)?



Source: ICF beneficiary survey data for this evaluation, *unweighted responses: 767.*

The majority of organisations delivering the EGF (82 %) think that EGF support is additional to nationally provided measures or activities funded with other EU funds.

Figure 35. EGF support is additional to support provided by national measures or activities funded with other EU funds

Warning: this figure is based on a low number of responses



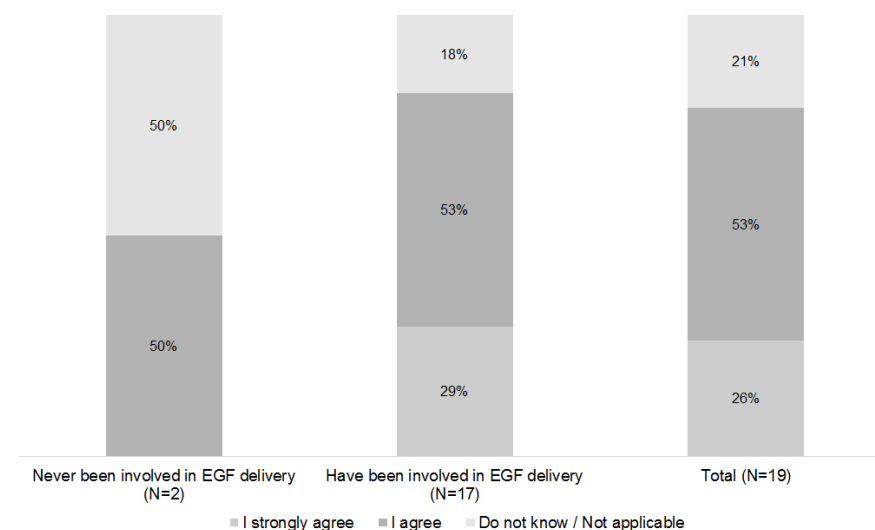
Source: OPC for this mid-term evaluation, 34 responses

3.5.3 At case level, to what extent have overlaps between the intervention and other interventions in the Member State resulted in synergies?

The overlaps, where they occurred, had beneficial implications according to more than three quarters of organisations participating in the OPC. For example, in some cases national funds were used to provide support to redundant workers beyond the EGF eligibility period (or vice versa).

Figure 36. Have these overlaps have been beneficial

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, 34 responses

Evidence gathered from the case research provides additional examples of the positive outcome of such overlaps. In Belgium, EGF is delivered within a framework of regional economic policy actions supplied by the Strategic Action Plan. It is too early to comment on the outcomes of this strategic approach, and how the EGF measures aimed at reducing the short-term impact influence interact with measures (and their outcomes) aimed at reducing long-term impact. What can be noted is the fact that a comprehensive approach has been adopted, this is also being taken up by other regions. In Ireland the overlapping objectives of the EGF and mainstream PES (in engaging unemployed persons in employment support / formal training) are recognised through integration of monitoring systems. This has provided an opportunity to ensure that EGF clients are recognised in by providers once they enter personal details onto the PES monitoring system. This ensures that EGF eligible clients can benefit from the extra services of EGF rather than the more limited assistance available through mainstream services.

By contrast, in the Spanish example there was a missed opportunity for the EGF to be better integrated with mainstream provision. The project created a platform to monitor the participants. This platform is the property of one of the organisations involved in the implementation. However, it seems that this platform and the information it contains is not going to be used by the national mainstream services. This may result in overlaps in what is provided to EGF beneficiaries, either in the short-term or longer term. Furthermore it does not provide a good evidence base upon which to base action plans for those that have not yet found work.

3.6 Relevance

3.6.1 To what extent does the derogation clause in Article 6(2) of the current Regulation (Regulation No. 1309/2013) reflect the needs of the Member States? To what extent is the clause still relevant in relation to the effectiveness and efficiency of policy delivery to NEETs? Is there a need to extend the duration of the clause, in particular if the duration of the Youth Employment Initiative (YEI) is also continued beyond 2018?

This research question assesses evidence and findings in relation to the appropriateness of the derogation clause in Article 6(2), allowing EGF applications to

include provision for those under the age of 25⁴³ not engaged in any form of employment, education or training (collectively referred to as NEETs). The research question is considered alongside youth employment, unemployment and NEET rates in Europe.

Young people in Europe were disproportionately impacted by the global recession with regard to their employment prospects. The 33 % youth employment rate (of those aged 15–24) recorded in 2015 for the EU-28 was well below pre-crisis levels and is among the lowest ever recorded in the EU. Similarly, since the recession a high youth unemployment rate has persisted, with 20 % of those aged between 15 and 24 unemployed (i.e. over five million unemployed young people).

However, a large proportion of people aged 18–24 not in employment are attending formal education (39.7 % across the EU-28⁴⁴). In 2015, the percentage of young people not in employment but enrolled in formal education ranged from 22 % in the United Kingdom to 57 % in Greece.

The number of NEETs aged 18–24 also increased substantially in the EU-28 following the financial crisis (see Figure 37). Ireland, Greece, Croatia and Italy have persistently had among the highest NEET rates in the EU-28, and although the recession affected younger people in general, those considered to be NEETs are particularly at risk of longer-term issues such as wage scarring and lower future earning potential.

As illustrated in the figure below, the derogation clause in Article 6(2) was introduced to the EGF regulation in 2013 to allow the inclusion of NEETs, subject to eligibility. Support may be rendered to NEETs under the age of 25, or, where Member States decide, under the age of 30, in those NUTS 2-level regions eligible under the Youth Employment Initiative (YEI)⁴⁵. As of 2015, 9 countries (down from 11 in 2012) had regions where the youth unemployment rate was higher than 25 %⁴⁶. EGF applications will continue to allow NEETs to be included in the measures until the end of 2017, when the impacts of the derogation clause will be reviewed.

The nine EGF applications to provide support to NEETs were submitted by the Belgian, Irish and Greek authorities. In the context of the EU average, both Ireland and Greece have high numbers of NEETs, whereas Belgium has traditionally had below average levels. The total number of NEETs targeted by EGF measures between 2014 and 2016 was 2 944, almost three quarters of whom were in Greece (2 098). Ireland targeted the next highest number of NEETs (446), followed closely by Belgium (400).

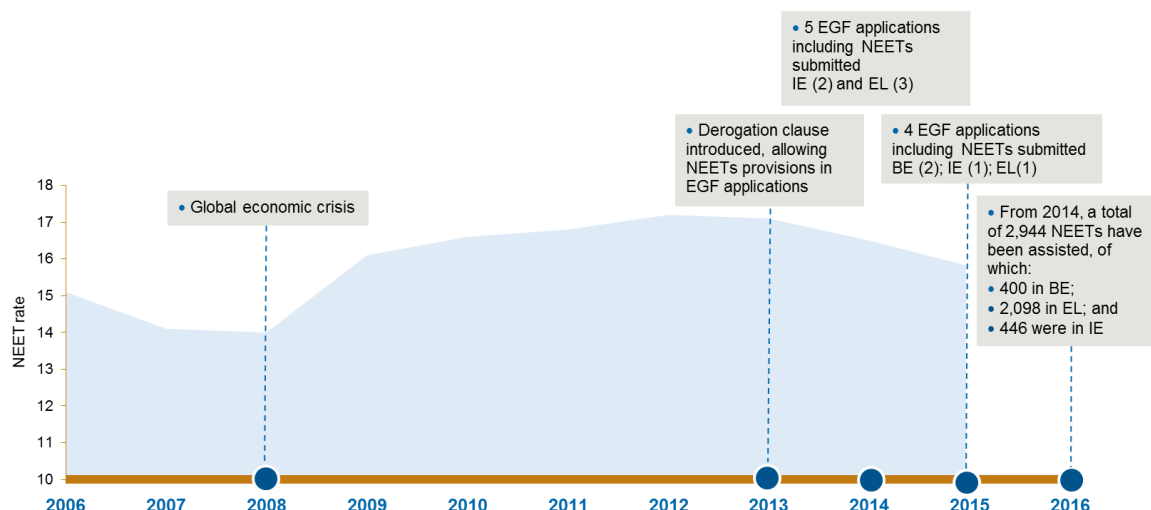
⁴³ Member States have flexibility to decide to include those under the age of 30.

⁴⁴ Source: Eurostat: Participation rate of young people in formal education by sex, age and labour status [edat_ifse_19]

⁴⁵ The Youth Employment Initiative is a financial instrument of the Youth Guarantee scheme and was launched in 2012 to provide extra support to young people aged below 25 and living in regions where youth unemployment was higher than 25 per cent.

⁴⁶ The countries with eligible regions (where the youth unemployment rate was over 25 %) were: BE, BG, DK, DE, EE, IE, EL, ES, FR.

Figure 37. Proportion of NEETs (aged 18–24) in the EU-28



Source: Eurostat; Youth neither in employment nor in education and training (NEET) rate, age group 18-24 [edat_ifse_20]

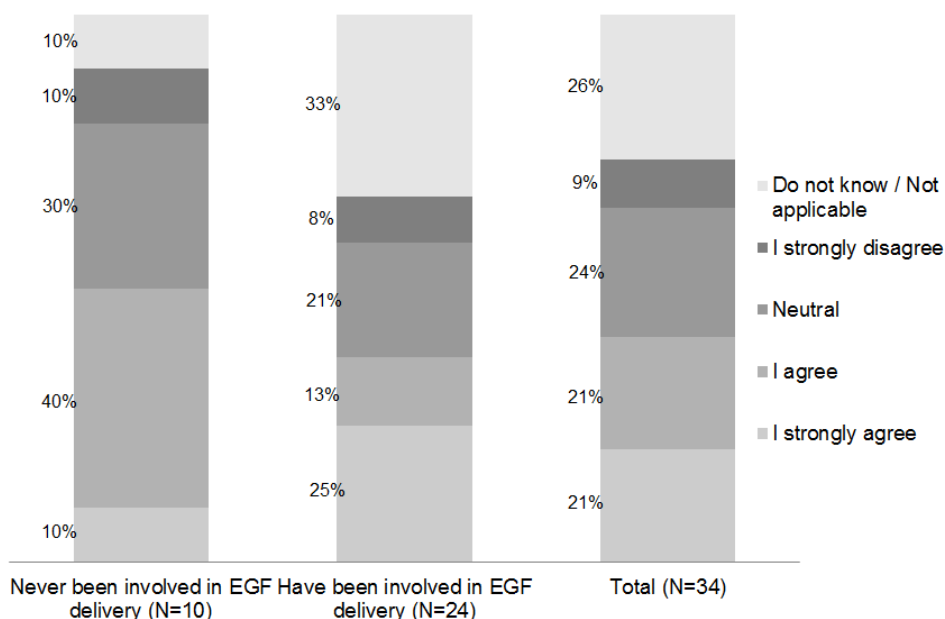
Less than half of the respondents to the OPC (41 %) believed that the derogation clause targeting NEETs is relevant and should be extended beyond December 2017 (see Figure 38). Those who had not been involved in EGF delivery, however, were more likely to agree with an extension of the clause (50 %) compared to those who had delivered the EGF before (38 %). A tenth of respondents (9 %) to the OPC strongly disagreed that targeting NEETs was justified. Several respondents qualified their response, suggesting that the derogation was not needed due to the availability of other European-level schemes such as the Youth Guarantee and the Youth Employment Initiative. The relatively high share of those that stated “don’t know” may be a result of the fact that few Member States have used the derogation, as a result there may not be significant knowledge of how effectively or not it has been when implemented. As a result they may not be able to form a view on whether or not it should be extended.

The proposal to extend provision of EGF funded support to NEETs that live in regions eligible under the Youth Employment Initiative beyond December 2017 has been put forward in a Commission proposal to simplify EU funds in order to increase coherence and effectiveness⁴⁷. Despite the mixed opinions expressed in the OPC, the number of NEETs reached in the EGF funded measures reveals that the EGF has had assisted in providing additional measures with greater intensity that would otherwise have been the case if no funding had been available through the EGF to support them.

⁴⁷ Proposal for a regulation of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union and amending Regulation (EC) No 2012/2002, Regulations (EU) No 1296/2013, (EU) 1301/2013, (EU) No 1303/2013, EU No 1304/2013, (EU) No 1305/2013, (EU) No 1306/2013, (EU) No 1307/2013, (EU) No 1308/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, (EU) No 652/2014 of the European Parliament and of the Council and Decision No 541/2014/EU of the European Parliament and of the Council Available at: http://ec.europa.eu/budget/mff/lib/COM-2016-603/COM-2016-605_en.pdf

Figure 38. The derogation clause targeting NEETs is relevant and should extend beyond December 2017

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

3.6.2 To what extent is the scope of the EGF as defined in Article (2) of the current Regulation (Regulation No. 1309/2013) still appropriate? Does it make sense to restrict the scope if the aim of the Fund is to promote sustainable employment and to contribute to inclusive economic growth? What would be negative or positive effects of widening the scope?

Businesses fail for a variety of reasons in the context of both healthy and adverse economic conditions. The proximate causes for business failure can range from, inter alia, changing consumer tastes, rising input costs, failed investments and even increased trade. There is no single data source which captures the wide range of, often inter-connected drivers. However the globalisation and crisis criteria offered by the EGF are quite broad in scope, providing Member States with ways in which to frame the circumstances and specific events that have led to the job losses which led to applications.

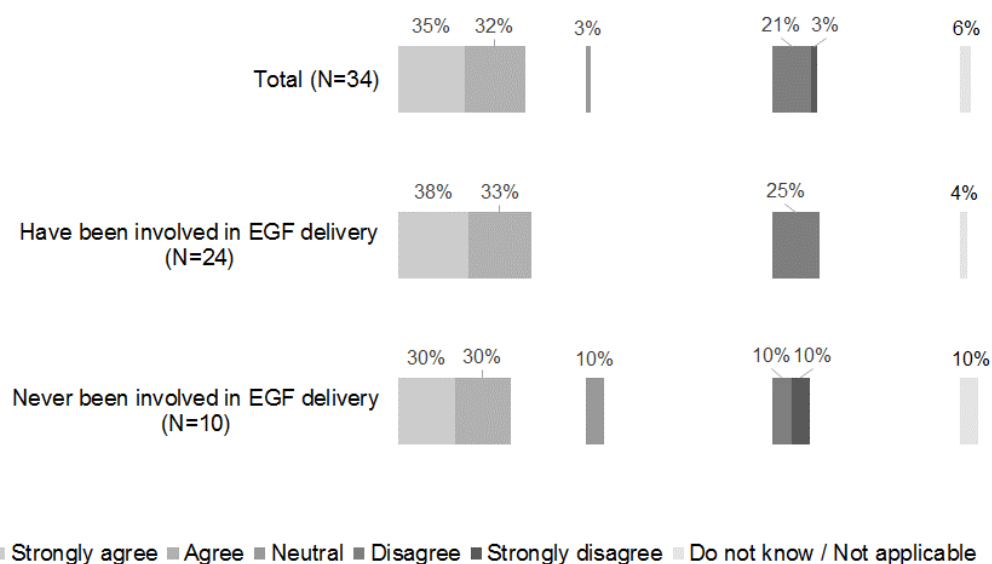
Recessions are characterised by large numbers of simultaneous business closures or reduced production over the same time period. However, eight years on from the global financial crash, the extent to which issues are a legacy of the crisis (either in a specific sectoral or regional context), or rather the results of changing trade patterns, is open to debate.

Over two thirds (67 %) of organisations responding to the OPC felt that the scope of the EGF is still relevant and appropriate (see Figure 39). However, a quarter of respondents (24 %) believed that the scope was no longer relevant or appropriate. Several respondents qualified their answers, suggesting that the scope should be narrowed to exclude the part relevant to the global financial crisis. Up to the end of 2014, the crisis criteria had been available for only four years. However, the number of applications outweighed those made under the globalisation criteria, both in number

and value⁴⁸. Several OPC respondents also suggested that Member States still make use of the crisis option in spite of evidence showing that most countries have either recovered or are recovering from the crisis. However, some respondents suggested that this is in part due to the globalisation criterion being a little more difficult to evidence.

Figure 39. Is the scope of the EGF fund still relevant and appropriate

Warning: this figure is based on a low number of responses



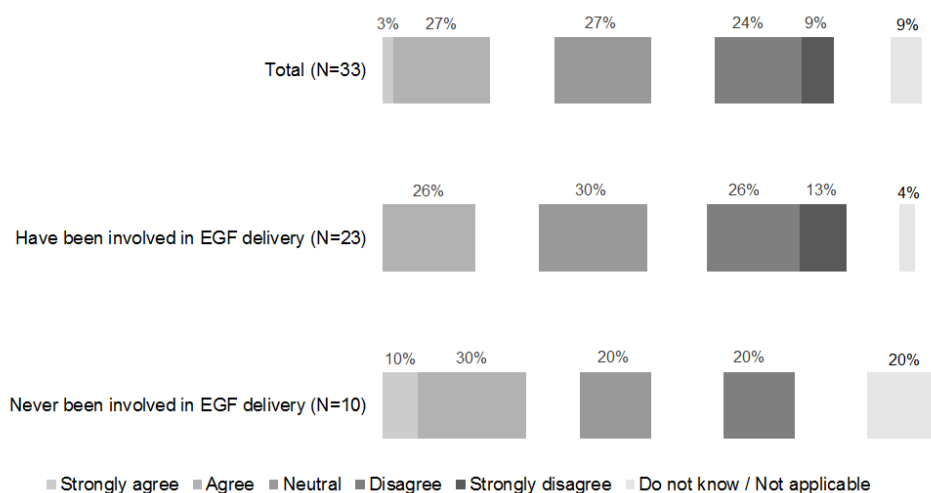
Source: OPC for this mid-term evaluation, base respondents: 34 responses

A third of respondents (30 %) to the OPC believed that the scope of the EGF should be adapted to improve its relevance. Based on the contextual response to this question, almost all respondents were of the view that the scope should be extended to be more inclusive and reach a greater number of workers. This view was more prevalent among those who had never been involved in the delivery of the EGF (40 %) compared to those who had (26 %). A third of those who had delivered the EGF before (33 %) felt that the scope should remain the same, compared to only a fifth (20 %) of those who had not.

⁴⁸ 73 crisis applications with a total value of EUR 309.4 million compared to 57 globalisation applications worth EUR 233.4 million.

Figure 40. Should the scope of the EGF fund be changed?

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

3.6.3 To what extent are the intervention criteria as defined in Article (4)6 still appropriate? What would be negative or positive effects of lowering the current threshold of 500 redundant workers?

There is support for lowering the thresholds among many of those interviewed as part of the case study research and organisations included in the OPC. Case study evidence shows some support for lowering the thresholds but also some concerns regarding the capacity of Member States and the European Commission to actually submit further applications. One or two stakeholders in Finland were of the opinion that lowering the dismissal threshold from 500 to 300 could be useful considering that there are very few cases of large-scale redundancies affecting over 500 workers. However, so far the EGF regulation's possibility for exceptions in specific circumstances has not been utilised in Finland. In Ireland it was understood that this would have a likely increase in the number of applications that were submitted, and that this may result in an increased administrative burden for the European Commission. A possible consequence would be that application approval times would increase and this may not be desirable for some Member States.

Nearly two thirds of consulted organisations involved in the delivery of the EGF and over half not delivering the support are in favour of changing the eligibility thresholds. For a number of consulted organisations (41 %), the intervention criteria for the EGF are not appropriate and the following changes were suggested, all aiming to increase the coverage of EGF support.

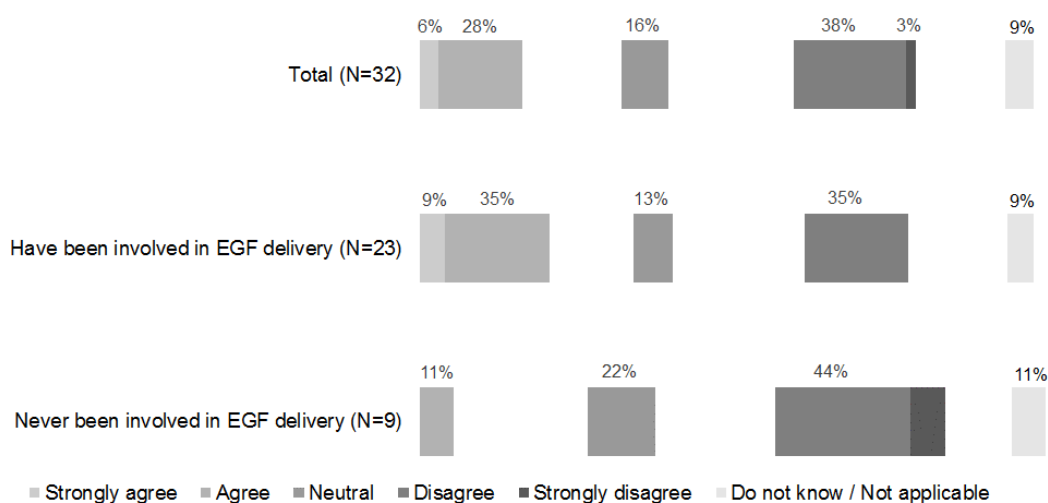
- The eligibility thresholds should be lowered. The intervention criteria concerning the number of redundant workers should be changed in order to better take into account the situation of small countries as well as the situation of regions that are more or still affected by the financial and economic crisis.
- In terms of the sectoral approach, the redundancies should not be linked to a particular region as the affected companies are spread across the country.
- There should be a clear definition as to what exceptional circumstances are or how a serious impact on employment and the local, regional or national economy should be measured.
- Eligibility requirements (exclusion of temporary workers, being part of an economic sector within a single NACE Rev. 2 division and rigid reference period)

prevent projects funded by the EGF from providing support to other dismissed workers, whose dismissal is not within the reference period of four or nine months or whose company belongs to a different NACE Rev. 2 division, even if its economic activity is very similar to that of those receiving EGF support.

Out of 18 responses provided in the OPC, only one called for an increase in the current thresholds. Other responses suggested lowering the thresholds for smaller countries, smaller regions, and regions still affected by the crisis or certain types of companies (SMEs), or making the EGF available to all citizens. Respondents often recommended expanding the reference period during which lay-offs or non-renewal of contracts must occur from 9 to 12 months. Consulted organisations suggesting such solutions are mainly motivated by the aim of reaching a larger number of beneficiaries. Only one respondent indicated certain consequences of such expansion, namely the high costs of launching a project for a smaller group of redundant employees, due to the associated EGF administrative burden.

Figure 41. Appropriateness of the intervention criteria as defined in Article (4)6

Warning: this figure is based on a low number of responses



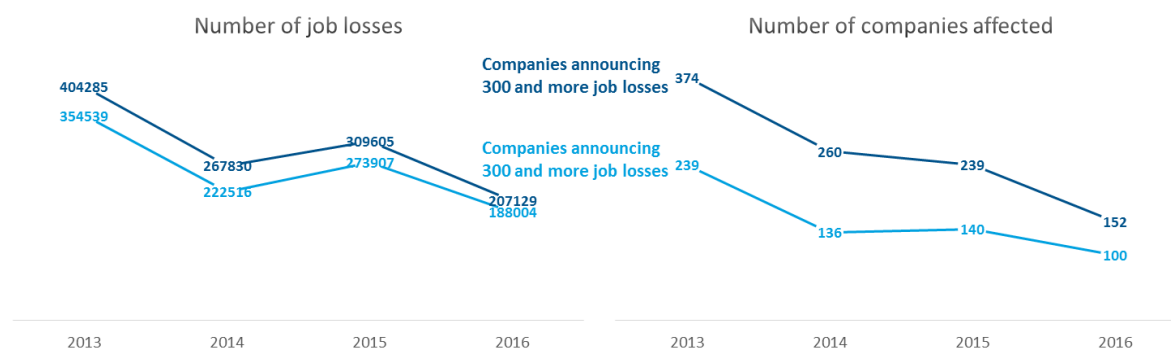
Source: OPC for this mid-term evaluation, base respondents: 34 responses

The figure below demonstrates change in the number of job losses and the number of companies involved in job losses between 2013 and 2016. In absolute terms the number of restructuring cases where more than 500 employees lost their jobs nearly halved between 2013 (239) and 2015 (140). By June 2016, 100 cases of companies planning to reduce employment by more than 500 employees were recorded in the European Restructuring Monitor (ERM). The Eurofound restructuring events database collects data on large-scale restructuring events. However, the data do not include a typology for the cause of the restructuring, which can easily translate into the globalisation of crisis criteria⁴⁹. The database holds data showing that in 2014 and 2015 there were 733,015 announced job losses as a result of 1,540 events (an average of 476 job losses per announcement). During this period the 29 EGF cases account for just less than 2 % of announced job loss events. When only announcements with more than 500 job losses are taken into account, the database shows that there were 276 such events on 2014 and 2015, accounting for 496,423 jobs, with the 29 EGF cases accounting for 10.5 % of all cases. This evidence suggests that there is potential for more cases to be brought forward.

⁴⁹ The restructuring events are classified in the ERM according to the following types: Bankruptcy, bankruptcy/closure, business expansion, closure, internal restructuring, merger/acquisition, offshoring/delocalisation, outsourcing, relocation and other.

If the threshold were lowered to 300 redundant employees, the number of eligible restructuring cases would increase by 40 percentage points but the number of redundant employees involved in them would increase only by 10 percentage points. This shows that simply lowering the threshold may not increase the number of employees covered by the support proportionately.

Figure 42. Number of companies announcing 300 and 500 and more job losses

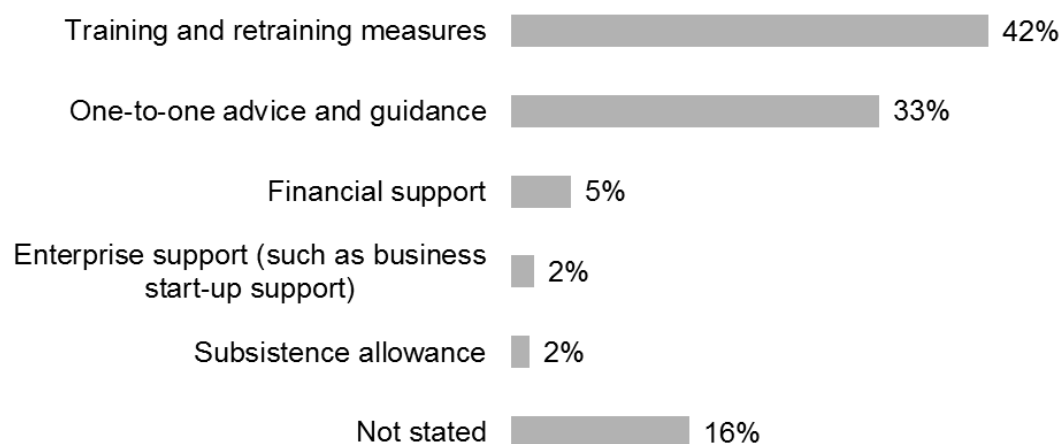


Source: ERM. Data extracted in June 2016

3.6.4 At case level, does the help offered and the way it is being offered correspond to the needs of the beneficiaries?

Respondents to the EGF beneficiary survey were asked to identify which measures they have or are still accessing (see Figure 43). The most frequently accessed support measures – cited by over a third of respondents (42 %) – were training and retraining, followed by one-to-one support (33 %). The third most accessed measure, albeit with significantly fewer recipients, was financial support, which was used by 5 % of respondents. Enterprise support and subsistence allowance were the least accessed measures among the survey sample with only 2 % using each support.

Figure 43. Which measures did you / are you currently benefitting from?

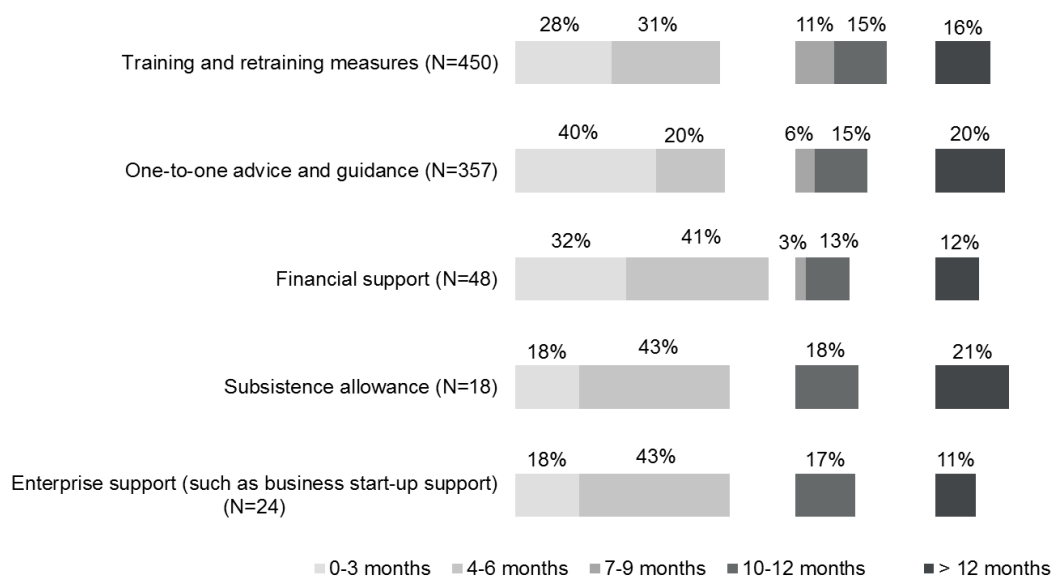


Source: ICF beneficiary survey data for this evaluation, unweighted responses: 1 116.

Respondents were also asked to specify the duration of time over which they had participated in EGF measures (see Figure 44). Training and retraining measures had the highest proportion of medium- to long-term users, with just under half (42 %) of respondents.

accessing support for more than seven months. One-to-one advice and guidance had similar levels of medium- to long-term access (41 %). However, this measure also had high levels of short-term access, with 40 % participating for less than three months. This suggests that following an initially high attrition rate, the remaining participants persevered with the support and valued it. Financial support had the lowest level of medium- to long-term support (only 28 % accessed this measure for more than seven months), followed by subsistence allowance (also 28 %).

Figure 44. How long have you participated/did you participate in these measures?

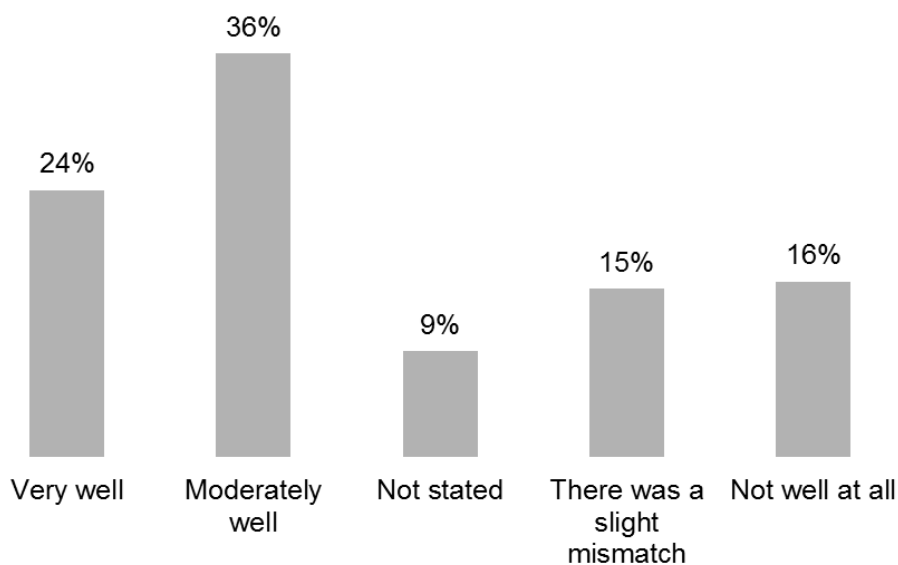


Source: ICF beneficiary survey data for this evaluation, unweighted responses: 863

The majority of beneficiaries who responded to the survey (75 %) felt that the measures they accessed matched their needs, with the extent varying between very well matched (24 %), moderately well matched (36 %) and a slight mismatch (15 %). However, one sixth of respondents indicated that the support they accessed was not well matched at all (see Figure 45). Respondents in both the 26–35 and 36–45 years age brackets more often felt that the support provision was not well matched to their needs (with a respective 16 % and 20 % of respondents in each bracket).

Additionally, larger proportions of respondents with higher levels of educational attainment believed there were significant mismatches between the support provision and what they actually needed. 35 % of respondents with doctorates (or equivalent) and 24 % with qualifications at a bachelor’s or master’s level felt the support did not match their needs, whereas only 13 % of each upper-secondary (or equivalent) and primary and lower-secondary education graduates felt this to be the case. This suggests that while the support caters well for those with average educational attainment, it is less well adapted to those at either end of the spectrum.

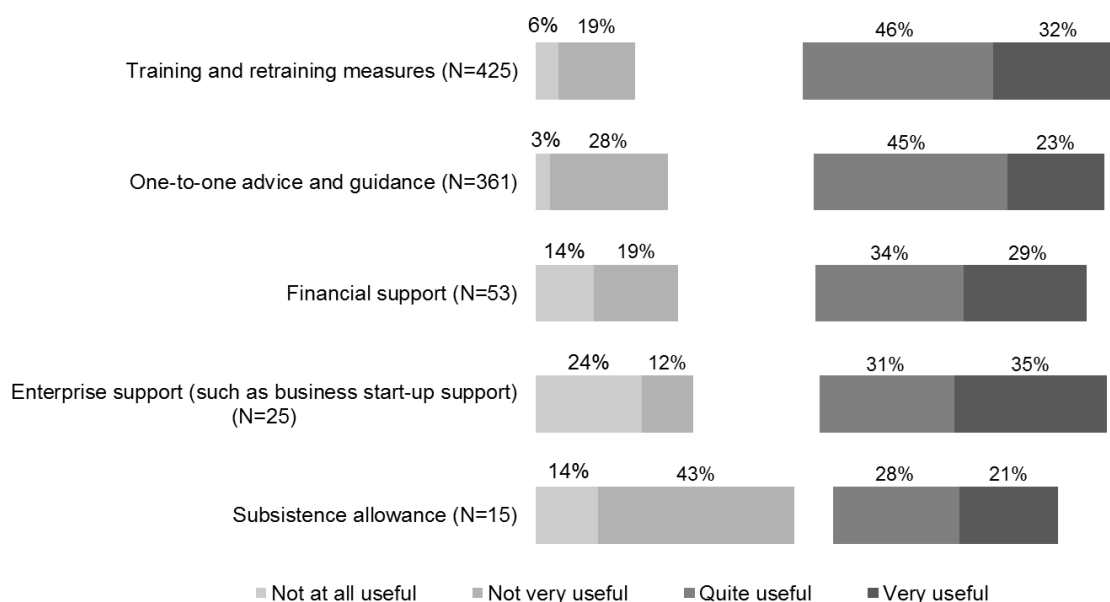
Figure 45. To what extent do you feel the measures you participated in matched your needs



Source: ICF beneficiary survey data for this evaluation, unweighted responses: 1 116.

Training and retraining measures were seen as the form of support the most likely to improve job prospects, with three quarters (78 %) of respondents rating these as either 'quite' or 'very' useful. The enterprise support and subsistence allowance measures were seen by respondents as the least useful in terms of increasing the chance of finding employment (with 36 % and 56 % respectively).

Figure 46. How useful do you think these measures were / are in improving your chances of obtaining a job?



Source: ICF beneficiary survey data for this evaluation, unweighted responses: 863

3.7 Added value of the EGF

In order to measure the EU added value, we will seek to assess the difference made by EGF resources compared to Member States' own funding and programming. The

assessment is based on evidence from case research, beneficiary surveys and the results of the OPC respectively. A separate assessment will be made of the different types of EU added-value effects (volume, scope, role and process effects). At the end of the section, we will briefly bring together and summarise key findings from the three sources.

3.7.1 Beneficiary views

Seven out of 10 EGF beneficiaries (67 %) who responded to the beneficiary survey are of the opinion that the EGF is a good use of EU funds. This indicates considerable satisfaction among beneficiaries, but this rate could be even higher:

- if more beneficiaries were aware of the role of the EGF (as an EU funding source) in co-financing the measures they or their former colleagues have participated in (only 45 % respondents were aware of the role of the EGF in co-funding support for dismissed workers);
- if more beneficiaries had already secured a successful outcome (38 % of respondents were unemployed and actively looking for new work); and
- if there was a better match between the aspirations and needs of beneficiaries and the measures they participated in (under a third (31 %) were of the opinion that the support measures did not match their needs).

Therefore, from the beneficiary point of view, it could be concluded that the EGF adds value to the national provision, but future EGF cases may wish to consider additional measures to raise awareness of the fact that measures have received EGF support. In some cases, improvements can also be made in achieving an even closer match between funded measures and the needs/aspirations of beneficiaries. Ways of achieving this include higher quality profiling and demand-side mapping/engagement, as well as conducting surveys on beneficiary needs and aspirations at the outset when planning the precise nature of interventions.

3.7.2 Analysis: What EU added value has the EGF achieved?

This section examines four different types of EU added-value effects of the EGF on the basis of EGF case evidence and the OPC. We will first provide evidence on 'volume effects' which show ways that the EGF has added volume to national actions or supported certain areas of national policy. 'Scope effects' have also been considered; this includes an analysis of ways that the EGF has supported actions for groups or policy areas that would not have been supported without the EGF. The analysis of 'role effects' studies the extent to which EGF has supported local or regional innovations that are adopted at national level or innovative actions that are then 'mainstreamed'. Finally, the evaluation of process effects considers the extent to which policy goals of the EGF have had an influence on the actors and partnerships involved, including their longevity beyond the EGF, as well as broader impacts on Member State and regional administrations of other funding operations, including the ESF.

3.7.2.1 Volume effects

The EGF produces significant volume effects. Case evidence shows that the EGF provides additional resources to Member States, as the EGF adds to existing mainstream restructuring assistance programmes and PES services (as well as services of other labour market actors), without replacing existing resources.

The EGF provides volume effects in five different ways.

- First, the EGF substantially increases the overall number and variety of services that would otherwise be available to redundant workers through national funding and programming. Because of the scale of the restructuring events for which support is available via the EGF, Member States and regional administrations and service provisions would otherwise have struggled to provide a similar scale of service (or in some cases any such service at all).

Usually this translates to an increased number of guidance and counselling sessions available to workers (thereby allowing a more holistic approach to counselling to be adopted), lower ratios between counsellors and supported workers (thus ensuring a more individualised approach), the organisation of new and different training courses than would be available through national funding, and increases in places available within the mainstream education and training system for redundant workers. As an example, in Sweden, one of the most important added value effects of the Volvo Trucks case (EGF/2015/009) is that the EGF has allowed more people to retrain within mainstream vocational education and training (VET) and higher education (HE) without having to take out a student loan or another form of self-financing; the EGF funded study places for those interested in pursuing a new career.

- In addition to directly increasing the volume of support, the additional funding enables the case partnerships to provide flexibility that would not be available without the EGF. An example of this is organisation of training courses to start as and when the beneficiaries are ready to train rather than having to wait for fixed dates for such training to start in any given year.
- Second, the EGF reinforces the intensity of the package of measures provided to redundant workers through national resources. To illustrate this, an interviewee in the Aragón case in Spain (EGF/2014/003) explained that the per capita funding is four to five times higher in EGF cases than in mainstream ALMPs. The added value of this is that the case has been able to offer bespoke, personalised services. This has improved the responsiveness of the services and thereby the chances of rapid re-employment. In Greece, redundant workers usually receive only one appointment with a PES counsellor, while the EGF allowed the Sprider Stores case (EGF/2014/009) to provide up to 40 one-on-one sessions for the workers who lost their job at the retail chain, followed by 300 hours of training. Such intensity of support was needed because the beneficiaries had been unemployed for a long time between their redundancy and the start of the EGF project.

Other examples of volume effects

In Belgium, the Caterpillar case (EGF/2014/011) provides a practical example of how the EGF speeds up the labour market integration process of those who need to retrain: the average waiting time for forklift operator training was three weeks in the Caterpillar reconversion unit, whereas a dismissed worker in a 'mainstream' reconversion unit has to wait up to six months for the same course.

In Ireland, EGF support has been crucial for the workers affected by the closure of Anderson Ireland (EGF/2014/007). It is unlikely that the level of assistance provided would have been put in place without the EGF. This is due to the fact that the number of workers dismissed was not large enough (171) for mainstream providers to develop bespoke time-limited programmes. This would have taken significant time to discuss and agree – with no rules in place regarding how it would be done.

- Third, the EGF has ensured a greater focus among providers to support individuals affected by large-scale redundancies, leveraging in additional volume of in-kind support among a range of providers (i.e. quality assurance, certification, etc.). This has been evident in the Irish cases, with state agencies also stepping forward to use funds that they had already earmarked for other programmes to support dismissed workers.
- Fourth, the EGF has supported existing national actions by extending the duration of national measures for restructuring assistance. This has benefited dismissed workers in Belgium and Germany in particular, by expanding the period of transfer support from one to two years and making it possible to deliver additional training, which has supported labour market reintegration. In the Mory Global case in France (EGF/2015/010), the EGF has ensured a speedier response to providing restructuring support.

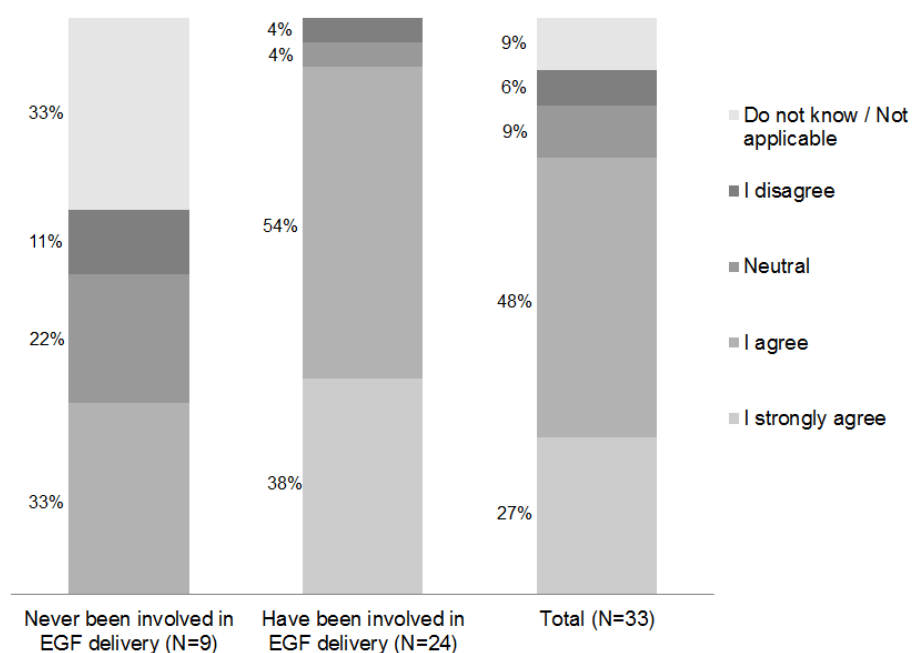
- Finally, the EGF has provided considerable volume effects by supporting more NEETs than would otherwise have been the case.

Overall, the interviewed stakeholders were of the opinion that this increased volume of activity was an important factor supporting beneficiaries back into employment.

This has been confirmed by the responses to the OPC. As shown in the figure below, three quarters of all respondents (75 %) were of the opinion that the EGF has produced volume effects either by adding to or supporting existing actions. This assessment of the volume effects of the EGF was even more pronounced among those respondents who had been involved in the delivery of the EGF. Nine out of 10 respondents (92 %), who had been involved in EGF delivery, were of the opinion that the EGF supports or adds to existing national measures.

Figure 47. The EGF has added to, or supported, existing actions or policy areas

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

3.7.2.2 Scope effects

The EGF produces scope effects, although these are admittedly lower and less documented than the volume effects. Scope effects are also more fragmented in that they are more evident in some cases than others, while volume effects are present in all. In most cases, the EGF did not support specific groups or policy areas that would not otherwise have received support; rather, it served to increase its intensity and volume.

Support for groups that would not otherwise receive support

Overall, most EGF beneficiaries would have been supported through national programmes in the absence of the fund. However, such support would have been less individualised and light, provided in many cases through an online service and in an impersonal way, with fewer opportunities to retrain and less emphasis on the overall 'well-being' of dismissed workers.

The most significant scope effect of the EGF is the value it provides by enabling Member States to support dismissed workers with the most significant barriers to re-employment through a long-term, personalised approach. Another important scope

effect is the value of the EGF to the wider pool of unemployed people in the affected regions whose services are not cut, thanks to additional funding that the EGF makes available to support those affected by the mass redundancy. This was highlighted by stakeholders involved in the Ford Genk and STX Rauma cases, for example, as these cases resulted in a big economic shock for the region.

A considerable number of NEETs (1 658 planned) were also given more opportunities for support than would otherwise have been the case. In the Irish cases, those NEETs who benefited from the EGF represented the hardest-to-help groups, with the most substantial disadvantages preventing access to the labour market. In the Anderson case, the EGF provided an option to engage with NEETs in a more flexible manner than in mainstream programmes, for example by developing specific training courses to deal with their specific needs. Here the EGF was used to provide far greater choice than was available through mainstream providers, the EGF training grant could be used to fund any course that would assist them to gain employment / progression in education. This included the possibility to use accredited private training providers.

Two individual EGF cases provided scope effects by supporting specific groups that would have been outside national programming in this area.

- The Volvo Trucks case in Sweden (EGF/2015/009) supported all dismissed workers, including temporary workers whose contracts were terminated as part of the plant closure. This approach is different from the national restructuring agreements, which often exclude certain groups on precarious contracts, such as temporary workers.
- The Aragón case in Sweden has been able to reach beneficiaries in remote rural areas through the tripartite approach, which builds on the contacts of the trade unions and employers organisations, and not only those of the PES. Without this approach, dismissed workers from many rural communities would not have received any support.

Support for policy areas that would not otherwise receive support

Only limited evidence of EGF support for policy areas or measures not addressed through national actions was identified. The main finding in this regard is the evidence of provision of training tailored to specific sectors where there were employment opportunities (as a way of supporting growth in new and growing sectors) and incentives to encourage the take-up of support for new business creation.

In the German EGF cases, support funded job scouts and in the Opel case 'speed dating' events with employers, which would not have been available through national funding mechanisms and which were considered to be extremely successful in bringing job seekers and employers together in an informal way.

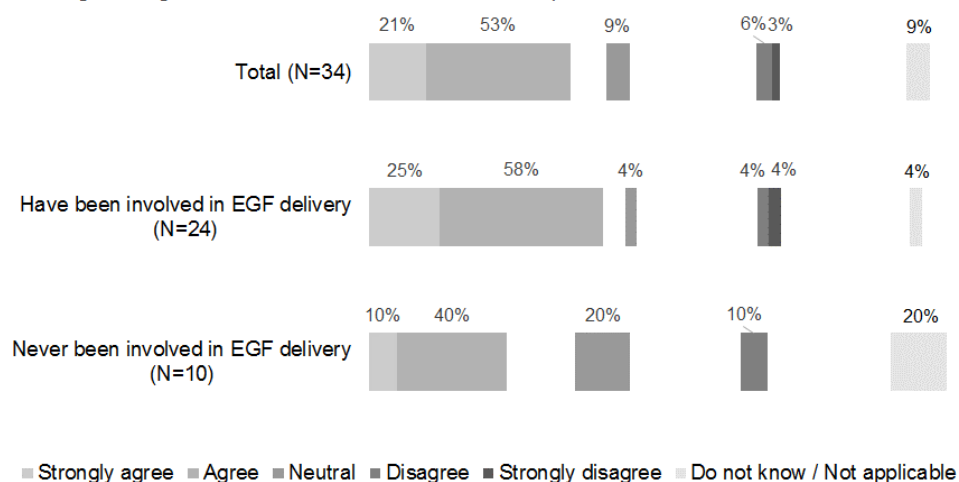
In the Belgian cases, particular emphasis was also placed on dedicated psychological support, which would otherwise not have been available and was rated highly by beneficiaries.

Similarly, with reference to NEETs, the Anderson case in Ireland was able to pay for an educational psychologist, which is important for some learners with particular difficulties who wish to progress into third-level education. There is no mainstream budget in the adult education service to use an educational psychologist for individuals who have dyslexia or who require support such as readers in exams. Without such provision from the EGF to cut through these rules, some individuals would not have received help.

Overall, the respondents to the OPC were of the view that the EGF has broadened existing actions by supporting new groups or policy areas. However, they were slightly less cautious about the scope effects than the volume effects, which is in line with the findings from the case studies.

Figure 48. The EGF has broadened existing actions by supporting groups or policy areas that would not have received support otherwise

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

3.7.2.3 Role effects

Role effects relate to the extent to which the EGF has supported local or regional innovations that are adopted at national level or innovative actions that are then 'mainstreamed'. Considering that this is a mid-term evaluation that considers cases which are still very much in the process of delivering the planned support or have only very recently finished, it is unsurprising that not many significant role effects were identified. This situation is also influenced by the large number of cases operating in areas or contexts with a great deal of prior experience in managing similar situations.

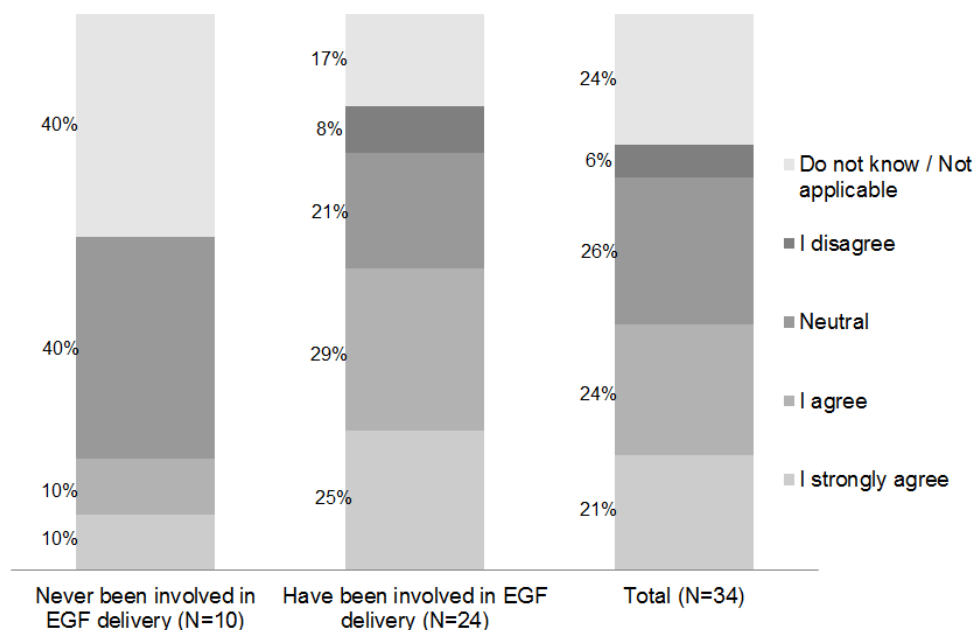
However, a small number of examples of ways in which the most recent experience of EGF delivery has played into current national and regional policy discussions were identified. Many were reported above in Section 3.3.3 on mainstreaming effects. These examples show that the current EGF cases may influence the delivery of future mainstream restructuring support. In Belgium, the EGF has enabled the piloting of the new 'whole-person' approach to counselling for dismissed workers (Belgian EGF cases). In Italy, the Alitalia partnership has experimented with the new national proactive approach to restructuring assistance. The EGF has also influenced the design of active labour market programmes (Aragón), where the tripartite EGF case partnership is working to set up a programme to support the long-term unemployed, based on the principles of the EGF case.

EGF cases have supported innovation in the area of employer engagement. The provision of dedicated services (job scouts) to employers has now been mainstreamed into EGF support in Germany. One of the Finnish cases (computer programming) experimented with PES services by combining the role of counselling with proactive work with employers so as to be able to identify good matches between the two. Job speed dating events are becoming a more established practice in Belgium, for example.

The respondents to the OPC were careful to attribute the EGF to policy changes: 45 % of respondents considered that the EGF experience has been applied elsewhere. Those involved in EGF delivery were more positive, with more than half (54 %) agreeing that lessons learned from the implementation of the EGF have been applied elsewhere.

Figure 49. Lessons learned from the implementation of the EGF have been applied elsewhere

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

Note: the high share of respondents who could not answer this question reflects the lack of knowledge about the application of the lessons elsewhere among respondents, especially among respondents who have never been involved in EGF delivery.

3.7.2.4 Process effects

An assessment of process effects considers the extent to which policy goals of the EGF have had an influence on the actors and partnerships involved, including their longevity beyond the EGF, as well as broader impacts on Member State and regional administrations of other funding operations, including the ESF.

No evidence has been identified of a fundamental, systematic influence of the EGF on national policy or funding choices. This is unsurprising considering the stage of implementation (EGF cases are still running or have just finished) and the fact that the EGF already aims to provide a good fit with national/regional policy goals on restructuring assistance. No tensions between the different types of EU funding schemes (namely the EGF and the European Social Fund, ESF) were detected; these operate alongside one and another usually with different timelines.

However, EGF delivery has produced two types of process effects which do not necessarily have a systematic influence on policy and funding choices but have been evidenced to have a discernible effect in some or most Member States. In addition to the two more 'general' effects, two further case-specific process effects were identified and are illustrated below.

First, the EGF has improved the level and quality of 'coordination' on restructuring assistance, and indeed it has provided structure (in terms of partnerships and funding rules) which the stakeholders now adhere to without noteworthy tensions. This influences policy delivery in various ways and areas: the same partnerships are now involved in the delivery of other policies and programmes. There are, however, country and case differences. In Greece, for example, it would appear that no

significant 'peer' learning has taken place among EGF cases yet considering that most cases have faced or continue to experience similar practical obstacles. But in Belgium, the six EGF cases running (almost) at the same time have been able to exchange experiences and lessons with one and another. This has been facilitated by EGF coordinators at the PES and trade union partners FGTB and CSC. The Netherlands is a unique case in the sense that while the EGF is not actively promoted by the government, the success of individual EGF cases has led the PES to advise other organisations to consider applications for the EGF.

Second, the EGF continues to have an influence on the national restructuring frameworks through the positive learning acquired from the delivery of the EGF to date (as identified earlier in the report) and the way in which the lessons are being absorbed by the mainstream systems and new EGF and other redundancy cases. As an example, in Germany the measure of 'vacancy acquisition' and peer groups have now been mainstreamed into EGF support. In Belgium, through the EGF, trade unions have started to work in a proactive manner to support mass redundancy cases. They map and make connections through internal networks with related enterprises in specific regions and/or sectors so as to identify 'hidden vacancies' and internship opportunities.

In terms of country or case-specific process effects, the Dutch Gelderland and Overijssel case has stimulated discussions between social partners about collective agreements and their role in potentially locking workers into employment in the same sector, even when employment opportunities in the sector are scarce and workers face the choice of either being unemployed (given the lack of jobs in the sector) or losing their pension rights⁵⁰. This has affected the ability of the Dutch case to support older workers (aged 61+) into employment. The issue is currently being debated between social partners.

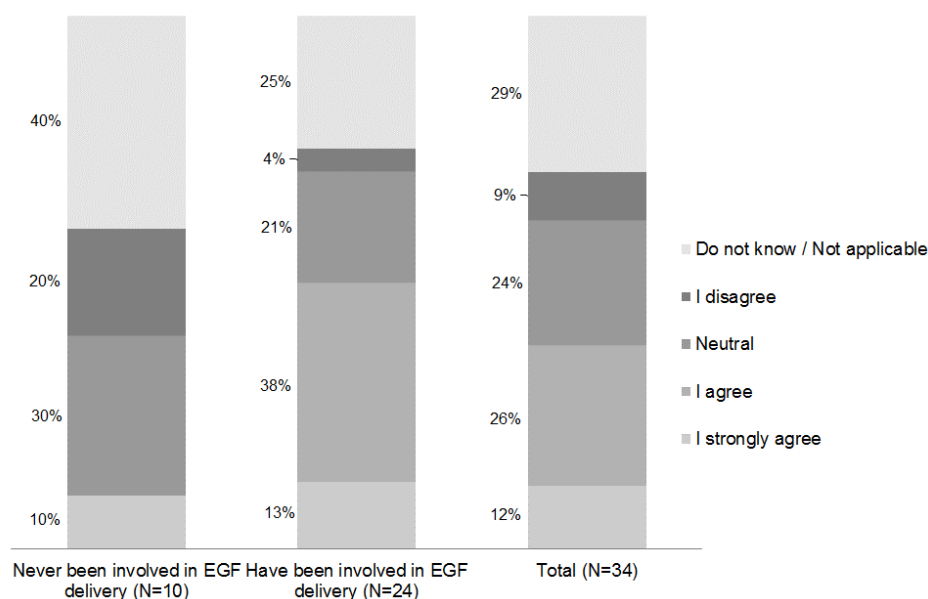
The Aragón case has produced innovative methods, which may affect future labour market integration policy and programmes in the region. The case developed a PEAC procedure (Procedure to evaluate and certify skills, *Procedimiento de Evaluación y Acreditación de Competencias*), which has allowed EGF beneficiaries to get their skills certified and to access 'professional certification' (*certificado de profesionalidad*).

Just over a third (38 %) of respondents to the OPC felt that the EGF had improved operational processes related to restructuring assistance. Again, those involved in the EGF delivery were more positive, in that 51 % were confident that such positive effects had been achieved.

⁵⁰ As explained in the lessons chapter (3.3.2), in the Netherlands the sectoral collective labour agreement for the construction sector stipulates that those aged 61+ have to stay in the construction sector to keep their pension rights. This has had a big impact on the ability of the EGF Gelderland and Overijssel case (EGF/2014/002) to support older workers into new employment.

Figure 50. The EGF has improved/changed operational processes and implementation of support measures for redundant workers/NEETs, including in relation to other national or European sources of funding

Warning: this figure is based on a low number of responses



Source: OPC for this mid-term evaluation, base respondents: 34 responses

Caution: a high share of respondents not involved in EGF delivery were not able to comment on the influence of the EGF on operational processes and implementation of support measures for redundant workers.

3.7.3 Concluding remarks on the EU added value of the EGF

Overall, the evidence gathered from EGF cases and the OPC demonstrates that the EGF provides support to dismissed workers that is additional to what would have been available in the absence of the fund. The volume effects are particularly significant and they are also the most visible and well documented of the four types of EU added value.

The challenge has been particularly significant for the coordinators of many Greek EGF cases, who have had to deal with dispersed, often unknown beneficiary groups (due to lack of support from the employer), without much prior experience of coordinating large-scale restructuring assistance programmes. This is where the EU added value can be even greater, especially when some of the practical challenges related to procurement, recruitment of case coordinators and beneficiary details are identified and addressed in a timely manner. This calls for peer learning, both among EGF case coordinators in Greece and also with authorities in other countries, to maximise the EU added value.

As already indicated above, the greatest added value of the EGF lies in its ability to support dismissed workers in a personalised manner through flexible provisions (i.e. by allowing the timing and locations of training to be determined by the needs of the dismissed workers, rather than at set locations or periods of the year). There is also an ever greater focus on the 'whole-person approach' in counselling and the need to base the selection of support measures on a thorough analysis of supply (skills, needs and aspirations of beneficiaries) and demand (for labour by local employers). There is still much room for improvement though in making sure all EGF cases are built around a solid analysis of the needs of beneficiaries and in ensuring the voice of the dismissed workers is heard in all stages from design to implementation.

The most likely consequence of discontinuing the EGF is an even greater economic shock for cities and regions experiencing large-scale redundancies as a result of globalisation or the global economic and financial crisis. Dismissed workers would miss out on a bespoke set of interventions and they would not be prioritised for assistance.

4 Conclusions and recommendations

4.1.1 Effectiveness

The overall aim of each case is to ensure that the largest possible number of beneficiaries find sustainable employment as soon as possible within the six-month period before the final report referred to in Article 18(1) is due. To what extent has the overall aim for each case been reached?

The re-employment rate at the end of EGF assistance varied considerably from 23 % in the case of BE Arcelor Mittal, to 88 % in the case of NL Gelderland and Overijssel. The average reemployment rate for the finalised and recently completed projects is 56 %. This is higher than the 49 % average re-employment rate achieved across the 73 EGF cases in the 2007-2013 period.⁵¹

49 % of EGF beneficiaries who completed the beneficiary survey reported finding a new job since they were made redundant. 40 % were unemployed at the time of the survey. Importantly, of the 36 % of respondents without a job, the majority are actively looking for work, thus maintaining a chance of finding a new job, with only 4 % disengaged from the labour market and not looking for work.

In the OPC, a quarter of respondents considered that without the EGF the support offered by the Member States to redundant workers was sufficient to help them into employment. In contrast, 42 % of all respondents disagreed that such support without the EGF was sufficient.

63 % of beneficiaries who reported finding employment indicated a permanent job, while 36 % had found a temporary job. In terms of the contractual status of new employment, on average, across the eight cases with available data, just over half of the newly found jobs were permanent, with the remainder being split between temporary and fixed-term jobs. In 9 out of 13 cases where data are available, there was a significant shift in the new jobs away from the sector of previous employment where the redundancies occurred. This shift was also supported by training provided with EGF resources, which facilitated the acquisition of new competences and occupations required in the different sectors.

In 7 out of 12 cases with the identified comparators, the EGF re-employment rates were higher than or similar to the results of similar re-employment policies, which indicates that the EGF cases perform more effectively⁵².

What were other case-specific aims and to what extent have the needs identified been satisfied?

No case-specific aims have been identified beyond those that would also contribute to achieving the labour market re-integration of dismissed workers.

To what extent have reliable data been collected to ensure that the achievement of the case-specific objectives can be monitored?

Data availability in this evaluation has been patchy (this is also due to the ongoing delivery of EGF assistance in many instances). This means that monitoring data should be available in line with the requirements of the regulation when EGF funded delivery is complete. In each case, case coordinators must provide data in accordance with the requirements of Regulation (No 1309/2013). It is therefore at the point of final reporting that all monitoring data will be available. There is no suggestion that the cases included in this evaluation will not meet the requirements of Regulation 1309/2013.

⁵¹ ICF (2015) Ex-post evaluation of the European Globalisation Adjustment Fund (EGF), Final Report, for DG EMPL.

⁵² These cases are: BE Hainaut-Namur Glass, ES Comunidad Valenciana metal, FI Broadcom, IE Andersen Ireland, IE Lufthansa Technik, IE PWA International, NL Gelderland and Overijssel

What are the factors that help or hinder EGF cases achieve their objectives?

The evaluation identified common and case-specific factors that have helped and hindered cases to achieve their objectives of re-employing the EGF beneficiaries. It did so by comparing the incidence of supply, demand and policy mix factors in cases with lower employment rates (and those with higher employment rates) so as to better understand what issues impact on such outcomes (see Table 9).

Among the supply factors, the profile of beneficiaries assisted was a key parameter, especially in the following contexts.

- Where large numbers of beneficiaries were older workers, often with long careers with the same employer, meaning they were lacking job-search skills or motivation to build new careers at pre-retirement age. In such instances, the EGF assistance had to be well targeted to their needs, with an emphasis on coaching and psychological support.
- Where the skill levels of dismissed workers played an important part, with labour market re-integration much easier to achieve for relatively skilled workers who had good chances of finding new jobs in the local labour markets.

In relation to the demand factors, the conditions in the local labour markets played a key role in influencing the re-employment rates. Labour market re-integration was easier where there was existing demand for labour in the localities where the redundant workers were, and vice versa much more challenging when the local labour markets were experiencing a crisis in other economic sectors as well.

Among the policy factors, key success factors identified were as follows:

- learning from previous EGF cases in the country or the region in terms of developing effective partnerships and appropriate delivery measures and approaches, and reaching the dismissed workers;
- the need for targeted, individualised and early assistance to the dismissed workers, built on a pathway of progression to a new job;
- strong cooperation between the delivery partners, including the social partners, and a coordinated approach to the delivery of EGF assistance;
- effective integration of the EGF assistance with the existing national, regional and company-level restructuring support framework, where the EGF assistance added new services to existing support or increased the volumes of existing PES assistance.

Financial success in spending the allocated EGF funding was not necessarily the key factor in determining the re-employment outcomes for EGF beneficiaries.

Is the scope of the Fund clearly defined and useful in achieving the objectives? If not, what are the reasons?

Fifteen cases were submitted as globalisation cases and 14 were submitted as crisis cases. The close split between the cases is indicative of the fact that Member States found they were able to put together applications which were consistent with both causal factors included in the scope of the regulation. There is little sectoral alignment between cases submitted under the trade criterion and those cases submitted under the crisis criterion. The interviews with national Contact Persons indicate that the requirements stipulated in the EGF Regulation 1309/2013 are clearly defined and are well understood by Member States.

A small number of national Contact Persons stated that they could perhaps have submitted the application under a different criterion. Here it is argued that one of the impacts of the financial and global economic crisis has been to accelerate existing

effects of globalisation, i.e. accelerating trade effects. There is therefore a judgement call in some cases regarding which of the criteria is a 'best fit' with the causes that can be identified and evidenced. Nevertheless, this does not lead to a conclusion that the scope is not useful; rather, there is recognition that the trade/crisis distinction is not always a binary one.

The criteria are useful as they provide necessary flexibility for Member States to evidence the most relevant criterion in order to achieve submit applications and provide assistance to dismissed workers. It is not clear that amendments to the criteria aimed at widening the scope would result in significantly more applications.

What prevents Member States from applying for EGF funding? To what extent is the potential aid offered by the EGF used by the Member States and what are the factors that encourage or hinder its use?

The maximum EGF funding allocation for the 2014–2020 period is EUR 1.05 billion, approximately EUR 150 million per annum (2011 prices). This funding can be used to co-finance 60 % of the cost of EGF cases. Between 2014 and 2016 a total of 29 applications were approved with a combined EGF contribution of EUR 98 521 851. The majority (19 cases) started in 2015. However, the EUR 78 669 378 contribution was significantly below the EUR 150 million ceiling.

The main issues highlighted by stakeholders related to the specific detail of the eligibility criteria and the way in which they relate to Member State business demography. For example, in many Member States the share of large companies is very small. Achieving 500 redundancies can also be difficult to evidence, as many companies choose to make workers redundant during phases over a long period of time. Evidence from the interviews with national Contact Persons and case coordinators suggests that, for example, changes which lower the number of redundancies required for an EGF application would likely result in more applications.

It is possible that more favourable ESF co-funding rates may influence the number of EGF applications, this may be the case for EU-13 Member States, among which there were no applications between 2014 and 2015.

To what extent is the support applied for and provided by the EGF actually used by the Member States, and what are the factors that optimise or reduce its use?

The total planned budget for the 29 EGF cases was €164,203,094. Actual EGF expenditure data are available in only six cases. Of the six, two cases (FR GAD and IT Whirlpool) spent more per beneficiary than expected. This is due to lower numbers of beneficiaries than planned. Cases with significantly lower than expected EGF per beneficiary (projected or actual) were usually targeting highly educated, skilled and relatively young and mobile workers.

To what extent is the support offered used by the beneficiaries, i.e. the redundant workers, and what are the factors that encourage or hinder its use?

In the majority of cases (15 out of 22 cases with available data), the number of assisted workers was lower compared to the planned numbers, indicating that EGF support was being used to a limited extent by the beneficiaries or that original assessments of the likely number of dismissed workers changed. In several cases, the intended EGF beneficiaries had already found a job before the commencement of the EGF assistance. The key barriers to participation in the EGF measures mentioned by the beneficiaries in the survey were the lack of information about the EGF assistance, physical barriers (e.g. limited mobility) and the assistance offered not being well aligned to dismissed worker needs. In contrast, respondents highlighted the important role of local public authorities, including the PES, in attracting the beneficiaries to participate in the EGF.

To what extent have Member States made use of the derogation clause in Article 6(2)2 of the EGF regulation, and what are the factors that encourage or hinder its use? What has been the added value of EGF measures targeted at NEETs?

Of those Member States that have submitted cases since the start of 2014 (the introduction of the clause), three included NEETs (BE, IE, EL). Ireland has used the derogation in each of the three cases submitted. Belgium has used it in two of its five applications (Hainaut-Namur Glass, Hainaut Machinery), while Greece has used the derogation in four out of six cases (Nutriart, Sprider Stores, Odyssefs Fokas, Supermarket Larissa).

Of the 2,401 NEETs originally targeted, 1,658 (or 69 %) have been assisted. To date, data for three cases providing assistance to NEETs are not available. This is due to the fact that both Belgian cases (Hainaut Machinery and Hainaut-Namur Glass) and the Irish case (PWA International) are ongoing with assistance set to complete in the second half of 2017. All other cases that included NEET provision in their application had completed their delivery measures. Only two cases (Odyssefs Fokas and Lufthansa Technik) reached less than 90 % of the targeted NEETs. Difficulties in contacting and retaining the interest of NEETs in the provision were key difficulties in providing measures to NEETs. There is little systematically collected outcome data to show the impact of the assistance provided to NEETs

To what extent does the possible emergency relief aid offered by the EGF replace measures or allowances which the Member State on its own would be paying in the absence of EGF funding?

Based on evidence taken from the case studies, the main factors that influence the selection of EGF measures are varied, though often act in combination. The factors identified include:

- mainstream provision – provided with greater intensity;
- findings from recent evaluation of similar mainstream provision;
- lessons learned/improved understanding of what worked in previous EGF cases; and
- direct information from beneficiary surveys regarding their desired measures and/or possible ways of linking this to market demand (the needs of businesses in the region).

There is very little evidence from the case studies to suggest that the support provided through the EGF displaces measures that would have been offered by Member States' mainstream services, or specially convened support partnerships.

4.1.2 Sustainability

To the extent to which the current evidence allows to identify, what are the long-term effects for EGF beneficiaries generated by the EGF cases?

Long-term data on the re-employment outcomes of EGF beneficiaries were available in none of the 29 cases covered in the evaluation, as the cases had just finished or are still delivering the assistance.

Beneficiary survey data collected in this evaluation show a comparatively long tenure of jobs held by EGF beneficiaries. This also indicates a considerable sustainability of EGF case re-employment outcomes. Almost half of the respondents were in a job for more than 12 months, and 67 % of respondents have been in a job for more than seven months

However, among beneficiaries there were differences of opinion as to the importance of EGF assistance in securing sustainable job outcomes (see Figure 17). A fifth (18 %) of respondents thought that the EGF did not increase the likelihood of finding a new job in the future, and a similar proportion (18 %) considered that the EGF did not increase their likelihood of retaining their current job in the future. In contrast, almost half of respondents (47 %) considered that the EGF either significantly or somewhat improved the likelihood of finding a new job in the future, and 37 % thought that the EGF either significantly or somewhat improved the likelihood of sustaining their current job.

What has been learned in the Commission as well as in national, regional and local authorities as a result of the cases in relation to the design, implementation and monitoring of restructuring assistance?

Key learning points in relation to the design of restructuring assistance:

- **Lesson 1:** The EGF case design process should begin with the identification and analysis of the potential beneficiaries to understand the scale (how many workers will fit the EGF criteria) and scope of the beneficiary group (what is the profile in terms of educational, employment, personal, social and health background).
- **Lesson 2:** The experience of delivering previous EGF cases has highlighted the importance of designing measures which react to the specific needs of the dismissed workers. Therefore, EGF cases should build on two sets of analyses, undertaken at the application stage or the start of the case:
 - A needs analysis to establish a thorough and up-to-date understanding of the training and employability support needs and wishes of EGF beneficiaries.
 - A mapping of existing potential services so as to assess the need for new or more services that can ensure a personalised and responsive service offer.
- **Lesson 3:** Early action is needed to support dismissed workers in a timely manner.
- **Lesson 4:** When available, the EGF case should be built on the foundations of existing national institutional and policy frameworks for restructuring and earlier EGF cases.

Key learning points in relation to the implementation of restructuring assistance

- **Lesson 5:** Find effective ways to communicate with beneficiaries.
- **Lesson 6:** It is important to plan from the beginning the means to collect relevant monitoring data to keep track of beneficiaries' progress and their employment outcomes.
- **Lesson 7:** The representatives of workers and social partners should be key partners in EGF cases; tripartitism has been achieved in most cases, but there is room for improvement in formalising the voice of dismissed workers in the process.

Key learning points in relation to the delivery of restructuring assistance

- **Lesson 8:** Dismissal is one of the most traumatic events an employee may experience. Effective integration into new employment starts with relationship building, followed by advice and counselling, with a particular focus on psychosocial support.
- **Lesson 9:** EGF case planning should take into consideration the effects of social packages of dismissed workers on the implementation of planned measures.

- **Lesson 10:** It is important to find the right 'menu' of activation measures.

Did the learning process help in mainstreaming innovative ideas and in (re)designing other active labour market policy instruments?

The learning from delivery of EGF cases is difficult to isolate and attribute to particular changes in national or regional policy approaches to the EGF. For some Member States, the measures included in the the EGF applications and delivery models used are in themselves the culmination of knowledge gained through delivery of previous EGF cases. In other cases, the EGF builds on national models on the management of restructuring. In addition, many of the current EGF cases are still running, meaning that learning from such cases has not yet been evaluated, let alone disseminated.

4.1.3 Efficiency

At a case level, could the same results have been achieved with fewer resources and/or in a shorter period of time?

To examine if the same results would have been achieved with fewer resources and/or in a shorter period of time, the resources were compared with re-employment reached in the cases. Allocated financial resources are not correlated with the results of the projects.

These findings indicate that other factors have greater impact on the performance of the projects than the financial resources allocated to them.

Depending on their involvement in the delivery of the EGF, organisations participating in the OPCs differ in their perception of the appropriateness of the EGF resources. The majority of organisations which received funding state that the financial resources matched the needs of redundant workers (71 % agree and strongly agree). The same opinion is shared by only one third of organisations which were not involved in the delivery of the EGF.

The low financial implementation rate in finalised projects suggests that initial budgets may be overestimated. The evidence from case studies provides some insights into the reasons behind discrepancies between planned and implemented support: difficulties in reaching out to and engaging dismissed workers; delays in project implementation; generously or cautiously estimating required budgets; savings made in projects.

At a case level, to what extent are the costs incurred justified, given the changes/effects which have been achieved?

Participants in the OPCs were sceptical about the availability of information which would allow for a comparison between the costs of EGF measures and similar national measures. A large number of respondents were simply not aware of whether such data exist (32 %), or admitted that such information is insufficient. It was argued that it is sometimes difficult to compare 'top-down' programme-based measures such as those delivered through the ESF, for example, with the 'bottom-up' approaches included in the requirements of individual EGF beneficiaries.

In terms of cost per worker, in many cases the EGF cost is higher than the cost of mainstream provision. This is mainly due to more individualised and comprehensive support. Additionally, support provided by PES costs less than that provided by the EGF, due to savings which can be made while procuring services for a high number of clients (which cannot be matched by other organisations).

At instrument level, could the same results have been achieved with fewer resources and/or in a shorter period of time? What could be alternative ways of delivering the same results with lower transaction costs?

Respondents to the OPCs were reluctant to compare the EGF with standard ALMPs. Only one in five representatives of organisations stated that EGF resources used to support each redundant worker are comparable to those used for national measures.

In particular, institutions involved in EGF delivery share the opinion that the EGF is distinctive from mainstream provision.

In interviews conducted within case studies, project providers often stressed that EGF allows to provide more individualised and comprehensive support to redundant workers. Therefore the final cost per worker supported is higher than the standard provision

At instrument level, as concerns operational efficiency, do EU and/or national procedures in place ensure a swift and resource saving decision making process and thus a quick implementation of the interventions? How could procedures be optimised?

A table showing the when job losses occurred and EGF application approval dates in contained in Annex IV. Case studies are split in terms of their assessment of the efficiency of EU and/or national procedures put in place and their ability to ensure a swift and resource-saving decision-making process and thus a quick implementation of the interventions.

45 % of consulted organisations in the OPC pointed out that the procedures currently in place for the EGF do not allow for quick implementation of the support. At the same time, a similar share of respondents (39 %) disagree with the statement that there are more cost-effective responses to job losses than the EGF. The EGF support team at the Commission was noted as being particularly useful in assisting Member States in putting together applications, and in providing information and answering questions. It was also noted that where Member States had previous experience of the EGF, this contributed to a smoother, time-efficient application submission and implementation of measures.

4.1.4 Coherence

At instrument level and at case level, to what extent could complementarity with other Commission policies and initiatives be ensured or improved?

The EGF has a well-established intervention logic based on solidarity and the understanding that intensive emergency assistance can promote employment opportunities.

While the ESF and EaSI are designed to take a more long-term, strategic perspective, anticipating and managing the social impact of industrial change via activities such as lifelong learning, the EGF provides remedial, one-off, time-limited support to workers who have been made redundant.

At case level, to what extent have overlaps between the intervention and other interventions in the Member State been avoided?

The evidence from case research interviews suggests that there no significant overlaps between what is provided in Member States and the EGF, but rather that the EGF is well integrated into existing delivery models, or models that have been established for the EGF and operate within the mainstream frameworks.

The results of the beneficiary survey also indicate the high additionality of EGF support. A relatively small group of EGF beneficiaries (16 %) entered the EGF project instead of other types of support offered by PES, for example. Furthermore, the majority of organisations delivering EGF (63 %) think that EGF support works as an addition to nationally provided measures or activities funded with other EU funds.

At case level, to what extent have overlaps between the intervention and other interventions in the Member State resulted in synergies?

The overlaps, where they occurred, had beneficial implications according to more than three quarters of organisations participating in the OPC. For example, in some cases national funds were used to provide support to redundant workers beyond the EGF

eligibility period. Evidence gathered to date from the case research provides additional examples of the positive outcome of such overlaps.

4.1.5 Relevance

To what extent does the derogation clause in Article 6(2) of the current Regulation (Regulation No 1309/2013) reflect the needs of the Member States? To what extent is the clause still relevant in relation to the effectiveness and efficiency of policy delivery to NEETs? Is there a need to extend the duration of the clause, in particular if the duration of the Youth Employment Initiative (YEI) is also continued beyond 2018?

The 33 % youth employment rate (among those aged 15–24) recorded in 2015 for the EU-28 was well below pre-crisis levels and is among the lowest ever recorded in the EU. Similarly, since the recession a high youth unemployment rate has persisted, with 20 % of those aged between 15 and 24 unemployed (i.e. over five million young people unemployed). The number of NEETs aged 18 to 24 also increased substantially in the EU-28 following the financial crisis.

As of 2015, 9 countries (down from 11 in 2012) had regions with a youth unemployment rate higher than 25 %⁵³. However, fewer than half of the respondents to the OPC (41 %) believed that the derogation clause targeting NEETs is relevant and should extend beyond December 2017. A tenth of respondents (9 %) in the OPC strongly disagreed that targeting NEETs was justified. Several respondents qualified their response, suggesting that the derogation was not needed due to the availability of other European-level schemes such as the Youth Guarantee and the Youth Employment Initiative.

To what extent is the scope of the EGF as defined in Article (2) of the current Regulation (Regulation No 1309/2013) still appropriate? Does it make sense to restrict the scope if the aim of the fund is to promote sustainable employment and to contribute to inclusive economic growth? What would be negative or positive effects of widening the scope?

Over two thirds (67 %) of organisations responding to the OPC felt that the scope of the EGF is still relevant and appropriate. However, a quarter of respondents (24 %) believed that the scope was no longer relevant or appropriate. Several respondents qualified their answers, suggesting that the scope should be narrowed to exclude the part relevant to the global financial crisis. Up to the end of 2014, the crisis criteria had been available for only four years; however, the number of applications outweighed those made under the globalisation criteria, both in number and value. The results of the OPC found that a third of those who had delivered the EGF before (33 %) felt that the scope should remain the same, compared to only a fifth (20 %) of those who had not.

To what extent are the intervention criteria as defined in Article (4)6 still appropriate? What would be negative or positive effects of lowering the current threshold of 500 redundant workers?

There is support for lowering the thresholds among consulted organisations and those interviewed within case studies. Case study evidence shows some support for lowering the thresholds but also some concerns regarding the capacity of Member States and the European Commission to actually submit further applications.

⁵³ The countries in which in 2015 the youth unemployment rate was over 25 % were: BE, BG, DK, DE, EE, IE, EL, ES, FR.

Other responses suggested lowering the thresholds for smaller countries, smaller regions, and regions still affected by the crisis or certain types of companies (SMEs), or making the EGF available to all citizens. Respondents often recommended expanding the reference period during which dismissals occur from 9 to 12 months. Consulted organisations suggesting such solutions are mainly motivated by the aim of reaching a wider target group. Only one respondent indicated certain consequences of such expansion, namely the high costs of launching a project for a smaller group of redundant employees, due to the associated EGF administrative burden.

In absolute terms, the number of restructuring cases where more than 500 employees lost their jobs nearly halved between 2013 (239) and 2015 (140). By June 2016, 100 cases of companies planning to reduce employment by more than 500 employees were recorded in the ERM.

The total number of redundant employees in companies planning a reduction of 500 or more employees has also fallen in recent years, from 354 000 in 2013 to 273 000 in 2015.

If the threshold were lowered to 300 redundant employees, the number of eligible restructuring cases would increase by 40 percentage points but the number of redundant employees in them would increase by only 10 percentage points.

At case level, does the help offered and the way it is being offered correspond to the needs of the beneficiaries?

The majority of beneficiaries who responded to the beneficiary survey (75 %) felt that the measures they had accessed matched their needs, with the extent varying between very well matched (24 %), moderately well matched (36 %) and a slight mismatch (15 %). However, one fifth of respondents indicated that the support they accessed was not well matched to their needs at all.

Respondents in both the 26–35 and 36–45 years age brackets more often felt that the support provision was not well matched to their needs (with a respective 16 % and 20 % of respondents in each bracket). Additionally, larger proportions of respondents with higher levels of educational attainment believed there were significant mismatches between the support provision and what they actually needed.

4.1.6 Added Value

What EU added value has the EGF achieved?

Overall, the evidence gathered from EGF cases and the OPC demonstrates that the EGF provides support to dismissed workers that is additional to what would have been available in the absence of the fund. The volume effects are particularly significant and they are also the most visible and well documented of the four types of EU added value.

The majority of the cases are in regions and countries which are still feeling the effects of the global downturn and the resulting budget cuts. This means that the PES and other labour market actors operating in most regions of the EGF cases are still under immense pressure to support large numbers of workers made redundant over a short period of time, often with reduced budgets. This has made the resource provided by this EU fund even more valuable.

The greatest added value of the EGF lies in its ability to support dismissed workers in a personalised manner through flexible provisions (i.e. by allowing the timing and locations of training to be determined by the needs of the dismissed workers, rather than at set locations or periods of the year)

Annex I: Overview of study methodology

Key sources of information used in the evaluation

There are a wide range of data sources that have contributed to the analysis undertaken to answer the specific research questions in this evaluation.

- Case profile data obtained from the European Commission EGF case database
- Case output and expenditure data obtained from EGF national contact persons / case coordinators
- Qualitative information gained through case study research interviews
- Quantitative labour market data extracted from Eurostat
- Quantitative data extracted from the Eurofound European Restructuring Monitor

The study methodology used to obtain these data is detailed below after a discussion of the limitations of the analysis possible with the data obtained.

Limitations of the data analysis

There are a number of issues which have limited the analysis possible in this mid-term evaluation. A key issue in this respect is the timing of the evaluation. Many of the cases have either not completed or have only just recently completed delivery of EGF measures. The impact of this on the evaluation is that there is limited time and capacity to participate in the evaluation and provide complete information that, in many cases, has not been compiled yet.

Furthermore the timing does not allow sufficient time for those delivering or receiving EGF-funded measures to fully reflect on what has been done, what the benefits were, and how things could have been done differently. As a result it is difficult to make any quantitative assessment of, for example, the sustainability of the impact of EGF measures on beneficiaries.

Econometric analysis

Econometric analysis was one method considered to test the hypothesis that EGF improved outcomes and increased re-employment rates amongst those engaged with the support. Such analysis would have helped indicate the relative importance of the factors, and understand the impact of these on the re-employment rates observed across the 29 EGF cases. However, due to data limitations, it was not possible to use multiple regression analyses to identify casual effects of the support factors on re-employment.

The main issue with performing this type of analysis when faced with low numbers of observations is that it is possible the estimates of the regression line will be unstable, meaning that if the analysis were carried out again, it is unlikely the result would be replicated. One of the most widely applied rules of thumb, developed in Green (1991), for a minimum sample size when considering multiple regression is expressed as⁵⁴:

$$N \geq 104 + k$$

Where N is the sample size and k is the number of independent variables, thus the regression equation in this analysis would require a minimum of number of 117 cases with re-employment rates (because there are 13 independent variables - outlined in the three tables below).

⁵⁴ Green, S. B. (1991) How many subjects does it take to do a regression analysis. *Multivariate Behavioural research*, 26(30), 499-510.

In addition to having too few cases with the dependant re-employment variable, there were only 6 cases that had any data on the supply-side factors that detail EGF beneficiary's characteristics, which is a crucial aspect to the analysis.

Below we outline, in more detail, the data gaps precluding the use of more statistically robust methods. These include variables that would have formed the regression equation, broken down by supply-side, demand-side and policy variables. Each table provides a brief description as well as the source of data and the number of possible observations for each EGF case.

Supply Factors

The supply factors are the attributes of the EGF beneficiaries who form the labour supply. The following factors capture the various attributes of the redundant workers aided by the EGF funding:

Table A1.1: Supply Variables

Independent Variable	Description	Data Source	Number of observations
Workforce < 25 years	The proportion of the EGF beneficiaries less than 25 years of age	EGF Final Reports	4
Workforce > 55 years	The proportion of the EGF beneficiaries over 55 years of age	EGF Final Reports	4
Low Education	The proportion of the EGF beneficiaries with education of ISCED 2 and below	EGF Final Reports	0
High Education	The proportion of the EGF beneficiaries with tertiary education (ISCED 5 and above)	EGF Final Reports	0
Gender	The proportion of the EGF beneficiaries who are female	EGF Final Reports	6

Demand Factors

There are various demand factors that account for regional differences in the growth and structure of the labour markets and are available for all 22 case with reemployment rates. These are outlined in the table below:

Table A1.2: Demand variables

Independent Variable	Description	Data Source	Number of observations
GDP Growth	Gross Domestic Product (GDP) at current market prices, by NUTS 2 regions (measured by change in € per inhabitant), (%)	Eurostat	22
Employment Rate	Employment rates (total, working age population, NUTS 2), (%)	Eurostat	22
Unemployment Rate	Unemployment rate (total, working age population, NUTS 2), (%)	Eurostat	22
Long-term Unemployment	Long-term unemployment by NUTS 2 region (% of unemployment), Long-term unemployment is defined as	Eurostat	22

	unemployment lasting longer than 1 year ⁵⁵ .		
Level of urbanisation	Proportion of households in densely populated area	Eurostat	22

LMP expenditure and education expenditure were both available for all 22 cases, however EGF training was not available for any.

Table A1.3 Policy variables

Independent Variable	Description	Data Source	Number of observations
LMP Expenditure	Public expenditure on labour market policies, by type of action (categories 1-9, % of GDP).	Eurostat	22
Expenditure on Education	Expenditure on education (national data only, % of GDP)	Eurostat	22
EGF Training	The proportion of the EGF budget spent on training or re-training (ALMP Category 2).	EGF Final Reports	0

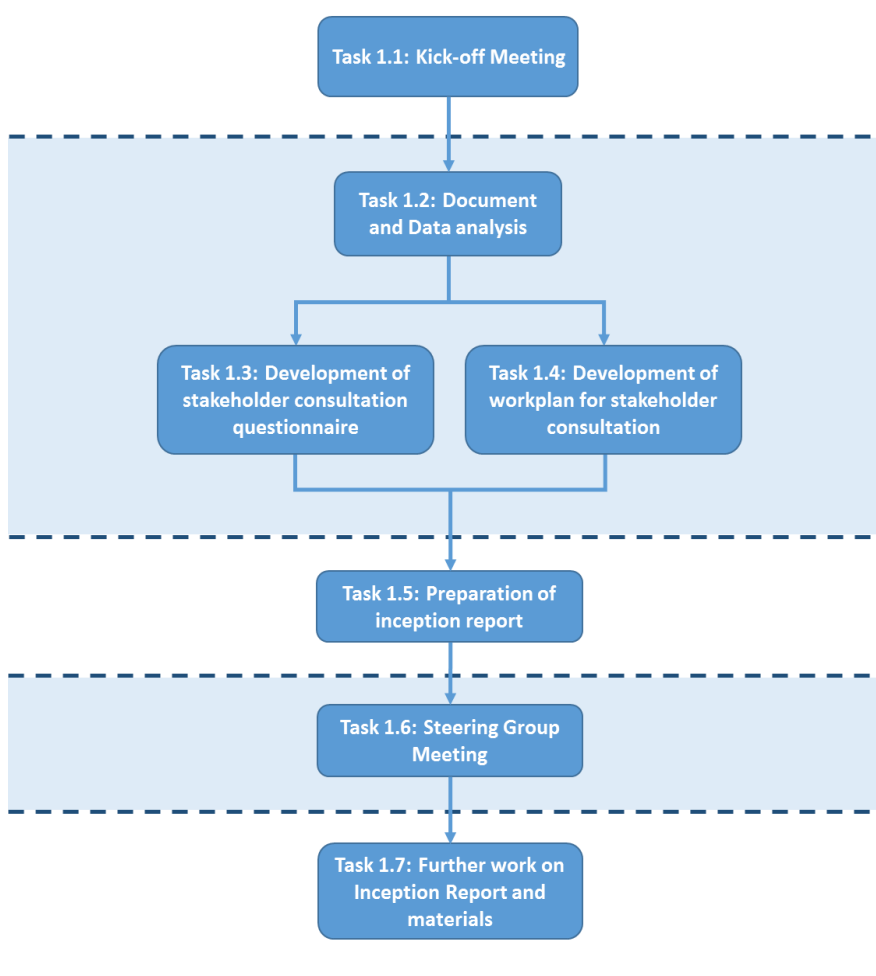
NOTE: It is important to note that the first two indicators are at a national level – no regional labour market policy statistics are available.

⁵⁵

<http://epp.eurostat.ec.europa.eu/tgm/table.do?tab=table&init=1&plugin=1&language=en&pcode=tsdsc330>

Study method

Figure 51. Task 1: Inception Stage: research tasks and timetable



Task 1: Inception Stage

Task 1.1: Kick-off Meeting

A kick-off meeting was held on 21 January 2016. At this meeting ICF provided a short overview of the proposed study methodology and the Steering Group discussed the timetable for the project.

The kick-off meeting was focused on the work required to launch the OPC, in particular how to most effectively use the EGF Networking Seminar to discuss the draft stakeholder questions and the OPC workplan.

At the kick-off meeting it was agreed that the immediate focus of ICF's work should be on ensuring that the tools for the OPC were developed and ready to be translated and launched in April. It was also agreed that this report should provide a fully developed evaluation framework with a specific plan to deliver the case study research that will answer the evaluation questions included in this study.

A full meeting note is contained in Annex 2.

Task 1.2: Document and Data analysis

Initial background research was been undertaken in order to familiarise the study team with the EGF cases that form part of this evaluation and to assist with further refining the study methodology.

The source of this research was the EGF database, provided to ICF by the EGF team. This provided a useful overview with further background research to review EGF applications prior to embarking on the primary research scheduled as part of Task 2. This work enabled the core research team to focus the evaluation research activities on filling known gaps and verifying the findings presented in the available material. Additionally interviews with EGF team officials that handle the cases which form part of this evaluation were undertaken, described below (Task 2.4).

Task 1.3 & 1.4: Development of stakeholder consultation questionnaire and workplan

ICF developed the stakeholder questionnaire for the OPC (to be undertaken over a 12-week period). The overall aim was to ensure that the findings from the public consultation inform the evaluation findings – in addition to the findings from targeted consultation to be conducted through in-depth case study research.

Task 1.5: Preparation of the Inception Report

The purpose of Task 1 was to provide a solid foundation for the study and to establish a solid set up of consultation tools and an agreed approach that will deliver the required evidence in order to answer the study questions. As per the terms of reference the report provides:

- A revised methodological approach (research design) reflecting the results of Task 1, this includes judgement criteria (detailed in Section 3) to assess the research questions;
- A stakeholder consultation questionnaire and work plan for the 12-week OPC (contained in Section 5);
- A revised work programme with deadlines for deliverables and further detailed description of Task 2 and Task 3 (outlined below in this section); and
- Revised fieldwork tools, and a list of individuals and their roles to be interviewed in each of the case studies (outlined below in this section).

Task 1.6: Steering Group Meeting

The Inception Report was discussed at a Steering Group meeting on 31 March 2016. At this meeting ICF provided an overview of the progress to date. The Steering Group discussed:

- the Inception Report;
- the methodology for the next stages of research;
- the details of the OPC, i.e.
 - the consultation questionnaire;
 - the target groups for the consultation;
 - the content of the consultation; and
 - the analysis of the consultation.

Task 1.3: Further work on Inception Report and materials

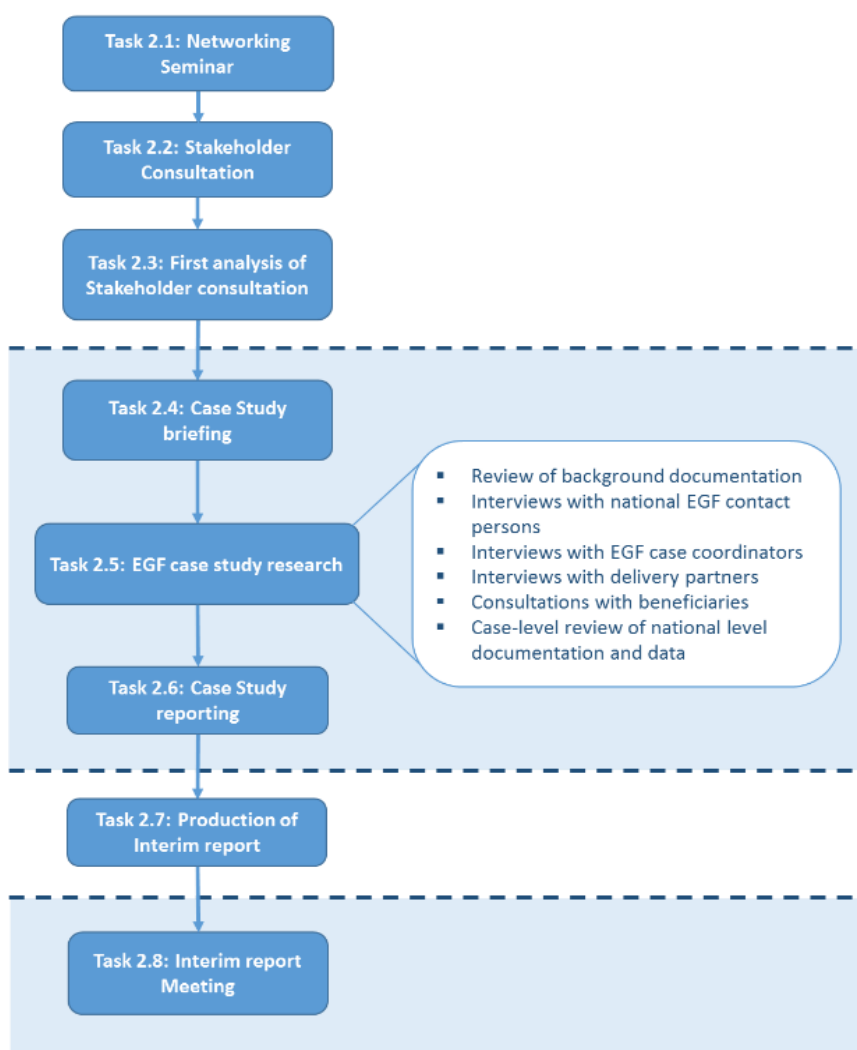
Following the meeting, ICF undertook the following tasks:

- Improvements to the OPC questionnaire;

- Amendments to the study methodology (this report contains a new version based on discussions at the meeting and comments received in writing after the meeting); and
- Amendments to the analysis of cases included in the draft Inception Report;

Following acceptance of the Inception Report, the case study fieldwork outlined below in Task 2 commenced.

Figure 52. Task 2: Case Study fieldwork and Stakeholder Consultation: research tasks and timetable



Task 2: Case study fieldwork and Stakeholder Consultation

Task 2.1: Networking Seminar

The EGF Networking Seminar held on 2 March 2016 was used specifically for the purposes of providing information and obtaining input to the mid-term evaluation of the EGF and to inform the content and workplan for the OPC to be carried out as part of this evaluation.

The purpose of the OPC is to enable a wide range of stakeholders to provide opinion and evidence to inform the evaluation. Targeted consultation with those delivering

EGF cases will also take place as part of research fieldwork undertaken for the evaluation.

Task 2.2: Open Public Stakeholder Consultation

The stakeholder consultation was planned for a 12 week period, planned to run from May - August 2016. The following steps were undertaken to launch the consultation.

1. First email out to target organisations

The European Commission sent out an initial email to explain the purpose of the OPC with a link to the online survey. The OPC was translated by the Commission services so that it was available in all EU languages.

2. ICF interaction with ten Member States included in the case research

ICF case researchers liaised with national contact persons in order to ensure that they were aware of the OPC and request that they promote this to their networks. Typically this resulted in the details of the OPC being placed on websites.

3. Ongoing monitoring of responses

The Commission monitored the responses received, as a result of a low response rate it was decided that the OPC should be extended by 1 month to allow more responses to be submitted following the summer break. The OPC will therefore conclude on 19 September 2016.

Task 2.3: First analysis of the stakeholder consultation

The initial review of consultation responses will be undertaken immediately following the end of the consultation period. We will use the process outlined below:

4. An initial review of the respondent types and coverage by Member State to identify whether some organisations / types are under / over represented.
5. An initial review of the quality / completeness of the responses received; any issues / concerns will be reported back to the ISG immediately along with ICF's recommendations on how to address the issues identified (for example, by removing certain records from the analysis).
6. Classification of responses per respondent; this will be done according to the stakeholder group represented so that the perspectives of the various groups can be analysed and the key trends identified. We will use the following groups as a basis for classification:

- Employer
- Employer's organisation
- Trade Union
- Redundant Workers' Association
- Public Employment Service
- Private Employment Service
- National Ministry
- Non-Governmental Organisations
- Regional Authority
- Local Authority
- Private Individuals
- Academia
- Media

- International organisations
 - Others
7. A further classification will also determine the country in which the organisation or respondent is based.
 8. The filtering process according to groups is flexible around the fields identified in the survey and thus modifications to this approach could be made following analysis of the profile of respondents – any such amendments will be agreed in writing with the ISG.
 9. Entry of responses into an Nvivo database will allow for qualitative and quantitative analyses. The database will be structured according to each of the questions in the survey and will enable the research team to enter and structure responses.
 10. Analysis of the data; this will be undertaken once the information has been entered into the database and quality checks performed (quality checks in the context of this OPC will consist of checking that the responses are relevant and that making corrections if typing errors are discovered). A comparison of responses received will be undertaken across stakeholder types at this stage.
 11. Results will be reported. We will provide a summary of all of the responses received for each question with a breakdown of responses for each question by category of stakeholder. We provide an overall descriptive analysis of the results obtained and draw from this a series of key messages based on the various sections of the questionnaire.

Further to this, in line with the ToR, ICF will submit a short summary of submissions received during the 12-week consultation (maximum of 3 pages in the language of the report). This will be submitted in electronic format and in hard copy and no later than four weeks after the end of the OPC phase. The results of the OPC will also be integrated into the overall analysis of the evaluation questions.

Task 2.4: Interviews with EGF team case handlers.

ICF case researchers met with the EGF team staff responsible for the case studies included in this evaluation. Interviews were conducted with Isabelle Prondzynski, Bistra Valchanova, Marta Alvarez-Marquina, Peter Besselmann, and Christian Aagaard in the last two weeks of April 2016.

This comprised short meetings to discuss the following issues:

- The background to the case – when it was first brought to the EGF team’s attention, was it the Member State that first suggested the case be put forward,
- Were there any particular issues in developing and processing the application – was the Member State able to provide necessary detail?
- In this respect is the scope of the EGF fund well understood by the Member State – or was assistance required to develop the application within the scope of the Regulation (No 1309/2013).
- How were the measures included in the application developed? Did this involve any specific assistance from the EGF team?
- Did delivery commence at the planned time. Is it currently on schedule or behind schedule?
- Are there currently any issues in the delivery of the case? What factors have helped / hindered delivery of the case?
- Is there anything to be learned from this case regarding the factors which assist / prevent Member States from applying for EGF funding?

Task 2.5: Case Study Research: Case Study briefing

This step prepared the case researchers to undertake the fieldwork for the EGF cases. This ensured that they had access to all relevant documentation relating to EGF cases, are familiar with the background to the evaluation, are aware of its key aims and expected results, understand the fieldwork tools, procedures and protocols, and provide good-quality comparable outputs from case research in line with agreed report structures to the deadlines required.

The briefing consisted of two parts – a written briefing note and verbal discussion with case researchers. The written briefing note covered the following issues:

- The policy background to the EGF;
- Aims and objectives for the evaluation and its expected results;
- The purpose and timing of the stakeholder consultation – which will be ongoing during case study fieldwork;
- Tasks and deliverables for the EGF case research;
- Report structure and details of data to be provided;
- Deadlines and support available; and
- Fieldwork tools – contacts, questionnaires, initial contact texts, support letter from the European Commission.

The written briefing note was provided to case researchers with a folder of information and materials relating to individual EGF cases, including:

- EGF application;
- Any other available material relating to the cases;
- Statistical information about the case study from the EGF database;
- Contact details for EGF case stakeholder in the MS; and
- Any information and data held for suggested comparator initiatives and cases (from the ERM database).

Finally, a briefing (face-to-face or telephone) was undertaken with all case researchers to ensure the quality and consistency of the approach. It covered key issues for the fieldwork and evaluation (as outlined in the briefing note). Research and analysis of each of the cases is following an identical approach (to ensure consistency, quality and comparability of research outcomes), detailed below.

Task 2.6: EGF case study research

Review of background documentation

Initially, case researchers obtain, review and analyse the following available documentation:

- EGF application;
- Other available reports for example those prepared by providers of measures process and evaluation data and external evaluations;
- Statistical information about the case study available;
- Socioeconomic data pertaining to EGF case locality;
- Background information regarding other restructuring cases from sources such as the ERM and national/local press and
- Background information regarding the national restructuring framework and similar cases or measures not funded by the EGF.

Interviews with national EGF contact persons

Immediately after the briefing, case researchers contact the relevant national EGF contact persons and arrange interviews with officials responsible for the EGF cases examined. An important part of this interview process is to understand what data are held on beneficiary outcomes and what method will be possible for beneficiary consultation – the results of this consultation form the evidence base presented in the interim report.

The topic guide used / being used for the national EGF contact interviews is provided in the box below.

Draft topic guide for national EGF contact persons

Rationale for the EGF application

- What was the rationale for submitting an application for EGF funding?
- Describe in more detail the background and context of the case and the types of individuals affected/their skills profile/age/gender etc. and particular labour market challenges being faced?
- To what extent are the EGF objectives pertinent to the needs, problems and issues of the national labour markets?
- Why mainstream national or regional PES provision was not deemed sufficient to address the needs of dismissed workers?
- Were there any difficulties in developing the application – was the scope of the new regulation⁵⁶ easily understood?
- Did you access assistance from the European Commission EGF team? What form did this take? Was it helpful in assisting you? Can you suggest any ways in which it could have been more helpful?
- [for BE, IE and EL] Why did you decide to include NEETs in the EGF application? Were there any reasons that made you consider not including NEETs? Were there any reasons that made including NEETs harder than including dismissed workers?
- Did the case use / will it use all of the EGF resource applied for? If not, what are the reasons for this? If yes, has the case gone exactly to plan or have mitigating actions been required to remain on plan?
- Have there been other cases in your country that would have been eligible for EGF assistance since 2014 [case researchers to suggest names using ERM data]? Were these cases subject of EGF applications? Why?

Delivery

- What were the main measures implemented with EGF funding in this case?
- What has worked particularly well in the implementation of the EGF case?
- What challenges were faced or experienced in the EGF case? What strategies are put in place to deal with such challenges?
- What are the learning lessons in relation to delivery? What aspects of the instrument are most efficient and inefficient?
- What partnerships were put in place for implementation and who was involved?

⁵⁶ Regulation (EU) No 1309/2013 of the European Parliament and of the Council of 17 December 2013 on the European Globalisation Adjustment Fund (2014–2020) and repealing Regulation (EC) No 1927/2006.

Effectiveness

- Looking at the application, the stated objectives in this case are [...case researchers to insert..] are these still the main objectives in this case
- How far have the stated objectives been achieved (prompt for any case-specific objectives identified)? Do you think that these objectives will be achieved following completion of delivery of EGF-funded measures?
- What data do you collect / plan to collect to measure achievement of these objectives?
- How many of the target beneficiaries have been assisted? How does this compare to plan? (What is the current reach rate? What is it likely to be following completion of EGF-funded measures?)
- What are the main results of implementing the EGF case so far? (prompt for re-employment rates; self-employment rates; retraining rates)
- Is the labour market position of beneficiaries more positive now than prior to EGF assistance? In what ways? What do you anticipate the position being following completion of EGF-funded measures?
- Where employment has been achieved by beneficiaries, is this, on average, of a similar quality to that which beneficiaries had previously?
- Is the skill level required or those in new jobs lower/the same/higher than in their previous position?
- Has there been any significant mobility effects for EGF beneficiaries (for example have they become more geographically dispersed and/or employed in different sectors – if yes, which ones?). How does this compare with those also affected by the job losses but not assisted by the EGF?
- Were there any dismissed workers that not assisted through EGF funding? Do you know the labour market status of these individuals?
- How do the outcomes of the case compare to similar national measures (or other EGF cases)? How can differences in outcomes be explained? [here we must gather details of the comparable national measures to be sur we compare similar measures]
- To what extent has it been possible to draw on the experience of previous EGF cases or other experiences of large-scale restructuring?
- Can you identify specific factors which you think are assisting / preventing the case in achieving its objectives (prompt for influence of: beneficiary profile / attitudes; measures provided, including mainstream provision; local/regional economic conditions)
- What would have happened in the absence of the EGF – would the Member State have produced resource to enable the same measures for dismissed workers (in terms of scope and/or intensity?) If not, please describe any differences in the response / measures that would have been provided.

Sustainability

- Are there any examples of emerging learning from the case that may influence future labour market policy instruments?
- Are there any data which show employment effects for beneficiaries and evidence their sustainability? (i.e. that they may continue beyond the completion of EGF assistance)

- Are there likely to be any other long-term benefits for beneficiaries?
- Have any lessons learned been included in the design and/or delivery of EGF measures in subsequent cases?
- Can you identify ways in which the EGF has supported local / regional innovation and/or supported national innovative actions that have already been mainstreamed?

Efficiency

- Do you consider use of the EGF to be a cost-effective way of providing assistance in this case?
- Considering the results achieved / likely to be achieved by beneficiaries, could the same results have been achieved with fewer resources?
- Could the results achieved / likely to be achieved have been done so over a shorter period of time?
- Can you identify ways in which the resources could have been spent in more effective ways to achieve better outcomes in this case?
- Considering the costs incurred in this case, are the results achieved what you would expect for this level of expenditure? How do they compare with similar cases in your country? (can you compare for example, the overall cost of the case; the cost per beneficiary; and/or the cost per re-employed beneficiary with other cases of mass redundancy / mainstream PES service provision)
- Are there any comparable examples from your Member State of alternative ways of providing assistance to workers made redundant in large numbers? Can we access outcome data or evaluations?
- What influence did EU and national approval procedures have on the efficiency of the response in this case? Did this have an impact on what was delivered and when it was delivered? Are there any ways in which you could suggest that this could be improved? Are there any features that are particularly useful?

Relevance & Coherence

- Are there significant differences between mainstream provision in your country and what was provided in this EGF case? Are there any significant overlaps?
- If there are any overlaps, what was the impact of this? Did this result in new collaborative relationships / innovation or did this result in a duplication of service offering? What has been the impact on beneficiaries?
- Are the EGF-funded measures meeting the needs of all beneficiaries? How is this evidenced through take up of different measures (does this differ for various groups)
- [BE, IE and EL only] Has the possibility to include NEETs in EGF applications provided a useful change?
- Would any other changes to the fund increase its relevance in your country (for example: changes to the thresholds for numbers of redundancies; types of job loss events eligible)
- Do the EGF and other Structural Funds complement each other in your country? Were there any overlaps / has there been any referral between programmes? Could what has been funded through the EGF have been funded through other EU Structural Funds? If yes, why was this not done?

- Discuss how well the scope of the EGF instrument functions alongside ESF where there are greatest synergies; where there are overlaps.
- Discuss the ways in which the EGF and ESF complement / overlap from the perspective of their policy objectives.
- Discuss if / how the administration of the EGF has influenced ESF and vice versa (Has it influenced design of cases and/or ESF programmes/projects; has there been any influence on the way EGF cases are monitored).

Added Value

- Volume effects: are there any examples of ways that the EGF has supported national actions and/or has supported particular areas of national policy,
- Scope effects, are there any examples of ways that the EGF has supported actions for groups, and/or policy areas, that would not otherwise have been supported
- Role effects: are there any examples of how the EGF has supported local/regional innovations that are adopted at national level and/or national innovative actions that are then 'mainstreamed'.
- Process effects: are there any examples of how the EGF has had an influence on the national policy choices in your Member States, and/or has influenced Member State administrations of other funding operations, including ESF
- The EGF contribution to solidarity: do you consider that the EGF assistance was visible to the dismissed workers and known in the locality?

Access to data and information to inform the evaluation

- Do you have monitoring systems in place to capture beneficiary outcomes?
- How long following provision of EGF measures will you monitor beneficiary outcomes?
- Which outcomes do you think are best captured in the monitoring data that you have? Which are least well captured?
- Existence / Access to the following specific information and data will also be discussed
- Access to monitoring data collected by the national authority
- Access to other data about the EGF case
- Access to contact details to other national-level stakeholders and beneficiaries

Interviews with EGF case coordinators (when different from above, for example, local Public Employment Service/transfer agency etc.)

The next step is to interview EGF case coordinator(s) who were responsible for the implementation and delivery of the EGF-funded interventions on the ground. These interviews are also important in establish contact with beneficiaries and/or access to contact details where surveys are being conducted. The topic guide (or 'prompt list') for the EGF coordinator interviews would follow that outlined above.

Interviews with delivery partners (such as trade unions, employer organisations, local/regional authorities/PES offices) where relevant

In addition, partners involved in the implementation of EGF-funded measures have / will be interviewed. These can be representatives from the trade unions, employer organisations, local or regional government representatives, PES officials and others. The list of such partners will be determined through contacts with the national EGF contact person and the EGF case coordinator.

Draft topic guide for interviews with delivery partners

Background to the implementation of EGF-funded measures

- What was your organisation's involvement in the EGF-funded measures?
- Please discuss the implementation structure that was put in place to implement the EGF assistance: How was your organisation involved in it?
- Why did your organisation decide to get involved? Is your organisation typically involved in this type of restructuring situations?
- In more general terms, did this partnership differ in any way of a typical partnership / delivery structure in place for the implementation of support for redundant workers in your country / region? *For example, was a broader partnership formed as a result of additional funding, was a new partnership model piloted?*

Delivery

- What are the main measures you are involved in implementing with EGF funding in this case?
- How long have you been delivering this (start date) and when will you finish delivery?
- To what extent are the EGF-funded measures pertinent to the needs, problems and issues of the local/regional situation?
- Are any measures proving to be more effective than others? If yes, what are the reasons for certain measures being more effective than others?
- **Effectiveness**
- Do you think the stated objectives will be achieved in this case (prompt for any case-specific objectives identified)?
- What data do you collect / plan to collect to measure achievement of these objectives?
- What types of results do you think will be achieved? (prompt for re-employment rates; self-employment rates; retraining rates)
- How many of the target beneficiaries have been assisted? How does this compare to plan?
- Where employment has been achieved is this, on average, of a similar quality to that which beneficiaries had previously?
- Is the skill level required or those in new jobs lower/the same/higher than in their previous position?
- Have there been any significant mobility effects for EGF beneficiaries (for example have they become more geographically dispersed and/or employed in different sectors – if yes, which ones?). How does this compare with those also affected by the job losses but not assisted by the EGF?
- How do the outcomes of the case compare to similar national measures (or other EGF cases)? How can differences in outcomes be explained?

[here we must gather details of the comparable national measures to be sure we compare similar measures]

- To what extent has it been possible to draw on the experience of previous EGF cases or other experiences of large-scale restructuring?
- Is the labour market position of beneficiaries more positive now than prior to EGF assistance? In what ways? Have there been any negative impacts?
- In your opinion, to what extent could these results have been achieved without EGF support – using other funding *sources available in your country*?
- Can you identify specific factors which you think are assisting / preventing the case in achieving its objectives (prompt for influence of: beneficiary profile / attitudes; measures provided, including mainstream provision; local/regional economic conditions)
- In the absence of EGF funding, would similar measures have been implemented to assist the dismissed workers?

Sustainability

- Are there any data which show employment effects for beneficiaries and evidence their sustainability? (i.e. that they may continue beyond the completion of EGF assistance)
- Are there likely to be any other long-term benefits for beneficiaries?
- Are there any examples of emerging learning from the case that may influence your organisation?
- Can you identify ways in which the EGF has supported any specific forms of innovation either in terms of partnerships or innovative actions that have already been mainstreamed?
- Have any lessons learned been included in the design and/or delivery of EGF measures in subsequent cases?

Efficiency

- Do you consider use of the EGF to have been a cost-effective way of providing assistance?
- Considering the results achieved / likely to be achieved by beneficiaries, could the same results have been achieved with fewer resources?
- Could the results achieved have been done so over a shorter period of time?
- Could resources have been spent in more effective ways to achieve better outcomes for beneficiaries?
- Considering the costs incurred in this case, are the results achieved what you would expect for this level of expenditure? How do they compare with similar cases in your country? (can you compare for example, the overall cost of the case; the cost per beneficiary; and/or the cost per re-employed beneficiary with other cases of mass redundancy / mainstream PES service provision)
- Are there any comparable examples from your Member State of alternative ways of providing assistance to workers made redundant in large numbers? Can we access outcome data or evaluations?
- What influence did EU and national approval procedures have on the efficiency of the response in this case? Did this have an impact on what

was delivered and when it was delivered? Are there any ways in which you could suggest that this could be improved? Are there any features that are particularly useful?

Relevance & Coherence

- Are there significant differences between mainstream provision in your country and what was provided in this EGF case? Are there any significant overlaps? If there are any overlaps, what was the impact of this? Did this result in new collaborative relationships / innovation or did this result in a duplication of service offering? What has been the impact on beneficiaries?
- Are the measures being provided meeting the needs of all beneficiaries? How is this evidenced through take up of different measures? (does this differ for various groups)
- [BE, IE and EL only] Has the possibility to include NEETs in EGF applications provided a useful change?
- Would any other changes to the fund increase its relevance in your country (for example: changes to the thresholds for numbers of redundancies; types of job loss events eligible)
- Do the EGF and other Structural Funds complement each other in your country? Were there any overlaps / has there been any referral between programmes? Could what has been funded through EGF have been delivered through mainstream measures?

Added Value

- Volume effects: are there any examples of ways that the EGF has supported national actions and/or has supported particular areas of national policy,
- Scope effects, are there any examples of ways that the EGF has supported actions for groups, and/or policy areas that would not otherwise have been supported?
- Role effects: are there any examples of how the EGF has supported local/regional innovations that are adopted at national level and/or national innovative actions that are then 'mainstreamed'?
- Process effects: are there any examples of how the EGF has had an influence on the national policy choices in your Member States, and/or has influenced Member State administrations of other funding operations, including ESF?
- The EGF contribution to solidarity: do you consider that the EGF assistance was visible to the dismissed workers and known in the locality?

Access to data and information to inform the evaluation

- Existence / Access to the following specific information and data will also be discussed
- Access to monitoring data collected
- Access to other data about the EGF case

4.2.1 Consultations with beneficiaries

Consultations with beneficiaries have taken the form of an esurvey, and in some cases, focus groups or one-to-one interviews. Due to the fact that many of the cases which form this evaluation are still delivering EGF assistance the survey results will

provide an indication of results rather than a comprehensive survey of all beneficiaries.

The table below provides an overview of the beneficiary surveys launched and their response rates.

Table A1.4 Response rate to beneficiary survey by 30 Aug. 2016

	Number of responses	Gender			Age							
		Female	Male	Not-stated	25 years or less	26 to 35 years	36 to 45 years	46 to 55 years	56 to 65 years	Older than 65 years	Not-stated	
ES Comunidad Valenciana	22	50%	45%	5%	0%	5%	27%	45%	14%	5%	5%	
FI STX Rauma	103	17%	80%	3%	0%	12%	14%	32%	41%	0%	2%	
FI Broadcom	141	17%	82%	1%	0%	16%	52%	26%	6%	0%	0%	
FI Computer programming	400	32%	66%	2%	0%	8%	38%	38%	16%	0%	1%	
FR GAD	3	0%	100%	0%	0%	0%	0%	67%	33%	0%	0%	
FR PSA	5	0%	100%	0%	0%	20%	40%	40%	0%	0%	0%	
BE Ford Genk	187	9%	86%	5%	1%	4%	15%	70%	7%	0%	4%	
BE Hainaut	28	0%	100%	0%	0%	21%	29%	21%	29%	0%	0%	
BE Hainaut Machinery	79	3%	97%	0%	0%	13%	34%	30%	22%	0%	1%	
DE Aleo	8	13%	88%	0%	0%	13%	0%	50%	38%	0%	0%	
DE Opel	1	0%	0%	100%	0%	0%	0%	0%	0%	0%	100%	
BE ArcelorMittal	46	9%	91%	0%	0%	4%	17%	48%	30%	0%	0%	
BE Caterpillar	49	0%	98%	2%	0%	14%	14%	10%	59%	0%	2%	
BE Ford Genk	1	0%	100%	0%	0%	0%	0%	100%	0%	0%	0%	
Grand Total	1073	19%	79%	2%	0%	9%	30%	40%	19%	0%	2%	

Consultations with national labour market experts

Where possible consultations with labour market experts have been undertaken to explore the way in which the EGF has been implemented. The following questions are being used:

- How has EGF-supported Member State efforts to provide support to dismissed workers in the [case name(s)]:
- Have the measures provided been appropriate to the needs of dismissed workers?
- How do they compare to mainstream provision (have there been any overlaps? Have there been any synergies between what is offered by mainstream provision and the EGF measures?)
- Have the resources provided been adequate given the scale of the issues faced by dismissed workers in the [case name(s)]?
- In relation to the [case name(s)] can you think of any ways that may have increased the results achieved at the same cost?
- In relation to the [case name(s)] can you think of any ways to reduce the time required to achieve same results at the same cost?
- To what extent does the support provided by EGF funding replace what the MS provides through mainstream provision? (Are there any overlaps?)
- Are there any synergies created between the mainstream offer and the measures funded through the EGF?
- Are there any measures being delivered through the EGF that you think should be mainstreamed? Are there any prospects for this happening?
- Considering the [case name(s)], do you think there are any examples of EU Added value? (to discuss: volume, scope, role and process effects individually – and identify any examples).
- Are you aware of any other similar cases where the EGF was not used? How do you compare the results in this case to those likely to be achieved in the [case name(s)]?
- Does the scope of the EGF allow [insert Member State name] to make applications to address their needs in relation to job losses resulting from globalisation? Would you suggest any changes?
- Do you think that there would be any benefit in reducing the threshold for the EGF lower than the current threshold of 500 redundant workers?
- [*Ireland, Belgium and Greece only*] How has the EGF supported Member State efforts to provide support to NEETs:
- Have the measures provided been appropriate to the needs of NEETs?
- How do they compare to mainstream provision for NEETs (have there been any overlaps? Have there been any synergies between what is offered by mainstream provision and the EGF measures?)
- Have the resources provided been adequate given the scale of the issues faced by NEETs?
- Is the EGF a useful resource to help the Member State tackle this issue?

Case-level review of national-level documentation and data

The interviews with national EGF contact person and EGF case coordinator and additional desk research undertaken by case researchers identify additional relevant documentation relating to the EGF case examined, such as progress reports, minutes of meetings, monitoring data and other. Case researchers bring together and analyse this material in line with the research questions. This includes, for most cases,:

- EGF application and subsequent correspondence;
- Relevant final report from the MS;
- Extracts from the annual reports relating to the cases;
- Statistical information about the case study available;
- Reports for implementing agencies and external evaluations where available;
- Socioeconomic data pertaining to the EGF case locality (GDP, employment, unemployment data);
- Interview results; and
- Additional national-level documentation provided to the case researcher, for example, evaluations, analysis reports etc.

The information is analysed and synthesised following the same standard template in the form of the case report.

Task 2.7: Case Study reporting

For each of 29 EGF cases, a separate case report is being drafted, with an indicative length of 15-20 pages. The case report structure is detailed in the below.

Draft structure for the EGF case report

Background to the EGF case

- The nature of restructuring event and rationale for submitting the EGF application
- Socioeconomic portrait of the locality (can we give here our Eurostat data on employment and economy) – this would ensure consistency?

Key features of the EGF case (table format)

- Application date
- Criteria
- Duration of measures
- Company
- Sector
- Number of redundancies
- Number of workers planned to be assisted in the application, their age, sex and education status profile
- Number of assisted workers at the end of the case, their age, sex and education status profile
- Measures implemented (key categories, expenditure)
- Cost (EGF; national co-financing; other national expenditure to assist the dismissed workers)
- Cost per assisted worker (EGF/worker)

Implementation

- Description and analysis of the key support EGF measures implemented , using the common typology of measures
- Challenges faced in the implementation and how these were addressed
- Main learning lessons in relation to delivery including comment on relevance of national restructuring framework
- Appropriateness and efficiency of resources used

EGF architecture and procedures

- Strengths and the weaknesses of the current EGF procedures – application, support from the Commission, implementation, monitoring and reporting requirements

EGF Impacts

- Main impacts achieved and their sustainability
- Data table with employment results (where available) by age, sex and education status
- Added value of EGF funding (including Volume effects; scope effects; role effects; and, process effects)

Comparison of EGF Impacts with other cases

- Identification of other relevant cases within the Member State, compared with outcomes achieved in this case

Conclusions and key policy recommendations

- Conclusions on impact and added value of the EGF
- Identification of Good Practice(s)

Annexes:

- List of interviews (names, organisations, date of interviews)
- List of documentation used
- Statistical information annex

After each case report is drafted, it is quality assured by a senior member of the study team. The quality assurance checklist for case reports is provided in the box below. This is being completed for each case report and the necessary follow-up action will be taken by the case researcher.

Quality assurance checklist for the EGF case report

2. Are all headings in the report template covered? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
3. Have the necessary interviews been carried out and documented? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
4. Is the report written in a clear and understandable way? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
5. Is the data collected adequate for their use? Have their source and reliability been documented? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
6. Are data analysed systematically to provide answers to key questions in each report section? YES/NO/FOLLOW-UP ACTION REQUIRED (please

detail)

7. Do report findings follow logically from the data analysis and are analysis results rational, accurate and logical? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
8. Are conclusions and recommendations based on case research findings? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)
9. Are recommendations coherent with the main conclusions? Are they realistic and impartial? YES/NO/FOLLOW-UP ACTION REQUIRED (please detail)

Task 2.8: Production of interim report

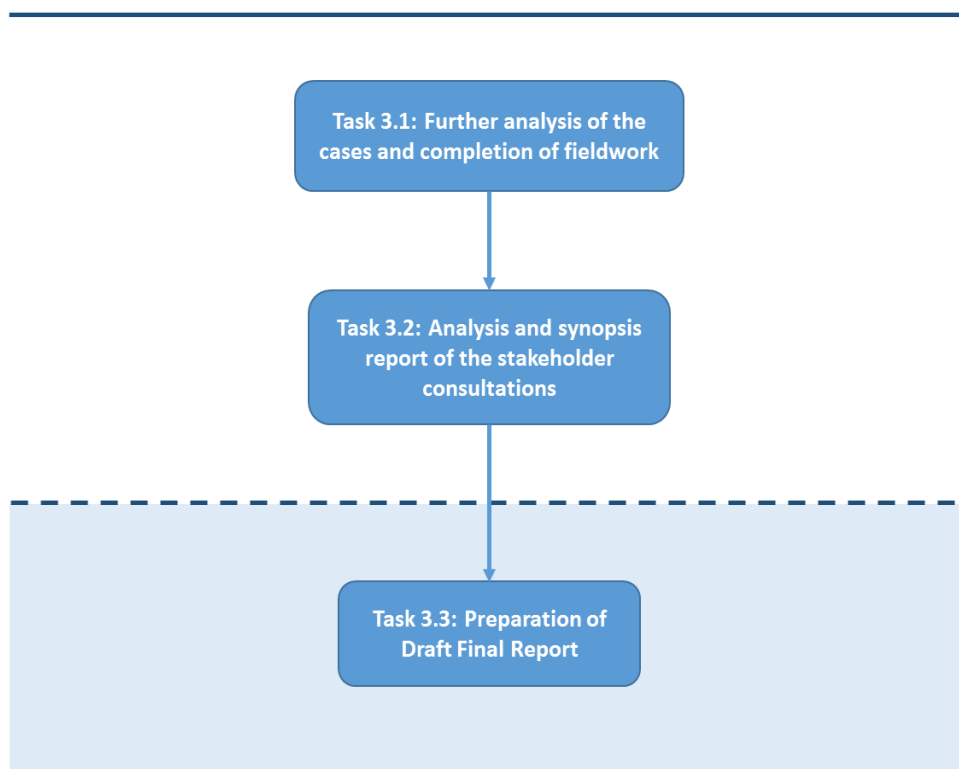
This interim report completes Task 2 of the evaluation and presents the findings of the research to date. The findings of this report will be presented and discussed at an interim meeting.

Task 2.9: Interim report Meeting

Following submission of draft interim report the ISG will meet to discuss the content of the report. At this meeting ICF will present an overview of work undertaken to date and the emerging results.

Following this meeting written comments will be provided to ICF and amendments to the interim report made prior to it being resubmitted to the ISG. It is our understanding that this would not be published, as such some of the comments received may require consideration in terms of analysis presented in the final report rather than direct changes that should be made to the draft interim report.

Figure 53. Task 3: Completion of the analysis and drafting of the final report



Annex II: Open Public Consultation Report

Annex II provides a report of the OPC, providing a summary of the responses received and answers to each question.

A. Information on respondents

Two-thirds of respondents responded as an individual citizen, the rest on behalf of their organisation:

I am responding as

Responding as	Frequency	Per cent
As an individual citizen	63	65%
On behalf of my organisation	34	35%
Grand Total	97	100%

Of those responding on behalf of their organisation, a quarter responded on behalf of their national ministry:

What is the nature of the organisation on behalf of which you are responding?

Nature of the organisation	On behalf of my organisation	As an individual citizen	Grand Total
Consultancy	1		1
Employers' organisation at national/regional level	2		2
National ministry	9		9
Non-governmental organisation representing individuals not in employment, education or training (NEETS) or other disadvantaged individuals	1		1
Organisation representing redundant workers (from a specific EGF case)	1		1
Other (please specify)	4		4
Other non-governmental or charitable organisation	1		1
Other private sector organisation	2		2
Public employment service	3		3
Regional/local authority	1		1
University	3		3
Workers' organisation/trade union at European level	1		1
Workers' organisation/trade union at national/regional level	5		5
N/A		63	63

Grand Total	34	63	97
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Two-third of those responding on behalf of an organisation indicated their organisation was not included in the EU's Transparency Register:

Is your organisation included in the EU's Transparency Register?

Organisation included in the EU's Transparency Register	On behalf of my organisation	As an individual citizen	Grand Total
No	22		22
Yes	12		12
N/A		63	63
Grand Total	34	63	97

Two third of all respondents indicated they would prefer their consultation to be published anonymously:

In line with the EC guidelines, contributions to open public consultation should be published. For the purposes of reporting, how would you prefer your consultation to be published?

Publishing preference	On behalf of my organisation	As an individual citizen	Grand Total
1. In full - I consent to the publication of any information in my completed form, including my identity	13	7	20
2. Anonymously - I consent to the publication of any information in my completed form, apart from my name / the name of my organisation	19	45	64
3. Not at all - My response will not be published and will not be used by the Commission for analysis and aggregation purposes	1	9	10
(blank)	1	2	3
Grand Total	34	63	97

Almost half of respondents indicated they had never been directly involved in the EGF. A similar number had been involved in the EGF in the last 12 months. Only few had been involved in previous iterations of the EGF:

Have you been involved with the EGF in the past?

Involvement with the EGF in the past	On behalf of my organisation	As an individual citizen	Grand Total
No, I've never been directly involved in the EGF	10	31	41
Yes, I've been involved in the EGF but before the 2014-2020 programming period	7	2	9
Yes, I've been involved in the EGF in the last 12 months	17	27	44
(blank)		3	3
Grand Total	34	63	97

Almost half of those responding as an organisation indicated their role in the 2014-2020 EGF Regulatory period was that of an authority planning or implementing the EGF support. Respondents replying as individual citizen had mostly been recipient of EGF support (40 % of individuals):

What was/is your role in the 2014-2020 EGF Regulatory period?

Role in the 2014-2020 EGF period	On behalf of my organisation	As an individual citizen	Grand Total
Individual receiving EGF support		25	25
National, regional or local authority planning or implementing EGF support	15	3	18
National, regional or local social partner organisation involved in planning or implementation of EGF support	8	6	14
Organisation delivering EGF support	3	6	9
Other	7	18	25
(blank)	1	5	6
Grand Total	34	63	97

Most respondents responding on behalf of their organisation came from Germany (almost 30 % of all responses from organisations); most individual responses came from Greece (86 %):

Which Member State(s) do your answers relate to?

Member State(s) answers relate to	On behalf of my organisation	As an individual citizen	Grand Total
1 Austria	1		1
11 Germany	10	2	12
12 Greece	4	54	58
13 Hungary	1		1
14 Ireland	2		2
16 Latvia	1		1
19 Malta	2		2
2 Belgium	3		3
20 Netherlands	1		1
26 Spain	1	1	2
27 Sweden	1		1
28 UK	1		1
29 The entire EU	2	1	3
6 Czech Republic	1		1
9 Finland	3		3
2 Belgium;5 Cyprus;10 France;12 Greece;18 Luxembourg;26 Spain;28 UK;29 The entire EU		1	1
(blank)		4	4
Grand Total	34	63	97

B. The 'effectiveness' of the EGF

Most respondents (strongly) agree that the objective of the EGF is clearly defined:

The objective of the EGF is clearly defined

The objective of the EGF is clearly defined	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	13	14	27
I agree	20	35	55
Neutral	1	6	7
I disagree		3	3
I strongly disagree		1	1
Do not know / Not applicable		2	2
(blank)		2	2

Grand Total	34	63	97
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A third of respondents agreed there are barriers that prevent Member States from applying. Half of respondents from organisations agreed with this more often. Three-quarters of individuals were neutral, did not know or left this blank:

There are barriers that prevent Member States from applying for EGF funding

Barriers prevent Member States from applying for EGF	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	5	3	8
I agree	11	7	18
Neutral	6	12	18
I disagree	7	4	11
I strongly disagree		1	1
Do not know / Not applicable	4	34	38
(blank)	1	2	3
Grand Total	34	63	97

Half of respondents (strongly) agreed that there are factors that encourage some Member States to apply for EGF funding. A third did not know (mainly individuals):

There are factors that encourage some Member States to apply for EGF funding

There are factors that encourage some Member States to apply for EGF funding	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	11	3	14
I agree	12	23	35
Neutral	6	6	12
I disagree		2	2
Do not know / Not applicable	4	27	31
(blank)	1	2	3
Grand Total	34	63	97

60 % of respondents (strongly) agreed that the EGF is more effective than national level support:

The EGF is more effective than national level measures to support redundant workers (e.g. job search support, training, help with self-employment etc.)

The EGF is more effective than national level measures to support redundant workers	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	8	9	17
I agree	10	31	41
Neutral	6	10	16
I disagree	3	6	9
I strongly disagree	3	1	4
Do not know / Not applicable	4	4	8
(blank)		2	2
Grand Total	34	63	97

About half of respondents (strongly) disagree that the support offered by Member States to redundant workers in the absence of EGF is sufficient to help them into employment: respondents replying as individuals slightly more so than organisations (52 % vs 41 %):

The support offered by Member States to redundant workers (in the absence of EGF) is sufficient to help them into employment

Support offered by Member States to redundant workers is sufficient	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	2	1	3
I agree	6	10	16
Neutral	9	12	21
I disagree	8	25	33
I strongly disagree	6	8	14
Do not know / Not applicable	3	3	6
(blank)		4	4
Grand Total	34	63	97

Most respondents (strongly) disagreed that EGF funding alters the type of support made available to redundant workers by Member States. Respondents replying as individuals slightly more so than organisations (52 % vs 41 %):

EGF funding alters the type of support made available to redundant workers by Member States

EGF alters the type of support made available to redundant workers by Member States	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	3	2	5
I agree	8	6	14
Neutral	5	11	16
I disagree	11	22	33
I strongly disagree	3	11	14
Do not know / Not applicable	4	9	13
(blank)		2	2
Grand Total	34	63	97

Over two-third of respondents (strongly) agreed that the actions funded by the EGF are suitable for redundant workers to find employment:

The actions funded by the EGF (e.g. job search support, training, help with self-employment etc.) are suitable for redundant workers to find employment

The actions funded by the EGF are suitable for redundant workers to find employment	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	14	8	22
I agree	13	31	44
Neutral	4	9	13
I disagree	2	5	7
I strongly disagree		1	1
Do not know / Not applicable	1	4	5
(blank)		5	5
Grand Total	34	63	97

Almost 60 % of respondents (strongly) agreed that actions funded by the EGF help young people not in employment, education or training to find work or return to education:

Actions funded by the EGF help young people not in employment, education or training to find work or return to education

Actions funded by the EGF NEETs to find work or return to education	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	5	8	13

I agree	11	32	43
Neutral	7	11	18
I disagree	2	1	3
I strongly disagree	1	2	3
Do not know / Not applicable	8	7	15
(blanks)		2	2
Grand Total	34	63	97

About a third of respondents (strongly) agreed there were challenges in the implementation of EGF measures. These were mostly organisations (60 %). Almost half of all respondents did not know or were neutral:

Challenges exist in the implementation of EGF measures

Challenges exist in the implementation of EGF	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	5	3	8
I agree	15	20	35
Neutral	6	16	22
I disagree	3	4	7
I strongly disagree	2	1	3
Do not know / Not applicable	3	17	20
(blank)		2	2
Grand Total	34	63	97

About half of respondents did not know or were neutral on whether there are any challenges in monitoring the effectiveness of EGF. However, more than 60 % of respondents from organisations (strongly) agreed:

Challenges exist in monitoring the effectiveness of EGF

Challenges exist in monitoring the effectiveness of EGF	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	5	2	7
I agree	16	11	27
Neutral	5	15	20
I disagree	4	8	12
I strongly disagree	1	4	5
Do not know / Not applicable	3	20	23
(blank)		3	3
Grand Total	34	63	97

C. The 'sustainability' of the EGF

Two-third of all respondents were neutral or did not know whether individuals stay in the job/similar job or self-employment they entered following participation in EGF funded actions 6 months after the end of such support and complete and training started:

Individuals stay in the job/similar job or self-employment they entered following participation in EGF funded actions 6 months after the end of such support and complete and training started

Individuals retain employment 6 months after end of support	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	3	1	4
I agree	10	11	21
Neutral	6	13	19
I disagree	2	5	7
I strongly disagree		1	1
Do not know / Not applicable	13	28	41
(blank)		4	4
Grand Total	34	63	97

70 % of all respondents were neutral or did not know whether individuals stay in the job/similar job or self-employment they entered following participation in EGF funded actions 12 months after the end of such support and complete and training started:

Individuals stay in the job/similar job or self-employment they entered following participation in EGF funded actions 12 months after the end of such support and complete and training started

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	3	1	4
I agree	10	7	17
I disagree		8	8
Neutral	6	14	20
Do not know / Not applicable	15	28	43
(blank)		5	5
Grand Total	34	63	97

About half of respondents (strongly) agreed there are long-term effects generated for organisations delivering EGF support in terms of being better placed to deliver support to redundant/unemployed workers. The other half is mostly neutral, does not know or left this blank:

There are long-term effects generated for organisations delivering EGF support in terms of being better placed to deliver support to redundant/unemployed workers

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	6	3	9
I agree	16	18	34
Neutral	3	18	21
I disagree		2	2
I strongly disagree		1	1
Do not know / Not applicable	9	17	26
(blanks)		4	4
Grand Total	34	63	97

Half of all respondents (strongly) agreed there has been important learning from the EGF and its implementation which have been/ could be applied in the Commission or in national/regional/local authorities. The other half is mostly neutral, does not know or left this blank:

There has been important learning from the EGF and its implementation which have been/ could be applied in the Commission or in national/regional/local authorities

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	8	5	13
I agree	11	25	36
Neutral	3	12	15
I disagree	1	6	7
I strongly disagree		1	1
Do not know / Not applicable	11	10	21
(blanks)		4	4
Grand Total	34	63	97

More than half (strongly) agreed that lessons learnt from the EGF have been/could be implemented elsewhere:

Lessons learnt from the EGF have been/could be implemented elsewhere (i.e. by national/regional/local authorities)

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	6	8	14
I agree	14	27	41
Neutral	2	11	13

I disagree	2	2	4
Do not know / Not applicable	9	11	20
(blank)	1	4	5
Grand Total	34	63	97

More than half of respondents were neutral or did not know whether there is sufficient evidence to assess the sustainability of outcomes for EGF cases. A third (strongly) agreed:

There is sufficient evidence to assess the sustainability of outcomes for EGF cases

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	6	3	9
I agree	7	13	20
Neutral	9	12	21
I disagree	2	6	8
Do not know / Not applicable	10	25	35
(blank)		4	4
Grand Total	34	63	97

D. The 'efficiency' of the EGF

Half of all respondents thought that resources used by the EGF are appropriate given the scale of the issues faced. Of organisations, almost 60 % (strongly) agreed:

The resources used by the EGF are appropriate given the scale of the issues faced (e.g. there is enough money for support measures given the requirements of redundant workers – instance in relation to how much training/re-training or other support is needed)

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	6	3	9
I agree	14	26	40
Neutral	6	8	14
I disagree	2	6	8
I strongly disagree		5	5
Do not know / Not applicable	6	12	18
(blanks)		3	3
Grand Total	34	63	97

There was an even spread amongst individual respondents on whether the level of resources used to support each redundant worker (or young person) by the EGF is comparable to those used for national measures to support such individuals back into the labour market or education. Almost half of organisation disagreed:

The level of resources used to support each redundant worker (or young person) by the EGF is comparable to those used for national measures to support such individuals back into the labour market or education

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	2	1	3
I agree	5	14	19
Neutral	3	12	15
I disagree	13	10	23
I strongly disagree	3	3	6
Do not know / Not applicable	8	20	28
(blank)		3	3
Grand Total	34	63	97

Most respondents were neutral or did not know whether there is sufficient information available to compare costs of EGF measures with similar national measures:

There is sufficient information available to compare costs of EGF measures with similar national measures

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	2		2
I agree	7	7	14
Neutral	7	14	21
I disagree	5	10	15
I strongly disagree	2		2
Do not know / Not applicable	11	28	39
(blank)		4	4
Grand Total	34	63	97

Almost 40 % of respondents (strongly) disagreed that the results of the EGF could have been achieved in a shorter period of time. About a third were neutral or did not know:

The results of the EGF could have been achieved in a shorter period of time

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	1	3	4
I agree	9	13	22
Neutral	4	6	10
I disagree	11	16	27
I strongly disagree	4	6	10
Do not know / Not applicable	5	17	22
(blank)		2	2
Grand Total	34	63	97

About half of respondents (strongly) disagreed that the results of the EGF could have been achieved with less money. Over a third were neutral or did not know:

The results of the EGF could have been achieved with less money

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree		1	1
I agree	3	7	10
Neutral	4	9	13
I disagree	14	20	34
I strongly disagree	5	8	13
Do not know / Not applicable	8	16	24
(blank)		2	2
Grand Total	34	63	97

Over 40 % of respondents were neutral or did not know if the procedures currently in place for the EGF enable quick implementation of the support. Almost half of organisations disagreed, whereas only 14 % of individuals disagreed:

The procedures currently in place for the EGF enable quick implementation of the support

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	2	2	4
I agree	6	19	25
Neutral	5	12	17

I disagree	11	7	18
I strongly disagree	4	2	6
Do not know / Not applicable	5	19	24
(blank)	1	2	3
Grand Total	34	63	97

More than half of respondents were neutral or did not know whether there are more cost effective responses to job losses than the EGF

There are more cost effective responses to job losses than the EGF

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	1	1	2
I agree	3	11	14
Neutral	6	16	22
I disagree	8	9	17
I strongly disagree	5	2	7
Do not know / Not applicable	11	21	32
(blank)		3	3
Grand Total	34	63	97

E. The 'coherence' of the EGF

Almost half of all respondents (strongly) agreed that EGF support complements support provided with national measures or activities funded with other EU funds:

EGF support complements support provided with national measures or activities funded with other EU funds (such as the ESF)

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	8	3	11
I agree	12	27	39
Neutral	4	14	18
I disagree	2	3	5
I strongly disagree	2	1	3
Do not know / Not applicable	6	11	17
(blank)		4	4
Grand Total	34	63	97

More than half of respondents (strongly) agreed that EGF Support works additional to support provided with national measures or activities funded with other EU funds:

EGF Support works additional to support provided with national measures or activities funded with other EU funds.

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	9	4	13
I agree	13	24	37
Neutral	1	14	15
I disagree	1	4	5
I strongly disagree	1	1	2
Do not know / Not applicable	8	12	20
(blank)	1	4	5
Grand Total	34	63	97

F. The 'relevance' of the EGF

More than 60 % of respondents (strongly) agreed that the scope of the EGF fund is still relevant and appropriate:

The scope of the EGF fund is still relevant and appropriate

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	12	9	21
I agree	11	28	39
Neutral	1	9	10
I disagree	7	2	9
I strongly disagree	1		1
Do not know / Not applicable	2	12	14
(blank)		3	3
Grand Total	34	63	97

Almost 45 % of respondents did not know or where neutral as to whether the scope of the fund should be changed. 28 % (strongly) disagreed), 20 (strongly) agreed:

The scope of the EGF fund should be changed

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	1	2	3
I agree	9	8	17
Neutral	9	19	28
I disagree	8	15	23
I strongly disagree	3	1	4
Do not know / Not applicable	3	11	14
(blank)	1	7	8
Grand Total	34	63	97

38 % of all respondents (strongly) agreed that the intervention criteria for the EGF are still appropriate, 27 % (strongly) disagreed:

The intervention criteria for the EGF are still appropriate

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	2	3	5
I agree	9	23	32
Neutral	5	14	19
I disagree	12	11	23
I strongly disagree	1	2	3
Do not know / Not applicable	3	8	11
(blank)	2	2	4
Grand Total	34	63	97

Almost half of all respondents (strongly) agreed that the thresholds for intervention should be changed. Almost two-thirds of organisations (strongly) agreed:

The thresholds for intervention should be changed

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	8	5	13
I agree	13	20	33
Neutral	6	17	23
I disagree	4	8	12

I strongly disagree		1	1
Do not know / Not applicable	3	10	13
(blank)		2	2
Grand Total	34	63	97

45 % of all respondents (strongly) agreed that the derogation clause targeting NEETs is relevant and should extend beyond December 2017. Most others were neutral or did not know:

The derogation clause targeting NEETs is relevant and should extend beyond December 2017

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	7	6	13
I agree	7	24	31
Neutral	8	14	22
I disagree		1	1
I strongly disagree	3	2	5
Do not know / Not applicable	9	14	23
(blank)		2	2
Grand Total	34	63	97

G. The 'EU added-value' of the EGF

60 % (strongly) agreed that the EGF has added to, or supported, existing actions or policy areas:

The EGF has added to, or supported, existing actions or policy areas

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	9	6	15
I agree	16	27	43
Neutral	3	8	11
I disagree	2	2	4
I strongly disagree			
Do not know / Not applicable	3	17	20
(blank)	1	3	4
Grand Total	34	63	97

Almost 60 % (strongly) agreed that the EGF has broadened existing actions by supporting groups or policy areas that would not have received support otherwise:

The EGF has broadened existing actions by supporting groups or policy areas that would not have received support otherwise

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	7	6	13
I agree	18	25	43
Neutral	3	11	14
I disagree	2	3	5
I strongly disagree	1		1
Do not know / Not applicable	3	15	18
(blank)		3	3
Grand Total	34	63	97

Two-third of respondents did not know or were neutral as to whether lessons learnt from the implementation of EGF have been applied elsewhere:

Lessons learnt from the implementation of EGF have been applied elsewhere

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	7	2	9
I agree	8	9	17
Neutral	9	15	24
I disagree	2	2	4
I strongly disagree			
Do not know / Not applicable	8	32	40
(blank)		3	3
Grand Total	34	63	97

60 % of respondents did not know or were neutral on whether the EGF improved/changed operational processes and implementation of support measures for redundant workers/NEETs including in relation to other national or European sources of funding. Almost 30 % (strongly) agreed:

The EGF have improved/changed operational processes and implementation of support measures for redundant workers/NEETs including in relation to other national or European sources of funding.

	On behalf of my organisation	As an individual citizen	Grand Total
I strongly agree	4	4	8
I agree	9	11	20
Neutral	8	14	22
I disagree	3	3	6
I strongly disagree			
Do not know / Not applicable	10	24	34
(blank)		7	7
Grand Total	34	63	97

Annex III: Beneficiary Survey Report

This Annex provides a report of unweighted Beneficiary Survey data, summarising the responses received and answers to each question. The frequency tables and supporting text will vary from that presented in the main body of the report due data weighting, which makes the results presented in the main report more representative of the overall supported population in the cases for which responses were received. An inverse probability was used to weight the observations based on the known sampling probability (i.e. the number of potential beneficiaries from each EGF case). As such, the data in this annex is illustrative and not reflective of the final results of the Beneficiary Survey included in this mid-term report.

The survey achieved a 5 % response rate with a total of 1 116 assisted workers submitting a response out of a total number of potential beneficiaries of 22 264.

Information on respondents

Three quarters (75 per cent) of respondents to the survey were male, a quarter were female (22 per cent) and 2 per cent chose not to specify or did not answer the question.

What is your gender?

Gender	Frequency
Male	843
Female	248
N/A	25
Grand Total	1116

The majority of beneficiaries responding to the survey were over the age of 45 (57 per cent). Only a tenth (10 per cent) were aged 35 or under. One per cent of the sample did not select their age or chose not to specify.

What is your age?

Age	Frequency
25 years or less	1
26 to 35 years	111
36 to 45 years	350
46 to 55 years	435
56 to 65 years	203
Older than 65 years	1
N/A	15
Grand Total	1116

A large proportion of respondent beneficiaries (47 per cent) were highly educated having attained bachelor's degree or higher. A third (38 per cent) had either upper and/or post-secondary education, and only 14 per cent had lower secondary or below levels of education. This highly educated respondent profile is, in part, due to the online survey data collection method used, which tends to attract more educated and IT literate respondents. A lot of the potential bias however, is dealt with by the data weighting (described above and in the main report) as it reduced the emphasis placed

on answers provided by the high number of responses in the Finish ICT case. **Please indicate your highest attained level of education?**

Education	Frequency
Primary education or lower secondary education	154
Upper secondary and post-secondary education (non-tertiary and short-cycle tertiary)	421
Bachelor and/or Master (or equivalent)	510
Doctoral or equivalent	16
N/A	15
Grand Total	1116

The job role selected most often by beneficiaries was 'Professional' with just under half of the sample (44 per cent) selecting this as their role prior to redundancy. The next most common job was a 'Labourer' (11 per cent), followed by 'Plant and machine operator, and assembler' (9 per cent). The least represented profession in the sample were 'Service workers'. One per cent of respondents did not specify.

What was your job prior to your redundancy?

Job	Frequency
Clerical support worker	48
Craftsmen or related trades worker	92
Labourer	123
Manager	83
Other, please specify	88
Plant and machine operator, and assembler	104
Professional	499
Service worker	9
Technician or assistant professional	52
N/A	18
Grand Total	1116

Almost three quarters of respondents (72 per cent) had been in their previous role for 10 years or more. Twenty-six percent were in their role for less than 10 years. One per cent of respondents did not specify.

How long were you in your job prior to your redundancy?

Length of time in previous job	Frequency
Less than 5 years	105
5 to 9 years	195
10 to 19 years	418
20 years or more	385
N/A	13

Grand Total	1116
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B. Current labour status

Just over half respondents (55 per cent) to the Beneficiary Survey had found employment since being made redundant, whereas 44 per cent had not. One per cent of respondents did not specify whether they had found a job since redundancy.

Since redundancy, have you found any form of employment?

In employment	Frequency
No	495
Yes	611
N/A	10
Grand Total	1116

Just under half of the survey sample (46 per cent) were employed at the point of taking the survey, and a third (32 per cent) were unemployed and actively looking. Three per cent of the survey cohort remained unemployed and were not actively seeking employment.

What is your current labour market status?

Labour Market Status	Frequency
Employed	517
In full-time training	44
Other, please specify	117
Retired	21
Self-employed	16
Unemployed and actively looking for work	358
Unemployed and not looking for work	39
N/A	4
Grand Total	1116

Of those respondents who were now employed, 92 per cent were in full-time employment and 8 per cent had part time jobs.

Is your current job?

Job type	Frequency
Full-time	478
Part-time	38
N/A	1
Grand Total	517

The majority of beneficiaries (72 per cent) had also secured permanent positions, with just under a third working on a temporary basis (28 per cent).

Is your current job?

Job type	Frequency
Permanent	377
Temporary	137
N/A	3
Grand Total	517

Just under half of the newly employed beneficiaries (47 per cent) had been in their role for over 12 months. A third had been employed in their new role for 6 months or less.

How long have you been in your new job?

Length of time	Frequency
Less than 3 months	70
Between 4 and 6 months	86
Between 7 and 12 months	118
Longer than 12 months	243
Grand Total	517

C. Participation in EGF-funded measures

The majority of respondents (57 per cent) to the Beneficiary Survey were aware of EGF and its part in funding the support measures they had received following their redundancy.

Are you aware the assistance you participated in was (partly) funded by the EGF?

Awareness	Frequency
Yes	640
No	459
N/A	17
Grand Total	1116

Almost all respondents (88 per cent) faced barriers accessing EGF measures. Eight per cent faced no barriers and 3 per cent refrained from answering the question.

Did you face any particular barriers when accessing EGF (European Globalisation Adjustment Fund) measures?

Barriers	Frequency
Yes	99
No	984
N/A	33
Grand Total	1116

The most widely cited source of encouragement among respondent beneficiaries was local employment services with 39 per cent of the total survey cohort. This was followed by 'Other' (with 29 per cent) and subsequently by previous employers (17 per cent) and public authorities (12 per cent)

What encouraged you to access the EGF (European Globalisation Adjustment Fund) measures? (Please tick all that apply)

Encouraged access	Frequency
My local employment services encouraged / required me to access the support	432
My old employer encouraged me to access the support	191
I was sent information by my public authority	139
Other, please specify	322

At the time of the survey the most used support measures were training and retraining (38 per cent of the total survey cohort) and one-to-one guidance (35 per cent). The least used were enterprise support (2 per cent) and subsistence allowance (1 per cent).

Which measures did you / are you currently benefitting from?

Measures	Frequency
One-to-one advice and guidance	387
Training and retraining measures	428
Enterprise support	22
Financial support	77
Subsistence allowance	16
Other, please specify	184

Respondents were asked to specify the duration of time over which they had participated in these EGF measures. Training and retraining measures had the highest proportion of medium- to long-term users, with just under half (37 per cent) accessing support for more than seven months. One-to-one advice and guidance had similar levels of medium- to long-term access (32 per cent). However, this measures also had high levels of short-term access, with 51 per cent participating for less than three months. Financial support had the lowest level of medium- to long-term support (21 % accessed this measure for more than seven months), followed by substance allowance (31 per cent).

Please indicate how long you participated / have participated in these measures:

Length of time	One-to-one advice and guidance	Training and retraining	Enterprise support	Financial support	Subsistence allowance	Other, please specify
0-3 months	192	127	8	25	6	101
4-6 months	62	130	8	28	4	25
7-9 months	24	39		3		8

10-12 months	30	49	3	7	2	13
> 12 months	67	69	2	6	3	19
(blank)	12	14	1	8	1	18
Grand Total	375	428	22	7	16	184

The majority of beneficiaries who responded to the survey (72 per cent) felt that the measures they accessed matched their needs, with the extent varying between very well matched (24 per cent), moderately well matched (31 per cent) and a slight mismatch (16 per cent). However, one fifth of respondents (19 per cent) indicated that the support they accessed was not well matched at all. One tenth (9 per cent) of the survey cohort did not provide and answer to the question.

To what extent do you feel the measures you participated in matched your needs?

Matched needs	Frequency
Very well	272
Moderately well	347
There was a slight mismatch	180
Not well at all	216
N/A	101
Grand Total	1116

Training and retraining measures were proportionately seen as the form of support most likely to improve job prospects, with three quarters (77 per cent) of respondents rating these as either 'quite' or 'very' useful.

Please indicate how useful you think these measures were / are in improving your chances of obtaining a job?

Impact on finding a job	One-to-one advice and guidance	Training and retraining measures	Enterprise support	Financial support	Subsistence allowance	Other, please specify
Very useful	90	135	8	22	3	33
Quite useful	185	192	7	24	5	32
Not very useful	95	77	3	19	5	25
Not at all useful	14	16	4	12	2	84
Grand Total	384	420	22	77	15	174

C. Other support accessed

Only 12 per cent of respondents to the Beneficiary Survey stated that they had used EGF support in lieu of another support provision. Six per cent of respondents refrained from answering the question.

Did you use the EGF support instead of other support (like your Public Employment Services)?

National support displacement	Count of Unique ID
Yes	136
No	911
N/A	69
Grand Total	1116

The most accessed support outside of the EGF provision (with 28 per cent of respondents) was Information and guidance from Public Employment Services. The least accessed non-EGF support related to enterprise with only 2 per cent of beneficiaries citing its use.

Have you accessed other support (that you think is not funded through EGF - European Globalisation Adjustment Fund)? Please tick all that apply.

Support	Frequency
Information and guidance from Public Employment Services	311
Training and retraining	229
Employment and recruitment incentives	60
Enterprise / business start-up	24
Other, please specify	143

Of those respondents who used EGF support in lieu of other support, 58 per cent felt that there were no overlap between the forgone support and EGF funded support. Twenty-eight per cent however, did feel that there were overlaps in the support offered by the EGF provision. Fourteen per cent of respondents using EGF instead of other support did not provide an answer.

Did you feel this support overlapped with the EGF support you accessed?

Support overlap	Frequency
Yes	38
No	79
N/A	19
Grand Total	136

D. EGF as an instrument

More than half of respondents (60 per cent) were unaware of the objectives of the EGF, whereas 38 per cent were. Two per cent did not respond.

Are you aware of the objectives of the EGF?

Awareness of the objectives	Frequency
Yes	424

No	668
N/A	24
Grand Total	1116

Almost three-quarters (70 per cent) felt that the EGF was a good use of funds, whereas over a fifth (22 per cent) did not. There was an 8 per cent non-response to this question.

Do you think this is a good use of EU funds?

Good use of funds	Frequency
Yes	782
No	245
N/A	89
Grand Total	1116

D. Final reflections

Over a quarter (28 per cent) of respondents thought that the EGF did not increase the likelihood of finding a new job in the future, and a higher proportion (38 per cent) considered that the EGF did not increase their likelihood of retaining their current job in the future (see both of the following tables). In contrast, almost half of respondents (47 per cent) considered that the EGF either significantly or somewhat improved the likelihood of finding a new job in the future, and 36 per cent thought that the EGF either significantly or somewhat improved the likelihood of sustaining their current job.

To what extent do you think the EGF assistance increased the likelihood of you finding a new job in the future?

Row Labels	Frequency
Significantly improved	182
Some improvement	350
Little improvement	210
No help	312
N/A	62
Grand Total	1116

To what extent do you think the EGF assistance increased the likelihood of you sustaining job in the future?

Row Labels	Frequency
Significantly improved	110
Some improvement	291
Little improvement	195
No help	432
N/A	88

Grand Total

1116

Annex IV: Further profile data for cases included in the mid-term evaluation

This section presents data from the EGF database to provide a profile of the cases included in this evaluation. Data are presented in relation to:

- the intervention criteria for each case;
- the financial resources used in each case;
- the gender profile of beneficiaries in each case;
- the age profile of beneficiaries in each case; and,
- a breakdown of planned expenditure by measure for each case.

4.2.2 Profile of cases by intervention criteria

This evaluation covers 29 case applications in 10 countries for which the EGF applications have been approved since 2014. An overview of the profile of these cases is outlined in the table below.

The largest number of cases can be found in Greece (6); there are 5 cases in Belgium, 4 cases in France, 3 each in Finland and in Ireland, 2 each in Germany, Spain and Italy, and one each in the Netherlands and in Sweden. These cases are distributed among 21 sectors, with 5 sectors having 2 or more cases, these are: the automotive sector (4), retail trade (3), road transport (2), aircraft maintenance (2), machinery and equipment manufacture (2).

The majority of cases (18) fall under criterion (a) above, 8 cases were made under criterion 'b' and only 3 cases (or 10 %) applied under criterion 'c'. 15 cases resulted from restructuring linked to changes in world trade patterns and globalisation and the remaining 14 requests for EGF support were raised as a consequence of the economic and financial crisis.

Table A4.1 cases by Member State and Intervention Criterion

EGF case number	Case Name	Member State	Sector	Application date	Intervention criteria	Globalisation / Crisis
EGF/2014/011	Caterpillar	BE	Machinery and Equipment	2014-07	a	Globalisation
EGF/2014/012	ArcelorMittal	BE	Basic metals	2014-07	a	Globalisation
EGF/2015/003	Ford Genk	BE	Automotive	2015-03	a	Globalisation
EGF/2015/007	Hainaut-Namur Glass	BE	Manufacture of Glass	2015-08	b	Globalisation
EGF/2015/012	Hainaut Machinery	BE	Manufacture of machinery and Equipment	2015-12	b	Globalisation
EGF/2014/014	Aleo Solar	DE	Solar modules	2014-07	a	Globalisation
EGF/2015/002	Adam Opel	DE	Automotive	2015-02	a	Crisis

EGF case number	Case Name	Member State	Sector	Application date	Intervention criteria	Globalisation / Crisis
EGF/2014/001	Nutriart	EL	Bakery products	2014-02	a	Crisis
EGF/2014/009	Sprider Stores	EL	Retail trade	2014-06	a	Crisis
EGF/2014/013	Odyssefs Fokas	EL	Retail trade	2014-07	a	Crisis
EGF/2014/015	Attica Publishing Services	EL	Publishing	2014-09	b	Crisis
EGF/2014/018	Attica Broadcasting	EL	Broadcasting	2014-09	b	Crisis
EGF/2015/011	Supermarket Larissa	EL	Retail trade	2015-11	a	Crisis
EGF/2014/003	Aragon	ES	Food and beverage service activities	2014-02	b	Crisis
EGF/2014/004	Comunidad Valenciana metal	ES	Metalworking industry	2014-03	b	Crisis
EGF/2014/008	STX Rauma	FI	Shipbuilding	2014-05	a	Globalisation
EGF/2015/001	Broadcom	FI	Wholesale trade	2015-01	a	Globalisation
EGF/2015/005	Computer programming	FI	Computer programming	2015-06	b	Globalisation
EGF/2015/010	MoryGlobal	FR	Road transport	2015-11	a	Crisis
EGF/2014/005	GAD	FR	Slaughterhouse	2014-04	a	Crisis
EGF/2014/006	PSA	FR	Automotive	2014-04	a	Globalisation
EGF/2014/017	Mory-Ducros	FR	Road transport	2014-10	a	Crisis
EGF/2014/007	Andersen Ireland	IE	Jewellery	2014-05	c	Globalisation
EGF/2014/016	Lufthansa Technik	IE	Aircraft maintenance	2014-09	c	Globalisation
EGF/2015/006	PWA International	IE	Aircraft maintenance	2015-06	c	Globalisation
EGF/2014/010	Whirlpool	IT	Domestic appliances	2014-06	a	Crisis
EGF/2015/004	Alitalia	IT	Air transport	2015-03	a	Globalisation
EGF/2014/002	Gelderland and Overijssel	NL	Construction of buildings	2014-02	b	Crisis
EGF/2015/009	Volvo Trucks	SE	Automotive	2015-09	a	Globalisation

EGF case number	Case Name	Member State	Sector	Application date	Intervention criteria	Globalisation / Crisis
5/009						

Source: ICF on the basis of EGF database

4.2.3 Profile of cases by financial resource

Just over half of cases included in this evaluation requested between €1 million and €5 million in EGF funding (15 of the 29 cases); there is a wide margin between the lowest amount of EGF requested (€442,293 in the IE PWA International case) and the highest amount of EGF requested (€12,704,605 in the FR PSA case).

The amount of EGF funding requested per worker ranges from €1,208 in the FR GAD case to €9,450 in the SE Volvo Trucks case. On the basis of the figures in the table below, 8 cases included support for up to 500 workers, 11 cases were seeking to support between 500 and 1000 workers, and 10 companies sought support for over 1000 workers, (5 of which included companies applying for funding for over 2000 workers).

Table A4.2 Financial profile of cases

MS	Case Name	Total budget (€)	National contribution (€)	Requested EGF contribution (€)	Average EGF amount /worker (€)
BE	Caterpillar	2,038,090	815,236	1,222,854	1,941
BE	ArcelorMittal	2,652,478	1,060,991	1,591,486	1,749
BE	Ford Genk	10,447,608	4,179,043	6,268,564	1,393
BE	Hainaut-Namur Glass	1,389,147	555,659	833,488	1,638
BE	Hainaut Machinery	1,825,907	730,363	1,095,544	1,390
DE	Aleo Solar	1,824,601	729,840	1,094,760	2,300
DE	Adam Opel	11,597,706	4,639,082	6,958,623	2,585
EL	Nutriart	10,160,000	4,064,000	6,096,000	6,018
EL	Sprider Stores	12,151,500	4,860,600	7,290,900	5,561
EL	Odysefs Fokas	10,740,000	4,296,000	6,444,000	5,858
EL	Attica Publishing Services	6,244,500	2,497,800	3,746,700	5,314
EL	Attica Broadcasting	8,410,000	3,364,000	5,046,000	5,438
EL	Supermarket Larissa	10,780,000	4,312,000	6,468,000	5,880
ES	Aragon	1,600,000	640,000	960,000	3,429
ES	Comunidad Valenciana metal	1,698,640	679,456	1,019,184	3,397
FI	STX Rauma	2,378,000	951,200	1,426,800	2,525
FI	Broadcom	2,275,000	910,000	1,365,000	2,730
FI	Computer programming	4,372,000	1,748,800	2,623,200	2,186
FR	GAD	1,530,000	612,000	918,000	1,208
FR	PSA	21,174,342	8,469,737	12,704,605	5,390
FR	Mory-Ducros	10,087,000	4,034,800	6,052,200	2,408
FR	MoryGlobal	8,578,000	3,431,200	5,146,800	2,414

MS	Case Name	Total budget (€)	National contribution (€)	Requested EGF contribution (€)	Average EGF amount /worker (€)
IE	Andersen Ireland	2,502,000	1,000,800	1,501,200	5,439
IE	Lufthansa Technik	4,151,264	1,660,506	2,490,758	5,535
IE	PWA International	737,156	294,863	442,293	2,047
IT	Whirlpool	3,150,000	1,260,000	1,890,000	3,109
IT	Alitalia	2,358,080	943,232	1,414,848	7,689
NL	Gelderland and Overijssel	2,709,635	1,083,854	1,625,781	3,423
SE	Volvo Trucks	7,573,000	3,029,200	4,725,600	9,450

Source: ICF on the basis of EGF database

4.2.4 Profile of case beneficiaries by gender and number of cases targeting NEETs

The table below provides a breakdown of the target population by gender. These data show that in 12 out of 29 cases included in this evaluation the share of dismissed workers targeted for assistance was 100 %. In only 4 cases did this share fall below 50 %. In all but 5 of the 29 cases the majority of workers targeted were men. Of the cases which targeted more women than men, three were in Greece, and one in Ireland and one in Spain. These cases and the sectors that they represent are:

- EL Sprider Stores (Retail)
- EL Odyssefs Fokas (Retail)
- EL Supermarket Larissa (Retail)
- ES Aragon (Food and beverage service activities)
- IE Andersen Ireland (Jewellery)

The Regulation (No 1309/2013) contains a derogation to Article 2, which allows Member States, until 31 December 2017, to provide personalised services co-financed by the EGF to a number of individuals not in education, employment or training (NEETs) under the age of 25 (or where Member States so decide under the age of 30) equal to the redundant beneficiaries targeted. This derogation is available provided that at least some of the redundancies occur in NUTS 2 level regions that are eligible for the Youth Employment Initiative.

Nine of the cases to be covered by the evaluation include NEETs among their target group. Four of these cases are in Greece, three in Ireland and two in Belgium.

Table A4.3 Breakdown of target population by gender

Member State	Case name	Workers dismissed	men targeted	women targeted	NEETS targeted	Total targeted (incl. NEETS)	Share of dismissed workers targeted for assistance
BE	Caterpillar	1,030	607	23		630	61%
BE	ArcelorMittal	1,285	871	39		910	71%
BE	Ford Genk	5,111	3,956	544		4,500	88%
BE	Hainaut-Namur Glass	409	401	8	100	509	100%
BE	Hainaut Machinery	488	460	28	300	788	100%
DE	Aleo Solar	657	262	214		476	72%
DE	Adam Opel	3,122	2,583	109		2,692	86%
EL	Nutriart	508	337	171	505	1,013	100%
EL	Sprider Stores	761	112	649	550	1,311	100%
EL	Odyssefs Fokas	600	65	535	500	1,100	100%
EL	Attica Publishing Services	705	391	314		705	100%
EL	Attica Broadcasting	928	521	407		928	100%
EL	Supermarket Larissa	557	194	363	543	1,100	100%
ES	Aragon	904	97	183		280	31%
ES	Comunidad Valenciana metal	633	258	42		300	47%
FI	STX Rauma	634	496	69		565	89%
FI	Broadcom	568	442	58		500	88%
FI	Computer programming	1,603	660	540		1,200	75%
FR	GAD	760	487	273		760	100%
FR	PSA	6,120	1,896	461		2,357	39%

Member State	Case name	Workers dismissed	men targeted	women targeted	NEETS targeted	Total targeted (incl. NEETS)	Share of dismissed workers targeted for assistance
FR	Mory-Ducros	2,721	2,137	376		2,513	92%
FR	MoryGlobal	2,132	1,740	392		2,132	100%
IE	Andersen Ireland	171	36	102	138	276	81%
IE	Lufthansa Technik	424	220	30	200	450	59%
IE	PWA International	108	98	10	108	216	100%
IT	Whirlpool	608	422	186		608	100%
IT	Alitalia	1,249	129	55		184	15%
NL	Gelderland and Overijssel	562	440	35		475	85%
SE	Volvo Trucks	647	387	113		500	77%

Source: ICF analysis of EGF database

4.2.5 Age profile of beneficiaries in each case

The table below provides a breakdown of the target population for each case included in this evaluation by age. The age profile of the workers targeted by the various cases is generally similar across the cases included in the study. As might be anticipated, over 65 % of targeted workers in all but three cases fall within the age group 25-54 years. The proportion of targeted workers in this age group ranges from 41 % in the BE Hainaut Machinery case, to 98 % in the FI Broadcom case.

There are 9 cases with at least one fifth of targeted workers in the age range 55-65 years with 59 % of workers respectively falling in this age group for the in the FR PSA case and over 51 % in this age group for the BE Hainaut Machinery case.

Table A4.4 Breakdown of target population by age

Member State	Case name	Age 15-24 targeted	Age 25-54 targeted	Age 55-64 targeted	Age >64 targeted
BE	Caterpillar	7%	75%	18%	0%
BE	ArcelorMittal	3%	92%	5%	0%
BE	Ford Genk	0%	72%	28%	0%
BE	Hainaut-Namur Glass	0%	76%	24%	0%
BE	Hainaut Machinery	6%	58%	36%	0%
DE	Aleo Solar	1%	79%	21%	0%
DE	Adam Opel	2%	72%	26%	0%
EL	Nutriart	0%	92%	8%	0%
EL	Sprider Stores	5%	95%	1%	0%
EL	Odyssefs Fokas	1%	92%	7%	0%
EL	Attica Publishing Services	2%	87%	10%	1%
EL	Attica Broadcasting	1%	96%	2%	0%
EL	Supermarket Larissa	0%	95%	5%	0%
ES	Aragon	9%	83%	8%	0%
ES	Comunidad Valenciana metal	3%	92%	5%	0%
FI	STX Rauma	1%	57%	41%	0%
FI	Broadcom	0%	98%	2%	0%
FI	Computer programming	2%	84%	13%	1%
FR	GAD	1%	82%	18%	0%
FR	PSA	0%	41%	59%	0%
FR	Mory-Ducros	1%	82%	17%	0%
FR	MoryGlobal	0%	81%	19%	0%
IE	Andersen Ireland	1%	91%	8%	0%
IE	Lufthansa Technik	5%	67%	28%	0%
IE	PWA International	2%	81%	16%	1%
IT	Whirlpool	5%	85%	10%	0%
IT	Alitalia	0%	97%	3%	0%

Member State	Case name	Age 15-24 targeted	Age 25-54 targeted	Age 55-64 targeted	Age >64 targeted
NL	Gelderland and Overijssel	3%	75%	22%	0%
SE	Volvo Trucks	11%	75%	12%	2%

Source: ICF on the basis of EGF database

4.2.6 Profile of case expenditure by type of measure

The table below presents analysis of the planned expenditure by type of measure for the 29 cases included in this evaluation.

Most cases planned to spend EGF funding in two areas of support for dismissed workers – *Individual Case Management* and *Training and Re-training*. There are, however, a number of cases where the planned expenditure is spread over a greater number of measures – for example: Greece (5 cases), Finland (2 cases), and one case each in Ireland, Italy and Sweden. In these 10 cases there is a greater spread of planned spend across the relevant types of measure. Most notably 3 of these cases planned to spend at least one fifth of the funds on *Direct Job Creation* (EL Sprider Stores; EL Odyssefs Fokas; and, EL Attica Publishing Services).

Most cases plan to spend EGF funds on the *Promotion of Entrepreneurship*, with the most significant shares of overall funding on such support in the EL Nutriart (24 %); EL Supermarket Larissa (28 %); FI STX Rauma (24 %); and, FR PSA (28 %) cases.

Other significant areas of planned expenditure for all 5 Greek cases are *Job Search Allowances* with one case (EL Nutriart) planning to spend almost a third (31 %) of the budget in this area, with around 15 % of the budget foreseen for *Training Allowances*, and finally on *Mobility Allowances* (ranging from 2-3 %).

The other most frequently selected areas of expenditure, are *Job Search Allowances*; with 11 cases planning to support such activities, ranging from 2 % (IT Whirlpool) to 35 % (SE Volvo Trucks). *Training Allowances* and *Mobility allowances* are the next most popular type of measure with expenditure planned in 14 cases.

Table A4.5 Breakdown of planned expenditure by measure

Member State	EGF case number	Individual case management	Training and re-training	Job rotation and job sharing	Employment and recruitment incentives	Supported employment and rehabilitation	Direct job creation	Promotion of entrepreneurship	Other measures	Job search allowances	Training allowances	Mobility allowances	Other allowances
BE	Caterpillar	72%	22%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%
BE	ArcelorMittal	74%	20%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%
BE	Ford Genk	20%	75%	0%	5%	0%	0%	0%	0%	0%	0%	0%	0%
BE	Hainaut-Namur Glass	77%	9%	0%	0%	0%	0%	9%	0%	4%	1%	0%	0%
BE	Hainaut Machinery	72%	17%	0%	0%	0%	0%	6%	0%	4%	0%	0%	0%
DE	Aleo Solar	46%	52%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%
DE	Adam Opel	25%	74%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
EL	Nutriart	13%	30%	0%	0%	0%	0%	24%	0%	31%	0%	2%	0%
EL	Sprider Stores	14%	29%	0%	0%	0%	26%	0%	0%	14%	16%	2%	0%
EL	Odyssefs Fokas	13%	28%	0%	0%	0%	28%	0%	0%	13%	15%	2%	0%
EL	Attica Publishing Serv	15%	35%	0%	0%	0%	20%	0%	0%	15%	14%	3%	0%
EL	Attica Broadcasting	14%	33%	0%	0%	22%	0%	0%	0%	14%	14%	3%	0%
EL	Supermarket Larissa	13%	28%	0%	0%	0%	0%	28%	0%	13%	15%	2%	0%
ES	Aragon	61%	27%	0%	5%	0%	0%	0%	0%	5%	0%	0%	1%
ES	Comunidad Valencian	36%	37%	0%	8%	0%	0%	7%	0%	6%	0%	7%	0%
FI	STX Rauma	16%	45%	0%	14%	0%	0%	24%	1%	0%	0%	1%	0%
FI	Broadcom	18%	33%	0%	17%	0%	0%	8%	23%	0%	0%	0%	0%
FI	Computer programming	18%	56%	0%	18%	0%	0%	8%	0%	0%	0%	1%	0%
FR	GAD	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
FR	PSA	15%	16%	0%	0%	0%	0%	34%	0%	0%	35%	0%	0%
FR	Mory-Ducros	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
FR	MoryGlobal	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
IE	Andersen Ireland	10%	85%	0%	0%	0%	0%	6%	0%	0%	0%	0%	0%
IE	Lufthansa Technik	5%	52%	0%	0%	0%	0%	8%	0%	0%	35%	0%	0%
IE	PWA International	12%	59%	0%	0%	0%	0%	4%	0%	0%	0%	0%	25%
IT	Whirlpool	18%	54%	0%	25%	0%	0%	0%	0%	2%	1%	0%	0%
IT	Alitalia	33%	59%	0%	0%	0%	0%	0%	0%	0%	0%	8%	0%
NL	Gelderland and Overijs	40%	39%	0%	6%	15%	0%	0%	0%	0%	0%	0%	0%
SE	Volvo Trucks	4%	57%	0%	0%	0%	0%	4%	0%	35%	0%	0%	0%

Source: ICF analysis of EGF database

The table below shows the time (in months) between the end of the period within which workers dismissals took place and the application submission. This shows an average of 5 months and a range of 3 – 9 months.

Table A4.6 Comparison of application approval dates with reference period end date

Case reference	Case name	Submission date	End of reference period date	Months between end of reference period and submission of application
EGF/2014/001	Nutriart	16/07/2013	16/11/2013	4
EGF/2014/002	Gelderland and Overijssel	01/03/2013	01/12/2013	9
EGF/2014/003	Aragon	01/03/2013	01/12/2013	9
EGF/2014/004	Comunidad Valenciana metal	01/04/2013	31/12/2013	8
EGF/2014/005	GAD	29/11/2013	28/03/2014	3
EGF/2014/006	PSA	01/10/2013	31/01/2014	3
EGF/2014/007	Andersen Ireland	21/10/2013	21/02/2014	4
EGF/2014/008	STX Rauma	07/11/2013	07/03/2014	4
EGF/2014/009	Sprider Stores	17/11/2013	17/03/2014	4
EGF/2014/010	Whirlpool	10/12/2013	31/03/2014	3
EGF/2014/011	Caterpillar	01/01/2014	01/05/2014	4
EGF/2014/012	ArcelorMittal	01/01/2014	01/05/2014	4
EGF/2014/013	Odyssefs Fokas	03/02/2014	03/06/2014	4
EGF/2014/014	Aleo Solar	07/03/2014	07/07/2014	4
EGF/2014/015	Attica Publishing Services	12/09/2013	12/06/2014	9

EGF/2014/016	Lufthansa Technik	01/03/2014	30/06/2014	3
EGF/2014/017	Mory-Ducros	13/03/2014	12/07/2014	3
EGF/2014/018	Attica Broadcasting	12/09/2013	12/06/2014	9
EGF/2015/001	Broadcom	11/08/2014	11/12/2014	4
EGF/2015/002	Adam Opel	14/08/2014	15/12/2014	4
EGF/2015/003	Ford Genk	01/09/2014	31/12/2014	3
EGF/2015/004	Alitalia	31/08/2014	30/12/2014	3
EGF/2015/005	Computer programming	30/07/2014	30/04/2015	9
EGF/2015/006	PWA International	19/12/2014	19/04/2015	4
EGF/2015/007	Hainaut-Namur Glass	31/08/2014	31/05/2015	9
EGF/2015/009	Volvo Trucks	24/02/2015	24/06/2015	4
EGF/2015/010	MoryGlobal	27/04/2015	27/08/2015	4
EGF/2015/011	Supermarket Larissa	03/05/2015	03/09/2015	4
EGF/2015/012	Hainaut Machinery	25/12/2014	25/09/2015	9

4.3 Analysis of case data by sector

The tables below present case profile data, sorted by sector.

Table A4.7 cases by Member State and Intervention Criterion

Sector	EGF case number	Case Name	Member State	Application date	Intervention criteria	Globalisation / Crisis
Air transport	EGF/2015/004	Alitalia	IT	2015-03	a	Globalisation
Aircraft maintenance	EGF/2014/016	Lufthansa Technik	IE	2014-09	c	Globalisation
Aircraft maintenance	EGF/2015/006	PWA International	IE	2015-06	c	Globalisation
Automotive	EGF/2015/003	Ford Genk	BE	2015-03	a	Globalisation

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Automotive	EGF/2015/002	Adam Opel	DE	2015-02	a	Crisis
Automotive	EGF/2014/006	PSA	FR	2014-04	a	Globalisation
Automotive	EGF/2015/009	Volvo Trucks	SE	2015-09	a	Globalisation
Bakery products	EGF/2014/001	Nutriart	EL	2014-02	a	Crisis
Basic metals	EGF/2014/012	ArcelorMittal	BE	2014-07	a	Globalisation
Broadcasting	EGF/2014/018	Attica Broadcasting	EL	2014-09	b	Crisis
Computer programming	EGF/2015/005	Computer programming	FI	2015-06	b	Globalisation
Construction of buildings	EGF/2014/002	Gelderland and Overijssel	NL	2014-02	b	Crisis
Domestic appliances	EGF/2014/010	Whirlpool	IT	2014-06	a	Crisis
Food and beverage service activities	EGF/2014/003	Aragon	ES	2014-02	b	Crisis
Jewellery	EGF/2014/007	Andersen Ireland	IE	2014-05	c	Globalisation
Machinery and Equipment	EGF/2014/011	Caterpillar	BE	2014-07	a	Globalisation
Manufacture of Glass	EGF/2015/007	Hainaut-Namur Glass	BE	2015-08	b	Globalisation
Manufacture of machinery and Equipment	EGF/2015/012	Hainaut Machinery	BE	2015-12	b	Globalisation
Metalworking industry	EGF/2014/004	Comunidad Valenciana metal	ES	2014-03	b	Crisis
Publishing	EGF/2014/015	Attica Publishing Services	EL	2014-09	b	Crisis
Retail trade	EGF/2014/009	Sprider Stores	EL	2014-06	a	Crisis
Retail trade	EGF/2014/013	Odyssefs Fokas	EL	2014-07	a	Crisis
Retail trade	EGF/2015/011	Supermarket Larissa	EL	2015-11	a	Crisis
Road transport	EGF/2015/010	MoryGlobal	FR	2015-11	a	Crisis
Road transport	EGF/2014/017	Mory-Ducros	FR	2014-10	a	Crisis
Shipbuilding	EGF/2014/008	STX Rauma	FI	2014-05	a	Globalisation
Slaughterhouse	EGF/2014/005	GAD	FR	2014-04	a	Crisis
Solar modules	EGF/2014/014	Aleo Solar	DE	2014-07	a	Globalisation
Wholesale trade	EGF/2015/001	Broadcom	FI	2015-01	a	Globalisation

Table A4.8 Financial profile of cases

Sector	EGF case number	Case Name	Member State	Total budget (€)	National contribution (€)	Requested EGF contribution (€)	Average EGF amount /worker (€)
Air transport	EGF/2015/004	Alitalia	IT	2,358,080	943,232	1,414,848	7,689
Aircraft maintenance	EGF/2014/016	Lufthansa Technik	IE	4,151,264	1,660,506	2,490,758	5,535
Aircraft maintenance	EGF/2015/006	PWA International	IE	737,156	294,863	442,293	2,047
Automotive	EGF/2015/003	Ford Genk	BE	10,447,608	4,179,043	6,268,564	1,393
Automotive	EGF/2015/002	Adam Opel	DE	11,597,706	4,639,082	6,958,623	2,585
Automotive	EGF/2014/006	PSA	FR	21,174,342	8,469,737	12,704,605	5,390
Automotive	EGF/2015/009	Volvo Trucks	SE	7,573,000	3,029,200	4,725,600	9,450
Bakery products	EGF/2014/001	Nutriart	EL	10,160,000	4,064,000	6,096,000	6,018
Basic metals	EGF/2014/012	ArcelorMittal	BE	2,652,478	1,060,991	1,591,486	1,749
Broadcasting	EGF/2014/018	Attica Broadcasting	EL	8,410,000	3,364,000	5,046,000	5,438
Computer programming	EGF/2015/005	Computer programming	FI	4,372,000	1,748,800	2,623,200	2,186
Construction of buildings	EGF/2014/002	Gelderland and Overijssel	NL	2,709,635	1,083,854	1,625,781	3,423
Domestic appliances	EGF/2014/010	Whirlpool	IT	3,150,000	1,260,000	1,890,000	3,109
Food and beverage service activities	EGF/2014/003	Aragon	ES	1,600,000	640,000	960,000	3,429
Jewellery	EGF/2014/007	Andersen Ireland	IE	2,502,000	1,000,800	1,501,200	5,439
Machinery and Equipment	EGF/2014/011	Caterpillar	BE	2,038,090	815,236	1,222,854	1,941
Manufacture of Glass	EGF/2015/007	Hainaut-Namur Glass	BE	1,389,147	555,659	833,488	1,638
Manufacture of machinery and Equipment	EGF/2015/012	Hainaut Machinery	BE	1,825,907	730,363	1,095,544	1,390
Metalworking industry	EGF/2014/004	Comunidad Valencian	ES	1,698,640	679,456	1,019,184	3,397

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Publishing	EGF/2014/015	Attica Publishing Services	EL	6,244,500	2,497,800	3,746,700	5,314
Retail trade	EGF/2014/009	Sprider Stores	EL	12,151,500	4,860,600	7,290,900	5,561
Retail trade	EGF/2014/013	Odyssefs Fokas	EL	10,740,000	4,296,000	6,444,000	5,858
Retail trade	EGF/2015/011	Supermarket Larissa	EL	10,780,000	4,312,000	6,468,000	5,880
Road transport	EGF/2015/010	MoryGlobal	FR	8,578,000	3,431,200	5,146,800	2,414
Road transport	EGF/2014/017	Mory-Ducros	FR	10,087,000	4,034,800	6,052,200	2,408
Shipbuilding	EGF/2014/008	STX Rauma	FI	2,378,000	951,200	1,426,800	2,525
Slaughterhouse	EGF/2014/005	GAD	FR	1,530,000	612,000	918,000	1,208
Solar modules	EGF/2014/014	Aleo Solar	DE	1,824,601	729,840	1,094,760	2,300
Wholesale trade	EGF/2015/001	Broadcom	FI	2,275,000	910,000	1,365,000	2,730

Table A4.9 Breakdown of target population by gender

Sector	EGF case number	Case Name	Member State	Workers dismissed	men targeted	Women targeted	NEET S targeted	Total targeted (incl. NEET S)	Share of dismissed workers targeted for assistance
Air transport	EGF/2015/004	Alitalia	IT	1,249	129	55		184	15%
Aircraft maintenance	EGF/2014/016	Lufthansa Technik	IE	424	220	30	200	450	59%
Aircraft maintenance	EGF/2015/006	PWA International	IE	108	98	10	108	216	100%
Automotive	EGF/2015/003	Ford Genk	BE	5,111	3,956	544		4,500	88%
Automotive	EGF/2015/002	Adam Opel	DE	3,122	2,583	109		2,692	86%
Automotive	EGF/2014/006	PSA	FR	6,120	1,896	461		2,357	39%
Automotive	EGF/2015/009	Volvo Trucks	SE	647	387	113		500	77%
Bakery products	EGF/2014/001	Nutriart	EL	508	337	171	505	1,013	100%
Basic metals	EGF/2014/012	Arcelor Mittal	BE	1,285	871	39		910	71%
Broadcasting	EGF/2014/018	Attica Broadcasting	EL	928	521	407		928	100%

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Computer programming	EGF/2015/005	Computer programming	FI	1,603	660	540		1,200	75%
Construction of buildings	EGF/2014/002	Gelderland and Overijssel	NL	562	440	35		475	85%
Domestic appliances	EGF/2014/010	Whirlpool	IT	608	422	186		608	100%
Food and beverage service activities	EGF/2014/003	Aragon	ES	904	97	183		280	31%
Jewellery	EGF/2014/007	Andersen Ireland	IE	171	36	102	138	276	81%
Machinery and Equipment	EGF/2014/011	Caterpillar	BE	1,030	607	23		630	61%
Manufacture of Glass	EGF/2015/007	Hainaut-Namur Glass	BE	409	401	8	100	509	100%
Manufacture of machinery and Equipment	EGF/2015/012	Hainaut Machinery	BE	488	460	28	300	788	100%
Metalworking industry	EGF/2014/004	Comunidad Valenciana metal	ES	633	258	42		300	47%
Publishing	EGF/2014/015	Attica Publishing Services	EL	705	391	314		705	100%
Retail trade	EGF/2014/009	Sprider Stores	EL	761	112	649	550	1,311	100%
Retail trade	EGF/2014/013	Odysseus Fokas	EL	600	65	535	500	1,100	100%
Retail trade	EGF/2015/011	Supermarket Larissa	EL	557	194	363	543	1,100	100%
Road transport	EGF/2015/010	MoryGlobal	FR	2,132	1,740	392		2,132	100%
Road transport	EGF/2014/017	Mory-Ducros	FR	2,721	2,137	376		2,513	92%
Shipbuilding	EGF/2014/008	STX Rauma	FI	634	496	69		565	89%
Slaughterhouse	EGF/2014/005	GAD	FR	760	487	273		760	100%
Solar modules	EGF/2014/014	Aleo Solar	DE	657	262	214		476	72%
Wholesale trade	EGF/2015/001	Broadcom	FI	568	442	58		500	88%

Table A4.10 Breakdown of target population by age

Sector	EGF case number	Case Name	Member State	Age 15-24 targete d	Age 25-54 targete d	Age 55-64 targete d	Age >64 targete d
Air transport	EGF/2015/004	Alitalia	IT	0%	97%	3%	0%
Aircraft maintenance	EGF/2014/016	Lufthansa Technik	IE	5%	67%	28%	0%
Aircraft maintenance	EGF/2015/006	PWA International	IE	2%	81%	16%	1%
Automotive	EGF/2015/003	Ford Genk	BE	0%	72%	28%	0%
Automotive	EGF/2015/002	Adam Opel	DE	2%	72%	26%	0%
Automotive	EGF/2014/006	PSA	FR	0%	41%	59%	0%
Automotive	EGF/2015/009	Volvo Trucks	SE	11%	75%	12%	2%
Bakery products	EGF/2014/001	Nutriart	EL	0%	92%	8%	0%
Basic metals	EGF/2014/012	ArcelorMittal	BE	3%	92%	5%	0%
Broadcasting	EGF/2014/018	Attica Broadcasting	EL	1%	96%	2%	0%
Computer programming	EGF/2015/005	Computer programming	FI	2%	84%	13%	1%
Construction of buildings	EGF/2014/002	Gelderland and Overijssel	NL	3%	75%	22%	0%
Domestic appliances	EGF/2014/010	Whirlpool	IT	5%	85%	10%	0%
Food and beverage service activities	EGF/2014/003	Aragon	ES	9%	83%	8%	0%
Jewellery	EGF/2014/007	Andersen Ireland	IE	1%	91%	8%	0%
Machinery and Equipment	EGF/2014/011	Caterpillar	BE	7%	75%	18%	0%
Manufacture of Glass	EGF/2015/007	Hainaut-Namur Glass	BE	0%	76%	24%	0%
Manufacture of machinery and Equipment	EGF/2015/012	Hainaut Machinery	BE	6%	58%	36%	0%
Metalworking industry	EGF/2014/004	Comunidad Valenciana metal	ES	3%	92%	5%	0%
Publishing	EGF/2014/015	Attica Publishing Services	EL	2%	87%	10%	1%
Retail trade	EGF/2014/009	Sprider Stores	EL	5%	95%	1%	0%

Retail trade	EGF/2014/013	Odyssefs Fokas	EL	1%	92%	7%	0%
Retail trade	EGF/2015/011	Supermarket Larissa	EL	0%	95%	5%	0%
Road transport	EGF/2015/010	MoryGlobal	FR	0%	81%	19%	0%
Road transport	EGF/2014/017	Mory-Ducros	FR	1%	82%	17%	0%
Shipbuilding	EGF/2014/008	STX Rauma	FI	1%	57%	41%	0%
Slaughterhouse	EGF/2014/005	GAD	FR	1%	82%	18%	0%
Solar modules	EGF/2014/014	Aleo Solar	DE	1%	79%	21%	0%
Wholesale trade	EGF/2015/001	Broadcom	FI	0%	98%	2%	0%

Table A4.11 European Restructuring Monitor Planned Job Reductions by Industry and number of EGF applications

Industry	2014		2015	
	No. of job reductions	No. of EGF applications	No. of job reductions	No. of EGF applications
Administrative services	7,685		3,753	
Agriculture	1,160		554	
Arts / entertainment	1,476		315	
Construction	6,758	1	4,524	
Education	968		955	
Financial services	50,711		77,461	
Health / social work	4,856		1,470	
Hotel / restaurants	2,272		1,683	
Information / communication	50,250	2	51,291	1
Manufacturing	115,162	11	103,820	7
Mining / quarrying	16,893		34,813	
Other services	232			
Professional services	4,041		7,997	
Public administration and defence	27,025		1,356	
Real estate			118	
Retail	32,926	2	22,975	1
Transportation / storage	31,539	1	29,154	2
Utilities	6,038	1	30,784	
Grand Total	359,992	18	373,023	11

Annex V Good Practices

This Annex contains examples of good practices identified from the early implementation of the current EGF cases.

Type	EGF case examples
Good practice examples on the EGF case design	
<p>The EGF case design building on a beneficiary needs analysis</p>	<p>The three Irish EGF cases (Anderson Ireland, PWA Ireland and Lufthansa Technik) have built on the learning from the first three EGF cases in the country (Dell, Waterford and SR Technics), of which review found that some beneficiaries felt that they had been pushed into 'off-the-shelf' courses, which were not particular useful. Therefore, the approach to the design of the new EGF cases was more systematic, building on beneficiary surveys in addition to the views of the service providers, with the goal of ensuring that the EGF is used in a personalised way.</p> <p>For example, in the case of IE Andersen, the workers were consulted prior to the measures being put forward in the EGF application. The consultation involved a survey of the workers, which was conducted by the SOLAS EGF Coordination Unit in March 2014. This was then followed by a meeting between the EGF Managing Authority, the EGF Coordination Unit and service provider representatives to discuss the measures which could be included in the application. Following this a meeting was held between the EGF Managing Authority, the EGF Coordination Unit and redundant worker representatives to discuss the proposed EGF application. Consequently, the application submitted contained flexibility with respect to the training provision that could be undertaken by dismissed workers as well as measures to facilitate access to training, such as mobility and childcare.</p> <p>In the case of IE PWA international, a survey of 104 PWAI workers was undertaken by the EGF Coordination Unit in March 2015 to gauge preferred upskilling options to which all workers responded. The result of the survey showed interest in a variety of options particularly those which matched workers' experience and skills sets such as aviation-related and other specific technical areas. Specific interest was expressed in engineering, welding, CNC (computer numerically-controlled industrial cutting), lean manufacturing, ECDL/computers, IT administration, medical/pharmaceutical, business, management driving and start your own business. A survey of worker training preferences had also been conducted by PWAI itself in April 2014 which broadly showed the same results as above</p> <hr/> <p>In the Greek cases of Odyssefs Fokas and Attica Publishing Services, the design of training programmes was concluded following in-depth counselling and consultation with participants to understand their training needs and aspirations. In the latter case, the courses were also arranged around the availability of participants who had found some – usually precarious – employment, but who wanted to improve their employment position through further training.</p> <hr/> <p>In the French case of MoryGlobal, lessons had been learnt from its predecessor case MoryDucros. In terms of the latter, the review of skills and competences of every beneficiary was only ready several months after the beginning of the unit and should have been done systematically. As a result, a systematic approach with a skills assessment and thorough individual diagnosis was developed for the workers in the MoryGlobal case. This has been an innovative way to obtain a full diagnosis of each individual in order to give better advice and support to the workers.</p>
<p>Ensuring early action to support dismissed workers in a timely manner</p>	<p>In Ireland, the Department for Education and Skills keep an active database of redundancy situations, which is updated from information provided by the Department for Jobs, Enterprise and Innovation with whom businesses are legally required to register redundancy events. Such systematic monitoring of redundancies helps with the early identification of potential cases.</p> <hr/> <p>Several authorities have decided to take a calculated risk, following early positive signals from the Commission, to roll out the delivery of EGF services before the receipt of official confirmation, in order to maximise the finite 24-month programme implementation period. Such a decision has been taken by authorities in Finland (STX Rauma, Broadcom, computer programming), Ireland (PWA</p>

	<p>Ireland), Italy (Whirlpool) and Sweden (Volvo Trucks), for example. The implementing stakeholders have identified this early action as crucial for being able to support the workers in a timely manner.</p>
Effective beneficiary monitoring practice	<p>In the case of IE Andersen Ireland, IE PWA International and Lufthansa Technik, the use of the PES monitoring system to track interactions with dismissed workers was useful as EGF clients could be identified, ensuring that they were referred back to the EGF unit to consider other EGF measures where appropriate.</p> <p>In the case of NL Gelderland and Overijssel, having quickly set up the organisation of the project, a data management system was purchased specifically for this project. The system held information on beneficiaries' progress, and to capture notes from conversations with job coaches. This helped in providing the right support as well as measure outcomes.</p> <p>The questionnaire which was developed to assess the skills of each beneficiary in the FR MoryDucros and MoryGlobal cases has proved to be an effective way of ensuring tailored support was provided. Additionally, across all of the French cases, the CSP has a strong support system in place in the form of individualised monitoring, and provides the organisations and employees with a return path to employment.</p> <p>In the case of FR GAD, the support and monitoring were intensified for those redundant employees who had severe difficulties in re-entering the labour market. After the end of all funded actions, the Labour inspectorate has kept monitoring their situation, in partnership with the PES.</p>
Good practice in EGF partnerships	<p>In ES Valencia, the main employers' association (FEMEVAL) and the two main regional trade unions (CCOO and UGT) recognise that the success of the EGF is very much linked to establishing good collaboration between the two parties and the regional government. FEMEVAL played a key part in the launch of the case, identifying the need for support for the sector, drafting the main aspects of the support strategy and encouraging trade unions and regional authorities to apply for the EGF.</p> <p>The Alitalia case in Italy has produced a new form of collaboration between the regional authority and the Ministry for Labour and Social Policies, something which rarely happened before this EGF case. The two parties collaborated both in the exchange of data and in the creation of the actual plan.</p> <p>In the case of EL Attica, the fact that the University of Athens was the case coordinator is seen by the interviewees as being a strength in the implementation of the project, because the University was able to draft in:</p> <ul style="list-style-type: none"> - Experts from the University's Vocational Counselling Centre to develop state of the art tools for the job counselling - Journalists from the Mass Media Department of the University to advise on the training curricula - Economists from the Economics Department to support the development of the business plans and - Experts from the IT department which contributed to developing databases and management tools for the project. <p>In the case of NL Gelderland and Overijssel, the coordinator quickly contacted all relevant stakeholders as their buy-in was crucial in making the project a success. The six weekly steering group meetings ensured continued engagement and cooperation, allowing use of all their resources and opportunities.</p> <p>The French authorities have set up monitoring committees for the EGF cases to meet every month or every other month. These monitoring committees gather the different stakeholders involved, and there are local monitoring committees in each territory concerned, as well as a national monitoring committee.</p> <p>In the FR GAD case, good practice was shown in terms of the diverse, formal and informal partnerships at the local level. In addition to diversifying the sources of funding, the local co-ordinator also increased the use of more informal partnerships with local stakeholders (employers, public officials, etc.) enabling a solidarity net to be activated. At the local level, this case also reveals a high degree of intense</p>

cooperation between the delivery partners and the local co-ordinator during implementation, as shown by the existence of many monitoring documents and regular steering committee meetings. There were also synergies observed between EGF funded and non-EGF funded actions, for example through a comprehensive training plan which was successfully implemented thanks to individually tailored case management made possible by the EGF.

Good practice examples on EGF funded measures

Adoption of a whole-person approach to job and career counselling

In the case of EL Sprider Stores, the EGF has allowed the case to adopt a comprehensive approach to job counselling. Redundant workers usually receive only one appointment with a PES counsellor, but the case has supported up to 40 one-on-one sessions for the workers who lost their job at the retail chain, followed by 300 hours of training. Such intensity of support was needed because the beneficiaries had been unemployed for a long time between their redundancy and the start of the EGF project. This allowed the beneficiaries to open up and delve deep into the issues they were facing with their counsellor. Many had been traumatised by the way the company closed down and by the fact that beneficiaries had stayed out of work for a long period. The counsellors thus had the opportunity to bring the beneficiaries round to the idea that they could still work or set up their own company.

The Caterpillar, ArceloMittal cases in Belgium have piloted of the new 'whole-person' approach to counselling for dismissed workers. They implement a coaching module which seeks to build the self-esteem and confidence of dismissed workers. The module also seeks to re-orient workers towards an idea of finding a new job in another sector, for example.

The BE Hainaut-Namur Glass (and other Belgian EGF cases) case has mobilised 'social counsellors', trade union-appointed individuals with experience in restructuring situations, to provide peer support to dismissed workers.

The Belgian cases Caterpillar and ArcelorMittal supported older workers in a sensitive manner which took into consideration the effects of a redundancy on workers who have been very qualified in their jobs but are now having to navigate a new world of job seeking, applications and retraining for the first time in decades. Group sessions have helped in terms of providing peer support and motivation.

In the case of EL Odyssefs Fokas, the EGF case engaged some counsellors with a psychology background, as well as counsellors with great experience in the labour market. Those counsellors that had a psychology background, were able to much better mobilise workers that had been redundant for several years, which was the situation of some beneficiaries.

A good practice followed in this case, has been the fact that a very active and experienced counsellor was appointed as coordinator of all the job counsellors. He was responsible for briefing the job counsellors in the three locations of the project (Athens, Thessaloniki, Volos) and for monitoring and supporting the involvement of all counsellors in the project. The case coordinator was able to mobilise and engage high quality counsellors to participate in the project. The counsellor coordinator in turn, briefed all 45 counsellors intensively to ensure a consistent approach and correct use of the tools, and monitored the work of all counsellors on a weekly basis, in order to help address any queries or challenges arising.

In the case of SE Volvo Trucks being implemented by the PES, it has been important for the project to be clearly separated from mainstream activities. Separating the project from mainstream activities and having a small and consistent group of staff working with the target group has been highlighted by project beneficiaries and partners as an important feature of the project. The PES staff associated with the project have been appreciated for their caring and responsive approach.

In the case of FR MoryGlobal, psycho-social support has been needed in many cases. Modules have therefore been implemented to help workers to reflect on their profile, recover their self-confidence and deal with personal life issues and challenges. This type of measure has been identified as a successful form of assistance as it helped to re-motivate a number of beneficiaries in their search for

	<p>work. The contractors had in-house expertise, i.e. psychologists, to deliver such measures.</p>
<p>Good practices in education and training offers to redundant workers</p>	<p>In the case of SE Volvo Trucks case in Sweden, the EGF has allowed more people to retrain within mainstream vocational education and training (VET) and higher education (HE) without having to take out a student loan or another form of self-financing; the EGF funded study places for those interested in pursuing a new career.</p> <p>Another good practice element concerns the focus on addressing horizontal gender segregation. For example, the case sought to encourage male participants to apply for assistant nurse courses.</p> <p>The ES Caterpillar case provides a practical example of how the EGF speeds up the labour market integration process of those who need to retrain: the average waiting time for forklift operator training was three weeks in the Caterpillar reconversion unit, whereas a dismissed worker in a 'mainstream' reconversion unit has to wait up to six months for the same course.</p>
<p>Ensuring the voice of dismissed workers</p>	<p>In the case of PWA in Ireland, ongoing consultation with dismissed workers has been ensured through a dismissed workers forum. This was put in place after a review of the first three Irish EGF cases, which found that the voice of workers had not been given sufficient weight.</p> <p>Open and regular communication is deemed essential in ensuring initial and ongoing engagement of EGF beneficiaries. In Greece in the case of Nutriart, communication channels were opened through regular group information meetings, a monthly newsletter, and emails, which were circulated more often – as and when the need arose to inform beneficiaries about different activities. In the view of the project coordinator, this intense communication made the beneficiaries feel more closely engaged in the project, and more aware of the sequencing of the activities and the rationale behind them, which helped them to show more interest in the project activities and be more proactive on what was coming next.</p> <p>In Sweden, the Volvo Trucks case has frequently organised two-hour open house sessions (initially every week) at the local employment office. These sessions have been well attended by the beneficiaries and have provided an opportunity for former colleagues to catch up. Meeting former colleagues and hearing about what they are doing has also acted as motivation and inspiration. In addition to the open house sessions, the project also arranged drop-in sessions. Another initiative that helped expedite the contact with the beneficiaries was to set up a bespoke email address.</p> <p>The open house activity and drop in sessions have been highlighted by almost all consultees as being a particularly useful aspect of the project. It has allowed the project beneficiaries to get together and it has allowed former colleagues to catch up, inform and motivate each other in an informal setting. The open house activity has been so successful that one of the job security council suppliers will trial it as part of their activities.</p>
<p>Good practice examples of wider influence of the EGF</p>	
<p>EGF reaching out to workers who would fall out of mainstream provisions</p>	<p>The Volvo Trucks case in Sweden supported all dismissed workers, including temporary workers whose contracts were terminated as part of the plant closure. This approach is different from the national restructuring agreements, which often exclude certain groups on precarious contracts, such as temporary workers.</p> <p>In the case of the food and beverage sector case in Aragón in Spain, the case has been able to reach beneficiaries in remote rural areas through a tripartite approach, which builds on the contacts of the trade unions and employers organisations, and not only those of the PES. Without this approach, dismissed workers from many rural communities would not have received any support.</p> <p>In the case of FR GAD, the EGF support was locally-based on the site of previous employment, thereby removing any accessibility problems, especially given that this site was based in a rural area where there are very few affordable transportation options. The individual case management was performed directly on GAD premises, which helped prevent further cases of severe distress.</p>

EGF enabling proactive work with employers	<p>In the DE Opel case 'speed dating' events have been organised bringing together jobseekers with employers who have open positions to fill. The first job speed dating event allowed for 750 individual 5-10 minute conversations between beneficiaries and employers to take place (between 201 EGF beneficiaries and 35 employers). This provided individuals not only with the opportunity to meet many different local employers in a short period of time, but the preparation events for speed dating also allowed them to practice their interview skills, identify their strengths and to think about their desired career paths. It allowed them to think about the opportunities outside the environment and the employer that many of them had worked for over 20 years.</p> <p>Four months after the speed dating event, 141 interviews had taken place; 56 did not receive job offers, 48 EGF beneficiaries refused job offers that had been made, 5 individuals had been offered employment pending qualifications being completed, 3 individuals entered a work placement, 41 entered work place training and 25 entered work experience.</p> <p>Such practice would not have been available through national funding mechanisms and were considered to be extremely successful in bringing job seekers and employers together in an informal way.</p> <hr/> <p>In the computer programme case in Finland, the participating PES experimented with service delivery by combining the role of job counselling with proactive work with employers so as to be able to identify good matches between the two.</p> <hr/> <p>Through the EGF, trade unions involved in Belgian EGF cases have started to work in a proactive manner to support mass redundancy cases. They map and make connections through internal networks with related enterprises in specific regions and/or sectors so as to identify 'hidden vacancies' and internship opportunities.</p> <hr/> <p>In the case of DE Aleo Solar and Open, the role of job scouts has been highly efficient in sourcing vacancies. Consequently, the reintegration rate achieved in terms of cost per beneficiary was on average lower than for similar interventions by transfer agencies or PES.</p>
Good practices in the work with NEETs	<p>The IE Anderson case in Ireland was able to pay for an educational psychologist, which is important for some learners with particular difficulties who wish to progress into third-level education. There is no mainstream budget in the adult education service to use an educational psychologist for individuals who have dyslexia or who require support such as readers in exams. Without such provision from the EGF to cut through these rules, some individuals would not have received help.</p>
Examples of the wider impact of EGF	<p>The Ford Genk case in Belgium is an example of the EGF being a part of a wider policy framework aimed at minimising the consequences of mass redundancies for a region. A strategic plan known as 'SALK' (Strategisch Actieplan voor Limburg in het Kwadraat: Strategic Action Plan for Limburg Squared) was prepared following the closure of the Ford plant. The EGF addresses the short-term consequences (employment impact) of the wide-ranging consequences of this event. The long-term actions focus on improving conditions for economic growth. Lessons learned from this comprehensive approach are being shared with other regions, which are also looking into similar, all-inclusive support packages for their regions.</p> <hr/> <p>In the ES Aragón case, the EGF has influenced the design of another active labour market programmes; the tripartite EGF case partnership is working to set up a programme to support the long-term unemployed, based on the principles of the EGF case. In this context, the EGF is seen as a 'luxury' programme in terms of the depth and breadth of support that it is able to provide, but the new programme will incorporate the main principles of the EGF case.</p> <hr/> <p>The NL Gelderland and Overijssel case has stimulated discussions between social partners about collective agreements and their role in potentially locking workers into employment in the same sector, even when employment opportunities in the</p>

sector are scarce and workers face the choice of either being unemployed (given the lack of jobs in the sector) or losing their pension rights⁵⁷. This has affected the ability of the Dutch case to support older workers (aged 61+) into employment. The issue is currently being debated between social partners.

In Belgium, the six EGF cases running (almost) at the same time have been able to exchange experiences and lessons with one and another. This has been facilitated by EGF coordinators at the PES and trade union partners FGVB and CSC.

The Aragón case has produced innovative methods, which may affect future labour market integration policy and programmes in the region. The case developed a PEAC procedure (Procedure to evaluate and certify skills, *Procedimiento de Evaluación y Acreditación de Competencias*), which has allowed EGF beneficiaries to get their skills certified and to access 'professional certification' (*certificado de profesionalidad*).

⁵⁷ As explained in the lessons chapter (3.3.2), in the Netherlands the sectoral collective labour agreement for the construction sector stipulates that those aged 61+ have to stay in the construction sector to keep their pension rights. This has had a big impact on the ability of the EGF Gelderland and Overijssel case (EGF/2014/002) to support older workers into new employment.

Annex VI: Consultation Report

An EGF Consultation Strategy was put together to guide the way in which consultation was undertaken in the mid-term evaluation. The strategy states that, "In order to ensure that the general public interest of the Union - as opposed to special interests of a narrow range of stakeholder groups - is well reflected in the future design of the EGF, the Commission regards it as a duty to conduct stakeholder consultations, and wishes to consult as widely as possible."⁵⁸

This presented an opportunity for the evaluation to include open consultation, allowing a wider range of stakeholders to play a part in the evaluation and contribute their views. The evaluation was still also required to carry out targeted consultation, considering the views of those involved in the design, delivery, and participation in 29 cases that were approved in 2014 and 2015. The following sections describe the open and targeted consultation that took place in this evaluation.

4.4 Open Public Consultation

Open consultation presented a good opportunity to involve a wider range of stakeholders in the evaluation than had previously been possible in evaluations of EGF. In order to encourage as many relevant stakeholders to participate as possible, it was agreed that consultation and piloting of the questions and consultation format should be undertaken. This was done through ISG discussion and through using an EGF networking event to discuss the draft OPC questions,

4.4.1 A networking seminar was held with stakeholders to develop OPC

EGF Networking Seminars are usually held semi-annually in order to provide a platform for the EGF Contact Persons and representatives from organisations that deliver EGF measures or similar support to unemployed persons in Member States to meet and discuss issues of common interest.

The seminar held on 2 March 2016 and used specifically for the purposes of providing information and obtaining input to the Mid-term Evaluation of EGF and to inform the content and workplan for the Open Public Consultation (OPC) to be carried out as part of this evaluation.

The seminar provided an opportunity to discuss the OPC draft questions and workplan. A report of the EGF Networking Seminar is contained in Annex 3, with full details available [here: http://ec.europa.eu/social/main.jsp?langId=en&catId=326&eventsId=1128&furtherEvents=yes](http://ec.europa.eu/social/main.jsp?langId=en&catId=326&eventsId=1128&furtherEvents=yes)

The result of the exercise was an improved set of questions for the OPC, with raised awareness of the process and role in the evaluation among attendees.

4.4.2 Process of the Open Public Consultation

Consultation undertaken for the OPC

The purpose of the OPC was to enable a wide range of stakeholders to provide opinion and evidence to inform the evaluation. As described in the preceding section targeted consultation with those delivering EGF cases was undertaken, the OPC enabled a wider range of stakeholders to provide opinion and evidence to inform the evaluation. The OPC took the form of an online questionnaire placed on the European Commission website. The questionnaire contained questions related to each of the evaluation themes (effectiveness, sustainability, efficiency, relevance, coherence, and added value of EGF).

⁵⁸ European Commission Stakeholder Consultation Strategy EGF mid-term evaluation. p.2. Available at: <http://ec.europa.eu/social/main.jsp?catId=326&langId=en>

In order to develop the specific questions for the OPC an EGF Networking Seminar⁵⁹ held on 02 March 2016 was used specifically for the purpose of obtaining input from EGF national Contact Persons on a set of draft questions and the means of disseminating the OPC.

The workplan for dissemination of the OPC followed the following process: firstly, an email was sent out to target organisations by the European Commission. This communication explained the purpose of the OPC with a link to the online survey. For the ten Member States included in the 29 cases that were part of this evaluation, ICF promoted participating in the OPC. This was done through national Contact Persons, requesting that they promote this to their networks. Typically this resulted in the details of the OPC being placed on websites.

The stakeholder consultation was planned for a 12 week period, planned to run from May - August 2016. The Commission monitored the responses received, as a result of a low response rate it was decided that the OPC should be extended by 1 month to allow more responses to be submitted following the summer break. The OPC closed on 19 September 2016.

The table below provide a breakdown of the responses received and Annex II provides a detailed report on the responses received through the OPC.

Table A6.1 Breakdown of OPC responses by Member State and nature of organisation

Member State	Organisations	Individuals
Austria	1	
Germany	10	2
Greece	4	54
Hungary	1	
Ireland	2	
Latvia	1	
Malta	2	
Belgium	3	1
Netherlands	1	
Spain	1	1
Sweden	1	
UK	1	1
The entire EU	2	2
Czech Republic	1	
Finland	3	
Cyprus		1
France		1

⁵⁹ EGF Networking Seminars are held biannually in order to provide a platform for EGF national Contact Persons and representatives from organisations that deliver EGF measures or similar support to unemployed persons in Member States to meet and discuss issues of common interest

There were 97 responses to the OPC, 34 of which were provided on behalf of organisations, and 63 were submitted on behalf of individuals. Of those responding on behalf of their organisation, a quarter responded on behalf of their national ministry. Almost half of respondents indicated they had never been directly involved in the EGF. A similar number had been involved in the EGF in the last 12 month. Only few had been involved in previous iterations of the EGF.

4.5 Targeted Consultation: Case Research

Targeted case research was undertaken to assess the effectiveness, sustainability, efficiency, coherence, relevance, and added Value in 29 cases approved in 2014 and 2015. This process started with discussion with European Commission officials and then proceeded in by following a consistent approach for each of the case studies. These steps are described below.

4.5.1 Interviews with EGF team case handlers.

ICF case researchers met with the European Commission EGF team staff responsible for the case studies included in this evaluation. Interviews were conducted with Isabelle Prondzynski, Bistra Valchanova, Marta Alvarez-Marquina, Peter Besselmann, and Christian Aagaard in the last two weeks of April 2016.

This comprised short meetings to discuss the following issues:

- the background to the case – when it was first brought to the EGF team’s attention, was it the Member State that first suggested the case be put forward;
- whether there any particular issues in developing and processing the application – whether the Member State able to provide necessary detail;
- in this respect is the scope of the EGF fund well understood by the Member State – or was assistance required to develop the application within the scope of the Regulation (No 1309/2013);
- how the measures included in the application developed and whether they involved any specific assistance from the EGF team;
- whether delivery commenced at the planned time and if it was on schedule or behind schedule;
- if there currently any issues in the delivery of the case and if so, what factors have helped / hindered delivery of the case; and
- whether there is anything to be learned from this case regarding the factors which assist / prevent Member States from applying for EGF funding.

4.5.2 Case study research

The table below provides an outline of each of the research tasks completed for the 29 cases included in this evaluation.

Table A6.2 Case Study research activities

Research Task	Timing	Activities
Task 2.5: Case study briefing	May 2016 – October 2016	<ul style="list-style-type: none"> • Preparation for conducting case research followed an identical process a written briefing note and verbal discussion with case researchers. • Written briefing note provided policy background; aims and objectives for the evaluation; briefing on the OPC; description of key case researcher tasks and deadlines; topic guides for interviews; and, the case report template.

		<ul style="list-style-type: none"> • A face-to-face or skype briefing was undertaken to ensure common understanding of the tasks and discuss any issues raised by case researchers. • This was part of a process of ongoing communication between the Project Manager and case researchers, started upon commencement of the contract.
Task 2.6: EGF case study research	May 2016 – October 2016	<ul style="list-style-type: none"> • Consists of a range of research tasks in order to complete case research (further detail on the interviews and beneficiary consultation is outlined below): <ul style="list-style-type: none"> - Review of background documentation - Interviews with national EGF contact persons - Interviews with EGF case coordinators - Interviews with delivery partners - Consultations with beneficiaries - Consultations with national labour market experts - Case-level review of national level documentation and data
Task 2.7: Case Study reporting		<ul style="list-style-type: none"> • For each of 29 EGF cases, a separate case report has been produced. • Case reports submitted have been sent to national Contact Persons.

4.5.3 Beneficiary survey

Understanding the extent to which outcomes achieved can be understood to be the result of EGF is also an issue in understanding the effectiveness of the measures provided to beneficiaries. In order to establish the causality between outcomes observed and the support provided an online beneficiary survey was conducted. The survey achieved a 5 % response rate with a total of 1 116 assisted workers submitting a response out of a total of 22 264. A table of responses by case is detailed below

Table A6.3 Beneficiary survey returns

Case reference	Case name	Number of respondents
EGF/2014/011	BE Caterpillar	49
EGF/2014/004	ES Comunidad Valenciana metal	23
EGF/2014/008	FI STX Rauma	102
EGF/2015/001	FI Broadcom	141
EGF/2015/005	FI Computer programming	400
EGF/2014/005	FR GAD	3

EGF/2014/012	BE ArcelorMittal	47
EGF/2014/013	EL Odyssefs Fokas	49
EGF/2015/003	BE Ford Genk	187
EGF/2015/007	BE Hainaut-Namur Glass	28
EGF/2015/012	BE Hainaut Machinery	79
EGF/2014/014	DE Aleo Solar	8
Grand Total		1116

4.5.4 Interviews with national EGF contact persons

ICF case researchers contacted the relevant national EGF contact persons and arranged interviews with officials responsible for the EGF cases examined in this Mid-term Evaluation. An important part of this interview process was to understand what data is held on beneficiary outcomes and what method will be possible for beneficiary consultation. At least one case coordinators were consulted in all 29 of the EGF cases.

4.5.5 Interviews with delivery partners

In addition, partners involved in the implementation of EGF funded measures have / will be interviewed. These can be representatives from the trade unions, employer organisations, local or regional government representatives, PES officials and others. The list of such partners will be determined through contacts with the national EGF contact person and the EGF case coordinator. At least one delivery partner were consulted in all 29 of the EGF cases.

A full table of consultees included in the targeted consultation is provided below.

Table A6.4 Types of stakeholders consulted during case research

Case name	Type of stakeholder	Organisation
BE ArcelorMittal	Case coordinators	EGF case coordination unit at Le FOREM Arcelor Mittal reconversion unit LE FOREM
	Delivery partners	Wallonia CSC Wallonia FGTB University of Liege HEC
	Dismissed workers / NEETs	-
BE Caterpillar	Case coordinators	Caterpillar reconversion unit Le FOREM Walloon Le FOREM
	Delivery partners	Wallonia CSC Wallonia FGTB
	Dismissed workers / NEETs	-
BE Ford Genk	Case coordinators	VDAB
	Delivery partners	ESF Vlaanderen
	Dismissed workers / NEETs	-
BE Hainaut Machinery	Case coordinators	Caterpillar and Carwall reconversion unit Le Forem Doosan reconversion unit Le Forem

		Walloon Le FOREM
	Delivery partners	Social councillor Doosan Wallonia CSC Wallonia FGTB
	Dismissed workers / NEETs	-
BE Hainaut-Namur Glass	Case coordinators	Saint Gobain reconversion unit LE FOREM AGC Glass reconversion unit LE FOREM Walloon Le FOREM
	Delivery partners	Wallonia CSC Wallonia FGTB University of Liege HEC
	Dismissed workers / NEETs	-
DE Adam Opel	Case coordinators	Organisations to be listed
	Delivery partners	Organisations to be listed
	Dismissed workers / NEETs	-
DE Aleo Solar	Case coordinators	Organisations to be listed
	Delivery partners	Organisations to be listed
	Dismissed workers / NEETs	-
EL Attica Broadcasting	Case coordinators	Case coordination unit, University of Athens Vice Rector at the University of Athens Ministry of Employment
	Delivery partners	job counsellor (the EGF case)
	Dismissed workers / NEETs	1 beneficiary
EL Attica Publishing Services	Case coordinators	EEDE Ministry of Employment
	Delivery partners	
	Dismissed workers / NEETs	(beneficiary interviews planned but cancelled on the day)
EL Nutriart	Case coordinators	INE-GSEE Ministry of Employment
	Delivery partners	EEDE
	Dismissed workers / NEETs	-
EL Odyssefs Fokas	Case coordinators	Institute of Commerce and Services (INEMY-ESEE) Ministry of Employment
	Delivery partners	Coordinating guidance counsellor
	Dismissed workers / NEETs	-
EL Sprider Stores	Case coordinators	Case coordination, Association of Industrial Employers of Northern Greece (SBBE) Analysis unit, Association of Industrial Employers of Northern Greece (SBBE) Ministry of Employment
	Delivery partners	Guidance counsellor

	Dismissed workers / NEETs	3 beneficiaries
EL Supermarket Larissa	Case coordinators	No case coordinator appointed yet Ministry of Employment
	Delivery partners	No partners appointed yet
	Dismissed workers / NEETs	No beneficiaries supported yet
ES Aragon	Case coordinators	Aragón regional employment service EGF national contact point (2 interviewees)
	Delivery partners	Aragón CCOO (Comisiones Obreras) trade union Aragón UGT (Unión General de Trabajadores) trade union Aragón CREA (Confederación regional de empresarios de Aragón) employers' representative Aragón CEPYME (Confederación española de pequeñas y medianas empresas) Eurofound expert
	Dismissed workers / NEETs	-
ES Comunidad Valenciana metal	Case coordinators	Valencian regional PES
	Delivery partners	Valencia-CCOO (Comisiones Obreras) trade union Valencia-UGT (Unión General de Trabajadores) trade union FEMEVAL (Federación Empresarial Metalúrgica Valenciana)
	Dismissed workers / NEETs	-
FI Broadcom	Case coordinators	The Northern Ostrobothnia TE Centre
	Delivery partners	Union of Professional Engineers in Finland The Centre for Economic Development, Transport and the Environment for North Ostrobothnia The Employment and Economic Development Office for Uusimaa The Employment and Economic Development Office for Pirkanmaa The Centre for Economic Development, Transport and the Environment for Southwest Finland The Ministry of Employment and the Economy Academic Engineers and Architects in Finland
	Dismissed workers / NEETs	-
FI Computer programming	Case coordinators	The Northern Ostrobothnia TE Centre The Ministry of Employment and the Economy
	Delivery partners	Union of Professional Engineers in Finland The Centre for Economic Development,

		Transport and the Environment for North Ostrobothnia The Employment and Economic Development Office for Uusimaa BusinessOulu The Employment and Economic Development Office for Pirkanmaa The Employment and Economic Development Office for Southwest Finland The Ministry of Employment and the Economy
	Dismissed workers / NEETs	-
FI STX Rauma	Case coordinators	City of Rauma Ministry of Employment and the Economy (EGF coordination)
	Delivery partners	Trade Union Pro The Ministry of Employment and the Economy The Employment and Economic Development Office for Satakunta Region TK-Eval (evaluators) Academic Engineers and Architects in Finland
	Dismissed workers / NEETs	-
FR GAD	Case coordinators	POLE EMPLOI
	Delivery partners	FO delegate (Force Ouvrière, Trade-union DIRECCTE ALTEDIA (main placement agency)
	Dismissed workers / NEETs	-
FR Mory-Ducros	Case coordinators	DGEFP, Mission Fonds National de l'Emploi (2 interviewees)
	Delivery partners	BPI Group (one of the three contractor selected to guide and assist the redundant workers) (2 interviewees)
	Dismissed workers / NEETs	-
FR MoryGlobal	Case coordinators	Case coordination unit
	Delivery partners	DGEFP, Mission Fonds National de l'Emploi (3) BPI Group (2 interviewees) SFERIC solution (liquidator) Sodie
	Dismissed workers / NEETs	-
FR PSA	Case coordinators	PSA
	Delivery partners	Sodie
	Dismissed workers / NEETs	-
IE Andersen	Case coordinators	EGF Coordination Unit, SOLAS

Ireland	Delivery partners	Department of Social Protection Limerick and Clare Education and Training Board SOLAS Optima Training Pitman Training
	Dismissed workers / NEETs	5 dismissed workers, 1 NEET
IE Lufthansa Technik	Case coordinators	EGF Coordination Unit, SOLAS
	Delivery partners	Department of Social Protection City of Dublin Education and Training Board, SOLAS, CPM Coaching Aertrain, Airport Driving School iSmart
	Dismissed workers / NEETs	6 dismissed workers, 1 NEET
IE PWAI International	Case coordinators	EGF Coordination Unit, SOLAS
	Delivery partners	Department of Social Protection City of Dublin Education and Training Board, SOLAS, CPM Coaching Aertrain, Airport Driving School iSmart
	Dismissed workers / NEETs	2 dismissed workers
IT Alitalia	Case coordinators	Adecco (3 interviewees) Ministero del Lavoro e delle Politiche Sociali
	Delivery partners	Regione Lazio – Regional Directorate for Labour
	Dismissed workers / NEETs	-
IT Whirlpool	Case coordinators	Con.Solida
	Delivery partners	Department of Labour, Economy and Development of the Autonomous Province of Trento Trento University
	Dismissed workers / NEETs	4 beneficiaries
NL Gelderland and Overijssel	Case coordinators	Ministerie van Sociale Zaken en Werkgelegenheid
	Delivery partners	Agentschap SZW (Labour Inspectorate) BMC consultancy
	Dismissed workers / NEETs	-
SE Volvo Trucks	Case coordinators	Arbetsförmedlingen (5 interviewees) Ministry of Employment
	Delivery partners	Umeå Kommun Antenn Startkraft University of Gothenburg
	Dismissed workers / NEETs	6 beneficiaries

4.6 Lessons from the consultations undertaken

From the consultations undertaken for this mid-term evaluation a few lessons can be identified for future evaluations.

1. The OPC does not provide coverage of all Member States, nor does it cover all of the Member States that are included in the 29 cases covered in this evaluation, despite significant effort to achieve this. This result demonstrates that it is difficult to achieve a high response rate. A general lack of awareness regarding specific details of EGF may have resulted in a reluctance of some potential respondents to take part in the consultation.
2. Beneficiary surveys were possible in most Member States, it is therefore encouraging that most member States hold beneficiary email addresses. The more beneficiaries that are contactable by email, the richer the data for evaluation has the potential to be.
3. Most Member States were able to participate in the evaluation and provide contact details for delivery organisations. This was less straightforward in member States that had used external organisations to organise delivery of EGF measures. Participation in evaluation should form part of the agreement between Member States and such delivery organisations.

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