

Monitoring good practices
in the areas of
**EMPLOYMENT, SOCIAL AFFAIRS
AND INCLUSION**



Examples of projects funded
by DG EMPL in 2012-2015
Report III

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MONITORING GOOD PRACTICES IN THE AREAS OF EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION

Report on examples of projects funded by DG EMPL in 2012-2015

Directorate-General for Employment, Social Affairs and Inclusion

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Abstract

The European Commission finances projects enabling national, regional and local administrations, social and economic partners and other organisations to develop and deliver new services, develop and assess new policies and exchange good practices in the fields of employment, working conditions and social protection and inclusion. To facilitate the dissemination of the achieved results, this report reviews good practice examples of projects supported by the Programmes EURES and PROGRESS in the years 2012-2015.

The largest group of projects focused on improving national EURES services, fostering activities in the area of job mobility and filling the bottleneck vacancies across the EU with a high quality workforce. Your first EURES job action has aimed to provide employment for young jobseekers and engage business in intra-EU labour mobility. The final group of PROGRESS projects focused on projects relating to employment, social protection and working conditions.

All projects collected a solid and comparative knowledge base, good practice examples from different EU countries and policy recommendations, which may be beneficial to policy-makers designing or implementing policy interventions in the respective policy areas. The projects covered by this report are good practice examples of fostering employment among the youth, developing pension models, restructuring policies and skills forecasting in emerging economy sectors.

Résumé

La Commission européenne finance des projets qui permettent aux administrations nationales, régionales et locales, aux partenaires économiques et sociaux et à d'autres organisations de développer et de proposer de nouveaux services, de concevoir et d'évaluer de nouvelles politiques et d'échanger des bonnes pratiques dans les domaines de l'emploi, des conditions de travail, de l'inclusion sociale et de la protection sociale. Afin de faciliter la diffusion des résultats obtenus, ce rapport analyse les exemples de bonnes pratiques des projets financés par les programmes européens EURES et PROGRESS pour les années 2012 – 2015.

Le principal groupe de projets s'est concentré sur l'amélioration des services nationaux d'EURES, en favorisant les activités dans le domaine de la mobilité professionnelle et en réglant les problèmes de main d'oeuvre dans l'Union européenne avec une main-d'oeuvre très qualifiée. L'action « Your first EURES job » avait pour objectif de proposer des emplois aux jeunes en recherche d'emploi, et d'impliquer les entreprises dans la mobilité professionnelle intraeuropéenne. Le dernier groupe de projets PROGRESS s'est focalisé sur des projets dans les domaines de l'emploi, de la protection sociale et des conditions de travail.

Les projets ont tous collecté des bases de connaissances solides et comparatives, des exemples de bonnes pratiques provenant de différents pays européens et de différentes recommandations politiques ; ces éléments peuvent intéresser les décideurs politiques lors de la conception ou de la mise en œuvre d'interventions politiques dans leurs domaines politiques respectifs. Les projets couverts par ce rapport sont des exemples de bonnes pratiques pour favoriser l'emploi des jeunes, concevoir des modèles de retraite, restructurer des politiques et prévoir les compétences dans les domaines économiques émergents.

Zusammenfassung

Die Europäische Kommission finanziert Projekte, mit deren Hilfe Behörden, Sozialpartner, Unternehmen und andere Organisationen auf nationaler, regionaler und lokaler Ebene in den Politikfeldern Beschäftigung, Arbeitsbedingungen und soziale Eingliederung und Sozialschutz neue Dienstleistungen erbringen, neue politische Strategien entwickeln und auswerten sowie bewährte Verfahren austauschen können. Um die Verbreitung der erzielten Ergebnisse zu erleichtern, stellt dieser Bericht erfolgreiche Projekte vor, die in den Jahren 2012-2015 durch die Programme EURES und PROGRESS gefördert wurden.

Der Großteil dieser Projekte konzentriert sich darauf, die nationalen EURES-Dienstleistungen zu verbessern, Arbeitsmobilität zu fördern und offene Stellen in Engpassberufen in der EU mit hoch qualifizierten Arbeitnehmern zu besetzen. Die Aktion „Dein erster EURES-Arbeitsplatz“ hat das Ziel, jungen Arbeitssuchenden Stellen zu vermitteln und das Engagement der Wirtschaft für die innereuropäische Arbeitsmobilität zu stärken. Die letzte Gruppe der PROGRESS-Projekte konzentrierte sich auf die Politikbereiche Beschäftigung, Sozialschutz und Arbeitsbedingungen.

Alle Projekte erhoben zuverlässige und vergleichbare Daten, sammelten bewährte Verfahren aus unterschiedlichen EU-Mitgliedstaaten und fassten diese in Politikempfehlungen zusammen, die den Entscheidungsträgern in den jeweiligen Politikfeldern bei der Entwicklung innovativer Strategien nützliche Hilfestellungen bieten können. Die in diesem Bericht untersuchten Projekte sind Beispiele für bewährte Verfahren zur Beschäftigungsförderung für junge Menschen, zur Entwicklung von Rentenmodellen, zur Umstrukturierung und zur Prognose der in Wachstumsbereichen nachgefragten beruflichen Qualifikationen.

Introduction

Monitoring good practices is part of the performance monitoring of the European Union's Programme for Employment and Social Innovation (EaSI) 2014-2020. It foresees four biannual reports on projects considered to be examples of good practice, with a view to facilitating their dissemination. This is the third biannual report, which follows the first one issued in 2014 and the second one issued in January 2015.

The aim of the identification and sharing of good practices is to capture evidence on the effectiveness of a practice, to improve its visibility and dissemination so that it becomes easily accessible and reusable by all informed stakeholders: decision-makers, socioeconomic partners, NGOs, academia, media, and civil society at large, and facilitates learning from others. It is expected that the sharing of good practices will inspire further change and 'better practice'.

This report covers projects funded under previous programmes now integrated under EaSI within the policy areas of employment, social protection and inclusion and working conditions, specifically, the European Union Programme for Employment and Social Solidarity – PROGRESS (2007-2013) and the European Employment Services – EURES between 2012 and 2015. The projects were funded by the Commission as a result of specific calls for proposals and following the selection procedures of each call.

In the policy area of employment, the Commission has funded projects to support cooperation among public and private employment services and the exchange of good practices in employment and labour mobility, following nine calls for proposals (see box 1).

Box 1. Calls for proposals the policy area of employment

PROGRESS

Reference number	Title
VP/2011/005	Public Employment Services & Private Employment Services working together; PARES (Partnerships between Employment Services)
VP/2011/010	Projects contributing to exchange of good practices (covered by this report)
VP/2012/013	PARES: Partnerships between Employment Services
VP/2013/010	Delivering on skills for growth and jobs
VP/2013/016	PARES: Benchmarking between Employment Services

EURES

Reference number	Title
VP/2011/006	Preparatory action "Your first EURES job"
VP/2012/006	Preparatory action "Your first EURES job"
VP/2013/004	EURES (European Employment Services)
VP/2013/014	Preparatory action "Your first EURES job"

In the policy area of social protection and social inclusion the Commission has funded projects to support policies for active ageing and the development of social, health and long-term care services, social experimentation and equality, following seven calls for proposals (see box 2).

Box 2. Calls for proposals in the policy area of social protection and social inclusion

PROGRESS

Reference number	Title
VP/2011/007	Call for proposals on innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits
VP/2011/009	Call for proposals for social experimentations
VP/2012/007	Call for proposals for social policy experimentations
VP/2012/010	Call for proposals for actions related to the development of pension modelling and for support for mutual learning in national pension reform processes
VP/2012/011	Support for the development of a tracking service for private pension entitlements
VP/2013/012	Call for proposals for social policy experimentations supporting social investments
VP/2013/013	Support to the design of reform strategies for more cost-effective social protection systems

In the policy area of working conditions the Commission has funded projects that deal with restructuring, well-being at work and financial participation as well as with posting of workers, following three calls for proposals (see box 3).

Box 3. Calls for proposals in the policy area of working conditions

PROGRESS

Reference number	Title
VP/2011/008	"Restructuring, well-being at work and financial participation"
VP/2012/009	"Mutual learning in the field of skills and employment; EU Sector Skills Councils; Restructuring"
VP/2013/008	"Posting of workers: enhancing administrative cooperation to access information"

This report includes projects that were completed and submitted their final reports to the Commission before 1 May 2015. Such projects were identified within seven calls for proposals:

1. VP/2011/006 preparatory action 'Your first EURES job' (Budget heading 04 03 13);
2. VP/2011/009 'Call For Proposals For Social Experimentations PROGRESS 2011' (Budget heading: 04 04 01 02) in the policy areas of social protection and social inclusion;
3. VP/2012/006 Preparatory action 'Your first EURES job' (Budget Heading 04 03 13);
4. VP/2012/009 'Mutual learning in the field of skills and employment; EU Sector Skills Councils; Restructuring (PROGRESS)' in the policy area of employment (Budget line: 04 04 01 01);
5. VP/2012/010 'Actions related to the development of pension modelling and for support for mutual learning in national pension reform processes' in the policy area of social protection (Budget line: 04 04 01 02);
6. VP/2013/004 'EURES European Employment Services' (Budget line: 04 03 04 00);
7. VP/2013/008 'Posting of workers: enhancing administrative cooperation and access to information (PROGRESS)' in the policy area of working conditions (Budget line: 04 04 01 03);

The majority of projects, 49 in total, were funded under the European Employment Services call. The PROGRESS programme funded 29 projects and there were another 7 projects funded under Your first Eures job call.

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

When selecting projects to be included in the good practice monitoring reports, a broad definition of the term 'practice' has been adopted. It encompasses a process or a methodology that represents an effective way of achieving a specific objective, one that has been proven to work well and produce expected results, and is therefore recommended as a model or as a useful example. The selection is carried out following a three-step approach:

- First, a review of the final technical reports of the relevant action grants is carried out and a number of projects are selected according to the core criteria of effectiveness, transferability, sustainability, innovativeness and impact/European added value, and the horizontal criteria of gender equality, non-discrimination, inclusion of vulnerable groups, and contribution to employment and social protection and inclusion.
- Then, the projects which meet quantitative criteria and have a positive qualitative assessment are subject to a more in-depth analysis of additional information and consultations with the curators of the calls. Thus, the initial assessment is verified and the strongest aspects of the selected good practices are identified.
- Finally, the projects are classified according to broad policy areas. Context-related keywords on policy sub-areas, types of activities and target groups are assigned to each of them to facilitate the search for and dissemination of necessary information.

The report is structured according to the two programme areas (EURES and PROGRESS) and the projects are grouped according to their respective call for proposals. The PROGRESS part is further subdivided into policy areas. The description of each project includes general information on its policy area and sub-area, type of activity, target groups, participating countries and organisations, EU contribution and project duration, as well as specific information on the project's results, activities, context and sustainability. Links to additional information are provided at the end of each description.

EURES

European Employment Services

EURES (European Employment Services) was launched in 1993 as a network for cooperation between employment services of the Member States, their partners and the Commission. The aim was to exchange information concerning vacancies and applications for employment, information on the state and trends of the labour market as well as information concerning living and working conditions. Its purpose is to facilitate mobility on the European labour market by providing services for workers and employers as well as for any citizen wishing to take advantage of the right of free movement of workers in the EU.

The members are the European Coordination Office (EURESCO) situated in the Employment, Social Affairs and Inclusion Directorate-General of the European Commission and the Public Employment Services (PES) of the Member States and/or other bodies nominated by them as well as those of Iceland, Liechtenstein and Norway. The partners are local and regional authorities/bodies and the social partners, that carry out tasks in the framework of the EURES cross-border partnerships. The EURES network members and partners operate at European, national, regional and local levels.

The call for proposals VP/2013/004 'EURES European Employment Services' (Budget line: 04 03 04 00) provided grants intended to finance activities contributing to the implementation of the EURES guidelines adopted by the EURES Coordination office for the period 2010-2013:

- Improving access to EURES services
- Ensuring services to employers
- Providing services to jobseekers, job changers and the unemployed
- Networking with other stakeholders
- Functioning of the network
- Implementing cross-border activities
- Preparing EURES for its reform

The guidelines aim to contribute to making the European labour markets open and accessible to all, improving the quality and transparency of the transnational, interregional and cross-border labour market information, and strengthening cooperation on these matters.

This call was addressed to the members of the EURES network, social partners and cross-border organisations that could submit their proposals either as a single applicant or by a consortium of several applicants.

The total available budget for this call was approximately EUR 14 200 000. The EU's financial contribution did not exceed 95% of the total eligible costs of the activities involved and the costs budgeted for personnel could not exceed 50% of the total eligible cost of the grant agreement. Duration of each project was between 12 and 19 months, starting 1 June 2013.

A total of 49 projects were funded through this call for proposals. All of them were completed before the cut-off date for this report and all of them were assessed as being good practice examples. The main aspects of the projects carried out under this call are reviewed and presented below.

Main features of the EURES projects

EURES projects provided matching and placement services for employers and jobseekers on the basis of EURES standards. The services provided include setting up databases of job vacancies, job search, provision of information on living and working conditions, and also personalised services provided by EURES members, partners and associated partners. EURES played an active role in the development of the European labour markets by job broking aimed at preventing and combating skills' bottlenecks.

The activity that took up most of the time for projects was advising and consulting the jobseekers. This was done via emails, phone calls, one-to-one sessions and through events. Contacting and consulting potential employers was also a big portion of the work carried out by the projects. Organising events and participation in various conferences, career fairs and workshops was also a significant part of the action that helped to find potential EURES service users and to promote the programme. Finally, all projects that were conducted under this call addressed the EURES reform preparatory actions as well as staff trainings.

The European employment services projects were transnational in nature, promoting employment opportunities abroad and fostering mobility of workers. In certain cases, actions were based on cross-border cooperation between several countries. For example, project 'EURES-TriRegio' involved partner organisations from Germany, Czech Republic and Poland. Project 'Euradria 2013-2014' was a cooperation between the border regions of Slovenia and Italy. Other types of cooperation were also initiated by some projects. For example, in a project "EURES Greece 2013-2014' targeted mobility schemes between Greece and Finland and Greece and the Netherlands were arranged. They targeted people with specific qualifications – nursing and engineering. The collaborations were established directly between the Greek EURES and Finnish and Dutch EURES offices and the employers. Through focused cooperation, the job matching process could be carried out more effectively and well-suited candidates could be found more rapidly.

Results and activities

The activities that were carried out by projects under this call were directly responding to the 7 EURES guidelines outlined above. The majority of the projects carried out such activities successfully and fulfilled their objectives. Among the main outcomes of the actions were the increased employment opportunities for jobseekers or actual placements abroad. Projects also achieved additional results. For example, the number of persons that have found employment or the number of persons that received comprehensive and relevant information on the issues of mobility and working abroad. Other outcomes included trainings provided for staff, employers and employees, events organised and increased awareness among the public about EURES services.

To achieve the results, projects conducted various activities that are listed in the table below.

Table 1. Activities of the EURES projects according to the 7 guidelines.

Guideline	Activities carried out by projects
Improving access to EURES services	Various activities were carried out to improve the access of jobseekers and employers to the EURES services. These included vacancy database management, advertisement of EURES services and information dissemination through websites and other social media channels, participation in job fairs, career days and similar events organised by other parties abroad and at home.
Ensuring services to employers	Provision of EURES services to employers was mostly implemented through contacts with personal employers, particularly SMEs. This was done through various events, conferences, business breakfasts, career days and other type of meetings and events that provided networking opportunities.
Providing services to jobseekers, job changers and the unemployed	This guideline relates to services provided by EURES advisers to local jobseekers wishing to find employment abroad or foreign jobseekers wishing to find work in the host country. These activities represent the very core of EURES services. The guidance to jobseekers was provided via email, phone and online chat and in person. Also, targeted publications about the country and in-country work opportunities were produced, printed and distributed to jobseekers. Several reports emphasised that having a well-functioning and updated website or operating through other social media platforms helped to effectively engage with jobseekers.
Networking with other stakeholders	Networking activities mostly included establishing cooperation with other EURES and EU Networks but also other stakeholders (trade unions and employers' organisations; institutions of higher education; ministries; EU networks, such as PLOTEUS, EUROPASS, Europe direct, SOLVIT, EURAXESS, ECAS', Eurodesk; cooperation with private employment agencies).
Functioning of the network	Various activities were carried out under this guideline. First of all, projects posted vacancy notices on EURES websites and national Employment Agencies' websites. In addition, projects established adequate coordination of the EURES networks, staff trainings and quality improvements in services provided by EURES. In addition, financial audits, working groups and evaluations were carried out to improve the functioning of the networks.
Implementing cross-border activities	Cross border activities were a large part of EURES projects. This was mostly done through targeted cooperation between the bordering countries/regions. Also, specific types of cooperation were set up between countries that could provide the workforce with certain skillsets and countries that were in need of employees with specific competences.
Preparing EURES for its reform	The main activities conducted under this guideline included presenting the reform to staff and stakeholders, setting up the National Coordination Office (NCO) in PES structure, nominating the head of NCO, adapting procedures to accommodate the reform, providing training to members of staff and setting up new arrangements to organise the delivery of the EURES universal services, alongside the complementary services in accordance with the service catalogue defined in the future EURES Charter.

Notable aspects of good practice

For most of the projects promotion of EURES was effective and helped to raise awareness of EURES services among the general population and among businesses. The activities carried out by the EURES projects were of similar nature as they all correspond to the seven guidelines outlined in the call for proposals. Hence, all those activities are transferable examples and can be shared between EURES advisers in different Member States. To foster effectiveness of the projects innovative practices were implemented, including the active use of social media, development of targeted cooperation between EURES centres and reaching out to jobseekers and employers via job fairs, conferences and career days. To ensure continuity of the EURES services the majority of the projects will be supported through the European Social Fund, the EaSI programme or additional national funding. The implemented projects have achieved impact at EU, national, regional and local levels by directly providing employment opportunities for jobseekers.

Conclusion and follow-up

Throughout the duration of the EURES actions the public employment services (PES) and EURES advisers were able to improve their service provision to jobseekers and employers. The action provided opportunities for EURES offices to establish better collaboration and conduct more focused activities with a stronger impact (for example, regional cooperation). The established National Coordinating centres and stronger incorporation of EURES activities in the PES and national employment agency (NEA) structures will help to continue the momentum achieved during this action. Furthermore, many projects considered applying for further funding from the EaSI programme for cross-border partnerships.

Your first Eures Job

For intra-EU labour mobility, the Commission has been testing a mobility scheme called 'Your first EURES job' (YFEJ). The scheme aims to help young people to find a job, traineeship or apprenticeship in another Member State (remunerated, minimum 6 month contract). It also supports employers to find workforce in another EU country for their bottleneck vacancies.

All candidates must be 18 to 30 years old, nationals of any of the EU28 countries and resident in any of these countries.

The main objectives of YFEJ are a) to foster the exercise of workers' freedom of movement as set out in the Treaty on the Functioning of the European Union (TFEU, Art.45); b) to address labour market mismatches and imbalances and, c) to reduce intra-EU labour mobility obstacles e.g. knowledge of languages, recognition of qualifications or the costs of moving abroad.

YFEJ was implemented as a preparatory action (budget years 2011-2013) in the framework of the 'Youth on the Move' flagship initiative¹ and the Youth Opportunities Initiative². Activities were funded by calls for proposals. The target for the three calls launched in the period 2011-2013 was to ensure 5000 work placements for young people with an overall budget of EUR 12 million.

The scheme combines the provision of information, recruitment, matching and placement services with EU financial incentives. It finances language courses or other training needs and travel expenses for young candidates (for job interviews and relocation to other EU countries). It also provides a contribution to an integration programme in the case of recruitment by a small or medium-sized company (SME).

At the end of the second quarter of 2015, around 4300 participants had obtained a work placement in another Member State. Projects under the preparatory action will only be finalised by the end of the third quarter of 2015.

A mid-term evaluation (2014)³ confirmed the relevance and EU added value of YFEJ and proposed also some options for the future. As from 2014, the continuation of the scheme has been ensured under the EU Programme for Employment and Social Innovation (2014-2020 EaSI, EURES Axis) as a Targeted Mobility Scheme, with an annual budget of between EUR 6 and 9 million. Two projects were financed in 2014, driven by EURES Sweden and EURES Italy, in consortia with other EURES members and labour market organisations. Activities are open to young people aged 18-35 of the EU28 and EFTA/EEA countries (Norway and Iceland), with an enhanced package of support measures. At the date of this report, the evaluation of the 2015 call for proposals was in progress.

Under the preparatory action, the following three calls for proposals, were published: VP/2011/006, VP/2012/006 and VP/2013/014. Only projects granted under the first and second calls have been concluded.

The call for proposals **VP/2011/006** (budget heading: 04 03 13) had a budget of EUR 4 000 000. Grants could amount to 95% of the total project costs, of which: a minimum of 80% was aimed at granting third parties (young people and SMEs) and a maximum of 20% at co-funding the eligible costs borne by the selected organisations for the implementation of the action. The duration of each project has been at least 18 months.

Organisations applying for this grant had to belong to a category of 'general employment services', i.e. organisations whose main mission is to provide employment services to all types of jobseekers, job changers and employers covering

¹ European Commission, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Youth Opportunities Initiative, 20 December 2011, COM(2011) 933 final.

² European Commission, Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Youth Opportunities Initiative, 20 December 2011, COM(2011) 933 final.

³ European Union, 2014. Evaluation of the Your first EURES job preparatory action: Final Report.

a variety of occupations and jobs in different economic sectors. In addition, the organisations were required to have experience in recruitment, job matching and job placement activities and a thorough knowledge of EU labour markets. Also, the organisations had to demonstrate that they have the required management capacity, necessary resources and were able to integrate the requested activities into their business model with a view to supporting and distributing grants to young European mobile jobseekers and recruiting businesses.

A total of 4 projects were funded through this call for proposals. Before the cut-off date for this report 3 were finalised and are included in this report.

1) Your First EURES Job - Permanent Cooperation Bridges, EURES Spanish YFEJ

Project title	Your First EURES Job - Permanent Cooperation Bridges, EURES Spanish YFEJ
Identification of the call	VP/2011/006
Project identification number	VS/2012/0046
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Spain
EU contribution (Euro)	950 000
Project duration	14 March 2012-13 April 2014 (25 months)
Coordinator	Servicio Público de Empleo Estatal (public employment service), Spain
Partners	Federal employment agency – International Placement Services, Germany) Ministry of Labour and Social Policy, Italy EURES Arbetsförmedlingen Sverige (Swedish Employment agency EURES service)

Results: The project paid out 442 allowances and supported over 133 jobseekers who were going for job interviews abroad. Several partnerships were established by the Spanish PES, including the ones with Italy, Germany and Sweden. Throughout the duration of the project Spain became one of the top employee-sending countries particularly to the UK and Germany and awareness about EURES among the Spanish general public has increased. Finally, the project attracted many female participants, increasing employment opportunities for women.

Project description: The project aimed to achieve permanent cooperation bridges among different kinds of organisations dealing with activities related to job matching and job placement, to eliminate bottlenecks in the jobs of European SMEs and help young people aged between 18 and 30 years to find employment in another EU country. The main actions included the provision of employment services to young jobseekers and SMEs. The project also established cooperation with PES of other EU countries to foster the job-matching process.

Context: The project was implemented in the context of the increasing youth unemployment situation in Spain due to the recent economic crisis. As there were stark differences between unemployment rates across different Member States (8% in Austria and the Netherlands, and 44.4% in Spain), this project could provide both employment opportunities abroad for young Spanish people and skilled workers for employers in the host countries where unemployment rates were lower.

Notable aspects of good practice: Although there were some delays during the kick-off phase, the project was implemented effectively and achieved most of its goals. The practices and methods developed in this EURES project can be transferred to other contexts. The project achieved impact on European and national levels and contributed directly to combating long-term unemployment by helping young people in Spain to find employment.

Conclusion and follow-up: The survey carried out by the Spanish PES showed that the clients were satisfied with the services they received. Also, the programme was seen as an effective way to promote employment and mobility to young people. In particular, the direct cooperation with other EURES offices abroad has been very effective and made the job-matching process more efficient. To continue with the activities, the Spanish PES was planning to develop the YFEJ project as a model to be funded under the ESF in the EURES 2015 Spanish Activity Plan.

More information

http://www.sepe.es/contenidos/personas/encontrar_empleo/encontrar_empleo_europa/tu_primer_empleo_eures.html

2) EURES JOB FOR YOUTH (EJY)

Project title	EURES Job For Youth (Acronym: EJY)
Identification of the call	VP/2011/006
Project identification number	VS/2012/0045
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Italy
EU contribution (Euro)	1 025 919.71
Project duration	8 March 2012-7 February 2014 (23 months)
Coordinator	Provincia di Roma – Dipartimento III Servizio 2, (metropolitan City of Rome), Italy
Partners	Asset Camera, special agency of the Chamber of Commerce of Rome, Italy HUSCIE (pan European network of NGOs)

Results: An integrated cross-channelling employment service model was developed during the project. It combines e-services with personalised services in a customer-oriented way, an innovative e-platform for job matching and outreach activities also exploiting social media. About 450 young people have participated in pre-departure trainings, more than 360 participants have found a job in another European country, and more than 200 comprehensive trainings have been financed for SMEs. The project managed a database of about 20 000 CVs, more than 1000 vacancies and served 27 European countries.

Project description: The main aim of the project was to foster the mobility and professional development of young jobseekers in the EU. This was done via a client-centred, multi- and cross-channelling integrated programme, designed to respond to the individual needs of youth facing barriers to employment and job mobility and employers facing barriers to fill bottleneck vacancies and/or hiring abroad. To achieve this, the project carried out various activities, including direct delivery of information and advisory services and tools, skills development, assistance in the application process, CV handling, job matching, placement support and follow up, as well as financial benefits to support successful placement in another EU country.

Notable aspects of good practice: The project was implemented effectively and achieved its goals in broad terms, in spite of some delays during the kick-off phase. The practices and methods developed in this EURES project can be transferred to other contexts. The project contributed directly to combating long-term unemployment and achieved impact by providing young people with help in finding employment. Furthermore, an agreement has been signed with the Ministry for Employment to refine the YFEJ model and ensure sustainability of the action.

Conclusion and follow-up: The project developed individualised practices and a support model to employers and jobseekers that proved to be an efficient way to provide service. An agreement has been signed with the Ministry for Employment to ensure continuity of YFEJ and its activities.

More information

<http://www.yourfirsteuresjob.eu/it/home>

3) Get started – Your first EURES job

Project title	Get started – Your first EURES job
Identification of the call	VP/2011/006
Project identification number	VS/2012/0001
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Denmark
EU contribution (Euro)	1 018 875.00
Project duration	10 March 2012-9 September 2013 (18 months)
Coordinator	The Department of Employment, the City of Aarhus, Denmark
Partners	Various partners, including employment agencies, employers, educational institutions, EURES offices and PES across EU.

Results: General awareness of EURES and of the possibility to work abroad has increased in Denmark due to the project activities. There were around 40 press stories in Danish newspapers, radio and television about YFEJ. Candidates from more than 200 SME's and large enterprises were supported and around 387 people found employment and relocated abroad. Also, 200 job interviews and 100 preparatory training courses were granted support.

Project description: The main goal of the action was to increase job mobility in the EU labour market, by providing guidance and financial support for young jobseekers and SME's. The project has built up a national and international network consisting of EURES organisations, jobcentres, educational institutions, private recruitment agencies and single enterprises with ongoing recruitment activities. By the end of the project, this network proved to be efficient in generating information flow and coordinating activities.

Context: The project focused particularly on the eastern and southern parts of the EU where unemployment rates were particularly high. A large number of candidates from these countries was supported in relocating to the western and northern parts of the EU where unemployment rates were lower. The project succeeded in addressing labour market mismatches by filling bottleneck vacancies with available EU youth workforce.

Notable aspects of good practice: The project has achieved most of its initial goals and was conducted effectively. The practices and methods developed in this EURES project can be transferred to other contexts. Finally, by providing employment and filling the bottleneck vacancies the project has made an impact across EU countries and contributed to lowering unemployment.

Conclusion and follow-up: The general interest in EURES and applying for jobs abroad has increased in Denmark during the project period, while unemployment has decreased. For candidates interested in jobs abroad the YFEJ was the first info-point. Results from an internal survey showed that the applicants were satisfied with the service provided by EURES. The established networks and contacts with employers and jobseekers would be fostered after the end of the project.

More information

<http://www.eures.dk/>

The call for proposals **VP/2012/006** (budget heading 04 03 13) shared similar goals as call VP/2011/006 and aimed to fill bottleneck vacancies and foster youth employment through intra-EU labour mobility. It funded a second wave of YfEJ projects. The total available budget was EUR 3 250 000, which was slightly lower than in the previous call. The European Union's financial contribution could not exceed 95% of the total eligible costs of the proposed activities, of which: a minimum of 80% was aimed at grants to third parties (young people and SMEs) and financing the preparatory training, and a maximum of 20% at co-funding the eligible costs of the selected organisations. The duration of the projects was 12 months.

In total, 5 projects were funded through this call for proposals. Before the cut-off date for this report, 4 of them had been completed and assessed as good case practice examples (one project was discontinued). The projects are presented below.

4) Europe meets Youth

Project title	Europe meets Youth
Identification of the call	VP/2012/006
Project identification number	VS/2013/0066
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Greece, Ireland, Portugal, Slovenia, Spain, Sweden
EU contribution (Euro)	537 536.39
Project duration	29 May 2013-28 May 2014 (12 months)
Coordinator	Arbetsförmedlingen, Public Employment Services, Sweden
Partners	EURES partners in Greece, Ireland, Portugal, Slovenia and Spain

Results: Outstanding results were achieved by the project, with 678 persons receiving support. Of these 430 participants received relocation support and 248 that received support for an interview abroad. In addition, 10 SMEs were supported and employed 52 persons from abroad.

Project description: The project had several broad goals including supporting SMEs in recruiting from abroad, providing young people with employment opportunities abroad, increasing understanding of the labour market across the EU and providing personal and financial support for jobseekers willing to relocate. More specific goals included 300 placements of youth abroad and financial contributions to 50 SMEs. Social media channels (i.e. Facebook) were used to spread information about the action to the youth, as well as the websites of PES Sweden and EURES Sweden. LinkedIn was the main channel used to reach companies, as well as specialised EURES pages for IT-specialists and engineers interested in working in Sweden. The project cooperated with other members of the EURES network across the EU.

Notable aspects of good practice: The project was effective and achieved most of its objectives. The practices and methods used in this EURES project can be transferred to other countries. The final result has been the direct employment of 430 young persons. It is expected that the project will continue with further YFEJ co-funding.

Conclusion and follow-up: The media coverage has been largely positive; news about the action providing opportunities for young people to find jobs abroad combined with financial support have been well received by the public. The PES Sweden has been granted support to continue running the YFEJ action for another year (under call VP/2013/014). The new targets include provision of support for 500 young jobseekers, interview trips for 300 young people and financial support to 50 SMEs. In addition, the action will also support language training for 30 young people, recognition of qualification for 25 participants and supplementary relocation allowance to 15 participants.

More information

<http://www.arbetsformedlingen.se/Globalmeny/Other-languages/Your-first-EURES-job.html>

5) Europe for You (EU4Y)

Project title	Europe for You (EU4Y)
Identification of the call	VP/2012/006
Project identification number	VS/2013/0048
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	France, Italy, Portugal, Spain
EU contribution (Euro)	675 184.61
Project duration	25 May 2013-24 November 2014 (18 months)
Coordinator	Ministry of Labour and Social Policies – Directorate General for Active Employment Policies, Employment Services and Vocational Training, Italy
Partners	<p>At European level: Spanish Employment Services – S.E.P.E (Servicio de Empleo Público Estatal) Portuguese Employment Services – EFP (Instituto do Emprego E Formação Profissional IP) French National Employment Agencies – Pole Emploi</p> <p>At national level: Region of Piedmont, Region of Veneto, Region of Umbria, Region of Sicily, Agenzia Piemonte Lavoro, Arlas Campania, Province of Milan/AFOL, Province of Padua, Province of Genoa, Province of Macerata, Province of Lecce, ADECCO Italia and Fondazione Brodolini</p>

Results: In total 7101 young people were registered on the EURES project platform. Financial support was provided to 138 young people for work interviews in 11 different EU countries, to 278 participants for relocation for a placement, to 48 young people for an integration programme offered by the host company, to support inclusion in the new working environment and 16 young people have benefited from a voucher to participate in language courses. In addition, 131 companies were recorded on the EURES platform, 73 employers hired young workers and 21 SMEs received financial support.

Project description: The main objective of the project was to encourage employment mobility within the EU through a partnership established with the EURES network. Specifically, the project aimed at filling bottleneck vacancies with available youth workforce at EU level and on enhancing youth employment through labour mobility across the Member States and in particular in France, Italy, Spain and Portugal. Specifically, the planned actions aimed to: place at least 300 young people, build up a network of European partners active in intra-EU labour mobility and to strengthen the EURES network, and the quality of service provision.

Context: The successful implementation of the project was due to the contribution of the EURES network and the EURES advisors. By strengthening the relations of Italian EURES Advisers with EURES Advisers of other European countries, it has been possible to activate several partnerships with employers and other business contacts and employ young YFEJ candidates.

Notable aspects of good practice: The project was effective in conducting its activities and achieving its goals in broad terms. The project was evaluated externally and information from participants was collected to evaluate customer satisfaction. By providing employment, the project made an impact in several EU Member States by contributing to the reduction of unemployment rates among the youth. The practices and methods applied in this project could be transferred to and adapted in other countries.

Conclusion and follow-up: The partnership developed within the project, in particular with the Province of Rome, led to the creation of a consolidated network of EURES institutions and coordination offices, as well as public and private entities that operate in favour of youth mobility. Through these partnerships a proposal for a new project 'Your first EURES job – Targeted Mobility Scheme' (YFEJ 4.0) was submitted to the European Commission. It was approved in December and was launched in February 2015.

More information

<http://www.cliclavoro.gov.it/EURESEN/EuresItalia/Pagine/default.aspx>

6) EuroJobs: your first Eures Job with Gi Group

Project title	EuroJobs: Your first Eures Job with Gi Group
Identification of the call	VP/2012/006
Project identification number	VS/2013/0041
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Italy
EU contribution (Euro)	986 011.48
Project duration	27 March 2013-26 September 2014 (18 months)
Coordinator	Gi Group S.p.a., Italy
Partners	HR consultancy Talent Beacon International Management consulting company Asset Management, Italy

Results: Gi Group made 358 placements in total and exceeded its expected target by 240%. The success factors of the project were that Gi Group built an integrated communication plan at EU level, which allowed the company to inform large audiences about the programme benefits, as it is still relatively unknown in many EU Member States. Gi Group has not only applied its professional practices in the recruitment, matching and placement processes but it has also set up a speedy funding process while keeping strict quality assurance measurements.

Project description: The project provided specialised services to support transnational employment mobility for the young people and businesses involved. The services included analysis of job needs, matching between labour supply and demand and preparatory actions for the participants before the placement. More specifically, Gi Group aimed to provide professional and financial services to 150 young jobseekers participating in the YFEJ scheme.

Context: Gi Group was part of the second call for proposals and was the first private company chosen to be a project beneficiary by the European Commission due to its previous experience in EU youth programmes in Italy, as well as being a top international recruitment company. The role of Gi Group was to provide support – information, recruitment, matching, placement and funding – for both young jobseekers and businesses interested in recruiting from outside their home countries. In the initial phase of the project Gi Group has focused on specific countries such as Germany, Italy, Poland, Romania and the UK. At a later stage, this focus was expanded to all EU Member States.

Notable aspects of good practice: The project was effective and helped to find employment for a larger number of participants than initially planned. By providing employment the project made an impact in several EU Member States in reducing unemployment rates among the youth. The practices and methods applied in this project could be transferred to and adapted in other countries.

Conclusion and follow-up: During the implementation of the project it was observed that YFEJ is still relatively unknown on the EU job market after the initial pilot phase. There is a need to raise awareness among the public especially via social media. Another challenge is that for many of the vocational or technical roles in EU countries specific local qualifications or accreditations, which candidates from foreign countries do not possess, are required. Hence, there is a need for the European Qualifications Framework (EQF), which links the qualifications frameworks of different countries together.

More information

<http://www.gigroup.com/en/your-first-eures-job/>

7) Your first EURES job

Project title	Your first EURES job
Identification of the call	VP/2012/006
Project identification number	VS/2013/0042
Policy area	Employment
Policy sub-area	Youth employment, mobility
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Public, private or third sector employment organisations with a legal profit or non-profit status
Ultimate target groups	Young people (18-30) and employers
Participating countries	Denmark, Ireland, UK
EU contribution (Euro)	645 136.00
Project duration	1 September 2013-31 August 2014 (12 months)
Coordinator	The Department of Employment, the City of Aarhus, Denmark
Partners	Medicolink, Denmark; Manpower in Denmark and Ireland; Transline Group, UK

Results: General awareness of EURES and of the possibility to work abroad has increased in Denmark due to the project activities. In total 478 relocations were supported together with 61 interviews and 127 preparatory training courses.

Project description: The main goal of the action was to increase job mobility in the EU labour market, by providing guidance and financial support for young jobseekers as well as SME's. It was a continuation of a previous YFEJ project under call VP//2011/006.

Context: The economy in the EU has remained fragile. Although the European labour market is showing signs of recovery in some EU Member States, the situation is still uncertain, especially for young people. The project particularly focused on the eastern and southern parts of the EU where unemployment rates are the highest in Europe. A large number of candidates from these countries was supported and relocated to the western and northern parts of the EU where unemployment rates were lower. This helped to find the employment bottlenecks across countries in the EU and to fill these vacancies.

Notable aspects of good practice: The project has achieved most of its initial goals and was effective. The practices and methods developed in this EURES project are transferable to other contexts. By providing employment and filling the bottleneck vacancies the project has made an impact across countries in the EU and contributed to lowering unemployment. The activities of the YFEJ programme in Denmark will be continued through the support of EU funds.

Conclusion and follow-up: The general interest in EURES and applying for jobs abroad has increased in Denmark during the project period, while unemployment has decreased. For candidates interested in jobs abroad the YFEJ was the first info-point and results from a survey showed that the applicants were satisfied with the service provided. The EU has granted Denmark financial support until 2020. Part of the money will be allocated to fund actions to enhance transnational labour mobility and to continue with the activities of the YFEJ project.

More information

<http://www.eures.dk/>

PROGRESS

Social protection and social inclusion

The call for proposals **VP/2011/009** 'Call for proposals for social experimentations' (Budget line: 04 04 01 02) was aimed at PROGRESS countries embarking on welfare reforms to support try-outs in the foreseen policy changes and reforms before their implementation. The call also required the projects to develop and test socially innovative approaches to policy priorities in the context of the Europe 2020 Strategy and the open method of coordination on social protection and social inclusion. Projects funded through this call had to focus on design and evaluation of the projects and on mutual learning from the experimentations. Particular attention had to be paid to vulnerable groups, quality of childcare services, active and healthy ageing and youth transition from education to work.

Proposals had to be presented by policy-makers at national, regional or local levels and involve other stakeholders such as public bodies, local authorities, civil society, private sector, academic sector or social partners which could bring expertise in the required field.

In all EUR 3 500 000 was allocated to this call. Grants could amount to 80% of the total project costs. Duration of each project was a minimum 18 months and maximum 24 months.

In all 8 projects were funded through this call for proposals. Before the cut-off date for this report 3 of them had been completed and 2 were assessed as being good practice examples. The two projects are presented below.

8) AGES 2.0: Activating and Guiding the Engagement of Seniors through social media

Project title	AGES 2.0: Activating and Guiding the Engagement of Seniors through social media
Identification of the call	VP/2011/009
Project identification number	VS/2012/0346
Policy area	Social protection and social inclusion
Policy sub-area	Ageing
Type of activity	Research
Direct target groups	Policy-makers at national, regional or local levels
Ultimate target groups	Elderly people
Participating countries	Italy and United Kingdom
EU contribution (Euro)	742 929.25
Project duration	1 October 2012 – 30 November 2014 (24 months)
Coordinator	Agenzia Regionale Sanitaria – Regione Marche (Regional Health Authority of the Region of Marche), Italy
Partners	Labirinto Cooperativa Sociale, Italy Torbay and Southern Devon Health Care Trust, UK Somerset Care, UK University of Exeter, UK

Results: The project conducted a study to test whether a novel social media intervention (Easy PC), enhances the health and well-being of elderly people in care through fostering social engagement and interaction. Across both Italian and UK sites there was evidence that those engaged in the training intervention became more positive about computers across time, developed a stronger sense of self-competency and showed improved cognitive capacity. Generally, these findings were stronger in the UK, but similar patterns were evident in the Italian sample. In the UK, there was also evidence of broader effects: training activated participants' social networks and helped them to maintain a sense of their own identity (which declined in the control group). A wide range of actors were involved in the project, including: citizens, policy-makers, representatives of public authorities at various geographical levels, civil society organisations, social welfare providers, the elderly and their families. Easy PC methodology (and the project as a whole) was positively evaluated by the stakeholders both in the UK and in Italy. Seven policy recommendations emerged from the findings and were addressed to different stakeholders: to support improvements in digital literacy among older people; to encourage care homes to provide access to digital technologies and support; to support care staff in acquiring the skills required to enable older people to become digitally literate; to tailor the PC to participants' needs; to provide prolonged assistance on the use of PCs; to involve local actors in recruiting and assisting older people; to find adequate funding in the existing toolbox of social and health policies.

Project description: The project aimed to determine how new technologies, particularly the Internet and social networks, can help to foster communication and social inclusion of the elderly, and to evaluate the effects of ICT on their health and well-being. AGES 2.0 was an experimental project aimed at testing the effectiveness of the EASY PC methodology, developed by a research group at the University of Exeter. EASY PC consisted of a training programme on the use of the Internet and social networks, tailored to two selected groups of elderly people in Italy and the United Kingdom. The elderly were followed by specialised social workers, and their progress in social relations, computer literacy and health was monitored.

Context: The case for promoting active ageing in Europe emerges from the current demographic situation. It is expected that between 2010 and 2060, the number of people aged 65 and over across Europe will grow from 17.4% to 29.5% of the total population. This ageing of society is driving concerns about old-age dependency ratios, pension costs and the capacity of current social security and care systems to cope. There is a recognised need for the development of new models focused on active integration, prevention and community resilience and rehabilitation of the elderly. There is also a need for a better understanding of the role that ICT, tele-health and tele-care can play within these models. The project was initiated with the assumption that recent advancements in ICT could enable the elderly to move from a situation of loneliness to one that gives them greater opportunities for independence and increased social integration. This assumption was tested through a quasi-experimental research design conducted in Italy and the United Kingdom.

Notable aspects of good practice: AGES 2 project was effective and succeeded in conducting the research and testing the PC training package. The innovative EASY PC method consists of a training programme on the use of the Internet and social networks, tailored to two selected groups of elderly people in Italy and the UK. The findings varied slightly across the two countries showing that every context has its own specific conditions that need to be considered. However, the positive results in both countries show that the method could be transferred to other countries and implemented by other institutions. The project results could be sustained by integrating them into policies and the training of caregivers.

Conclusion and follow-up: The positive impact of the AGES 2 project on the life quality of elderly people was confirmed by the research. The combined results indicated that giving vulnerable older adults a computer, broadband connection, and training them how to use these technologies can be beneficial for their well-being. These benefits seem especially evident with respect to cognitive health, but there is the potential for impacts on mental health as well. Marche Region demonstrated the intention to incorporate some of the main results of the project into regional policies for active ageing. Moreover, at regional level, another Home Care Premium programme, a project financed by the Italian National Pensions Fund has been identified as a possible source of funding. The programme aims to provide a monthly allowance of up to EUR 1300 to families that provide home care assistance to non-self-sufficient people. The project also intends to provide training for caregivers.

9) Mentoring Excluded Groups and Networks (MEGAN)

Project title	Mentoring Excluded Groups And Networks (MEGAN)
Identification of the call	VP/2011/009
Project identification number	VS/2011/0343
Policy area	Social protection and social inclusion
Policy sub-area	Inclusion of migrant and other vulnerable groups
Type of activity	Research
Direct target groups	Regional/local authorities, Social and economic partners, Associations, non-governmental organisations and similar
Ultimate target groups	Vulnerable social groups
Participating countries	Hungary, Portugal and the UK
EU contribution (Euro)	664 720.92
Project duration	1 November -31 October 2014 (24 months)
Coordinator	Ministry of Justice, National Offender Management Service (NOMS), UK
Partners	<p>BagÁZS: Roma community, Hungary</p> <p>Pendulum Consortium, a partnership of two organisations: Aproximar CRL and Santa Casa Misericórdia da Amadora (SCMA), Portugal</p> <p>Centre for Economic and Social Inclusion (CESI) UK</p> <p>The London Probation Trust (LPT) and Praxis Community Projects (Praxis), UK</p> <p>European Institute of Social Services (EISS), UK</p>

Results: The project showed that mentors can help mentees to achieve a range of hard and soft outcomes including employment, confidence, resilience, communication and life skills. Also, mentors can support mentees at the initial stages of engagement with professional services, assist them in developing their soft skills and move towards social integration. The project also had a positive impact on the mentors who provided the intervention as they gained new skills and improved their employability. Mentoring was found to be the most effective when goals are embedded in the project design and delivery and articulated and understood by mentors and mentees from the start.

Project description: MEGAN project was a randomised control trial that aimed to test the impact of mentoring on employment and social inclusion of vulnerable migrant communities; to promote effective and cost efficient strategies to support the social inclusion and employment of vulnerable groups; and to enhance the social inclusion of migrant communities through mentoring. Pilots were established in Hungary, Portugal and the UK that included migrants, offenders, Roma people and minimum income beneficiaries. The treatment groups received a 6-month mentoring programme.

Context: The MEGAN project built upon an earlier PROGRESS funded project MOMIE. The MOMIE project conducted a literature review that systematically assessed recent quantitative and qualitative findings on the impact of mentoring and peer-mentoring schemes. This was done in order to identify the changes that peer mentoring and non-peer mentoring bring about and to develop certain tools and methodologies for evaluation and mentor training. The MEGAN project then adapted the recommendations and tools from the MOMIE project in their methodology.

Notable aspects of good practice: The MEGAN project effectively conducted the randomised control study and achieved its objectives. The project created policy reference groups in each partner country that consisted of interested and influential stakeholders such as government departments, local services, voluntary organisations and academics; these had the ability to use the findings and feed them into local, regional and national practice and policy. This innovative action has allowed some partner countries to extend mentoring to other organisations or target groups and to ensure that the findings from the project can be taken into account in future mentoring interventions. The external evaluation carried out, reported that mentoring can have a statistically significant impact on employment and employment-related outcomes among mentees.

Conclusion and follow-up: The MEGAN project has shown that mentoring can be a potential tool for enhanced social inclusion of vulnerable groups. The findings were disseminated to key stakeholders via the established policy reference groups in partner countries. This has proven to be effective, as within Portugal mentoring will soon be extended to other minimum income beneficiaries, prisoners, asylum seekers, the elderly, poor families and long-term unemployed. Within the UK, the delivery partner has been further funded by the UK government (Cabinet Office) to continue to provide mentoring to migrant offenders. Whilst in Hungary, the local Roma and non-Roma community has grown closer through the engagement of the local council, education and health services and volunteers.

More information

<http://cesi.org.uk/projects/megan-mentoring-excluded-groups-and-networks>

The call for proposals **VP/2012/010** 'actions related to the development of pension modelling and for support for mutual learning in national pension reform processes' (Budget line: 04 04 01 02) aimed to support Member State authorities in developing their capacity for monitoring and modelling trends in their pension systems and for designing and modelling reforms aimed at strengthening the adequacy, sustainability and safety of pension systems. The call covered three strands of work, including building of administrative datasets and models, national debates and preparatory work on reforms of public pension schemes and development of policies to enhance the contribution of complementary savings to adequate pensions.

Proposals had to be presented by a competent national public authority or a public agency expressly mandated in writing by the competent national authority to assume responsibility for the implementation of the action. The duration of each project was up to 24 months.

A total of EUR 2 000 000 was allocated to this call. Grants could amount to between EUR 100 000 and EUR 500 000. The EU's financial contribution did not exceed 80% of the total eligible costs of the activities involved.

In all 10 projects were funded through this call for proposals. Before the cut-off date for this report 2 of them had been completed and assessed as being good practice examples and are presented below.

10) Retirement Savings Adequacy: Saving for retirement and the role of private pensions in retirement readiness in Iceland

Project title	Retirement Savings Adequacy: Saving for retirement and the role of private pensions in retirement readiness in Iceland
Identification of the call	VP/2012/010
Project identification number	VS/2013/0133
Policy area	Social protection
Policy sub-area	Ageing
Type of activity	Research
Direct target groups	Financial Supervisory Authority
Ultimate target groups	Elderly people
Participating countries	Iceland
EU contribution (Euro)	109 280.00
Project duration	1 June 2013-30 September 2014 (15 months)
Coordinator	Fjarmalaeftirlitid (Financial Supervisory Authority), Iceland
Partners	Landssamtök lifeyrissjoda (The Icelandic Pension Funds Association) OECD

Results: The analysis conducted during the project showed that the Icelandic Pension system is capable of meeting its aims, provided that assumptions about investment returns and other economic factors are fulfilled. A considerable number of people from the Pillar II occupational group will be at risk of receiving lower pensions than the national goal of 56% of career-average wages. This is chiefly explained by a shorter work history than the 40 years stated in the national goal. The main groups at risk in this case appear to be first generation immigrants and parents who have stayed out of the work-force in order to take care of their family. The occupational groups from Pillar I of the social security system could make up for this, provided that the individuals have a sufficiently long residence history, and bring total pension income well above the poverty lines.

Project description: This project aimed at determining whether Icelandic people are saving adequately for retirement and examining the role that private pensions play and could play in the retirement readiness of the Icelandic working age population. It examined how much individuals have to finance retirement by combining the main possible sources of retirement income and savings (i.e. public pensions, occupation, private pensions and other savings such as private savings and housing). The intended outcome was a report describing the findings, which would be distributed to various stakeholders in the Icelandic pension system, as well as OECD and EC.

Context: The research was carried out as part of a multinational project initiated by the OECD on retirement savings adequacy in various member countries including France, Ireland, the Netherlands and the United Kingdom.

Notable aspects of good practice: The project has fulfilled all its objectives and was effectively executed. The research project was the first of its kind in Iceland, where data from many sources were combined to enable an accurate projection of future pensions for a large part of the working population. The experience gained during this research project has been beneficial to the stakeholders and can be transferred and implemented in other countries.

Conclusion and follow-up: The project has been concluded as planned and produced a report with the findings. This report is available as reference material for current policy discussions on improvements of the Icelandic pension system and comparison for policy makers in other OECD countries.

More information

<http://en.fme.is/media/news/Retirement-Savings-Adequacy---Iceland.pdf>

11) Micro-simulation model of the Slovak pension system

Project title	Micro-simulation model of the Slovak pension system
Identification of the call	VP/2012/010
Project identification number	VS/2013/0135
Policy area	Social protection
Policy sub-area	Pension reforms
Type of activity	Research
Direct target groups	Ministry of Labour
Ultimate target groups	Slovak citizens
Participating countries	Slovakia
EU contribution (Euro)	388 202.40
Project duration	1 June 2013-31 August 2014 (14 months)
Coordinator	Ministry of Labour, Social Affairs and Family of the Slovak Republic
Partners	N/A

Results: The project developed a microsimulation model of the Slovak pension system as an enhanced analytical tool that will provide the basis for further development of the Slovak pension system. This tool will help to analyse potential impacts of planned system changes on particular pension system groups. A micro-simulation model that is able to identify and quantify such risks significantly enhances the decision-making process, since it increases the level of understanding and provides the required insight of the intended parametrical changes of the system.

Project description: This project aimed at designing a micro-simulation model that would capture the behaviour of individuals and their decision-making process in various situations. The model is also designed to analyse the consequences of pension reforms, provide a model of Pension pillars I and II and conduct inferential analysis of pension system parameters that affect entitlements for social security benefits.

Context: Like other countries, in Europe Slovakia is facing a change in its demographic situation with an increasingly higher proportion of ageing population leading to higher burdens on the pension system. Certain changes were introduced to reform the pension system but were unsuccessful due to the financial crisis of 2008. Hence, further changes were needed together with a deeper understanding of the possible impact of parametrical changes on the pension system. The micro-simulation model provided an opportunity for monitoring the changes and determining their effects on the pension system.

Notable aspects of good practice: The project was conducted effectively and a micro-simulation model was developed. The experience of developing and using such a model could be transferred by the Slovakian Ministry of Labour to other countries to share the good practices.

Conclusion and follow-up: It is planned to continue this action through extending the data sources and prediction abilities of the micro-simulation model in the future using more detailed administrative data of pension system participants.

No website available

Employment

The call for proposals VP/2012/009 'Mutual learning in the field of skills and employment; EU Sector Skills Councils; Restructuring (PROGRESS)' (Budget line: 04.04.01.01) aimed to support the implementation of the European Employment Strategy (EES). The proposal focused on the demand side of job creation, setting out ways for Member States to encourage hiring by reducing taxes on labour or by supporting business start-ups more. It also identified the areas with the biggest job potential for the future: the green economy, health services and ICT. This call was divided into the following areas:

- Mutual learning in the field of skills and employment
- EU Sector Skills Councils
- Restructuring

The objective of the first area was to encourage exchanges and mutual learning at all levels and to enhance the transferability of the most effective policies, good practices and innovative approaches to implement the skills dimension of the flagship initiative 'An Agenda for New Skills and Jobs – Equipping people with the right skills for employment' and the Employment Package Communication 'Towards a job-rich recovery'. A large variety of actions could be financed under this area of the call: conferences, seminars, round tables, negotiations, studies, surveys, publications, monitoring exercises, and the development of promising practices.

The area of EU sector skills councils supported the creation of EU Sector Councils on Employment and Skills when there is a demand for their creation from stakeholders, in particular from the European social partners. This area was further divided into two actions:

1. Exploratory step that was intended to perform an analysis of the feasibility of creating such a body at the European level (grants up to EUR 100 000);
2. The actual set up of an EU sector skills council (grants up to EUR 300 000).

The final area, Restructuring aimed to support the development and dissemination of better expertise and capabilities among the actors concerned in the areas of anticipation, preparation and the accompanying of socially responsible restructuring processes as highlighted in the Commission communication on Restructuring and employment – anticipating and accompanying restructuring in order to develop employment: the role of the European Union (COM(2005) 120 final) and subsequent policy documents, notably the Green Paper on 'Restructuring and anticipation of change: what lessons from recent experience?' (COM(2012) 7 final). As in the first area of the call, there were a variety of measures that could be funded including conferences, seminars, round tables, surveys and publications.

The call was open to legal persons properly constituted and registered in one of the EU Member States or other PROGRESS participating countries. Eligible applicants were:

- Public authorities or semi-state agencies at national or regional level and international organisations.
- Non-profit private or public organisations active mainly in the area of employment policy, management of transitions on the labour market and labour market research including the analysis of skills/competences development.
- Social partner organisations.
- Research centres and institutes, universities, education and vocational training institutions or networks and civil society organisations.

For areas 1 and 3 the budget foreseen was EUR 1 000 000 and for area 2 the foreseen budget was EUR 2 600 000. The maximum duration of projects was 12 months. The EU's financial contribution did not exceed 80% of the total eligible costs of the activities involved.

In total 23 projects were funded through this call for proposals. Of these 19 were completed before the cut-off date for this report and assessed as being good practice examples. The projects are described in detail below.

12) Learnabil-IT: Mutual Learning on skills for the ICT labour market for people with disabilities

Project title	Learnabil-IT: Mutual Learning on skills for the ICT labour market for people with disabilities
Identification of the call	VP/2012/009
Project identification number	VS/2013/0424
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Development of promising practices
Direct target groups	Rehabilitation institutions, ICT sectors, VET providers
Ultimate target groups	People with disabilities and other disadvantages (PWDD)
Participating countries	Belgium, Estonia, France, Ireland, Lithuania, the Netherlands, Slovenia, UK
EU contribution (Euro)	154 687,54
Project duration	1 January 2014-31 December 2014 (12 months)
Coordinator	European Platform For Rehabilitation, Belgium
Partners	Astangu Vocational Rehabilitation Centre, Estonia Business Disability Forum, United Kingdom Centre de Réadaptation de Mulhouse, France European Network on Independent Living, Ireland National Learning Network, Ireland Pluryn, the Netherlands University Rehabilitation Institute, Republic of Slovenia Valakupiai Rehabilitation Centre, Lithuania

Results: The project resulted in higher correspondence between training offered to PWDD and the skills needed by employers in the ICT sector. In the longer term, this improvement will contribute to better-skilled candidates and higher employment rates of PWDD and their participation in European society. In addition, the vocational education and training (VET) providers had an opportunity to improve their cooperation with employers towards more successful employment of people with special needs. On the other hand, employers who collaborated with VET providers felt more confident in hiring PWDD.

Project description: The overall goal of the project was to promote mutual learning and cooperation between labour market and vocational education and training providers in the ICT sector. The specific objectives included promotion of the employability of PWDD, supporting greater labour skills match and fostering a better VET service delivery and a more productive ICT work force.

Context: People with disabilities and disadvantages, as a group, are vulnerable to exclusion from work and face more obstacles in finding quality employment. Employing PWDD is a critical success factor to ensure their economic independence, personal development and active participation in society. It also contributes to financial sustainability of social security systems. The ICT sector is growing and needs qualified workers. Hence, the Learnabil-IT project was established to provide quality training to PWDD, while at the same time matching their skills with employment opportunities.

Notable aspects of good practice: The project has been effective and has achieved its objectives. Throughout the duration of the project the partners identified practices and elements to be transferred to their own centre organisation or that could be adapted in other countries. In addition, by supporting employment of PWDD the project contributed to combating long-term unemployment and social exclusion.

Conclusion and follow-up: The project involved several partners from different European countries that were able to share their good practices and transfer their knowledge. In addition, several reports, recommendations and mapping studies were published and shared on the project's website. All the material is available to the public, enabling the project partners and other interested stakeholders to learn about identifying the skills needed in the ICT labour market, about cooperation between education and training agents and employers, about methodologies to adapt training curricula for PWDD and about successful methodologies to ensure a smooth transition to the job. The partners have expressed strong commitments to continue with activities after the EU financial support ends. The exploitation plans set quantified targets and actions that partners will undertake to transfer and integrate the outcomes of the mutual learning phase in their own services.

More information

<http://www.epr.eu/index.php/about-epr/epr-projects/472>

European study

<http://tinyurl.com/z4b6dtk>

1.3) Skills forecasting – reverting negative trends in skills and jobs matching

Project title	Skills forecasting – reverting negative trends in skills and jobs matching
Identification of the call	VP/2012/009
Project identification number	VS/2013/0520
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Development of promising practices
Direct target groups	Employers, local authority and labour market stakeholders
Ultimate target groups	Međimurska County citizens
Participating countries	Austria, Croatia, Slovenia
EU contribution (Euro)	92 355.56
Project duration	16 December 2013-15 December 2014 (12 months)
Coordinator	Croatian Employment Service Regional Office Čakovec
Partners	L&R Social Research OG, Austria Regional development agency Međimurje REDEA, Croatia Science and Society Synergy Institute, Croatia Scientific research centre Bistra Ptuj, Slovenia

Results: The project achieved its main goal and developed a skills forecasting software as a predictive algorithm for unemployment forecasting. The method uses unemployment data and makes predictions based on trends from previous years. The predictions extracted could be used by a variety of stakeholders for planning enrolment quotas for educational programmes. Another important outcome of the project was the creation of a communication platform and good practice sharing in the field of skills forecasting and tailoring of active labour market measures.

Project description: The overall aim of the project was to contribute to a better match of skills between the supply and demand of the labour market through establishment of a skills forecasting model. This was achieved by research and a detailed analysis of data on education and labour market requirements in three regions of Styria (Austria), Podravje (Slovenia) and Međimurje County (Croatia).

Context: Human capital is a key resource in the global economy and gaining adequate skills is increasingly important to be able to adapt to the ever-changing labour market situation. At the same time skills forecasting is a tool that can provide estimations for matching the supply and demand of skills. This project was an important step in introducing the skills forecasting method in Croatia for the first time.

Notable aspects of good practice: The project has been effective and established the skills forecasting model as foreseen. While creating the model the experiences gained and good case practices were shared among the partners and could be transferred to other countries. With the help of the skills forecasting method, the project could contribute to decreased unemployment rates in the Međimurje region.

Conclusion and follow-up: Through the partnership that was built up during the project, the partners will continue to cooperate and share information on labour market trends. Also, the Croatian partners will continue to update the system and raise awareness of the importance of Skills forecasting potential for regional development and human resource planning.

More information

<http://iszd.hr/2014/02/project-skills-forecasting-reverting-negative-trends-in-skills-and-jobs-matching/>

14) Network of Mutual Exchange for Supporting Innovation (NeMESI)

Project title	Network of Mutual Exchange for Supporting Innovation (NeMESI)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0455
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good case practices
Direct target groups	Employers, local authority and labour market stakeholders
Ultimate target groups	SMEs in ICT and Green Economy sectors
Participating countries	Italy, Germany, Slovakia, Spain
EU contribution (Euro)	143 183.12
Project duration	3 December 2013-2 December 2014 (12 months)
Coordinator	Istituto Romano Formazione Imprenditoriale/Cciaa Roma, Italy
Partners	Confederación de Empresarios de Aragón (business association of Aragon), Spain Institut für Sozialpädagogische Forschung Mainz e.V. (research centre of Mainz), Germany Regional Development Agency Senec-Pezinok, Slovakia

Results: The NeMESI project resulted in a repository of evaluated Best Practices (BP), an E-Guide and a Final Policy brief. The BP Database is a repository of about 40 BPs, stored and accessible on the project website, evaluated by external experts of 11 different European countries. The BPs include best practice recommendations drafted after workshops that were held in the four project partner countries. The e-Guide provides help and guidance for the target SMEs, in the ICT and Green Economy sectors, exploiting a wide range of information and recommendations on skill gaps management. The Final Policy Brief provides the SMEs with information, indications, policies, recommendations descending from a set of good practices developed in the field of managing skills and skill gaps in the ICT and Green Economy sector.

Project description: The main goals of the NeMESI project were to identify skills needs through effective collaboration between different sectors and improve the matching of skills supply and demand for the benefit of SMEs in the ICT sector and in the green economy. The project also aimed to bring SMEs, policy- and decision-makers, training organisations, PES, and other stakeholders together in the identification of skills needs and skills matching for the benefit of the SMEs.

Context: Small and medium-size enterprises often do not have the capacities and resources to establish HR departments or perform HR management processes. In SMEs the HR manager usually coincides with the entrepreneur. However, talent management and employment of rightfully skilled people is one of the priority areas for SMEs and there is a lack of guidance for employers on skills identification and matching.

Notable aspects of good practice: The project has been effective and achieved its initial objectives. The final outputs are available and can be transferred and used by other interested parties. By improving skills gap management the project could potentially contribute to a decrease in unemployment.

Conclusion and follow-up: Activities performed during the NeMESI project provided an extensive outlook on skills management in SMEs in the ICT and Green Economy sectors. The final products, including the BPs repository, e-guide and the Final Policy Brief are available on the project's website and can be used by other interested parties. The partners that participated in NeMESI will use the recommendations and good case practices identified during the project in their own organisations.

More information

<http://nemesi-project.eu/best-practice-en/>

15) Developing Skills for Future Jobs

Project title	Developing Skills for Future Jobs
Identification of the call	VP/2012/009
Project identification number	VS/2013/0547
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good case practice
Direct target groups	Higher education institutions
Ultimate target groups	Students
Participating countries	Croatia, Finland, Portugal, Slovenia
EU contribution (Euro)	130 576.00
Project duration	25 November 2013-24 November 2014 (12 months)
Coordinator	University College of Economics, Entrepreneurship and Management Nikola Subic Zrinski (UCEEM-NSZ)
Partners	The University Institute of Maia (ISMAI), Portugal Faculty for Commercial and Business Sciences, Celje School of Commerce, Slovenia Novia University of Applied Sciences, Finland

Results: The project helped to establish the Professors' Platform of Entrepreneurial Education (network of HEIs from Croatia, Finland, Portugal and Slovenia) and provide opportunities for academic exchange between partner institutions. In addition, students presented and exchanged their business ideas and provided each other with feedback during tele-sessions. Some of them have already implemented their ideas and established start-ups. The project also produced a handbook of ideas and approaches to improve entrepreneurship teaching at higher education institutions. The handbook is available on the project's website.

Project description: The purpose of the project was to foster entrepreneurship of students through novel approaches by bringing businesses and education providers together. This was done by establishing various platforms to bring businesses, professors and students together. For example, the Professors' Platform of Entrepreneurial Education was established for exchange of good practices, enhancing their mobility and competences. Also, University Entrepreneurial Teams of students were established through which they could develop their entrepreneurship skills. Finally, Employer Advisory Groups with companies' representatives were set up to ensure long-term relationships between HEI's and businesses.

Context: The need to incorporate entrepreneurial learning into higher education curricula has been recognised as a priority by the EU and partner institutions. However, there is a need for new methods of organising classes that would make students interested in entrepreneurship and facilitate adoption and application of the learning content. This project brought together several partner institutions to share good practices and form networks of professors, businesses and students to provide the platform for improving entrepreneurship skills among students.

Notable aspects of good practice: Despite some changes that occurred throughout the project, it was conducted effectively and achieved its goals. The action involved exchange of approaches and practices among the partners as well as establishing new models of fostering entrepreneurship that could also be transferred to other countries.

Conclusion and follow-up: This project enhanced the entrepreneurial climate, competences and knowledge in partner institutions by supporting students in their entrepreneurial activities, innovation and creativity. This was achieved through a direct correspondence and feedback link with regional and local labour market needs. The project also contributed to the establishment of stronger links among the partner institutions which will be fostered in the future through further cooperation.

More information

<http://skills.zrinski.org/>

1.6) Green Employment Opportunities (GEO)

Project title	Green Employment Opportunities (GEO)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0308
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Transfer of good case practices
Direct target groups	Public employment services
Ultimate target groups	Unemployed, businesses in the green economy sector
Participating countries	Austria, Croatia, Hungary
EU contribution (Euro)	108 750.00
Project duration	12 December 2013-11 December 2014 (12 months)
Coordinator	Croatian Employment Service Regional Office Zagreb
Partners	BFI Felnottkepzési Kozhasznu Non-profit Kft., Hungary City of Zagreb, Croatia Lechner, Reiter & Riesenfelder Sozialforschung OG, Austria WYG Consulting Ltd. Croatia

Results: Implementation of the project resulted in a series of activities involving employees of the Croatian Employment Service and their partners. Activities included a transnational forum, training on feasibility studies, round table, workshops and a transnational conference. In this project the best models from Austria and Hungary were identified and developed for the Croatian context. The publications produced during the project are available on the project's website.

Project description: The objective of the project was to develop a partnership that would identify the best practices in the field of green employment in Hungary and Austria with the highest potential of transferability to the Republic of Croatia.

Context: The green sector of the economy in Croatia is poorly developed and the public is largely unaware of what it entails. This project was implemented in order to raise awareness of this sector as well as to transfer the best practices from partner countries to the Croatian context.

Notable aspects of good practice: The GEO project was effectively executed and achieved its objectives. The results of this project are transferable and could potentially be adapted to other contexts. By raising awareness of the green economy sector, the project contributed to increasing employment opportunities in Croatia.

Conclusion and follow-up: This project has contributed to increased awareness of the topic of the green economy in Croatia. Partner institutions in Croatia have provided training to their employees that will spread their knowledge to their colleagues as well as the unemployed and potential employers.

More information

<http://green-employment.org/>

17) Proactive Change – Promoting Restructuring Opportunities for an Active Change

Project title	Proactive Change – Promoting Restructuring Opportunities for an Active Change
Identification of the call	VP/2012/009
Project identification number	VS/2013/0533
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Exchange of good case practices
Direct target groups	Partner agencies
Ultimate target groups	Public and private stakeholders
Participating countries	Bulgaria, Germany, Italy, Romania, Spain
EU contribution (Euro)	206 416.00
Project duration	1 January 2014-31 December 2014 (12 months)
Coordinator	Industrial Association of Umbria region, Italy
Partners	Ajuntament de Viladecans/Viladecans City Council, Spain Italian Chamber of Commerce in Bulgaria, Bulgaria Italienische Handelskammer für Deutschland e.V., Germany Patronatul Confindustria România, Romania Umbria Export Soc. Cons. A R.L., Italy

Results: The final output of the action contains a series of best practices (BPs) that were implemented in the various countries involved. The BPs listed are intended as examples of successful policy, which other public and private stakeholders may transfer and adapt to their own territorial, cultural and social contexts.

Project description: The project was focused on sharing positive experiences, measures or actions to better anticipate the restructuring among partners from 5 European countries (Bulgaria, Germany, Italy, Romania and Spain). Through seminars, round tables and training the project aimed to share lessons learnt from past experience in the partner countries in order to revitalise the debate on future perspectives at EU/national/regional level on possible approaches in restructuring processes and in the anticipation of needs and skills.

Notable aspects of good practice: The project was effective and has achieved its goals in general terms. The main deliverable, the handbook of best practices is accessible online and could be used by other interested parties and transferred to various contexts.

Conclusion and follow-up: Although the project has finalised all of its activities, the website and all materials that were produced are available and can be downloaded and used by public bodies, employers, training providers and financial authorities in other countries.

More information

<http://promotingproactivechange.com/>

18) New skills for career guidance in response to the need for restructuring the labour market and the creation of new jobs – SKILLS4JOBS

Project title	New skills for career guidance in response to the need for restructuring the labour market and the creation of new jobs – SKILLS4JOBS
Identification of the call	VP/2012/009
Project identification number	VS/2013/0572
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Transfer of good case practices
Direct target groups	Regional/local authorities, social and economic partners
Ultimate target groups	Unemployed and employers
Participating countries	Lithuania, Portugal, Spain, UK
EU contribution (Euro)	141 040.80
Project duration	1 January 2014-31 December 2014 (12 months)
Coordinator	General Workers Union, Spain
Partners	The Regional Employment Agency of the Autonomous Region of Sardinia, Italy Centre of Entrepreneurial and Social Initiatives, Portugal Southampton City Council, United Kingdom Social Innovation centre, Lithuania

Results: The main result of the project was the definition of the SKILLS4JOBS actions' proposal. This proposal focuses on the competences and skills required by career counsellors who are mandated to actively support companies in the identification of their work force and training needs, for better organisation of human resources and accurate job matching. Through exchange of information and best practices among partners a report was produced that summarises the various experiences gained and that proposes a new professional profile based on the contributions from each partner.

Project description: The goal of the action was to contribute to the restructuring of the professional profile of the labour counsellor as a change promoter agent and to define the new skills, competences and tasks that are required to face new challenges of unemployment. To achieve this the project focused on restructuring the career guidance profiles and to define regulations and functions of the labour counsellor.

Notable aspects of good practice: The project was effective and has achieved its goals in general terms. The main deliverable, the report of the best practices is available and could be used by other interested parties and transferred to various other contexts.

Conclusion and follow-up: The project has provided the partners with opportunities to establish contacts with public bodies and employers. Several partners report that the cooperation established will be continued. Also, the deliverables produced by the project containing the best practices are available online to all interested parties.

More information

<http://skills4jobs.org/en/>

19) Progress in White

Project title	Progress In White
Identification of the call	VP/2012/009
Project identification number	VS/2013/0441
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, social and economic partners
Ultimate target groups	Unemployed
Participating countries	Bulgaria, Greece, Italy, Malta, Poland, Portugal, Romania, Spain, Turkey
EU contribution (Euro)	142 048,00
Project duration	1 January 2014-31 December 2014 (12 months)
Coordinator	Ayuntamiento de Atarfe, Spain
Partners	<p>Associação RCDI – Rede de Competências para o Desenvolvimento e a Inovação, Portugal</p> <p>Autokreacja Foundation, Poland</p> <p>Eurokom Association, Italy</p> <p>Forumul Cetatenesc pentru Actiune Sociala si Educatie Civica, Romania</p> <p>Institute for Training of Personnel in International Organizations, Bulgaria</p> <p>Kastamonu Teknik ve Meslek Lisesi, Turkey</p> <p>The Geminarie Group, Malta</p> <p>University of Thessaly, Greece</p>

Results: The project resulted in several outputs. Some countries produced studies about the present and projected future skills needs of home-care assistants. Round tables were organised at national levels to get a joint national opinion on current and emerging skills requirements. Evaluations of existing policies of the social-health sector were carried out with particular emphasis on the labour skills and needs shared by each country. Various dissemination campaigns were carried out to target the potentially interested stakeholders.

Project description: The project aimed at creating a European forum for reflection, cooperation and analysis of the state of the art in home care assistance, involving the participation of 9 countries. More specifically, the action aimed to encourage exchanges and mutual learning, achieve transferability of the most effective policies, good practices and innovative approaches in the qualification and training of social care service providers.

Context: The increasing proportion of older people in Europe, socio-demographic changes and mobility trends affect home-care needs. The project partners evaluated existing policies and shared the experiences of the current state of the art to assess the sector's future needs in terms of labour skills and job opportunities for care workers.

Notable aspects of good practice: The Progress in White has been carried out effectively and achieved its initial goals. The action involved exchange of approaches and practices among the partners, which could also be transferred to other countries. By contributing to the restructuring of the skills necessary for care workers the project could contribute to increasing employment in the long term.

Conclusion and follow-up: This project has contributed to mapping, analysing and disseminating existing or new approaches to improve the responsiveness of education and training programmes to the labour market needs of the social care services, with a focus on home care assistance. Currently, there are no plans to continue with the activities of the project.

No website available

20) Profitability of social enterprises, forecasting, skills and employment (R.E.S.P.E.C.)

Project title	Profitability of social enterprises, forecasting, skills and employment (R.E.S.P.E.C.)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0318
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good case practices
Direct target groups	Social integration enterprises
Ultimate target groups	People at risk of social exclusion
Participating countries	Belgium, Hungary, Spain
EU contribution (Euro)	117 094.40
Project duration	1 January 2014-31 December 2014 (12 months)
Coordinator	Fundacion Lesmes, Belgium
Partners	European Network of Social Integration Enterprises, Belgium Federación Castellano Leonesa de Empresas de Inserción, Spain Progetti olasz-magyar non-profit kft, Hungary Réseau d'Entreprises Sociales, Belgium

Results: The project helped to establish mutual learning between the three European countries as well as to exchange practices applied to develop skills and job opportunities for people at risk of social exclusion. In addition, each partner country conducted a study on the context of social exclusion and a qualitative survey on the conditions of job creation and skills development for people at risk of social exclusion.

Project description: The goal of the R.E.S.P.E.C. project was to promote the identification, exchange, dissemination and transfer of good practices and successful experiences in the field of Social Economy and in particular the Social Integration Enterprises to enable the creation of jobs for people at risk of social exclusion. The project also aimed to promote the exchange of best practices and innovative proposals for the creation of jobs for people at social exclusion in social integration companies and conventional companies.

Context: The situation of unemployment in Europe is alarming and more and more people are at risk of social exclusion without having the necessary skills to integrate into the job market. In addition, public spending is being cut and people often lose their social support. In the current situation, social integration companies are an effective means of integrating socially disadvantaged populations and providing them with opportunities to maintain their skills and competences.

Notable aspects of good practice: The project was effective and has achieved its initial goals. The publications produced and experience gained by the three participating countries can be further transferred in their local setting or abroad. In addition, by focusing on social integration companies, the project contributed to fostering employment as well as inclusion of socially disadvantaged groups.

Conclusion and follow-up: The R.E.S.P.E.C. project has contributed to the promotion of social inclusion and reduction of poverty in the three European countries. The project also promoted social integration enterprises that are an effective approach to provide employment and development opportunities for people with low-income levels. One of the partner organisations, The European Network of Social Integration Enterprises (ENSIE), has a wide network of social integration enterprises and is well positioned to disseminate the best practices to other European countries that are part of the network.

More information

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

21) Wood2Good: Management of Changes and Restructuring in the Wood Sector: Making the Wood Industry a great actor of the Green Economy

Project title	Wood2Good: Management of Changes and Restructuring in the Wood Sector: Making the Wood Industry a great actor of the Green Economy
Identification of the call	VP/2012/009
Project identification number	VS/2013/0323
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Research
Direct target groups	Public bodies, workers unions and enterprises in the wood sector
Ultimate target groups	SMEs in wood industry
Participating countries	Belgium, France, Hungary, Italy, Spain, UK
EU contribution (Euro)	140 683.66
Project duration	1 February 2014-31 January 2014 (12 months)
Coordinator	Comunidad Valenciana (Valencian Community), Spain.
Partners	Buckinghamshire New University, United Kingdom ÉFÉDOSZSZ (The builders, Wood & Building Materials Industry Workers' Unions), Hungary Federación Empresarial de la madera y mueble de la Comunidad Valenciana, Spain Institut Technologique FCBA: Forêt, Cellulose, Bois - construction, Ameublement, France Pour la Solidarité ASBL think and do tank, Belgium Verona Innovazione – Special Agency of the Chamber of Commerce of Verona, Italy

Results: The outcomes of the project included a survey on the perceptions of the wood sector by the stakeholders and a review report to improve understanding of the situation. In addition, an online tool giving access to identified best practices and innovations was created. Also, two books were published, a book presenting a selection of the best practices and innovations and another book of recommendations. The recommendations are intended for public and private stakeholders of the wood sector in Europe.

Project description: The purpose of Wood2Good project was to analyse the current restructuring situation in the wood sector and to establish recommendations addressed to decision-makers so as to ensure the responsible change of wood SMEs towards a green economy. In addition, the project aimed to raise awareness of the restructuring issues in the wood sector and their solutions by sharing the practices carried out in each country through publications and events.

Context: Companies in the furniture manufacturing sector and the wood sector are restructuring their activities and transforming into environmentally sustainable entities. The Wood2Good project aimed to provide the best approaches designed for those companies in order to make the restructuring process easier.

Notable aspects of good practice: The project was conducted effectively and reached its goals. The recommendations derived from the participating partner countries can be transferred and used by other interested parties and are available online.

Conclusion and follow-up: The project contributed to the implementation of a dialogue among main stakeholders involved in the wood sector. The best practices and recommendations were largely disseminated which will contribute to the project's sustainability.

More information

<http://wood2good.gva.es/en/home>

22) F.O.R.M. Pact: Operational Framework for multi-level & multi actor synergy towards the adaptation to social and economic changes

Project title	F.O.R.M. Pact: Operational Framework for multi-level & multi actor synergy towards the adaptation to social and economic changes
Identification of the call	VP/2012/009
Project identification number	VS/2013/0317
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Research
Direct target groups	Regional/local authorities, social and economic partners, associations, non-governmental organisations
Ultimate target groups	Employers and employees
Participating countries	Bulgaria, France, Germany, Romania
EU contribution (Euro)	146 191.42
Project duration	4 December 2013-3 December 2014 (12 months)
Coordinator	International Training Centre of the ILO, Italy
Partners	ASTREES (Association Travail, Emploi, Europe, Société), France Bulgarian Industrial Association – Union of the Bulgarian Business, Bulgaria Confederation of Independent Trade Unions in Bulgaria, Bulgaria General Confederation of The Romanian Industrial Employers, Romania Institute for Applied Economic Research, Germany National Trade Union Confederation ‘Cartel ALFA’, Romania Romanian Academy National Institute For Economic Research ‘Costin C. Kiritescu’, Romania

Results: The main result of the project was the handbook of Transnational Guidelines. The purpose of the Transnational Guidelines is to provide a basic framework for social partners, regional and local authorities, companies and sectoral organisations/associations aimed at supporting identification of the key steps necessary for setting up and running a collective preparation mechanism in response to forecasted changes.

Project description: The main goal of this project was to improve the cooperation of social partners and stakeholders within a determined operational framework for systematic coordination at sectoral level in the preparation for processes of change. The project also aimed at encouraging exchanges of practices and experiences on the preparation for change among social partners and public institution in the partner countries.

Context: The European framework on restructuring indicates that companies and public authorities must be prepared for unexpected economic changes. In general, early warning systems aim to predict the timing of restructuring, and to some extent prevent it or at least to limit its potential damage on human resources. However, what still seems to be lacking is effective communication between forecasting institutions and social partners. Providing credible intelligence to policy-makers that elicits action requires more than simply identifying risks and vulnerabilities. Restructuring forecasts need to be precise and compelling, consist of robust but plausible scenarios, outline the consequences of inaction and lead to specific policy advice.

Notable aspects of good practice: The project F.O.R.M. Pact has been conducted effectively and has achieved the majority of its goals. The project produced a handbook of Transnational Guidelines that provides a framework of cooperation for preparedness for economic changes. This handbook is intended to be used by various public and private stakeholders and can be transferred and adapted by other parties.

Conclusion and follow-up: The pilot action was addressed to multiple actors including public institutions and private actors at local and national levels in order to bring the decision-makers and relevant stakeholders involved in adapting to economic and social changes together. Knowledge on future changes, information sharing and consultation models, as well as job transition modalities and training schemes are the proper tools for preparing the workforce for possible change in circumstances. By researching the situations in their countries the project partners produced a handbook of guidelines presenting possible approaches to preparedness for sudden economic changes.

More information

<http://tinyurl.com/q4mwigl>

23) Green and White Skills for new jobs

Project title	Green and White Skills for new jobs
Identification of the call	VP/2012/009
Project identification number	VS/2013/0341
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good case practices
Direct target groups	Regional/local authorities, social and economic partners, associations, non-governmental organisations and similar
Ultimate target groups	Unemployed persons with completed formal high school education
Participating countries	Croatia, Italy, Spain
EU contribution (Euro)	142 811.48
Project duration	12 December 2013-11 December 2014 (12 months)
Coordinator	Healthy City Association, Croatia
Partners	Asociación de Cooperación Juvenil San Miguel Adicciones, Spain COOSS Marche Onlus soc. coop. p.a., Italy

Results: One of the deliverables of the project was a publication that contains all the information collected and synthesised during the project. The publication is intended to facilitate the dissemination of the results and good practices and enable others to replicate the project elsewhere. In addition, the action developed seven education curricula for jobs currently in high demand in the market but with non-existent formal or informal education. The curricula were also tested by an adult education institution. These new curricula affect two underdeveloped areas in Croatia – the Green Economy sector and the health and social care sector, and they are also responding to the most recent EU recommendations and promoting the Europe 2020 strategy for a smart, sustainable and inclusive economy in Croatia.

Project description: The main goal of the project was to create an innovative self-sustaining and replicable system for integration of unemployed persons into the job market, providing new curricula for new jobs, aimed at increasing the employability of the target group and matching the demands of the labour market. Specifically, the project aimed to increase employability through a training/educational programme enriched by international experiences, to finalise at least 6 curricula that respond to new labour market needs and to introduce the ‘social entrepreneurship’ model as an opportunity of sustainable and durable self-employment.

Context: Unemployment is one of the biggest challenges in the labour market in Croatia as well as in the neighbouring areas. As a recent labour market survey shows, due to the difficult economic and social situation and dynamic migrations, Split-Dalmatia County marks the highest rates of unemployment in Croatia. This project tackled the problem of decreasing levels of employability in the Split-Dalmatian region by enhancing the transferability of good practices, innovative approaches and effective collaboration.

Notable aspects of good practice: The project has achieved most of its initial goals and was conducted effectively. The curricula that were developed, as well as the good case practices can be transferred to other contexts. In addition, the project has the potential to achieve an impact in the Split-Dalmatia region by increasing the employability of young people living in the area.

Conclusion and follow-up: The project contributed to the improvement of employability in the Split and Dalmatia region through the dissemination of results and good case practices. The newly developed curricula will provide new opportunities for employment and self-employment of unemployed persons in the area. One adult education institution has adapted the curricula in their training programmes this way continuing and sustaining the project.

More information

<http://www.zdravigrad.hr/en/program-green-white.php>

24) Developing a European Skills Council in the Dairy sector

Project title	Developing a European Skills Council in the Dairy sector
Identification of the call	VP/2012/009
Project identification number	VS/2013/0337
Policy area	Employment
Policy sub-area	EU Sector Skills Councils
Type of activity	Feasibility study
Direct target groups	Regional/local authorities, national authorities, employment services, business enterprises, Social and economic partners.
Ultimate target groups	Unemployed people and employers
Participating countries	Denmark, France, Germany, Poland, Turkey, United Kingdom
EU contribution (Euro)	77 690.56
Project duration	18 September 2013-17 September 2014 (12 months)
Coordinator	Foreningen af mejeriledere og funktionærer, Denmark
Partners	Arla Foods a.m.b.a, Denmark Association Francaise des Diplômés de L'industrie Laitière (A-partner), France Krajowe Stowarzyszenie Mleczarzy, Poland The National Skills Academy for Food & Drink, United Kingdom Uludag University Vocational School of Technical Science, Turkey Zentralverband Deutscher Milchwirtschaftler e.V., Germany

Results: The majority of stakeholders were in favour of setting up a Sector Skills Council within the European Dairy sector. The council would help to ensure that the European dairy industry is competitive on the global market and that it has access to a flexible workforce with the right skills and training.

Project description: The main task of this project was to conduct a survey in 9 European countries among stakeholders of the dairy industry. The survey intended to collect quantitative data on the scope and nature of the activities of stakeholders, how they are financed, their legal status and their customers. The project also aimed to initiate contacts with bodies to introduce the concept of a European Dairy Sector Skills Council and assess their interest in this initiative and their willingness to participate actively.

Context: The Commission supports the establishment of a European Sector Skills Councils aimed at forecasting the need for skills in specific sectors more effectively and achieving a better match between skills and labour market needs.

Notable aspects of good practice: The action carried out a feasibility study and effectively accomplished its objectives. The sustainability will be maintained through the established council of the dairy sector. The project could potentially have a strong impact on the European region as the Sector Council would incorporate stakeholders from across the EU.

Conclusion and follow-up: The proposal to establish a European Dairy Sector Skills Council was well received among the majority of the stakeholders in the Member States. If approved by the European Commission, the Council could contribute to better training and education of the dairy sector workforce and ultimately the competitiveness of the sector on the global market.

No website available

25) WIT - White Task force on the development of skills of the social welfare professionals working with vulnerable groups (WIT)

Project title	WIT - White Task force on the development of skills of the social welfare professionals working with vulnerable groups (WIT)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0316
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Exchange of good case practices
Direct target groups	Regional/local authorities, social and economic partners, associations, non-governmental organisations and similar
Ultimate target groups	Young people
Participating countries	Bulgaria, Germany, Italy, Lithuania
EU contribution (Euro)	149 953.00
Project duration	12 December 2013-11 December 2014 (12 months)
Coordinator	Province of Milan, Italy
Partners	Alice Salomon Hochschule, Germany National Development Agency, Bulgaria University of Vilnius, Lithuania

Results: The project has achieved several outputs. The WIT Benchmarking Analysis provides an overview of consolidated and emerging policies in the field of social professionals within the welfare and healthcare system in the 4 countries. Another output was a collection of more than 30 practices regarding social innovation and new/renewed skills for social workers. The WITGIS, a geo-referenced system of European social welfare, was designed to highlight some of the national sources presently supporting the improvement of skills for social services professionals. Finally, a WIT Community of Practices was created to foster information exchange between experts and students in the welfare field.

Project description: The overall goal of the project was to strengthen the skills and knowledge of social care professionals, by sharing experiences and exchanging information and views on national and international levels.

Context: The increasing demand for new types of 'white workers' offers important opportunities for socioeconomic development in partner countries. It is on this basis that the WIT project wanted to collect and promote existing European good practices and activate innovative training and entrepreneurship methods within the social sector.

Notable aspects of good practice: The project was conducted effectively and has achieved its goals. Its impact will be achieved through improvements in skills and competences of young graduates in the social work field and better opportunities to find employment.

Conclusion and follow-up: The project has produced several outputs that will contribute to improvement of social work and social services in partner countries. In addition, the main findings and results were aimed at supporting policy-makers' decisions about further strategic orientations of education and training directed at developing new skills for social work professionals. The partners have established a strong cooperation with the aim to continue their activities with support from the EASI programme.

More information

<http://witproject.eu/>

26) Filling the ICT skills gap in the Telecommunications Sector of the future – identifying and spreading best practice (FITS)

Project title	Filling the ICT skills gap in the Telecommunications Sector of the future – identifying and spreading best practice (FITS)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0574
Policy area	Employment
Policy sub-area	Mutual learning in the field of skills and employment
Type of activity	Research
Direct target groups	Regional/local authorities, Social and economic partners, Associations, non-governmental organisations and similar
Ultimate target groups	Employees in the Telecommunications sector
Participating countries	Belgium
EU contribution (Euro)	149 510.68
Project duration	2 February 2014-31 January 2015 (12 months)
Coordinator	European Telecommunications Network Operator's Association, Belgium
Partners	UNI Europa, Belgium.

Results: The main deliverable of the project was a study report conducted by an external consultant outlining the business trends, skills needs and best company practices. In addition, the FITS project produced a set of key recommendations that are intended to address the ICT skills needs of the future. These recommendations are based on experience collected from all stakeholders, including education and training providers.

Project description: The project's goals were to collect and analyse information about telecommunications and ICT labour trends, considering the main drivers of change and their impact on skills needs. Additionally, the project aimed to identify and share best practices regarding effective solutions to fill the ICT skills gap. The main focus was on engineers, technicians and IT specialists and on skills associated with emerging technologies as well as soft skills.

Context: The EU telecommunications sector is one of the most rapidly evolving sectors, exploiting leading edge technology and requiring a highly skilled and innovative workforce. This sector is providing many job opportunities but is facing challenges due to an increasing lack of technically skilled workers, particularly in ICT. It is crucial to identify the skills required in this market and provide training that matches the needs of employers and employees.

Notable aspects of good practice: The FITS project was effective and achieved all its initial goals. It produced a report and a set of recommendations that can be adapted to other contexts in Europe. By focusing on identifying the areas of skills improvement for ICT-sector employees, the project contributed to growth in employment possibilities.

Conclusion and follow-up: The project has conducted in-depth research on the European ICT jobs and training landscape to provide an overview of major trends in jobs and skills required. The research report was presented to about 60 representatives from social partners and sector organisations in a workshop in Brussels to provide a platform for discussion and evaluation.

More information

<http://tinyurl.com/nfmjm2u>

27) Skills and Knowledge in Learning for Transition (SKILT)

Project title	Skills and Knowledge in Learning for Transition (SKILT)
Identification of the call	VP/2012/009
Project identification number	VS/2013/0328
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Employers, VET providers
Ultimate target groups	Employees, employment services, regional and local authorities
Participating countries	Austria, Belgium, France, Germany, Italy, Spain
EU contribution (Euro)	151 033.50
Project duration	1 December 2013-30 November 2014 (12 months)
Coordinator	European Vocational Training Association, Belgium
Partners	Arbeit Bildung Consulting Dienstleistung, Germany Associacio Empresarial L'Alqueria Projectes Educatius, Spain Association nationale pour la formation professionnelle des adultes, France Berufsförderungsinstitut Oberösterreich – Institute for Vocational advancement Upper Austria, Austria Ente Nazionale Acli Istruzione Professionale, Italy Europäischer Verband Beruflicher Bildungsträger e.V, Germany European Vocational Training Association, Belgium Venero Lavoro - Regional Agency for Employment of Veneto, Italy

Results: The project organised several events, including international workshops, European training sessions and national meetings. In addition, an international expert team, aimed at sharing and discussing coaching experiences in each partner country was set up. Also, training session results were analysed and a training guide on coaching was drafted.

Project description: The overall goal of this project was to capitalise on the previously accumulated experience to describe and formalise the individual and collective skills required to carry out the job of coach in vocational transition. More specifically the project aimed at establishing a job description of a coach in vocational transition, develop a training based on the best practices and disseminate the outcomes of the project.

Context: The SKILT project is a continuation of two previous projects (Restructuring Toolbox1 and Resp in Rest (Toolbox2)) that aimed to share experiences and establish a common approach for management of change and restructuring. The SKILT project built upon the previous experiences and continued the activities in the same direction.

Notable aspects of good practice: The SKILT project was effectively implemented and achieved its objectives. The role of coach in vocational transition was developed during the project, which is a novelty across the EU. The training guide drafted by the partners can be transferred to other Member States and used for training employees.

Conclusion and follow-up: The project has developed a new job profile of coach in vocational transition as well as a European training model for this role. In addition, the collaboration among partners from different countries helped to raise awareness of practices at European level and integrate them in a training model. Because of the strong commitment of project partners and other interested parties the training model will be widely disseminated and potentially adapted by vocational training providers.

More information

<http://evtaskilt.weebly.com/>

28) Monitoring Learning Innovation in European Restructuring (MOLIERE)

Project title	Monitoring Learning Innovation in European Restructuring (MOLIERE)
Identification of the call	VP/2012/009
Project identification number	VS/2013/03281
Policy area	Employment
Policy sub-area	Restructuring
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Regional/local authorities, social and economic partners, associations, non-governmental organisations and similar
Ultimate target groups	Employees, employment services, regional and local authorities
Participating countries	Belgium, Bulgaria, Czech Republic, France, Germany, the Netherlands, Portugal, Slovenia, Spain, Sweden, United Kingdom
EU contribution (Euro)	156 297.75
Project duration	1 December 2013-30 November 2014 (12 months)
Coordinator	University of Gothenburg, Sweden
Partners	Association Travail Emploi Europe Société, France Clinical Institute of Occupational, Traffic and Sports Medicine, Slovenia Fondatzia 'Institut za finansovi prouchvania i inovazii', Bulgaria Institut für Arbeitsforschung und Transfer e.V., Germany Instituto Ruben Rolo, Portugal Laboratoire d'Etudes sur les Nouvelles Technologies, l'Innovation et le Changement, Université de Liège, Belgium Labour Asociados SLL, Spain OPUS8, the Netherlands RPIC-VIP Ltd, Czech Republic Working lives Research institute, London Metropolitan University, UK

Results: The project has produced national reports describing how the changes and restructuring were managed in each of the 11 participating Member States after the economic crisis in 2008-2009. In addition, a comparative framework was developed through which national specificities and commonalities can be identified, as well as how they change over time. Another output of the project was the policy report series, enabling a continuation of publications on the topic of restructuring and dissemination to a broader audience.

Project description: The MOLIERE project had several objectives. Firstly, it aimed to gain a better understanding of the differences in restructuring practices in various European Member States. Another goal was to facilitate the transfer of innovative practices and measures for anticipating and managing change and restructuring across national borders. Finally, the project aimed to provide updated and harmonised information for social partners and policy-makers at national and European levels in order to assist in policy formation and the design of a European policy framework on anticipating and managing change and restructuring.

Context: The European Commission has initiated a range of activities over the past 15 years with the aim of finding solutions and approaches to the management of restructuring that have the least possible negative impacts on workers. This project aimed to analyse the longer-term impacts and developments of restructuring policies on a national level among the project partner countries.

Notable aspects of good practice: The project has been conducted effectively and has achieved the results it set out initially. The reports and other materials produced by the partners are available on the project's website and can be used by other countries to transfer good practices in restructuring policies. The website will continue to exist after the project's finalisation and will provide information about restructuring in Europe.

Conclusion and follow-up: The project developed a comparative framework for policy analysis across Member States, which provides social partners with a map through which national initiatives can be compared and benchmarked. The data collected and synthesised by the project could have implications for policy-making among social partners.

More information

<http://responsible-restructuring.eu/publications-and-resources/moliere/>

29) ESSC-SPORT: «Feasibility of setting up a European Sector Council on Skills and Employment for the Sport and Active Leisure sector»

Project title	ESSC-SPORT: Feasibility of setting up a European Sector Council on Skills and Employment for the Sport and Active Leisure sector
Identification of the call	VP/2012/009
Project identification number	VS/2013/0326
Policy area	Employment
Policy sub-area	EU sector skills council
Type of activity	Feasibility study
Direct target groups	Regional/local authorities, social and economic partners, associations, non-governmental organisations and similar
Ultimate target groups	General public, employers, self-employed
Participating countries	Belgium, France, United Kingdom
EU contribution (Euro)	99 928.08
Project duration	20 December 2013-19 November 2014 (12 months)
Coordinator	European Observatoire Of Sport And Employment Association Internationale, France
Partners	EOSE Service UK Ltd, United Kingdom SkillsActive, United Kingdom The European Association of Sport Employers, France UNI-EUROPA Sport, Belgium

Results: This project found that there is a need for a European Sector Skills Council for the sport and active leisure sector. The Consortium members agreed to continue to work together in order to submit a full application for the set-up of such a council.

Project description: The aim of this feasibility study was to explore whether there is a need/demand for a European Sector Skills Council in the sport and active leisure sector and whether the sector has the capability and capacity to establish one. An online questionnaire was sent to 28 Member States and 478 responses were received. This was done through a wide consultation with the entire sport and active leisure sector across the Member States. Such a council would support the development of the sport and active leisure sector and particularly the workforce at national and European levels.

Context: The European Commission is promoting the concept of a European Sector Skills Council with a view to acquiring a deeper understanding of the skills needed in different fields and sectors. This project was carried out as a feasibility study with a view to setting up a Sector Skills Council for the sport and active leisure sector, if this is found to be required from the stakeholders.

Notable aspects of good practice: The feasibility study was carried out effectively and its results have motivated the consortium partners to continue the activities related to the project. For example, it was agreed to organise specific national ESSC round table events during 2015 to gather together the interested parties and identify potential national stakeholders and to start discussing the concept of setting up a national Sector Skills Partnership in greater detail. It is foreseen that the application for setting up the Council will be submitted by the end of 2015.

Conclusion and follow-up: The feasibility study brought a stronger awareness and opportunities to explore in-depth issues related to workforce development in line with EU policies in the field of sport, education and employment. Therefore, it is foreseen that the project will have a long-lasting impact as it has already laid the foundations for future follow-up work and activities.

More information

http://eose.org/our_work/essc-sport-feasibility-of-setting-up-a-european-sector-council-on-skills-and-employment-for-sport/

30) European Textile Clothing Leather Sectoral Skills Council: Second year of activities & initiatives

Project title	European Textile Clothing Leather Sectoral Skills Council: Second year of activities & initiatives
Identification of the call	VP/2012/009
Project identification number	VS/2013/0504
Policy area	Employment
Policy sub-area	EU sector skills council
Type of activity	Feasibility study
Direct target groups	Regional/local authorities, social and economic partners, Associations, non-governmental organisations and similar
Ultimate target groups	General public, employers, self-employed
Participating countries	Belgium
EU contribution (Euro)	299 315.81
Project duration	1 November 2013-30 November 2014 (13 months)
Coordinator	European Apparel And Textile Confederation, Belgium
Partners	COTANCE-Confederation of National Associations of Tanners and Dressers of the European Community, Belgium EURATEX-European Apparel and Textile Confederation, Belgium Industriall-European Trade Union, Belgium

Results: As foreseen, several events and meetings were organised throughout the duration of the project. Several Council meetings and technical meetings were arranged as well as meetings to develop joint activities and share best practices among the stakeholders. Finally, the main event of the project, the annual conference was organised and attended by 100 participants from different Member States.

Project description: The European Sector Skills Council – Textile Clothing Leather Footwear (ESSC-TCLF) was established to foster education, skills and employment in the industries. The current project was carried out in the light of this objective and aimed at promoting networking and exchange of best practices between the national Industry Skills Partnerships and the European Social partners of the TCLF sector. This project also aimed to increase the membership and organise harmonisation meetings and conferences.

Context: The European Sector Skills Council-Textile Clothing Leather Footwear is a joint initiative that originated in 2011 from the EU Textile Clothing and Leather industries, namely EURATEX (the European Apparel and Textile Confederation), COTANCE (the European Leather industry organisation) and INDUSTRIALL (the European Trade Union for Textile Clothing Leather and Footwear). The European Sector Skills Council TCLF aims at improving the level of education, skills and employment in the textile, clothing, leather and footwear industries.

Notable aspects of good practice: The activities of the project have been implemented effectively and will be continued and sustained further by the European Sector Skills Council. The Council will continue to make an impact across the EU and at Member State level by fostering training and education in the fields of textile, clothing, leather and footwear.

Conclusion and follow-up: This project was conducted during the second year of ESSC- TCLF's existence. During this period the council raised awareness and continued to network as 'the' spokesperson on skills and qualifications for the textile, clothing, leather and footwear sectors.

More information

<http://europeanskillscouncil.t-c-l.eu/>

Working Conditions

The call for proposals **VP/2013/008** 'Posting of workers: enhancing administrative cooperation and access to information (PROGRESS)' (budget line: 04 04 01 03) funded initiatives aimed to further improve transnational administrative cooperation between national competent bodies and social partners involved in the monitoring and correct application of the Posting of Workers Directive. In addition it aimed to increase mutual trust among stakeholders, including promoting exchanges of relevant officials and training, as well as developing, facilitating and promoting the best practice initiatives in the area of posting of workers.

This call for proposals funded transnational cooperation initiatives between at least 3 responsible authorities and/or social partners of Member States. Types of funded actions included exchanges of best practices and exchanges and/or training of officials of competent public authorities and/or social partners in charge of administering the posted workers.

The total budget available for this call was EUR 2 440 000. The EU's financial contribution could not exceed 80% of the total eligible costs of the activities involved. Duration of each project was a maximum 12 months.

In total 6 projects were funded through this call for proposals, of which 4 were completed before the cut-off date for this report and are presented below.

31) Agir sur les situations de détachement des travailleurs: «Learning by doing»

Project title	Agir sur les situations de détachement des travailleurs: 'Learning by doing'
Identification of the call	VP/2013/008
Project identification number	VS/2014/0010
Policy area	Employment
Policy sub-area	Posting of workers
Type of activity	Promoting policy transfer, learning and support among Member States on EU objectives and priorities
Direct target groups	Employment services, social partners, public authorities
Ultimate target groups	Employees, employers
Participating countries	Belgium, Finland, France, Ireland, Italy, Latvia, Luxembourg, the Netherlands,
EU contribution (Euro)	452 891.51
Project duration	17 December 2013-16 February 2015 (14 months)
Coordinator	Institut National du Travail de l'Emploi et de la Formation Professionnelle, France
Partners	Association Travail Emploi Europe Société, France Institut du Travail et des Mines, Luxembourg Ministry of Social Affairs And Employment – Inspectorate Szw, the Netherlands Regional State Administrative Agency, Finland Service Public Federal Emploi Travail Et Concertation Social, Belgium State Labour Inspectorate, Latvia Territorio Europa Lavoro, Italy The National Employment Rights Of Authority Department Of Jobs Enterprise And Innovation, Ireland

Results: Various training and collaboration activities were carried out throughout the 'Learning by doing' project. For example, transnational training was conducted for control agents and liaison office agents on cooperation between public authorities. In addition, the project developed a technical reference to facilitate research on the working conditions of the host country of posted workers. Also, a best practice exchange system between countries was established during the project. This system will facilitate the identification of incoherence within the national legal frameworks in Member States.

Project description: The overall goal of the project was to improve transnational administrative cooperation and collaboration between participants in worker posting operations. Specifically, the project aimed to develop a European 'relay' network of professionals who would contribute to spreading good cooperation practices within their organisations, to contribute to better coordination of various national monitoring and surveillance systems, to strengthen the effectiveness and efficiency of administrative cooperation and to promote transnational synergies between parties concerned by posting of workers in the construction, agriculture and temporary work sectors.

Notable aspects of good practice: The project has been effective and has achieved the majority of its initial objectives. The cooperation established between the several partners' countries will be sustained via the network. Through the active collaboration established between the different Member States that are host and sending countries for workers the project will make an impact across the EU. It will also make a contribution to better contracting conditions for construction companies in different EU states.

Conclusion and follow-up: In order to reinforce the ability to cooperate and to act more effectively with respect to worker posting, the labour administrations of several Member States started a joint training project for their agents. The programme enabled a better understanding of the approaches, practices and constraints of the different labour administrations. In 2012 a new project was born and it aims to develop the momentum created by the previous project by focusing on two relevant sectors: agriculture and construction. Finally, the current project building on the previous experiences aimed to improve transnational collaborations between the various stakeholders in the field of posting workers. This continuation of actions has enabled a strong consolidation of the network that will further support collaboration and best practice sharing among the partners.

No website available

32) Update and promotion of the FIEC-EFBWW Posting website

Project title	Update and promotion of the FIEC-EFBWW Posting website
Identification of the call	VP/2013/008
Project identification number	VS/2014/0022
Policy area	Employment
Policy sub-area	Posting of workers
Type of activity	Website development
Direct target groups	European sectoral social partners of the construction industry, European Construction Industry Federation, European Federation of Building and Wood Workers
Ultimate target groups	Employer and employees in the construction sector
Participating countries	Belgium
EU contribution (Euro)	176 824.55
Project duration	1 January 2014-28 February 2015 (14 months)
Coordinator	European Construction Industry Federation (FIEC), Belgium
Partners	European Federation of Building and Wood Workers (EFBWW), Belgium

Results: The main result of this initiative is a freely accessible website which FIEC and EFBWW continue to update on a regular basis with input provided by their respective affiliates. Although this website was already launched in 2009, during the current project the partners had the opportunity to improve its usability, renew the information and update country profiles. As changes in national legislation occur constantly, the action helped to keep the information up to date and to provide it in a synthesised manner.

Project description: One of the project goals was to update the www.posting-workers.eu website with renewed information on national legislations or add new information on countries that previously were not covered. Another objective was to increase the visibility of the website in particular in the countries considered as ‘worker-sending’ countries. Also, the project aimed at establishing a continuous communication campaign which would help to maintain the high visibility of the website beyond the duration of the project.

Context: Moving within the EU from one Member State to another for a limited period of time has become an increasingly important employment issue for companies and for workers in the construction industry. As the workers are sent abroad for limited periods of time to conduct assignments, clear employment regulations are needed to help overcome the legal and administrative obstacles of working abroad. The website is a source of information on legal and administrative matters for companies posting employees abroad and workers that will be posted abroad.

Notable aspects of good practice: The project has effectively carried out its activities and achieved its objectives. The project has collected relevant information about working conditions and legal aspects of temporary work across the EU in the construction sector. This practice could be beneficial and could be transferred to other employment sectors. In addition, by providing relevant information and making the posting of workers easier the project will have an impact at national, regional and EU levels.

Conclusion and follow-up: The main outcome of this initiative was a freely accessible website which FIEC and EFBWW continue to adapt and update on a regular basis with input provided by their respective affiliates with the aim of ensuring the long-term sustainability of the website. The website and the information that it provides will continue to be on the agenda of the Social Dialogue meetings, in order to ensure that the respective affiliates of EFBWW and FIEC continue to provide new input and to disseminate information about the website at their national level.

More information

<http://www.posting-workers.eu/>

33) Red flags! Prevention, detection and cooperation in the fight against cross-border social fraud

Project title	Red flags! Prevention, detection and cooperation in the fight against cross-border social fraud
Identification of the call	VP/2013/008
Project identification number	VS/2014/0013
Policy area	Employment
Policy sub-area	Posting of workers
Type of activity	Promoting policy transfer, learning and support among Member States on EU objectives and priorities
Direct target groups	Governmental institutions (different ministries and social inspection services) and employees' and employers' organisations
Ultimate target groups	Employers and employees
Participating countries	Austria, Belgium, Bulgaria, France, Germany, the Netherlands
EU contribution (Euro)	318 000
Project duration	1 December 2013-28 February 2015 (15 months)
Coordinator	Ghent University, Department of Social Law (IRIS), Belgium
Partners	<p>Institute of Labour, Social Law Team University of Strasbourg, France</p> <p>European Construction Industry Federation, Belgium</p> <p>European Federation of Food, Agriculture and Tourism Trade Unions, Belgium</p> <p>European Federation of Building and Woodworkers</p> <p>The Federal Ministry of Finance - Department Fighting Fraud, Austria</p> <p>Confederation of Christian Trade Unions, Belgium</p> <p>The Social Inspection Service of the Belgian Federal Public Service Social Security, Belgium</p> <p>The Social Legislation Inspection Service of the Federal Public Service Employment, Labour and Social Dialogue, Belgium</p> <p>The Inspection Service of the National Social Security Office, Belgium</p> <p>Belgian Meat Federation</p> <p>Confederation of Independent Trade Unions of Bulgaria</p> <p>The Directorate General of Labour of the Ministry of Labour, Employment, Vocational Training and Social Dialogue, France</p> <p>General Confederation of Labour, France</p> <p>Unternehmen für Bildung, Germany</p> <p>Trade Union for Food, Beverages and Catering, Germany</p> <p>The Foundation for the Enforcement of Collective Labour Agreements for Temporary Agency Workers, the Netherlands</p>

Results: Various activities that the project carried out have demonstrated that electronic information exchange is crucial for the prevention of fraud and abuse. E-tools are needed for effective monitoring of fraud and to safeguard the principle of fair competition within market sectors as well as for the protection of workers' rights. The project also found that involvement of labour law and social security authorities and inspection services is needed in order to enhance administrative cooperation and information exchange in the prevention of fraud and abuse.

Project description: The objective of this project was to examine cross-border cooperation between competent administrations and stakeholders (social partners) and the cross-border exchange of information in the area of posting of workers. Attention was drawn to analyses of the extent to which legal instruments, e-tools and Early Warning Systems were implemented and how they could be enhanced; the extent to which such tools and systems were relied on and if they could (further) reduce the need for administrative cooperation and information exchange; and the possible legal pitfalls in the further implementation of e-tools.

Context: The problem of fraud illustrates both the necessity and the difficulty of combating it. The competences of inspection services are often limited to the territory of their country and the differences between the legal frameworks and discrepancies in procedures acceptable in different Member States can make information exchanged to be inadmissible in a court case. This in turn could reduce the benefits of the possibilities of cross border information exchange altogether. Hence, examining cases and on-the-ground experiences (in the construction and meat processing sector), the project analysed to what extent each party is able or unable to obtain information, conduct investigations, and search for data on site or via a national or international cooperation and is in a position to enforce the posting provisions.

Notable aspects of good practice: The activities of the project were carried out effectively and objectives were achieved. The themes it focused on were related to compliance with and enforcement of the legislation applicable to the cross-border posting of workers. These issues are of international nature and the findings of the project could be transferred to other Member States that have not participated in the project.

Conclusion and follow-up: Project partners have collaborated and identified the gaps in addressing fraud in the cross-border posting of workers in the EU. The findings have shown that barriers exist in communication and information exchange between departments and services related to either labour law or social security matters in Member States. Supra-national efforts and multi-stakeholder approaches are needed to address these barriers and effectively prevent currently existing fraud schemes.

No website available

34) Enforcement Stakeholders Cooperation

Project title	Enforcement Stakeholders Cooperation
Identification of the call	VP/2013/008
Project identification number	VS/2014/0009
Policy area	Employment
Policy sub-area	Posting of workers
Type of activity	Monitoring and reporting on the implementation of EU legislation and policies in PROGRESS policy areas
Direct target groups	Trade unions, labour inspectors, employers' associations
Ultimate target groups	Employer and employees in the building and road transport sectors
Participating countries	Belgium, Germany, Italy, Romania
EU contribution (Euro)	336 732,61
Project duration	29 November 2013 – 28 January 2015 (14 months)
Coordinator	Fondazione Istituto Guglielmo Tagliacarne, Italy
Partners	Arbeit Und Leben Dgb Vhs Berlin, Germany Confederazione Italiana Sindacati Lavoratori, Italy CSC TRANSCOM, Belgium European Federation of Building and Woodworkers, Belgium Iscos CISL, Italy Labour Inspection, Romania Ministero Del Lavoro E Delle Politiche Sociali – Segretariato Generale (Italian Ministry of Labour and Social Policies), Italy

Results: The project has produced several results. For example, 4 research teams worked at national and international levels and analysed practices and views on posting of workers. Through this work a stronger awareness of legislation was generated and also information on employment conditions in the building and in the road transport sectors was collected. The final outputs of the En-foster project were three concise reports 'Enfoster Briefs' that have summarised the main information and practices exchanged within the project.

Project description: The aim of the 'ENFOSTER' project was to support the enforcement of Directive 96/71/EC and of Directive 2014/67/EU concerning the transnational posting of workers in the framework of the provision of services within the EU. The project aimed to achieve this by establishing stronger cooperation among stakeholders (social partners and control authorities) based on shared knowledge, competences, practices and experiences. The final and overall goal was to support a fair and responsible posting of workers within the EU.

Context: The project was based on the assumption that the enforcement of legislation on the transnational posting of workers is a process that requires a 'multi-stakeholder vision' (actively involving workers' organisations, employers' associations, labour inspectorates, and other control institutions) and a multi-disciplinary approach (the legislative, administrative, social-behavioural, ethical and regulatory dimension embedded in the enforcement process). Hence, the activities carried out by the project were planned accordingly, involving various partners and organisations.

Notable aspects of good practice: The activities of the project have been implemented effectively and will be continued and sustained further via a new action (ENACTING project) that was granted by EaSI programme. The knowledge and practices exchanged by the project partners have been collected in several reports that could be transferred and shared among other Member States as guidelines. Finally, by providing relevant information and enforcing the directives related to posting of workers the project will contribute to fostering employment in the EU.

Conclusion and follow-up: The project has succeeded in supporting cooperation and debate on the posting of workers with a participatory, multi-stakeholder and multi-disciplinary approach. Social partners and institutions involved have committed to disseminate the knowledge and outputs generated throughout the duration of the project via their networks (the network of labour inspectorates, the network of local, national and European trade unions and employers' organisations).

More information

<http://enfoster.tagliacarne.it/>

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