



Second conference of the Employment and Social Innovation (EaSI) Programme

"Supporting the implementation of the European Pillar of Social Rights and synergies with other EU programmes and initiatives"

Written by ICF and the European Centre for Social Welfare Policy and Research

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Second conference of the Employment and Social Innovation (EaSI) Programme

“Supporting the implementation of the European Pillar
of Social Rights and synergies with other EU
programmes and initiatives”

*Directorate-General for Employment, Social Affairs and Inclusion
Employment and Social Innovation (EaSI) programme
Online, 23-24 March 2021*

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1 Introduction

The second conference of the [Employment and Social Innovation \(EaSI\)](#) programme "Supporting the implementation of the European Pillar of Social Rights and synergies with other EU programmes and initiatives" was held online on 23-24 March 2021.

The conference was organised across two consecutive days, mixing plenary sessions and workshops. It brought together more than 200 representatives of national, regional and local authorities, civil society organisations (including non-governmental organisations (NGOs)), public employment services, the European Commission and other EU institutions, higher education institutions and research institutes, social and private enterprises, and social partners.

The conference provided both a retrospective and a forward-looking perspective on EaSI activities. It included panel discussions focusing on the achievements and lessons learned from the EaSI programme (2014-2020), and on how different EaSI funded EU-level NGO networks and their member organisations have adapted to change during the 2014-2020 programming period. The keynote speech focused on how social innovation can be boosted by switching attention from desired outcomes to collaborative process and integrated systems change.

The conference also explored opportunities for synergies to be created within the [European Social Fund Plus \(ESF+\)](#), notably between direct and shared management, and with other relevant EU programmes and initiatives, such [Horizon Europe](#) and [InvestEU](#).

The six interactive sessions covered policy priorities of the EaSI strand of ESF+ in line with the European Pillar of Social Rights (improving access to labour markets and promoting labour mobility; ensuring social inclusion and social protection; ensuring fair working conditions) as well as cross-cutting issues (promoting social innovation, improving dissemination and communication, stimulating upscaling and transfer of successful experiences). 20 EaSI funded projects shared their practical experiences during the workshops. The interactive sessions also provided opportunities for participants to discuss lessons learned from the implementation of EaSI projects and how these can be best taken forward in the ESF+ EaSI strand.

The full conference agenda is presented in Annex 1.

2 Looking back at the achievements and lessons learned from the EaSI programme

During the 2014-2020 programming period, [EaSI](#) was a stand-alone Union programme, providing financial support to actions in the areas of employment, working conditions, social protection and social inclusion in the Member States and the other participating countries (EFTA/EEA¹, candidate countries and potential candidates).

The EaSI programme supported the achievement of key EU policy priorities in the field of employment and social policies, notably the Europe 2020 strategy and the European Pillar of Social Rights.

With a budget of EUR 919 million for 2014–2020, EaSI financed a wide range of activities across the whole spectrum of social and employment priorities: from fighting poverty, ensuring fair working conditions and adequate social protection; to spurring labour mobility, supporting social innovation and building the capacity of civil society organisations. It also provided specific financial instruments to increase microcredits and encourage social entrepreneurship.

¹ Iceland participated in all three axes, Norway participated only in PROGRESS and EURES, Lichtenstein did not participate in EaSI at all, and Switzerland participated only in EURES and only at its own expense.

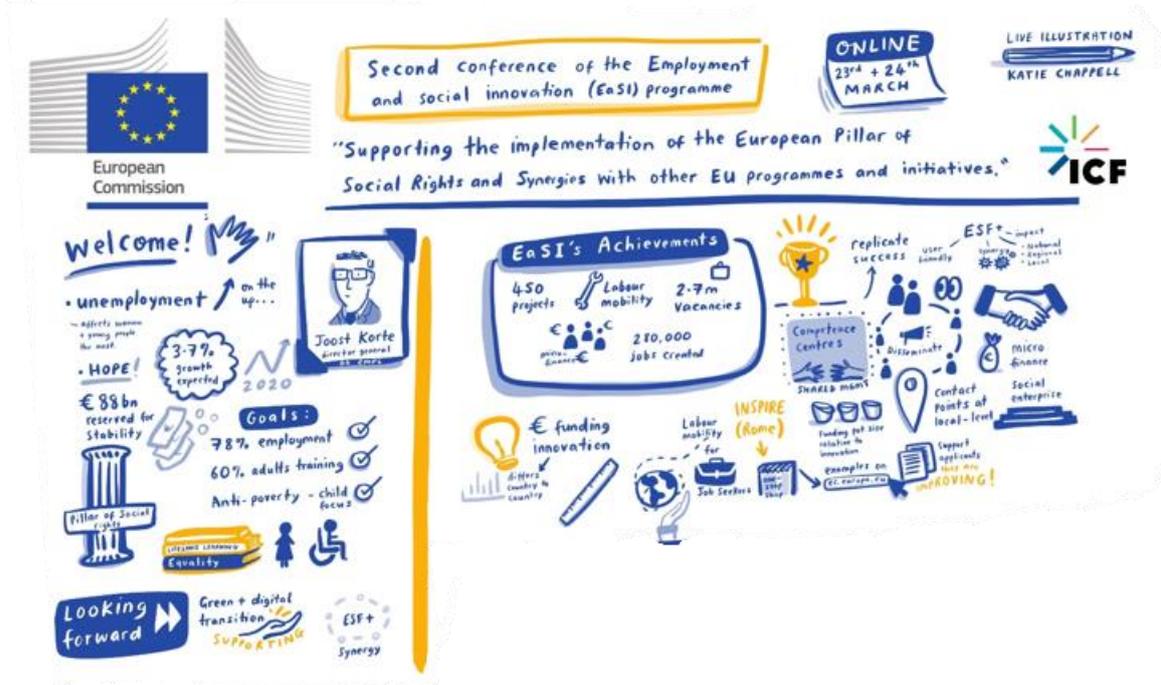
Overall, and as shown in the [EaSI performance monitoring reports](#), the programme activities have strongly contributed to ensuring sustainable employment and social inclusion in the EU.

Most of the EaSI funded activities were directly reinforcing the main EU policy objectives and governance processes, such as the [European Pillar of Social Rights](#) and the [European Semester](#). In line with its horizontal objectives, the EaSI programme has paid particular attention to vulnerable groups, such as young people, as well as gender equality, the mainstreaming of disability matters and accessibility.

In his opening speech, **Mr Joost Korte, Director General, Directorate General for Employment, Social Affairs and Inclusion (DG EMPL), European Commission**, focused on three main points: the past EaSI achievements; the European Pillar of Social Rights Action Plan, and the future of EaSI:

- In terms of the **past achievements of the EaSI programme**, it was noted that:
 - Up until the end of 2020, EaSI had supported over 1 250 beneficiaries from across all EU Member States, as well as other participating countries (Norway, Iceland, Turkey, Albania, Montenegro, North Macedonia and Serbia).
 - More than 50 calls for proposals were launched leading to 425 projects, in addition to calls for tenders, mutual learning activities and financial instruments.
 - EaSI has also supported labour mobility across Europe, with cross-border partnerships handling 30 000 job vacancies every year. The number of registered jobseekers and employers on the EURES Portal has constantly increased since its creation with more than 2.7 million vacancies posted in February 2021, and over 800 000 jobseekers registered.
 - In addition, it has supported job creation, including in the microfinance and the social economy. The EaSI programme supported almost 100 000 microenterprises receiving around EUR 1.2 billion worth of microloans by September 2020 and helped create or sustain almost 280 000 jobs in micro and social enterprises, helping many unemployed start-up and develop their own business.
- On 4 March 2021, the Commission adopted the **European Pillar of Social Rights Action Plan** and a recommendation on **Effective Active Support to Employment (EASE)**. The goal is to build a strong Social Europe that focuses on jobs and skills for the future. The Action Plan will assist in firmly anchoring the social dimension in the recovery from the current COVID-19 crisis and ensure that the green and digital transition for Europe is just and fair. Its targets for 2030 are: 78% of people aged 20 to 64 should be in employment (73.1% in 2019); 60% of adults should participate in training every year to have the right skills (37.4% in 2016), and 15 million people should be lifted out of poverty (91 million persons in poverty in 2019).
- At the end of January 2021, a political agreement was reached on the future European Social Fund Plus (ESF+). The **ESF+ EaSI strand** will support the European Pillar of Social Rights Action Plan, in particular by contributing to policy development and policy making with evidence. The EaSI strand will build on the achievements of the EaSI programme. As part of a bigger fund, it will enhance the synergies with the shared management part of ESF+, bring the managing authorities and the EaSI beneficiaries closer, and allow better upscaling of successful projects and results. In the future, EaSI will be more flexible to adapt to emerging challenges and priorities. It will help tackle new challenges (the COVID-19 crisis and its social impacts; green and digital transition; ageing; migration) that highlight the need for the right skills. The

EaSI strand will support National Contact Points (NCPs) that will promote the EaSI strand actions in the participating countries and contribute to the dissemination, upscaling and/or mainstreaming of its results.



After the opening statement, a panel consisting of DG EMPL officials representing the three EaSI axes and a former EaSI Committee member from Spain, discussed and analysed in more depth the many achievements and lessons learned from the EaSI programme.

A summary of the panel discussion is provided below:

- The range and diversity of activities funded through EaSI as well as its ability to bring stakeholders from different sectors (public, private, civil society) together were highlighted as key strengths of the programme.
- In line with many other EU programmes, it was also noted that the seven-year programming period provides stability and allows for better planning of activities by the European Commission, the programme's participating countries and other stakeholders.
- The EaSI programme has been an important programme for testing policies and social innovation actions linked to EU and national policy priorities. However, the upscaling and mainstreaming of innovative actions and successful experiences remain a challenge. Social innovation actions also need to be better integrated and connected with policy.
- Better dissemination of successful experiences was mentioned as a potential area of improvement in terms of communication. The establishment of new National Contact Points (NCPs) for the EaSI strand of ESF+ is expected to improve the promotion of the EaSI actions and to assist in upscaling, transferring and mainstreaming the results of the actions in the Member States and other participating countries.
- The new national competence centres for social innovation will offer complementary support to stakeholders.
- On account of the actions supported in terms of promoting a fair labour mobility agenda (e.g. through EURES and the European Platform Tackling Undeclared Work), the EaSI programme was also recognised for having paved the way for the establishment of the European Labour Authority (ELA).

- Access to finance for social enterprises has improved considerably in recent years and the financial instruments under the EaSI programme have been an important contributor to this. The EaSI programme also contributed to the creation of a European ecosystem for the micro-finance and social enterprises.

3 Adapting to change

Around 20 key EU-level NGO networks have been supported each year by the EaSI programme to feed into better policy making and increase awareness of social and employment priorities for the EU.

A panel composed of representatives from five EU-level NGO networks², and the keynote speaker **Dr. Gorgi Krlev (Centre for Social Investment, University of Heidelberg)** explored how different sectors and the EU-level NGO networks' member organisations have adapted to change (e.g. the COVID-19 pandemic, the green and digital transitions) during the 2014-2020 programming period. The panel also discussed how social innovation can be boosted to address social challenges and meet the needs of society.



A summary of the panel discussion is provided below:

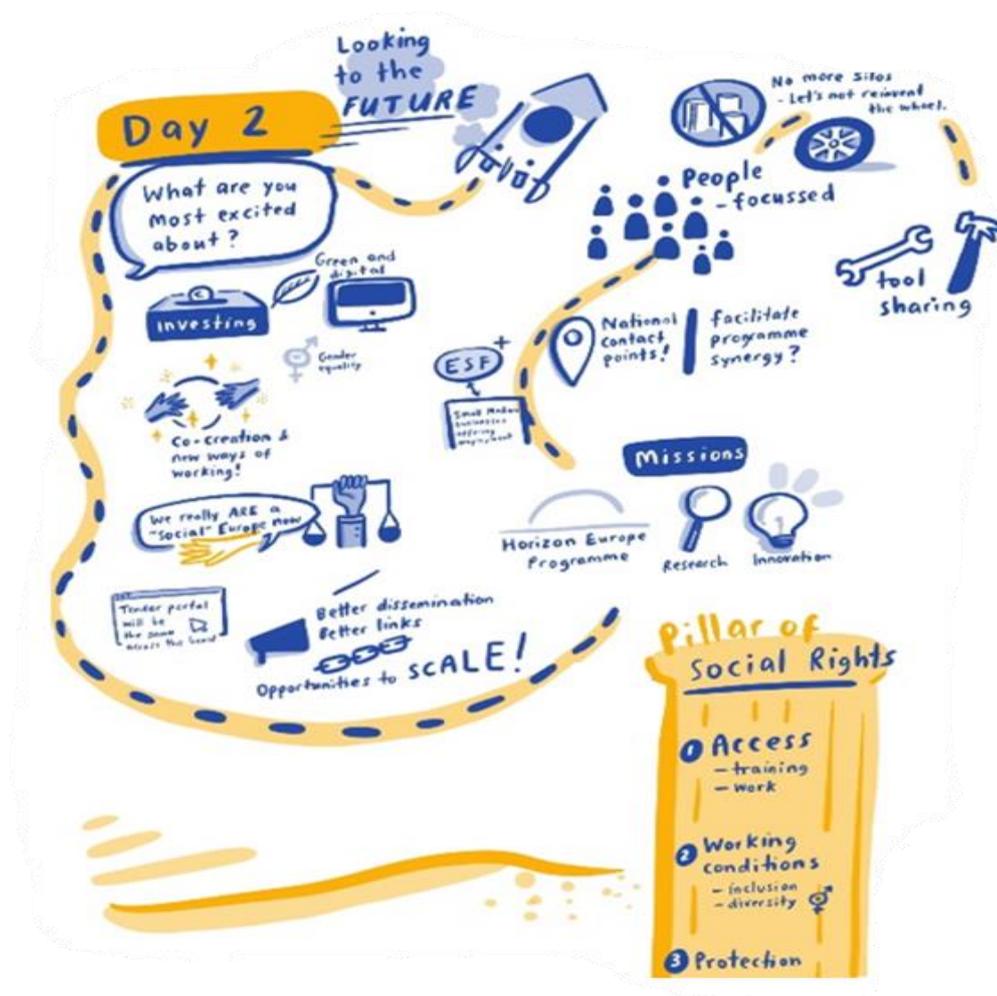
- The coronavirus pandemic has shown that people and organisations can come together to deliver change, but it is important that this happens organically and continuously and not only as a response to crises. Importantly in this regard, the EaSI programme has in many ways facilitated the process of bringing people and organisations together for policy and social experimentation, regular dialogue and sharing of good practices.
- It was highlighted that the operating grants awarded to the EU-level NGO networks have provided stability to the networks and enabled them to become more professional by employing regular staff. It has also brought member organisations closer together by creating a feeling of cooperation and a sense of community, as well as by supporting capacity building and sharing of experiences.
- It was also noted that the EU-level NGO networks provide an important two-way communication link between the EU and grassroots organisations. They can communicate EU policy priorities to their member organisations but also provide an important feedback function by being able to inform and influence EU policy makers based on their interaction with grassroots organisations. This also has the effect of making EU policy more visible and relevant for grassroots organisations.

²European Food Banks Federation (FEBA), European Network for Social Enterprises and Impact-Driven Leaders (Euclid Network), European Association Working for Carers (EUROCARERS), European Association of Service providers for Persons with Disabilities (EASPD) and Reuse and Recycling Social Enterprises in the European Union (RREUSE).

- Recent years have also seen an increasing push towards a green and digital transition. This creates new opportunities and challenges for the EU-level NGO networks and their member organisations. In this context, it is important for EaSI stakeholders to remain resilient and to adapt their activities to fill any gaps between policy and practice.
- The keynote speaker highlighted two main principles for boosting the process of social innovation – ‘integration’ and ‘agility’. At the policy level, ‘integration’ is about designing frameworks from an (eco)systems perspective and trespassing boundaries to reach breakthrough collaborations. At the organisational level, ‘integration’ is about unleashing co-creation, whereby multiple stakeholders come together in a proactive manner to develop new practices that traditionally may have emerged only from a top-down process (if at all). ‘Agility’, which is the second principle, relates to bringing policy actors and organisations together in a social innovation process that is dynamic.

4 Creating synergies within ESF+ and with other EU programmes and initiatives

The ESF+ is the main financial instrument strengthening Europe’s social dimension with its specific objectives built around the principles of the European Pillar of Social Rights. The political agreement on the ESF+ Regulation for 2021-2027 was reached in January 2021 and its formal adoption is planned for June 2021.



ESF+ merges the previous European Social Fund (ESF), the Youth Employment Initiative (YEI), the Fund for European Aid to the Most Deprived (FEAD) and the EaSI programme. This merger is expected to streamline and simplify existing rules across different funds and contribute to increased opportunities for synergies between the components of the new programme. This new architecture is expected to make it easier for beneficiaries to access funding, combine different types of measures and simplify funding management.

The EaSI programme has become an integrated strand under the ESF+ programme. Its budget, amounting to EUR 676 million, will be implemented directly by the Commission through financial contributions, in particular grants, prizes and procurements. In addition, EUR 175 million from the shared management strand will be implemented under indirect management to support transnational cooperation to transfer innovative solutions.

In the panel discussion with representatives of DG EMPL and DG RTD, as well as a representative of ESF Flanders (one of the Managing Authorities in Belgium) and a former EaSI Committee member from Italy, opportunities for synergies to be created within ESF+ were explored, notably between direct and shared management, as well as with other relevant EU programmes and initiatives.

A summary of the panel discussion is provided below:

- Merging all 'social' programmes (ESF, YEI, FEAD, EaSI) under one programme with common objectives is seen as a positive step towards creating more and better synergies.
- All panellists saw the need and potential for increasing synergies between different EU programmes and initiatives. Creating synergies was viewed as important to address the challenging transitions towards a more digitised and green economy.
- Possible synergies was particularly emphasised within ESF+ and with the European Union's research programmes, in particular [Horizon Europe](#), but also with the [InvestEU](#) programme that will bring together the EU financial instruments currently available to support investment in the EU.
- The new programming period will also see 13 EU financial instruments combined under the InvestEU programme, including the EaSI Capacity Building Investments and the EaSI Microfinance and Social Enterprise Guarantees. Combining the financial instruments in this way was considered a positive development by the panellists. It has the potential of creating synergies between the financial instruments, as well as building on the lessons learned from their implementation in separate programmes previously.
- The potential for synergies between different projects within and between programmes has not been fully exploited so far. Achieving better synergies should build on the experiences, results and structures of earlier projects and programmes so as not to 'reinvent the wheel'. To this end, the dissemination of results and the replication, mainstreaming and/or scaling up of successful practices should be strengthened. This could be supported through the establishment of joint project databases, and more opportunities for networking between existing/prospective project partners and other stakeholders (e.g. through cooperative platforms and events). This could help projects achieve greater impact.
- The establishment of National Contact Points (NCPs) for the EaSI strand to provide information to beneficiaries and support them in the application process was also welcomed by the panellists and the conference participants. Where relevant, it was suggested that these NCPs should cooperate with national contact points covering other programmes, the ESF Managing Authorities, the Competence centres for social innovation and existing EU-level NGO networks.

5 Key findings from the workshops

Six interactive workshops covering three policy priorities in line with the European Pillar of Social Rights and three cross-cutting issues provided opportunities for participants to discuss lessons learned from the implementation of EaSI projects and how this can be built on in the ESF+ EaSI strand.



The workshop discussions benefited from the practical experiences of 20 projects who presented their activities funded under the EaSI programme.

A summary of the key findings from the discussions in each workshop is presented below. It also includes a short description of the projects featured in the workshops.

5.1 Improving access to employment, skills, labour markets and labour mobility

This workshop provided opportunities for stakeholders to exchange practical experiences on how EaSI funded activities are contributing to improving access to employment, skills, labour markets and labour mobility, and to discuss how to best take forward the lessons learned in the ESF+ EaSI strand. The workshop was supported by inputs from the following three EaSI funded projects:

EURES-T Upper Rhine was founded in 1999 to promote labour mobility and create a unique labour market in the cross-border region between Germany, Switzerland and France (Alsace, Southern Palatinate, Baden and North-Western Switzerland) and to overcome mobility obstacles. The project involves several actions, including a one-stop-shop, the labour monitoring tool, the EURES advisers giving counselling interviews, workshops, information events and training sessions with external experts to cover the needs and



demands of the cross-border jobseekers in the Upper Rhine region. The main challenges are bottleneck professions, skills shortages, digitalisation and green jobs.



Targeted Mobility Scheme (TMS) Your first EURES job (Yfej 6.0) builds on the experiences gathered from the five previous editions of the project and supports intra-EU youth labour mobility. The project supports young people (18-35 years, from EU, Norway and Iceland) to find a job, traineeships and apprenticeships in Europe, as well as implementing a pilot action on traineeship and targeted workshops for young people in Italy's southern regions.

The Nordic-Baltic cooperation - Undeclared work builds on a project implemented in the five Nordic countries (Denmark, Finland, Iceland, Norway and Sweden) in 2018, but has been extended to also include Estonia and Latvia. The main aim of the project is to increase knowledge and capacity building by learning from each other. This will be achieved by establishing a cross-border network at both the strategic and operational level to tackle undeclared work and to enhance cooperation. An important outcome of the project is that all seven project countries (plus Lithuania) have signed an agreement to continue the cooperation beyond the duration of the project.



A summary of the workshop discussions is provided below:

- Bringing together a range of actors from the public, private and non-governmental sectors, and working transnationally can lead to more effective approaches being developed. Nevertheless, it takes time and effort to build an effective relationship. The discussions highlighted the need for facilitating partnership development and ensuring a balanced representation of participating countries in the consortia through more targeted approaches in involving different stakeholders.
- Employers are considered as key partners/contributors for projects, but are often difficult to involve directly. Different practices have proved effective for securing their engagement, such as using 'champions' and quality labels ('corporate social responsibility').
- Supporting inclusive labour markets should be prioritised. For instance, focusing efforts on vulnerable groups and targeting actions. Looking at the [European Skills Agenda](#), the validation of non-formal and informal learning, particularly for some disadvantaged groups, merits special attention.
- Language and digital issues as well as dealing with different legislations continue to be important challenges in promoting labour mobility.
- Examples were shared on how to use European networks and platforms to facilitate networking and exchange of knowledge, and good practice as a way of enhancing dissemination and impact from the projects. Specifically, the [European Platform tackling undeclared work](#) is a good example in this regard.
- Better links between programmes/initiatives require more efforts in raising visibility of the projects and enhancing communication between different authorities at all levels.

5.2 Ensuring social protection and inclusion

This workshop provided opportunities for stakeholders to exchange practical experiences on how EaSI funded activities are contributing to ensuring social protection and inclusion, and to discuss how these lessons can be best taken forward in the ESF+ EaSI strand.

The workshop was supported by the practical experiences of the following three EaSI funded projects:

Helenos

Helenos is a social impact investment fund targeting micro and social enterprises and aims to increase the solvability of financial social enterprises. Helenos is supported in two key aspects by EaSI - through blended finance and EaSI transaction cost support. Helenos addresses several principles of the European Pillar of Social Rights, including financial inclusion; social integration and job creation, and more inclusive financial sector.

InCARE - Supporting inclusive development of community-based long-term care services through multi-stakeholder participatory approaches



promotes participatory, innovative and integrated approaches to long-term care (LTC) policy and service development. InCARE emphasises four key aspects for system sustainability and innovation capacity: multi-stakeholder cooperation, community engagement, evidence-based decision-making and capacity building through mutual learning. InCARE will provide proof of concept for a roadmap to inclusive LTC system development, promote multi-stakeholder national and international partnerships and support LTC policy processes and reforms.



Mobile workers should have a clear overview of their accrued pension rights coming from statutory and occupational pension schemes. The idea behind the **European Tracking Service** is therefore to help mobile workers to get an overview of the pension entitlements they have collected throughout their career. The project has taken up the challenge to establish the pilot stage of the European Tracking Service on Pensions. Following a step-by-step approach, the goal is to roll out the service and connect as many National Tracking Services and pension providers to the platform as possible after the project phase.

A summary of the workshop discussions is provided below:

- The discussions highlighted the need for and importance of a broad coalition of stakeholders. This should be done in the spirit of co-creation.
- The impact of projects can be measured in different ways according to the project goals, and this also has implications for the dissemination and promotion of the project results.
- The importance of establishing stronger networks, connections and investment was equally stressed. Where there are existing networks, they are not utilised fully to support dissemination and networking.
- Projects must be aware of and respect differences in local, regional and national contexts in which they operate.
- Workshop participants called for increased exchange, sharing and coordination across the EaSI and ESF+ network (e.g. a community of practice for EaSI projects). This would assist in building on successful (unsuccessful) experiences from the past. It is not always easy to determine how and who to reach out to in order to build on successful experiences. Knowledge is a pre-condition to create synergies.
- Projects should consider their upscaling from the outset. Additional funding targeted at upscaling and transfer successful experiences would be valuable.

5.3 Ensuring fair working conditions

This workshop provided opportunities for stakeholders to exchange practical experiences on how EaSI funded activities are contributing to ensuring fair working conditions, and to discuss how these lessons can be best taken forward in the ESF+ EaSI strand.

The following four EaSI funded projects supported the workshop discussion:



Boosting transnational cooperation on posting of workers [Détachement de travailleurs: dynamiser les coopérations transnationales].

The general objective of this project is to contribute to a better application of Directive 96/71/EC on posting of workers by improving the efficiency of transnational cooperation and collaboration between the stakeholders of posting operations. The economic sectors concerned are construction, agriculture and temporary work. The project has two specific objectives: to develop operational 'cooperation plans', such as control and monitoring, information, awareness raising and prevention actions, and to identify obstacles and opportunities in terms of control and monitoring, while facing fraudulent complex legal-financial operations called "complex cases".

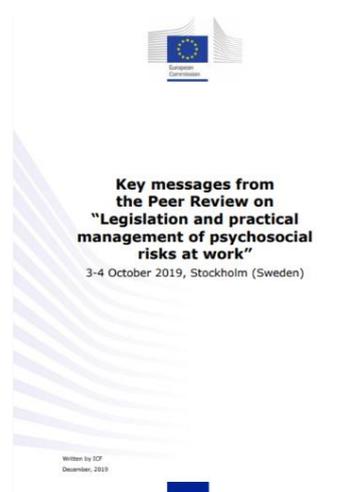
EURES TriRegio is a cross-border partnership covering the cross-border triangle between Poland, Germany and Czech Republic³. Its overarching aim is to develop a common labour market that respects local labour and social standards and stimulates employment in the region through various activities. Specifically, the project provides regular placement activities and cross-border provision of services; create new perspectives for young people in the cross-border region by providing information about training opportunities in the neighbouring regions, and improve the image and presentation of the EURES TriRegio as well as the EURES network in general by using social networks. The project has contributed to higher levels of employment in the region and fairer working conditions, through job fairs, information and counselling days for job seekers and information events for students.



Information Sharing Agreements (ISA) - Building EU agreements for the posting of workers in the construction sector

- is a 'cooperation' and 'evidence' action addressing transnational cooperation in the field of posting of workers. The project stems from the acknowledgement that administrative cooperation is key for guaranteeing a proper application of EU rules on posting. The project objectives are to increase awareness among key stakeholders on the possible benefits of improving cross-border cooperation in the field of posting of workers and to reinforce transnational cooperation between these bodies. It aims to achieve this by promoting the establishment of information sharing agreements to monitor and ease the posting of workers, and enlarging the coverage of the agreements currently in place to other countries.

Peer Review on 'Legislation and practical management of psychosocial risks at work', Stockholm (Sweden). Psychosocial risks and work-related stress are among the most challenging – and growing – occupational safety and health concerns and they can have serious impacts on workers' productivity. A peer review on the legislation and practical management of psychosocial risks at work was therefore organised jointly by the European Commission, the Swedish Ministry of Employment and the Swedish Working Environment Authority (SWEA). The peer review provided an opportunity to share experiences and information on the different legislative and enforcement approaches implemented by Member States to prevent and protect workers from psychosocial risks, particularly among micro, small and medium-sized enterprises (MSMEs). During the peer



³More specifically, it covers parts of Lower Silesia on the Polish side, the regions Hradec Králové, Liberec, Ústí nad Labem and Karlovy Vary on the Czech side, and parts of Saxony on the German side.

review, participants also discussed how gender aspects and the self-employed are addressed within such approaches, and how awareness about the topic can be raised in order to inform and engage enterprises.

A summary of the workshop discussions is provided below:

- There is a need to move away from operating in “silos” and adopt multi-level and multi-stakeholder approaches to maximise cooperation. However, these approaches should be ‘worker’ centred. For example, when cooperating with law enforcement authorities, cooperation needs to focus on ensuring fair working conditions for all and not only targeting workers who may be in the country illegally.
- Developing sustainable partnerships takes time and requires resources. Partnership agreements introduced by the projects can be replicated in other countries, but may need to be tailored to the local and national contexts. Bilateral and regional partnerships among countries with similar legal and institutional contexts would pave the way for advancing towards more convergence.
- Research, evidence and best practice sharing and dissemination provide the basis for better policies and interventions. New projects should therefore build on established evidence, experiences, practices and structures. There should be ongoing exchange and cooperation among similar projects. Further content and implementation synergies across projects and funding strands may be targeted with ESF+ and beyond.
- Providing and sharing information to/among workers, employers, public administrations, policy makers and other stakeholders are important activities supported by EaSI and have made a significant difference.
- EaSI funds have helped investigate/work on certain areas and provide support for (vulnerable) groups/marginalised workers which otherwise would not receive enough support. Similarly, EaSI funds have helped developed and strengthen cross-border cooperation which would not have been possible without these funds.

5.4 Promoting social innovation

This workshop provided opportunities for stakeholders to exchange practical experiences on how EaSI funded activities are promoting social innovation, and to discuss how the lessons learned can be best taken forward in the ESF+ EaSI strand.

The workshop was supported by inputs from four EaSI funded projects:



MASP - Master parenting in work and life - aims to reconcile work and private life, to support a more equal share of care responsibilities between women and men and to encourage a higher participation of women in the labour market. The general objective is to change the perspective of work-life balance, moving to the concept of “work-life synergy”, highlighting the synergy between ‘personal’ and ‘working’ dimensions of individuals’ lives and the importance of the different roles of a person.

Men are becoming ever more engaged in caring activities. Yet, all over Europe men encounter barriers to become involved in caring activities. **Men in Care (MiC) - Caring Masculinities and the Role of Employers** - aims to improve workplace conditions to promote men taking caring roles in seven countries (Austria, Germany, Iceland, Norway, Poland, Slovenia and Spain). MiC assesses how policies and workplace cultures can change to enable men to become more active in caring for children, elderly, partners, co-workers and friends. The project aims to involve workers, trade unions, employers and families in identifying and sharing best practices for achieving a high level of work-life-balance



for employees. Not only women but also men want to have time and flexibility to care for themselves and others.



Regional Integration Accelerators (RIAC) - International project for the fast-track integration of refugees and asylum seekers into the labour market - promotes high quality and sustainable employment, fostering social protection and supporting the inclusion of refugees and

asylum seekers in Germany, Denmark, Italy and Turkey. It aims to develop instruments, expertise and a common strategy for fast-track integration of refugees and asylum seekers into the labour market in the above-mentioned countries, which could and should be transferable to any other country or region in Europe. In this sense, the project is developing transferable and 'multipliable' concepts for the integration of refugees in different countries and contexts. The project puts emphasis not only on the number of refugees and asylum seekers supported, but also on the quality of the employment gained. This involves empowering individual participants and matching them with the right employer.

TSUNAMI - A Traineeship as a Springboard out of Unemployment for those Affected by Mental Illness - aims



to provide job coaching to unemployed people suffering with mental illnesses in order to strengthen their employability. The path undertaken by the TSUNAMI beneficiaries is managed by job coaches, whose role is to assess the beneficiaries' potential for job placement and to serve as intermediary to relate to potential employers, the local network of public services and the third sector. People participating in TSUNAMI are supported through job coaching and traineeships. The core of the social policy innovation that the project has developed is to place persons with a certified mental illness who have clearly shown their willingness to work into a traineeship as soon as possible. Traineeships are focused on skills acquisition and conducted under close monitoring and active support from job coaches. When individuals have successfully completed the traineeship, job coaches would support them with active job searching.

A summary of the workshop discussions is provided below:

- Social innovation projects are important for inspiring social change through new partnership structures, influencing policy and reaching those most affected by social issues.
- Forming multi-stakeholder partnerships which transcend national boundaries is considered a key success factor in implementing social innovations. Social innovation projects with a transnational partnership structure are well placed to experiment with new models and solutions in various legal, economic and political setting in a short period of time. Within a multi-stakeholder partnership, involvement of European partners and public sector bodies offer several benefits.
- The involvement of European partners provides the opportunity to deviate from strict national operational frameworks and consideration of different perspectives on dynamic social challenges. Partnerships with public sector bodies benefit social innovation projects by providing opportunity to co-create new solutions and their buy-in that facilitates the transfer and scaling-up of innovative solutions to social problems.
- Measuring the impact of social innovations and demonstrating change through social innovation projects is often a difficulty faced by projects. Nevertheless, producing an evidence base, demonstrating how interventions work to address existing and emerging social challenges, and identifying the key triggers for social change are necessary. Sharing the evidence and good practice examples of social innovation projects through project fairs, peer reviews, EU platforms and

networking events in the presence of high-level policymakers can influence the policy change.

- The results of social innovation projects are often consulted by participants or stakeholders already convinced of the importance of addressing particular social challenges. Hence, raising awareness and also engaging stakeholders that may not otherwise access the results of social innovation projects is of key importance.
- When EaSI calls for proposals target specific groups (e.g. migrants or unemployed), it can sometimes make it more difficult for some organisations to take part in the programme as it may only cover part of their stakeholders and not all of their constituencies.

5.5 Improving outreach, communication and visibility

This workshop provided opportunities for stakeholders to exchange practical experiences in enhancing outreach, communication and visibility, and to discuss how the lessons learned can be best taken forward in the ESF+ EaSI strand.

The workshop was supported by inputs from three EaSI funded projects:

EURES Ireland - Northern Ireland Cross Border Partnership

- is one of the EaSI supported cross border partnerships (CBP). The border in Ireland stretches for almost 500km and has over 200 border crossings. Therefore, having actual offices to support border



A PARTNERSHIP BETWEEN
NORTHERN IRELAND AND THE
BORDER COUNTIES OF THE
REPUBLIC OF IRELAND

jobseekers, employers and workers is unfeasible from a practical and financial perspective. The project solution is to have a one-stop-shop website www.eurescrossborder.eu with all the information and resources available. Many have praised this as an example of best practice. To ensure that more people visit the website and to raise awareness of the partnership and its activities, a social media strategy was implemented. This included Twitter, Facebook and Instagram. Results so far have been very encouraging with an increase in visitor impressions, engagement and conversation around the EURES Ireland - Northern Ireland CBP on all platforms.



European (Online) Job Days are run by EURES, a network of European Employment Services, and the European Commission. Onsite or online, these Europe-wide recruitment fairs match jobseekers with employers in other European countries. Participants also get practical advice about living and working abroad. Hundreds of Job Days take place each year in 31 countries. Thanks to this free service employers get access to thousands of

CVs whilst jobseekers get to apply for jobs across Europe in a variety of sectors. It is no longer necessary to be physically present at an event to get the benefits of a mobility-focused European job fair. Online chat tools, livestreaming and online interviews have been implemented recently to improve the outreach of the Job Days. **EURES Portugal** was one of the first countries to organise events using the online platform and has since 2013 organised 27 events overall. Different concepts and formats have been tested along the way (both as a single organiser and in cooperation with other countries). These range from onsite to online (including different hybrid formats) as well as from outgoing (Work in Flanders or Make it in Germany) to incoming (e.g. Work in Portugal's two editions) and from general (European Job Days in 2013) to targeted events (the several editions of Engineers Mobility Days). These events have served nearly 900 employers and more than 20 000 jobseekers. The experience of the **Bulgarian National Employment Agency and EURES Bulgaria** in organising European Online Job Days using the European Job Days platform comes from two different events – 'European Online Job Day Sofia' which was held in 2019 both onsite and online, and 'Career in Bulgaria' which was organised online together with the Ministry of Labour and Social Affairs. These two events had different objectives and were organised in different ways. The first event was targeting both Bulgarian jobseekers wishing to work in another country from the EURES Network and Bulgarian employers wishing to take part in the event. By contrast, the

2021 event 'Career in Bulgaria' targeted employers operating in Bulgaria and jobseekers from EU countries who wish to build their career in Bulgaria, including Bulgarian jobseekers and potential returnees.

Improving autonomy and global well-being through adapted physical activity

aims to test an approach, developed in France, in other European countries, based on adapted physical activity (APA). For people in need of long-term care, the main objective is to improve autonomy, which leads to a better quality of life and cost savings in terms of health expenditure. For policy makers, the goal is to provide a concrete solution and valuable insights from on-field experiments to develop and adopt more preventative and inclusive health policies. A more widespread use of the APA approach would lead to substantial savings in health systems (as proven by several economic studies). However, just as physical activity needs to be adapted to people's abilities, needs and desires, the APA approach needs to be adapted to targeted countries to build sustainable partnerships and address local challenges. Several countries have expressed an interest in testing and launching APA programmes, including Italy, Portugal, Greece, Germany and Poland.



A summary of the workshop discussions is provided below:

- Partnership building within and outside projects is an important facilitator in terms of reaching stakeholders and target groups but also in terms of disseminating the results from projects. Partnerships and networking can also support learning and create synergies/linkages. For example, for two of the projects featured in the workshop, utilising existing networks and platforms (such as the [EURES Network](#) and the [European Job Days](#) platform) for communication and dissemination was instrumental.
- The projects featured in the workshop and the other participants highlighted the importance of planning and budgeting for outreach and communication activities. Projects should work with partners and stakeholders at an early stage to create a roadmap for outreach and communication activities. It is also crucial that efforts are made to define and understand the target groups.
- Digital tools for outreach and communication have been increasingly used in recent years; this provides enhanced possibilities for reaching beneficiaries and stakeholders (e.g. through online events, websites and social media campaigns). Digital tools and measures need to be well defined and user friendly. Experience from projects shows that it is often cost-effective to seek professional support in designing and implementing some communication activities (e.g. social media campaigns).
- Digital tools are not only cost-effective, but they also provide valuable data and analytics on outreach and engagement (sometimes instantaneously). Traditional forms of communication (e.g. leaflets and posters) do not provide this breadth and depth of information about the users and it is therefore often very difficult to assess their impact.
- The increased use of digital tools for outreach and communication also has implications in terms of accessibility. It is important to use a diverse set of communication tools tailored to the needs of beneficiaries and stakeholders, since digital tools are not accessible to all target groups.
- A challenge in establishing partnerships and raising the visibility of projects is that there can sometimes be a lack of interest within organisations (e.g. parts of organisations that are not directly involved in the project), and/or conflicting interests among partners and stakeholders. Another challenge is that projects tend to operate in "silos" and that greater efforts are needed to create multi-stakeholder partnerships and to disseminate the project results more widely.

- It was acknowledged that there are opportunities for better linkages and synergies to be created between projects and programmes. It happens but not as frequently as it could.

5.6 Stimulating upscaling and transfer of successful experiences

This workshop provided opportunities for stakeholders to exchange practical experiences on how EaSI funded activities are contributing to the upscaling and transfer of successful practices, and to discuss how the lessons learned can be best taken forward in the ESF+ EaSI strand.

This workshop benefitted from the input provided by three EaSI funded projects:

HomeLab

INTEGRATED HOUSING AND LABOUR
SERVICES IN THE SOCIAL RENTAL
ENTERPRISE MODEL

HomeLab - Integrated housing and labour services in the social rental enterprise model. Focusing on marginalised groups at risk of poverty and exclusion, this project aimed to establish and institutionalise the Social Rental Enterprise (SRE)

model in five pilot locations (across four countries), and to create adaptable and scalable models of integrated service provision in the field of housing, employment support, and social work. Mutual learning events during implementation supported the pilot development, and the models created in the project have been spread as good practices at the European level. Pilot SRE models will be further developed beyond the project, using and further refining the experience of integrated service provision tested during the project. The models were set up with a view to adaptability, scalability and transferability, so that within the adequate institutional structure they may be replicated in similar or moderately similar conditions to support the social and employment integration of marginalised groups. All five pilot implementers ensured the sustainability of their actions beyond the project and will continue their tested integrated service provision models and utilise their network of stakeholders. The project formulated policy recommendations to facilitate their activities and make the overall legal and welfare environment more inclusive towards groups facing long-term and systematic exclusion.

Makesense Seed I - Investment for early stage social enterprises.

Access to first funding is a critical challenge for social enterprises, particularly for early-stage social enterprises looking for less than EUR 500 000. Investing small tickets in high-risk social enterprises is a risk very few investors want to take. Consequently, Makesense Seed I, a EUR 8.2 million fund, was created to support early-stage social enterprises in equity with first investments of EUR 50 000 to 150 000 and second round investments of EUR 200 000 to 350 000. Makesense Seed I combines several challenges: limited management fees (23% over 10 years) with the mission to invest small tickets in very early-stage (i.e. very risky) enterprises, requesting to run a large number of due diligences and to provide high-quality support. To invest in 24 social enterprises in four years the project needs to screen 500 social enterprises and undertake 120 full due diligences. To structure the sourcing, screening, due diligence and transaction processes efficiently, the project designed the Makesense accelerate programme which is the core of the action proposed to EaSI.



RESISOR - Regional Single Social Record - aimed at unifying existing systems with various types of personal social records, by establishing a single channel of communication. The most important result of this project is the creation of a one-stop-shop system for social records. The Electronic Single Social Record of Andalusia (ESSR) was the first experience of Single Social Record in Spain with such a large scope. Similar systems exist but are focused only on a local level or integrated exclusively in health services. Importantly, ESSR has become a model for other regions like Asturias and the Canarias, which are interested in implementing a Single Social Record of their own. The ESSR in Andalusia

has its legal basis in the new Law of Social Services (Article 47). The ESSR was developed taking into account the overall requirements of the Law providing it with strong support and sustainability for the future. The Regional Ministry of Equality, Social Policies and Conciliation is working to launch public procurement procedures for a Technical Office of Interoperability for the Data e-government and for the evolution of the tool to be available for use in the overall local public administration.

A summary of the workshop discussions is provided below:

- Upscaling successful projects requires interaction within and co-building of the ecosystems in which the projects operate. This involves establishing networks to build on the knowledge of the stakeholders involved from the public, private and third sectors.
- Strong collaboration and interaction among the stakeholders around the focus of the project is key to its future upscaling and transfer. Key features of collaboration include building partnerships and maintaining the interest of partners in the project objectives despite perhaps conflicting interests (for example, between NGOs), bureaucratic systems, and a lack of resources which can limit the capacity of stakeholders to engage fully with the project objectives. Where there is an underlying convergence of interests, it can generate a natural gravitational pull between actors from different sectors to participate and collaborate on projects.
- Civil society organisations, including NGOs, have proven to be very important and innovative players due to their pre-existing knowledge of the local/regional area and the connections and clientele already established.
- Many issues faced by social services are similar across countries, thus allowing practices and lessons learned in one geographical context to be utilised in another.
- A key factor in upscaling is the ability of EaSI projects to offer flexibility, agility and willingness to develop and adapt their approaches and methodologies to the particular needs of target groups and policy makers. Diverse solutions need to be offered within the global approach developed by the projects.
- Transparency about the project operations can be an important feature when it comes to upscaling, be it via documenting the steps and activities (e.g. open-source models) or working out the different roles and responsibilities of delivery partners in a systematic and professional way.
- Ensuring that experiences and practices are shared via networks and contact points is important to the goal of upscaling and transferring. Digitalising and documenting the work of the project can enable projects to capitalise on learning – for example through mutual learning workshops – and therefore impart and transfer the key success factors to other interested organisations or stakeholders, fuelling continued and wider support for the objectives of the project.
- Upscaling is helped especially when there is a political will from the national, regional or local level public authorities to engage with the activities of EaSI projects. However, where different national priorities prevail, transfer or upscaling can be challenging – in these instances EU level intervention would be helpful.
- Upscaling and transfer also takes time, and this needs to be factored in when deciding how projects are funded and implemented.
- Scaling up may not always be the best or only way forward. Some projects may not be more successful when scaled. Some innovations may be more impactful if you actually made them smaller (“descaling”). For example, national level projects and solutions can be adapted to local circumstances and contexts.

6 Summary of main findings

The second conference of the EaSI programme brought together more than 200 participants. The event offered the unique opportunity to reflect on the past programming period (2014-2020) and to discuss the current EaSI strand within ESF+.

The core themes of the conference included achievements and lessons learned, adapting to change and creating synergies. The conference also engaged stakeholders in six interactive workshops covering policy priorities of ESF+ and cross-cutting issues.

The main findings from the conference are as follows:

Achievements and lessons learned: the EaSI programme has contributed to key EU social and employment policy priorities, including the Europe 2020 strategy and the implementation of the European Pillar of Social Rights, by supporting sustainable employment and social inclusion. Important strengths of the EaSI programme identified by conference participants were:

- Supporting a wide range of activities and bringing together diverse stakeholders.
- Providing funding to test new practices in line with national and EU policy priorities.
- Offering funding over a seven-year period which allows for greater planning by all involved, especially the European Commission, participating countries, and other stakeholders.
- The greatest challenge reported by conference participants was exploiting the full potential of projects of the EaSI programme. In particular, the dissemination of results and the transfer, upscaling and mainstreaming of successful innovations were identified as a challenge.

Participants concluded that the EaSI programme **adapted well to the rapidly changing world**. Related conference findings included the following:

- EaSI funding, in the form of operating grants, has provided stability to EU-level NGO networks, even in turbulent times. The funding enabled networks to build capacity and to create a community feeling through cooperation and sharing of experience among member organisations.
- EU-level NGO networks offer a valuable link between EU institutions, such as the European Commission, and grassroots organisations. These networks can effectively communicate potentially (changing) policy priorities to grassroots organisations and they can in turn provide feedback to EU institutions via the networks.
- The green and digital transition creates both challenges and opportunities. It is important for EaSI stakeholders to remain resilient and to adapt to fill gaps between policy and practice.
- The EaSI programme has contributed a lot to social innovation through its support to policy experimentation and capacity building. However, there is a need to ensure that social innovations are better integrated with policy and that the support provided is adaptable to meet the changing needs of society and stakeholders.

The **creation of synergies** within ESF+ and between ESF+ and other EU programmes and initiatives was identified as an opportunity. Most important findings in this regard were:

- The merging of all 'social' programmes (ESF, YEI, FEAD, EaSI) under one programme with common objectives (ESF+), as well as the merging of financial instruments under InvestEU, are positive steps towards creating better synergies within ESF+ (and between financial instruments in the case of InvestEU). However, this is not enough to ensure that such synergies are realised. Further support and measures are needed to facilitate this process.

- There is also potential for synergies between ESF+ and other EU programmes and initiatives, including the research programme Horizon Europe and InvestEU. Improved dissemination of results (e.g. through a joint database of projects) and more opportunities for networking between projects (e.g. through cooperative platforms and events) could support the realisation of this potential. This would also help new projects to build on the experiences, results and structures of previous projects.
- The establishment of National Contact Points was considered to be a positive development, but it was also noted that these new structures must work with other existing structures (e.g. ESF Managing Authorities and EU-level NGO networks) in order to create synergies and add value.

The **six interactive workshops** enabled practitioners to present EaSI funded projects and to discuss their practical experiences of the EaSI programme. In addition to the key issues highlighted above, workshop participants underlined the following lessons learned:

- Strong cooperation within multi-level and multi-stakeholder partnerships and networks is a crucial success factor in many projects, including in terms of reaching stakeholders/target groups and disseminating the results from projects. However, developing partnerships and networks requires time and reliable financial support.
- Outreach, communication, dissemination and upscaling of activities should be planned from the outset. Moreover, adequate resources need to be allocated for these tasks. More efforts should be taken to increase the visibility of projects and raise awareness of social innovations.
- Measuring the impact of projects can be challenging and requires the implementation of varying approaches. Impact measurements are necessary to identify effective actions and convince policymakers of the value of the actions. Impact measurement should be planned and embedded within projects from the outset to ensure that relevant data is collected during the implementation phase.
- Digital communication tools are cost-effective and provide valuable analytics on outreach and engagement. However, as digital tools are not accessible by all, they should be combined with other forms of communication.
- Successful upscaling requires interaction within and co-creation of the ecosystems in which projects operate. Upscaling is facilitated by transparency about the project operations (e.g. through open-source documentation) and by political will from public authorities to engage with EaSI projects.

Overall, the second conference of the EaSI programme underlined the programme's contributions to key EU policy priorities, highlighted the programme's ability to adapt to change and identified ways to increase the impact of the EaSI strand of ESF+.

Annex 1 Conference agenda

SECOND CONFERENCE OF
THE EMPLOYMENT AND SOCIAL
INNOVATION (EaSI) PROGRAMME



ONLINE, 23-24 MARCH 2021

Second conference of the Employment and Social Innovation (EaSI) programme “Supporting the implementation of the European Pillar of Social Rights and synergies with other EU programmes and initiatives”

AGENDA

This online event will host up to 250 participants. A number of inputs will be shared with participants in advance, including a background paper, introduction papers for the workshops, a keynote speech and video presentations of projects featured in the workshops. For the success of the conference, we recommend that participants familiarise themselves with these resources before the conference, as they provide useful background information and will be the starting point for the discussions.

Day 1: 23 March 2021 (Tuesday morning)

09:15 – 09:30 CET	TECHNICAL SET-UP Participants to log in through the link 15 minutes before the beginning of the event to test the online tools.
Session 1.1 09:30 – 09:50 CET	WELCOME SESSION Opening remarks and welcome to participants. • Joost KORTE, Director-General, DG EMPL
Session 1.2 09:50 – 10:40 CET	LOOKING BACK AT THE ACHIEVEMENTS AND LESSONS LEARNED FROM THE EaSI PROGRAMME This session will focus on the achievements and lessons learned from the implementation of the EaSI programme during the 2014-2020 programming period. The panel will be made up of representatives of DG EMPL and a former EaSI Committee member covering all axes of the EaSI programme. • Maria José ARIAS FERNÁNDEZ , Spanish Public Employment Service (SEPE) and former EaSI Committee member • Brigitte FELLAHI-BROGNAUX , Head of Unit EMPL F3 • Denis GENTON , Head of Unit EMPL D1 • Jiri SVARC , Head of Unit EMPL C1 • Dana-Gabriela VERBAL , Policy Officer EMPL E1
10:40 – 10:45	<i>Short break</i>
Session 1.3 10:45 – 11:45 CET	ADAPTING TO CHANGE This session will explore how different sectors and the EU-level networks (and their member organisations) supported by the former EaSI programme have adapted to change during the 2014-2020 programming period. We will also hear how social innovation can be boosted to address social challenges and meet the needs of society. • Gorgi KRLEV (keynote speaker) , Centre for Social Investment (CSI), Max-Weber-Institute of Sociology, University of Heidelberg • Angela FRIGO , European Food Banks Federation (FEBA) • Suzanne WISSE-HUISKES , European Network for Social Enterprises and Impact-Driven Leaders (Euclid Network) • Stecy YGHEMONOS , European Association Working for Carers (EUROCARERS) • Luk ZELDERLOO , European Association of Service providers for Persons with Disabilities (EASPD) • Jana ZURKOVA , Reuse and Recycling Social Enterprises in the European Union (RREUSE)
11:45 – 12:15 CET	<i>Virtual coffee break and informal networking (optional)</i>
12:15	END OF PLENARY SESSION DAY 1 Interactive workshops will start at 13:30 (please join 15 minutes before the start).

Day 1: 23 March 2021 (Tuesday afternoon)

13:15 – 13:30 CET	TECHNICAL SET-UP Participants to log in through the link 15 minutes before the beginning of the event to test the online tools.
Session 1.4 13:30 – 14:45 CET	INTERACTIVE WORKSHOPS The small group discussions in six parallel workshops will cover policy priorities of the EaSI strand in line with the European Pillar of Social Rights and cross-cutting issues. Projects funded through the EaSI programme will share their practical experiences and contribute to the discussions, in particular on how lessons learnt can be best taken forward in ESF+. Each workshop is limited to 15 participants (90 participants in total). Workshop 1 – Improving access to employment, skills, labour markets and labour mobility <ul style="list-style-type: none">• EURES-T Upper Rhine (Germany, France and Switzerland)• Targeted Mobility Scheme (TMS) 'Your first EURES job' (YfEJ 6.0)• The Nordic-Baltic cooperation - Undeclared work Workshop 2 – Ensuring social protection and inclusion <ul style="list-style-type: none">• Helenos - Reaching out to start-up and small Financial Social Enterprises (FSEs)• InCARE - Supporting inclusive development of community-based long-term care services through multi-stakeholder participatory approaches• The European Tracking Service Workshop 3 – Ensuring fair working conditions <ul style="list-style-type: none">• Boosting transnational cooperation on posting of workers [Détachement de travailleurs : dynamiser les coopérations transnationales]• EURES TriRegio (Germany, Czech Republic and Poland)• Information Sharing Agreements (ISA) - Building EU agreements for the posting of workers in the construction sector• Peer Review on 'Legislation and practical management of psychosocial risks at work', Stockholm (Sweden) Workshop 4 – Promoting social innovation <ul style="list-style-type: none">• MASP - Master parenting in work and life• Men in Care (MiC) - Caring masculinities and the role of employers• RIAC - Regional Integration Accelerators• TSUNAMI - A Traineeship as a Springboard out of Unemployment for those Affected by Mental Illness Workshop 5 – Improving outreach, communication and visibility <ul style="list-style-type: none">• Ireland - Northern Ireland Cross-Border Partnership• The European (Online) Job Days (EOJD)• Improving autonomy and global well-being through adapted physical activity Workshop 6 – Stimulating upscaling and transfer of successful experiences <ul style="list-style-type: none">• HomeLab - Integrated housing and labour services in the social rental enterprise model• Makesense Seed I - Investment for early stage social enterprises• RESISOR - Regional Single Social Record

Day 2: 24 March 2021 (Wednesday morning)	
08:45 – 9:00 CET	TECHNICAL SET-UP Participants to log in through the link 15 minutes before the beginning of the event to test the online tools.
Session 2.1 09:00 – 10:15 CET	INTERACTIVE WORKSHOPS This will be a repeat of the small group discussions from Day 1 but with a new group of participants. Each workshop will be limited to 15 participants (90 participants in total). It will only be possible to participate in a workshop on both days if places allow. Priority will be given to those that did not participate in a workshop on Day 1.
10:15 – 10:30	<i>Short break</i>
Session 2.2 10:30 – 11:30 CET	CREATING SYNERGIES WITHIN ESF+ AND WITH OTHER EU PROGRAMMES AND INITIATIVES This panel discussion will explore opportunities for synergies to be created within ESF+, notably between direct and shared management, as well as with other relevant EU programmes and initiatives. <ul style="list-style-type: none">• Ruth PASERMAN, Director EMPL F - Investment• Tiziana LANG, ANPAL, Italy, former EaSI Committee member• Caroline MEYERS, ESF Flanders, Belgium• Irene NORSTEDT, Director RTD E – People
11:30 – 11:35	<i>Short break</i>
Session 2.3 11:35 – 12:05 CET	KEY FINDINGS FROM THE WORKSHOPS
Session 2.4 12:05 – 12:30 CET	CONCLUDING REMARKS FROM THE EUROPEAN COMMISSION This session will highlight the main messages emerging from the conference and provide an outlook for the future. It will also provide the concluding remarks and close the conference. <ul style="list-style-type: none">• Andriana SUKOVA, Deputy Director-General, DG EMPL
12:30 CET	CONFERENCE ENDS

