

Projects and organisations funded by the
European Union Programme for

Employment and Social Innovation (EaSI)



Report X

Period covered 2015-2018

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Foreword



The EU Programme for Employment and Social Innovation ('Easi') is essential to stimulate innovations and bring new solutions for contemporary social challenges in Europe. The European Pillar of Social Rights provides a comprehensive framework for our actions towards fair and well-functioning labour markets as well as our welfare systems. It guides the EaSI programme and co-finances actions of public, private and civil society organisations. It also helps to deliver new services, new policies, and exchange good practices in employment, social protection, working conditions, labour mobility, microfinance and social entrepreneurship.

When the EaSI programme started in 2014, unemployment was historically high. Five years later there have never been so many Europeans in job. With more than 241 million people at work, we are on track to achieve our objective of a 75% employment rate in 2020. This does not mean all the problems are solved. While youth unemployment has dropped from 22.2% in 2014 to 14.9% in 2018, it is still too high. More efforts are needed to give all your young people opportunities on the labour market.

That is why I am very pleased to showcase in this report the success of Easi projects. These vary from raising awareness on how young people can benefit from the Youth Guarantee scheme to supporting reforms of national social protection systems, boosting the social finance market, promoting labour mobility and so much more.

I sincerely hope that these projects can inspire others to go the extra mile in creating or improving policies and initiatives to boost employment and ensure adequate social protection across the EU, and guide public and private institutions and civil society organisations wishing to apply for EU funding.

Commissioner Thyssen

Commission's Directorate-General for Employment, Social Affairs and Inclusion

Abstract

The **European Programme for Employment and Social Innovation ('EaSI') 2014-2020¹** is a financing instrument managed directly by the European Commission (EC) to promote high-quality and sustainable employment, adequate and decent social protection, social inclusion and poverty reduction and prevention, and fair working conditions. Following the proclamation of the **European Pillar of Social Rights²**, which sets out guidelines for the support of fair and well-functioning labour markets and welfare systems, the EaSI programme is an essential tool in assisting the Commission to reinforce the EU's social dimension.

Making the European Pillar of Social Rights a reality for citizens is a joint responsibility. While most of the tools to deliver on the pillar are in the hands of Member States, as well as social partners and civil society, the European Union institutions – and the European Commission in particular – can help by setting the framework and giving the direction, using instruments such as EaSI. Among other initiatives, EaSI co-finances actions of public, private and civil society organisations enabling them to deliver new services, assess existing policies or develop new ones, and exchange good practices in the fields of employment, social protection, working conditions, geographical labour mobility, microfinance and social entrepreneurship.

To facilitate the dissemination of the achieved results, this report presents examples of 24 projects supported by the Programme for Employment and Social Innovation (EaSI) which were implemented between July 2015 and August 2018. The aims of the presented projects ranged from supporting reforms of national social protection systems, enhancing administrative cooperation on posting of workers, raising awareness on how young people can benefit from the **Youth Guarantee³** to boosting the social finance market and promoting intra-EU geographical mobility.

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

We believe that this report will be beneficial in two major ways. First, it will serve as guidance for public and private institutions and civil society organisations wishing to apply for EU funding. Second, it will provide policymakers with innovative ideas to design and implement new policy interventions to boost employment and ensure adequate social protection across the EU.

1 <http://ec.europa.eu/social/main.jsp?catId=1081>

2 https://ec.europa.eu/commission/priorities/deeper-and-fairer-economic-and-monetary-union/european-pillar-social-rights/european-pillar-social-rights-20-principles_en

3 <http://ec.europa.eu/social/main.jsp?catId=1079>

Kurzfassung

Das **EU-Programm für Beschäftigung und soziale Innovation ('EaSI') 2014-2020⁴** ist ein direkt von der EU-Kommission beaufsichtigtes Finanzierungsinstrument zur Förderung qualifizierter, dauerhafter Beschäftigungsverhältnisse, angemessener sowie fairer sozialer Absicherung, sozialer Inklusion, Armutsbekämpfung und Armutsvermeidung sowie fairer Arbeitsbedingungen. Anknüpfend an die **Europäische Säule sozialer Rechte⁵**, welche Richtlinien zur Förderung fairer, funktionsfähiger Arbeitsmärkte sowie Sozialsysteme festlegt, stellt das EaSI-Programm ein zentrales Maßnahmenpaket dar, das die Kommission in ihren Bestrebungen unterstützt, der sozialen Komponente innerhalb der EU mehr Gewicht zu verleihen.

Die Europäische Säule sozialer Rechte für Bürger Realität werden zu lassen, erfordert gemeinsame Verantwortung. Während die meisten Instrumente zur Realisierung dieses Vorhabens in den Händen der Mitgliedsstaaten, Sozialpartner sowie der Zivilgesellschaft liegen, können die EU-Institutionen – insbesondere die Europäische Kommission – mit Hilfe von Programmen wie EaSI entsprechende Rahmenbedingungen für eine erfolgreiche Umsetzung schaffen. Neben anderen Initiativen dient EaSI der Mitfinanzierung öffentlicher, privater sowie zivilgesellschaftlicher Organisationen und ermöglicht ihnen damit die Bereitstellung neuer Dienste, die Bewertung bzw. Neuausrichtung existierender Strategien sowie den Austausch von Leitlinien zu bewährten Methoden in den Bereichen Beschäftigung, Sozialschutz, Arbeitsbedingungen, geographische Arbeitskräftemobilität, Mikrofinanzierung und soziales Unternehmertum.

Um die Veröffentlichung erzielter Ergebnisse einfacher zu gestalten, präsentiert dieser Bericht Beispiele von insgesamt 24 vom Programm für Beschäftigung und soziale Innovation (EaSI) unterstützten Projekten, die im Zeitraum zwischen Juli 2015 und August 2018 durchgeführt wurden. Zu den Zielen der hier vorgestellten Projekte zählten die Unterstützung von Reformen im Bereich nationale Sozialschutzsysteme, die Förderung

der Verwaltungszusammenarbeit bei der Versetzung von Arbeitskräften, die Bewusstseinsbildung darüber, wie junge Menschen vom **Youth Guarantee-Programm⁶** profitieren können sowie die Stärkung eines sozial geprägten Finanzmarktes und die Förderung geographischer Mobilität innerhalb der EU.

Der Bericht umfasst zudem eine Erläuterung der angewandten Methode zur Erfassung von Informationen bezüglich der vorgestellten Maßnahmen sowie eine Beschreibung der Analyse generierter Ergebnisse. Der Bericht versucht unter anderem den von Europa geschaffenen Mehrwert im Hinblick auf die beschriebenen Maßnahmen zu unterstreichen und dabei potenzielle bewährte Methoden hervorzuheben.

Wir sind der Überzeugung, dass dieser Bericht auf unterschiedliche Weise von großem Nutzen sein wird. Erstens wird er als Orientierungshilfe für öffentliche und private Institutionen sowie zivilgesellschaftliche Organisationen dienen, die sich um EU-Fördermittel bemühen wollen. Zweitens wird er politischen Entscheidungsträgern innovative Denkanstöße hinsichtlich Konzeption und Implementierung neuer Richtlinieninterventionen zur Stärkung der Beschäftigung sowie zur Sicherstellung eines adäquaten Sozialschutzes über die gesamte EU hinweg geben.

4 <https://ec.europa.eu/social/main.jsp?catId=1081&langId=de>

5 https://ec.europa.eu/commission/priorities/deeper-and-fairer-economic-and-monetary-union/european-pillar-social-rights/european-pillar-social-rights-20-principles_de

6 <https://ec.europa.eu/social/main.jsp?catId=1079&langId=de>

Résumé

Le **Programme de l'UE pour l'emploi et l'innovation sociale ("EaSI") 2014-2020**⁷ est un instrument de financement géré directement par la Commission européenne (CE), visant à promouvoir un niveau élevé d'emplois durables et de qualité, une protection sociale correcte et adéquate, l'inclusion sociale, prévenir et lutter contre la pauvreté, et améliorer les conditions de travail. Après la déclaration du **Socle européen des droits sociaux**⁸, qui établit les directives pour un marché du travail et des systèmes de protection sociale accessibles et équitables, le programme EaSI est un outil essentiel pour aider la Commission à renforcer la dimension sociale de l'UE.

Faire du Socle européen des droits sociaux une réalité pour les citoyens est une responsabilité commune. Bien que la plupart des outils nécessaires à la réalisation du socle relèvent des États membres, ainsi que des partenaires sociaux et de la société civile, les institutions de l'Union européenne, particulièrement la Commission européenne, peuvent y contribuer en définissant le cadre et en indiquant la marche à suivre, à l'aide d'instruments tels que l'EaSI. Parmi d'autres initiatives, l'EaSI cofinance des actions d'organisations publiques, privées et de la société civile leur permettant de fournir de nouveaux services, d'évaluer les politiques existantes ou d'en développer de nouvelles, et d'échanger de bonnes pratiques dans les domaines de l'emploi, de la protection sociale, des conditions de travail, de la mobilité géographique de la main-d'œuvre, de la microfinance et de l'entrepreneuriat social.

Pour faciliter la diffusion des résultats obtenus, ce rapport présente des exemples de 24 projets soutenus par le Programme pour l'emploi et l'innovation sociale (EaSI) qui ont été achevés entre juillet 2015 et août 2018. Les projets présentés avaient entre autres pour objectifs de soutenir les réformes des systèmes nationaux de protection sociale, de renforcer la coopération administrative en matière d'affectation de travailleurs, de sensibiliser les jeunes aux avantages de la **Garantie pour la jeunesse**⁹, de dynamiser le marché de la finance sociale et de promouvoir la mobilité géographique au sein de l'UE.

Le rapport inclut également une description de la méthodologie appliquée pour recueillir des informations sur les actions présentées et pour analyser leurs résultats. Le rapport vise notamment à souligner la valeur ajoutée européenne des actions décrites et à identifier les bonnes pratiques potentielles.

Nous pensons que ce rapport sera bénéfique de deux manières principales. Premièrement, il servira de guide aux institutions publiques et privées, ainsi qu'aux organisations de la société civile souhaitant solliciter un financement de l'UE. Deuxièmement, il fournira aux décideurs politiques des idées novatrices pour concevoir et mettre en œuvre de nouvelles interventions en matière de politiques visant à stimuler l'emploi et à garantir une protection sociale adéquate dans l'ensemble de l'UE.

7 <https://ec.europa.eu/social/main.jsp?catId=1081&langId=fr>

8 https://ec.europa.eu/commission/priorities/deeper-and-fairer-economic-and-monetary-union/european-pillar-social-rights/european-pillar-social-rights-20-principles_fr

9 <https://ec.europa.eu/social/main.jsp?catId=1079&langId=fr>



A photograph of a group of people hugging, overlaid with a blue gradient and a white text box. The image shows the arms and torsos of several individuals in a warm embrace. A prominent blue gradient is applied across the top and middle sections of the image. A white text box is positioned in the upper left quadrant of the blue area, containing the word "Introduction" in a white, sans-serif font.

Introduction



Introduction

The **EU Programme for Employment and Social Innovation (EaSI)**¹⁰ is one of four EU financial instruments in the area of employment and social affairs for the period 2014-2020, together with the **European Social Fund**¹¹ (ESF), the **Fund for European Aid for the most Deprived**¹² (FEAD) and the **European Globalisation Adjustment Fund**¹³ (EGF). EaSI provides financial support to promote high-quality and sustainable employment, adequate and decent social protection, social inclusion, poverty reduction and prevention and fair working conditions. With this ultimate goal, EaSI is an essential tool in assisting the European Commission to reinforce the EU's social dimension as affirmed by the **European Pillar of Social Rights**¹⁴.

The pillar contains principles promoting well-functioning and

fair labour markets as well as social protection systems, structured around three dimensions:

- > ensuring equal opportunities and access to the labour market;
- > fair working conditions, and;
- > social protection and inclusion.

Alongside other financial instruments, EaSI plays a key supporting role in the implementation of the pillar and its follow-up initiatives. With the pillar directly feeding into the annual cycle of assessing economic and social challenges across the EU, the EaSI programme remains central to supporting the achievement of the political goals in the area of employment and social affairs in the EU.



¹⁰ <http://ec.europa.eu/social/main.jsp?catId=1081>

¹¹ <http://ec.europa.eu/esf/home.jsp>

¹² <http://ec.europa.eu/social/main.jsp?catId=1089>

¹³ <http://ec.europa.eu/social/main.jsp?catId=326&langId=en>

¹⁴ <http://ec.europa.eu/social/main.jsp?catId=1310&langId=en>

The total budget of the EaSI programme for the period 2014-2020 is EUR 919 469 000 (in 2013 prices). Over 61% of the programme's total budget is reserved to support the modernisation of employment and social policies under the PROGRESS axis. Around 18% of the total budget is reserved for promoting job mobility covered by the EURES axis. The Microfinance and Social Entrepreneurship axis, which aims to improve access to finance for vulnerable people, micro- and social enterprises, has 21% of the programme's total budget. With the adoption of Regulation (EU, Euratom) 2018/1046 in July 2018 – the so-called Omnibus Regulation – these minimum percentages were altered to at least 55 % for PROGRESS and to at least 18% for each the EURES and Microfinance and Social Entrepreneurship axis.

Concretely, the EaSI programme supports the maintenance and development of the necessary evidence base for the EU employment and social policies and legislation by financing, for example, the EU Labour Force Survey (LFS), European Skills, Competences and Qualifications (ESCO) database, Accidents at work EU statistics (Eurostat), Database on Labour Market Policies (LMP), EUROMOD and the Social Situation Monitor. Other analytical outputs financed by EaSI are produced as a result of cooperation with international organisations carrying out research in the relevant fields (such as OECD and ILO), or developed by the networks of independent experts (such as the European Employment Policy Observatory and European Social Policy Network).

In addition, the EaSI programme supports the operating costs of key EU-level NGO network organisations (such as Caritas, Eurochild and Eurocarers) and co-finances projects of Member States' public, private and civil society organisations that have a transnational character or are of interest to the EU as a whole. These contribute to evidence-based policymaking, social innovation and progress in employment, social protection and inclusion and working conditions, and promote an integrated EU market for labour mobility, microfinance and social entrepreneurship.

Analysing and disseminating information about the results of these supported projects and organisations are part of the EaSI 2014-2020 performance monitoring. The programme's monitoring approach foresees biannual reports presenting examples of projects and organisations supported by EaSI. This is the tenth such report, which follows the first nine published in 2014-2019. Since the results of all 19 EaSI-

funded EU-NGOs delivered in 2017 were summarised in the previous report, this report focuses on the results of 24 EaSI-funded projects in the areas of social protection, working conditions, employment, development of social finance market and EURES – geographical labour mobility¹⁵.

The report consists mainly of fiches that describe in concise and uniform format the results and the European added value of a successful project as well as potential good practices among the implemented actions. In addition, the project fiches were developed with the aim of making them easily accessible as stand-alone documents and useful to all informed stakeholders (decision-makers, social partners, NGOs, academia, media and civil society at large).

The purpose of this report is to improve learning among the national authorities, civil society organisations and private actors working in the field of employment and social affairs, to support future policy developments. First, it may serve as guidance for public, private and civil society actors wishing to apply for EU funding in the future. Second, it will provide policymakers with ideas and suggestions that can inform the design and implementation of new policy interventions.

Along with this introduction, the report has three other parts. Chapter 2 features a description of the methodology that was applied to collect information on the actions and to analyse their results. Chapter 3 presents projects funded by EaSI and implemented between July 2015 and August 2018. The report concludes with a short afterword *inter alia* explaining the next steps in monitoring EaSI-supported projects and organisations as well as the overall programme.

¹⁵ For further reference, see EC (2019), Projects and organisations funded by the European Union Programme for Employment and Social Innovation (EaSI) - Report 9. Luxembourg: Publications Office of the European Union. Available at: <https://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=8184&furtherPubs=yes>

1.1 Key facts about the presented projects

This report presents **24 recently finished projects** funded by the EaSI programme in the areas of social protection, working conditions, employment and development of a social finance market¹⁶. Since EaSI-funded projects usually last 2-3 years, the reader will find the description of the projects completed by August 2018.

In the policy area of **social protection**, the report presents two projects that aimed to support the Member States in reviewing some selected aspects of their social protection systems and identifying the potential for improving cost effectiveness, including by promoting reforms in social services.

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

Reference number	Title	Number of projects included in the report
VP/2014/006	EaSI-PROGRESS: Support for social protection reforms	1
VP/2014/008	EaSI-PROGRESS: Social Policy Innovations supporting reforms in Social Services	1

In the policy area of **working conditions**¹⁷, the report presents three EaSI-funded projects that aimed to enhance administrative cooperation and access to information on the posting of workers (see Table 2).

One of the main areas covered by EU labour law is **working conditions**. This includes provisions on working time, part-time, and fixed-term work, temporary workers, and the posting of workers. All of these areas are key to ensuring high quality and sustainable employment and decent and adequate social protection throughout the EU.

The EU sets out minimum requirements at European level in the field of working conditions.

Table 2. Calls for proposals in the policy area of working conditions (EaSI-PROGRESS)

Reference number	Title	Number of projects included in the report
VP/2016/006	EaSI-PROGRESS: Posting of workers: enhancing administrative cooperation and access to information	3

¹⁶ Please note that the projects within different policy areas as well as projects within the same policy area that are funded through different calls should not be directly compared with each other. They are different in scope, aims, activities, budget and duration. Each project should rather be seen as a distinct action.

¹⁷ <http://ec.europa.eu/social/main.jsp?catId=706&langId=en>

In the policy area of **employment**, the report analyses three projects aimed at raising awareness among young people about the opportunities of participating in **the Youth Guarantee¹⁸** scheme.



The **Youth Guarantee** (YG) is a commitment adopted in 2013 by all EU Member States to ensure that all young people under the age of 25 years receive a good-quality offer of employment, continued education, an apprenticeship or a traineeship within a period of four months of becoming unemployed or leaving formal education.

Each year, over 5 million youngsters have registered in YG schemes out of which more than 3.5 million took up an offer of employment, continued education, a traineeship or an apprenticeship. Four years on from when the Youth Guarantee took off in 2014, young people's labour market performance has improved significantly. Indeed, youth unemployment has dropped from a peak of 23.7% in 2013 to 18.7% in 2016 with almost 2 million fewer young unemployed in the EU - while the share of 15-24-year olds not in employment, education or training (NEETs) has fallen from 13.2% in 2012 to 11.5% in 2016 altogether meaning 1 million less young people not in employment, education or training (NEETs).

Each year, over 5 million youngsters have registered in YG schemes out of which more than 3.5 million took up an offer of employment, continued education, a traineeship or an apprenticeship. Four years on from when the Youth Guarantee took off in 2014, young people's labour market performance has improved significantly. There are almost 2 million fewer young unemployed in the EU and 1 million less young people not in employment, education or training (NEETs). Youth unemployment has dropped from a peak of 23.7% in 2013 to 18.7% in 2016. The share of 15-24-year olds not in employment, education or training (NEETs) has fallen from 13.2% in 2012 to 11.5% in 2016.

Table 3. Calls for proposals in the policy area of employment (EaSI-PROGRESS)

Reference number	Title	Number of projects included in the report
VP/2015/005	EaSI-PROGRESS: Information sharing and outreach activities to young people about Youth Guarantee offers	1
VP/2016/008	EaSI-PROGRESS: Information sharing and outreach activities to young people about Youth Guarantee offers	2

In the policy area of a **social finance market development**, 13 projects are presented aimed at boosting the demand and supply side of the finance market for social enterprises.

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

Reference number	Title	Number of projects included in the report
VP/2016/007	EaSI-PROGRESS: Actions to boost the demand and supply side of the finance market for social enterprises	13

In the policy area of **geographical labour mobility (EaSI-EURES¹⁹)**, the report analyses 10 projects aimed at supporting cross-border partnerships, in particular of the Public Employment Services, and cooperation on intra-EU mobility in countries of the European Economic Area.

18 <http://ec.europa.eu/social/main.jsp?catId=1079&langId=en>

19 <https://ec.europa.eu/eures/public/homepage>



EURES is a European job mobility network providing information, guidance and recruitment/placement services to employers, jobseekers and any citizen wishing to take advantage of freedom of movement for workers within the European Union and the European Economic Area.

It covers three thematic sections:

- > transparency of job vacancies, job applications and any related information for applicants and employers;
- > development of services for the recruitment and placing of workers in employment;
- > cross-border partnerships.

Table 5. Calls for proposals in the policy area of geographical labour mobility (EaSI-EURES)

Reference number	Title	Number of projects included in the report
VP/2016/005	EaSI-EURES – Cross-border partnerships and support to cooperation on intra-EU mobility for EEA countries and social partners	3

1.2 How to read this report

This report consists mainly of project fiches that were prepared as stand-alone documents. Therefore, we advise readers to jump immediately to the fiches that they find the most interesting and relevant to their area of work or personal interests (as opposed to reading the report from beginning to end). To understand how these fiches were developed, please also take time to read Chapter 2 – Methodology.

A large crowd of people is shown in a public setting, possibly a market or festival. The image is overlaid with a blue semi-transparent banner that contains the word "Methodology". The banner has a white arrow-like shape on its right side. The background image is slightly blurred and has a blue tint.

Methodology



2

2 Methodology

The key components of this report are fiches presenting the results of projects funded by the EaSI programme. These project fiches are structured according to policy areas as well as themes of respective calls for proposals. The report presents projects that were supported by these instruments and successfully completed between 2015 and August 2018.

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

To ensure that the collected information is as comprehensive as possible, we relied on **three data collection strategies**:

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

The report team then analysed the content of the collected material according to a pre-developed toolkit to produce

fiches for each project and organisation. The toolkit included a project fiche template (covering pre-established criteria for analysis), a list of criteria for classifying analysed projects, and a reference grid for indicating potential good practices.

The resulting **24 fiches** consist of two parts. The first part (a table) presents the general administrative data on a given project or organisation as well as policy areas and sub-areas as per the pre-established classification. In the second part, we outline the actions, their aims and results, effectiveness, transferability/up-scalability, sustainability, innovativeness, impact and EU added value. These criteria were also used to assess which of the project activities could be regarded as potential good practices. As the reports on EaSI-funded projects will be inter alia used by the project auditors, the aspect of effectiveness (i.e. the extent to which projects achieved their results) was given particular attention.



Box 1 List of criteria for analysing projects.

- > **Socioeconomic context.** This part describes why the action was implemented and the policy-related motives behind it. It also describes how the analysed project fits into the local/national/EU policy, social and economic context.
- > **Aims of the project/organisation.** This heading summarises what the action aimed to achieve.
- > **Results, impacts, lessons learnt.** This part discusses the results, medium-to-long-term impacts of the action (both current and expected) and lessons learnt.
- > **Identification of potential good practices.** This section identifies processes/methodologies employed in a project that could be suggested as good practice examples to other similar projects.
- > **Transferability element(s) of the project/activities (if any).** This section discusses the potential for the action or its individual parts to be applied in other contexts/at other levels (these do not necessarily have to be good practices).
- > **Innovativeness of the project/activities (if any).** This section presents project activities that could be considered novel, in terms of standing out in the context of similar actions and settings and elaborates how exactly they are innovative.
- > **Policy evidence generated by the project (if any).** This heading provides an overview of the studies, reports, databases or other evidence produced by a project to inform policy developments in a respective field.
- > **Transnational dimension (if any).** This section focuses on activities that were implemented in more than one country, at the EU or international level. In the fiches featuring transnational networks or projects that by design are transnational, this section was often not singled out and instead the transnational element was emphasised as a horizontal theme throughout a project description under other criteria.
- > **New partnerships created (if any).** This heading elaborates on actions that led to participating organisations finding new partners because of their involvement in a given project/network.
- > **Dissemination strategy (if any).** This section provides an overview of how a project team communicated the results of their action to their internal networks, stakeholders and the general public, including relevant intermediary and ultimate target groups.
- > **European added value.** In this section, the report comments on whether the action:
 - could have been implemented or reached similar results without EU funding (where exactly did EU funding mostly contribute to?);
 - contributed to the implementation of EU legislation or ensuring that EU legislation is correctly applied;
 - led to economies of scale, ensuring more efficient use of money and better services for citizens;
 - promoted best practice examples learnt from the previous EU/national actions;
 - promoted benchmarking for decision-making (e.g. through peer reviews, mutual learning, producing evidence for policymakers, etc.);
 - due to its transnational character, allowed cross-border risks to be reduced and their consequences mitigated;
 - contributed to the free movement of persons;
 - contributed to networking activities (especially between organisations from different countries).
- > **Sustainability measures.** This part explains what measures were taken in order to ensure that the results and impacts of the action are sustainable. Is there any evidence that activities will continue in the absence of EU funding?
- > **Horizontal objectives.** In all its axes and activities, the EaSI Programme should contribute to promoting gender equality (including through gender mainstreaming and gender budgeting), paying particular attention to vulnerable groups, such as young people and ensuring non-discrimination on all grounds, promoting fair working conditions and sustainable work and combating long-term unemployment, ensuring adequate and decent social protection, and fighting social exclusion and poverty²⁰. This section focuses on how these horizontal objectives of the EaSI Programme were considered in the technical implementation and the content of project activities. How did a project team pay attention to vulnerable groups? Is there any evidence on the use of non-discrimination and gender equality measures (including gender mainstreaming and gender budgeting)? Do the projects in any way promote high-quality and sustainable work, adequate and decent social protection and tackle long-term unemployment, social exclusion and poverty?

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



EaSI-funded projects



3

3 EaSI-funded projects

3.1 Social protection

3.1.a Support for social protection reforms

This section presents one project funded in the area of social protection as a result of the call for proposals²¹ aimed at helping Member States review some specific aspects of their social protection systems in order to identify potentials for improved cost effectiveness, including strengthening the orientation of their systems' social investment.

The following types of activities were funded:

- > support towards obtaining empirical evidence that would help steer national reforms;
- > country reviews by international organisations;
- > secondments of policy advisers from another country;
- > study visits from and to countries with relevant experience;
- > provision of empirical evidence needed for international comparisons and mutual learning.

In general, projects supported under this call generate knowledge and evidence that help steer national reforms, either by facilitating access to expertise from other Member States and international organisations or by obtaining empirical evidence needed for international comparisons and mutual learning. In addition, they focus on major challenges that have been, or might become, the subject of [country-specific recommendations](#)²² (CSR) under the [European Semester](#)²³, as well as reforms that could strengthen the social investment dimension of social protection schemes.

The country-specific recommendations form a key part of the European Semester process, which sets a framework for the coordination of economic policies across the EU. Based on detailed country-specific analyses, the European Commission prepares a set of recommendations for each Member State. The recommendations focus on what can realistically be achieved by the EU Member States over the next 12-18 months. The recommendations are endorsed by EU leaders at a summit in June and formally adopted by the national finance ministers in July.

21 Call for proposals VP/2014/006: Support for social protection reforms.

22 https://ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/eu-economic-governance-monitoring-prevention-correction/european-semester/european-semester-timeline/eu-country-specific-recommendations_en

23 https://ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/eu-economic-governance-monitoring-prevention-correction/european-semester_en

3.1.1 Review of the minimum income schemes in Spain from the perspective of cost effectiveness

This action may have a lasting and substantial positive impact on Spanish society by addressing shortcomings in the system of last safety nets protecting people from falling into poverty.

Call identification

number:

VP/2014/006

Policy area

Social protection and social inclusion and social security schemes

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Experts in evaluation and in impact assessment

Grant identification

number:

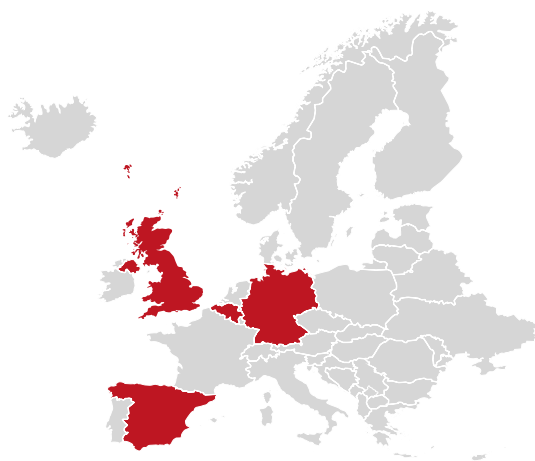
VS/2015/0180

Policy sub-area

- > Active inclusion and special non-contributory cash benefits

Activities implemented

- > Updated map of the Spanish minimum income schemes;
- > Country reports of Belgium, Germany and the United Kingdom;
- > Thematic EU reports;
- > Independent assessment by European Minimum Income Network (EMIN) and the European Anti-Poverty Network (EAPN);
- > Workshop 1 on presentation of research and lessons for the future (October 2016, 47 participants);
- > Seminar 1 on presentation of research and lessons for the future to key stakeholders (November 2016, 74 participants);
- > Recommendations for the redesign of the minimum income schemes in Spain;
- > Workshop 2 on presentation and discussion of the proposal to redesign the minimum income system in Spain (May 2017, 38 participants);
- > Seminar 2 of the partners to discuss the proposal (December 2017, 52 participants);
- > Challenges and next steps for the improvement of the minimum income schemes in Spain;
- > Booklet on key learning and potential lessons for the future.



Implementation country (-ies)

Spain



EU contribution in euros

200 423.26

Participating countries

Spain, Belgium, Germany and the United Kingdom



Project duration

1 July 2015-31 December 2017

Coordinator

Directorate-General of Services for Family and Children (DGSFC) of the State Secretary of Social Services and Equality, Ministry of Health, Social Services and Equality



Project/organisation website:

<http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/EjeProgress.htm>

> Socioeconomic context

The minimum income guarantee system in Spain is defined as ‘a set of non-contributory benefits that seek to ensure a basic level of economic sufficiency for individuals.’ As a measure providing a safety net, which prevents people from falling into poverty, the minimum income scheme should have assumed a critical role during the times of financial and economic crisis. Although the minimum income guarantee system showed a remarkable ability to adjust to the change in the economic cycle, it did not sufficiently respond to the rapid increase in demand to protect the population with insufficient income. In other words, this critical moment which challenged Spanish society hard revealed that the minimum income guarantee system suffers from fundamental shortcomings. In particular, the low levels of payable amounts and insufficient coverage of vulnerable populations presented a challenge for the system’s suitability to reduce the risk of poverty. Rapidly increasing poverty rates signalled that the system must be promptly improved to enhance its effectiveness.

> Aims of the project/organisation

In order to tackle the shortcomings of the minimum income scheme, the Spanish Ministry of Health, Social Services and Equality thoroughly reviewed the minimum income guarantee system based on records of the different administrations responsible. This review aimed at the following: (1) to acquire better and more updated knowledge about the current minimum income guarantee system in Spain, as well as its effectiveness in preventing poverty and supporting access to employment; and (2) to identify possible improvements in terms of coverage, consistency and complementarity with various benefits and the system’s adaptation to current and future needs.

> Project results, measured impacts, achievements, Lessons learnt

The project contributed to the improvement of the Spanish social protection system by acting on five dimensions. First, the project team conducted an in-depth review of the income guarantee system in Spain to diagnose the situation and establish possibilities for potential improvements. Second, they prepared a series of country reports on minimum income schemes in Belgium, Germany and the United Kingdom to learn from existing experiences in other countries. Two more reports mapping the current EU debate complemented this comparative analysis: (1) a report on access to employment and its relation to minimum income schemes in the EU and (2) a report on the current experiences and trends in the reform of minimum income schemes in the EU. Third, the project team organised four events to discuss and exchange views on the main findings with the participation of key stakeholders. The events fostered and generated the conditions for a constructive policy debate with representatives from the central government, the regions, trade unions, business associations, as well as

national and EU civil society representatives. Fourth, the project team identified recommendations and lessons learnt to facilitate the future redesign of the minimum income guarantee system in Spain. Finally, the project team elaborated a roadmap describing the next steps and actions to implement the future policy.

Through this EaSI project, the Spanish Ministry achieved the following results:

- > Production of sound and up-to-date evidence and increase in knowledge among key stakeholders on the functioning of the Spanish minimum income system, including its weaknesses and strengths;
- > Identification of reform priorities with the lowest possible budgetary cost and with the greatest possible positive impact on employment and growth in line with the country-specific recommendations;
- > Increased awareness and engagement of key stakeholders in the debate on enhancing the effectiveness of the Spanish minimum income scheme;
- > Improved coordination of key actors’ initiatives to reform the scheme.

This action provides an opportunity to have a lasting and substantial positive impact on Spanish society by addressing shortcomings in the system of last safety nets protecting people from falling into poverty.

In terms of lessons learnt, the project coordinator highlighted the following:

It is vital to engage all stakeholders that need to be involved in the future reforms to set the basis for dialogue and debate and to compile a variety of opinions and proposals that will allow reaching a consensus at a later stage.

In order to ensure a quality discussion and debate among actors, consistent and independent analysis and research are crucial. Feeding this analysis with information from other Member States and a perspective of EU experts adds a great value to the analysis.

Data collection is time consuming, especially when analysing data from different sources. Institutions and organisations tend to be reluctant to share microdata. Therefore, it is important to plan enough time to gain the commitment of actors to share their data in an agreed format. Without achieving these preconditions, the scope and quality of the analysis can decrease.

Ideally, the leading organisation is directly involved in policymaking to be able to carry out improvements or reforms.

> Policy evidence generated by the project

Through this project, the project team ensured the production of the following deliverables:

[In-depth review of the income guarantee system in Spain: trends, results and necessary reforms²⁴](#);

[Country reports the minimum income schemes for Belgium, Germany and the United Kingdom²⁵](#);

[Report on current experiences and trends in the reform of minimum income schemes in the countries of the European Union²⁶](#);

[Report on access to employment and its relation to minimum income schemes in the European Union²⁷](#);

[Recommendations for the redesign of the minimum income schemes in Spain²⁸](#) (available only in Spanish);

[Challenges and next steps for the improvement of the minimum income schemes in Spain²⁹](#);

[Booklet on key learning and potential lessons for the future³⁰](#)

> European added value:

Through mutual learning and producing evidence for policymakers, the project promoted benchmarking for the reform of the minimum guarantee system in Spain. A comparative analysis of the Spanish system and systems in other EU countries and the involvement of international experts significantly facilitated and improved the quality of the debate in the Spanish context. The exchange of national experiences, the EU cross-national comparison and involvement of the European Minimum Income Network (EMIN) and the European Anti-Poverty Network (EAPN) experts played a crucial role in the formulation of the recommendations to redesign the Spanish system. Implementation of these activities would not have been possible without EU support. Without EU support, the

pitfalls of the minimum guarantee system in Spain could not have been addressed with the same importance and close involvement of different actors.

> Dissemination strategy:

The research developed under the scope of this project and lessons learnt were discussed with key stakeholders at a workshop (October 2016, 47 participants) and a public seminar (November 2016, 74 participants). In addition, the project team organised one more workshop (May 2017, 38 participants) and seminar (December 2017, 52 participants) to present and discuss the proposal to redesign the minimum income system in Spain. All deliverables are available on the [Ministry's website³¹](#).

> Sustainability measures:

Thanks to this EaSI-supported project, the reform of the minimum income system is top of the agenda at different levels of Spanish administration. The parliament started debating the possible changes in the law on minimum income. At the same time, the government has already taken steps to improve minimum income schemes such as introducing a social card information system and undertaking a revision of social benefits and transfers.

> Horizontal objectives:

The project focused on analysing the situation of the Spanish minimum income schemes from the perspective of cost effectiveness, so as to identify potential improvements in terms of coverage level, consistency of the different cash benefits and their adequacy for current and future needs. Through the project's activities, the different sub-systems of minimum income in Spain were mapped, paying special attention to the so-called minimum income allowance. As such, it contributed to an adequate social protection guarantee and may have an impact on poverty prevention.

24 http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/EstudiosNacionales/TheIncomeguarantSystemIn_Spain.pdf

25 <http://www.mscbs.gob.es/en/ssi/familiasInfancia/ServiciosSociales/EjeProgress.htm>

26 http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/Estudios_Interna/UE_Experie__Report.pdf

27 http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/Estudios_Interna/EmploymentRelationMinIncomeEU.pdf

28 http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/EstudiosNacionales/RecomSisteGaran_Ingresos.pdf

29 http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/InformRetosLeccFuturo/Challenges_and_next_steps.pdf

30 <http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/InformRetosLeccFuturo/Keylearninglessonsforthefuture.pdf>

31 <http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/EjeProgress.htm>

3.1.b Social policy innovations supporting reforms in social services

This section presents a project in the area of social innovation, funded under the call for proposals aimed at improving social security as well as social services concerned with employment, healthcare, training, social assistance, housing support, childcare and long-term care³². Social policy innovation is perceived as an essential part of Member States' structural reform in order to provide better and more innovative solutions to social challenges.

The overall purpose of this call for proposals is to foster innovation and reforms in social services, as well as to tackle such challenges as the ageing population, women's labour market participation, post-crisis recovery and to develop innovative responses corresponding to national, regional and local realities.



³² Call for proposals VP/2014/008 for Social Policy Innovations supporting reforms in Social Services.

3.1.2 Vouchers for the provision of childminder services to workers with non-standard work schedules



While workers with non-standard work schedules already present non-normative group of workers, the project also focused on in-group vulnerabilities by considering concerns of single parents and parents of children with special needs, among others.

Call identification number:

VP/2014/008

Grant identification number:

VS/2015/0206

Policy area

Social protection and social inclusion and gender equality

Policy sub-area

- > Social services of general interest (SSGI) and child and youth poverty and social exclusion.



Target groups

- > National, regional and local authorities;
- > Social partners;
- > Non-governmental organisations;
- > Experts in evaluation and in impact assessment;
- > Media;
- > Families with children aged up to seven years;
- > Enterprises, employers and employees, childminders and kindergartens.

Activities implemented

- > Provision of experimental childcare services for children of 150 employees within the selected companies for 10 months;
- > Seven regional seminars in Jelgava, Riga and Valmiera to ensure project communication, selection of companies and harmonisation of project activities;
- > Consultations for companies provided by the Institute of Corporate Responsibility and Sustainability (ICRS) on human resource, work processes and optimisation issues;
- > Public relations and social advertisement campaigns about the project, the best practices of the companies and reconciliation of work and family life;
- > Introduction of the project results to the Sustainability Index and Family Friendly Merchant;
- > International conference in Riga with a presentation of the project results;
- > Exchange visit and seminar in Denmark.

Partners

- > Jelgavas dome;
- > Korporatīvas ilgtspējas un atbildības institūts;
- > Rīgas dome;
- > Valmieras pilsētas pasvaldība

Implementation country (-ies)

Latvia

Participating countries

Latvia

Coordinator

Ministry of Welfare of the Latvian Republic



EU contribution in euros

708 642.92



Project duration

1 August 2015-31 July 2018



Project/organisation website:

<http://www.darbsungimene.lv/>

Problems with childcare for those working non-standard hours



The shift can start at 5:00 and can end at 8:00 or 22:00

Kindergartens work on workdays from 7:00 till 19:00

During this time parents cannot take their children to and from kindergarten

The child can become a 'relay cup' for the parents

Parents do not have free time between work and family responsibilities



The solution – flexible childminder services

In the evenings the childminder takes the child from kindergarten, prepares dinner and puts him to bed

In the mornings the childminder takes the child to kindergarten

24/7 care for the children in the kindergarten

Parents gain time for one another

Kindergartens extend working time and are open during parents' working hours


Parents can relax after a long night shift

Positive impact on parents – employees

- ↑ Satisfaction with life increases
- ↓ Employee rotation decreases
- ↓ Concern for children diminishes



The road map for results

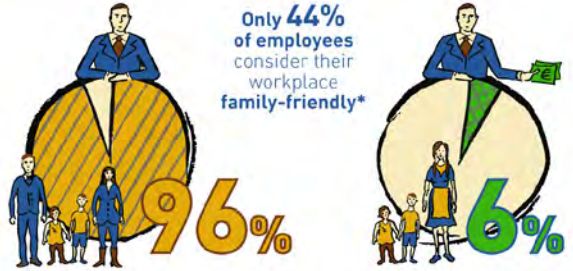


Only 44% of employees consider their workplace family-friendly*

Only 6% of them provide support for childcare**

Currently 96% of employers are ready to employ parents after their parental leave

* Amigo incentive for happy families, 2017 | ** Kantar TNS, 2017



Best practice in developing work-life balance

The employer divides shifts to ensure that parents with small children work in one shift

The municipality extends working hours of the kindergarten based on the needs of the parents and employers

Together with the parents the municipality establishes a 24/7 group for the children

The Ministry of Welfare, municipality and employer co-fund childminder services for the parents


Parents are satisfied with their work and know their child is in safety

Employers acknowledge that their employees are loyal and continue to invest in them; the quality of work increases

The municipality's economy becomes more sustainable and rural urbanisation increases, since people are able to continue working in their region

The Ministry of Welfare promotes best practice by establishing a platform for fruitful discussions and experience exchange

Family values and work-life balance are established in work and life



> Socioeconomic context

Finding affordable, high-quality childcare is challenging even under the best circumstances. In particular for persons whose jobs are marked by volatile or non-standard work schedules, childcare access becomes extraordinarily difficult. These working parents, who often earn low wages and cannot rely on a consistent schedule (or paycheck) or who work nights or weekends have few childcare options available to them. They often scramble to cobble together multiple care arrangements and rely on friends and family to care for their children. The situation becomes particularly acute, as recent developments in employment practices have increased the prevalence of non-standard work schedules. In 2016, approximately 32.4% of men and 28.3% of women worked in the evenings in Latvia, while around 15% of men and 7.3% of women worked at night. In addition, 36.3% of men and 32.3% of women regularly worked on Saturdays and Sundays. Non-standard work schedules interfere with family responsibilities and complicate efforts to take advantage of formal childcare as kindergartens usually run from 7:00 until 19:00 on weekdays. Lack of flexible childcare services coupled with difficulties in reconciling work and care responsibilities has a strong impact on employment (and other aspects of life), especially for women who bear a disproportionate brunt of caregiving. This often results in having no other choice than reducing working hours or dropping out completely from the labour market.

> Aims of the project/organisation

The overall goal of the project team was to promote the employment of parents and reconciliation of work and family life. Through a social experiment, the action aimed to support the development of flexible childcare services for children up to seven years of age whose parents work non-standard hours. In addition, its aim was to develop a long-term model for subsidising this service. The immediate objectives of the project were to:

- > find an optimum approach for the provision of childcare services for employees with non-standard hours;
- > find an optimum financial mechanism with the involvement of the private and public sector;
- > establish a long-term functional model to subsidise and develop flexible childcare services.

> Project results, measured impacts, achievements, lessons learnt

This social experiment tested the provision of flexible 'all-hours' childcare subsidised by publicly-financed vouchers and co-financed by enterprises with non-standard work schedules. With these vouchers, employers and employees selected for the experiment could purchase the services of childminders within a period of 10 months. One employed person with a non-standard work schedule and a child up to 7 years of age could use vouchers to purchase the services of a childminder for a maximum of 80 hours per month. Additional hours were purchased by parents at their own expense.

The project ran in the municipalities Riga, Valmiera and Jelgava. In total, 38 institutions participated in the project, out of which 30 formed an experimental group that received subsidised childminder services and eight formed a control group. Thanks to the project, 152 workers working in a variety of sectors (transport and communication, retail, culture and art, etc.) could rely on childminders' services during late hours, nights and weekends.

The key outcomes of the project were the following:

- > Better employee retention especially of specific groups of employees, such as single parents;
- > Increased awareness and support of the employers, state and municipal institutions and other stakeholders for better reconciliation of work and family life;
- > Improved satisfaction of employees with working conditions;
- > Increased awareness among the employers, employees, NGOs, state and municipal institutions regarding childcare and safety issues, which provide favourable preconditions for the development of various work and family reconciliation initiatives particularly for employees who work non-standard working hours;
- > A greater sense of responsibility among employers for employees' childcare arrangements;
- > Increase in the qualification of childminders;
- > Enhanced family and children's well-being;
- > Interest and commitment among employers to continue the provision of services and use different alternative solutions that were identified during the experiment.

The results of the experiment demonstrated that flexible childcare services are mostly demanded by specific groups of workers (e.g. single parents, parents of children with

special needs, households of two parents working non-standard working hours, parents returning to the labour market after parental leave, with a lack of access to other forms of childcare provision). Since the situations of potential beneficiaries varied significantly, the development of a single, centralised service model proved ineffective. Instead, the project team concluded that a flexible approach combining different, alternative solutions would be more effective. These solutions could include providing a greater degree of flexibility with working hours in kindergartens, more opportunities to rely on childminders' services during non-standard working hours, providing other non-monetary solutions such as tax rebate, etc.

The capacity and willingness of employers to co-finance childminders' services and the capacity and willingness of an employee to use them were crucial preconditions for the implementation of the project. Despite the feasibility study's predictions for high demand, the project team struggled during the first 10 months to form an experimental group. This was eventually mitigated by dissemination of information about the project, including presentation of personal examples, and fiscal stimulus. The experiment showed that employers were not ready to fully finance the service. But they were likely to co-finance it, especially when the State and municipalities participated in the programme or provided favourable conditions.

> Lessons learned

The project team recommends distinguishing between the intervention logic of the project and objectives of the experiment when implementing social experimentation action. Next, in order to estimate the impact of social experiments, it is recommended to evaluate the impact at a programme level after the completion of a project. The project team suggests paying particular attention to communication activities and to sharing lessons learnt in order to encourage the use of social experimentation as an approach for policy planning and increase the potential impact of results. It is advised to pay more attention to a study of existing habits and practices among the target group during the preparation of experiments. When planning similar social innovation experiments, project teams should devote more time beginning processes that are related to social changes and motivation of the target group. In addition, more attention should be paid to assessing their impact on children.

> Identification of potential good practices

The project description contains important indicators, which should demonstrate achievement of outcomes in the long term. The project also facilitated the development of an integrated tool to assess family friendly childcare arrangements in the workplace for workers with non-standard work schedules. [The Sustainability Index and Family Friendly Merchant Status³³](#) include criteria assessing support of childcare provisions at a workplace.

The project team helped to negotiate the extension of working hours in one kindergarten in the municipality of Valmiera. This in order helped to better synchronise the working hours of the kindergarten with the working hours of parents.

> Innovativeness of the project/activities

The project supported the implementation of innovative, evidence-based interventions within the context of policy planning.

Policy evidence generated by the project: All reports developed during the project are available at the webpage of the Ministry of Welfare. Both the Final Report of the project as well as the Evaluation Report were sent to the Cross-Sectoral Coordination Centre of Latvia and are available in the publications database. The reports primarily address EU and national and local policymakers, social partners, researchers and research institutions.

> Dissemination strategy:

At the final conference, the project team presented the results of the experiment, the summary of the study and work-family reconciliation initiatives of other countries. In the final phase of the project, they also carried out extensive communication activities. This included publication of articles online and in printed mass media, production and dissemination of video clips with stories, animations and infographics. The awareness raising campaign called for support of parents with non-standard work schedules and provision of flexible childcare services. The campaign used social advertising clips broadcasted on central Latvian TV channels to draw the attention of employers and management of enterprises

33 <http://www.incsr.eu/lv/novertejums/gimenei-draudzigs-komersants/>

with non-standard work schedules to this issue. The project team commissioned the development of a web page (www.darbsungimene.lv) specially elaborated for the dissemination of information and popularisation of the project. The platform contains relevant information for employers, employees and municipalities.

The project was also presented at various international and local events:

- > an international conference 'The era of social innovation,' held in Lisbon in November 2017;
- > an expert meeting organised by the German Federal Ministry of Family Affairs on 'How childcare services contribute to the reconciliation of work and family life' and 'Support for single-parent families' in Berlin on 17-18 May 2018;
- > 'Work-Family Reconciliation' organised by the Freedom and Solidarity Fund in May 2018 in Valmiera;
- > The initiative of the Family Friendly Workplace organised by the MoEPRD in June 2018;
- > the Meeting of the Committee on Gender Equality in May 2018.

Information about the project and results of the experiment was also published in the [Newsletter of the Observatory for Socio-political Developments in Europe](#)³⁵ (1/2018) on 'Access to high-quality childcare – a key factor in reconciling family and work.'

> Horizontal objectives:

The project team paid special attention to the needs of vulnerable groups. While workers with non-standard work schedules already represent a non-normative group of workers, the project also focused on in-group vulnerabilities. The project team considered concerns of single parents, parents of children with special needs, families with both adult earners working non-standard working hours and parents returning to the labour market after parental leave. On-site provision of childcare services to the participants of the final conference is regarded as a good example of proactive gender equality measures.

Professions with non-standard schedules

RECONCILING WORK AND FAMILY LIFE

MEDICAL STAFF, DRIVERS, PILOTS, AIR TRAFFIC CONTROLLERS, POLICEMEN, ACTORS, MUSICIANS, FIREFIGHTERS, TELECOMMUNICATION AND OTHER PROFESSIONS

Various childminder solutions

Flexible working hours, Remote work possibilities, Playrooms in office space, Kindergartens work during parents' working hours, Small, family-like kindergarten groups, Paid childcare services

Proposed solutions after closing of the project

Income is exempted from tax as a form of employer co-funding, Flexible childminder service subsidies

Funding by the state (25%), Funding by the employer (25%), Funding by the municipality (25%), Funding by the parents (25%)

* Co-funding by the employer is optional. If the employer chooses not to cover 25% of the cost of childminder services, the parents cover 50%.

PROJECT IS CO-FUNDED BY EUROPEAN UNION

© "Vouchers for the provision of childminder services to workers with non-standard work schedules"

34 <http://www.lm.gov.lv/text/3299>

35 https://www.beobachtungsstelle-gesellschaftspolitik.de/file/?f=3110acf9e3.pdf&name=2018_NL_Childcare_EN.pdf



3.2 Working conditions

3.2.a Posting of workers: enhancing administrative cooperation and access to information

With the view to enhancing the implementation, application and enforcement of Directives [1996/71/EC](#)³⁶ and [2014/67/EU](#)³⁷ on the [posting of workers](#)³⁸, a call for proposals was launched in 2015 aimed at financing specific transnational cooperation projects each involving at least three Member States³⁹.

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

Below the report presents four projects funded in the area of working conditions addressing the following issues:

- > strengthening transnational administrative cooperation between national competent bodies and social partners;
- > increasing the accessibility and transparency of relevant information to support posted workers in need;
- > improving knowledge and building the capacity of employees, employers and trade unions, on issues related to posting of workers and the legal frameworks, European directives;
- > contributing to the development of posted workers' directives (96/71/EC and 2014/67/EU) and their correct application.

A posted worker is defined as 'a person who, for a limited period of time, carries out his or her work in the territory of an EU Member State other than the state in which he or she normally works' (Council Directive 96/71/EC). Posted workers differ from EU mobile workers in that they remain temporarily in the host Member State.

³⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:31996L0071&from=EN>

³⁷ <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32014L0067&from=EN>

³⁸ <http://ec.europa.eu/social/main.jsp?catId=471>

³⁹ Call for proposals VP/2016/006: Posting of workers: enhancing administrative cooperation and access to information.

3.2.1 Posted Workers: Promotion of International Cooperation among Trade Unions and Improvement of Knowledge on Directive 96/71/EC



Posted workers: Promotion of International Cooperation among Trade Unions and Improvement of Knowledge on Directive 96/71/EC

By the end of the project, the partners signed a cooperation agreement for further collaboration in the field.

Call identification

number: VP/2016/006

Grant identification

number: VS/2016/0223

Policy area

Labour law and working conditions

Policy sub-area

Information and consultation of workers related to Directives

Target groups

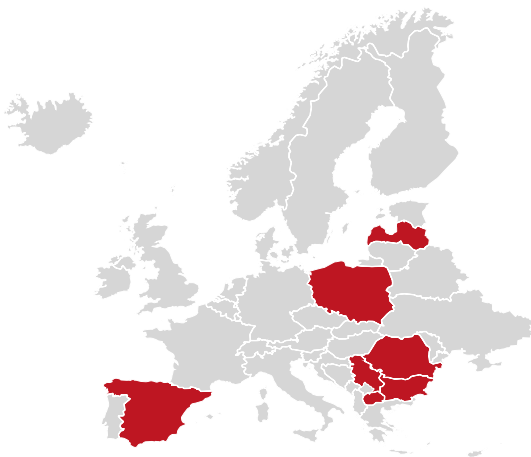
- > Social partners
- > Workers

Activities implemented

- > Project launch conference in Warsaw, Poland;
- > Study visit to Belgrade, Serbia;
- > Mapping and analysis of the situation of posted workers;
- > Training for trade unionists in Sofia, Bulgaria;
- > Informative seminars in partner countries;
- > Final conference in Skopje, the Republic of North Macedonia.

Partners

- > Samostalni sindikat metalaca Srbije (SSMA) – Serbia;
- > Syndical Federation of Machinebuilders and Metalworkers CL Podkrepa (SFMM) – Bulgaria;
- > Samostoeno Sindikat na rabotnicite od energetika, rudarstvo i industrija na R. Makedonija, Sindikalna organizacija AD ELEM (AD ELEM) – Republic of North Macedonia;
- > Comisiones Obreras de Industria (CCOO de Industria) – Spain;
- > Federatia Sindicatelor din Metalurgia Neferoasa (F.S.M.N.) – Romania;
- > Forest Sphere Trade Union of Latvia (LMNA) – Latvia.



Implementation country (-ies)

Poland, Bulgaria, Serbia, the Republic of North Macedonia, Romania, Latvia and Spain

Participating countries

Poland, Bulgaria, Serbia, the Republic of North Macedonia, Romania, Latvia and Spain

Coordinator

Federacja Związków Zawodowych METALOWCY (FZZ Metalowcy) - Poland



EU contribution in euros

138 912.84



Project duration

1 January 2017-30 June 2018



Project/organisation website:

<http://postedworkers-cooperation.info/en/home-2/>

> Socioeconomic context

The number of posted workers in Europe is estimated at 1.7 million people and this number is steadily increasing. While posted workers play an important role in the cross-border provision of services, their working conditions and labour rights have been poorly enforced across the EU. Despite the [EU's legislation on posting of workers](#)⁴⁰, cases of social dumping and pay inequalities experienced by posted workers continue to be a problem. This project addresses these challenges by focusing on enhancement of knowledge, cooperation and awareness on issues related to this field.

> Aims of the project/organisation

The main goal of the project was to increase the levels of knowledge, cooperation and awareness of the existing situation related to the practical implementation of Directive 96/71/EC and Directive 2014/67/EU in partner countries. The project team also aimed to achieve the following objectives and expected results:

- > To promote international cooperation among trade unions about posted workers and to ensure a better understanding of the current situation and problems related to these workers;
- > To ensure the development of training programmes for posted workers and trade unionists on issues related to posted work;
- > To ensure implementation of informative seminars for both posted workers and trade unionists on issues related to posted work and related national and international legislation in the field;
- > To foster a better understanding of requirements, related legislation, the existing situation and problems related to posted working, as well as of priorities and further activities to be undertaken to improve the current situation;
- > To improve the situation of posted workers in partner countries;
- > To promote public awareness on posted working and related legislation.

> Project results, impacts and achievements

To achieve these objectives, the project team carried out the following activities:

- > Project launch conference (March 2017, Warsaw) to exchange knowledge on the current situation of posted

workers in the partner countries. Nine participants from Poland, Serbia, Bulgaria, the Republic of North Macedonia, Latvia, Spain and Romania attended the conference.

- > Study visit to Serbia, involving a meeting, workshop and a visit to a local company. In total, nine representatives of all partner organisations participated.
- > Training for trade unionists covering basic concepts, labour law in cross-border situations, social security of posted workers and personal income tax issues. In total, 22 participants (8 women and 14 men) from seven countries attended the training.
- > National informative seminars in each partner country attended by 247 workers and trade unionists (52 women and 195 men).
- > Gathering information from posted workers via questionnaire for further mapping and analysis of the situation of posted workers in each country.
- > Final conference (June 2018, Skopje) attended by 14 participants to reflect on the findings and activities of the project and set a strategy for further collaboration.

> New partnerships:

The project also led to the establishment of cooperation between trade unions from seven countries. By the end of the project, the partners signed a cooperation agreement as a declaration to affirm: (1) future availability of partners to cooperate and transfer information about posted workers between their organisations and to establish a working network for sharing information about legislation and conditions of workers in partner countries; (2) further joint action to exchange know-how, ideas and knowledge concerning posted workers; (3) continuation of active and long-term cooperation between all partners.

⁴⁰ <http://ec.europa.eu/social/main.jsp?catId=471>

> EU added value

This project supported better enforcement of EU legislation on posted workers. Thanks to the EaSI support to this project, the team was able to develop an active position towards protection and enforcement of posted workers' rights, raise awareness on the regulatory provisions and establish strong cooperation with social partners across seven EU Member States and candidate countries.

> Transnational dimension

The project had a strong international dimension facilitated by the involvement of seven countries, including EU Member States and candidate countries. The project team carried out activities in all involved countries.

> Dissemination strategy

For a wide dissemination effect, the project team disseminated the results of the project in all partner countries via these activities and paid special attention to language accessibility:

- > Production of 2 000 copies of the [leaflet⁴¹](#) on posted work, printed in seven languages and delivered in all the partner countries;
- > Set up of three social media accounts addressed to the project content (Facebook, Instagram, Twitter);
- > Development of a website including information on posted work and information, results and findings of the project, available in seven languages.
- > Implementation of informative seminars raising awareness on posted workers' rights.

> Horizontal objectives

The action contributed to the integration of horizontal objectives by supporting fair working conditions and equal treatment of posted workers.

41 http://postedworkers-cooperation.info/wp-content/uploads/2018/03/posted-workers_promo_wspolpracy.pdf

3.2.2 IQ TEST – Increasing Quality of Information and Transnational Energising of Social Protection



The project has also resulted in participants' improved capacity to act transnationally, better identification of challenges in transnational cooperation, and new cooperation perspectives and agreements.

Call identification number: VP/2016/006

Grant identification number: VS/2016/0228

Policy area
Labour law and working conditions

Policy sub-area
> Information and consultation of workers related to directives

Target groups
> Social partners
> Posted workers.

Activities implemented
> National analysis conducted by each partner organisation;
> Five meetings on an international level;
> Six meetings on a national level;
> Development and distribution of promotional materials.

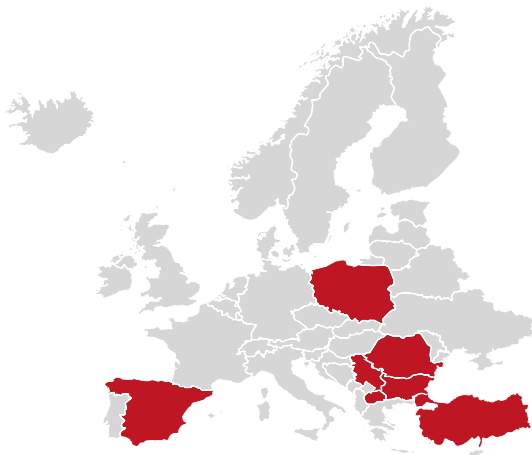
Partners

Co-applicants

- > Międzyzakładowy Związek Zawodowy Pracowników;
- > ArcelorMittal Dąbrowa Górnicza (MZZPAMDG), Poland;
- > Samostalni sindikat metalaca Srbije (SSMS), Serbia;
- > Federation of the Independent Syndicates of Miners (FNSM), Bulgaria

Associate organisations

- > Center of Women's Studies and Policies (CWSP), Bulgaria;
- > Federația Națională Mine Energie (F.N.M.E), Romania;
- > Comisiones Obreras de Industria (CCOO) de Industria, Spain;
- > Birlesik Metal Iscleri Sendikasi, Turkey.



Implementation country (-ies)

The Republic of North Macedonia; Serbia; Bulgaria; Poland

Participating countries

Spain; Poland; Bulgaria; Romania (EU Countries); Republic of North Macedonia; Serbia; Turkey

Coordinator

Samostoen Sindikat na rabotnicite od energetika, rudarstvo i industrija na R. Makedonija, Sindikalna organizacija;

AD ELEM, (SSERI-SO AD ELEM), the Republic of North Macedonia.



EU contribution in euros

152 284.57



Project duration

1 January 2017-31 July 2018



Project/organisation website:

<http://iq-test.site/en/home/>

> Socioeconomic context

For decades, the EU has been committed to creating a level playing field for freedom of cross-border service provision and protection of the rights of posted workers. For this purpose, it developed a package of EU legislation on posting of workers that regulates and balances these principles. There is evidence, however, that problems such as unequal remuneration and unfair practices persist despite these efforts. Lack of cooperation between national administrations and difficulty in accessing information on the rights of posted workers impede proper implementation of the relevant directives. This project addresses these challenges that are crucial to ensure the protection of, and decent work conditions for posted workers.

> Aims of the project/organisation

The action aimed to foster favourable conditions for effective application and promotion of Directive 96/71/EC and the Enforcement Directive 2014/67/EU in the partner countries. The project focused on the position and social and health protection of young people and women posted workers in the inauspicious environment during transnational provision of services. The specific objectives of the action were to:

- > increase access to information about the working conditions and social protection of posted workers in the miner/metal sector while providing transnational provision of services;
- > improve cooperation and mutual understanding among the relevant social partners on the posting of workers;
- > promote quality working conditions of posted workers in the context of the transnational provision of services;
- > provide favourable conditions ensuring effective application and promotion of Directive 96/71/EC and Enforcement Directive 2014/67/EU in the partner countries;
- > strengthen cooperation among European trade unions in the mining/metal sector and the Center of Women's Studies and Policies, respecting the role, social and health protection of young people and women posted workers;
- > Create a joint strategy to counter the inauspicious environment of the transnational provision of services.

> Project results, measured impacts, achievements, lessons learnt

Through cooperation, mutual learning and exchanges of know-how and good practices, the beneficiaries of this

project action had an extraordinary opportunity to improve their knowledge about the legislation on posting of workers. In total, 98 trade unionists participated in five meetings on an international level (two steering committees, a training course, a study visit and a final conference) among the partner organisations. In addition, 81 participants shared and transferred knowledge at six meetings on a national level (one meeting per each partner country).

According to the project coordinator, a valuable achievement of the project also includes strengthening the civil society's capacity and skills for advocacy, building a good model of partnership and cooperation among structurally different organisations (trade unions and the Center of Women's Studies and Policies) and strengthening social dialogue. Thanks to the distribution of the promotional materials, the video and a final publication, the project also raised awareness on working conditions, in general, and created a positive picture of trade unions as an active actor in the social dialogue.

> Policy evidence generated by the project

The project team developed [guidelines](#)⁴² in all the languages of the participating countries to conduct research about the situation of posted workers in all partner countries. They summarised the research results in national reports translated into all partner languages.

> Transnational dimension

The partners organised five meetings at the international level. These included meetings of steering committees, a training course, a study visit and a final conference held among the partner organisations. In total, 98 participants

42 <http://iq-test.site/en/%d0%bf%d1%80%d0%b5%d0%b7%d0%b5%d0%bc%d0%b0%d1%9a%d0%b0/>

(26 women and 72 men) attended these five international events. According to the project coordinator, the international activities foreseen in the framework of this action resulted in long-term and fruitful cooperation among the partners. Already while implementing the project, the partners signed up for participation in another project within the field of workers' posting (VS/2017/0350).

> Dissemination strategy

The project team used several traditional channels for the dissemination of project results. They organised six national seminars to reach trade union members and workers. Together with the partners, around 81 workers and trade unionists (4 women and 77 men) debated working conditions, labour rights and social and health protection of the young and women posted workers. The fact that only four women participated in these seminars that involved discussion about their situation is rather worrying and suggests that the partners did not manage to reach the target group.

The partners also used the project website available in all partner languages to disseminate information regarding the [project activities](#)⁴³. The website contains [additional resources](#)⁴⁴ such as the research guidelines, project leaflets, posters and T-shirt design that the partners used as promotional materials during the event. The project team also used social media (Twitter, Facebook, Instagram) to disseminate related information and facilitate communication with the public.

> European added value

The project represented an extraordinary opportunity to share experiences and know-how and improve knowledge on enforcement of EU legislation on posting of workers. It also facilitated partnership and enhanced mutual understanding between trade unions in the metal/mining sector and the Center of Women's Studies and Policies. None of this would have been possible without EU support. In turn, the project team contributed to a better application of EU legislation in this field.

> Horizontal objectives

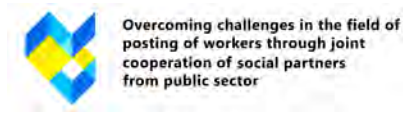
Given its focus on working conditions and labour rights of posted workers, this action promotes fair working conditions and equal treatment in the EU Member States and candidate countries. Since one of the partners was the Center of

Women's Studies and Policies, the project partners were more attentive to gender inequalities. Their research of the situation of posted workers included gender analysis. In addition, they discussed the possibilities to combat discrimination, social exclusion and gendered patterns of working conditions and labour rights. Nevertheless, participation in events shows significant gender gaps. In total, 149 men and only 30 women participated in 11 events.

43 <http://iq-test.site/en/home/>

44 <http://iq-test.site/en/%D0%BF%D1%80%D0%B5%D0%B7%D0%B5%D0%BC%D0%B0%D1%9A%D0%B0/>

3.2.3 Overcoming challenges in the field of posting of workers through the joint cooperation of social partners from the public sector



Overcoming challenges in the field of posting of workers through joint cooperation of social partners from public sector

The project team developed a Basic Guide for Posted Workers, containing information about the basic rights for workers.

Call identification

number: VP/2016/006

Grant identification

number:

VS/2016/0231

Policy area

Labour law and working conditions

Policy sub-area

- > Information and consultation of workers related to directives

Target groups

- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Media.

Activities implemented

- > Kick-off meeting in Madrid;
- > Research on the implementation of EU directives on the posting of workers and the role of social partners;
- > Two days transnational training in Serbia on monitoring and implementation of Directives (96/71/EC and 2014/67/EU), use of EU information tools (IMI) and improvement of transnational administrative cooperation and role of social partners in this regard;
- > Transnational workshop in Poland on improvement of the monitoring system and the improvement of working conditions of posted workers;
- > National roundtables in each partner country related to the national improvement of accessibility and transparency of the information concerning the terms and conditions of employment to be respected.

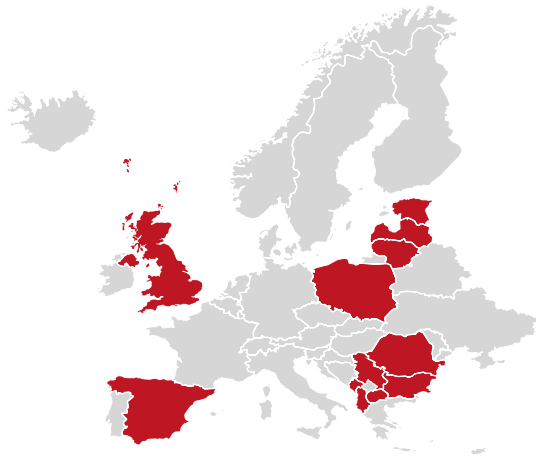
Partners

Co-applicant organisations:

- > Universidad a Distancia de Madrid – UDIMA – Spain;
- > All Poland Alliance of Trade Unions – OPZZ – Poland;
- > Labour Mobility Initiative Association – LMI – Poland;
- > National Federation Commerce, Services, Customs and Tourism Podkrepa - NF TUKOT – Bulgaria;
- > Confederation of Autonomous Trade Unions of Serbia – CATUS – Serbia;
- > General Federation of Trade Unions Educational Trust – GFTU – Great Britain;

Associate organisations:

- > Asociación Industrial, Técnica y Comercio – ASITECO – Spain;
- > Business Confederation of the Republic of North Macedonia;
- > Trade Union of Public and State Administration of the Republic of North Macedonia;
- > Federatia Nationala a Sindicatelor din Administratie – FNSA – Romania;
- > National Agency of Civil Servants (NACS) Ministry of Regional Development and Public Administration – Romania;
- > Trade Union of Health and Social Care of Montenegro;
- > Trade Union of Independent Trade Unions of Albania.



Implementation country (-ies)

Spain, UK, Poland, Bulgaria, Romania, Serbia, Montenegro, the Republic of North Macedonia and Albania

Participating countries

Spain, UK, Poland, Bulgaria, Romania, Serbia, Montenegro, the Republic of North Macedonia and Albania

Coordinator

VšĮ Projektu valdymo ir mokymo centras



EU contribution in euros

207 724.80



Project duration

1 January 2017-31 August 2018



Project/organisation website:

<http://postingofworkers-csit.com/project/>

> Socioeconomic context

The implementation of Directive 96/71/EC and its Enforced Directive 2014/67/EU plays a crucial role in the mobility of workers in the European Union particularly in the area of social cohesion and protection of posted workers' rights. Despite the specific EU regulations (Directive 96/71/EC and Directive 2014/67/EU), posted workers continue to face a series of discriminatory situations, social dumping and other abuses of social and labour rights. This is especially the case in countries with high labour costs where companies may be exposed to unfair competition by foreign companies that post their employees in the framework of a transnational provision of services. The proper implementation of Directive 96/71/EC and its Enforced Directive 2014/67/EU would prevent unfair competition on wages and working conditions in situations of temporary cross border provision of services.

> Aims of the project/organisation

The main objective of the action was to improve provision and access to information on the rights and obligations of posted workers and their employers and improve transnational cooperation among relevant stakeholders as well as their skills and competencies.

The detailed objectives that have been sought with this project are as follows:

- > Expand the scope of action of the social partners in order to support the implementation of the Directive on the posting of workers;
- > Assess the knowledge of the public sector social partners regarding the systems and procedures on the use of the internal market information system (IMI) as the main channel of communication between the Member States;
- > Highlight the illegalities and difficulties in monitoring and applying the provisions of the Directive;

- > Enhance the knowledge and skills of the public sector social partners regarding the correct application of the directives in practice;
- > Enhance the knowledge and skills of the public sector social partners regarding the systems and procedures related to the use of IMI as the main communication channel between the Member States;
- > Improve the access to information regarding the rights and obligations of posted workers of all participating countries and discuss the employment conditions for the citizens of those countries;
- > Inform the social partners, stakeholders and workers at national and EU level about joint transnational activities to increase cooperation and trust among stakeholders.

> Policy evidence:

The main project deliverable is a [project research paper](#)⁴⁵ coordinated by Universidad a Distancia de Madrid (UDIMA). This report presents the main results of the survey that was carried out in the framework of the project between March and September 2017.

> Project results, impacts and achievements:

Other main deliverables of the action included three international and nine national meetings; a [project website](#)⁴⁶; Facebook account and promotional footage on posted workers. The project team also developed a [mini-guide](#)⁴⁷ entitled Basic Guide for Posted Workers, containing information about the basic rights for workers. This guide was translated into all languages of the partner countries.

According to the project coordinator, the results of the action were the following:

- > The improved knowledge base of general interest on specific responses to the implementation of related EU directives on posting of workers;
- > Enhanced role of social partners in the representation of posted workers' rights;
- > Improved skills and competencies of social partners on monitoring and correct application of the Posting of Workers Directive and its Enforcement Directive and use of IT-based information network in the area of posting

of workers (IMI) sharing experiences and best practices in this respect;

- > Strengthened transnational ties and cooperation between partners from EU and candidate countries, including in transfer of knowledge;
- > Initiated joint plans for action at a transnational and national level about further improvements of workers' rights, provision of transparency and access to information, better provision of services and labour mobility among EU Member States and candidate countries;
- > Posted workers from nine EU Member States and candidate countries are better informed about their rights and obligations through online and offline communication channels.



Overcoming challenges in the field of posting of workers through joint cooperation of social partners from public sector



© "Overcoming challenges in the field of posting of workers through the joint cooperation of social partners from the public sector"

> Identification of potential good practices:

The project team also developed a final [project publication](#)⁴⁸ which summarises general information about the project, project objectives, challenges faced by posted workers, results of research on the posting of workers, conclusions

45 <http://postingofworkers-csit.com/wp-content/uploads/2018/10/PoW-Empirical-Research-Report-15072018.pdf>

46 <http://postingofworkers-csit.com/>

47 <http://postingofworkers-csit.com/mini-manual-for-posted-workers/>

48 http://postingofworkers-csit.com/wp-content/uploads/2018/10/Publikacja_Overcoming_challenges_EN.pdf

and recommendations drawn from the project activities and final comments. This publication contains all the important information in one place and highlights the key messages of the action.

> **Dissemination strategy:**

The project team relied on a promotional strategy developed and coordinated by a transnational PR coordinator with the support of national PR coordinators. The team thus ensured standardisation of all promotional activities and mutual branding of the activities of all the partners.

The project team disseminated the deliverables online via a project website and social media (Facebook). The mini-manual and final project publication were also printed for further distribution. Moreover, during 12 international and national project activities, the project team reached 310 people (154 women and 156 men). These included representatives of trade unions and employers' organisations, local authorities, decision-makers at national and local level and civil society organisations. Out of the total 310, 113 (41 women and 72 men) attended international meetings and 197 people (113 women and 84 men) attended the national meetings.

The project team also initiated a press conference and invited journalists and public relations stakeholders. The trade unions who are members of the European Confederation of Trade Unions (ETUC) will also promote the project results at the EU level and plan to initiate a more effective ETUC response towards issues related to posted workers. Employer organisations involved in the project will send the follow-up publication and other material to Business Europe and to other relevant regional and national partners.

> **New partnerships created:**

The project team included seven co-applicant organisations and seven associated organisations from five EU Member States and four candidate countries. Next to this wide geographical coverage, a wide spectrum of stakeholders also took joint action to support better implementation of the EU legislative framework for posting of workers. The partners represented trade union organisations, employer organisations, a public sector institution, an NGO and a university. This diversity allowed for a valuable exchange of knowledge, good practices and experiences and was a cornerstone for the development of well-functioning cooperation of the social partners' network. The partners developed a joint plan for action in EU Member States and candidate countries related to the working conditions and work of posted workers.

Transnational dimension and EU added value: This action supported better enforcement of EU legislation on the posting of workers. In addition, transnational events provided partners with an opportunity to develop a truly European mode of thinking which may have various impacts on other aspects of their work in national contexts, particularly when it comes to candidate countries.

> **Horizontal objectives:**

This action contributed to the promotion of fair working conditions and adequate social protection of posted workers. The project team highlighted in its findings the existence of social dumping and breach of minimum wage levels, work and rest periods, minimum annual leave, conditions of safety and hygiene at work, etc.

3.3 Employment

3.3 Information sharing and outreach activities to young people about Youth Guarantee offers

This section presents three projects in the field of employment, funded under the call for proposals⁴⁹ aimed to better inform young people about the Youth Guarantee, to engage with and reach out to them, and bring them into the Youth Guarantee service.

Projects funded under this call were expected to carry out at least one of the following activities:

- > strategy design and monitoring of the dissemination, information sharing and outreach activities;

- > dissemination, information sharing and outreach activities;
- > actions aimed at the creation and improvement of networks, two-way communication, cooperation mechanisms and exchange of good practices among Youth Guarantee provision and governance stakeholders;
- > conferences, seminars;
- > training activities.

The activities were to lead to an increased awareness of the Youth Guarantee among young people and those registered with relevant authorities (national Youth Guarantee providers).



⁴⁹ Call for proposals VP/2015/005: Information sharing and outreach activities to young people about Youth Guarantee offers and Call for proposals VP/2016/008: Information sharing and outreach activities to young people about the Youth Guarantee.

3.3.1 Jamstvo na poti – Guarantee on the move.



The involvement of 48 young ambassadors in the project gave the youth an opportunity to participate in planning and implementing informational activities about policies directly affecting them.

Call identification

number: VP/2015/005

Grant identification

number:
VS/2016/0057

Policy area

Employment

Policy sub-area

> Youth employment.

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Social partners;
- > Non-governmental organisations;
- > Young people up to 30-years-old, with a special focus on young unemployed.

Activities implemented

- > Organisation of activities based on peer-to-peer and local approaches;
- > Organisation of 12 two-day events in 12 different regions in Slovenia;
- > Design and implementation of an online information campaign.

Partners

- > Zavod Mladinska mreža MaMa



Implementation country (-ies)

Slovenia

Coordinator

Zveze Svobodnih Sindikatov Slovenije (ZSSS)



EU contribution in euros

170 835.38



Project duration

1 February 2016-31 July 2017



Project/organisation website:

<http://www.junakizaposlovanja.si/>

> Socioeconomic context

Like other EU countries, in recent years Slovenia has been recovering from the financial and economic crisis. In this context, the unemployment of young people and the share of young people not in education, employment or training (NEET) has been decreasing. Nevertheless, due to the ongoing restructuring of the labour market and spread of non-standard work practices, young people are disproportionately driven in flexible forms of employment or affected by long-term unemployment as a result of a mismatch in supply and demand⁵⁰. These challenges were addressed by the Slovenian Youth Guarantee Implementation Plan for 2014-2015 and more comprehensively by the Youth Guarantee Implementation Plan for 2016-2020. The latter consists of preventive, activation and systematic measures⁵¹.

According to the Eurobarometer results on European Youth in 2014, as much as 64% of young people were not familiar with the Youth Guarantee in Slovenia. This project addresses this gap with a campaign to raise awareness about the Youth Guarantee.

> Aims of the project/organisation

The goal of the project was to improve the economic and social position of youth in Slovenia. The project team carried out a campaign in the 12 regions of Slovenia, with the aim to promote and raise awareness on the measures and employment opportunities for young people provided by the Youth Guarantee. The campaign also aimed to promote decent work and raise young people's awareness of labour rights and remedies for violations of labour rights. Another objective of the project was to increase knowledge on the role and activities of the Slovenian employment services. At most local events, representatives of employment services informed young people about their services and aimed to make them more popular among the youth. The project also aimed to give the youth an opportunity for active engagement, including through work in their local environment. To this end, the awareness raising activities considered the socioeconomic context of a specific region and responded to the interests of local communities.

> Project results, measured impacts, achievements, lessons learnt

The project team carried out a campaign in all 12 administrative regions of Slovenia. In each region, they organised a two-day event with the support of a local team of four selected unemployed young people registered at the employment services. These local 'Youth Guarantee

ambassadors' took part in the event as promoters. In addition, youth workers from local youth centres and representatives from employment services participated in these events. During these events, young people received information based on a peer-to-peer approach about Youth Guarantee measures, labour and youth rights and further possibilities for social inclusion. Through this campaign, engaged 48 ambassadors and reached 180 participants (126 women and 54 men) in 12 events.

In addition to local events, the team presented information about the Youth Guarantee initiative via social media. They reached over 600 young people a month. For certain posts, they bought additional promotion on social media and reached approximately 10 000 young people per post. A dedicated website containing information on various Youth Guarantee measures and testimonials of Youth Guarantee participants were published online and further disseminated thanks to the project.

> Lessons learned

The team highlighted that informing on work and working conditions' rights should be an essential component of any project related to work or employment, especially for vulnerable groups, such as young people. Young people found this information invaluable for enhancing their knowledge, negotiating power and capacity to change the situation. The project team also pointed out that policies, measures and funding should target specific challenges faced by young people going beyond employment. This includes poor quality of work and unfair working conditions,

50 Ramsak, A. (2017), Youth Employment Initiative (YEI) in Slovenia [http://www.europarl.europa.eu/RegData/etudes/STUD/2017/607333/IPOL_STU\(2017\)607333_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2017/607333/IPOL_STU(2017)607333_EN.pdf)

51 EC (May 2018), Youth Guarantee country by country Slovenia, <https://ec.europa.eu/social/BlobServlet?docId=13660&langId=en>

skills mismatch, limited career opportunities and lack of affordable housing. When facing a lack of opportunities over prolonged periods of time, young people are at greater risk of suffering mental health issues which should also be addressed.

Many unemployed young people did not know about the Youth Guarantee as a scheme combining several measures, so more clarification on the range of opportunities is considered useful. It was emphasised that avoiding a top-down approach to the implementation of the project and relying instead on the involvement of young people in these initiatives is crucial for effective promotion of the Youth Guarantee.

> Identification of potential good practices

Young people were actively involved in the implementation of the project. This not only ensured that information was communicated in a youth-friendly way among people with similar experiences but also gave them the opportunity to participate in planning and implementing information activities about policies directly affecting them. This peer-to-peer approach facilitated communication and improved the reach and engagement of young people.

In addition, the local context was considered in the organisation of each event. This ensured that the shared information was relevant, particularly in relation to services and support available for young people in the locality.

> New partnerships

The project supported the creation of a network of informed and empowered young ambassadors in all the regions of Slovenia. They developed capacities for organising events and building partnerships with different organisations that can support them, such as youth centres, trade unions and Mreža MaMa.

> Sustainability measures

According to the project coordinator, the staff of youth centres and the young ambassadors gained valuable experience and knowledge thanks to this action that will ensure that the information on the Youth Guarantee will be further communicated through a variety of events. Furthermore, the [website](#) and the [Facebook page](#) created during the project continue to be updated with information about the currently available Youth Guarantee measures and other relevant information about youth employment.

> Dissemination strategy

The local events were the project team's main platforms for disseminating information on the Youth Guarantee initiative directly to young people. During these events, the team distributed youth-friendly leaflets (7 800 copies) to young people and representatives of local youth centres and employment services for further distribution. In addition, the team used Facebook, Twitter, mlad.si (the main Slovenian youth portal), Youth Network MaMa and the project website to publish 36 articles and posts about project activities. They also set up a mobile phone line. Young people could use the phone line to contact the project team with questions about the Youth Guarantee initiative for the duration of the project. Through different meetings, the project team also reached out to civil society, media, public and private organisations to promote the project.

EU added value: The project coordinator noted that EU funding opportunities directly managed by the Commission are crucial to promoting EU initiatives, such as the Youth Guarantee, at a local level. While these opportunities ensure that EU initiatives are implemented by people familiar with the local realities, they also maintain a strong focus on EU added value which is key to promoting the rationale and benefits of the EU as well as the EU's goals and values.

> Horizontal objectives

This project was a specific youth initiative, targeted at young people. The project team focused particularly on unemployed young people in designing its content and activities. As for the technical implementation, the project team proactively sought possibilities to involve youth as partners in the implementation of the project. They engaged 48 youth ambassadors – selected unemployed young people – in the creation and implementation of the campaign. The team also issued a call for proposals targeting young designers.

To promote high-quality and sustainable work, the project team integrated activities on raising awareness on the rights at work, fair working conditions and remedies for labour rights violations into the content of the project. This information was shared with young people during events as well as via social media and other online channels. Around 10 Facebook posts were dedicated to issues related to these topics. The project team also paid the local ambassadors for their work on the campaign.

3.3.2 Make the future... Today! Accelerate Youth Guarantee implementation in Portugal, increasing the number of young NEET registered in the system and the partnership's efficiency



GARANTIA JOVEM

The project also made possible the improvement and update of the Youth Guarantee⁵² website in Portugal, including integrating a platform monitoring system to determine longitudinal trends and allow regular statistical analysis.

Call identification

number: VP/2016/008

Grant identification

number:

VS/2016/0373

Policy area

Employment

Policy sub-area

> Youth Employment

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > National statistical offices;
- > Media;
- > Young people in unemployment and those who are not in education, employment or training (NEETs).

Activities implemented

- > Involvement of new partners in the Youth Guarantee network and mobilisation of coordination/direction agents as well as youth workers;
- > Organisation of seminars, mutual learning meetings, workshops and webinars;
- > Development of a platform monitoring system to determine longitudinal trends and allow regular statistical analysis;
- > Elaboration of a guide for public employment services with tools to activate local partners in the Youth Guarantee network and a guide targeting the local partners on work with young NEETs;
- > Development of a new communication package;
- > Promoting visits to schools;
- > Raising awareness on Youth Guarantee via a national communication campaign;
- > Organisation of locally embedded actions targeting youth.

Partners

- > Instituto de Ciências Sociais da Universidade de Lisboa;
- > Sair da Casca II - Consultoria e Comunicação Em Desenvolvimento Sustentável, S.A.;
- > Tese - Associação Para O Desenvolvimento Pela Tecnologia, Engenharia, Saúde e Educação



Implementation country (-ies)

Portugal

Participating countries

Portugal

Coordinator

Instituto do Emprego e Formação Profissional



EU contribution in euros

269,516.37



Project duration

1 January 2017-30 June 2018



Project/organisation website:

<https://www.garantiajovem.pt/>
<http://www.tese.org.pt/index.php/jovens/make-the-future-today>

> Socioeconomic context

'Make the Future... Today' was designed to reinforce implementation of the Youth Guarantee in Portugal. As occurred in other countries, the Youth Guarantee support services were initially concentrated in the group of young people 'not in employment, education or training' (NEET) due to the high levels of youth unemployment registered in 2014. After this initial stage, it was necessary to develop a national and concerted strategy to also reach out to the NEETs who were not registered as unemployed at the public employment services. For this purpose, Portugal developed a National Outreach Strategy for non-registered young unemployed and inactive young people with the support of the International Labour Organisation (ILO). This project 'Make the Future... Today' feeds into the implementation of this strategy.

> Aims of the project/organisation

The main goal of the 'Make the Future... Today' project was to reduce the number of young NEETs in Portugal and, at the same time, to increase the number of registered NEETs in the Portuguese Youth Guarantee database. The project team set a measurable goal and strived to have 15 000 NEETs registered at the Youth Guarantee web platform.

To achieve this goal, the project team set the following specific objectives:

- > To better inform/engage Youth Guarantee stakeholders. The project team aspired to engage 500 new NEET identification/registration (NIR) partners in the Youth Guarantee network. In addition, they aimed to ensure that a NEET registered in the Youth Guarantee website would be contacted within three days by NEET's attendance/guidance partners (NAG) involved in 'Make a future...Today!'.
- > To better inform young people about the Youth Guarantee. The project partners aimed to promote the registration of 9 000 NEETs in the Portuguese Youth Guarantee web platform through the communication strategy aimed at young people and to increase the number of unique visitors to the Portuguese Youth Guarantee web platform by 20%.

> Results, impacts and lessons learned

The coordinating organisation – Instituto do Emprego e Formação Profissional – had already engaged 620 new partners in the Youth Guarantee network between the application submission and the project kick-off. During the project implementation, an additional 177 new partners joined the network. Furthermore, the project coordinator noted more than 1 200 participations in activities targeting partners' mobilisation and activation.

Overall, this project provided an opportunity to execute a wide variety of activities, involving relevant stakeholders. These

included public employment services, Portuguese Institute for Youth and Sport, Portuguese High Commissioner for Migrations, associations, municipalities, vocational, education and training centres, schools etc. Through activities such as seminars, mutual learning meetings, workshops and webinars, the partners were able to mobilise both coordination/direction agents as well as youth workers and increase these partners' awareness about the Youth Guarantee, its challenges and potentials. The project team also established communication partnerships with 16 companies to increase the impact of awareness raising.

In line with the project's objective, the time between a request submission and contact from a partner has reduced considerably between before 2016 and 2018. The average time of response has been significantly reduced thanks to the project; although achieving a three-day time response to registered NEETs was a challenge. While the average response time was more than 100 days in 2014-2016, in the first quarter of 2018, the response time had been reduced to around 20 days.

The implementation of the communication strategy was structured around three stages (1) prevention, by promoting visits to schools; (2) global outreach, by raising awareness on the Youth Guarantee via a national communication campaign; (3) and locally embedded actions targeting youth. The project team facilitated 4 979 registrations of NEETs at the Portuguese Youth Guarantee platform between January 2017 and June 2018. The monthly average of unique visitors to the platform also increased – to 17.9% by 2017.

Regarding impacts, although a cause-effect relationship cannot be established, Portugal is achieving excellent performance in recent years. The youth unemployment rate (15-24-year-olds) dropped from about 42% in 2013 to levels below 20% and the NEET rate (15-34-year-olds) decreased from levels higher than 18% in 2013 to levels below 9% (Portuguese national statistics institute, 2018).



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> Identification of potential good practices:

The project team developed new tools for the current and future monitoring and evaluation of the Youth Guarantee action. They developed a platform monitoring system to determine longitudinal trends and allow regular statistical analysis. This includes a set of key performance indicators in line with the proposed objectives. Also, the involvement of employers in the dissemination of the project in the frame of social responsibility can be considered a good practice.

> Innovativeness of the project/activities

This project innovates in many dimensions compared to previous Youth Guarantee actions. As illustrated above, the project team used innovative strategies in communication. The project team mobilised the partners in a broader network by constant consultation and adaptation of activities according to their needs. Another innovative element is the elaboration of a guide for public employment services with tools to activate local partners in the Youth Guarantee network and a guide targeting the local partners on work with young NEETs. The workshops were organised using innovative methodologies,

including multimedia, design thinking, group exercises, non-formal education and webinars.

> Policy evidence generated by the project:

- > A map of the labour market and young NEETs in Portugal. This output presents an initial diagnosis and statistical portrayal of NEET young people in Portugal. It also provides an overview of the most recent scientific evidence regarding NEET young people in the EU. As such, it was a crucial output for designing the project activities at an initial stage.
- > Two project briefs, three monitoring reports providing statistics on youth employment and unemployment rates and NEET rates.
- > 19 infographics on 'the meaning of NEET,' 'Young people in NEET situation in Europe,' 'Young people and the Labour Market' and 'Profile of young people in NEET situation in Portugal.'
- > A kick-off online questionnaire targeting Youth Guarantee partners. Its results fed into the Youth Guarantee Network's analysis.
- > A total of 53 Local Youth Guarantee Networks and young NEET's analyses (infographics). These infographics were presented at the meetings of regional public employment services.
- > Analysis of the Youth Guarantee web platform identifying 38 improvements;
- > A guide on '[Working Practices to Support Young People who are looking for employment, education or training](#)'⁵³ (digital and printed versions in Portuguese and English). The guide provides suggestions and recommendations to Youth Guarantee coordination authorities for better functioning of the Youth Guarantee network at a national level.

> Dissemination strategy

The project team developed a new communication package with a new image, graphic concept and content tools for the communications campaign. For social media (advertising on Facebook, Snapchat and Instagram), they produced a cover page, four graphical posts and contents such as banners and ads, accompanied by a hashtag (#garantiajovem). This social media advertising engaged eight public figures who helped to spread the message. Other material included five

⁵³ https://www.garantiajovem.pt/documents/10180/214802/Working_practices_guide_EN.PDF/ea3f1b0e-8174-49a7-ba39-61e63f2fd271

videos and teasers with personal stories of young people, [a video on Youth Guarantee, an awareness-raising video about NEET situation](#)⁵⁴. For a field action and direct contact with young people, the partners used ambient media such as bus advertising, flyers, mupies (outdoor media), posters, placards, roll-ups and a graphical tablecloth. They also issued eight press releases and a press kit, four media articles, participated in five TV interviews and used DeskTak advertising – a free publication – to spread the main messages of the Youth Guarantee action and reinforce the call to action. The project also made possible the improvement and update of the [Youth Guarantee website](#)⁵⁵ in Portugal, including the integration of a platform monitoring system to determine longitudinal trends and allow regular statistical analysis.

In addition, the project team organised three major events: a national seminar (September 2017), an international seminar (June 2018, Lisbon) and a final event (June 2018, Lisbon). The national seminar (attended by 104 participants) aimed to trigger interest among organisations working with young people to become actively involved in the Youth Guarantee network. Around 47 participants of the international seminar reflected on the challenges that young people face in school-to-work transitions across Europe and on the impact of the implementation of the Youth Guarantee. Researchers from five other EU countries attended this seminar to share their findings.

The final event (attended by 86 participants) tackled the main lessons learned and challenges of Youth Guarantee implementation in Portugal and Europe. It also aimed to promote a multi-stakeholder debate on youth employability and the role of public, private and third sector stakeholders.

> European added value

The results of this project were extremely important for accelerating the implementation of the Youth Guarantee in Portugal. EaSI provided crucial financial support to develop new tools and implement several actions to outreach young NEETs not registered at public employment services. This project also helped to implement, in a more effective way, the first phase of the national outreach strategy for non-registered young unemployed and inactive young people.

> Horizontal objectives

This project represents a targeted action at young people, especially those not in education, employment or training while recognising the plurality and heterogeneity of the NEET condition. For instance, the project team paid attention to gender relations in the context of NEETs. While diagnosing the situation of NEETs in Portugal, they considered findings of other studies that reveal predominance of women among young NEETs in the EU. They also invited a researcher to present a paper on 'Young, Female and Forgotten? An insight into the lives of young women in England who are NEET and economically inactive' (Sue Maguire, University of Bath, United Kingdom) to the international seminar. In their recommendations, the project partners suggest linking young employability measures with measures promoting gender equality and reconciliation of work and family life.

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54 https://www.youtube.com/watch?v=q-x9wX4sd_4

55 https://www.garantiajovem.pt/documents/10180/214802/Working_practices_guide_EN.PDF/ea3f1b0e-8174-49a7-ba39-61e63f2fd271

56 E.g. Eurofound <https://www.eurofound.europa.eu/publications/report/2016/labour-market-social-policies/exploring-the-diversity-of-neets>

3.3.3 Meet the NEET



Young NEETs in different situations participated in the design and testing of the JobAPP so that it responds as much as possible to their needs.

Call identification

number: VP/2016/008

Grant identification

number:

VS/2016/0398

Policy area

Employment

Policy sub-area

> Youth employment

Target groups

- > Employment services;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Experts in evaluation and in impact assessment;
- > Media;
- > Young people who are not in education, employment or training (NEETs).

Activities implemented

- > Development of an interactive application;
- > Organisation of three territorial multi-stakeholder technical committees (Puglia, Lazio, Veneto) and a national technical committee;
- > Provision of personalised information and counselling sessions;
- > Organisation of youth self-orienting groups.

Partners

- > Regione Puglia;
- > Regione Lazio;
- > Regione Veneto;
- > C.I.O.F.S. Formazione Professionale Associazione.



Implementation country (-ies)

Italy

Participating countries

Italy

Coordinator

National Agency for Active Labour Market Policies
– ANPAL



EU contribution in euros

220 112.40



Project duration

2 January 2017-1 July 2018



Project/organisation website:

<http://www.meettheneet.it/>

> Socioeconomic context

For more than a decade, Italy has recorded the highest rates in the EU of young people who are 'not in education, employment or training' (NEETs). In 2017, every fourth young person (24.1%) in the 15-29 age group was in this situation. Women and girls were slightly more represented in this group, accounting for 26% as compared to 22.4% of men and boys⁵⁷. If different age categories are considered, it becomes evident that NEET rates increase with age. Young people aged 25-29 years are overrepresented among NEETs. Approximately 31.5% of young people in this age group experience this situation in comparison with 27.9% of young people aged 20-24 years and 11.9% of those aged 15-19 years. While a lot of importance has been placed on the re-integration of younger people (those aged 15-24 years), NEETs usually fall outside the policy focus. This targeted initiative contributes to closing these gaps in three Italian regional territories: the Veneto Region (Northern Italy), the Lazio Region (Central Italy) and the Puglia Region (Southern Italy).

> Aims of the project

'Meet the NEET' project aimed to reinforce and increase the effectiveness of the implementation of the Youth Guarantee Scheme in Italy by reaching out to young people who are not in employment, education or training. The project team's main goal was to design a targeted measure that would provide easily accessible information especially to young people belonging to this marginalised group. They thus aimed to provide an alternative to ordinary measures promoted by employment services that hardly reach this group. In addition, the project partners aimed to:

- > facilitate cooperation among relevant stakeholders in the implementation of the Youth Guarantee and better integration of NEETs in the scheme;
- > involve young people, especially those with the greatest difficulty of integration in the scheme, in the Youth Guarantee;
- > promote successful cases and good practices on the implementation of the Youth Guarantee;
- > experiment with new tools and strategies to provide information and reach out to groups of young people at risk of social exclusion.

> Results and impacts

The project led to the development of two major online tools: the project [website](#)⁵⁸ and an

[application](#)⁵⁹ called JobAPP (for [Android](#)⁶⁰, Windows, and [iOS](#)⁶¹). Young people participated in the design and testing of the JobAPP. They provided feedback and tested the tool, so it fits best their needs. A JobAPP tutorial was created with the support of a young digital cartoonist and is published also on [YouTube](#)⁶². By the end of June 2018, JobAPP had 1 021 downloads.

In addition, the project team organised several events to engage relevant stakeholders, provide personalised information and counselling sessions to young people and youth self-orienting groups. In total, eight mutual learning events (attended by some 100 participants with an equal share of women and men), eight conferences and seminars (attended by 622 participants, 382 women and 240 men) and six events supporting capacity building of stakeholders (attended by 15 participants, eight women and seven men) and seven smaller scale events supporting networking and cooperation were organised in the three regions.

The project team also organised a national multi-stakeholder committee and three territorial multi-stakeholder committees that gathered representatives of national, regional and local authorities and employment services. They organised three meetings in each region involved to better inform and engage Youth Guarantee stakeholders in implementing the action designed under this project.

57 Eurostat, 15-01-2019, [edat_lfse_20], 2017 data.

58 <http://www.meettheneet.it/>

59 <http://www.meettheneet.it/jobappmobile/>

60 <https://play.google.com/store/apps/details?id=it.smartciofsfp.jobapp&hl=en>

61 <https://itunes.apple.com/us/app/jobapp/id1319266428?mt=8>

62 <https://www.youtube.com/watch?v=QqGtcDwYvGs>



© 'Meet the NEET'

In the Veneto region, the project team, for example, organised a regional project launch [event](#)⁶³ (April 2017, Padua), during which 89 NEETs participated in different workshops. These included Escape Room, Graphic Design of a Shoe, CAD Development and 3D Printing, Arduino Platform, Laser Printing and Virtual Reality and Storytelling. All participants were also introduced to the 'JobAPP' and provided their feedback on the application. A short video from the event is accessible on YouTube. In addition, the project partners, representatives of the European Commission, regional institutions, public and private employment services, associations and companies attended the event to discuss the problems faced by the NEETs and establish strategies to activate NEETs.

Other events targeting NEETs in the Veneto region included boot camps for Job, Hackathon, European Employment Days, etc. that provided training, information and space for sharing experiences and facilitated matching between employers and NEETs. These activities engaged 1 000 young people. The participants of these events were informed of future

events and opportunities provided by actions realised under the scope of the European Social Fund and Youth Guarantee in Regione Veneto

In Lazio region, the project team took advantage of the territorial network, established earlier for the realisation of the Integrated plan for social services. The partners organised events in this region mainly to involve all relevant stakeholders at the regional level, including governing bodies, social and employment services. They carried out a specific co-planning activity with the territorial units to identify points of intersection between the Integrated Plan and the Meet the NEET project and to develop a common strategy to tackle the problems of young people, and especially the patterns of vulnerability prevalent within this group.

In Puglia Region, the partners organised a press conference in Bari (September 2017) and the presentation of JobAPP. The Meet the NEET project was also included in the Youth Guarantee stand of Puglia Region at the Fiera del Levante.

63 https://www.garanzia Giovaniveneto.it/notizie/-/asset_publisher/IHnGyxTL2PKa/content/meet-the-neet-garanzia-giovani-veneto/10164?inheritRedirect=true

> Lessons learned

The partners agreed that two aspects are crucial for the success of this type of intervention. First, local partnerships should be able to adapt the tools and methods of intervention to their respective contexts. According to the project coordinator, this was one of the strengths of the project and confirms that developing strong local partnerships is a pre-requisite for successful outreach strategies. The implementors should pay particular attention to relations between schools and local social and employment services. Engagement of all relevant stakeholders will lead to a more adequate intervention to activate young people.

Second, the project team highlighted that a focus on innovative, engaging and attractive tools is key to attracting the attention of the young target group. Giving young people an opportunity to be the vehicle of the project messages can produce greater effects on their peers.

> Identification of potential good practices

The creation of a technological tool (JobAPP) that can be modulated according to the different local needs can be considered as both a potential good practice and a transferable element of the project. Young NEETs in different situations tested the JobAPP so that it responds as much as possible to their needs.

> Dissemination strategy

The project team ran an information campaign to disseminate the JobAPP and to further inform young people about the Youth Guarantee. For this purpose, they developed a youth-friendly project website and used [social media](#)⁶⁴, [YouTube](#)⁶⁵ and partners' websites ([Regione Lazio](#)⁶⁶, [Regione Puglia](#)⁶⁷, [Regione Veneto](#)⁶⁸, [ANPAL](#)⁶⁹, [CIOFS](#)⁷⁰) and partners' social media ([CIOFS' Twitter](#)⁷¹). Also, the official

CIOFS-FP magazine called Città CIOFS-FP (number 2, July 2017, pg. 22-23) included information about the project. A press conference was held in Fiera del Levante in Bari in September 2017 to increase further the project visibility.

The dissemination material (posters, flyers, paper and electronic posters to be published on social networks, YouTube and websites) was created in close consultation with young people to ensure an effective reach of the campaign.

> European added value

The action contributed to more effective implementation of the EU Youth policy. It focused on young people in particularly vulnerable situations whose problems might have not been addressed under the national implementation of the scheme.

> Sustainability measures

The project inspired the development of a new measure under the scope of the Youth Guarantee programme in Italy. It combines an outreach strategy to disadvantaged NEETs and social inclusion policies. The project team also collaborated closely with the national and regional authorities of the Youth Employment Initiative and European Social Fund to ensure sustainable dissemination of the project results.

> Horizontal objectives

This project focuses on the challenges faced by some of the most marginalised young people. It combines coordinated and synergic interventions aimed at improving their social, education and employment situation.

64 <http://www.facebook.com/meettheneet/>

65 <https://www.youtube.com/watch?v=dPp9j9VTZjY>

66 <http://www.regione.lazio.it/garanzziagiovani/>

67 <http://www.sistema.puglia.it/portal/page/portal/SistemaPuglia/garanzziagiovani>

68 https://www.garanzziagiovani.veneto.it/notizie/-/asset_publisher/1HnGyxTL2PKa/content/meet-the-neet-garanzia-giovani-veneto/10164?inheritRedirect=true

69 <http://www.garanzziagiovani.gov.it/Pagine/default.aspx>

70 <http://www.smartciofs-fp.it/site/meettheneet/>

71 <https://twitter.com/CiofsfpSN>

3.4 Development of a social finance market

3.4.a Boosting the demand and supply side of the finance market for social enterprises

This section presents 13 projects funded in the area of social entrepreneurship as a result of the call for proposals⁷² aimed at helping Member States overcome barriers to develop and strengthen the social finance market.

Projects funded under this call were expected to carry out one or few activities of the following types:

- > establishment of social finance partnerships;
- > establishment of social finance instruments and mechanisms;

- > facilitation of hybrid finance for social enterprises;
- > development of investment readiness support for social enterprises;
- > creation of a European level platform to reinforce the capacity of social enterprise support organisations.

It is expected that the projects will help contribute to the development of a social finance market by enabling more social enterprises to take on repayable finance for developing and scaling-up their innovative business model.



72 Call for proposals VP/2016/007: Actions to boost the demand and supply side of the finance market for social enterprises.

3.4.1 COP-SE (Community of Practice - Social Entrepreneurship)



A number of links were established with a number of organisations, such as Social Business Trust, European Enterprise Network, the European Microfinance Organisation, Social Value, etc.

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0389

Policy area

Social Economy

Policy sub-area

- > Social Entrepreneurship

Target groups

- > European Social Enterprise Support Organisations

Activities implemented

- > Designed an interoperable scale-up support service for COPSE members, to accelerate the (transnational) scale-up of social enterprises;
- > Supported the development of appropriate online/offline knowledge sharing and data/research dissemination service, content and tools;
- > Inventoried and benchmarked the quality management and assurance systems used by consortium members;
- > Finalised partnership agreements with members which covered 13 member and two non-member countries;
- > Launched the COPSE website platform and communicated it to the members.

Partners

- > Fundacion Socialnest, Spain;
- > Le Comptoir De L'innovation Sas, France;
- > NESsT Europe Non-profit Korlatolt Felelossegu Tarsasag, Hungary;
- > Oksigen Lab, Belgium;
- > Social Impact Ggmbh, Germany;
- > The Foundation for Social Entrepreneurs Lbg, United Kingdom.



Implementation country (-ies)

Belgium, Spain, France, Hungary, Germany, United Kingdom

Participating countries

Italy

Coordinator

Oksigen Lab, Belgium



EU contribution in euros

126 106.11



Project duration

1 January 2016-31 May 2018



Project/organisation website:

<https://copse-network.eu/>

> Socioeconomic context

COPSE was launched in early 2018 by a group of European social enterprise support organisations (hereinafter SESOs) eager to capture the skills and experiences accumulating in the social enterprise sector, and promote collaboration and exchange of best practices. COPSE is a practitioner community that concentrates on developing tools and frameworks that allow for better cooperation between organisations, strengthening the capacity of its members, and helping the members to manage the quality of the services they offer.

> Aims of the project/organisation

The project team aimed to connect and strengthen the capacity of social enterprise support organisations by implementing the following specific objectives:

- > build a network of selected interoperable social enterprise support organisations with the aim of facilitating international collaboration;
- > create strong synergies with other existing networks and organisations;
- > contribute to the professionalisation of social enterprise support organisations through joint training sessions, peer reviews, common tools and working methods;
- > organise the exchange of experiences and knowledge transfer between the participating SESOs and share proven methodology, good practices and experience;
- > impose common impact measurement tools and quality standards for its social enterprise support organisation members, allowing them to become more interoperable, evidence based and result driven;
- > develop joint projects for the dissemination of good practices and research results;
- > mutualise expertise in order to facilitate and accelerate the (transnational) scaling of the impact of social enterprises via common scale-up support and matchmaking service.

> Results, impacts and lessons learned

The project met the above-mentioned objectives. The project team organised it along eight work packages (WP) using the waterfall methodology with four clear phases (analysis, concept design, implementation/roll-out, continuous improvement) that were built upon one another.

Partners organised several training sessions, meetings (among which were five in-person consortium meetings

and two online consortium meetings) on best practices and insights. In addition, they produced a clear service offering framework, certification process, business plan and several tools. Its members are part of a practice-focused community willing to exchange and learn from each other.

At the end of the project, the following lessons were learnt:

- > Consortia projects bring a lot of value in terms of exchange and knowledge transfer if activities meet the interest, skill sets and opportunity for the actors involved, as to enable value-added contributions;
- > Projects need to leave room for experimentation and failure as this allows not only for testing of the market but also room to accept services for which there are no needs.
- > Project management within consortia made up of multiple actors is difficult and should not be underestimated; grant partners could play a role in highlighting attention points up front to avoid issues down the line of the project.
- > Face-to-face meetings are key to create trust and to provide time and room for collective reflection and brainstorming and to optimise learning for project partners.

> Identification of potential good practices

COPSE has aimed to organise an exchange of experiences, knowledge transfer, sharing of proven methodology and good practices. As a result, within the scope of the project, the partners launched a number of knowledge exchange [pilots](#), focused on information and knowledge transfers. The COPSE website facilitates knowledge exchange by allowing members and sector contacts to share useful tools and news.

> Policy evidence generated by the project

On the whole, COPSE presented the following outputs:

- > An [EU funding resources page](#) available to members on the COPSE website as a directory for existing European

Social Enterprise Support Organisations (SESOs), placing primary focus on the main ones in the market;

- > An [online scan](#), which was developed and made available on the COPSE website to help entrepreneurs identify areas where they can improve the practices of their social enterprises;
- > A [standard satisfaction survey](#) and impact indicators, which were developed on the COPSE website so as to help social entrepreneurs appropriately survey their respective clients and beneficiaries.
- > Six case studies, including an [analysis of failures and barriers to scaling, an analysis of relevant resources to scaling and a scale-up service offer](#) and others. These studies help evaluate the largest benefits of scaling as well as the existing barriers.
- > A [business plan](#) that helps social entrepreneurs communicate different business models with their stakeholders and brainstorm new ones.

> Transnational dimension

COPSE aimed to mutualise expertise in order to facilitate and accelerate the transnational scaling of the impact of social enterprises by means of a common scale-up support and matchmaking service. The project explored and developed a [connector system](#) supporting SESOs with social enterprises willing to scale to another country with the right contacts and advisory services and designed a service offering which would contribute to the acceleration of transnational scale-up in future.

> New partnerships created

Within this project, the partners made strong links with a number of existing networks and organisations. The consortium was supported by [Ashoka](#)⁷³, [European Business & Innovation Centres Network \(EBN\)](#)⁷⁴, [Deutsche Gesellschaft für Internationale Zusammenarbeit \(GIZ\)](#)⁷⁵, [The Legal Network for Social Impact \(ESELA\)](#)⁷⁶, [European Venture Philanthropy Association \(EVPA\)](#)⁷⁷ and [Impact Hub](#)⁷⁸. Moreover, a number of links were established with organisations, networks and initiatives, such as: [Social Value UK \(SVUK\)](#)⁷⁹, [Sinzer](#)⁸⁰, [ESSEC/Antropia](#)⁸¹, [Social Business Trust](#)⁸², [Unreasonable Institute](#)⁸³, [Finanzierungsagentur für Social Entrepreneurship \(FASE\)](#)⁸⁴, [Akina Foundation](#)⁸⁵, [Reach for Change](#)⁸⁶, [BENISI](#)⁸⁷, [Bcorporation.net](#)⁸⁸, [Ecogood.org](#)⁸⁹, [European Enterprise Network \(EEN\)](#)⁹⁰, [European microfinance organisation](#)⁹¹, [Social Value](#)⁹², [National Association of German Start-up Initiatives \(VDG\)](#)⁹³, [Connect to Grow](#)⁹⁴, [International Centre for Social Franchising \(ICSF\)](#)⁹⁵, [Youth Business International](#)⁹⁶, [Avise](#)⁹⁷, [Conseil Evaluation Impact Social \(KiMSO\)](#)⁹⁸ and the [Organisation for Economic Cooperation and Development \(OECD\)](#)⁹⁹.

Dissemination strategy: The COPSE website displayed information concerning EU funding, directory, case studies and common methodologies. The reports concerning the analysis, concept design and implementation/roll-out phases were shared beyond the EC and the consortium members with the project supporters Ashoka, European Business & Innovation Centres Network (EBN), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), The Legal Network for Social Impact (ESELA), European Venture Philanthropy

73 <https://www.ashoka.org/en-AT/home>

74 <https://ebn.eu/>

75 <https://www.giz.de/en/html/index.html>

76 <https://esela.eu/>

77 <https://evpa.eu.com/about-us/about-evpa>

78 <https://impacthub.net/>

79 <http://www.socialvalueuk.org/>

80 <https://www.sinzer.org/>

81 <http://antropia.essec.fr/>

82 <http://www.socialbusinesstrust.org/>

83 <https://unreasonablegroup.com/#results>

84 <https://fa-se.de/en/>

85 <http://akina.org.nz/>

86 <http://reachforchange.org/en/>

87 <http://www.benisi.eu/sian>

88 <https://bcorporation.net/>

89 <https://www.ecogood.org/en/>

90 <https://een.ec.europa.eu/>

91 <https://www.european-microfinance.org/>

92 <http://www.socialvalueuk.org/>

93 <https://deusthestartups.org/en/>

94 <https://vc4a.com/connect-to-grow/>

95 <https://www.springimpact.org/2017/12/international-centre-social-franchising-now-spring-impact/>

96 <https://www.youthbusiness.org/>

97 <https://www.avise.org/>

98 <https://www.kimso.fr/>

99 <http://www.oecd.org/>

Association (EVPA) and Impact Hub. Communication of COPSE network to potential members (30+) took place through email, in person and via phone conversations.

> **European added value:**

The 18-month trajectory and funding have enabled the COPSE consortium to explore – in a very bottom-up way – the needs of the sector and the organisations within it. Considering this, the consortium concluded that the SESO sector is a dynamic and growing space where organisations are finding their way both in terms of business model and service offering. Within it, SESOs are keen for peer-to-peer support and exchange of best practices, training and networking tailored to their reality and are very practice-focused. This is a major gap in the current offer of existing networks and organisations, which COPSE can and should address. The impact from the strengthening of the COPSE community should have a strong effect both on the SESOs themselves, but ultimately also on their beneficiaries, who profit from more effective support.

> **Sustainability measures**

Currently, the main objective for the COPSE community is to determine how it can become sustainable in the future. In the course of member conversations and consultations, the consortium has discerned an explicit readiness to contribute time and insights into the network. At the same time, one of the most obvious insights emerging from the project is the lack of time and resources available, as well as the challenge of accessing funding for the network itself. Therefore, it is apparent to the consortium that COPSE cannot rely on its community alone to continue further. It is crucial that it appoints a coordinator to drive activities forward and frees up a minimum of funding to support additional activities.

COPSE is therefore exploring collaborations between existing networks that have complementary focus and activities. This would help avoid inefficiencies and duplication and circumvents competition in a sector that is not able to accommodate too many competing networks.

3.4.2 Financial Tools for Social Enterprises – FIT4SE



Two analyses were conducted, one that describes economic and financial context at national and EU level of social enterprises and social finance, and the other that highlights the gaps of social cooperatives in relation to social finance and their investment readiness.

Call identification

number: VP/2016/007

Grant identification

number:
VS/2016/0344

Policy area

Social Economy

Policy sub-area

> Social
Entrepreneurship

Target groups

- > National, regional and local authorities;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Experts in evaluation and in impact assessment;
- > Media;
- > Others (banks, financial institutions, social investors).

Activities implemented

- > Produced two analyses giving an overview on the theme and analysing the scenario at local, national and EU level;
- > Created a training programme that can be used in future activities of Legacoop Romagna and its partners;
- > Built a database of financial tools for social cooperatives;
- > Created a website dedicated to the project and a Facebook page.

Partners

- > A.I.C.CO.N., Italy;
- > Demetra Formazione SRL, Italy;
- > Legacoop Romagna, Italy.



Implementation country (-ies)

Italy

Participating countries

Italy

Coordinator

Lega delle Cooperative e Mutue della Romagna, Italy



EU contribution in euros

96 546.12



Project duration

12 December 2016-11 May 2018



Project/organisation website:

<http://www.fit4se.eu/>

> Socioeconomic context

'Financial Tools for Social Enterprise' project was created by a consortium of Legacoop Romagna, research centre AICCON (Italian Association for the Promotion of the Culture of Co-operation and of Non-profit) and – a training institution of Legacoop Emilia-Romagna – Demetra. The project is primarily concerned with the development of a service-investment readiness of social enterprises. In particular, it intends to form an internal resource within the Legacoop system, which would be able to create a real service/front office to support social cooperatives in order to assist them in finding investors.

> Aims of the project/ organisation:

The main objective of this project was to contribute to the growth of a social finance market generating a more effective and awareness-inducing demand for social finance as well as increase both the investment readiness of social enterprises and their capacity to use social finance instruments. More specifically, the goal was to generate effective and conscious application of social enterprise and social finance through the advancement of their 'investment' and building capacity of appropriate tools of social funds.

> The project had the following specific objectives:

(1) improve capacities and knowledge of social enterprises, through dedicated training to boost their investment readiness providing them with tools to access social financing; (2) develop a specific service for social enterprises helping and counselling on social finance, matching demand and supply.

> Results, impacts and lessons learned

FIT4SE reached all its objectives through the realisation of all the planned activities. The project had several phases, namely: (1) research phase, (2) training phase, (3) counselling desk phase and (4) dissemination phase.

During the first phase, two analyses were conducted, one that [describes economic and financial context at national and EU level of social enterprises and social finance](http://www.fit4se.eu/wp-content/uploads/2017/05/AICCON_FIT4SE_D-1.1_Analisi-del-contesto-economico-e-finanziario-delle-imprese-sociali.pdf)¹⁰⁰, and the other [that highlights the gaps of social cooperatives in relation to social finance and their investment readiness](http://www.fit4se.eu/wp-content/uploads/2017/05/AICCON_FIT4SE_D-1.2_Analisi-dei-gap-finanziari-delle-cooperative-sociali.pdf).¹⁰¹

The training phase increased the competences and knowledge of the participants of the training programme, which contributes to change and innovative approaches to

financial issues, improving investment readiness of their organisations and future collaboration with social investors.

The third phase resulted in the production of service brochures for the counselling desk in which all the services of Legacoop Romagna and its supporting actions are presented along with a database reference of financial tools for social cooperatives. The database contains information about the main relevant investors who are active at local, national, international levels and a structured set of services that this 'counselling service' can provide to every social cooperative requesting support with financial issues.

Lastly, during the dissemination phase, all partners collaborated actively to circulate information. Each partner organised a dissemination seminar to present the results of the phase for which they were leading the activities. The results of this phase are: a website dedicated to the project and connected to a dedicated Facebook page, participation at five conferences and seminars/workshops organised by the European Commission for mutual exchanges among awarded organisation in the frame of EaSI call VP/2016/007.

> Identification of potential good practices

The consultancy desk service and the database can be viewed as good practices. They can be easily transferred in other contextual circumstances, especially at the national level in Italy. As a matter of fact, it was rather innovative for Italian cooperative systems to put in practice dialogue and strengthen the mutual understanding between the worlds of finance and social cooperation, raising awareness on potentially useful financial tools on one side and on the impacts generated by these types of organisations on the other. The sustainability of this main result will be assured by the involvement of dedicated staff at local and, soon, at a national level inside the Legacoop movement. Additionally, two events were held on the matter of good practices

100 http://www.fit4se.eu/wp-content/uploads/2017/05/AICCON_FIT4SE_D-1.1_Analisi-del-contesto-economico-e-finanziario-delle-imprese-sociali.pdf

101 http://www.fit4se.eu/wp-content/uploads/2017/05/AICCON_FIT4SE_D-1.2_Analisi-dei-gap-finanziari-delle-cooperative-sociali.pdf

exchange – ‘Strumenti e mercati della finanza sociale. Prospettive ed opportunità per le cooperative sociali’ and ‘Impact finance and social innovation.’

> Policy evidence generated by the project

The project team produced two main outputs (analyses) throughout the duration of the project:

- > an analysis of the economic and financial context in which social enterprises operate at local, national and EU level, trying to set indicators to evaluate the investment readiness of this type of enterprise, highlighting different financial approaches across Europe and best practices;
- > an analysis of financial gaps of social enterprises at the local level, mainly social cooperatives. This research was conducted with three main tools: an examination of balance sheets of 59 enterprises, an online semi-structured questionnaire delivered to 50 enterprises and a focus group involving a restricted group of 15 enterprises.

> Dissemination strategy

The dissemination strategy proved to be effective since a wide array of means was used. To begin with, the project team organised four dissemination seminars. The project team focused on communication with social cooperatives at a local and regional level, and bank/financial institutions, as well as investors. They used direct mailing and meetings to inform social cooperatives on project results and more specifically, to promote the counselling desk service. To disseminate the results among the general public, they used the project’s website and Facebook page. Finally, paper publications, namely services brochure and ‘Ricettario di finanza sociale’, have been distributed during the last dissemination seminar and during meetings organised with social cooperatives, to promote the counselling desk services and involve a larger number of potential beneficiaries of this action and its impacts at a local, regional and national level.

> European added value

It is certain that without the support of the EU, the current results would not have come to fruition. In particular, the call dedicated to investment readiness of social enterprises allowed the consortium and local network to start a discussion that has proved to be largely impactful since

a great number of requests for contact from associated cooperatives wishing to deepen their knowledge and asking for consultancy services were received. For instance, two important social cooperatives active in the field of social services have received support for the development of new projects and services.

Another important effect of this project is the above-mentioned ignition of interest concerning the subject that arose at a national level, inside the Legacoop movement, but also beyond. This too could not be possible without the EU’s funding of the FIT4SE project. In addition, thanks to this action, partners had the opportunity to travel across Europe and meet other organisations, during seminars and workshops organised by the European Commission, active in the field of social economy and social enterprises’ support. These opportunities allowed increasing the expertise of the staff involved and building new relationships for mutual exchange and collaborations.

> Sustainability measures

The FIT4SE project will have its natural continuation in a series of activities that the consortium aims to do in the next months and years both on its own and in collaboration with others involved during the project, which include the following:

- > monitoring the evolution of the impact finance market in Italy and Europe;
- > implementing new dedicated training courses;
- > contributing to keeping Legacoop’s attention about social finance prominent at regional and national levels;
- > increasing the professionalism of counselling services operators;
- > stimulate the financial instruments of the cooperative movement to update and evolve according to what emerged from the project;
- > increasingly linking social finance to the development of new cooperative start-ups.

3.4.3 Social Investment ready project (SIR project)



SIR participated in five workshops held in Brussels, Barcelona, Budapest and Torino, during which knowledge, examples and best practices were exchanged with other EaSI projects from around Europe.

Call identification

number: VP/2016/007

Grant identification number:

VS/2016/0345

Policy area

> Social Economy

Policy sub-area

> Social
Entrepreneurship

Target groups

- > Social partners;
- > Non-governmental organisations;
- > Experts in evaluation and in impact assessment.

Activities implemented

- > The pool of investors: 12 organisations signed a Collaboration Agreement;
- > Six presentations of SIR: five in different parts of Catalonia and one webinar;
- > Created a website dedicated to the project.

Partners

- > FJMadvocats Gabinet Juridic Francesc José Maria S.L.P.;
- > Tandem Social, Sccl.



Implementation country (-ies)

Spain

Participating countries

Spain

Coordinator

Gicoop Grup D'inversors Cooperatiu SL, Spain



EU contribution in euros

93 000.50



Project duration

10 December 2016-9 June 2018



Project/organisation website:

<http://empresasocial.eu/>

> Socioeconomic context

[GICOOP¹⁰²](#), a cooperative investor group specialising in finance, combined its experience and expertise with a strategic consultancy [TANDEM SOCIAL¹⁰³](#), and the law firm [FJMadvocats](#) to find that there are limitations to accessing adequate funding for social enterprises in Spain. The idea of the project was to enable social economy enterprises to better access funding for their development. As a result, the Social Investment Read (hereinafter SIR) project proposes to create several instruments and tools that would help investment projects be more in line with the strategic objectives of social enterprises.

Aims of the project: The project team aimed to improve the capacities of social enterprises to prepare investment projects with funding instruments more in line with their strategic objectives. Their primary goal was to prepare the social enterprises to achieve social investment in specialist social economy financial institutions. They set up the following key activities in order to achieve this goal:

- > set up a Pool of Investors of Social Projects;
- > organise the call for proposals ‘Investment Readiness programme for social enterprises;’
- > Social Finance Platform (the SIR website);
- > provision of investment readiness support services;
- > follow-up of investee companies (post-investment phase);
- > fine-tuning of the investment readiness programme for social enterprises;
- > dissemination.

Project results, measured impacts and lessons learned: The project team organised a call for proposals in order to capture at least 20 projects of social enterprises that could be part of the SIR project. Six informative sessions took place to present SIR to social enterprises around Catalonia. A document summarising the main aspects of the 20 selected projects was subsequently produced and distributed to the members of the finance pool.

A total of 20 social enterprises were mentored with the objective of becoming Social Investment Ready:

- > nine of them received social investment during the programme;
- > three are in the process of negotiating social investment;

- > two are still in the process of preparing their social investment application;
- > six were not ready to request financing by the end of the programme.

The project team created a new [website¹⁰⁴](#) in order to support social enterprises’ social financing applications. It supports all SIR activities and describes the SIR project, objectives, rules, awarding criteria, calendar, etc.

Moreover, each project had a mentor assigned to it. During the process, partners held a few face-to-face meetings between mentors and the entrepreneur team where they had an ‘initial diagnosis’ and jointly established objectives for the mentoring. Each project was working at its own speed, with the encouragement and support provided by the mentors.

SIR participated in five workshops held in Brussels, Barcelona, Budapest and Torino, during which knowledge, examples and best practices were exchanged with other EaSI projects from around Europe. The partners also presented the SIR project to social enterprises and local economic development agencies in five physical locations: Barcelona, Vic, Tarragona, Girona, Sabadell. Additionally, a webinar was held in order to facilitate the participation of people unable to attend in-person sessions. What is more, the project was presented to the participants of the Aracooop 75 group, a programme financed by the Regional Government of Catalonia (Generalitat de Catalunya) to support the creation of new social economy enterprises, the network of Ateneus Cooperatius, and Financoop. In May 2018, the SIR project participated in a visit to Italy to meet [Social Business City Pistoia¹⁰⁵](#) and the University of Florence to exchange practices and methods on supporting social enterprises in becoming ‘finance ready.’

102 <http://gicooop.coop/>

103 <https://www.tandemsocial.coop/en/>

104 <http://empresasocial.eu/>

105 <http://sbflorence.org/en/portfolio/pistoia-social-business-city/>

> Identification of potential good practices

The 'Social Investment Ready' project has been selected to be presented as a poster in the Bilbao Forum of [GSEF2018](#)¹⁰⁶ in October 2018. SIR was presented in the entrance hall of the Palacio Euskalduna as a best practice case study, alongside 34 others from around Europe.

> New partnerships created

Several meetings took place with 16 entities, all of whom were interested in the SIR project. As a result, the SIR team signed a collaboration agreement with 12 of them, consequently, the financial partners are [Cajamar](#)¹⁰⁷, [Caixa Enginyers](#)¹⁰⁸, [Caixa Guissona](#)¹⁰⁹, [ESADE BAN](#)¹¹⁰, [Collegi d'Economistes de Catalunya \(Economistes BAN\)](#)¹¹¹, [Ship2B](#)¹¹², [GICOOP](#)¹¹³, [CREAS](#)¹¹⁴, [COOP57](#)¹¹⁵, [Acció Solidària Contra l'Atur \(ASCA\)](#)¹¹⁶, [Avalis](#)¹¹⁷ and [Elkargi](#)¹¹⁸. Thus, there were representatives of all relevant types of financial organisations: traditional banking (3 cooperatives), Business Angels networks (2), Incubator (1), private funds (4), guarantee providers (2).

> Dissemination strategy

In addition to the website, SIR disseminated information through presentations, i.e.: SIR was presented to 16 Local Finance Entities (regional level). Paper documentation was delivered to all of them. The project was also presented in several forums: [Financoop 2017](#)¹¹⁹ in Barcelona, the [Aracoop 75](#)¹²⁰ project as well as at Social Business City Pistoia (Italy) and the University of Florence (Italy). Additionally, in October 2018 SIR was presented in the [Bilbao Forum of GSEF2018](#)¹²¹. For the media, SIR prepared a communication kit that was widely distributed at the regional level and it was published in several bulletins of different organisations and administration, both in paper and digital forms.

> European added value

Social Economy is growing rapidly in Spain. It will be a pillar in the coming years for youth employment and for fighting long-term unemployment. The main reasons hindering access to external financing for social enterprises are:

- > lack of skills, culture and financial literacy and management;
- > lack of capital market orientation;
- > lack of financial products and financial intermediaries (social brokers) that are adapted/familiar with the characteristics of social enterprise projects.

Nevertheless, there are other barriers that emanate from the political and legislative spheres that are responsible for limited external financing.

> Sustainability measures

The SIR website that the project team developed will continue its activities. The social enterprises will be able to find the documents they need to present to any financial institution. A glossary and 'Who is Who' in Social Economy will be useful, along with the contact persons for further projects.

The mentoring support to social enterprises up to the 'Ready to Investment' stage is a must, due to the lack of resources in the first stages of setting up social enterprises. The local or central administrations have to fund this support through a public grant programme. There is no capacity from social enterprises to financial institutions to provide this mentoring service in the initial phases of the social enterprise projects.

- > A public guarantee programme needs to be implemented for social enterprises as this could be the only way that financial institutions can afford high-risk projects.
- > A grant programme needs to be implemented for start-ups. Most of them are too risky for investors.

106 <http://www.ripest.org/gsef-bilbao-2018-global-social-economy-forum-october-1-3-2018/?lang=en>

107 <http://www.cajamar.es/>

108 <https://www.caixa-enginyers.com/>

109 <https://www.caixaguissona.com/>

110 <http://www.esadealumni.net/en/entrepreneurship/entrepreneurs>

111 <http://www.coleconomistes.cat/Paginas/Ficha.aspx?IdMenu=3db69583-b264-496e-ae9c-ae48e750bc23&Idioma=ca-ES>

112 <https://www.ship2b.org/>

113 <http://gicooop.coop/>

114 <http://www.creas.org.es/>

115 <https://coop57.coop/>

116 <https://acciosolidaria.cat/qui-som/>

117 <https://avalis.cat/>

118 <http://www.elkargi.es/en>

119 <http://financoop.org/2017/>

120 <http://aracoop.coop/accions-aracoop/cooperatives-al-territori/acompanyament-i-suport-a-la-viabilitat-de-30-nous-projectes/>

121 <http://www.ripest.org/gsef-bilbao-2018-global-social-economy-forum-october-1-3-2018/?lang=en>

- > A legal structure needs to be defined for social enterprises in Spain. Currently, it is a mix of cooperatives, Sociedad Limitada (SL) and Sociedad Anonima (SA). It is important to have a relationship with the legal framework and the Social Economy world.



3.4.4 Collaborative Financial Readiness of Social Enterprises in Sweden

One of the participants said about the Investor Readiness Programme: 'It gave the tools the business needs to succeed with increasing sales and negotiating financing and investments for the company.'

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0346

Policy area

> Social Economy

Policy sub-area

> Social
Entrepreneurship.

Target groups

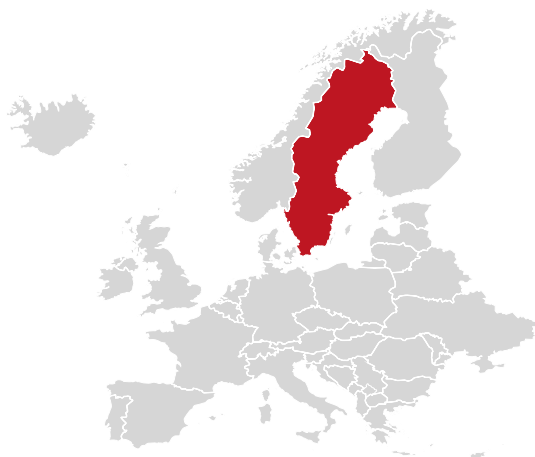
- > National, regional and local authorities;
- > Social partners;
- > Non-governmental organisations;
- > Experts in evaluation and in impact assessment;
- > Social enterprises;
- > Social investors.

Activities implemented

- > Need analysis of social enterprises;
- > Financial resource inventory;
- > Mobilising social enterprises;
- > Designing and implementing the Investor Readiness Programme;
- > Financial Product development;
- > Practical investments

Partners

- > Mikrofonden Väst ek. för



Implementation country (-ies)

Sweden

Participating countries

Sweden

Coordinator

Coompanion Göteborgsregionen ek. för



EU contribution in euros

65,142.23



Project duration

7 December 2016-6 June 2018



Project/organisation website:

<https://collfinance.wordpress.com/category/block-1/>

> Socioeconomic context

Social enterprises constitute a small but important and growing sector. These entities are agents of positive social impact. Among other things, they can facilitate the inclusion of vulnerable groups in society. Receiving little support from usual investors and challenging traditional business models, they usually require customised business and financial support. This project addresses this gap by focusing on 'work integrating social enterprises' (WISE). Since many of Sweden's WISE are located in the Gothenburg and the Western region of Sweden, the action focuses on this geographical area.

This project builds on and complements previous EU-funded projects led by the coordinating organisation Companion. For instance, this includes a large ESF project (started in October 2015) to increase jobs in social enterprises in the Gothenburg region from 287 in 2013 to at least 1 000 by 2020. The project also builds on the results of a public-private partnership agreement for financing the social economy delivered under the project '3E4SE-European Ethical Financial Ecosystem for local partnerships supporting new Social Enterprises' (funded under the call for proposals VP/2013/017).



© 'Collaborative Financial Readiness of Social Enterprises in Sweden'

> Aims of the project/organisation

The project team aimed to build the capacity of social enterprises and make more than 20 social enterprises investment ready for investments over EUR 50 000. For this purpose, they planned to develop an Investor Readiness Programme (IRP) with a focus on Western Sweden but accessible to social enterprises all over the country.

> Results, impacts and lessons learned

The project team selected 25 social enterprises out of 32 applicants for the Investment Readiness Programme. In total, 20 social enterprises (80%) completed the programme and increased their investment readiness. Others did not complete the programme due to their limited capacity and burn out/sick leave etc. which highlights the importance of customised support. Moreover, 14 of these enterprises received financing, or are in process of negotiating with investors or obtaining other types of financing.

The IRP consisted of training sessions and seminars with experienced trainers on topics such as business planning, business ideas and models, market and customer analysis, marketing strategy, values, stakeholder involvement, risk

assessment, governance and performance, budgeting, financial strategies and investments. Focusing on social impact, other topics included sustainable business models for social enterprises, social impact, measuring and reporting, social franchising, exchange of good practices and methods of scaling social enterprises. At the end of the IRP, the participants had an opportunity to pitch their investment need in front of a jury. One of the participants in the IRP said the following: 'This training programme gave the tools the business needs to succeed with increasing sales and negotiating financing and investments to the company. There should be more similar training to give other groups this possibility.'

Other project activities included networking and fostering collaboration with key financial actors by engaging them in seminars and meetings for exchange of knowledge and good practices. For instance, the partners shared information about the project and results, and discussed challenges and development of financial access and financial support to social enterprises at the 3E4SEnetwork meetings. They also organised a breakfast seminar on financing arranged in collaboration with Swedbank (one of the largest banks). Swedbank and Mikrofonden presented a case study of financing the start of a new branch of the social enterprise Le Mat Bed and Breakfast.



© "Collaborative Financial Readiness of Social Enterprises in Sweden"

> Transnational dimension:

Project activities also included active participation and contribution to the EU-level programme workshops arranged to increase knowledge and exchange of good examples. The project team, for example, shared experience with the social financing model of Mikrofonden and the social franchising and financing model of the WISE consortia Vägen Ut!. As a result of the transnational workshops, the partners held sessions to exchange knowledge, experiences and good practices with other organisations such as LegaCoop (Italy), EHTA RAHA (Finland) and Mikado (Istanbul). The partners also initiated a dialogue with the European Investment Bank.

> Dissemination strategy:

Videos, photos, presentations and resources related to the IRP training sessions were available on the [project website](https://collfinance.wordpress.com/resurser/)¹²², [YouTube](https://www.youtube.com/watch?v=S-1EHQZ4opg)¹²³ and Facebook. They also shared the materials and videos from training sessions in the partners' networks. Via Coompanion's monthly newsletter, they also reached

around 700 people monthly with a regular update. The partners also produced short films to ensure a wider sharing of project results, making IRP training sessions available to social enterprises and their employees across the country.

> European added value

Through strengthening the capacity of social enterprises, the support system, networks and collaboration the project contributed to the implementation of the Europe 2020 strategy and the pipeline of demand of social finance partnerships capable of using the EaSI instruments to share risk, improve capitalisation, and build capacity in Social Enterprises (SEs).

> Sustainability measures:

The dialogue and partnership with local and regional authorities, mainly West Sweden and Gothenburg City through the 3E4SE meetings, allowed the partners to address and influence policy processes related to the financing of

122 <https://collfinance.wordpress.com/resurser/>

123 <https://www.youtube.com/watch?v=S-1EHQZ4opg>

social enterprises. The strengthened networks of 3E4SE, Coompanion and Mikrofonden provide a good platform for following up on support to social enterprises and possibilities to build on the outcomes of this project.

> **Horizontal objectives:**

As part of the efforts to strengthen social enterprises, the project team also focused on supporting quality employment in social enterprises. In scaling-up their businesses, participating social enterprises have also a potential to include more marginalised people into the labour market. The project tackled gender inequalities as the majority of

the participants in the project were women. They received targeted support to boost the social enterprises they set up.

In addition, the project contributed indirectly to a number of causes related to horizontal objectives via supporting participating social enterprises. The supported social enterprises contribute to adequate social protection, prevention of gender-based violence, access to housing, sexual health and support to young people.



3.4.5 Preparing High-Impact Social Enterprises for Investment Readiness (PHISE4IR)

NESsT surveyed 135 beneficiaries of the supported social enterprises – individuals at risk of poverty or social exclusion – to measure the dignity aspects of the jobs generated by the action

Call identification number: VP/2016/007

Grant identification number: VS/2016/0342

Policy area
> Job Creation and Social Inclusion

Policy sub-area
> Social Entrepreneurship

Target groups
> Social partners;
> Non-governmental organisations;
> Higher education institutions and research institutes;
> Experts in evaluation and in impact assessment;
> Media;
> Social enterprises;
> Social investors.

Activities implemented
> Support for social enterprises to validate their business models;
> Support for social enterprises to become investment ready;
> Sensitising potential investors.

Partners
> Fundatia NESsT Romania.



Implementation country (-ies)
Hungary and Romania

Participating countries
Hungary and Romania

Coordinator
NESsT EUROPE Non-profit Kft

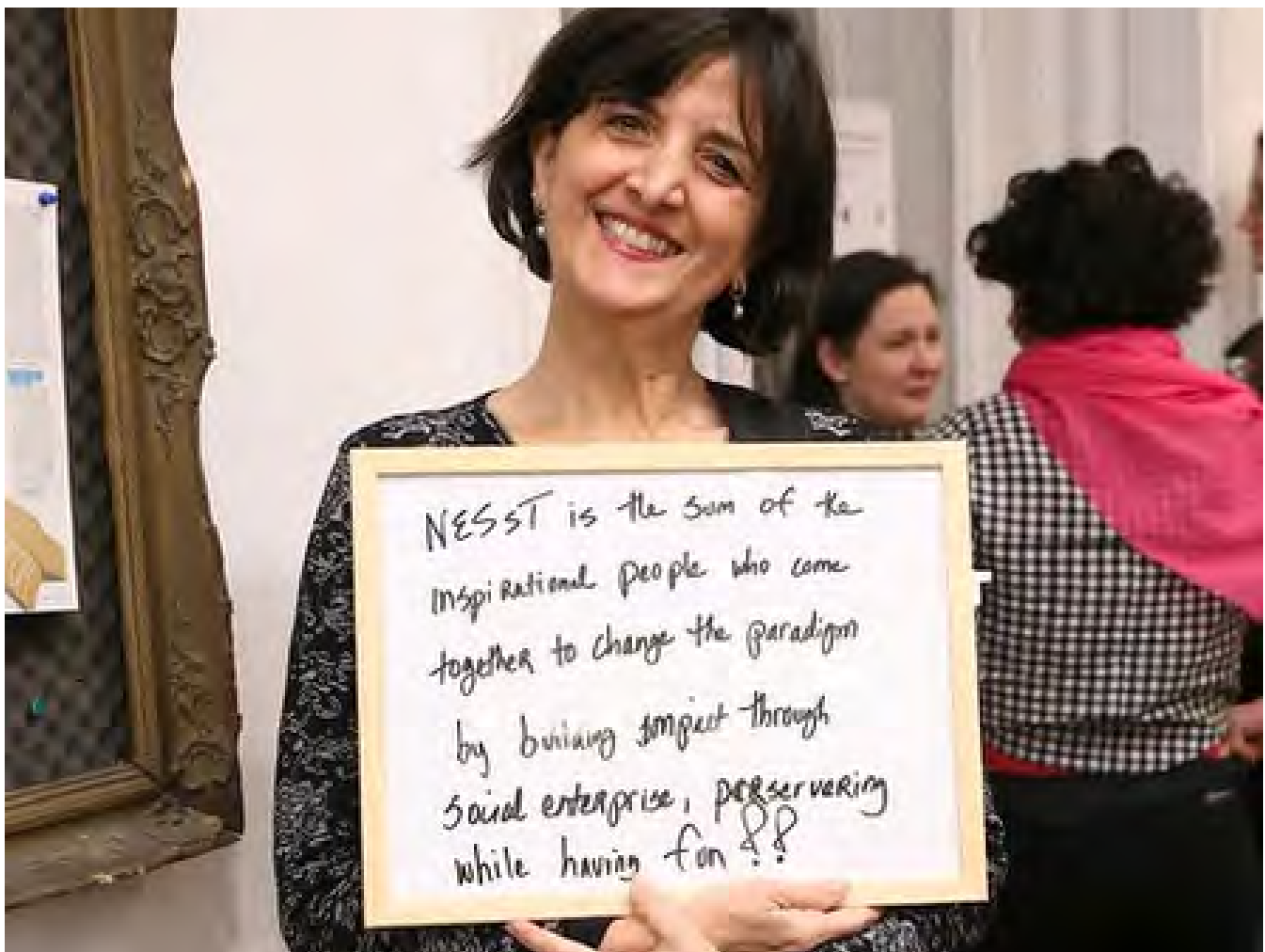
€ **EU contribution in euros**
90 894.10

🕒 **Project duration**
8 December 2016-7 June 2018

🌐 **Project/organisation website:**
<https://www.nesst.org/>

> Socioeconomic context

Social entrepreneurship continues to grow in scale and popularity. This is also the case in Central and Eastern Europe where the social investment market continues to grow each day in the context of a developing social entrepreneurship ecosystem. However, a lack of capital – both investment and philanthropic – remains a challenge. Additionally, social enterprises lack longer-term support that would help them to be investment ready and ensure a pipeline for social investments. This project addresses these challenges and explores the possibilities to develop investment readiness support for social enterprises in the region.



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> Aims of the project:

The project 'Preparing High-Impact Social Enterprises for Investment Readiness' equipped a portfolio of over 20 social enterprises in Eastern Europe to receive external financing, including packages of different types of financial instruments, over the next three years ranging between EUR 100 000-500 000. These enterprises are located in the countries where the coordinating organisation NESST operates (Hungary, Czech

Republic, Poland, Romania and Serbia). To achieve this goal, NESST focused on organising activities under three main objectives:

- > Support social enterprises to validate their business models and/or to prepare for scaling-up, through strategic business and impact mentoring, as well as talent and governance development.
- > Support social enterprises that are in the validation or build-to-scale stages to become investment ready and prepare and position them to receive investments within the next two to

three years, thus creating a strong pipeline of scalable high-impact enterprises.

- > Sensitising potential investors by involving them in project activities aimed at (a) raising their awareness of the needs of earlier-stage social enterprises and (b) encouraging them to become engaged and contribute to investment ready pipeline building. Simultaneously, the learnings of these activities are used to help social enterprises understand investors' requirements, access to investment readiness support, and direct financing advice.

NESsT's three objectives serve as three solutions to increase the pool of investment-ready social enterprises positioned to demand higher capital, ultimately ensuring their sustainability, growth and impact.

> Results and impacts

To achieve these objectives, NESsT organised activities that brought forth the following results in the social enterprise sector:

- > 22 social enterprises trained in investment readiness;
- > 11 social enterprises trained to pitch for attracting investment;
- > Joint due diligence (deal and pipeline sharing among co-investors);
- > Contribution to the creation of the first impact fund from Central Eastern Europe;
- > More than 20 donors and investors exposed to the needs of the social enterprises from Central Eastern Europe;
- > New types of capital showcased;
- > New connections among the social enterprise and impact investing ecosystem and stronger engagement from the business community;

New tools used by entrepreneurs – Talent tool, Green Tool, Performance Management Tool, Survey.

For the individual social enterprises, the action led to the following results:

- > Performance Management Tool (PMT) metrics developed for each social enterprise;
- > Training and mentoring support from NESsT Staff, Business Advisers, social investors;

- > Social enterprises adopted new business practices (new financial systems, new production processes);
- > 46 social enterprises identified their talent and/or green gaps;
- > 12 social enterprises have Investment Memos developed that build a case for needed investment to potential investors;
- > 16 social enterprise portfolio profiles developed for investment promotional purposes.
- > 11 social enterprises have learnt investment pitching techniques and will have the opportunity to practice them with investors.
- > Social enterprises participated in several rounds of interaction with funders and investors.

As a result of these activities, 201 economic opportunities were created in Central and Eastern Europe in 2017 for marginalised groups, among 16 enterprises. These enterprises, in turn, were able to reach out with a wide range of services to more than 3 500 at-risk individuals. Additionally, the Dignified Employment Survey revealed that more than 85% of the beneficiaries perceive their jobs within the social enterprises as secure, while most of them earn more than the minimum wage. Overall, the project demonstrates that social enterprises – set up with appropriate levels of capacity building support – can become ready to acquire external investment combining different types of finance.

> Policy evidence

The profiles of the supported social enterprises are also available [online](#)¹²⁴. Furthermore, two case studies produced within the scope of this project are available online: [Why Co-invest? Creating Co-Investment Opportunities for Social Enterprise Success](#)¹²⁵; and [NESsT Partners: Engaging Local Philanthropics with Investment Mindsets in the Czech Republic](#)¹²⁶.

Also, NESsT provided the content for [an investment case study published by the European Venture Philanthropy Association, which featured NESsT's collaboration and investment in Kek Madar](#)¹²⁷ as a best practice example in the social investment field in the region. Additionally, NESsT published [a case study highlighting mentoring best practices carried out with Timural, a social enterprise from Romania](#)¹²⁸.

124 <https://www.nesst.org/portfolio>

125 <https://static1.squarespace.com/static/58d072963e00bea07a2ca2da/t/5b5f4f3a88251b0f228af70c/1532972860738/2018+Co-Investment+Case+Study+FINAL.pdf>

126 <https://static1.squarespace.com/static/58d072963e00bea07a2ca2da/t/5b5f4f9303ce644ee2782c68/1532972948467/2018+NESsT+Partners+Czech+Republic+Case+Study+FINAL.pdf>

127 <https://evpa.eu.com/uploads/publications/EVPA-CEE-Case-Studies-NESsT.pdf>

> Identification of potential good practices

NESsT surveyed 135 beneficiaries of the supported social enterprises – individuals at risk of poverty or social exclusion – to measure the dignity aspects of the jobs generated by the action. The set of indicators relies on the data at the social enterprise and beneficiary levels. These indicators were framed around seven key concepts that social enterprises and their beneficiaries considered important for dignified employment. These included adequate earnings, decent hours, the stability of work, work-life balance, fair treatment, safe work environment and social protection. This analysis has helped the portfolio companies make more informed decisions related to their businesses. Read more about NESsT dignified employment surveys at [‘Decent Work: Adding Dignity to the Numbers’](#)¹²⁹.

> EU added value

Support from the EU for this project contributed to NESsT’s core strategy to support enterprises in the ‘pioneer gap’ – between idea and investment readiness. In addition, the action facilitated innovation in the region by using new tools (talent, the dignity of impact, environmental impact, performance management, metrics measurement). The funding enabled capacity providers to properly accompany each social enterprise to tailor the advisory services. As a result, social enterprise managers were able to professionalise their work, become more efficient in implementing their business solution, gain a deeper awareness of their impact, and improve the skills of their staff. As a result of this initiative, NESsT can proceed with formalising partnerships for future funding proposals with other organisations that also implemented Strand D projects as a means to reinforce this ecosystem work.

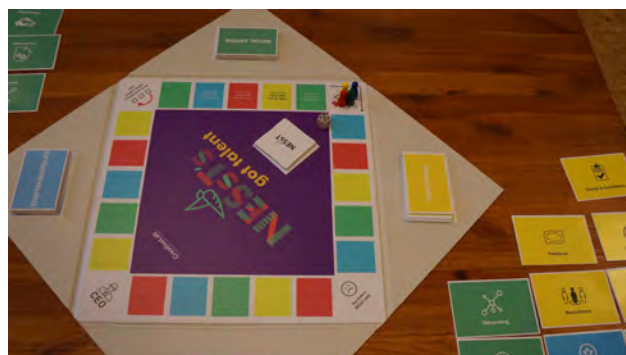
> New partnerships created

The action fostered new types of partnerships (with PBG, the NESsT Partners model, with FASE), regional learning and exchanges events (retreat, UK roadshow, partners meetings), and new cooperation models (Central Eastern Europe Social Investment Taskforce). At the horizon is also the replication of all of these core initiatives of NESsT to Turkey through their partnership with other players in the ecosystem.

> Dissemination strategy

NESsT disseminated report findings not only during the NESsT organised events within this project but also during other events

it participated in. Next to the eight events related to the task force (Warsaw, Vienna, Chicago, Skopje, Oslo, Zagreb, Brussels, Bucharest), the partners shared their experience in Belgrade, Split, Budapest, Lisbon, Vienna, Istanbul, at the opening and closing events of Zavod Viva (Slovenia), the CEE Private Equity conference in London, the European Commission transnational learning workshops (Brussels twice, Athens, Barcelona, Turin). It also presented project outputs and experiences during one on one meetings (in London, Vienna, Bucharest, Budapest, Warsaw, Brussels) and included relevant content information in its online dissemination tools.



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For effective dissemination, they involved several stakeholders and dissemination channels. These included existing social enterprises, idea phase or early start-up businesses, social investors, impact investing funds, the business community and ethical banks and government officials. NESsT also made significant efforts to raise awareness on project activities in the national media of each participating country. In addition, they used online channels such as a website, social media and email newsletters. Altogether, these channels contributed to the visibility of investment-ready social enterprises among more than 70 000 individuals.

> Horizontal objectives

This action supported the fight against poverty and social inclusion by supporting the growth of social enterprises that advance social goals. With the growth of social enterprises, not only are there more opportunities for people’s integration into the labour market but also better opportunities for career advancements and higher wages. This project specifically focused on social enterprises that provide employment opportunities to low-income individuals, among whom youth, ethnic minorities, women, artisans and small producers are overrepresented. In addition, more than 70% of the leaders of the supported social enterprises and more than 60% of the beneficiaries were women.

128 <https://static1.squarespace.com/static/58d072963e00bea07a2ca2da/t/5a726b7c0852294e6a1224a1/1517448062647/18-01-31+NESsT+Timural+Case+Study+FINAL.pdf>

129 <http://bit.ly/DignifiedEmployment>

3.4.6 Social Enterprise Financing in Serbia – Building Partnerships and Models for Sustainable Development of Social Finance Market



Developing Impact Economy

The project team developed and piloted a first social finance instrument for social enterprises – Step-by-step Loans for social enterprises – with four social enterprises in 2017.

Call identification

number: VP/2016/007

Grant identification number:

VS/2016/0390

Policy area

> Social Economy

Policy sub-area

> Social
Entrepreneurship

Target groups

- > National, regional and local authorities;
- > Social partners;
- > Non-governmental organisations;
- > Experts in evaluation and in impact assessment;
- > Media;
- > Social enterprises;
- > Impact investors

Activities implemented

- > Research and analysis of the social entrepreneurship market in Serbia;
- > Development of the investment strategy;
- > Promotion, networking and dissemination.

Partners

- > Erste Bank a.d. Novi Sad
- > Oksigen Lab



Implementation country (-ies)

Serbia and Belgium

Participating countries

Serbia and Belgium

Coordinator

Smart Kolektiv



EU contribution in euros

73 650.47



Project duration

15 December 2016-14 June 2018



Project/organisation website:

<https://smarkolektiv.org/>

> Socioeconomic context

Social economy models started emerging during the past decade. Current estimates suggest that there are around 1 200 social enterprises operating in Serbia. Although these organisations focus on having a positive impact on society and providing innovative and sustainable solutions for numerous social challenges, they still face the lack of an enabling environment for more intensive and impactful development. One of the major challenges for social economy development in Serbia is access to finance. Following the trend of social investment programmes that are emerging within the European Union and the need of the sector for adequate financial instruments, the project team addressed the need for further development of the social investment market in Serbia.

> Aims of the project/ organisation

The project team aimed to boost the supply of social finance in Serbia and to ensure that interested actors are ready to develop and deliver sustainable financial instruments to social enterprises. To this end, partners aimed to analyse and assess the social finance market, identify key potential partners, develop a viable investment strategy and involve at least five partners in signing the MoU in which they will commit to contribute to, and to collaborate in, producing a financial product providing access to finance for social enterprises.

> Results, impacts, lessons learned

The project team delivered the following:

- > Capacity building and consultations with key stakeholders. The project team organised a two-day workshop and a study visit to Brussels organised by Oksigen Lab and Smart Kolektiv. Key stakeholders gained knowledge through these activities and engaged in the formulation of recommendations on further development of the social investment market in Serbia, including the first social financing instrument in Serbia.
- > First social financing instrument in Serbia and investment strategy. In cooperation with Erste Bank, the project team developed and piloted a first social financing instrument for social enterprises based in Serbia. Four social enterprises in 2017 participated in testing a financial product [Step by Step - Loans for social enterprises](#)¹³⁰. Based on the piloting phase, analysis, capacity building and consultations, the partners developed an investment strategy for the

social financing instrument that will be provided in the future by Erste Bank.

- > [‘Social Investment Market in Serbia’](#)¹³¹ publication. The publication is a comprehensive assessment report of the analysis of the supply and demand side of social finance in Serbia. It is available in both English and Serbian languages. Part of the publication also contains information on social financing instruments and best practices. It also contains recommendations from the multi-stakeholder consultation process with about 30 stakeholders conducted throughout project implementation.
- > Memorandum of understanding (MoU). As a result of the analysis and consultation process, the project team established recommendations for further development of impact investing in Serbia. They mapped key stakeholders, raised their awareness and knowledge on impact investing and involved them in the consultation process. The partners signed an MoU with seven key stakeholders in Serbia.

> Dissemination strategy

Key results, activities and messages were promoted and discussed at three main events. The project team organised a stakeholders’ consultation event (around 120 participants, April 2017) to share best case studies in Europe in social finance and key challenges for both the supply and the demand side. During the event, Oksigen Lab provided a capacity building workshop on social impact investment and social impact management to key stakeholders from Serbia. In addition, practitioners and experts from Serbia, Croatia, Bosnia and Herzegovina, Montenegro, Bulgaria, Slovenia, the Republic of North Macedonia, Austria, Poland together with leading national and regional experts in the field met at the

130 <http://www.diplomacyandcommerce.rs/erste-bank-launches-step-by-step-support-programme-aimed-at-start-ups-social-enterprises-and-civil-society-2/>

131 http://smartkolektiv.org/wp-content/uploads/2018/05/Social-Investment-Market-in-Serbia_Smart-Kolektiv.pdf



© 'Social Enterprise Financing in Serbia – Building Partnerships and Models for Sustainable Development of Social Finance Market'

project final event (153 participants, May 2018). Not only did the project team introduce the main project findings, but they also organised on-site workshops, presentations and discussions to foster learning, sharing and networking among key stakeholders in the region. Throughout project implementation, the partners also organised thematic meetings with all relevant stakeholders: impact investors, intermediary organisations, public sector, social enterprises and NGOs. Meetings were organised with 30 representatives.

To promote project activities, the partners also used Smart Kolektiv's newsletter, other events and social media. The Step by Step product and its first results were promoted and disseminated additionally through online channels, traditional media and within Erste Bank Group.

> Transnational dimension

The funding contributed to learning from experienced partners such as Oksigen Lab and all other organisations engaged in transnational activities and workshops. Representatives of Smart Kolektiv participated in five international networking and learning workshops organised by EC, where representatives of participating organisations shared their experience and tools. Workshops were held

in Brussels, Budapest, Barcelona and Torino. At these events the project representatives actively participated in sharing best practices, experiences and lessons learnt in implementing the project. They also organised a study visit to Brussels for key stakeholders, organised by Oksigen Lab and Smart Kolektiv. The participants learned about impact investment instruments and best practices in the social investment market in Belgium. Representatives of Zavod Viva (Slovenia) and Mikado (Turkey) also participated in the capacity building workshop and shared best practices from their countries. In addition, they also participated at the Social Innovation Forum organised by Smart Kolektiv in April and shared best practices in impact management from their countries at the conference.

> Sustainable measures

By signing the MoU, representatives of the government, the private sector, donors, Coalition for development of social entrepreneurship and Social Economy Network Serbia (network of social enterprises) have committed to work together with Smart Kolektiv on the development of the National Social Entrepreneurship Strategy and public sector support programmes and a better legislative framework on financing institutions and services.

> European added value

EU funding was crucial for implementing this project as the topic and its importance is not yet recognised by other donors active in Serbia. The project team could work together with the private sector – Erste Bank on the development and testing first social finance instrument in Serbia. Transnational workshops and elements in the programme had a great impact on improving the partners' knowledge on best practices in the EU and building new partnerships with other organisations in Europe. The project team promoted EU legislation and good practices through the project.

> Horizontal objectives

In general, the project team aimed to provide support and develop more tailored finance instrument for social enterprises that would allow them to increase their social impact. Effectively, this action has the potential to contribute to the promotion of several horizontal objectives in the long run as social enterprises tend to tackle challenges such as youth employment, long-term unemployment, social exclusion and poverty, gender inequalities, etc.



© "Social Enterprise Financing in Serbia – Building Partnerships and Models for Sustainable Development of Social Finance Market"



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3.4.7 The European-wide roll-out of customised deal-by-deal support for social enterprises with fine-tuned hybrid financing packages



The action has shown that deal-by-deal support from experts like FASE can be a very effective mechanism to provide hybrid capital to social enterprises in the early stages of their growth.

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0353

Policy area

> Social Economy

Policy sub-area

> Social
Entrepreneurship

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Specialist bodies provided for under Union law;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Experts in evaluation and in impact assessment;
- > Media.

Activities implemented

- > Piloting roll-out into other European regions;
- > Testing pay-for-success models;
- > Setting up an early-stage co-investment fund;
- > Disseminating knowledge.

Partners

- > Ashoka Germany;
- > BMW Foundation Herbert Quandt



Implementation country (-ies)

Germany

Participating countries

Germany, Belgium, Netherlands, Luxembourg, Austria, Czech Republic, Bulgaria, Hungary, Poland and Slovenia

Coordinator

Financing Agency for Social Entrepreneurship (FASE)



EU contribution in euros

130 000



Project duration

1 December 2016-31 May 2018



Project/organisation website:

<https://fa-se.de/en/>

> Socioeconomic context

Social enterprises ideally act as ‘agents of innovation’ and important vehicles for job creation. As drivers of change, they have the potential to actively support a paradigm shift that prioritises inclusive, socially fair and environmentally sustainable economic development and social change. However, the current imperfections in the social finance market present challenges for social enterprises to fulfil this role. Social enterprises perceive poor access to finance as one of the most significant barriers. In addition, different suppliers of financing usually apply a broad range of mostly incoherent and unrelated eligibility criteria, return expectations, conditions for repayment and requirements for accounting as well as reporting. These are among the many hurdles that prevent social enterprises from scaling their impact. This action bridges the gaps in the social finance market with its deal-by-deal transaction support, hybrid financing solutions and innovations as well as investor extension activities. It acts on the substantial demand and impact potential to overcome market barriers for social enterprise finance across the EU.

Aims of the project/organisation: The project team (FASE, in cooperation with Ashoka offices and BMW Foundation Herbert Quandt) aimed to prepare the European-wide roll-out of customised deal-by-deal support with fine-tuned hybrid financing packages. This orchestrated approach was successfully tested before this project in Germany on multiple cases. It combines different types of donors and investors and integrates a range of financial instruments. Specifically, the action strived to enlarge both the size of the investor network and the number of supported social enterprises in two pilot regions – Benelux (Belgium, the Netherlands and Luxembourg) and Central Eastern Europe (Austria, Czech Republic, Bulgaria, Hungary, Poland and Slovenia).

> Results, impacts and lessons learned

The action comprised of six activities:

- > Detailing alternative models for the roll-out of deal-by-deal support to further European regions;
- > Preparing market entry in selected pilot regions (e.g. market assessment, business planning, the building of investor/partner network, deals sourcing);
- > Piloting and testing alternative roll-out models in two selected growth regions (Benelux and Central Eastern Europe) with hybrid transaction support for three to five social enterprises on a deal-by-deal basis;
- > Piloting and testing pay-for-success models with hybrid transaction support for one to two social enterprises on a deal-by-deal basis in Germany/Austria.

- > Set up and testing an early-stage co-investment fund in Germany and Austria to complement the deal-by-deal support and channel more investment capital into the social finance ecosystem (including finding a fund partner, developing fund contracts, approaching investors).
- > Knowledge dissemination (including three social finance roundtables, e.g. in Belgium, Austria, Czech Republic and transnational activities).

The project team demonstrated the feasibility and benefits of an orchestrated approach to providing social finance by different types of donors, investors and public authorities and integrating a range of financial instruments into fine-tuned packages in further geographic regions. They successfully implemented this approach in two further pilot regions, Benelux and Central Eastern Europe. The partners detailed three alternative roll-out models for this expansion: (a) building local/regional hubs as part of FASE Germany (tested with Central Eastern Europe), (b) joint ventures with local/regional transaction experts (tested with Benelux), and (c) cooperation with regional partners.

The project team also succeeded in starting activities in these two regions by screening multiple investment-ready social enterprises, building a network of philanthropic and impact investors and establishing connections to other players in the respective ecosystems. They supported four social enterprises in Benelux and Austria in raising hybrid growth capital: [Billy](#) (Belgium)¹³², [Sign time](#) (Austria)¹³³, [JUMP](#) (Belgium)¹³⁴ and [Helioz](#) (Austria)¹³⁵. Three of these enterprises have successfully completed their financing rounds by the end of the project. The partners also developed pay-for-success models for two additional social enterprises: [Papilio](#) (Germany)¹³⁶ and [Atempo](#) (Austria)¹³⁷.

132 <https://fa-se.de/en/projects/finalised/billy/>

133 <https://fa-se.de/en/projects/finalised/signtime/> <https://www.youtube.com/watch?v=KdHnEs1VJkg>

134 <http://jump.eu.com/>

135 <https://fa-se.de/en/projects/helioz/>

136 <https://www.papilio.de/ueber-papilio.html>

137 <https://www.atempo.at/en/>



Next, the project team mobilised and gained the commitment of potential investors, donors, banks, crowd investors and public authorities from different European countries to cooperate and make their financial contribution to specific hybrid financing packages. The partners were able to extend their network by around 500 new impact investors and thus successfully scaled the donor and investor basis for impact investing in Europe. Regarding the Europeanisation of the social finance market, they observed a preference of impact investors to pursue deals in their home country. Demand for cross-border deals in social enterprises is, however, in their view, growing slowly. In all four pilot projects (Billy, JUMP, Signtime, Helioz), investors from at least two to three EU Member States showed concrete interest.

Furthermore, the project team brought their early-stage co-investment fund to the next stage of implementation. Besides partnering with an experienced fund manager (Avesco Financial Services, Germany), they performed an extensive market sounding with potential investors and completed the application for the EaSI guarantee. The fund has a target size of EUR 20 million and will co-invest alongside individual direct investors and match their investments in social enterprises from different Member States.

In terms of knowledge dissemination, the partners organised social finance roundtables in Salzburg, Brussels, Frankfurt and Duesseldorf. They believe they increased the awareness of potential impact investors to cooperate in cross-border impact deals, and thus, shaped the investors' vision and intention to establish a Pan-European financing network for social enterprises.

> Transferability element(s) of the project/activities:

The action has shown that deal-by-deal support from experts like FASE can be a very effective mechanism to provide hybrid capital to social enterprises in early stages of their growth. Their approach was successfully demonstrated with more than 40 closed deals, the channelling of more than EUR 16 million in additional resources into the social finance ecosystem in Germany, Austria and Benelux. They

plan both to scale-up their customised deal-by-deal support with hybrid finance packages in their current core markets and to expand their service offering to other EU Member States. This includes in particular those Member States where there is clearly a need to support social enterprises in finding appropriate financing. FASE intends to create an open pipeline of leading social enterprises that are investment ready and geared towards growth. At the same time, they plan to build an active network of philanthropic and impact-oriented investors to launch local activities. The mission of FASE is to cover all Member States of the European Union by 2022.

Policy evidence generated by the project: Detailed cases studies for two pilot projects (Billy and Sign Time) are available to illustrate the pros and cons of fine-tuned hybrid financing packages for social enterprises with an orchestrated approach combining different types of donors and investors.

> Transnational dimension

This project allowed transferring a measure developed in Germany and testing its up-scaled version as a European-wide roll-out of FASE's customised deal-by-deal support in two new pilot regions – Central Eastern Europe and Benelux. Within these regions, the project team supported five specific social enterprises in raising growth capital to scale their impact. This action spread these solutions and their impact beyond their original geographic reach.

> Dissemination strategy

FASE follows an open-source approach and shares its innovative financial models broadly to encourage other social enterprises to scale up these successfully piloted projects. The partners used the [FASE website¹³⁸](#) to disseminate the key insights and lessons learnt from this action. At the international level, the collaborating organisations supported the project team with further dissemination of project findings. For instance, FASE contributed to a research paper on hybrid finance produced by the European Venture Philanthropy Association (EVPA). Other organisations that contributed to the dissemination include Oksigen Lab, Ashoka Austria/CEE, Ashoka Netherlands, Ashoka Belgium, Ashoka UK, Ashoka Ireland and Austrian Ministry of Labour, Social Affairs and Consumer Protection.

The project team also organised roundtables with potential investors and social entrepreneurs looking for growth capital to support cross-national knowledge dissemination in three different countries. They also shared their findings with the Expert Group on Social Economy and Social Enterprises of the

European Commission and other public authorities, such as the Federal Ministry of Economic Affairs in Germany. Furthermore, they shared practices, experiences and lessons learnt with the other selected projects of this call in six workshops held in Brussels (twice), Barcelona, Budapest, Turin and Athens.

> European added value:

The action contributed to the overall objective to support the development of a European social finance market. It generated effective demand among social enterprises for social finance and encouraged more social enterprises to take on repayable finance. It also helped to boost the supply of social finance and contributed to developing, establishing and replicating feasible, suitable and reliable hybrid financing packages. Achievement of this mission would not have been feasible without the funding support from the EU. Additional support came from co-applicants Ashoka Germany, BMW Stiftung Herbert Quandt and a consortium of impact investors, who declared their willingness to co-invest in hybrid deals identified by FASE.

> Sustainability measures

The project team noted that it is very challenging for financial intermediaries in the area of early-stage social finance to develop an economically sustainable business model. Transaction costs for smaller deals continue to be high. Many early-stage social enterprises also struggle to pay for external services, no matter how reasonable they may be. While this is already a challenge for more mature markets like Germany, it is even more challenging when entering smaller and/or less developed ecosystems. Thus, the partners concluded that intermediaries – at least in the first years of their activities – will need public or philanthropic support on top of proprietary earned income to cover costs.

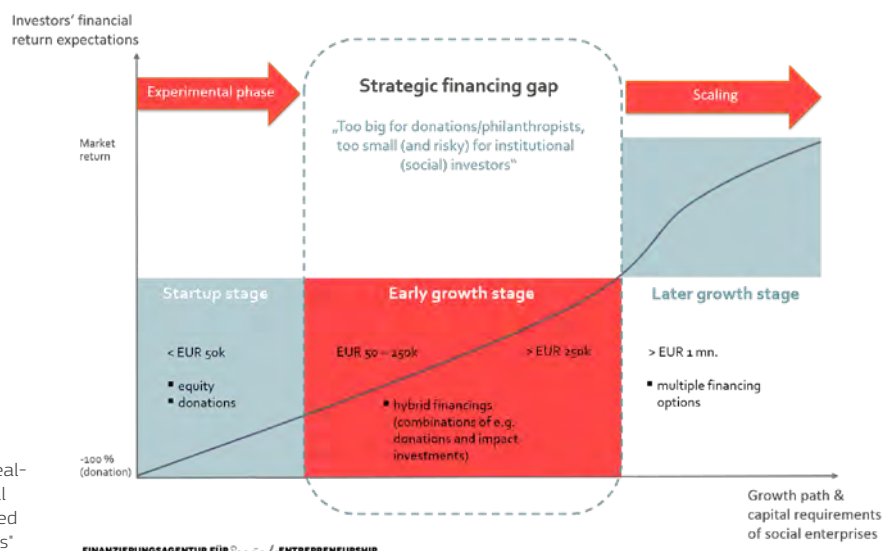
To keep the coaching and consulting services sustainable, FASE has relied on a combination of infrastructure and

deal-oriented funding. Next to EU funding, FASE has continued to search for long-term strategic partners among corporates who would collaborate to build the social finance market in Germany and Europe. In regular discussions with philanthropists, FASE tried to gain supporters for its own infrastructure as an independent financial intermediary as well as for its mandates with social entrepreneurs. In addition, FASE is partly funded by transaction fees and offers investment readiness support packages for a reduced fee in the range of EUR 4 000–6 000, which social enterprises can either fund themselves or with support of a donation or a public grant programme.

> Horizontal objectives

The project team supported five social enterprises to scale their social impacts that address social and environmental goals:

- > social inclusion of people with disabilities by developing a highly innovative software solution for the video production of content in sign language;
- > combating long-term unemployment and integration into the labour market of the socially excluded through an effective mix of education offers, intervention by social workers, consulting and training;
- > closing the gender gaps at work by training, consultancy and community building;
- > boosting cycling as a real mainstream alternative for car traffic to address the environment, health and economic consequences of pollution and congestion;
- > preventing behavioural problems and increasing socio-emotional capabilities of pre-school children.



© *The European-wide roll-out of customised deal-by-deal support for social enterprises with fine-tuned hybrid financing packages*

3.4.8 The Outcomes Generator: supporting social enterprises towards impact and investment readiness



It is essential to continue providing high-quality and adequate support services to impact ventures and there is also a need to sensitise both investors and corporations on the role each can take in promoting and fostering the success of impact ventures as a solution for the greatest problems faced by society.

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0426

Policy area

> Employment

Policy sub-area

> Local development;

> Skills

Target groups

- > Private entities such as impact ventures, corporates and investors;
- > National, regional and local authorities;
- > Social partners;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Media.

Activities implemented

- > Recruiting and selecting the participating impact ventures;
- > Training sessions;
- > Providing internal and external expert support;
- > Social events with entrepreneurs;
- > Peer-learning events;
- > Investor pitch sessions.

Partners

- > Labour association of social investment;
- > Drelladesign, LDA.



Implementation country (-ies)

Portugal

Participating countries

Portugal

Coordinator

Social Investment Lab/MAZE-Impact



EU contribution in euros

86 728.18



Project duration

5 December 2016-4 May 2018



Project/organisation website:

<https://maze-impact.com/>

> Socioeconomic context

In 2016, 2.6 million Portuguese residents were at-risk-of-poverty or social exclusion. Poverty and social exclusion, in general, are objects of national, European and world attention. One of the channels that can help in advancing the Portuguese economy is effective exploitation of the impact investment market. Before the project started, there were over 5 000 social enterprises in Portugal alone. By using their full potential, through the provision of the necessary skills and other capacity building activities, Portugal and other European countries can promote a high level of quality and sustainable employment and guarantee adequate and decent social protection to an increasing number of people.

> Aims of the project

The Impact Generator project aimed at tapping an existing market gap in the Portuguese ecosystem: the lack of adequate investment readiness support to impact ventures (social enterprises) that are developing their business model or that are in a growth phase.

> Results, impacts and lessons learned

The project team worked with 19 social enterprises which were allocated to three separate cohorts. Each cohort encompassed on average six impact ventures and had a duration of 16 weeks. Altogether they have raised EUR 500 000 with a further EUR 650 000 under negotiation. As a result, numerous innovative inventions were created in distinct policy areas from improving social inclusion or education to the circular economy and environment.

MAZE Impact Generator supported growth and consolidation of impact ventures and equipped their teams with the necessary skills set for developing and sustaining their enterprises. It also created awareness in the market for the need of this kind of support which led to the expanding pool of social enterprise experts, investors and corporate players. Today MAZE is recognised as one of the main experts in impact acceleration work in Portugal.

> Innovativeness of the project/activities

The social enterprises involved in the activities of the project developed innovative solutions to policy problems. Some of the most notable projects include:

[A Avó Veio Trabalhar](http://www.fermenta.org/)¹³⁹: Creative collective that empowers the elderly by transforming them into role models within

their communities with the aim that society sees ageing as a value-adding process.



© "The Outcomes Generator"

[AidHound](https://aidhound.com/meet)¹⁴⁰: Software as a service (SaaS) designed to improve the efficiency of social enterprises in managing their performance, activities, caseload and impact. Aidhound improves data analysis for social enterprises and creates visual dashboards to inform management and impact decisions.

[Cozinha Popular da Mouraria](https://www.facebook.com/CozinhaPopularDaMouraria/)¹⁴¹: a community kitchen created in the heart of one of the most problematic neighbourhoods in Lisbon. Through their weekly dinners and cultural activities, they were able to feed the community, and foster tolerance and appreciation for its cultural diversity.



Cozinha Popular da Mouraria

© "The Outcomes Generator"

139 <http://www.fermenta.org/>

140 <https://aidhound.com/meet>

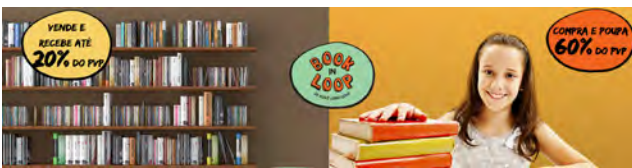
141 <https://www.facebook.com/CozinhaPopularDaMouraria/> <https://youtu.be/VDq9nToJQwc>

[Wave by Wave](http://wavebywave.org/)¹⁴²: promotes mental health and well-being in children and youngsters at risk through surf therapy and contact with nature. The team is composed of surf, educational and mental health practitioners that ensure weekly camps with groups of up to 16 children.



© "The Outcomes Generator"

[Book in Loop](https://www.bookinloop.com/)¹⁴³: Omni-channel tech-based solution (this solution allows several channels to be used in parallel) which allows the circularity of durable goods with short-lived use. Good Loop (the basis for Book in Loop) uses technology to enhance the quality of goods traded in the platform and ensures an efficient logistics and delivery process, saving consumers' time and money.



© "The Outcomes Generator"

> Transferability element(s) of the project/activities

Due to the nature of the project, partners had to develop a flexible set of practices that reflect on the various needs each venture has and therefore the same practices will continue to be relevant within different fields and different countries.

> Policy evidence generated by the project

This project showed the real need of impact investment support services – not only for the demand side of the impact investing market (impact ventures) but also for the supply side (investors and corporations). Most importantly, the project partners found that customisation of such support is crucial for effective delivery of service to the impact ventures. It is fundamental to recognise that each venture is facing challenges and has different ambitions and paths to follow. It is essential to continue providing high-quality and adequate support services to ventures. It is also important to keep both

investors and corporations aware of the role each can take in promoting and fostering the success of impact ventures as a solution for the greatest problems faced by society.

> Dissemination strategy

Since the project targeted corporates, investors, policymakers, other ecosystem players, the communication of the whole project was also targeted to reach them. Project partners put together several booklets with a description of the ventures accelerated that were channelled through social media, email threads and posted on the project website. This project also included training sessions for legal and policy practitioners, peer reviews and mutual learning events as well as numerous conferences and seminars.

> European added value

Project participants agree that receiving funding from other sources would have been possible; however, being part of the European project was extremely beneficial for them. Being part of the European network allowed wider knowledge sharing and networking. As a result, several collaborations have surged since the start of the programme and will continue being developed in the future.

> Sustainability measures

After implementing this project, MAZE social investment lab built its own capacity and networks within Portugal and beyond (within the EU). The experience gathered throughout the project implementation enables project partners to continuously provide their services and support to impact ventures.

> Horizontal objectives

Alongside the project aim of closing a market gap, MAZE Impact Generator also supported some underlying dimensions of social inclusion, poverty and empowerment of women among others. Vulnerable populations were addressed by the social enterprises involved in Impact Generator's activities. For example, half of the participants in MAZE-Impact events were women.

142 <http://wavebywave.org/>

143 <https://www.bookinloop.com/>

3.4.9 EASII - Easing Access to Social Impact Investments

The support of mentors and the direct help in searching for investments are key elements for the success of a start-up.

Call identification

number: VP/2016/007

Grant identification number:

VS/2016/0375

Policy area

> Employment

Policy sub-area

> Youth employment and skills

Target groups

- > National, regional and local authorities;
- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Incubators, Accelerators, Innovation intermediaries, Business Angels, Impact Funds.

Activities implemented

- > Six-week incubation programme of lessons and workshops;
- > Access to Impact Hub Milano and FabriQ facilities, events and professional networks;
- > Personal mentorship: a highly qualified professional figure experienced in the field of innovation and start-ups was matched with each participating enterprise;
- > Pitch event;
- > Promotional and dissemination activities.

Partners

- > The Hub SRL (Impact Hub Milano).



Implementation country (-ies)

Italy

Participating countries

Italy

Coordinator

Fondazione Giacomo Brodolini



EU contribution in euros

91 047.21



Project duration

1 December 2016-31 March 2018



Project/organisation website:

<https://www.fabriq.eu/>



© 'EASII - Easing Access to Social Impact Investments'

> Socioeconomic context

EU countries are still combating relatively high levels of unemployment, poverty and social exclusion, slow or little growth and weak public and private investment. However, the potential of a global market of social entrepreneurship is estimated to be around one billion euro globally and is still underutilised. Except for the very positive situation in the UK in terms of social impact investments, many other European countries, including France, Germany and Italy are characterised by very low investment amounts. Even in countries where there is a high amount of capital willing to invest in these kinds of enterprises, the level of investments remains low because it is hard to identify the start-ups that are investment ready.

> Aims of the project

EASII project addressed the insufficient investment readiness of Italian social innovation enterprises. It aimed to support innovative start-ups that can have a social impact. Support to new Italian entrepreneurs would consequently contribute to the social and economic advancement of Italy.

> Results, impacts and lessons learned

Through the EASII project, Brodolini Foundation and Impact Hub Milano, the co-managers of FabriQ incubator, have experimented a support model for social innovation start-ups. Such a model allows them to tackle social impact investment market gaps. They offer quality services to a selection of enterprises to bring them to a more advanced stage and help them meet the investors. As a result of this project, 20 start-ups have developed their social business ideas, of which six were granted at least EUR 10 000 in investments.

The project partners stressed the importance of such projects and concluded that:

- > Social innovation and sustainability are becoming areas of interest for the market and those who have resources to invest;
- > Competition on start-ups is becoming tougher and without a valid grant or seed money, people do not want to apply.

- > Incubation programmes are valid opportunities to improve entrepreneurial skills and test them before entering the market.
- > The support of mentors and the direct help in searching for investments are key elements for the success of a start-up.

Transferability element(s) of the project: Thanks to the EASII project, the FabriQ incubator had the chance to experiment a model of scalability by its ability to act as a 'one-stop shop' at a national level. It was directed towards social innovation start-ups wishing to receive targeted services to improve their investment readiness. EASII facilitated start-up operations within a wide spectrum of sectors of the participants and contributed to a variety of problems solved. Such experience and knowledge can be further applied to any of the social innovation start-ups.

> Innovativeness of the project

Project partners have selected 20 social enterprises to involve in this project. The enterprises were selected based on the problems and innovative solutions they are working on in the following areas:

- > People and Health: Solutions for well-being and sport, prevention and treatment, autonomy and accessibility, Digital for Healthcare and Wearable Technology;
- > Agrifood: Solutions in the universe of food and nutrition, for the quality of life and of the territory and for the use of agricultural resources with a view to inclusion and rehabilitation;

- > Environment and Circular Economy: Solutions to reduce pollution, improve waste management and recycling, use of renewable energies.
- > Smart Cities and Sustainability: Solutions for the creation and management of new urban services related to governance, economy, human capital, mobility, improvement of civic services and Civic-Tech.
- > Education and Culture: Solutions enhancing artistic-cultural heritage and the education system, making them accessible and inclusive, as a result of new technologies (for example, Remote Learning).

> Policy evidence generated by the project

Social innovation and sustainability are becoming areas of interest for the market and those who have resources to invest. In order to boost the ability of players to support social impact solutions, however, priority should be given to the three following actions:

- > broadening the tools and volumes of the social finance sector;
- > strengthening the abilities of the existing Third Sector and of the new topics entering the field of social entrepreneurship;
- > creating opportunities for qualified demand and supply to meet at an international level.

Furthermore, in a society based on knowledge, where new ideas and professional skills are fundamental aspects of innovation, the intellectual capital available to the organisation determines its innovative potential. Therefore, project partners stress the need to invest in human capital to generate new ideas and possible applications of the new technologies; this applies to the social innovation sector too.

Dissemination strategy: Project activities and results were disseminated to the public at the final conference (1 March 2018) and included in a final booklet, communicated on social networks such as Facebook and Instagram, and on the website of FabriQ and its partners, both in Italian and in English.

> Transnational dimension

The participating start-ups made an attempt to widen the reach of the incubator from the local to the national and international level. They felt the need to up-scale their methodology and test it with start-ups coming from outside

Milan, as well as experiencing mutual learning activities with similar organisations around Europe. The proposed programme can be replicated and/or up-scaled to other territorial contexts, such as other European countries.

> European added value

Participants benefited from the EU funding and intervention in order to achieve their objectives more easily, especially in terms of efficiency and effectiveness. The European grant was also beneficial in attracting a higher number of start-ups than expected and to having more bargaining power in relation to public authorities and investors. It supported the project in terms of funding to start-ups. Furthermore, the EU added value was translated into increased collaboration and coordination gains. The project led to networking between international partners in Europe and to the sharing of best practices and tools for enriching FabriQ programmes.

> New partnerships created

The encounter with organisations experiencing similar programmes was beneficial for fine-tuning the programme for the EASII start-ups, thus ensuring that impact and access to funding were a priority. Transnational activities provided applicants with opportunities to meet other organisations and to share different practices and experiences. They met with organisations such as with Mikado (Turkey) and Social Lab (Portugal). These are clear examples of how collaboration of projects leads to an improvement in the implementation of the programme and even a shared pool of tools. These meetings helped the project team to open themselves to new practices and it is especially helpful for organisations with limited resources.

> Sustainability measures

The project leverages on the development of start-ups with a business model that integrates social impact, thus allowing a sustainable and replicable business. The project team is still working on further sustainability of their incubation programmes and ensuring a major impact of their activities. Such work is supported by the positive tendency and interest in social innovation and impact investing which can grow further in the future, thus allowing other programmes for social impact start-ups to be launched. The project team noticed a strong interest in replicating the EASII model and plans to focus more on impact in the implementation of incubation programmes, and also to invest more time and resources on impact measurement.

3.4.10 Empowering Social Entrepreneurs in Turkey to Become Investment Ready



The project highlighted a need to connect and to work together to serve sustainable development goals.

Call identification

number: VP/2016/007

Target groups

- > Social partners;
- > NGOs;
- > Experts in evaluation and in impact assessment.

Activities implemented

- > Business Model Development Training;
- > Investment Readiness Certificate Program;
- > Business model pitch event;
- > International Site Visit;
- > Investment Readiness Handbook;
- > Mentoring (Professional Consulting).

Grant identification

number:
VS/2016/0435

Policy area

- > Employment and social inclusion

Policy sub-area

- > Skills, youth employment, active inclusion, child and youth poverty and social exclusion

Partners

- > Ashoka Turkey;
- > Koç University Social Impact Forum.



Implementation country (-ies)

Turkey



EU contribution in euros

93 256.74

Participating countries

Turkey



Project duration

14 December 2016–13 June 2018

Coordinator

Mikado Consulting



Project/organisation website:

<http://www.mikadoconsulting.com>

> Socioeconomic context

There are numerous challenges to be addressed in Turkey. The large geographical area contributes to a variety of those challenges by making them regional rather than national. That is, each local setting may have specific needs and challenges which may not be directly comparable to another. Social innovations are one of the tools that Turkey increasingly uses to develop its socioeconomic conditions. According to the experts, social enterprises should focus on addressing unemployment, especially, youth employment which is both a major challenge and a major opportunity in Turkey. Building capacity for young people, starting from access to education, continuing with the provision of opportunities, is fundamental for social innovation. Building trust, transparency and accountability are also important especially for the growth of civil society.



© "Empowering Social Entrepreneurs in Turkey to Become Investment Ready"

> Aims of the project/ organisation

The 'Empowering Social Entrepreneurs in Turkey to Become Investment Ready' project aimed at developing a thorough system of capacity building on social finance. It is designed to strengthen the investment readiness competencies of social entrepreneurs in Turkey. Furthermore, it aimed to contribute and to promote the development of the demand side of the social finance sector in Turkey.

> Results, impacts and lessons learned

Social entrepreneurs benefited from short-term as well as long-term training (certificate programme) programmes, site visits of successful models and investors, mentoring programme and a detailed toolkit. The consortium provided social entrepreneurs with maximum benefit by offering their expertise. The project included a wide range of specialists on various components of investment readiness including social impact, business and financial modelling, strategy development, accounting, sales and marketing, investment, pitching and storytelling, etc.

> Policy evidence generated by the project

On completion of the project, they realised the need to develop the supply side of the market. According to the project's final

report, there is a scarcity of experts who understand the financial sector and the details of social entrepreneurship. There is also a lack of investors and other funding parties. Project partners also urge that these types of projects and practices be spread to other parts of Turkey. According to the project partners, this might happen only through spreading good examples and perhaps by giving presentations in many of the cities about social entrepreneurship.

> Transnational dimension

One of the project deliverables was an international site visit. A team of participating social entrepreneurs together with project representatives visited several organisations in Berlin and Milan. These social entrepreneurs had the chance to meet foreign social entrepreneurs, investors and intermediary organisations within the Ashoka network in Europe.

New partnerships created: In light of this project, several international partnerships were created. Project partners and participants attended conferences and workshops organised by Zovad Viva (Slovenia), Smart Kolektiv (Serbia), and Oksigen Lab (Belgium). They also developed partnerships with FabriQ (Italy), Social Entrepreneurship Academie (Germany), and Coompanion (Sweden).

> Dissemination strategy

Project partners employed evaluation reports, and other publications to inform the public about this project.

One of the main project outputs was a publication '[Investment Ready Social Enterprises](#)'¹⁴⁴ which mainly targeted national and international social enterprises and ecosystem developers as well as funders and anyone else interested in the field. This publication and the evaluation reports reached the targeted communities through internet channels (partners' web page, other social sector platforms), or were disseminated during training and other project-related events.

> European added value

Thanks to the funding received from the EU, project partners were able to apply for some other co-funding opportunities and to work on spin-off topics related to:

- > forming a social entrepreneurship network in Turkey;
- > developing more social enterprises in Turkey;
- > forming an investment pipeline in Turkey.

Sustainability measures: This project created a model for equipping social enterprises in becoming investment ready. Such a model can be easily replicated and, therefore, project partners plan on continuing to leverage the know-how generated in this project to serve and expand the sector.

Horizontal objectives: Selected participants of this project focused on raising awareness o, and at the same time working on socially sensitive topics. Among others, they included youth employment, education, social exclusion and discrimination. Besides social enterprise fields, this project enabled more youth employment within the participating enterprises. Finally, by creating good models for the development of social enterprises, the project contributes to the development of the field and thus, job creation.

3.4.11 Boosting investment readiness of value-based enterprises in Finland



A total of 378 people participated in the project and over 50 Finnish enterprises benefited from the project

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0401

Policy area

Employment, social dialogue and social economy

Policy sub-area

Local development, youth employment and social dialogue

Target groups

- > National, regional and local authorities;
- > Non-governmental organisations;
- > Experts in evaluation and in impact assessment;
- > Media;
- > Value-based enterprises;
- > Researchers.

Activities implemented

- > Open educational events;
- > Open access peer support groups;
- > Pop-up financial advice;
- > Finance boot camps;
- > Mentoring
- > Connecting entrepreneurs and investors

Partners

- > Demos Helsinki, Castrén & Snellman Attorneys Ltd



Implementation country (-ies)

Finland



EU contribution in euros

100 000

Participating countries

Finland



Project duration

15 December 2016-14 June 2018

Coordinator

Ehta Raha Cooperative



Project/organisation website:

www.rahoitusvoimala.fi

> Socioeconomic context

There is a growing demand for education and support for value-based enterprises in Finland: young people are looking for purposeful work, platform-economy is rising, there is more and more demand for circular economy solutions and the local food movement is growing. There will also be big changes in the Finnish healthcare system and the potential of the recent immigration is still untapped. However, the Finnish ecosystem for social enterprises is fragmented and not very mature: there are a few individual actors, but not many synergies. Developing entrepreneurship also means developing the community of social entrepreneurs, with an open mind, incorporating many different actors, strengthening mutual ties.

> Aims of the project/organisation

The main objective of the Rahoitusvoimala project was to contribute to the social finance market in Finland by assisting value-based enterprises to build their investment readiness. The project aimed at:

- > developing the community and ecosystem of value-based entrepreneurship;
- > raising awareness and boosting the trend of value-based investing possibilities;
- > offering an educational platform and mentoring social entrepreneurs on financial issues; and
- > facilitating the connection between the social entrepreneurs and the finance providers of their choice.

> Results, impacts and lessons learned

The programme took place in three different cities and in each of them created a supportive atmosphere to develop the collaboration among the participants and local organisations in the wider context. This collaboration consequently contributes to the development of the local economy and finally boosts the creation of new companies and sustainable jobs. Specifically, peer support groups and boot camps were organised to make enterprises work intensively on their investment readiness. Mentoring and counselling on financial and legal issues based on the participants' needs as well as targeted, intensive impact management coaching was offered to all participants individually. They met investors at the boot camp and received feedback from them at a pitching event.

A total of 378 people participated in the action. Over 50 enterprises benefited from the project, of which 25 participated more actively. As a result, five new enterprises were registered, and computationally at least five new full-time jobs were created. All of the 25 participants advanced their readiness to

receive finance, be it finance from their sales, grants, project finance, loans or own capital. Project partners made sure that the right type of finance was sought for each enterprise. In total, the amount of direct finance that participating social enterprises received was EUR 441 165 (the total amount increases to EUR 618 115 if an indirect effect is included).

After the end of the project, partners shared their findings and lessons that they learned. They agree that social enterprising has longer traditions in other European countries than in Finland and there is still a lot to learn from experienced actors in the field. Also, social enterprises have a need to develop their investment readiness, and a coaching process is a working tool for the development. Finally, as start-ups cannot afford to pay for their advisers in an adequate manner, there is a crucial need to apply for grants/project funding and develop other services that would be more profitable.

> Identification of potential good practices

One of the best practices of Rahoitusvoimala was the open access and facilitated peer support group meetings. Especially in the smaller towns, Tampere and Orivesi, the Rahoitusvoimala programme created a strong sense of community and willingness to continue the peer support even after the programme. Project partners stress the importance of the community building. During the project implementation phase, they learned that community can facilitate the building of a larger social economy as it has a strong voice on the local and regional levels.

> Policy evidence generated by the project

Currently, there are no specialised financial institutions in the funding of Social Enterprises in Finland. Project coordinators suggest that sources of funding for social enterprises should be assured. There is a need for a financial institution which would offer guarantees and loans together/combined with

crowd-funding. They also notice that one of the main obstacles during the process has been created by the new crowd-funding legislation that would have required more resources than available.

In order to build an ecosystem, there is also a need for institutions which recognise their task as support organisations for value-based enterprises. These institutions need to grow their competencies and networks. And finally, project partners see a need for cities and municipalities to change their procurement processes towards a preference for local products and services.

> Transnational dimension

The transnational dimension was addressed through collaboration with other EaSI-funded projects:

Representatives of Ehta Raha visited NESsT Budapest and Coompanion Sweden and also participated in international seminars and training to learn the best practices from abroad.

- > Demos Helsinki representatives visited their French colleagues.
- > Colleagues working with similar projects in other European countries visited Helsinki Impact Camp and delivered presentations to the participants.

> Dissemination strategy

Nine workbooks were published on the project [website](#)¹⁴⁵. The workbooks are open source and available online in the Finnish language. The main deliverable was the actual process of working on investment readiness as a community. One marketing [video](#)¹⁴⁶ was produced for one of the participating enterprises.

Conferences, seminars and other high-level events were targeted towards value-based entrepreneurs (existing or prospective) and the general public interested in value-based entrepreneurship and the economy of common good and impact investing. Some of the events were streamed online. Also, the results and main findings were compiled into 12 blog posts. The breakfast events resulted in a total of nine workbooks that are published on the project website.

> European added value

Entrepreneurs in the initial phases of their activities are not able to pay for business advice and counselling services. This applies particularly to value-based entrepreneurs, who need tailor-made support. That is why any external funding is necessary. EU as a provider of funding gives credibility that helps to build trust between Rahoitusvoimala and participating projects and facilitates access to further funding opportunities.

> Sustainability measures

Cooperative Ehta Raha aims to continue the training programme. This organisation is currently writing a business plan, aiming to apply for funding from different sources to make the programme more easily affordable for small enterprises, NGOs and start-ups. Ehta Raha is planning to repeat some of the training sessions in the format of a webinar to make the knowledge more accessible for busy entrepreneurs and is also in the process of creating a gamified learning set. The tools will be created together with some organisations met at the networking events of the programme.

> Horizontal objectives

Although the project partners did not intentionally look for enterprises focusing on specific issues, participating social ventures addressed topics of youth employment, social inclusion, discrimination and others either directly as their mission or indirectly through their operations (e.g. employing young or disabled employees). This action also contributed to the free movement of persons. One of the participants, Co-operative Work and Hope is working with Roma people from Romania and Bulgaria. They offer cleaning jobs for women who come to Finland.

In addition, the targeted project participants groups were value-based entrepreneurs or people interested in the topic. Many young people were interested and attended the events. Around 62% of all the project participants were women, therefore project partners did not need to take any particular action to ensure gender balance.



© "Boosting investment readiness of value-based enterprises in Finland"

145 <http://www.rahoitusvoimala.fi/>

146 <https://www.youtube.com/watch?v=6HooJLqNN0Y>

3.4.12 Social Enterprise Establishment and Development Support (SEEDS)

egyrólakettöre

Social enterprises in Hungary were awarded the possibility to effectively launch or grow their social business initiatives.

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0424

Target groups

- > Non-governmental organisations;
- > Higher education institutions and research institutes;
- > Media

Activities implemented

- > Recruitment events;
- > Training;
- > Mentoring;
- > Other events.

Policy area

Employment, social inclusion, anti-discrimination and gender equality

Partners

- > Erste Bank Hungary;
- > ERSTE Foundation;
- > SIMPACT

Policy sub-area

Local development, skills, active inclusion, housing exclusion and homelessness and non-discrimination



Implementation country (-ies)

Hungary



EU contribution in euros

116 704.77

Participating countries

Hungary



Project duration

14 December 2016-13 June 2018

Coordinator

IFUA Non-profit Partner



Project/organisation website:

<https://kampany.erstebank.hu/extras/ersteseeds/>,
<https://www.facebook.com/ProgramSEEDS/>



© "Social Enterprise Establishment and Development Support (SEEDS)"

> Socioeconomic context

According to Eurostat data on deprivation rates in the EU, Hungary ranks among the highest in terms of poverty rates. As of 2017, the poverty rate in the country was 14.5%. The situation of gender equality is also rather poor. Hungary is ranked 27th out of the 28 Member States. Furthermore, an international workplace survey found that almost two out of every three workers in Hungary believe they have been discriminated against when applying for jobs, with age discrimination becoming more widespread. One of the solutions to these problems is empowering social enterprises. Following an example of other European countries, with the help of impact entrepreneurs, these social issues can transform into sustainable businesses.

Aims of the project/organisation: The SEEDS project aimed at developing a community of social entrepreneurs, which in turn would generate the demand for social finance. To reach that, they had an objective to develop the methodology, training materials, tools and templates fine-tuned for social enterprises operating in the region and to link the most promising social entrepreneurs to the impact investors.

> Results, impacts and lessons learned

Overall, SEEDS was a successful project that received more than 200 applications, of which 68 were selected to take part in 18 month-long incubation programmes. The selected social enterprises were awarded the possibility to effectively

launch or grow their social business initiatives. The involved organisations received customised business training, organisational development support and expert mentoring. This project was co-funded by the Erste Foundation with a EUR 100 000 non-refundable seed grant. These grants were given for 10 of the most promising social enterprises. Erste Bank, one of the project partners, generally aims to address the needs of those who traditionally do not use banks in Central and Eastern Europe (CEE) and Austria. Erste's Social Banking programme fosters the financial inclusion of low-income individuals, first-time entrepreneurs and social organisations.

Project partners also developed an impact measurement survey in order to collect feedback from SEEDS programme participants about their social enterprise, experiences with

the SEEDS programme and the potential impact it has on them/their business. Participants expect to see a change in the following areas:

- > strengthening of the financial stability of social enterprises;
- > income and funding growth;
- > funding diversification;
- > improved services and products;
- > new services and products;
- > job creation for socially excluded people.

> Policy evidence generated by the project:

One of the key messages is that most social enterprises in Hungary are relatively small compared to their Western European counterparts and have difficulties attracting sufficient funding. Project partners noticed that investment amounts required are too high for a private donor, but not sufficiently interesting for an investor or a long-term bank loan.

Project partners also pointed out that it is important to continue the SEEDS activities in the future. However, these consultancy services should adopt more tailored/personalised practices to help social enterprises that started to develop their business during the project.

> Transnational dimension

The consortium consisted of organisations that are active not only in Hungary but throughout the CEE region. This transnational dimension provided experiences and lessons learnt from the neighbouring countries. Project partners also had the opportunity to benchmark SEEDS against other actions (in Turkey, Slovenia or EU-level workshops). It had a significant effect on the impact measurement and identification of potential funding opportunities.

> Dissemination strategy

Project partners organised an opening and a closing event, created two short videos about the results of the SEEDS programme (published on Facebook page), set up a website and a [Facebook page](#)¹⁴⁷. The SEEDS project also had rather wide media coverage: 65 Facebook posts, three press releases (Erste Bank and Erste Foundation), six sponsored online and offline articles, 10 online articles (not sponsored)

and three other media content (radio and TV).

European added value: Project partners agree that without the EU funding, they would not be able to implement a similarly large and complex programme (including training, personalised mentoring, investment pitches, bank loan opportunities and networking events). This could only happen on a smaller scale, including fewer participants. Furthermore, EU funding opened a window for new partnerships with other incubators and consultancy firms with the potential of new collaborations in the future.

> Sustainability measures

This three-year-long programme developed social businesses from a basic business concept up to the point where they become eligible to receive debt financing from commercial banks. Even if the programme ended, participating organisations have the means to continue their activities by building on the know-how they have received during the SEEDS project.

Project partners strive to roll-out the programme to other countries in the region, based on the lessons learned in Hungary. SEEDS alumni activities are also planned, i.e. regular meeting events for participating SEs and mentors, strengthening cooperation between SEEDS participants and company partners, and identifying new cooperation opportunities among, and with SEEDS participants.

> Horizontal objectives

The social enterprises involved in the project tackle several social problems. There were 22 social enterprises (SEs) that work in the field of integration of disabled people, 11 SEs fight against poverty and/or homelessness, nine SEs provide social services of general interest, five SEs implement environmental activities, five SEs work in the cultural sector, five SEs work in the field of Roma integration. SEEDS programme developed these SEs, strengthened their financial stability and therefore contributed to these social issues in an indirect way.

In addition, one of the project partners Erste Bank, generally has the aim to directly address the needs of those who traditionally do not use banks in CEE and Austria. Erste's Social Banking programme fosters the financial inclusion of low-income individuals, first-time entrepreneurs and social organisations.

147 <https://www.facebook.com/ProgramSEEDS/>

3.4.13 CISE: Customised Investment for Social Enterprises

Having identified the main challenges and opportunities, the project team designed an investment vehicle as a major output of this project.

Call identification

number: VP/2016/007

Grant identification

number:

VS/2016/0341

Policy area

Social economy

Policy sub-area

Social entrepreneurship

Target groups

- > Social entrepreneurs;
- > Communities and groups who could benefit from social entrepreneurship;
- > Investors.

Activities implemented

- > In-depth analysis of the social entrepreneurship market;
- > Design of an investment vehicle.

Partners

- > Asociación O.N.G.D. Cives Mundi
- > Soria futuro, S.A.



Implementation country (-ies)

Spain



EU contribution in euros

56 242.97

Participating countries

Spain



Project duration

14 December 2016-13 June 2018

Coordinator

Fundación para la Innovación en Soluciones de Inversión Social



Project/organisation website:

<http://www.fundacionisis.es/>

> Socioeconomic context

The impact investing market in Spain is still relatively small in terms of both participants and investment. Most of the investment funds were created between 2013 and 2014. Investment is done through traditional instruments (equity, debt and mezzanine); although, innovative structures, such as crowd-funding for social ventures, have been created allowing diverse types of investors to participate. Those who are already operating in the market have been effective in raising awareness and creating an ecosystem to boost the industry. But, there is space both for increasing these efforts and for vast growth. In particular, more connection with social entrepreneurs is needed to provide them with instruments that suit each particular situation.

isis capital



© "CISE: Customised Investment for Social Enterprises"

> Aims of the project/organisation

The main objective of the project was to boost the social finance market in Spain and help social enterprises acquire repayable investment to develop and grow their innovative business models. To reach this objective, the project team aimed to reach an agreement with potential investors, and thus create an investment vehicle to support social enterprises.

Results, impacts and lessons learned To achieve this, the project consisted of an in-depth assessment of the social entrepreneurship market in Spain and a benchmarking exercise of more developed markets abroad. According to the analysis, roughly two out of three companies that are in or have gone through acceleration or incubation programmes are in the idea/seed phase. Less than a fifth consider themselves to be in growth and scaling-up. Following a funnel-like evolution characteristic of entrepreneurship, more companies are expected to be in earlier stages. Also, companies that are scaling do not typically look for an incubation/acceleration programme. They seek very specific

non-financial services rather than the general programmes. In terms of funding needs, the partners' findings show that rounds are, typically, under EUR 300 000. Securing a debt, in the form of hybrid instruments or quasi-equity, is demanded more than equity.

Having identified the main challenges and opportunities, the project team designed an investment vehicle as a major output of this project. Its purpose will be to facilitate growth and scale in sustainable social enterprises by providing financial (in the form of custom-made investment instruments) and non-financial support. This plan was designed for internal use but will be also disseminated to selected investors to convince them to become investors in the vehicle.

According to this plan, the future investment vehicle will be focused partly on inclusion and partly on the use of technology. The partners will focus on three areas: economic sustainability for vulnerable communities; environmental sustainability and innovation in healthcare. They propose setting up a fund of EUR 10 million to invest mainly in the early stages. Given the different nature of companies focused on inclusion and those in other industries, the fund

should be divided into a compartment for inclusion and a compartment for other fields. Under the first, approximately eight investments should be made and approximately 20 in the second, creating a portfolio of 28 companies.

Companies that show good results would be eligible for further investment in additional support for their evolution. The partners estimate that between 40% and 50% of portfolio companies will be eligible for reinvestment. In the first compartment, investments will be made mainly through debt/hybrid instruments (90%), and in the second mainly through equity (80%).

Policy evidence generated by the project: According to the project coordinator, the project was not meant to have tangible results in 18 months but to set a plan for follow-up activities. The related results will be consolidated in two documents: one with the detailed background and strategy going forward for the investment vehicle and another that summarises it and that is intended for investors.

> **European added value**

This project could not have been implemented without the EU funding as the partners would not be able to undertake these activities without EaSI financial support. The EU funding significantly contributed to supporting exchanges of good practices and networking with teams of other actions supported under this call for proposals. These exchanges helped the partners to understand many issues and gain a focused perspective.

> **Sustainability measures**

Thus far, the partners made contact with investors to assess their interest in joining the initiative. Their response was overall positive which suggests potential success in persuading them to become investors in the vehicle.

> **Horizontal objectives**

The investment vehicle of this project is partially designed for social enterprises that provide opportunities for groups that are at risk of exclusion.

3.5 EURES: projects promoting geographical labour mobility

Ten projects funded in the area of geographical labour mobility (EURES) supported:

- > activities of cross-border partnerships between employment services and other stakeholders relevant in the cross-border labour markets;
- > the development of new cross-border partnerships and social partners' activities within EURES;
- > cooperation on intra-EU mobility in the EEA countries.



3.5.1 EURES-T Grande Région 2017



In October 2017, the Grand Duchy of Luxembourg, the French Republic, the Regional Council of Grand Est as well as the Regional Directorates of Food, Agriculture and Forestry (DRAAF), signed an agreement on the Franco–Luxembourg border vocational training

Call identification

number: VP/005/0016

Grant identification

number:

VS/2016/0311

Policy area

Free Movement of
Workers

Policy sub-area

EURES

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Social partners;
- > Higher education institutions and research institutes.

Activities implemented

- > Over 1 700 job seekers have been involved in activities relating to border characteristics conducted by partners and nearly 2 000 border vacancies were recorded;
- > Europa Camp – 22 young persons educated on mobility in the Greater Region + visits conducted to six German companies by 90 college students;
- > Forum Pirmasens Orientation: approximately 3 100 young visitors (college students) from Germany but also French students;
- > 114 workshops ‘Working in [Germany/France/Luxembourg/Belgium]’ from 1 668 jobseekers (satisfaction rate 96.64%);
- > Organisation of three European JOBDAYS – Creutzwald, Saarbrücken, Mondorf-les-Bains – with 9 450 candidates and 192 companies + two webinars for cross-border mobility;
- > Organisation of 20 events (speed recruitment, forums, etc.) from 6 560 job seekers and 146 companies;
- > Coaching: 10 sessions - Hayange, Longwy, Briey, Nancy, Sarreguemines Saint-Avold, Metz, Arlon.



Partners

- > Arbeitsamt der Deutschsprachigen Gemeinschaft Belgiens;
- > Bundesagentur für Arbeit;
- > Centre de Ressources et de Documentation des EURES Transfrontaliers de Lorraine Association;
- > Chambre de Commerce et d'Industrie du Luxembourg Belge;
- > Fedil Business Fédération Luxembourg;
- > Grand-Duché de Luxembourg;
- > Landesvereinigung Rheinland-Pfälzischer Unternehmerverbände eV;
- > Le Forem;
- > Medef Moselle Organisme Professionnel;
- > Rheinland-Pfalz;
- > Vereinigung Der Saarländischen Unternehmensverbände eV.

Implementation country (-ies)

Belgium, France, Germany, Luxembourg

Participating countries

Belgium, France, Germany, Luxembourg

Coordinator

Pôle Emploi; France

**EU contribution in euros**

674 097.54

**Project duration**

1 January 2017-31 December 2017

**Project/organisation website:**<https://www.pole-emploi.fr/> <https://www.eures-granderegion.eu/fr>

© *EURES-T Grande Région 2017*

> Socioeconomic context

The EURES Grande Région (hereinafter Greater Region) is a cross-border mobility initiative covering Saarland, Lorraine, Luxembourg, Rhineland-Palatinate, Wallonia and the German-speaking community of Belgium. It is a result of the merger between two earlier initiatives – EURES-T PED and EURES-T SLLRP. With over 220,000 border workers, the Greater Region is one of the largest areas of cross-border mobility within the EU. Located at the heart of the EU, it is the homeland of the father of Europe – Robert Schuman. While born in Luxembourg, Schuman later took out French citizenship and adopted the ways and customs common to Lorraine. This is but one of the many examples that illustrate the diversity and multiculturalism that remains within the region.

Given the region's magnitude, demographic and economic changes being faced, as well as their effects on the markets of cross-border employment, the Greater Region provides a unique testing ground at European level. The interdependencies between labour markets create economic and functional dependencies whose economic, social and cultural dimensions in the partner regions must be examined more closely.

Aims of the project/organisation: Much like other EURES initiatives, the project aimed at providing better information that would enable better cross-border mobility. Besides increasing awareness, the initiative also sought to create more opportunities for jobseekers and employers from all border regions, as well as improve access to job vacancies for jobseekers. Lastly, the initiative aimed to implement a coordinated strategy for cross-border employment by ensuring a balance between supply and demand of labour on both sides of the borders as well as ensuring greater transparency of the labour markets within the region.

> Results, impacts and lessons learned

Numerous actions were implemented throughout the duration of the project. To start with, EURES advisers intervened at the request of universities and educational institutions and introduced students and their teachers to the opportunities offered by markets in cross-border employment and the potential benefits of mobility for their future professional careers. French-German teachers were introduced to the different aspects of cross-border

cooperation and the possible training concerning cross-border context as well as employment opportunities in the German market. The goal was to provide teachers with enough information and language specificities that could then be transferred to students and especially their parents. A total of 40 teachers of French/German specialisation were involved in the initiative covering 3 100 students and 104 companies/institutions.

Alongside this, the Bundesagentur organised visits to various companies so that young French students (college students) would have a higher level of awareness about the opportunities that are present. The Bundesagentur S-RHP also organised a week-end event 13–15 October 2017 during which 21 young students/participants from four countries of the Greater Region (Germany, France, Luxembourg, Belgium) were able to discuss transnational mobility, working abroad and opportunities for cross-border training. This activity aimed to promote cross-border mobility and to present the added value provided by inter-culturalism.

Another result can be attributed to the Framework Agreement Saar-Lorraine on the French-German border learning initiative, which was originally signed in 2014. This initiative integrates a special approach to training which enables young people in the French-German border region to complete training on both sides of the borders. While young people take the theoretical part of the training in the home country, they undertake practical training in a company located in the neighbouring country. This enables the continuous increase of technical, linguistic and intercultural competences of young people.

On behalf of the Regional Council of Grand Est (FR) and the Bundesagentur, 2 representatives were hired to promote and inform young people and businesses of this opportunities available while partaking in the Franco–German border learning initiative. EURES partners have actively contributed to the implementation of the bilateral agreement on the Franco–German border learning. The cooperation of French and German public employment sectors and the involvement of the Bundesagentur are all vital to the success of the project. The results of the initiative are the following:

Based on the framework – 10 Franco–German trainees were enlisted in 2017, there were more than 100 contacts with companies and over 1 000 young people were informed of cross-border opportunities for learning as well as on employment opportunities on opposite sides of the borders.

In October 2017, the Grand Duchy of Luxembourg, the French Republic, the Regional Council of Grand Est as well as the Regional Directorates of Food, Agriculture and Forestry (DRAAF), signed an agreement on Franco-Luxembourg

border vocational training. The agreement provides grounds for a two-year experimental phase on cross-border learning. It allows youth from Luxembourg and Lorraine to perform the theoretical part in their country of origin and participate in the practical part of learning concerning business in the neighbouring country.

Further results include the following:

- > Over 1,700 job seekers have learnt about activities on border characteristics conducted by partners and nearly 2 000 border vacancies were recorded;
- > Visits six German companies by 90 college students;
- > Europa Camp – 22 young persons educated on mobility in the Greater Region;
- > Pirmasens Forum: approximately 3 100 young visitors (college students) from Germany but also French students;
- > 114 workshops ‘Working in [Germany/France/Luxembourg/Belgium]’ for 1 668 jobseekers (satisfaction rate 96.64%);
- > Over 200 border training co-financed by EURES;
- > 21 services ‘APPLY Germany’ with 91 jobseekers;
- > EURES support: nearly 3 000 interviews and services carried out by the EURES advisers;
- > More than 41 000 brochures printed and distributed;
- > Organisation of two webinars for cross-border employment;
- > Organisation of three European JOBDAYS – Creutzwald, Saarbrücken, Mondorf-les-Bains – with 9 450 candidates and 192 companies;
- > Organisation of 20 events (speed recruitment, forums, etc.) involving 6 560 job seekers and 146 companies;
- > Coaching: 10 sessions - Hayange, Longwy, Briey, Nancy, Sarreguemines Saint-Avold, Metz, Arlon;
- > Website and live-chat EURES Greater Region: 6 833 visits, 462 downloads, 52 live-chat requests, more than 600 questions by mail to as many answers.

> Identification of potential good practices

The strong participation of jobseekers and workers with respect to information workshops, coaching sessions and the number of consultations delivered by the EURES advisers in individual or group interviews illustrate the need to support the Greater Region initiative. The delivery of information

and advice on living and working on labour rights, (social and fiscal) in a neighbouring country ensures successful investments over the long term.

> Transferability element(s) of the project/activities

The trial agreement signed between border regions, such as the Luxembourg–French region, which offers the youth of the respective regions to undertake internships in cross-border businesses and enable them to have a broader mindset concerning future job opportunities, could be a highly transferable practice in other EURES regions. Furthermore, cross-border company/organisation visits could also be deemed a transferable practice that would serve well in other border areas.

> Policy evidence generated by the project

2017 saw the publication of the 10th report of the Observatoire Interrégional du marché de l'emploi (hereinafter the OIE) on the situation of the labour market in the Greater Region, which describes and analyses the situation and the evolution of the labour market in the Greater Region using the main structural indicators. The report consists of five books:

- > Location of the job market;
- > Mobility Border;
- > Demographic evolution;
- > The situation of the young;
- > Atypical forms of work and employment.

The tenth report also includes a section on the specific theme of 'The Digitization of the Workplace.'

The OIE has also published the sixth report on the social and economic situation in the Greater Region, conducted at the request of the President of the Economic and Social Committee of the Greater Region (CESGR). The first part of the report is a catalogue of statistics and quantitative indicators, containing more than 50 indicators illustrated with graphs and maps, as well as explanatory texts. The indicators are used to draw comparative lessons across regions and identify trends over time. The report is divided into five main parts: 'Population,' 'Economy,' 'Employment and Labour Market,' 'Education' and 'Conditions of Life.' The second part covers a key theme on 'The Situation of the Industry in the Greater Region.' Using secondary statistical data and existing analyses, the authors present an assessment of the

economic situation and employment in the manufacturing industry in the Greater Region.

Lastly, many scientific publications have been carried out by specialists/researchers of frontier work in the Greater Region, from the universities of Lorraine, Saarland and Luxembourg. Examples include but are not limited to the following:

- > Rachid Belkacem, *L'intérim transfrontalier : les marges de l'emploi aux marges des territoires*, Revue française de socio-économie, 2016;
- > Rachid Belkacem, *Le travail frontalier au sein de la Grande Région Saar-Lor-Lux, Pratiques, enjeux et perspectives*, Presses Universitaires de Nancy, 2016.

> Transnational dimension

The EURES cross-border partnership Grande Région has a transnational dimension by including in its strategic partnership ministries of employment of each State (Luxembourg, Saarland, Rhineland-Palatinate and Wallonia) as well as the Region of Grand Est. The Ministry of Labour of Rhineland-Palatinate (MSAGD) is also an operational partner, as it implements EURES co-financing activities.

> Dissemination strategy

The partnership platform EURES Grande Région includes 19 partners from Alsace, Lorraine, Champagne-Ardenne, Luxembourg, Saarland, Rhineland-Palatinate, Wallonia and the German-speaking community of Belgium, as well as the Public Employment Services, respective social partners or regional political authorities. The implementation of activities tends to provide public targets with a range of services that meet agreed strategic objectives, but also allow for the dissemination of information, externally and within the same structures. This information is primarily focused on what EURES is, what added value it provides in terms of cross-border mobility, etc. The partners and coordinators are thus led to introduce the activities and relevant information to regional and national policymakers, other markets involved in cross-border employment, local economic actors and the press.

The partners of the EURES Grande Région participated in 20 events throughout 2017 with over 7 200 documents and brochures being distributed during these events and demonstrations.

> European added value

Much like other EURES initiatives, EURES Grande Région has contributed to the free movement of workers and enhanced collaboration in the cross-border regions. Aside from that,

the initiative has had an impact on the education sector, specifically the students that wish to utilise both German and French to seek better job opportunities. EURES Grande Région also contributed to the rise of employment in the region.

> Sustainability measures

To promote sustainable and quality jobs, several information meetings were held with companies to help them seek and find skilled labour on the other side of the border. The goal is to break down barriers to the recruitment of border workers through personalised advice to employers to enable them to employ the workforce they need for sustainable, quality jobs. The information meetings are planned to be a recurring event to provide sustainability.

The training of jobseekers implemented by the SPE (Services Publics de l'Emploi) is determined by the needs and requirements of the labour market on the other side of the border. This allows jobseekers to be qualified for positions on the other side of the border and employers to find staff with the skills required for their position. In addition, the partnership EURES Grande Région raises awareness of cross-border learning that enables young people to qualify in both countries and open opportunities for their future job search in two labour markets.

> Horizontal objectives

The EURES Grande Région partners were involved in the [European Disability Employment Week \(SEEPH\)¹⁴⁹](#), concerning the recognition of the disability status in France and Luxembourg, and the arrangements for compensation and work of the disabled.

3.5.2 EURADRIA 2017



In total, 1 648 requests were provided with correspondence, and 150 actual and potential frontier workers were reached.

Call identification

number: VP/2016/005

Grant identification

number:
VS/2016/0321

Policy area

Free Movement of
Workers

Policy sub-area

EURES

Target groups

- > National, regional and local authorities;
- > Employment services;
- > Social partners;
- > Higher education institutions and research institutes;
- > Experts in evaluation in impact assessment;
- > National statistical offices;
- > Media;
- > Actual and potential frontier workers;
- > Employers of actual and potential frontier workers;
- > Jobseekers and job changers;
- > Commuter workers.

Activities implemented

- > four steering committee meetings;
- > 11 thematic working groups;
- > deepening of the legislative specific framework that has been conducted between Italy and Slovenia;
- > EURES Euradria 3.0 Network;
- > two workshops for employers in Slovenia;
- > two online surveys

Partners

- > Confartigianato Imprese Friuli Venezia Giulia - Federazione Regionale;
- > Obalna Sindikalna Organizacija Sindikat;
- > Primorska Gospodarska Zbornica;
- > Savez Samjstalnih Sindikata Hrvatske;
- > Unione Regionale Uil Friuli Venezia Giulia Associazione;
- > Unione Sindacale Regionale Cisl Del Friuli Venezia Giulia Associazione.



Implementation country (-ies)

Italy, Slovenia, Croatia

Participating countries

Italy, Slovenia, Croatia

Coordinator

Regione Autonoma Friuli Venezia Giulia, Italy



EU contribution in euros

259 203.03



Project duration

1 January 2017-31 December 2017



Project/organisation website:

http://english.ess.gov.si/about_ess/ess_projects/euradria-1; <http://www.regione.fvg.it/rafvg/cms/RAFVG/>

> Socioeconomic context

EURES-T Euradria is part of the EURES cooperation network, which aims to facilitate the free movement of workers within the [European Economic Area](#). The initiative covers the following cross-border regions:

- > Friuli Venezia Giulia, Italy;
- > Goriška, Slovenia;
- > Obalno-kraška, Slovenia;
- > Notranjsko-kraška, Slovenia;
- > Istarska županija, Croatia;
- > Primorsko-goranska županija, Croatia.

Thanks to a network of specialised partners from different employment services, employers' associations, trade unions and EURES counsellors, Euradria provides assistance and counselling to frontier workers and other jobseekers, as well as to employers in the regions who are looking for specific personnel with suitable skills.

EURES-T Euradria works to facilitate mobility within the European Union and, specifically, to ensure the principle of free movement in Euradria region – the cross-border regions between Italy, Slovenia and Croatia – is upheld. To this end Euradria operates on two levels – it offers advisory services through its EURES advisers, and also promotes and implements specific and targeted projects.

Aims of the project/organisation: The initiative is a set of actions aimed at promoting fair, legal and profitable geographical mobility and the employment opportunities of the job market spanning across the Euradria. The backbone of the action is reinforcing the role, operability and outreach targeted towards the selected target groups (frontier workers, employers, etc.). Simply put, the purpose of the project is:

- > to contribute to the improvement of employment in the Euradria region;
- > to increase informing and employment opportunities for cross-border workers;
- > to improve the personnel search process for employers in all three countries;
- > to ensure qualified support to all partners in the region.

> Results, impacts and lessons learned

Broadly speaking, the result of the project proposal has been improved cross-border mobility in the Euradria area, where workers, jobseekers and employers enjoy client services by an enhanced and cooperative cross-border Euradria network of EURES adviser with increased efficacy and efficiency among EURES final beneficiaries.

Project implementation ran between April and December 2017 and involved four steering committee meetings (hereinafter SC) as well as a kick-off and a closing event. 11 thematic working groups were organised with/among the project partners:

- > two for the new call for proposal ([Euradria 2018¹⁵⁰](#)), with the main aim to deepen the project proposal with the existing partnership on one side and to enrol new partners on the other side;
- > one for the handover of information and statistical data and procedures from the Euradria 2016 expert to the new partners responsible for the new data collection;
- > three for the evaluation of qualitative and quantitative results of the actions, issues, and reporting procedures between the EURES Euradria Advisers;
- > one for targeting and better defining of the strategy to collect the data;
- > four for the project E-TOPs – Euradria Traineeships, Occupation and Placements E-TOPs is a pilot action, aimed at supporting both the implementation of the new [EURES regulation package¹⁵¹](#) and the launch of the traineeship as an important tool to access the cross-border labour market.

Another result is the deepening of the legislative specific framework that has been conducted between Italy and Slovenia,

150 <http://www.regione.fvg.it/rafvig/comunicati/comunicato.act?dir=/rafvig/cms/RAFBVG/notiziedallagiunta/&nm=20170601123051001>

151 <https://publications.europa.eu/en/publication-detail/-/publication/a311abfd-0857-11e6-b713-01aa75ed71a1/language-en>

with the involvement of the Slovenian and Italian public employment services (PES), the EURES advisers responsible for its application, and the [Slovene Employers Association](#)¹⁵². The regulatory comparison started with Euradria 2016, by carrying out a comparative analysis of the regulatory framework concerning apprenticeships and traineeships in the Euradria area at that time and continued with Euradria 2017 in a more operative way.

Furthermore, the EURES Euradria 3.0 Network was carried out, ensuring the continuous delivery of client services to actual and potential workers and frontier workers in the cross-border area. In total, 1 648 requests were provided with correspondence, and 150 actual and potential frontier workers were reached.

Other results include organising two workshops for employers in the Slovenian language in Nova Gorica and Koper. The workshops received 37 employers – mostly originating from private companies and SMEs. Lastly, a survey template, along with a common methodology and guidelines for primary data collection were developed for the strategical analysis system of the real or perceived obstacles to Euradria cross-border mobility. As a result, two surveys have been carried out.

> Identification of potential good practices

Better understanding and address of the issues and obstacles that both employers and employees face in the Euradria region through an increased and deeper dialogue between partners brought about a degree of change and a better grasp of the situation lingering within the regions.

> Transferability element(s) of the project/activities

The project tailored specific surveys to better understand the needs of employers and employees in the cross-border regions. This could be implemented in other cross-border regions as each one of them faces unique obstacles and issues.

> Transnational dimension

The action addressed issues of the transnational dimension of the cross-border labour market and youth employment and their functioning mechanisms, and labour legislation in terms of specific applicable transnational tools. The whole action aimed to support and strengthen a fair cross border labour market across Italy, Slovenia and Croatia, characterised by continuous and, deeply rooted in the territory, mobility flows. The flows have been analysed through statistical researches and questionnaires, using paper and online supports to better allow the access of

various targets to the tool, e.g. frontier workers, employers, jobseekers, job changers, etc. Moreover, these issues have been assessed, analysed and answered by the promotion of cross-border actions and services delivered through the involved public employment services (PES), EURES advisers of the three countries in question, trade unions and employers' associations.

> Dissemination strategy

The statistical reports and the questionnaire/survey have been disseminated either online or in paper format using:

- > Dedicated spaces and banners on the main websites of Euradria and of some of the partners (Confartigianato Imprese Friuli Venezia Giulia, Regione FVG);
- > the social media of some of the partners (Confartigianato Imprese Friuli Venezia Giulia and Regione FVG), mainly Twitter and LinkedIn;
- > local newspapers
- > the Final event.

Moreover, the questionnaire is still available through the Euradria platform, to guarantee the continuity of both the dissemination process and collection of data

> European added value

The EU added value of the proposal is represented by (a) the enhancement of the 'grip' of the EURES network and actions in an area where the benefits of a fair cross-border labour mobility is still low and insufficient; (b) the strengthening of the institutional and operative cooperation among the major actors of labour market in the cross-border area across Italy–Slovenia–Croatia. The EU added value of Euradria is, therefore, its contribution to bringing and spreading the EURES objectives and the benefits of voluntary geographical and occupational mobility in a peripheral area, still suffering from an insufficient level of fair labour mobility.

Sustainability measures: The Euradria region shares three borders and all the efforts of the main actors of the labour market involved must point to creating a common framework to facilitate cross-border exchanges. It will continue to use its mobility tools and financial resources to promote the quality as well as equality of the labour market. Furthermore, Euradria 2017 implemented its visibility objectives, setting out actions to enhance the knowledge of the cross-border area and its opportunities, developing a communication strategy and its availability on the web and via social media usage.

3.5.3 ETUC coordination in the EURES Network



More than 40 participants attended the two-day event, including representatives from the European Commission, leading IRTUCs, employers' and regional Public Employment Services representatives, as well as EURES managers from different EU Member States.

Call identification

number: VP/005/0022

Grant identification

number:

VS/2016/0325

Policy area

Employment

Policy sub-area

Mobility

Target groups

- > Employment services;
- > Social partners;
- > Interregional Trade Union Councils (IRTUCs);
- > Employers organisations;
- > EURES advisers;
- > EURES Managers

Activities implemented

- > Annual Seminar of EURES Trade Union Advisers;
- > Seminar of the EURES Cross Border Partnerships;
- > Drafting and updating of the 'Guide for European Mobile Workers.'

Partners

- > -



Implementation country (-ies)

Belgium

Coordinator

Confédération Européenne des Syndicats Adf



EU contribution in euros

91 164.18



Project duration

1 January 2017-31 March 2018



Project/organisation website:

<https://www.etuc.org>

> Socioeconomic context

Founded in 1973, ETUC brings together 45 million members from 90 national trade union confederations in 39 countries, plus 10 European trade union federations, and represents all workers at the European level. ETUC also coordinates the participation of the trade union organisations in the EURES network and fights for sustainable growth, better employment opportunities, better quality of jobs, fair pay, good public services, fair taxation, etc. Due to the ongoing protracted stagnation as well as economic and social upheaval resulting from the banking and financial crisis, people all over the EU are bearing the consequences of flawed structural reforms and economic policies. Said policies have begun to drive the general populace apart creating alienation, political extremism and other societal issues. As such, ETUC's current primary objective is to fight for and advocate policies that better promote people's values and objectives across the EU by having a larger say in the EU decision-making apparatus

> Aims of the project/organisation

Improvement of working conditions, fair and voluntary labour mobility within the EU have always been main priorities for the organisation. This project sought to meet the following goals:

- > enhance the quality of EURES services provided by trade union organisations directly involved as EURES members or partners;
- > improve and update the knowledge of the EURES trade union advisers in the field of free movement of workers, social security and taxation;
- > improve the coordination of the trade union organisations' activities in the EURES network and their contribution, in particular, the coordination of/between the IRTUCs;
- > ensure a stronger involvement of national, regional and local employers' organisations and trade unions in the EURES network;
- > increase practical cooperation between employers' and workers' organisations at the regional and national level as regards labour mobility;
- > improve the functioning of the cross-border labour markets.

Greater attention is also paid to matters such as identifying obstacles concerning labour mobility and improving the functioning of the interregional labour markets.

> Results, impacts and lessons learned

The 'Annual Seminar of EURES Trade Union Advisers' took place as planned during the first half of 2017, in Brussels.

During the one-day meeting, representatives from the European Commission provided information on the proposal for revision of Regulation 883/2001 on the coordination of social security systems, the 2016 annual report on intra-EU labour mobility, and the new EURES regulation.

A seminar of the EURES Cross Border Partnerships was held in Barcelona on 12–13 March 2018. More than 40 participants attended the two-day event, including representatives from the European Commission, leading IRTUCs, employers' and regional Public Employment Services representatives, as well as EURES managers from different EU Member States. This participation contributed to a stronger involvement of the trade unions in the EURES network.

The '[Guide for European Mobile Workers](#)'¹⁵³ was drafted and updated as planned by the EURES trade union adviser Katrin Distler from [Deutsche Gewerkschaftsbund](#) (ETUC affiliated organisation in Germany). In total, 1 000 copies were printed: 400 copies in English and 400 in French and 200 in German.

> Identification of potential good practices

During the 'Annual Seminar of EURES Trade Union Advisers' event, three working languages (English-French-German) were included to accommodate around 40 participants. The inclusion of multiple languages to accommodate a larger base of participants could be transferred to other events or workshop/seminar activities.

> Policy evidence generated by the project

'[Guide for European Mobile Workers](#)' is a fundamental tool for EURES advisers to ensure their expertise and capacity to give

153 https://www.etuc.org/sites/default/files/Brochure_Guide_travailleur_mobile_EN-2_1.pdf

proper information and advice to EU citizens and workers. The updated guide is a vital tool in helping and assisting cross-border and frontier workers.

> Transnational dimension

The transnational dimension, throughout the EU, is ensured by the three following factors:

1. the ETUC secretariat coordinates the project (the ETUC unites 89 national organisations in 39 countries);
2. 45 Interregional Trade Union Councils (IRTUCs) are involved;
3. partners of the EURES Cross Border Partnerships, which have an interregional dimension, are also participating.



> Dissemination strategy

The updated '[Guide for European Mobile Workers](#)' was posted (English, French and German) on the ETUC website and widely distributed electronically among ETUC affiliates. Paper copies were published (a total of 1 000 copies) and will be sent upon request as well as disseminated during the meetings of the IRTUCs Coordinating Committee, and the meetings of the IRTUCs at the regional level, in order to increase its visibility and outreach.

> European added value

The cooperation in the framework of the EURES cross-border partnerships plays a significant role in labour mobility. The already present success of networking among multiple EU entities signals that there is a need for further development. Thanks to ETUC's initiatives and events, mobility is greatly improved. There is still room for improvement, however, in the involvement of national, regional and local employers' organisations and trade unions in the EURES network.

> Sustainability measures

The project results will serve as the basis for further actions. ETUC should continue to coordinate the participation of the trade union organisations in the EURES network at regional/interregional levels, especially the Interregional Trade Union Councils (IRTUCs). Moreover, European institutions, together with Member States should consider the need to: (1) ensure proper monitoring of the implementation of the EURES Regulation; (2) ensure proper information on the content of the Regulation, in particular the development, composition and setting up of the National Coordination Offices (NCOs); (3) further encourage the participation of employers at regional and national level as regards labour mobility; (4) put more effort to identify and eliminate obstacles to mobility.

> Horizontal objectives

The ETUC's Women's Committee consists of representatives from all ETUC affiliates and all organisations with observer status and focuses on gender equality while being represented at both Congress and within the Executive Committee.



Afterword





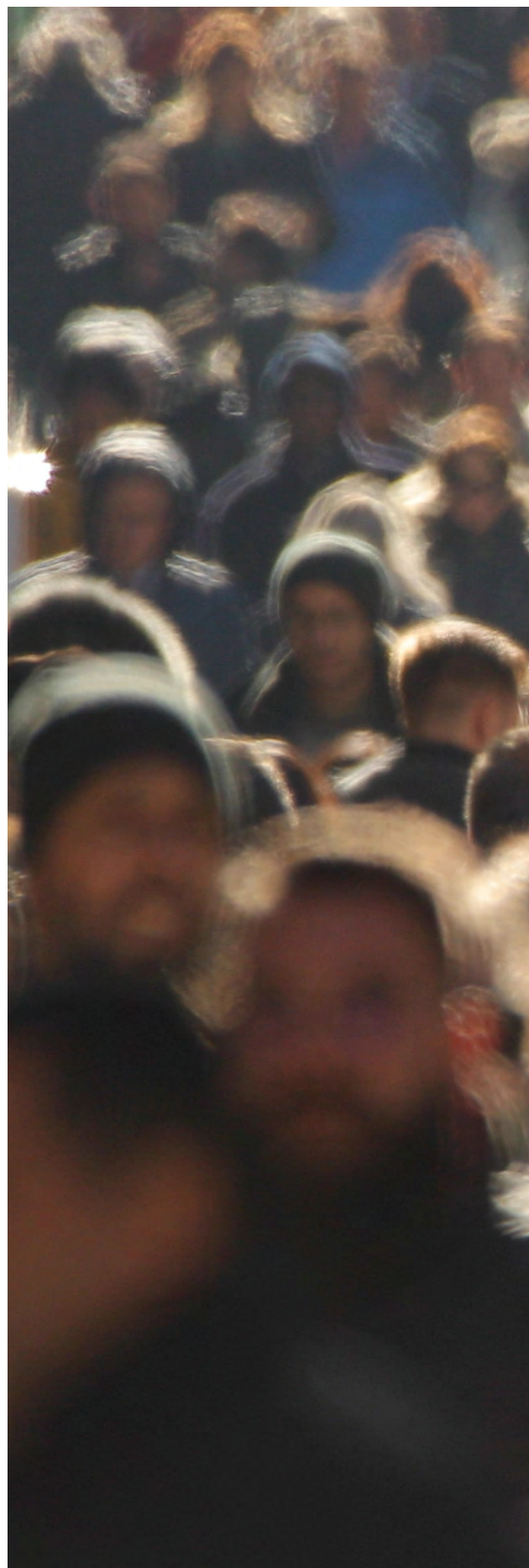
5 Afterword

This report has provided a review of projects and organisations funded by the EU Programme for Employment and Social Innovation (EaSI) and implemented in 2015-2018. A total of 24 project fiches, which can be read as stand-alone documents, were produced by the research team and presented in the report.

Analysing and disseminating information about the results of supported projects and organisations form part of EaSI performance monitoring for 2014-2020. The programme's monitoring approach foresees biannual reports presenting projects and organisations supported by EaSI and its predecessor programme PROGRESS. This is the tenth such report. It follows the first nine issued between 2014 and the beginning of 2019.

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

In addition to these key aims, the results are expected to contribute to further EaSI monitoring and evaluation activities. The developed project fiches will feed into preparing the EaSI Performance Monitoring Report for 2017-2018. Finally, the report team believes that the results will be useful for the evaluators of the programme.





Annex I

List of projects and organisations in this report

No. in the report	Page	Title of the project/organisation	Funding source	EU contribution in euros	Website
Social protection					
3.1.1		Review of the minimum income schemes in Spain from the perspective of cost-effectiveness	EaSI-PROGRESS	200 423.26	http://www.mscbs.gob.es/ssi/familiasInfancia/ServiciosSociales/EjeProgress.htm
3.1.2		Vouchers for the provision of child minders service to workers with nonstandard work schedules	EaSI-PROGRESS	708 642.92	http://www.darbsungimene.lv
Working conditions					
3.2.1		Posted Workers: Promotion of International Cooperation among Trade Unions and Improvement of Knowledge on Directive 96/71/EC	EaSI-PROGRESS	138 912.84	http://postedworkers-cooperation.info/en/home-2/
3.2.2		IQ TEST – Increasing Quality of Information and Transnational Energising of Social Protection	EaSI-PROGRESS	152 284.57	http://iq-test.site/en/home/
3.2.3		Overcoming challenges in the field of posting of workers through joint cooperation of social partners from public sector	EaSI-PROGRESS	207 724.80	http://postingofworkers-csit.com/project/
Employment					
3.3.1		Jamstvo na poti – Guarantee on the move	EaSI-PROGRESS	170 835.38	http://www.yg.mlsp.government.bg/en/
3.3.2		Make the future...today! Accelerate Youth Guarantee implementation in Portugal, increasing the number of young NEET registered in the system and the partnership's efficiency	EaSI-PROGRESS	262 620.32	http://www.ypakp.gr
3.3.3		Meet the NEET	EaSI-PROGRESS	220 112.40	http://mobilisesme.eu
Development of a social finance market					
3.4.1		COP-SE (Community of Practice - Social Entrepreneurship)	EaSI-PROGRESS	126 106.11	https://copse-network.eu/
3.4.2		Financial Tools for Social Enterprises - FIT4SE	EaSI-PROGRESS	96 546.12	http://www.fit4se.eu/

No. in the report	Page	Title of the project/organisation	Funding source	EU contribution in euros	Website
3.4.3		SOCIAL INVESTMENT READY PROJECT (SIR Project)	EaSI-PROGRESS	93 000.50	http://empresasocial.eu/
3.4.4		Collaborative Financial Readiness of Social Enterprises in Sweden. Strand D	EaSI-PROGRESS	65 142.23	https://collfinance.wordpress.com/category/block-1/
3.4.5		Preparing High Impact Social Enterprises for Investment Readiness (PHISE4IR)	EaSI-PROGRESS	90 894.10	https://www.nesst.org/
3.4.6		Social Enterprise Financing in Serbia – Building Partnerships and Models for Sustainable Development of Social Finance Market	EaSI-PROGRESS	73 650.47	https://smarkolektiv.org/
3.4.7		European-wide rollout of customized deal-by-deal support for social enterprises with fine-tuned hybrid financing packages	EaSI-PROGRESS	130 000	https://fa-se.de/en/
3.4.8		The Outcomes Generator: supporting social enterprises towards impact and investment readiness	EaSI-PROGRESS	86 728.18	https://maze-impact.com/
3.4.9		EASII - Easing Access to Social Impact Investments	EaSI-PROGRESS	91 047.21	https://www.fabriq.eu/
3.4.10		Empowering Social Entrepreneurs in Turkey to Become Investment Ready	EaSI-PROGRESS	93 256.74	http://www.mikadoconsulting.com
3.4.11		Boosting investment readiness of value-based enterprises in Finland	EaSI-PROGRESS	100 000	www.rahoitusvoimala.fi
3.4.12		Social Enterprise Establishment and Development Support (SEEDS)	EaSI-PROGRESS	116 704.77	www.ersteseeds.hu
3.4.13		CISE: Customized Investment for Social Enterprises		56 242.97	http://www.fundacionisis.es/index.htm
EURES: project promoting geographical labour mobility					
3.5.1		EURES-t Grande Région 2017	EaSI-EURES	674 097.54	https://www.pole-emploi.fr/
3.5.2		EURADRIA 2017	EaSI-EURES	259 203.03	http://english.ess.gov.si/about_ess/ess_projects/euradria-1; http://www.regione.fvg.it/rafvvg/cms/RAFVG/
3.5.3		ETUC coordination in the EURES Network	EaSI-EURES	91 164.18	https://www.etuc.org

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