



European Foundation for the Improvement of Living and Working Conditions

Final Report

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Ex-post Evaluation of Eurofound – Four Year Work Programme 2005-08

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Executive Summary

The assignment ‘Ex-post Evaluation of Eurofound – Four Year Programme 2005-08’ was carried out for Eurofound by the Centre for Strategy & Evaluation Services (CSES) under Lot 1 of the Framework Contract No. 2009/S 33-047554. A summary of the main conclusions and recommendations is provided below.

1. Aims of the Evaluation

The overall aims of the assignment were to examine and evaluate the:

- Extent to which the commitments made by Eurofound in the 2005-08 work programme and its constituent annual work programmes of 2005, 2006, 2007 and 2008 have been achieved;
- Effectiveness, impact and added value of Eurofound;
- Useful lessons and recommendations for the challenges facing Eurofound in the programming phase 2009-12 (and beyond).

A number of more specific key evaluation issues relating to the relevance, coherence, efficiency, effectiveness and impact demonstrated by Eurofound’s 2005-08 work programme were defined in the terms of reference. The more specific issues are summarised in the table on the next page along with an indication of where the corresponding analysis can be found in this report. A resume of the methodological approach to the evaluation is provided at the end of the executive summary.

2. Main Conclusions and Recommendations

Overall, Eurofound performed well in the 2005-08 period, delivering high quality research and other information on living and working conditions in Europe to key stakeholders. The Foundation performed strongly in delivering key objectives set out in the 2005-08 work programme and in providing decision-makers at a national and European level with the information required to develop better policies. The major challenge of the 2005-08 period - EU enlargement - was successfully tackled. Less positively, there were strains in Eurofound’s governance and weaknesses in the mechanisms needed to reach target audiences at a national level.

2.1 Relevance and Coherence

Feedback from the research indicates that the aims of Eurofound’s 2005-08 work programme were highly relevant to key stakeholders and target audiences. In the survey, target audiences were slightly less positive in this respect than key stakeholders with 59% saying that the work programme was ‘very’ or ‘quite’ relevant compared with 72% in the case of key stakeholders. There was similar feedback from the interviews. These suggested that relevance was higher for key stakeholders at an EU-level than at a national level.

Not surprisingly, particular aspects of Eurofound’s 2005-08 work programme were seen as being more relevant to some key stakeholders than others. That said, the key

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stakeholders we consulted accepted that the definition of Eurofound's priorities, and the nature of its activities, necessarily involved a degree of 'give and take' on all sides in terms of relevance, reflecting the tripartite nature of the organisation. Viewed from the perspective of the 'older' and 'newer' EU Member States, we did not find any evidence of significantly different views on the relevance of Eurofound's activities and outputs.

The internal and external 'coherence' of Eurofound's 2005-08 work programme was high. There is an inherent coherence built into Eurofound's remit of monitoring and analysing living and working conditions. Feedback from the research suggests that this was successfully translated in the 2005-08 work programme into activities that were complementary and mutually-supportive. From an external coherence perspective, the 2005-08 work programme was closely aligned with the EU policy framework – at the highest level, the Lisbon Strategy and European Social Policy Agenda – both in its design and implementation.

2.2 Efficiency

During the 2005-08 period, Eurofound deployed its financial resources efficiently in supporting implementation of the work programme. One of the main challenges Eurofound faced as an organisation was integrating the new Member States into its structures following EU enlargements in 2004 and 2007. This process clearly had costs associated with it. However, there was only a slight increase in Eurofound's funding in the 2005-08 period (from €19.2m to €20.0m or +3.9% over four years - a negative trend in real terms given the Eurozone inflation rate of +2.3% p.a. during the 2005-08 period).

There was also only a rather modest increase in Eurofound's (authorised) personnel levels during the 2005-08 period. Between 2005 and 2008, the number of authorized Eurofound posts increased from 94 to 101 (+7.4%) although actual staffing levels (excluding contract agents) actually fell from 82 in 2005 to 77 in 2008 (-6.1%). With regard to the distribution of human resources between different units within Eurofound, the main development was a substantial strengthening of Eurofound's in-house research capacity with the addition of 15 new staff.

Strengthening Eurofound's in-house research capacity during the 2005-08 period was appropriate and it is to the Foundation's credit that it was achieved without increasing overall (actual) personnel levels. It is clearly important for an organisation such as Eurofound to have personnel who are capable of managing research projects undertaken by external contractors, and of analyzing and making use of the results, and this presupposes that staff members themselves have relevant research skills.

Recommendation 1: Eurofound should review its approach to developing intellectual capital, starting with the recruitment of suitable people but also including some of the issues highlighted in the report (staff retention, striking a balance between immediate operational requirements and developing staff research interests, sharing knowledge, etc). Some aspect of this (e.g. career development, training, staff retention) are being addressed in the staff policy strategy that is under development but a comprehensive approach is needed covering all aspects of intellectual capital.

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2.3 Effectiveness

Overall, the feedback from our research is generally positive on the extent to which Eurofound achieved the objectives of the 2005-08 work programme. Thus, over half the survey respondents indicated that the 2005-08 work programme's 'general objectives' were 'fully' or 'nearly' achieved. This was especially so with Eurofound's core areas of research and monitoring, but less so with the aim of extending gender mainstreaming to all Eurofound's research activities. Although there was a similar overall pattern, target audiences were generally less positive in their assessment than key stakeholders. From a different perspective, 'newer' EU Member States were more positive in their opinions than the 'older' ones.

The fact that Eurofound's 2005-08 work programme did not include a fully developed performance measurement framework from the outset, in particular measurable performance targets, makes an assessment of the extent to which it achieved key aims more difficult. This applies both to the external evaluation but equally to the capacity of Eurofound itself to monitor its own performance. Eurofound's own monitoring data suggests that in a number of ways (number of citations in EU documents, use of Eurofound research, participants at events, etc), performance improved very considerably in the 2005-08 period.

Recommendation 2: Eurofound should further develop its 'Eurofound Performance Monitoring System' (EPMS) system so that periodic surveys are carried out to obtain feedback from target audiences on its outputs and performance generally (perhaps using the CRM as a tool). Adequate financial and human resources should be made available for this to be done on a reasonably frequent basis (ideally every 1-2 years). It might be appropriate to obtain feedback from different end users of Eurofound's outputs rather than expecting target audiences to provide opinions on the full range of outputs.

Recommendation 3: Eurofound should continue to develop other aspects of the EPMS and ensure that the results of performance monitoring are fed back into management decision-making and planning. As part of the further development of the EPMS, Eurofound should continue to act on the recommendation made in the 2007 external evaluation with regard to on-going evaluations.

During the 2005-08 period, Eurofound was generally very effective in communicating information to key stakeholders at a European level. The fact that the EU-level target audience was well defined and limited in size, and the role of Eurofound's Brussels Liaison Office, were clearly helpful in this respect. Feedback from the survey work (with 39% saying that awareness of Eurofound's information was 'very' or 'quite' high in EU institutions), and from the interview programme, supports this conclusion.

However, there is a more mixed picture with regard to the effectiveness of Eurofound's dissemination mechanisms at a national level. Notwithstanding differing views on the extent to which Eurofound's target audiences extended beyond key stakeholders to others at a national level (considered below), the evaluation suggests that it

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was considerably less successful in disseminating information at this level. The decision to disband the National Outreach Centres (NOCs) reduced the capacity to reach target audiences. There was also a mixed picture with regard to the role played by Board members in disseminating information with some being more active than others in this respect. A further constraint on reaching target audiences was the fact that most of Eurofound's output was only available in English.

More fundamentally, there is a question of how Eurofound's target audience should be defined at a national level. In the 2005-08 period, beyond the key stakeholders and social partners, Eurofound's role in disseminating information (and the corresponding target audiences) was not clearly defined. In our view, however, it is highly debatable whether Eurofound's existence, and the funding required to maintain it, can be justified if its target audience is essentially limited to EU-level policy-makers, especially given the importance of Member States as key stakeholders. More positively, the evaluation suggests that the information provided by Eurofound is greatly valued and as such should be disseminated as widely as possible.

Recommendation 4: Eurofound should work with its Board members and Member States to define target audiences at a national level, i.e. whether (and if so how) Eurofound should go beyond national authorities and policy-makers, and the organisations represented on Governing Board, and try and reach the broader group of employers and employee bodies that Board members represent at a national level. In our view, Eurofound should seek to do this.

Recommendation 5: Assuming target audiences are more clearly defined at a national level, Eurofound should consider setting up a network of focal points based on the national authorities represented on its Governing Board. EU Member States should contribute to the costs of operating focal points (perhaps making this explicit through an amendment to Eurofound's regulation).

Although much of Eurofound's output can be disseminated by email and/or via website downloads, the role of focal points would be to identify individuals who should be contacted, to establish their precise information needs, explain the role of Eurofound, etc. Linked to this, the Customer Relationship Management (CRM) system should be improved to ensure that contacts are relevant and kept up-to-date, and to facilitate the electronic dissemination of information.

Recommendation 6: to ensure that Eurofound's outputs can be used more widely at a national level, consideration should be given to translating more material from English into other languages. Eurofound has recently begun to do this but there are clearly constraints, given the costs involved, on the extent to which material can be translated into different languages in an EU with 27 Member States. We suggest that Eurofound only makes short summaries of key outputs available in different languages and that national authorities should assume responsibility for translating whole documents into their languages if they consider this to be worthwhile.

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Although financial and other direct support for the CLIP project is ending, Eurofound has played a key role in laying the basis for the network to continue its work. The importance of migration to Europe's economy is generally accepted. CLIP has a useful function in bringing together those who deal with integration issues on a day-to-day basis in major cities across the EU. The research suggests that CLIP's role in providing research support, networking opportunities, etc, is greatly valued. It is also clear from our evaluation that there is a strong desire among CLIP members for the network to continue its activities. But it is equally clear that given the decision by Eurofound to discontinue its financial support, it is appropriate for this to be done by obtaining the necessary resources from elsewhere.

Recommendation 7: Eurofound's funding of CLIP research and its role in providing the secretariat for the network has been essential in facilitating the network's development but it is appropriate to now terminate this 'pump-priming' support.

Together with other key stakeholders, Eurofound should encourage the CLIP network to raise the necessary funding from its own members to sustain activities, (e.g. to pay for secretariat and for research services). Ideally, Eurofound should continue to play a role – the added value it can offer lies not only in funding but also in providing an EU-wide and tripartite perspective, as well as research capacity and specialist know-how. However, any further inputs by Eurofound should be paid for by CLIP.

During the 2005-08 period, a number of steps were taken to improve the way that Eurofound functions and this has improved the effectiveness of its operations. The steps taken included: activities under the BREAK initiative such as the adoption of an activity-based budgeting, training for Eurofound's managers, the introduction of Annual Management Plans and the development of project management methods (e.g. Projex), the EPMS and the CRM system. There was also more emphasis placed on developing external relationships with key stakeholders at a national and European level. Overall, it seems to us that there was a lot of change at Eurofound during the 2005-08 period, most of which should have positive long-term effects on efficiency and effectiveness.

The changes brought about by the 2007 reorganisation took place towards the end of the 2005-08 period under review and it is therefore beyond the scope of the study to fully assess the outcomes. However, there are quite divided opinions on the merits or otherwise of the reorganisation. One view is that the changes led to responsibilities becoming blurred with a lack of clear 'ownership' of the research function at Eurofound. We also noted criticisms of the way the reorganization was implemented. An alternative view of the 2007 re-organisation is that it led to efficiency gains and improved outputs. On balance, those aspects of the reorganization linked to the setting up of Network of Eurofound's Observatories (NEO) should have produced benefits in terms of cost-effective data collection and processing although one drawback is that it has increased the workload on research units which have taken over responsibility for quality assurance.

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Recommendation 8: the changes brought about through the reorganization of Eurofound should be reviewed to establish how well they have worked, both from a staff point of view as well as in relation to the organisation as a whole and target audiences. There is a case for this exercise to be carried out when the term of office of a newly appointed Director starts and to be completed to provide a timely input into preparation of Eurofound's 2013-2016 work programme.

Because of its increased size following EU enlargement in 2004, the reduced number of meetings, and the relatively high turnover of members, Eurofound's Governing Board was not an effective decision-making body in the period under review. However, assuming that Eurofound remains a tripartite entity – and this is one of its strengths – and each EU Member States continued to be represented, there is no obvious way round the problem of having a very large and unwieldy Governing Board. It is doubtful whether increasing the number of meetings per year would make much, if any, difference in this respect. The Board continues to play an important role as an authorizing body and as a mechanism for key stakeholder representation. The role of Board members at a national level in promoting Eurofound is, however, far from clear.

Recommendation 9: Steps should be taken to strengthen the Governing Board's role in providing overall direction to Eurofound. For example, at the Board meetings, after dealing with 'routine' matters, time could be made available for a discussion on strategic issues/priorities.

The role of Governing Board members should be more clearly defined, especially with regard to their function in the Member States in helping to define target audiences and disseminating information.

The 2005 Regulation formalised the role of Eurofound's Bureau and, as with some other European agencies, it had an important role to play in the period under review. However, a disproportionate amount of the Bureau's time seems to have been taken up discussing internal Eurofound management issues and not enough on questions relating to its strategy, research activities and outputs. There is also a view that the Bureau has not been good at taking decisions and that once decisions have been taken they were not always implemented by Eurofound's management. It is not appropriate for us to make judgments on 'who is right and who is wrong'. However, it is clear that during the 2005-08 period, various factors combined to complicate Eurofound's overall governance.

Recommendation 10: The Bureau should ensure that an appropriate balance is struck in its proceedings between considering strategic and management issues.

The decision, confirmed in the 2005 Regulation, to disband the Committee of Experts was appropriate but insofar as the Advisory Committees have taken over this function, there is scope to improve the way they operate. There seems to be a considerable difference between the Advisory Committees in how they function, interpret their role and how they generally conduct proceedings, and in their coverage of Eurofound's activities. Arguably, there are too many Advisory Committees. Nevertheless, apart from their function in advising Eurofound, the Advisory Committees also provide a way of strengthening the engagement of Governing Board members.

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Recommendation 11: The number and remit role of the Advisory Committees should be reviewed and clearer terms of reference provided to them. At the same time, their function as a mechanism for ensuring that Board members have an opportunity to participate in Eurofound deliberations should be developed.

Recommendation 12: insofar as it is feasible, the appointment of future Eurofound Directors should take place at a point in the programming cycle that allows the person concerned to be involved in preparing the Foundation's four-year work programme.

2.4 Added Value and Impacts

Eurofound's research outputs provide comparative information on living and working conditions in Europe and because of this demonstrates a high degree of added value. Providing a European perspective on key questions is self-evidently important for EU policy-makers but also helps national authorities by putting particular issues into context, providing comparative information, enabling good practices to be identified and experience to be shared.

The impact of Eurofound's activities during the 2005-08 period was more pronounced at an EU level than at a Member State level. At an EU-level, the survey results for example indicated that over half (54%) of key stakeholders and approaching a third (30%) of target audiences said the impact is 'very' or 'quite' successful (this compares with 21% and 19% respectively at a national level).

During the 2005-08 period Eurofound was successful in integrating the new Member States into its structures after EU enlargement. Ensuring that the new Member States developed the capacity to provide good quality data to Eurofound's observatories in a timely and harmonized way was a significant challenge that was successfully met. Similarly, representatives from the new Member States have been integrated into Eurofound governance structures and in its activities generally. Challenges do of course remain. This includes the high cost of research projects in an enlarged EU of 27 Member States.

Overall, in the 2005-08 period covered by this evaluation, Eurofound contributed to the improvement of living and working conditions in the EU by providing the EU and national authorities, and other social partners with the information needed to take better decisions. Living and working conditions in the EU are determined by very many factors (macro-economic conditions, public policies, actions taken by companies and individuals, etc), most of which are well beyond Eurofound's influence. However, insofar as Eurofound influenced EU policies during the 2005-08 period, it contributed to the 'better' aspect of the goal set out in the Lisbon Strategy of creating 'more and better jobs', and to most aspects of the European Social Policy Agenda. Eurofound's influence on policy-makers beyond those at an EU level is less clear and as highlighted earlier, a future priority should be to strengthen its role in relation to Member States (see Recommendation 2).

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3. Methodological Note

The research for this evaluation was carried out in the second half of 2010 in three phases:

Phase 1: Preparatory Tasks – set up meeting with Eurofound and various preparatory tasks leading to an inception report (July 2009).

Phase 2: Survey Work, Interviews and Case Studies – surveys of key stakeholders and wider target audiences. A total of 38 key stakeholders and 184 target audience members responded to the main surveys for the evaluation. In addition, 61 responses were obtained from two smaller case study surveys. A total of 81 interviews were carried out, mostly on a face-to-face basis, at a European and Member State level. Two documents were prepared during the course of Phase 2 – an interim report (September 2009) and a second document prepared at the request of Eurofound and mainly consisting of survey updates and a presentation for the Governing Board meeting of 23 October 2009.

Phase 3: Analysis and Final Reports – during the final phase, a number of outstanding research tasks were completed with the research findings being subject to detailed evaluation. A draft final report was submitted (mid-November 2009). This was presented to the Advisory Committee in December 2009 with a revised version being produced and then presented to Eurofound's Bureau at the end of January 2010.

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This document contains the final report in respect of the Specific Contract: ‘Ex-post Evaluation of Eurofound – Four Year work Programme 2005-08’ (Lot 1 of the Framework Contract No. 2009/S 33-047554). The report has been prepared for Eurofound by the Centre for Strategy & Evaluation Services (CSES) and is based on research carried out between early July and mid- November 2009.

1.1 Resume of Study Aims

The overall aims of this assignment were to examine and evaluate the:

- Extent to which the commitments made by Eurofound in the 2005-08 work programme and its constituent annual work programmes of 2005, 2006, 2007 and 2008 have been achieved;
- Effectiveness, impact and added value of Eurofound;
- Useful lessons and recommendations for the challenges facing Eurofound in the programming phase 2009-12 (and beyond).

A number of more specific key evaluation issues relating to the relevance, coherence, efficiency, effectiveness and impact demonstrated by Eurofound’s 2005-08 work programme were defined in the terms of reference. The more specific issues are summarised in the table on the next page along with an indication of where the corresponding analysis can be found in this report.

1.2 Structure of the Final Report

The final report is structured as follows:

- **Section 2: Background and Policy Context** – examines Eurofound’s role and the EU policy context, together with key features of the 2005-08 work programme.
- **Section 3: Assessment of the 2005-08 Work Programme** – provides an analysis of the feedback from the research on key issues set out in the terms of reference regarding Eurofound’s performance in the period under review.
- **Section 4: Organisation and Resource Efficiency** - examines the financial and human resources used by Eurofound to implement the work programme, and organisational and governance issues.
- **Section 5: Conclusions and Recommendations** - provides a summary of overall conclusions from the research on each key question from the terms of reference with recommendations where appropriate concerning the future.

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The report is supported by various appendices including a list of interviews (Appendix A) and a technical appendix with a list of Eurofound's projects undertaken in 2005-08 (Appendix B) and the full results of the survey work (Appendix C).

Table 1.1: Key Evaluation Issues and Corresponding Assessment

Key Evaluation Issues	Report
<ul style="list-style-type: none"> • Relevance - to what extent are the objectives of Eurofound (as expressed in the 2005-08 programmes) in line with the needs of stakeholders? 	Mainly in Section 3.1 but also Section 3.5 and Section 5
<ul style="list-style-type: none"> • Internal coherence - to what extent are the elements of Eurofound's objectives and activities complementary, mutually supportive and non-contradictory? 	Sections 2.2 and 2.3, but mainly Section 3.1 and Section 5
<ul style="list-style-type: none"> • External coherence - to what extent do the objectives and activities of Eurofound support, contradict or duplicate those of other EU public interventions? 	Sections 2.2 and 2.3, but mainly Sections 3.1 and 3.4 and Section 5
<ul style="list-style-type: none"> • Efficiency - to what extent has Eurofound efficiently deployed its resources (human and financial) to achieve the objectives set out in the 2005-08 Work Programme? 	Section 4.2 and Section 5
<ul style="list-style-type: none"> • Effectiveness – (a) To what extent have the objectives been achieved, and the expected outcomes been obtained of the 2005-08 Work Programme? (b) To what extent do Eurofound's external communications and dissemination strategies contribute to effectiveness – in particular, in relation to the stated communication objectives of the programme? (c) To what extent do Eurofound's internal management systems and processes contribute to the effectiveness of its operations? (d) In light of the changes in governance structures through the amended 2005 regulation, to what extent does Eurofound's governance structure contribute to the effectiveness of its operations? 	(a) Mainly Section 3.4 but also 3.5; (b) Section 3.3; (c) Section 4.1 but also Section 2.3 (mainly external dissemination mechanisms); (d) Section 4.3 and Section 5
<ul style="list-style-type: none"> • Impact – (a) To what extent do the results of Eurofound's activities impact on relevant social policy development at the EU level, Member State level and at the level of the social partners? (b) To what extent did Eurofound achieve an impact in relation to its mandate of 'the planning and establishment of better living and working conditions through action designed to increase and disseminate relevant knowledge'? (c) To what extent are the objectives contributing to the improvement of living and working conditions in the EU? 	(a) Sections 3.3 and Section 3.5; (b) Section 3.5; (c) Section 3.5 and Section 5.

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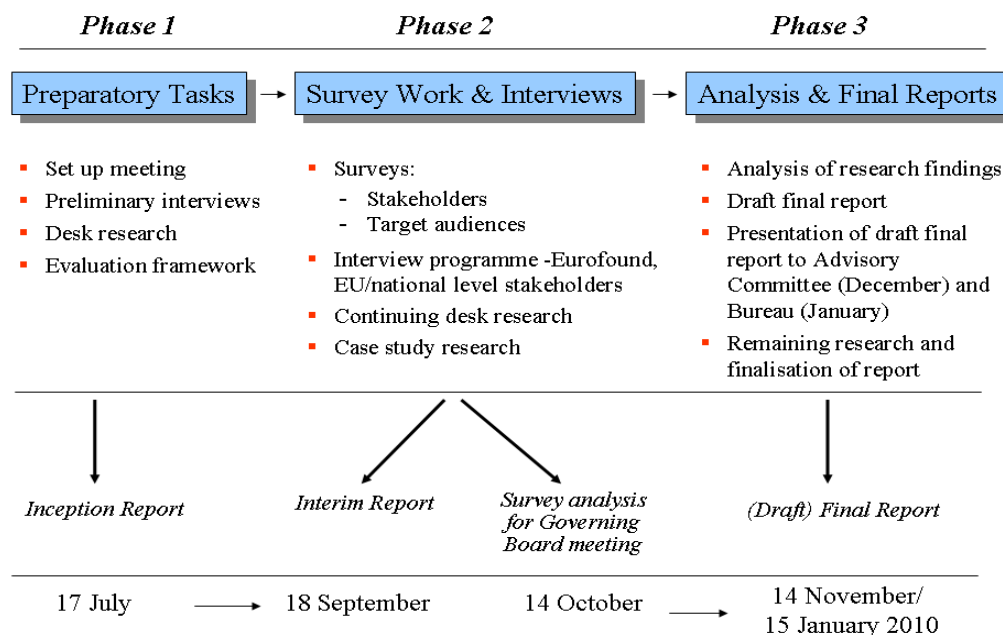
1.3 Resume of Methodological Approach

The ex-post evaluation of Eurofound's 2005-2008 Work Programme was carried out in three phases:

- **Phase 1: Preparatory Tasks** – set up meeting with Eurofound and various preparatory tasks leading to an inception report.
- **Phase 2: Survey Work, Interviews and Case Studies** – surveys of key stakeholders and wider target audiences, an interview programme at a European and Member State level, and case studies. Two documents were prepared during the course of Phase 2 – an interim report and a second document prepared at the request of Eurofound and mainly consisting of survey updates and a presentation for the Governing Board meeting of 23 October 2009.
- **Phase 3: Analysis and Final Reports** – during the final phase, a number of outstanding research tasks were completed with the research findings being subject to detailed evaluation. A draft final report was submitted in mid November 2009. This was presented to the Advisory Committee in December 2009 with a further version being submitted in mid-January and then presented to Eurofound's Bureau at the end of that month.

The following diagramme summarises the methodological approach and work plan for the assignment:

Figure 1.1: Overview of Work Plan



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Phase 1 – Preliminary Tasks

A **set-up meeting** took place with the Foundation on 24 June 2009 in Dublin. The set-up meeting was combined with the first of a number of **focus group** sessions involving around 10 Eurofound staff who responded to an open invitation (details of the focus group and workshop participants are provided in Appendix A).

On 29 and 30 June, CSES undertook a **first round of interviews** with Eurofound staff to discuss the evaluation in more depth. A total of 12 Eurofound staff were interviewed in Dublin, including the Director and a number of the Heads of Unit. Three Governing Board members were also interviewed (all those attending the meetings in Dublin on 29-30 June were invited to participate in discussions with CSES). Apart from discussing the aims of the evaluation and key issues, the preliminary interviews focused on the activities of different Eurofound units and the extent to which objectives set out in the 2005-08 Work Programme were achieved. Later in Phase 1, a **second round of interviews** with Eurofound staff in Dublin was undertaken and around this time also with the Brussels Liaison Office.

Following the initial focus group session in mid-June 2009, CSES invited Eurofound staff to participate in a **second focus group session** to obtain their views on the overall success of the 2005-2008 Work Programme. This took place in Dublin on 26 August 2009 and was attended by 15 Eurofound staff and CSES personnel who moderated the session. Staff were asked to comment on the success (or otherwise) of the 2005-2008 Work Programme as seen from the perspective of their respective work areas (e.g. monitoring, research, communication).

During Phase 1 of the evaluation, CSES also began analysing **background documentation** provided by Eurofound for the evaluation. Another key task in the early stages of the evaluation was the finalization of the **evaluation methodology**. This included designing and piloting two questionnaires for the Phase 2 survey work. Phase 1 culminated in preparation of an **inception report** which was submitted in mid-July 2009.

Phase 2: Survey Work, Interviews and Case Studies

The Phase 2 research included surveys covering key stakeholders and target audiences, and two smaller surveys to support the case study research (these surveys related to the ‘Foundation Seminar Series’ and ‘CLIP’ projects).

Following a pilot, the two main surveys - ‘key stakeholders’ and ‘target audiences’ - were launched in the second half of September 2009 using on-line questionnaires.¹ A total of

¹ It should be noted that the terms ‘key stakeholders’ and ‘target audiences’ are not used by Eurofound. We have used the term ‘key stakeholders’ to describe organisations represented on Eurofound’s Governing Board and ‘target audiences’ to describe all other actual or potential users of Eurofound information. Section 3.3 provides more precise definitions.

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38 key stakeholders and 184 target audience members responded to the main surveys for the evaluation. In addition, 61 responses were obtained from two smaller case study surveys. Taking the four surveys together, there was an overall response rate of 10%. Table 1.1 provides an overview of the survey responses:

Table 1.1: Summary - Survey Response Rates

Survey Groups	Contacted	Hits	Completed	%
Key stakeholders	165	54	38	23.0
Target audiences	2,295	322	184	8.0
CLIP members	35	24	24	68.5
FSS participants	260	37	37	14.2
Total	2,755	437	283	10.3

The **key stakeholder survey** response rate of 23% was lower than we expected. We had anticipated that at least 50 key stakeholders would respond, i.e. at least 30% of those invited to participate in the survey. A relatively high response rate had been assumed because those targeted were Governing Board members or alternates. However, the fact that the same group had been surveyed shortly before for a different study (the inter-agency evaluation) could have been a factor explaining the lower than expected response rate. In addition, some of those invited to participate in the survey may have felt unable to comment on questions relating to the 2005-08 period, either because they were not Board members then and/or because of the amount of time that had elapsed since then.

In the case of the wider **target audience survey**, we originally set a target of obtaining at least 100 responses. In our tender, it was assumed that a sampling approach would be adopted with some 1,000 contacts from Eurofound's CRM system being invited to complete the questionnaire and a 10% response rate. In fact, it was possible to for a larger number of CRM contacts (2,295) to be invited to complete the questionnaire and although the number of respondents (184) was slightly below the percentage target (7.5% rather than 10% because of the larger sample), the actual number of questionnaires completed was much higher than the original target of 100.

Overall, the response rates for the two main surveys were satisfactory.² The response rates also compared well with the results achieved in the previous external evaluation.³

² In our experience, a 10% response rate is in line with wider experience for a survey of this type and the effective sample of 184 was large enough to ensure representativeness and statistically robust analysis.

³ In the previous external evaluation of Eurofound's 2001-04 work programme (*Ex Post Evaluation of the 2001-04 Programming Period*, PriceWaterhouseCoopers, August 2007), a telephone survey was carried out based on a sample of 355 contacts with 128 completed questionnaires

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Moreover, by and large, the survey findings were corroborated by the Phase 2 interview programme.

The structure of the key stakeholder and target audience sampling frames and how these compare with the responses that were obtained from the surveys is shown below.

Table 1.2: Key Stakeholders - Sample Structure and Responses

Type of organisation	Sampling Frame		Responses	
	Nº	%	Nº	%
Employers organisations	55	33.3	8	21.0
Trade unions and other employees' reps	55	33.3	13	34.2
National/local authorities	55	33.3	17	44.8
EU institutions	0	0	0	0.0
Others (e.g. academics, media)	0	0	0	0.0
Total	165	100.0	38	100.0

Note: in the contact lists provided by Eurofound, representatives of EU institutions were included in the target audiences sample (see below).

Table 1.3: Target Audiences - Sample Structure and Responses

Type of organisation	Sampling Frame		Responses	
	Nº	%	Nº	%
Employers organisations	337	9.0	13	7.1
Trade unions and other employees' reps	599	15.9	35	19.0
National/local authorities	879	23.4	33	18.0
EU institutions	674	17.9	24	13.0
Others (e.g. academics, media)	1,272	33.8	79	42.9
Total	3,761	100.0	184	100

The percentage breakdown of survey responses from key stakeholders and target audiences were broadly in line with the sample structures. In the case of the key stakeholder survey, however, employers were under-represented and national authorities over-represented. In the case of the target audiences, 'others' were slightly over-represented compared with the sampling frame.

being obtained (a 36% response rate). However, the sample for the previous evaluation consisted of Eurofound contractors, academics, representatives of EU institutions and Eurofound Board members, and did not include the wider target audience as in this evaluation. The high response rate in the survey for the previous external evaluation was also partly because of the method used (telephone interviews). In the survey work for this study, there was no telephone contact as part of the survey but as a separate exercise, an interview programme was undertaken.

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A breakdown of the survey responses by country is provided below. Further analysis of the response rates for the two main surveys is provided in Appendix B.

Table 1.4: Main Surveys – Breakdown of Survey Responses by Country

Country	Target Audiences		Key Stakeholders		Country	Target Audiences		Key Stakeholders	
	Nº	%	Nº	%		Nº	%	Nº	%
EU-wide	4	2.2	0	0.0	Latvia	1	0.5	0	0.0
Austria	10	5.4	1	2.6	Lithuania	1	0.5	3	7.9
Belgium	26	14.1	3	7.9	Luxembourg	1	0.5	1	2.6
Bulgaria	4	2.2	2	5.3	Malta	3	1.6	0	0.0
Croatia	2	1.1	0	0.0	Netherlands	4	2.2	2	5.3
Cyprus	2	1.1	2	5.3	Norway	0	0.0	2	5.3
Czech Republic	4	2.2	3	7.9	Poland	1	0.5	0	0.0
Denmark	4	2.2	1	2.6	Portugal	4	2.2	2	5.3
Estonia	0	0.0	2	5.3	Romania	7	3.8	1	2.6
Finland	6	3.3	3	7.9	Slovakia	13	7.1	0	0.0
France	11	6.0	1	2.6	Slovenia	0	0.0	1	2.6
Germany	15	8.2	1	2.6	Spain	8	4.3	1	2.6
Greece	0	0.0	1	2.6	Sweden	9	4.9	3	7.9
Hungary	2	1.1	1	2.6	Turkey	5	2.7	0	0.0
Italy	14	7.6	1	2.6	UK	12	6.5	0	0.0
Ireland	3	1.6	0	0.0	Other	8	4.3	0	0.0
					Total	184	100.0	38	100.0

In Phase 2, the emphasis of the interview programme switched from the internal Eurofound perspective to the external dimension. A breakdown of those covered by the **Phase 2 interview programme** is provided below. All interviews apart from three were undertaken on a face-to-face basis. A list of interviews is provided in Appendix A.

Table 1.5: Scope of Phase 2 Interview Programme

Categories	Number	%
Eurofound	30	37.0
European Commission	12	14.5
Other EU level stakeholders	6	7.4
National level interviews	33	40.7
Total	81	100

The total of 81 Phase 2 interviews was nine short of the target we set in our tender. On the other hand, more interviews were undertaken on a face-to-face basis than originally planned and in some cases there were several meetings with the same people. The Phase 2 interview programme focused on obtaining views from key stakeholders and target

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audiences at a European and national level on the success (or otherwise) of the 2005-2008 Work Programme.

At a **European level**, CSES carried out a number of interviews with officials from DG Employment, Social Affairs & Equal Opportunities (DG EMPL). DG EMPL officials were interviewed in their capacity as stakeholders as well as end users of Eurofound outputs. Others interviewed at an EU level included: Commission officials from other DGs, officials from the Economic and Social Committee, representatives of the ETUC, Business Europe, the Social Platform, and the Congress of Local and Regional Authorities of the Council of Europe. As part of the Phase 2 research, CSES also carried out face-to-face and telephone interviews at a **national level**. Just over half the EU Member States (14) were covered by the interview programme. These (with the number of interviews in parenthesis) were: Belgium (2), Bulgaria (4), Czech Republic (1), Denmark (1), France (3), Germany (2), Greece (3), Hungary (1), Ireland (1), Lithuania (3), Netherlands (3), Spain (2), Sweden (3) and the UK (3). The interviews were generally with Governing Board members and in almost all cases were undertaken on a face-to-face basis in the countries concerned.

In support of the overall evaluation, CSES also carried out several **case studies** as part of the Phase 2 research. This aspect of the research focused on Eurofound's observatories and surveys, the European Network of Cities for Local Integration Policies for Migrants (CLIP), and the Foundation Seminar Series (FSS). In each case, the research combined feedback from the surveys, desk research and interviews. This material has been integrated into the analysis in Section 3 of the report.

In the case of the **CLIP** case study, apart from the desk research and survey work, CSES also participated in the seventh meeting of the CLIP steering group and conference in Amsterdam (22-23 September). As part of this case study, a focus group meeting was organised with four members of the network in Amsterdam and an on-line survey of CLIP members was then undertaken, eliciting a response from 24 (68%) of the network's 35 members. A breakdown of the CLIP survey responses is shown below (with the total number of members per country in parenthesis):

Table 1.6: Overview – CLIP Survey Responses by Country

Country	Nº	Country	Nº
Austria	1 (1)	Netherlands	2 (2)
Belgium	1 (2)	Spain	1 (4)
Finland	1 (2)	Sweden	2 (2)
France	1 (1)	United Kingdom	2 (2)
Germany	3 (3)	Pan European	2 (2)
Hungary	1 (1)	Others	5 (10)
Italy	2 (2)	Total	24 (35)

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A further case study examined the **Foundation Seminar Series (FSS)**. Apart from some basic desk research to examine material provided by Eurofound, a number of interviews took place with Eurofound staff as well as with Advisory Committee members involved in the FSS. A small survey of FSS participants was also conducted. Of the 260 individuals contacted, 37 responded (a response rate of about 14%). A breakdown of the sample is provided below.

Table 1.7: Overview – Foundation Seminar Series Survey Responses by Country

Country	Nº	%	Country	Nº	%
Austria	1	2.7	Netherlands	3	8.1
Denmark	2	5.4	Poland	1	2.7
Estonia	3	8.1	Portugal	2	5.4
Finland	1	2.7	Slovakia	1	2.7
France	2	5.4	Slovenia	1	2.7
Germany	3	8.1	Spain	4	10.8
Hungary	5	13.5	Sweden	2	5.4
Italy	4	10.8	UK	1	2.7
Lithuania	1	2.7	Total	37	100.0

Other Phase 2 activities included a **workshop** to discuss the evaluation with a wider group of Eurofound staff which took place in Dublin in early October 2009, and **two meetings with the Advisory Committee** (29 September and 3 December) as well as ongoing desk research. During the course of Phase 2, an **interim report** was submitted containing a summary of progress to date, the early survey findings and four working papers on different aspects of the evaluation. A second document was submitted in mid-October with an updated summary of progress to date and an interim **analysis of the Phase 2 survey responses** (while this was still in progress). This was presented by Eurofound to the Bureau at its meeting later in October 2009.

In Phase 3 of the evaluation, the remaining research was completed and the **final report** prepared. The draft final report was presented to the Advisory Committee in early December, to a workshop with Eurofound staff in mid January 2010 and then presented to the Bureau at the end of that month. After taking into account feedback on the document, the report was finalised and formally submitted to Eurofound in the first half of February 2010.

Overall, it was possible to implement most aspects of the evaluation according to the agreed work plan (June to December 2009). We did, however, encounter difficulties in making contact with Governing Board members in some countries and setting up interviews with them. As noted earlier, the response rate to some aspects of the survey work also fell short of expectations. Last but not least, the fact that the original work plan had to be modified to fit a relatively short timeframe (subsequently extended after the assignment began from four to seven months) meant that preparatory tasks, including the

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design and piloting of the survey questionnaires, was taken in the summer holiday period when it was not easy to obtain feedback on the research design.

Previous Evaluations

Eurofound has commissioned two main external evaluations so far, the first in 2001 *European Foundation for the Improvement of Living and Working Conditions: External Evaluation* (Deloitte & Touche) and the second *Ex-post Evaluation of the 2001-2004 Programming Period* (PricewaterhouseCoopers) in 2007.

The 2001 study evaluated the Foundation during the period since its establishment and with particular focus on the 1997-2000 period while the second focused on the 2001-2004 work programme but also examined on-going activities in the 2005-2006 period. The 2007 evaluation involved a combination of research methods: 25 in-depth interviews with stakeholders within Eurofound and other external stakeholders in the EU and international organisations; focus group meetings with Eurofound staff; a telephone survey of 128 stakeholders (Administrative Board members, contractors, academics, and representatives from the European Commission, Council and the Parliament) and five case studies (an evaluation of the European Monitoring Centre on Change, monitoring trends, communications for enlargement, establishment and development of the Brussels Liaison Office, and tendering and procurement processes).

Although the evaluation aims were broadly similar, there were some differences between the methodology used for the 2007 external evaluation and this exercise. Firstly, in addition to stakeholders, this evaluation also (as noted earlier) involved a survey of target audiences. In this respect, the current exercise went beyond the 2007 evaluation which was largely confined to stakeholders. Secondly, the current exercise placed more emphasis on interviews at the Member State level. Taken together, these two aspects of the current evaluation were designed to give more emphasis to the (potential) ‘end user’ perspective in assessing Eurofound’s performance. The timing of the previous evaluation also differed from the exercise.

In their report, the authors of the 2007 study commented that the evaluation of Eurofound’s 2001-04 work programme had been undertaken quite a long time after the period in question had come to an end. It was argued that this had made the ex-post evaluation more difficult and reduced the scope for making use of its findings. A further difference, therefore, is that this evaluation of the 2005-08 work programme took place much sooner following the work programme in question (as was, in fact, recommended in the previous exercise). Although it has been completed after Eurofound’s 2009-13 work programme started, the findings should nevertheless be helpful in informing the design of annual work programmes.

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In this section we review the background to Eurofound's 2005-08 Work programme. After briefly considering Eurofound's mission, developments that influenced the design and implementation of the work programme are examined together with the main conclusions from the evaluation of Eurofound's performance in the 2001-04 period. We also provide an overview of the 2005-08 work programme.

2.1 Role of Eurofound and EU Policy Context

We start by providing an overview of Eurofound's mission and key features of the way in which it is organised and operates.

2.1.1 Role of Eurofound

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) is one of three European agencies with a tripartite board.⁴ Its founding Regulation (EEC Regulation 1365/75) defines its role as being to:

'Contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development with this aim in view, the tasks of the Foundation shall be to develop and to pursue ideas on the medium - and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change' (Article 2).

The 1975 Regulation went on to state that Eurofound was, more specifically, to deal with the following issues: 'man at work'; 'organization of work and particularly job design'; the 'problems peculiar to certain categories of workers'; 'long-term aspects of improvement of the environment'; and 'the distribution of human activities in space and in time'. (Article 2). The sort of activities that the Regulation envisaged Eurofound might pursue in relation to these subjects included: 'fostering the exchange of information and experience' (e.g. between universities, public authorities), 'setting up working groups', 'concluding study contracts' and 'organizing courses, conferences and seminars' (Article 3). More generally, action at the Community level was to be built on an inter-disciplinary scientific basis with employers and workers being associated in the action undertaken.

⁴ The other two agencies with tripartite boards are the European Centre for the Development of Vocational Training (CEDEFOP) and the European Agency for Safety and Health at Work (EU-OSHA). Health and safety at work was initially part of Eurofound's 'working and living conditions' brief. However, after its establishment in 1994, EU-OSHA assumed responsibility for these areas of policy. The tripartite boards of the three agencies comprise representatives from the Governments of Member States, employers' organizations and trade unions, and are designed to ensure that the agencies' objectives and strategies - which in all three cases deal with socio-economic issues - reflect the priorities of the social partners.

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Against this background, **Eurofound's main role** is to provide 'pertinent, reliable information and advice on living and working conditions in Europe' to its stakeholders and target groups. In addition to an appreciation of the relevant EU policy context, this role requires an understanding of the underlying political, social and economic developments which present both opportunities and challenges for the living and working conditions of Europe's citizens today.

At the outset of the 2005-08 period, in its four-year work programme, Eurofound defined its **target audiences** in the following terms:

'The Foundation's target audiences include the public authorities, social partners and those concerned with social policymaking at EU level. By linking research with policy concerns, the Foundation aims to provide information that is relevant to those who design and implement policy ... Its work is also of value to those managing change and implementing improvements on the ground in workplaces and in localities'.⁵

Thus, the primary target audience was defined as being at the EU level. However, insofar as Eurofound's outputs were also seen as 'of value' to those at a national level (specifically 'workplaces and localities'), and key stakeholders included Governing Board members representing national social partners, the Member States were also intended beneficiaries of the Foundation's activities.

Eurofound's **governance arrangements**, as set out in the 1975 Regulation (but subsequently amended in 2005 – see Section 4), allowed for an Administrative Board, a Director and Deputy Director, and a Committee of Experts. Administrative Board members were to be drawn equally from the Governments of Member States, employers' organizations and trade unions with a further three positions held by the Commission. The Administrative Board was empowered under the 1975 Regulation to elect its chairman and three deputy chairmen from among its members (to serve for a period of one year). It was foreseen that the Board would meet three times a year (Article 6). EU Enlargement in 2004, which resulted in an increase in the number of Board members, led to the role of Eurofound's Bureau being formalised as well as some other changes (these changes are considered later in the report).

According to the 1975 Founding Regulation, the **rationale for setting up Eurofound** lay in the fact that the Community 'was not in a position to undertake the necessary specialised analyses, studies and research systematically and scientifically itself and that the establishment of a Foundation was therefore necessary if Community objectives for the improvement of living and working conditions were to be attained'. From a broader European policy perspective, Eurofound's establishment was linked to ensuring a balanced approach to pursuing the Community's economic and social goals, the 'humanization' of work and other themes that became prominent in the 1970s such as the

⁵ *Changing Europe: Better Work, Better Life. Four Year Work Programme 2005-08* (page 2), Eurofound, 2004.

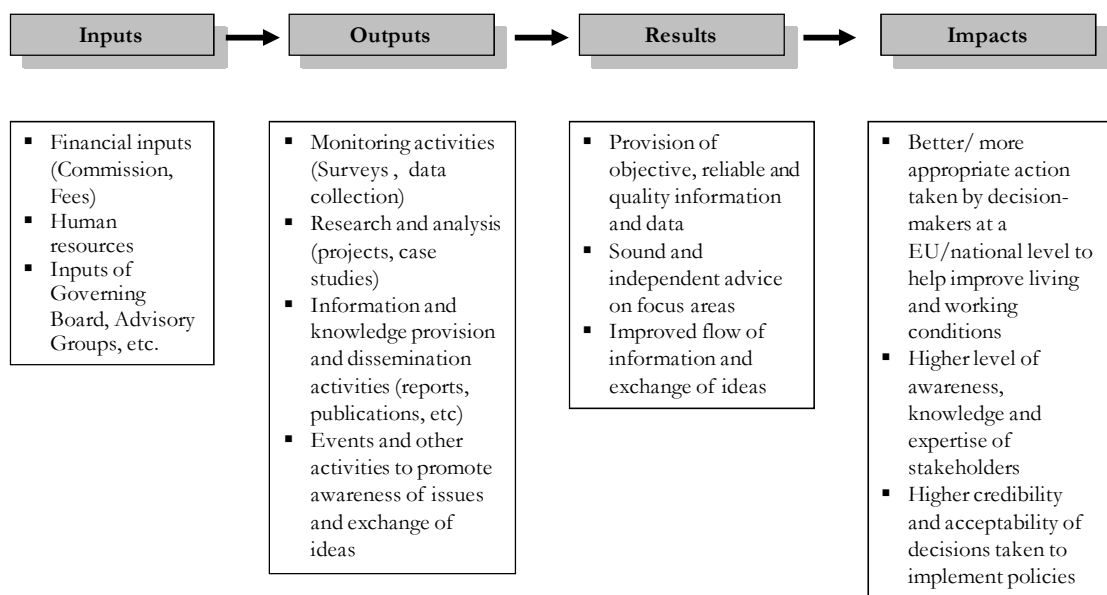
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restructuring of European economies following the first oil price shock and its labour market and social consequences. In the 1980s and 1990s, these themes remained very relevant but others became important too such as completion of the EU's internal market, globalization and changes in work organisation brought about by technological and other advances. The policy context in which Eurofound has operated, specifically during the 2005-08 period, is examined in more detail in Section 2.2 below.

Eurofound's mission focuses on providing objective and reliable data on living and working conditions in Europe, sound and independent advice and an improved flow of information generally. According to the '**intervention logic**', Eurofound's outputs should have a positive impact on the quality of EU (and national) policies by creating a better awareness and understanding of issues and the most appropriate policy responses. The path from outputs to impacts and the contribution of Eurofound to EU policies is summarised in the following diagramme:

Figure 2.1: Summary - Eurofound's Expected Outcomes



Eurofound's **four-year rolling programmes** provide the framework for planning and implementing activities. The annual programmes provide the more detailed basis for research, analysis and communication activities. Each work programme is expected to respond to the needs and issues that arise for its stakeholders, taking into account the changes and developments in Europe's economy and society that affect working and living conditions, the changes in the relevant EU policies, and possible changes in the role of Eurofound.

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2.1.2 European Agencies

Eurofound is one of 27 Community agencies and part of the rationale for the 2005-08 work programme lies in the added value of undertaking certain activities through agencies at an EU level.⁶

- The advantages of developing specialised **expertise and know-how** and the capacity to help develop and monitor Community policies;
- An increased level of **independence** in comparison to the Commission, thus increasing the credibility of its data, analysis and findings and capacity to create neutral forums for discussions and an exchange of information;
- More scope for the **inclusion of stakeholders** and other social actors, often not available to the Commission using its own structures;
- Greater **flexibility and efficiency in the implementation of outsourced tasks** through the use of experts.

The role of the European agencies has been examined both individually and as a group in a number of reports. This includes a meta-evaluation undertaken in 2003 which identified the above factors as the added-value of a European agency compared with other possible solutions (e.g. use of the Commission own resources, actions at a purely national level).⁷ In 2008, the Court of Auditors also published an assessment of the European agencies.⁸ A further important study was carried out in 2009 but the results had not been made public at the time when this report was prepared (in addition to the recommendations concerning Eurofound's future activities arising from the results of this evaluation, it will

⁶ A Community agency is defined as 'A body governed by European public law; it is distinct from the Community institutions (Council, Parliament, Commission, etc.) and has its own legal personality. It is set up by an act of secondary legislation in order to accomplish a very specific technical, scientific and/or managerial task, in the framework of the European Union's 'first pillar' (source: Europa website: agencies of the EU). Other types of European agencies are the executive agencies, common foreign policy and security policy agencies, police and cooperation in criminal matters agencies, and EURATOM agencies and bodies.

⁷ *Meta Evaluation of the Community Agency System*, Final Report, DG Budget, September 2003. The evaluation was based on research covering Eurofound and the other agencies including independent evaluations (at that time, evaluations of 10 of the then existing 15 European agencies had been undertaken).

⁸ *The European Union's Agencies: Getting Results*, Special Report No 5/2008, European Court of Auditors, 2008. The Court's findings relate to eight regulatory agencies including Eurofound and focused on the extent to which they demonstrated sound financial management, specifically aspects relating to planning, monitoring and evaluating activities. Eurofound's approach to performance monitoring and impact assessment was highlighted as a good practice example.

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clearly be necessary to take the wider inter-agency evaluation into account).⁹ Last but not least, a study was undertaken for the European Parliament in 2009 examining the scope for European agencies to share certain support services (budgetary, legal, procurement-related, etc).¹⁰

2.2 Context and Rationale for Eurofound's 2005-08 Work Programme

The context and rationale for the 2005-2008 Work Programme lay in a number of factors relating to the EU policy context and wider developments:

- **EU policies** - in particular the 2000 Lisbon Strategy and the 2005-10 European Social Policy Agenda. These policies required an increasing capacity of EU institutions, Member States, social partners, enterprises and workers to anticipate and absorb change (in turn, requiring an increasing need for accurate, relevant, timely and practical information).
- **Demographic and social changes** - ageing of the European workforce, changes in household structures, fertility rates and migration, all of which have major implications for living and working conditions, and employment and labour market strategies, and for governance and industrial relations.
- **EU enlargement** – which created an increased need to address issues and problems that are common throughout Europe (unemployment, poverty, inadequacies in healthcare systems, social services systems, industrial relations, etc) but were and in some cases remain more acute in the newer EU Member States.

Below, we briefly review each of these and other factors explaining the rationale for Eurofound's 2005-08 work programme in more depth.

2.2.1 European Policy Context

Taking the first point, the 2005-2008 Work Programme was conceived in an EU policy context in which the **Lisbon Strategy** was a central theme. The Lisbon Strategy was launched in 2000 and aimed to make the EU "the most dynamic and competitive knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion, and respect for the environment by 2010". Specific targets of relevance to Eurofound included an increase of overall employment rates to 70% (and to over 60% for women and to 50% for older workers) by 2010, as well as a target of an average annual EU economic growth rate of 3%.¹¹ A

⁹ *Inter-Agency Evaluation*, study undertaken by Rambøll, Eureval and Matrix for the European Commission, 2009-10.

¹⁰ *Opportunity and Feasibility of Establishing Common Support Services for EU Agencies*, study undertaken for the European Parliament's Budgetary Committee by IMO Potsdam, April 2009.

¹¹ *The European Union's Lisbon Strategy*, European Union Trade Union Confederation. (2006).

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successor of the Lisbon strategy beyond 2010 was being discussed in the European Council at the time when this report was prepared.

In 2003, the Commission introduced a new **European Social Policy Agenda** for the period 2005-2010 ('A social Europe in the global economy: jobs and opportunities for all'). This had two main objectives – achieving full employment (under the prosperity objective) and promotion of equal opportunities (under the solidarity objective).

To take the first of these objectives forward, a revamped version of the European Employment Strategy (EES) was produced in the framework of the mid-term review of the Lisbon strategy. This new cycle was designed to underpin long-term economic growth, combat unemployment and regional disparities and promote social cohesion. There was also considerable emphasis on anticipating, triggering and managing economic change more effectively through a greater interplay between European policies; increased involvement of the social partners; improved synergy between policies and their financial levers, especially the ESF; and a stronger link between the EES and the development of the legal frameworks and social partners' agreements.

In relation to the equal opportunities objective, the new European Social Policy Agenda envisaged a successor to the framework strategy for 2000-2005 with specific actions to tackle problems such as the gender pay gap, women's access to and participation in the labour market, training, career advancement, reconciliation of family and working life, equal opportunities for the disabled, etc. A 'European year of Equal Opportunities' also took place in 2007.

The open method of coordination (OMC) was chosen by the EU Member States as the appropriate instrument to use to reach key targets set out in the Lisbon Strategy and the European Social Policy Agenda.¹² The OMC approach entails striving towards common objectives through a process that includes using the type of comparative analyses and benchmarking information produced by Eurofound.

¹² The OMC aims to spread best practices and achieve greater convergence towards the main EU goals without legally binding EU legislative measures. It generally works in stages: first, the Council of Ministers agrees on policy goals; Member states then translate guidelines into national and regional policies; and subsequently, specific benchmarks and indicators to measure best practices are agreed upon; finally, results are monitored and evaluated. Initially introduced in the Employment Title of the Amsterdam Treaty, the OMC is not restricted to the sphere of employment. It is being applied to other policy areas, including research and development, social protection, enterprise policy and immigration.

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2.2.2 EU Enlargement

EU enlargement from 15 to 27 Member States took place just before and during the implementation of Eurofound's 2005-2008 work programme. In addition to the impact on Eurofound's organisation and resources, EU enlargement also had major implications for its research activities.

Considering that most of the new EU Member States were formerly communist and many, at the time of accession, were poorer than the rest of the EU, the potential implication of this particular wave of enlargement for living and working conditions across Europe were expected to be significant. Firstly, living and working conditions were not at the same level as the rest of Europe and the capacity to change this situation was limited in the short run. Secondly, much uncertainty surrounded the possible effects of an open labour market. The older EU Member States feared large-scale immigration, while the new EU Member States were concerned about the possibility of high labour emigration. At the same time, some observers pointed to the risk of businesses relocating from the old EU Member States to the new lower cost Member States.

A number of policy responses were seen as vital. To this end, EU enlargement necessitated the establishment and consolidation of social dialogue in the new EU Member States. In the area of labour mobility, the 2004 and 2007 accession treaties included transitional arrangements with regard to the free movement of labour. These arrangements allowed existing EU Member States to place temporary work restrictions on some or all of the newcomers for up to seven years. While within these arrangements free movement was granted to citizens of the new Member States, their access to the labour market in the host country could be restricted.¹³

2.2.3 Other Developments

Eurofound's 2005-08 work programme was also influenced by a number of other developments affecting the living and working conditions, and towards the end of the programming period, the global financial crisis and economic downturn.

Globalisation - a process which connects national and regional economies, societies and cultures through a global network of exchange – was one of the more important underlying factors. Linked to increased flows of trade, capital, and information as well as increased levels of worker mobility, globalisation has a clear impact on people's living and working conditions. Although there are economic benefits from globalisation, the picture is often seen as being less clear-cut for workers. More specifically, there are potentially less positive consequences, e.g. jobs moving to low-cost countries, the restructuring of

¹³ Boeri, T. and H. Bruecker (2005). *Migration, Co-ordination Failures and EU Enlargement*. Discussion Paper Series. Bonn, Forschungsinstitut zur Zukunft der Arbeit/Institute for the Study of Labour.

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enterprises to take advantage of new markets, an increased need for labour mobility and competition for jobs.

In recent decades, Europe - as with other Western societies - has undergone a demographic trend towards an aging population brought about through a combination of lower fertility rates and lower mortality rates. These and other **demographic trends** are having profound labour market consequences which, in turn, pose serious challenges with regard to maintaining economic growth and living standards.¹⁴ With the baby-boomer generation reaching retirement age and people generally expected to live longer, the pressure on the pension system is intensifying. Furthermore, as fertility rates remain below the reproductive rate of 2.1 births per female, Europe's working age population is shrinking.

The question of how to cope with the consequences of Europe's ageing population has, over the last decade, emerged as a central priority for policymakers in the EU. In addition to increasing the pension age, policy options focus on enhancing the labour supply by means of better integrating women, older people and economic migrants into the labour market.

Although it only reached a crisis point towards the end of the 2005-08 period, it was clear for at least a year (i.e. from mid-2007 onwards) that major financial and economic problems were developing. Repercussions from the **economic downturn** of particular relevance to Eurofound included the upward trend in unemployment and increased pressure on public finances with possible long-term implications for the feasibility of many publicly-financed policies including pensions, employment policies, education and health.

2.3 Eurofound's 2001-04 Work Programme

Eurofound's 2001-04 Work Programme was subject to an external evaluation in 2006-07. Although the ex-post evaluation was undertaken quite a long time after Eurofound's 2001-04 work programme ended, and it could not therefore inform the design of the 2005-08 work programme, the conclusions on Eurofound's performance in the earlier period are nevertheless relevant to the evaluation of its role in 2005-08.

The overall conclusion of the 2007 evaluation was that:

'Overall, this evaluation has shown that the Foundation has made much progress over the 2001-2004 period and has worked towards delivering the objectives of its work programme ... Notwithstanding this progress, there are areas in which the performance of the Foundation could be enhanced. These areas include, for example, developing

¹⁴ Eurofound (2008). Working Conditions of an Ageing Workforce.

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deeper linkages with other international organisations, facilitating feedback among key stakeholders, enhancing managerialism and focusing on the key target audience'.¹⁵

The 2007 final report was structured around a number of key evaluation issues. The key conclusions are summarised below.

2.3.1 Main Findings from the Evaluation of the 2001-04 Work Programme

Both the aims and outcomes of Eurofound's 2001-04 work programme were judged to demonstrate a high degree of **relevance**. The 2007 ex-post evaluation noted that Eurofound's 2001-2004 rolling programme was conceived during a period of 'momentous changes' in the European Union that included the implementation of Economic and Monetary Union, further EU enlargement and the adoption of the Lisbon Strategy. It argued that: 'despite these external and internal changes, the Foundation has responded well to the EU policy agenda and worked to address stakeholder needs ...the work programme has addressed the areas of priority in the EU social agenda'.

Less positively, the evaluators argued that more could have been done to obtain feedback from key stakeholders on what Eurofound's priorities and key activities should be. Thus, it was argued that more emphasis could be have been put on migration research and that there was 'a niche research area, foresight analysis, which could have been given more consideration in the 2001-2004 work programme and could be supported moving forward into the next work programme'.

On the question of **internal and external coherence**, the 2007 evaluation report's conclusions were essentially positive in arguing that 'the Foundation has made much progress in terms of establishing greater linkages and coherence within the organisation'. It argued that the development of a communications strategy had facilitated 'greater direction and linkage between the research and communication functions'. From an external perspective, notwithstanding the diversity of stakeholders, the report noted that cooperation since 2001 had increased with the European Commission (as evidenced through the publication of joint reports and surveys). However, although Eurofound had (and still has) formal linkages with other European agencies (CEDEFOP, EU-OSHA), the Economic and Social Committee and international bodies (ILO, OECD, etc), it was argued that these links could be strengthened.

According to the report, Eurofound had 'made much progress in terms of implementing the measures to improve **efficiency**'. The introduction of new project management and financial procedures had improved monitoring of the budget and led to better overall planning. From an external perspective, Eurofound had been particularly effective 'at addressing enlargement and ensuring that all groups and countries are represented within

¹⁵ *Ex Post Evaluation of the 2001-04 Programming Period*, Final Report, PriceWaterhouseCoopers, August 2007.

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the organisation'. Less positively, it was argued that during the 2001-2004 period, research, information and communication activities had broadly stayed the same but that administrative costs had increased (by 12%-18%). Moreover, 'the absence of Key Performance Indicators (KPIs) at the organisational level makes it difficult to assess the performance of the different research units and support functions'.

On **effectiveness**, the basic conclusion of the 2007 evaluation was that Eurofound had 'made much progress in meeting the broad objectives across each of the four themes ... overall, the quality of research is of a high standard and the Foundation can be considered to be an authority in the areas of industrial relations, the labour market, quality of life and quality of work'. Eurofound was also seen as generally effective in communicating outputs to its target audiences. The report also commented on Eurofound's target audiences, arguing that although there was 'no evidence to suggest that a broadening of the stakeholder base had impacted on the capacity of the Foundation, there was a potential danger, going forward, that resources could be spread too thinly given the range of other stakeholders that could be included beyond the key EU institutions, national governments and employee and employer organisations'.

Eurofound's 2001-04 work programme had, according to the 2007 evaluation, achieved generally positive **impacts** with a 'high level of usage of the Foundation outputs among key external stakeholders (academics and representatives of the EU institutions) ...and the work of the Foundation has fed into the policy process'. It was argued that the overall impact on stakeholders and EU policy had largely involved raising awareness of key issues and providing information. But survey evidence from the evaluation showed that representatives of the EU institutions had mixed views on the benefits which the information provided with a small but nevertheless significant proportion (16%) arguing that the information supplied by Eurofound provided little or no added value.

More generally, the evaluators suggested that Eurofound delivered added value in three key areas - through its tripartite structure, research expertise and 'by providing an objective and neutral information source'. Moreover by acting at the EU level, Eurofound could provide comparative analysis across all Member States and facilitate the exchange of information and best practices.

2.3.2 Main Recommendations from the 2007 Evaluation

The table on the next page provides a summary of the recommendations from the external evaluation of the 2001-04 work programme.

Eurofound devised an action plan indicating how it would follow up the conclusions and recommendations from the 2007 evaluation. The implementation of this action plan has not yet been systematically monitored and reported on by Eurofound. However, below we provide our assessment based on this evaluation of the extent to which recommendations were acted on during the 2005-08 period.

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Table 2.1: Recommendations from the 2007 Evaluation and Actions Taken

Summary – 2007 Recommendations	Comment on Actions since 2004/05
<p>Recommendation 1: Stakeholder/customer insight. It was recommended that approaches should be developed by Eurofound that ‘gain feedback from stakeholders in a systematic and periodic way’.</p>	<p>The fact that quite extensive survey work has been undertaken as part of this evaluation largely addresses this point. The CRM system, introduced in 2005-08, could be used to obtain feedback from wider sources.</p>
<p>Recommendation 2: Supporting research for emerging issues. It was recommended that consideration should be given during the new programming period (2005-08) to ‘focusing more attention on niche areas of research’.</p>	<p>In 2005-08, Eurofound developed its capacity to undertake research on emerging issues (e.g. on migration through CLIP). Arguably it was better not to focus too much on ‘niche’ areas of research given other priorities.</p>
<p>Recommendation 3: Deepening co-operation with international organisations. Eurofound should develop co-operation with international organisations ‘beyond seminars and conferences and conducting some research and producing publications, towards developing joint actions which involve a deeper level of co-operation’.</p>	<p>The relationship with the Commission remained close and mutually beneficial. During the 2005-089 period, links with other EU institutions were strengthened. Links with other European agencies also became closer (e.g. through Memorandums of Understanding) and remained close with international organisations (e.g. ILO, OECD).</p>
<p>Recommendation 4: Monitoring administrative costs. It was recommended that ‘consideration, moving forward, is given to regularly monitoring unit costs of delivering programme and projects to ensure efficiencies are enhanced’.</p>	<p>Unit cost estimates were produced in 2009 for earlier years for a range of outputs including pages of publications, number of participants at events, etc. Activity-based budgeting, improved monitoring and forecasting, introduced in 2005-08 also addressed this point.</p>
<p>Recommendation 5: Enhancing performance based management. It was recommended that consideration should be given to further developing a performance based approach to management within Eurofound.</p>	<p>During the 2005-08 period, a considerable investment was made by Eurofound in the EPMS, management training and systems and other aspects of its operations to develop a performance-based approach to managing activities.</p>
<p>Recommendation 6: Invigorating the Advisory Committees. It was recommended that consideration should be given to ‘enhancing the role of Advisory Committees in the Foundation’.</p>	<p>The Advisory Committees provide a mechanism for expert inputs following disbandment of Eurofound’s Committee of Expert but their performance is mixed and there is scope for their role to be further developed.</p>
<p>Recommendation 7: Global comparative analysis. While understanding the importance of ensuring that Europe remains</p>	<p>Some of Eurofound’s outputs highlight the global comparative dimension. In many ways, however, the case for undertaking global</p>

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<p>the central focus of the Foundation, it is recommended that consideration is given to further developing more comparative analysis with other global regions in future programming periods.</p>	<p>comparative analyses is difficult to understand given the priority of producing high-quality research focusing on the EU. There could also be methodological problems (e.g. comparability of data) in extending the scope of analysis.</p>
<p>Recommendation 8: Focusing on the key target audience. It is recommended that the consideration is given to taking stock of the communications and dissemination activity which is focused on increasing the stakeholder base of the Foundation. As part of this process, it is recommended that the Foundation outlines its key target audience and its secondary audience.</p>	<p>The introduction of the CRM system in 2007 helped Eurofound to reach target audiences more effectively with electronic communications. Whilst links with EU-level stakeholders were close in the 2005-08 period, it was not clear if national stakeholders/ target audiences (beyond the Board) were accepted as being part of the target audience and communication with them was less effective.</p>
<p>Recommendation 9: Developing a flexible evaluation strategy. It was recommended that the Foundation gives consideration to reviewing the process of conducting external evaluations. While the European Commission may still require the Foundation to commission an ex-post evaluation, it is proposed that the Foundation also conduct other ongoing evaluations throughout the life of a programming period.</p>	<p>This recommendation was acted on in the 2005-08 period with several interim project evaluations, e.g. of NEO (2008) and the CLIP project (2009) being carried out using internal resources.</p> <p>As noted above, in 2005-08 steps were also taken to strengthen Eurofound's evaluation capacity through the appointment of an evaluation officer and other initiatives. The EPMS was introduced and reinforced impact tracking undertaken by Eurofound's Brussels Liaison Office.</p>
<p>Recommendation 10: Promoting the Foundation within representative organisations. It is recommended that the Foundation gives consideration to encouraging Board members, and particularly representatives of the European Commission, to promote the work of the Foundation.</p>	<p>Although some Board members seem very active in promoting Eurofound at a national level, the research suggests that most are not. Dissemination mechanisms were weaker than at the EU level at a national level and target audiences not clearly defined.</p>
<p>Recommendation 11: Developing indicators to measure impact. It is recommended that the consideration is given to developing and implementing a comprehensive system of indicators or the next programming period. In addition to management/efficiency indicators, these performance indicators will provide the opportunity to assess impact of the Foundation's activities.</p>	<p>BLO's impact tracking system already existed but during the 2005-08 period a more comprehensive performance measurement system was developed for Eurofound (EPMS). There is scope to improve aspects of this focusing on impacts, e.g. by obtaining feedback more regularly from target audiences.</p>

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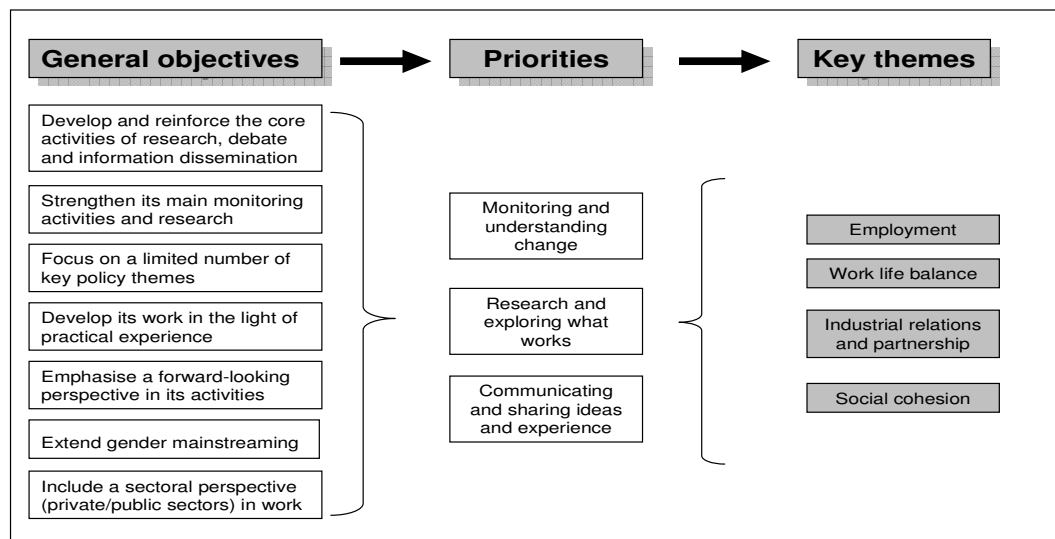
<p>Recommendation 12: Enhancing social partnership organisational involvement. It is recommended that the consideration is given to enhancing the role of the social partner organisations in the Foundation and working with them to utilize their role and input further.</p>	<p>Social partners were/are directly involved in Eurofound through the Board and in 2005-08 other steps were taken (e.g. Road shows – subsequently discontinued) to engage key organisations at a national level.</p>
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2.4 Overview of Eurofound's 2005-08 Work Programme

As noted earlier, Eurofound's strategic goals are underpinned by four-year rolling work programmes. The work programmes are adopted by the Governing Board following a widespread consultation process with the Commission and other stakeholder groups (see Section 3.1). They provide the overall framework for Eurofound's various research, analyses and communication activities.

Eurofound's 2005-08 work programme 'Changing Europe: Better Work, Better Life' was adopted by the Governing Board in October 2004. At the **strategic level** the 2005-08 work programme defined seven 'general objectives' and a number of 'priorities' and 'key themes'.¹⁶ The structure of the work programme is summarised below:

Figure 2.2: 2005-08 Work Programme Structure



¹⁶ Although not formally adopted, five 'strategic goals' were also subsequently introduced and referred to in the work programmes: (1) Expand impact on policy making - influence real decision makers; (2) Increase visibility and improve image of the Foundation; (3) Identify, develop and understand user groups; expand impact on policy making - influence real decision makers; (4) Improve research quality and output - from research planning and management to (European) policy; and (5) Securing competitive advantage.

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While relevant to Eurofound's operating environment, the seven **general objectives** were not explicitly linked to specific challenges and needs. In most respects they provide a generic framework focusing on continuing and strengthening Eurofound's work from earlier periods and emphasizing the importance of prioritizing specific thematic areas. The 2005-08 work programme elaborated further in the three **priorities** indicating more specific programme-level objectives. These were, in many respects, more directly and clearly connected with the identified stakeholder and target audience needs. The **key tasks** were expected to be carried out in relation to four key thematic areas of employment, work-life balance, industrial relations and partnership, and social cohesion.

These **key themes** were selected on the basis of the mandate and the pre-existing strengths of Eurofound but were also linked to the Lisbon strategy and EU Social Agenda focus areas and what the analysis of the context identified as being the main challenges for the EU post 2004 enlargement. The work document also suggested more specific priority themes in each of the four thematic areas. These were selected on the basis of their relevance to current developments and knowledge gaps that needed to be filled, etc.

Finally, the programme level objectives were, in turn, translated into **operational objectives** with projects then being put forward for inclusion in annual work programmes. The 2005, 2006, 2007 and 2008 **annual work programmes** translated the objectives of the 2005-08 work programme into more concrete actions and activities under a number of different headings - case studies, reports, surveys, seminars, conferences, etc (Section 2.3.1 and Appendix B provide details of the projects). Figure 2.3 sets out the intervention logic for Eurofound's 2005-08 Work Programme, incorporating these various goals and linking them to desired outputs, results and impacts.

As demonstrated in the following chart, although not always explicit in Eurofound's 2005-08 Work Programme, it is nevertheless possible to map out – in general terms at least – the expected outcomes from the three 'key tasks' (monitoring and understanding change, researching and exploring what works, and communicating and sharing ideas).

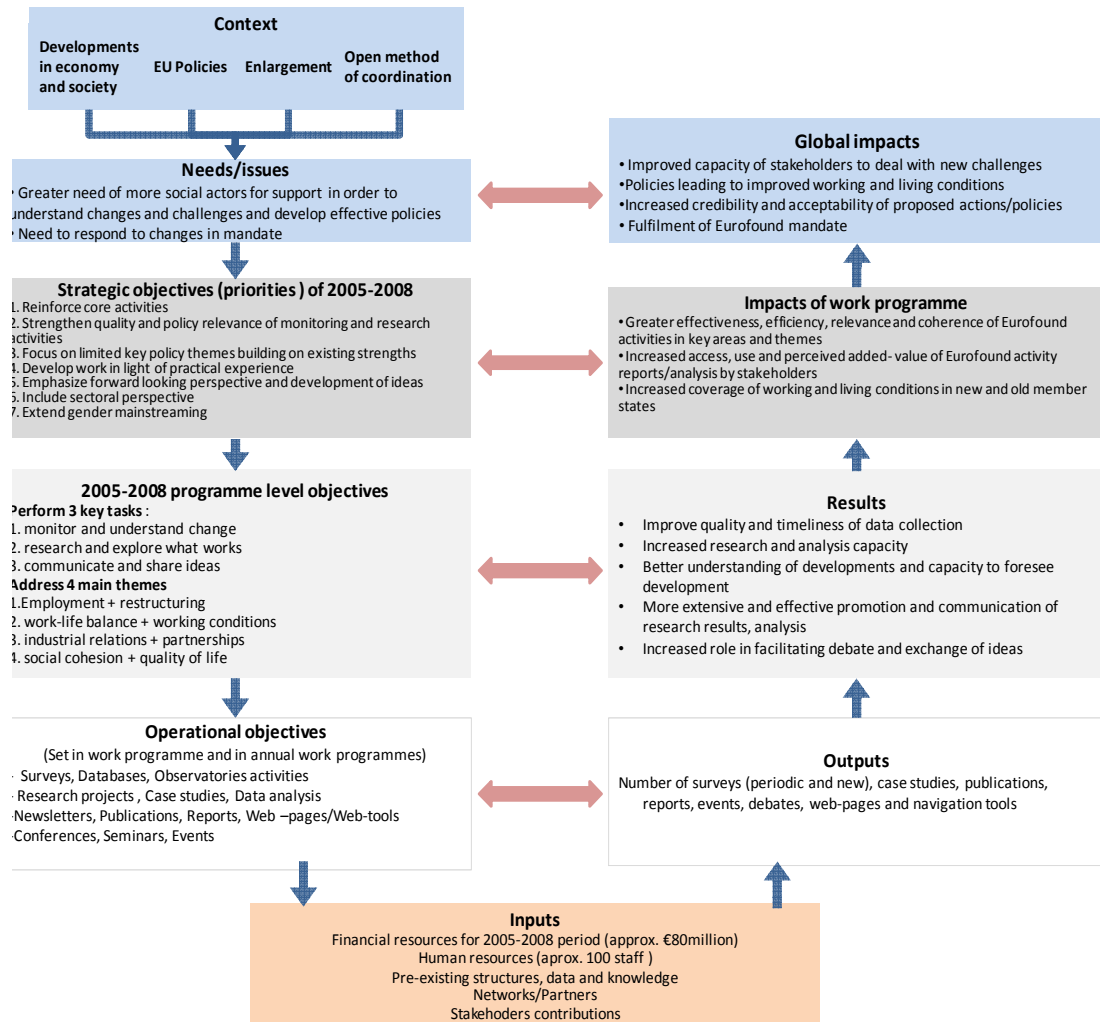
The **final outcome or global impact** of Eurofound's 2005-08 work programme was linked to its broader mission (see Section 2.1), i.e. it was envisaged that actions would lead to an increased awareness, knowledge and capacity of stakeholders to deal with challenges relating to working and living conditions. The sharing of ideas was also seen as likely to increase the quality, credibility and acceptability of policies. For Eurofound itself, the final outcome meant successfully fulfilling its mandate. As noted in one of Eurofound's publications from the 2005-08 period:

'The main benefits and impact of the Foundation's work are evidenced by wide-spread professional use of its knowledge by all categories of stakeholders and other professional users in their policymaking, recommendations and actions' (Eurofound, Programme of Work 2007, page 2).

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Figure 2.3: Summary – Intervention Logic for 2005-08 Work Programme



A more detailed description of the aims and expected outcomes of Eurofound’s 2005-08 work programme is provided in the next section as part of the assessment of its performance during this period.

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2.6 Summary – Background and Key Issues

- Eurofound’s mission is to provide objective and reliable data on living and working conditions in Europe. The basic rationale for its activities is shared in common with the other European agencies.
- During the 2005-08 period, the Lisbon Strategy and the 2005-10 European Social Policy Agenda provided the context for Eurofound’s activities. EU enlargement, globalization and demographic and employment related trends were major challenges it faced.
- Whilst the primary target audience was and remains EU policy-makers, it is less clear who – beyond Board members and the organisations they represent – constituted the target audience at a national level. Eurofound’s 2005-08 work programme mentions that its outputs were ‘relevant’ to ‘workplaces and localities’ and other potential users are identified without indicating that they would be proactively targeted.
- The external evaluation of Eurofound’s 2001-04 work programme was broadly positive. Most of the recommendations it made have been acted on.
- Eurofound’s 2005-08 work programme set out a quite complex set of general objectives, priorities, themes and key tasks (monitoring and understanding change, researching and exploring what works, and communicating and sharing ideas).

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In this section we provide an assessment of the outcomes achieved by Eurofound's 2005-08 Work Programme and the extent to which these contributed to the Foundation's overall aims. The assessment is based on a combination of desk research, feedback from the survey work, focus group meetings and an interview programme with key stakeholders at a national and EU level.

3.1 Preparation of the Work Programme

We start by examining how Eurofound's 2005-08 work programme was prepared and then consider the key aims and other factors including relevance, coherence and alignment with national and EU programmes/policies.

3.1.1 Preparatory Work and Ex-ante Evaluation

The adoption of the 2005-08 work programme was preceded by an ex-ante evaluation process and other preparatory activities. This included:

- The external evaluation of Eurofound's 1997-2000 work programme and interim evaluation of the 2000-04 work programme;
- An internal working group that met during the second half of 2003 to help plan the 2005-08 programme of work, supported by the ex-ante evaluation;
- Consultations with Eurofound's key stakeholders including Governing Board members, EU institutions and others.

These and other inputs led to the finalisation of the ex-ante evaluation in June 2004. In its needs analysis, the ex-ante evaluation of Eurofound's 2005-08 work programme argued that:

‘There are some constants the Foundation such as the continued need to provide high quality data in accessible formats, its role in understanding, monitoring and anticipating changes in living and working conditions, its tripartite structure and responsiveness to stakeholder groups and the close alliance between its objectives and those of EU social policy targets. There are also known major change factors such as EU enlargement, the policy frameworks of the Lisbon Agenda and the European Social Policy Agenda’.

To help ensure that Eurofound's new work programme reflected the ‘major change factors’, there was a quite extensive **consultation exercise** with the Foundation's stakeholders. This included a Governing Board meeting in March 2003, Group meetings in July that year, a seminar to discuss trends in living and working conditions, a brainstorming seminar on the work programme in January 2004, discussions with Governing Board members, EU institutions and other European agencies (EU-OSHA, CEDEFOP).

The **ex-ante evaluation** of Eurofound's 2005-08 work programme was finalised in June 2004. The exercise was led by Foundation staff. As noted earlier, because the ex-post evaluation of the 2001-04 work programme was undertaken quite a long time after it came to an end, it was not possible to take this exercise into account. However, experience from

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the 2001-04 period was drawn on in helping to define Eurofound's 2005-08 work programme through the extensive consultations with key stakeholders and others.

3.1.2 Key Priorities and Expected Outcomes

As noted in Section 2, Eurofound's 2005-08 work programme consisted of a number of high level 'general objectives and various 'priorities' and 'main themes'. The priorities were as follows:

Figure 3.1: Resume - Eurofound's Priorities for 2005-08

- **Monitoring and Understanding Change** - periodic surveys (working conditions, living conditions, companies) and regular reporting on new developments from correspondents and institutes in Member States through the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM) – the latter being part of the European Monitoring Centre on Change (EMCC), supported by other research.
- **Research and Exploring What Works** – through various research activities, fulfilling Eurofound's mandate of developing ideas on the improvement of living and working conditions in the light of practical experience. In the 2005-08 period, this involved various case studies and research projects to examine the human and social dimensions of employment, growth and competitiveness, analysing both the implementation and outcome of developments.
- **Communicating and Sharing Ideas** – Eurofound's priority in the 2005-08 period was defined as being the 'transferring and communicating the results of its work to its stakeholders, target groups and various information intermediaries. It also sought to provide opportunities for the actors involved in EU social policy to debate and exchange ideas and experience on selected social issues?.

Source: Changing Europe: Better Work, Better Life. Four Year Work Programme 2005-08

Under each of these headings, Eurofound's 2005-08 work programme included a number of more specific planned actions.

In the area of **Monitoring and Understanding Change**, more specific priorities included: continuing to provide regular and high quality data on trends and developments in the enlarged Europe, and (as appropriate) in non-EU countries; reinforcing the quality and relevance of its monitoring tools, and exploring synergies both internally and with outside sources; re-examining and improve newer initiatives such as the EWCO; ensuring good comparative analysis and strengthen the internal capacity to exploit data; further developing the Foundation's monitoring instruments as primary tools for the anticipation and management of change; strengthening the role of EMCC as a primary instrument in promoting Europe's capacity to anticipate and manage change; and expanding monitoring of trends and developments across the border areas between new and old Member States.

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It was envisaged that during the 2005-08 work programme, there would be one full cycle of surveys, i.e. a working conditions survey (2005), quality of life survey (2007) and the new company survey (2008).

In relation to the second priority, **‘Research and Exploring What Works’**, the more specific actions set out in the 2005-08 work programme included: carrying out in-depth research studies on specific policy and practical initiatives, and the factors influencing their development, aiming to identify key lessons for effective implementation and successful practice; ensuring that the selection of these research projects in its annual work programmes took into account the results of Eurofound’s monitoring and other research, EU policy objectives in the fields concerned and the key themes highlighted of the 2005-2008 period; and establishing, as appropriate, databases of practical experience, which could support a more longitudinal and dynamic analysis of the sustainability of improvement measures.

Last but not least, in the key area of **‘Communicating and Sharing Ideas’**, specific planned actions included: supporting the sharing of practical experience and results from research in an enlarged Europe (tailored seminars, company and business school networks, development of learning materials from Foundation work); developing the capacity of key actors to deal with new challenges through raising awareness of emerging or future policy issues, providing concepts and models to assist strategic thinking, and supporting the use of relevant methods or tools to address these challenges; strengthening Eurofound’s debate function by providing opportunities for the different actors, such as public authorities, social partners, practitioners, researchers, to discuss the findings of the Foundation’s work (project level workshops, theme/issue based seminars, major conferences, including the biennial Foundation Forum). To support these communications activities undertaken directly by Eurofound itself, it was envisaged that the Foundation would work through networks and partnerships with other national, European and international organisations.

Although the ex-ante evaluation had addressed the issue, Eurofound’s 2005-08 work programme did not include a fully-developed performance measurement framework. More specifically, while a number of outputs were defined, few of these were quantified and there was less emphasis on defining desired impacts.¹⁷ Nevertheless, where not explicit, it is possible to infer the sort of outcomes Eurofound’s 2005-08 work programme aimed to achieve from the main activities that were pursued. It is not, however, possible to quantify the extent to which desired outcomes were achieved because quantitative targets were not included in the work programme. Retrospectively, however, some outputs were quantified for the 2005-08 period (reference is made to these indicators later in this section and also in Section 4).

¹⁷ The 2001 external evaluation had identified five key areas for impact tracking – influencing the elaboration of new policies, providing the information for adjusting existing policies, support for collective bargaining, influences practices in the field, and creation of a basis for further research.

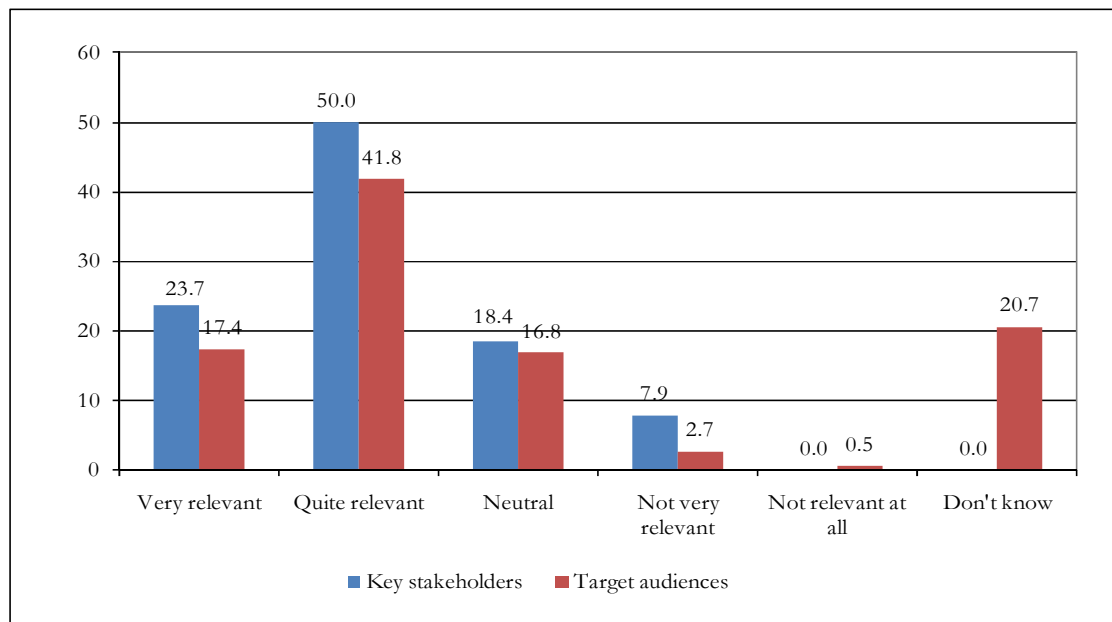
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3.1.3 Relevance and Coherence

Feedback from the research for this evaluation indicates that the aims of Eurofound's 2005-08 work programme were highly relevant to key stakeholders and target audiences. The following chart summarises the survey responses from key stakeholders and target audiences to this question.

Figure 3.2: Overall - How relevant were the aims of the 2005-08 Work Programme to key stakeholders and target audiences in your view?



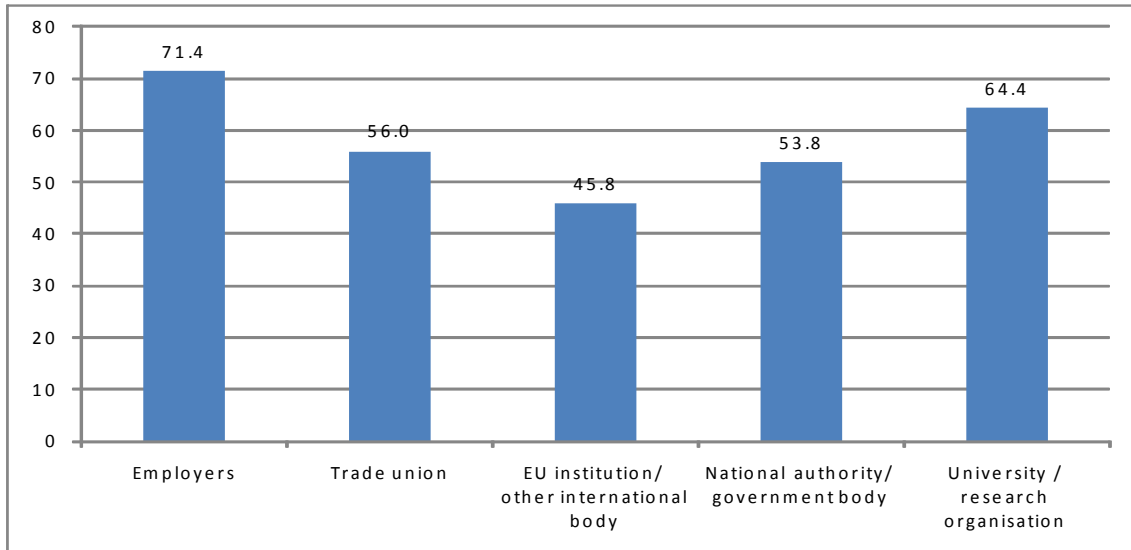
Overall, target audiences were slightly less positive than key stakeholders with 59.2% of target audience respondents saying that the work programme was very or quite relevant, compared with key stakeholders (73.7% of whom said the same). Also noticeable is the relatively high proportion of 'don't knows' amongst target audiences which is not surprising given that many respondents would not have been aware of Eurofound's different aims or how relevant they were to others. .

It is also pertinent to analyse the survey responses to this important question by type of organisation. The following analysis highlights the 'very' and 'quite' relevant responses.

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Figure 3.3: By type of organisation - How relevant were the aims of the 2005-08 Work Programme to key stakeholders and target audiences in your view?



Perhaps inevitably, some aspects of Eurofound's 2005-08 work programme were seen as being more relevant to some key stakeholders than others. At a European level, feedback on Eurofound's outputs during the 2005-08 period was very positive. Within DG EMPL, it was noted that whilst Eurofound does not cover all areas that are relevant to DG EMPL (e.g. legal aspects of labour law), the information provided in areas it does cover was and remains very good. The view among national stakeholders varied to a greater extent. Most of those we interviewed considered Eurofound's output as being highly relevant to the national policy debate in their countries. But some were less positive. Those falling into this category cited the lack of interest in comparative data or said that the particular topics covered were not applicable to the national debate in their countries.

In general, however, the key stakeholders we interviewed (even those that did not find Eurofound output particular relevant for their countries) accepted that the definition of priorities in the 2005-08 period had to involve a degree of 'give and take' on all sides, reflecting the tripartite nature of the organisation. This view was not universally shared and we detected concern in some quarters that during the 2005-08 period Eurofound had begun to give more emphasis to 'economic' aspects of its brief at the expense of the 'social' dimension; in one case, this was described as a move towards a 'New Liberal' agenda. But, conversely, in other quarters there were concerns that Eurofound focused too much on the redistribution of resources and not enough on improving productivity, competitiveness and other prerequisites of job and wealth creation.

Most key stakeholders considered that the Eurofound's 2005-08 work programme had provided an **appropriate framework for activities**. More specifically, over three-quarters (76.3%) of key stakeholders participating in the survey felt that the 2005-08 work

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programme provided a coherent and strategic framework.¹⁸ The target audiences were only asked for their opinion on the relevance of Eurofound's 2005-08 work programme to their organisations as it was felt that they would not be in a position to assess whether the work programme had provided a coherent and strategic framework for Eurofound.

Table 3.1: Key Stakeholders - to what extent did the 2005-08 Work Programme provide a coherent and strategic framework for Eurofound activities?

Options	No	%
Very coherent and strategic	6	15.8
Quite coherent and strategic	23	60.5
Neutral	6	15.8
Not very coherent and strategic	2	5.3
Not relevant coherent and strategic	0	0.0
Don't know	1	2.6
Total	38	100.0

Key stakeholders (but not target audiences) were also asked to comment on the extent of **alignment between the key themes of the 2005-08 work programme and policies, programmes and priorities at the national and EU level**. As noted in Section 2, the Lisbon Strategy and European Social Policy Agenda were the two key overarching policy frameworks for Eurofound's activities in the 2005-08 period. But it is clearly possible that the aims of the work programme may have been relevant (in theory) to key stakeholders and wider EU/national policies while, in practice, there was a lack of alignment.

However, those we spoke to indicated that Eurofound's 2005-08 key themes were particularly well aligned with priorities at an EU level. Thus, amongst DG EMPL officials we spoke to it was argued that during the 2005-08 period (and subsequently) Eurofound's key themes were closely aligned with EU policy priorities. However, there were more mixed opinions from those we interviewed in Member States on how well aligned Eurofound's key themes were with policies, programmes and priorities at a national level. The diversity of national situations made it perhaps inevitable that Eurofound's priorities would not always be closely aligned, across all the key themes, with the particular interests of each EU Member State.

As the following analysis of the survey responses shows, the 2005-08 Work Programme's key themes were seen by key stakeholders as being much more closely aligned with EU-

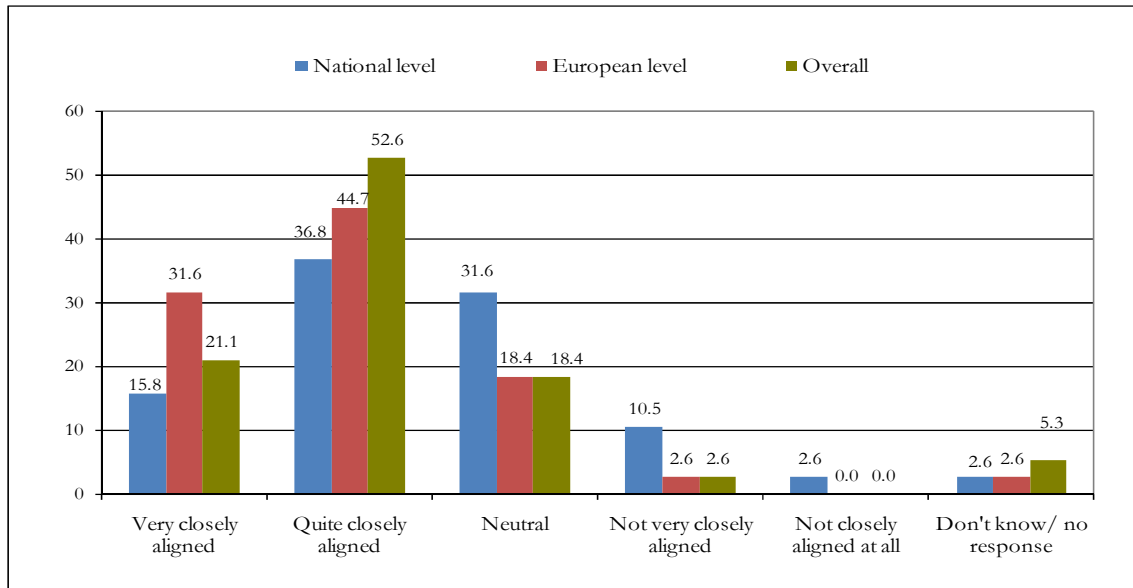
¹⁸ In the survey for the evaluation of Eurofound's 2001-04 work programme, a similar question was asked: To what extent do you agree with the following statement – the Foundations rolling work programme is coherent and provides a strategic framework? 10% of respondents 'strongly agreed' with this statement and a further 66% agreed. This is almost exactly the same as the response to the equivalent question in the survey for this evaluation (65%).

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level priorities, programmes and policies than was the case at a national level.¹⁹ This finding is explored in further detail later in this section.

Figure 3.4: Key stakeholders - how closely aligned were the key themes covered by the 2005-08 Work Programme with policies/programmes at an EU and national level?



3.2 Main Activities and Outputs

In Section 2, we provided an overview of the key developments that formed the backdrop to Eurofound's 2005-08 work programme – the European policy context, EU enlargement, and wider developments including globalisation, demographic and labour market trends, the financial crisis and onset of the economic downturn. In this section we examine feedback from the research on how Eurofound responded to these and other developments.

Case Study – Observatories and Surveys

The 'key themes' of Eurofound's 2005-08 work programme were pursued through the work of the three observatories – the **European Industrial Relations Observatory**,

¹⁹ In the survey for the evaluation of Eurofound's 2001-04 work programme, a similar question was asked: 'To what extent do you agree with the following statement – the European Foundation's research topics are in line with relevant EU policies'. A total of 90% of the survey respondents expressed positive views (32% 'strongly agreed' and a further 58% 'agreed'). It should be noted that whereas in the current survey only key stakeholders were asked this question, in the earlier survey the respondents included contractors, academics, representatives of EU institutions and Board members.

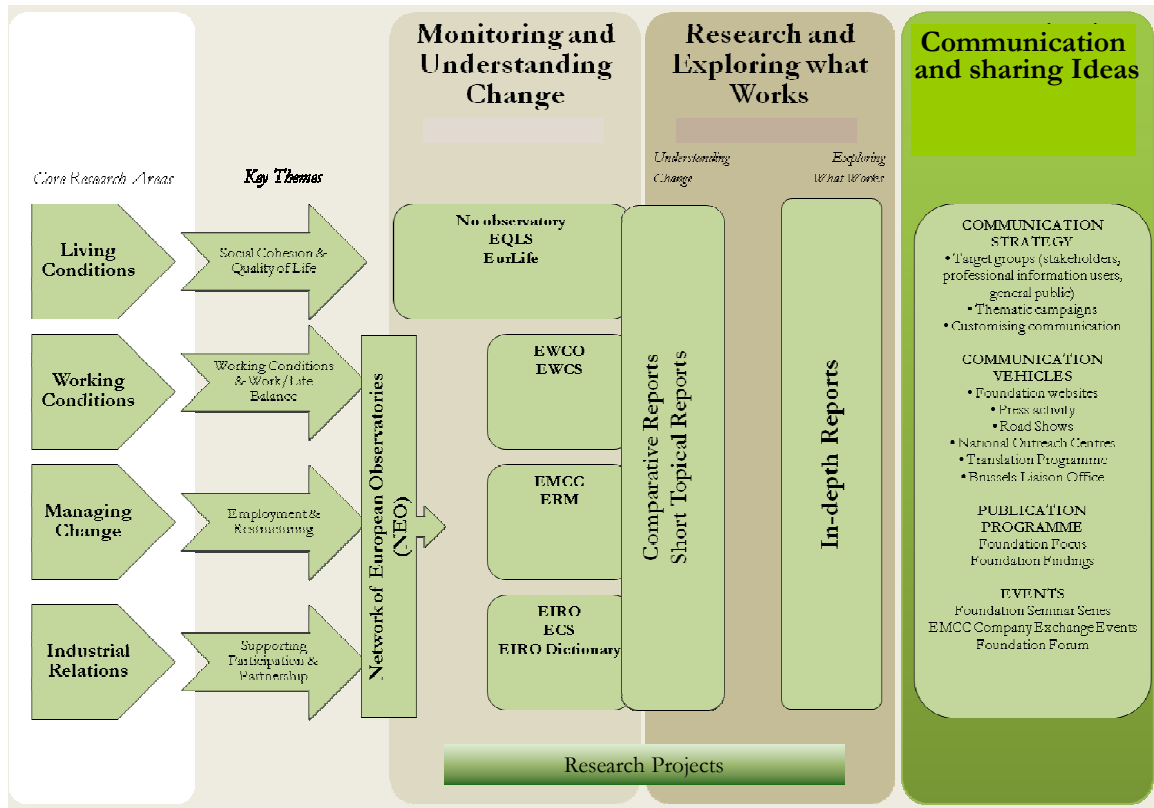
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(EIRO) which focuses on developments in industrial relations in Europe; the **European Working Conditions Observatory (EWCO)** which provides information on the working conditions in Europe; and the **European Monitoring Centre on Change (EMCC)** which focuses on the economic and social developments that drive change in European economy, and which operates the **European Restructuring Monitor (ERM)**.

In addition to the Eurofound’s observatories’ surveys and other research, key themes were – as noted earlier - also addressed through a number of other **research projects** supported under the 2005-08 work programme. During the 2005-08 period, some 138 projects were undertaken. Some related to the analysis of data generated by the three observatories whilst others focused on other aspects of the work programme. Some other projects related to the development of Eurofound itself and to mechanisms for collecting, analysing and disseminating information. The relationship between the three observatories, ‘main themes’ from the work programme, and the different aspects/stages in the process of monitoring and research activities, and disseminating the results, is summarised in the diagramme below:

Figure 3.5: Eurofound’s Operational Structure for 2005-08 Work Programme



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The above diagramme does of course simplify the relationship between different areas of the work programme and, in reality, there is of course less compartmentalisation and a considerable amount of transversal activity.

3.2.1 Monitoring and Understanding Change

As noted in Section 2, as part of its remit, Eurofound's three observatories run periodic pan-European surveys, notably the European Working Conditions Survey (EWCS) (carried out every five years since 1990), the European Company Survey (ECS) (previously known as the European Survey on Working Time and Work-Life Balance (ESWT) which was conducted in 2005, and a second on financial performance in 2009), and the European Quality of Life Survey (EQLS) (first carried out in 2003 to complement the European Working Conditions Survey). The survey work is complemented by various other research activities.

Living Conditions

Eurofound launched its **pan-European Quality of Life Survey (EQLS)** in 28 countries in May 2003. The EQLS survey examined issues relating to income inequalities and deprivation; families, work and social networks; life satisfaction, happiness and sense of belonging; social dimensions of housing; urban/rural differences; participation in civil society; quality of work and life satisfaction; time use and work–life options over the life course. This was the first step in a major initiative to monitor and report on living conditions and quality of life in Europe.

During the 2005-08 period, there was one further EQLS survey (in 2007) but research activities were also extended in other ways. Thus, the **EurLIFE database** was further developed and updated to provide an interactive database of statistical quality of life indicators. Another initiative was the 'ageing workforce' case study collection (database) which was a 'transversal' project straddling both living and working conditions. The CLIP project, which Eurofound co-founded and supported financially and in other ways, also addressed issues relating to living conditions in Europe, specifically with regard to the integration of migrants.

A number of research projects were undertaken in this field during the 2005-08 period including a study on employment conditions for an ageing workforce, research on the quality of life in rural areas of Europe, childcare services in disadvantaged communities, a study on older female workers, and a project on measures to promote social inclusion amongst the elderly.

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Working Conditions

Set up in 2003, the **European Working Conditions Observatory (EWCO)** provides regular information on quality of work and employment issues in the EU Member States and at an EU level. The work of EWCO focuses on a number of research themes - career and employment security, health and well-being of workers, developing skills, and work-life balance.

Every five years, **European Working Conditions Survey (EWCS)** is carried out and in the 2005 survey, this exercise was extended to cover 31 countries (all the then EU25 Member States plus Bulgaria, Romania, Turkey, Croatia, Norway and Switzerland). The surveys provide an overview of the state of working conditions throughout Europe and indicate the extent and type of changes affecting the workforce and the quality of work. Topics covered in the survey include working time, work organisation, pay, work-related health risks and health outcomes, and access to training. In the 2005 EWCS, nearly 30,000 workers were interviewed in face-to-face interviews in their own homes during a three month period that year.

During the 2005-08 period, EWCO also published data on the effects of labour migration within the EU. The CLIP project also examined issues relating to the working conditions of migrants. Other projects in the working conditions area included the annual review, national survey reports (both through EWCO), a project on working conditions and social dialogue, and an 'attractive workplaces' project. Work was also undertaken to develop quality standards for case studies.

Managing Change

The **European Monitoring Centre on Change (EMCC)** is an information resource established to promote an understanding of how to anticipate and manage change. As noted earlier, it was set up in 2001 with the aim of analysing economic and social developments that drive change in the European economy. It highlights changes resulting from developments and shifts in technologies, work organisation, production and business models, legislation, working practices and the labour market.

During the 2005-08 period, Eurofound continued to support the EU institutions and Member States in their efforts to develop policies to tackle the challenge of economic and social change associated with globalisation - protecting and create high-quality jobs, ensuring that those who lose out are supported in their search for re-employment, etc. Eurofound supported the policy debate by exploring the impact of globalisation in several publications, providing insights into developments, perceptions and measures dealing with its consequences (for example, *'Today's Global Market Place. Around the World in 80 Ways'*, 2008)

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The **European Restructuring Monitor (ERM)** was one the monitoring tools used by Eurofound to identify the extent of restructuring activities in Europe. Thus, ERM data has been used to show for instance that corporate relocations are not as large a threat to European jobs as often assumed. To this end, it has established, for example, that only 8% of job losses between 2003 and 2006 were due to companies deciding to move activities to another country (*Today's Global Market Place. Around the World in 80 Ways*). The ERM remains a key source providing quantitative data on restructuring and its employment effects on a European scale. The observations tend to be analysed and communicated by means of various Eurofound publications, such as the **Foundation Focus** (e.g. the 2008 issue *Small World*).

The ERM is part of a wider programme (the European Monitoring Centre on Change or EMCC) with its own website/portal.²⁰ Whilst originally the ERM was only a relatively small element of the EMCC (the methodology and original contractors it used were initially 'inherited' from the Commission), there was a significant shift in EMCC activities during the 2005-08 period with the ERM acquiring greater prominence compared with the other components of the EMCC.

The economic downturn that began towards the end of the 2005-08 period had (and has) major repercussions for the living and working conditions of European citizens. It raises some important questions about Eurofound's ability to respond quickly to changing circumstances and to contribute to a policy debate in a crisis. Feedback from our research indicates that the ERM is able to keep track of short-term job creation and job losses, and restructuring trends in different sectors, giving the European Commission and Member States a very timely insight to developments in particular sectors (e.g. automotive industry, banking sector, construction) that could not be obtained from official statistics which only provide a picture of trends at an aggregate level and with a considerable time lag.

Industrial Relations

The **European Industrial Relations Observatory (EIRO)**, as again noted earlier, monitors developments in the field of industrial relations across EU Member States and beyond. It was established in 1997. The EIRO database contains more than 8,000 records including news and feature articles, comparative studies, annual reviews, annual updates on key issues as pay and working time, and thematic and sectoral analyses.

The Industrial Relations Unit (2005-2007) and later the Industrial Relations and Workplace Development Unit (2007-) runs research projects on a wide range of industrial relations themes. In the 2005-08 period this included: the interconnections between different

²⁰ The EMCC existed as a separate unit until October 2007. As part of the wider reorganization of Eurofound, it was then replaced by the Employment and Competitiveness Unit.

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structures and levels of industrial relations and social dialogue, particularly in the new Member States; comparisons of the industrial relations situation in Europe, the USA and Japan; the development of indicators with the aim of contributing to the EU debate on quality in industrial relations mechanisms for dispute resolution and new tools of governance.

In the 2005-08 period, Eurofound continued to inform the policy debate on **demographic and labour market trends**, in particular on how to cope with an ageing population, by analysing current conditions and trends, as well as by examining relevant legislative and policy initiatives across the EU Member States. To this end, EIRO published data on employment rates and demographic trends. It also published information concerning relevant policy initiatives, such as Germany's *50Plus Initiative* in 2006 and France's *Rendez-vous 2008* discussions. The Comparative Analytical Reports (CARs) produced by EIRO and the other observatories were also a very significant outputs on national initiatives in this field.

During the 2005-08 period, EIRO undertook several projects relating to **EU enlargement** (in addition to integrating data from the EU10 and subsequently EU12 into its monitoring tools). Thus, to assist with the development of social dialogue in the new EU Member States, it carried out initial research illustrating that industrial relations systems were fragile in the accession countries with limited scope and quality of collective bargaining and a generally unbalanced tripartite nature. This type of research was later followed up with Eurofound workshops in social dialogue capacity building at sectoral and company level in the new EU Member States (e.g. in 2006).

In addition to the specific projects associated with EU enlargement, Eurofound also expanded its coverage to include all new EU Member States, integrating them into existing monitoring, research and communication arrangements. Much of the preparatory work took place prior to EU enlargement and hence prior to the 2005-2008 Work Programme. For instance, already in 2002, EIRO began to expand its network to include most of the acceding and candidate countries in its coverage. But the 2005-08 period saw the work to integrate new EU Member States consolidated.

During the 2005-08 period, **gender mainstreaming**, which had been introduced earlier as a theme and methodology by EIRO was extended beyond the observatories to become horizontal across all Eurofound's activities. In addition to being part of editorial and reporting guidelines, gender mainstreaming became part of the research work itself with contractors being required to consider gender aspects in their activities. In addition, there were special Comparative Analytical Reports produced on gender dimensions.

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Use and Perceived Quality of Eurofound's Observatories and Surveys

Feedback from our research indicates that Eurofound's observatories and surveys are well-regarded as centres of excellence in their fields. Specifically in relation to the survey feedback, the following tables provide an analysis of usage, firstly by key stakeholders and then by target audiences. It should be noted that the survey feedback on the ERM is in fact a sub-set of the EMCC which it is part of.

As can be seen, a high proportion of key stakeholders made use of Eurofound's observatories and surveys. Perhaps not surprisingly, usage by target audiences was generally much lower.²¹

Table 3.2 (a): Key Stakeholders - Use of Eurofound's Observatories and Surveys

Observatories	Made use of		Not used	
	Nº	%	Nº	%
European Industrial Relations Observatory (EIRO)	36	94.7	2	5.3
European Working Conditions Observatory (EWCO)	36	94.7	2	5.3
European Monitoring Centre on Change (EMCC)	32	84.2	6	15.8
European Restructuring Monitor (ERM)	32	84.2	6	15.8
Surveys	Nº	%	Nº	%
European Quality of Life Survey (EQLS)	34	89.5	4	10.5
European Working Conditions Survey (EWCS)	36	94.7	2	5.3
European Company Survey (ECS)	34	89.5	4	10.5

Table 3.2 (b): Target Audiences - Use of Eurofound's Observatories and Surveys

Observatories	Made use of		Not used	
	Nº	%	Nº	%
European Industrial Relations Observatory (EIRO)	117	63.6	67	36.4
European Working Conditions Observatory (EWCO)	131	71.2	53	28.8
European Monitoring Centre on Change (EMCC)	85	46.2	99	53.8
European Restructuring Monitor (ERM)	80	43.5	104	56.5
Surveys	Nº	%	Nº	%
European Quality of Life Survey (EQLS)	119	64.7	65	35.3
European Working Conditions Survey (EWCS)	138	75.0	46	25.0
European Company Survey (ECS)	75	40.8	109	59.2

²¹ A similar question was asked in the survey work for the evaluation of Eurofound's 2001-04 work programme. Use of Eurofound's various monitoring tools as reported in this earlier survey (with the 2009 survey results in parenthesis for key stakeholders and target audiences combined) was: EIRO – 75% (2009: 68%), EMCC – 71% (52%), EWCO – 65% (74%), Eurlife – 16%, and Company survey on working time – 46% (the last two of these monitoring tools no longer exist).

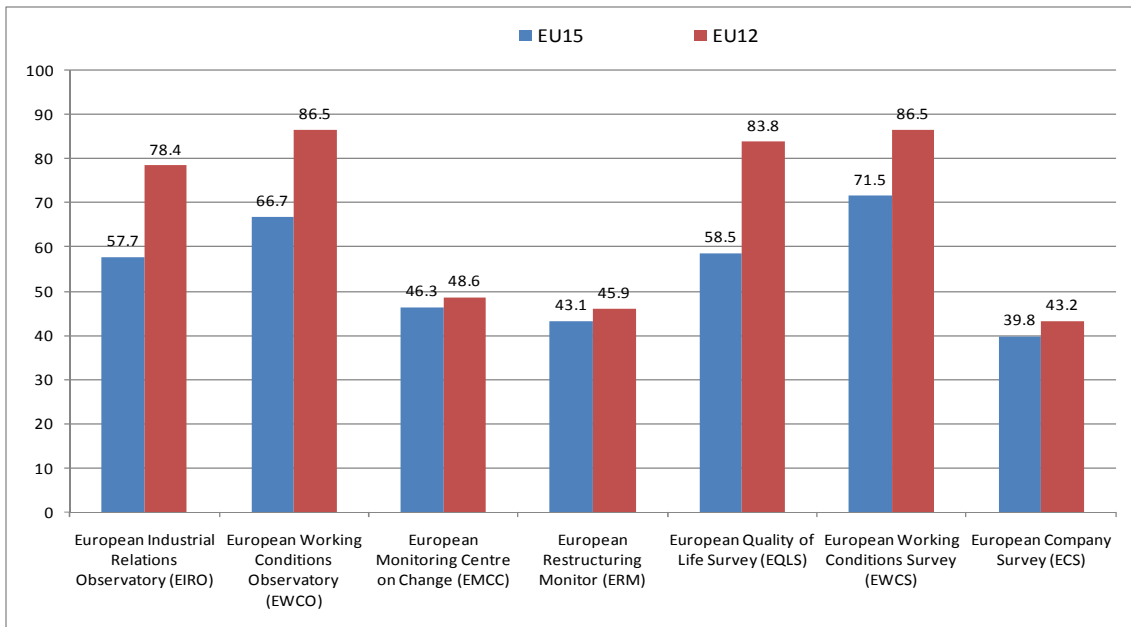
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As can be seen, a high proportion of key stakeholders made use of Eurofound’s observatories and surveys. Perhaps not surprisingly, usage by target audiences was generally much lower.²²

It is especially relevant to examine the use of Eurofound’s observatories and surveys in the 2005-08 period by the ‘newer’ EU15 Member States (i.e. the countries that joined the EU in 2004 and 2007). As the following cross-tabulation shows, a higher proportion of target audiences in the EU12 countries (i.e. the newer EU Member States) made use of EIRO and EWCO, and the EWCS and EQLS surveys, but otherwise there was no significant difference.

Figure 3.6: EU15/EU15 Target Audiences - Use of Eurofound’s Observatories and Surveys



Note: in this and subsequent tables, EU15 = the pre-2004 or ‘older’ EU Member States and EU12 = the countries that joined the EU in 2004 and 2007.

As the following analysis of the survey data shows, with key stakeholders and target audiences, feedback on the usefulness and quality of outputs from EIRO and EWCO was more positive than feedback on the quality of outputs from the EMCC and the ERM.

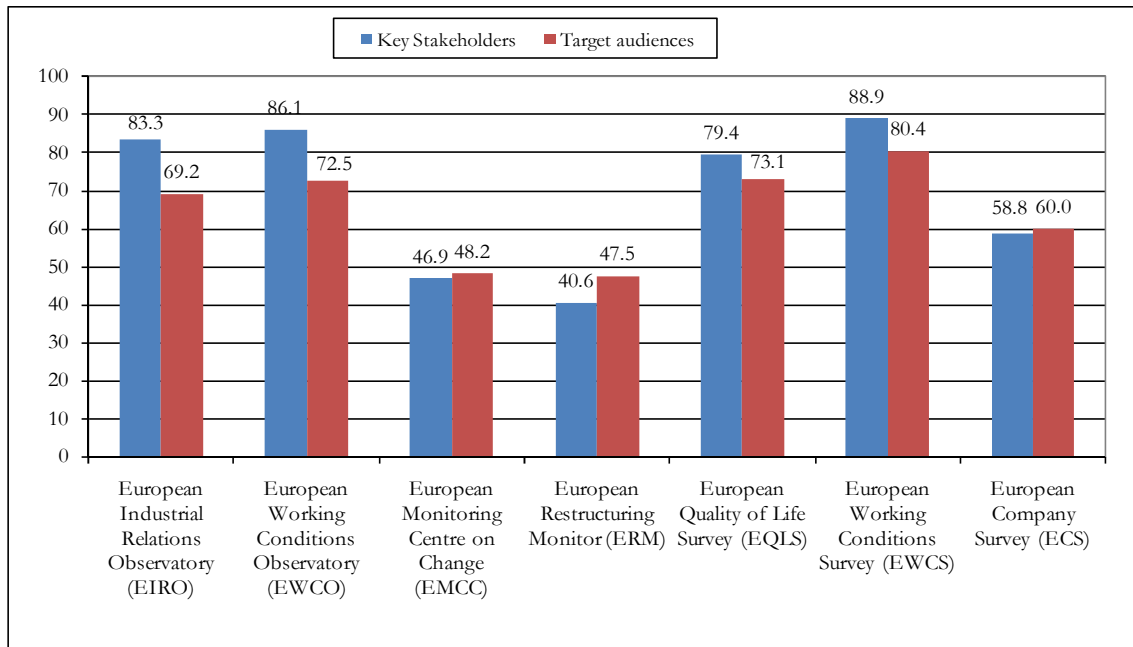
²² A similar question was asked in the survey work for the evaluation of Eurofound’s 2001-04 work programme. Use of Eurofound’s various monitoring tools as reported in this earlier survey (with the 2009 survey results in parenthesis for key stakeholders and target audiences combined) was: EIRO – 75% (2009: 68%), EMCC – 71% (52%), EWCO – 65% (74%), Eurlife – 16%, and Company survey on working time – 46% (the last two of these monitoring tools no longer exist).

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While the ERM in particular was mentioned as a relevant tool for collecting important macroeconomic data, it was also pointed out during the interviews at a national level that many of the EU Member States have research institutes collecting this type of data already.²³ It should be noted that the analysis shown in the chart is limited to the positive responses (i.e. those rating the tools as either ‘excellent’ or ‘good’).

Figure 3.7: If you have made use of Eurofound information/monitoring tools, please rank the quality and usefulness of the tool(s)



As with other aspects of the survey, key stakeholders were generally more positive in their assessment than target audiences. There was less of a difference with regard to key stakeholder and target audience views on the **European Monitoring Centre on Change (EMCC)** whilst in the case of the **European Restructuring Monitor (ERM)**, target audiences were more positive overall than key stakeholders in their assessment of quality and usefulness.²⁴ One explanation could be that, if anything, the profile of the ERM rose during the 2005-08 period compared with other element of the EMCC and the EMCC as a whole. Furthermore, following the 2007 reorganisation, the EMCC was discontinued as

²³ An internal review of the ERM (and European Employment Jobs Monitor) was completed in October 2009. The review involved an expert-peer assessment of the ERM methodology.

²⁴ In the survey work for the evaluation of Eurofound’s 2001-04 work programme, the proportion of respondents rating Eurofound’s various monitoring tools as ‘very high’ or ‘high’ quality were: EIRO – 91%; EMCC – 73%; and EWCO – 83%.

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separate unit and replaced by Employment & Competitiveness Unit, one consequence again probably being to give the ERM more prominence relative to the EMCC.²⁵

On Eurofound's surveys, there was less variation in the feedback on the **European Quality of Life Survey (EQLS)** and **European Working Conditions Survey (EWCS)** – in both cases, a high proportion of the key stakeholders and target audiences rated these tools positively. However, the quality and usefulness of the **European Company Survey (ECS)** was rated less highly (there was also a relatively high proportion of 'neutral' comments on the ECS).

It is again pertinent to compare the views of target audiences in the 'older' and 'newer' EU Member States. This is done in the following table which highlights the 'excellent' and 'good' responses:

Table 3.3: EU15/EU12 - If you have made use of Eurofound information/monitoring tools, please rank the quality and usefulness of the tool(s)

Observatories and surveys	EU15		EU12	
	No	%	No	%
European Industrial Relations Observatory (EIRO)	50	70.4	21	72.4
European Working Conditions Observatory (EWCO)	59	72.0	22	68.8
European Monitoring Centre on Change (EMCC)	31	54.4	7	38.9
European Restructuring Monitor (ERM)	26	49.1	10	58.8
European Quality of Life Survey (EQLS)	54	75.0	22	71.0
European Working Conditions Survey (EWCS)	73	83.0	24	75.0
European Company Survey (ECS)	31	63.3	8	50.0

The feedback on this question is more mixed than to the earlier question on usage with EU12 target audiences being generally more positive about the quality and usefulness of the ERM than their EU15 counterparts; broadly similar EU15/EU12 views being expressed on the EIRO and EWCO; but far less positive EU12 opinions on quality and usefulness in relation to the other information/monitoring tools..

3.2.2 Research and Exploring What Works

In addition to the work of Eurofound's observatories in monitoring developments and trends with a bearing on living and working conditions in Europe, a number of other research activities and projects were supported to promote the 2005-08 work programme's aims. Many of these related to the theme 'Research and Exploring What Works'.

²⁵ Another consideration is that the EMCC website, as the EIRO website, were integrated into the Eurofound website in 2006-07.

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During the 2005-08 period, a total of 138 **projects** were logged into Eurofound's Projex system. Approaching half (61 or 44%) of these projects were research projects. The following table provides an overview of the projects, broken down by the units responsible for them and indicating the status of the projects. A full list of the projects is provided in Appendix A.

Table 3.4: Overview of Eurofound Projects 2005-08

Units	Closure	On Going	Proposal	Archived	Total
Administration	5	6	4	0	15
Directorate	0	1	1	1	3
Human Resources	0	1	2	0	3
Information & Communications	1	23	3	0	27
ICT	0	6	0	1	7
Living Conditions & Quality of Life	0	14	0	0	14
Industrial Relations	4	0	1	0	5
Operational Support Unit	6	6	0	2	14
Working Conditions	2	0	0	0	2
Brussels Liaison Office	0	2	0	0	2
Monitoring & Survey Unit	0	9	1	0	10
Employment & Competitiveness	5	12	1	0	18
Industrial Relations & Workplace Dev	5	9	0	4	18
Total	28	89	13	8	138

Source: Eurofound Projex system. Note: following the 2007 reorganisation, there is likely to be some overlap in the projects recorded in Projex in terms of the allocation to different Eurofound units. For these and other reasons, the totals shown above should be treated with caution.

There are several observations to be made. Firstly, the Projex system does not include details of another 15 projects from the 2005 and 2007 work programmes that were implemented (there is no obvious explanation for this).²⁶ Secondly, we understand from Eurofound that the status of projects as indicated on the Projex system (closure, implementation, proposal, etc) may not always be up-to-date.

²⁶ The 15 projects were: Business creation and entrepreneurship in restructuring processes (0281); new structures, forms and processes of governance, European work councils (0116); the quality of industrial relations (0271) and sustainable care services (all from the 2005 work programme); and sectoral employment level forecasts; the effects of globalisation on specific sectors; second European establishment survey on working time; the self-employed in Europe, job quality and structural changes in Europe in comparison to the US; regional level developments and business creation; internationalisation of industrial relations at global corporate level; flexicurity, regulation through social dialogue and labour law; demographic change in the labour market and equal opportunities and social cohesion (all from the 2007 work programme).

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Notwithstanding these considerations, it would seem that around three-quarters (132 or 87%) of the 153 projects went ahead (this includes the 15 not on the Projex system) with approaching a quarter of these (28 or 21%) being completed during the 2005-08 period. As indicated in the above table, some projects (20 or just over 13% of the 153 total) did not proceed at all. We understand from Eurofound that the main explanation for projects not proceeding was that the necessary funding was not available.

Of the 61 research projects that were launched during the 2005-08 period, three-quarters (46 projects) were handled by the units Living Conditions & Quality of Life, Employment & Competitiveness, and Industrial Relations & Workplace Development. Most projects (38 or the total of 61 projects) were still in the process of being implemented when the 2005-08 work programme came to an end. An analysis is provided below.

Table 3.5: Eurofound Research Projects 2005-08

Units	Closure	On Going	Proposal	Archived	Total
Living Conditions & Quality of Life	0	14	0	0	14
Industrial Relations	4	0	0	0	4
Operational Support Unit	1	0	0	0	1
Working Conditions	2	0	0	0	2
Monitoring & Survey Unit	0	7	1	0	8
Employment & Competitiveness	5	10	1	0	16
Industrial Relations & Workplace Dev	5	7	0	4	16
Total	17	38	2	4	61

Source: Eurofound Projex system

The research projects were mostly carried out by external contractors although during the 2005-08 period there was a tendency to do more and more project work in-house (we examine this trend in more detail later in the report). Apart from the examples already mentioned, the 2005-08 research projects included: a study on the impact of the EU's Services Directive; another providing a global comparison of working conditions focusing on the EU and the USA; a project on working time and industrial relations; and a study and seminar on the challenges of globalisation for the European labour market.

Apart from the research projects, Eurofound has a strong tradition of **case study work** and during the 2005-08 period, a number of collections were set up (one containing some 200 company case studies on measures to cope with an ageing workforce and another on social security measures for those returning to work after an illness. CLIP could also be considered a case study collection. Another four case study collections have been developed since 2008).²⁷ Overall, case study research makes an important contribution to

²⁷ In addition, methodological work was carried out concerning quality assurance guidelines for case study research which defined and distinguished different types of case study research and also clarified

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the area ‘Research and exploring what works’. A key issue here is that case study research can be quite expensive if all countries have to be covered. From the outset in 2005 it was clear that with a significant amount of the budget being spent on Eurofound’s surveys and observatories, combined with an enlarged EU, comprehensive coverage of EU Member States would not be feasible in carrying out case studies. This problem seems to have been overcome by limiting geographical coverage to certain countries (a solution that has also been adopted for many EU-wide research projects undertaken by the Commission and other institutions).

During the 2005-08 period, **other types of projects** launched by Eurofound included initiatives with a broad ranging applicability across Eurofound such as the development of quality control standards, dissemination mechanisms (e.g. web content development, the establishment of NOCs), a project implemented by the Brussels Liaison Office on EU monitoring and reporting, and the development of the Customer Management System and EPMS. These and other initiatives are considered further in Section 4 of this report.

Feedback on Research Outputs

Those who had made use of Eurofound’s various monitoring and research outputs were asked to comment on their quality and usefulness.²⁸ Overall, the feedback indicates that:

- Although not its primary role, Eurofound’s information is useful in some cases because it fills gaps in the research undertaken at a national level (although this is not its function);
- However, the main benefit of Eurofound information is that it provides a European perspective on issues. For EU decision-makers this is important in developing policies that are applicable to the EU as a whole while for those at a national level, the broader picture enables specific issues facing particular countries to be put into context, provides scope for benchmarking, prioritization, justifying measures, etc;
- A further consideration is that because Eurofound’s information is seen as coming from an EU source, it is sometimes perceived as being more authoritative and credible than the same information would be if it was produced by a particular national organisation.

how it relates to other types of research undertaken by Eurofound, as well as providing guidelines for conducting case study research (during all lifecycle stages, including data protection and ethical issues).

²⁸ An analysis of the survey feedback from key stakeholders and target audiences on Eurofound’s research products that were published is provided in the next sub-section. The analysis shows that Eurofound’s research reports and case studies are used widely and highly rated.

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The first point, Eurofound's role in **filling gaps in research**, is particularly relevant to some of the newer EU Member States where there was - and in some cases continues to be - only limited capacity to carry out research into living and working conditions, at least in same depth as the Foundation. But there was also generally positive feedback on the importance of Eurofound's information from those we spoke to in other countries. For example, in one of the 'older' EU Member States, it was argued that Eurofound's research tends to be of a more applied nature and tends to be more useful to social partners than the academic research produced by universities. As one interviewee put it, Eurofound's information was 'easier to use for us'. This, of course, partly reflects the fact that social partners, because of their status in Eurofound as a tripartite body, can influence its research activities and help to ensure that the output is relevant to their needs.

The **comparative aspect of Eurofound's research** is what those we spoke to highlighted as being especially valuable. For stakeholders at a national level, it is important to see what is going on in other EU Member States so that lessons can be learnt in dealing with the same issues at home.²⁹ As noted earlier, at a European level, the discussions we had with Commission officials indicated a similar position with the feedback almost without exception indicating that Eurofound provides a much valued source of information on living and working conditions in Europe that helps to inform policy-making in the employment and social affairs field.

A further consideration for users of Eurofound information at a national level is that because Eurofound's information comes from a **European source**, it is sometimes perceived as being more authoritative and credible than the same information would be if it was produced by a particular national organisation. In particular, given that some issues relating to working and living conditions are politically contentious, research produced by a particular social partner organisation, or a national authority with a strong political affiliation, can be viewed as biased.

Case study - European Network of Cities for Local Integration Policies for Migrants (CLIP)

In 2006, the Congress of Local and Regional Authorities of the Council of Europe, the city of Stuttgart and Eurofound established the **European Network of Cities for Local Integration Policies for Migrants (CLIP)**.³⁰ The CLIP network brings together more

²⁹ An example of this is the question of raising the age of retirement where the experience/policy of Nordic countries was highlighted by several of those we spoke to as being especially helpful. It was also pointed out that particularly for newer EU Member States, in the run-up to EU accession, it was helpful to have information on how things were done in the existing EU Member States.

³⁰ In fact, the origins of the project can be traced back to 2001 when the Congress of Local and Regional Authorities of the Council of Europe started to hold a series of workshops and conferences on local integration policies, events that were hosted by the City of Stuttgart.

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than 30 large and medium sized cities.³¹ The cities in the network are supported by a group of expert European research centres.³²

Eurofound's activities relating to CLIP took place within the framework of the 2005-08 work programme and involved a commitment of substantial financial and human resources. As noted in the recent interim evaluation, support for CLIP was justified in relation to one of the seven 'general objectives' (orientations), namely to 'develop [Eurofound's] work in the light of practical experience – this will involve analysing initiatives in workplaces and companies in particular, but also in communities and regions', the latter directly corresponding to CLIP's scope and stakeholder base which differs from Eurofound's traditional focus on workplaces.³³ During the 2005-08 period, CLIP carried out two research modules (on housing issues, 2007, and diversity, 2008). Eurofound provided the secretariat for CLIP since it was established and has also provided funding for these and other research modules.³⁴

As part of the case study research, a survey of CLIP members was carried out to obtain their views on a number of key questions. Below we provide a resume of the 24 responses to the survey of CLIP members:

- All 24 survey respondents argued that CLIP were either 'very' or 'quite' highly **relevant** to the needs, problems and issues of integration of migrants (66% and 34% respectively);
- The views about **benefit of different CLIP activities** varied with the research modules being ranked most useful (71% saying these were 'very' or 'quite' useful)

³¹ Amsterdam (NL), Arnsberg (DE), Antwerp (BE), Athens (GR), Diputació de Barcelona (ES), Bologna (IT), Breda (NL), Brescia (IT), Budapest (HU), Copenhagen (DK), Dublin (IE), Frankfurt (DE), Helsinki (FI), Istanbul (TR), Izmir (TR), Kirklees (UK), Lisbon (PT), Liège (BE), City of Luxembourg (LU), Matarò (ES), Malmö (SE), Prague (CZ), Sefton (UK), Stuttgart (DE), Sundsvall (SE), Tallinn (EE), Terrassa (ES), Torino (IT), Turku (FI), Valencia (ES), Vienna (AT), Wolverhampton (UK), Wrocław (PL), Zagreb (HR), Zurich (CH).

³² The research centres are from Germany (the European Forum for Migration Studies (EFMS), Austria (Institute for Urban and Regional Research (IST), Netherlands (Institute for Migration and Ethnic Studies (IMES), FIERI (Forum of International and European Research on Immigration), Poland (Institute of International Studies) and the UK (Centre for Migration Policy Research).

³³ *CLIP: European Network of Cities for Local Integration Policies for Migrants, Interim Evaluation, Draft Report* (Eurofound, January 2010)

³⁴ Eurofound's interim evaluation suggests that its funding of CLIP amounted to just over €1 million for the 2005-2009 period broken down as follows: research contract costs (€796,768), cost related to staff missions (€59,437) and cost estimates for meetings (€150,000). This total did not include dissemination and communication costs or Eurofound staff costs. Staff inputs by Eurofound were estimated as being 2.5 FTEs for CLIP network activities (CLIP secretariat).

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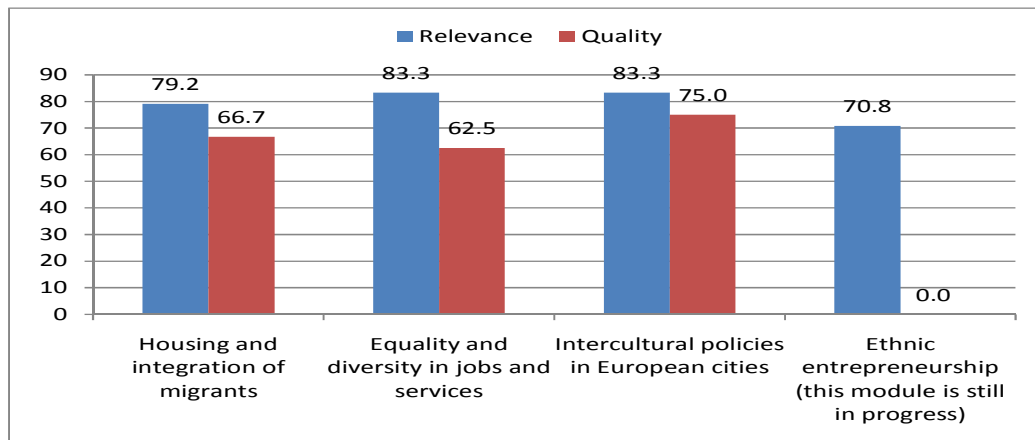
followed by case studies and good practice material (66%), conferences and workshops (62%) and support for networking (54%);

- Two thirds of CLIP members surveyed stated that CLIP had been ‘very’ or ‘quite’ effective in **promoting networking** and the sharing of experience between its members. A similar proportion (63%) said that involvement in CLIP had been ‘very’ or ‘quite’ helpful in supporting the development of effective policies on the integration of migrants.

Overall, the CLIP project was seen as having been successful in achieving its aims (29% saying this had been ‘very successfully’ achieved and 45% ‘quite successfully’).

The main activity, the **research modules**, was seen as being of high relevance to the issues faced by CLIP members with the outputs being of a good quality. There was some variation in this respect with 75% of survey respondents saying that the research module of inter-cultural policies was of a ‘very’ or ‘quite’ high quality but a significantly lower proportion (62%) saying the same about the module on equality and diversity in jobs. It should be noted that because the research module on ethnic entrepreneurship has only just begun, it was too early for feedback on the quality of the outputs.

Figure 3.8: Relevance and quality of CLIP research modules



Turning to **CLIP impacts**, the survey respondents were not able to point to improvements in the integration of migrants at a local level as a direct result of their involvement in CLIP. This is not really very surprising because although it is likely that CLIP involvement will have improved policies, there are many factors apart from this which determine the extent to which migrants are successfully integrated into labour markets and local communities. But 62% of respondents indicated that CLIP had helped them with **policy development** (with a further 20% expressing a neutral view). A total of 71% respondents said that without CLIP it would have been ‘not very easy’ or ‘not easy at all’ to develop the same **contacts and sharing of information** with other European cities on issues concerning the integration of migrants.

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Eurofound's role in the CLIP project was seen by those we surveyed as having been 'critical' in the case of almost half the cities (46%) and as 'very important' by most others (a further 37% of the 24 respondents). Turning to the future, almost all the survey respondents expressed the view that CLIP activities should continue (54% said this was 'very important' with a further 33% saying it was 'quite important'). However, there was no indication that CLIP members would consider covering the secretariat costs from their own resources.³⁵ Most either favoured using other external sources of funding (29% argued for this option) or a combination of sources (50% fell into this category). A high proportion (62%) wanted to see Eurofound continue to provide the secretariat (a further three of the 24 respondents wanted Eurofound replaced and the others did not offer an opinion).³⁶

The interim evaluation of CLIP undertaken by Eurofound arrived at generally positive conclusions. The relevance of CLIP activities (to Eurofound) was judged to be high and although it was not possible to assess the extent to which there had been an efficient use of Eurofound's funding, effectiveness in contributing to stakeholder interests and priorities was viewed favourably.³⁷ However, the internal evaluation also noted some less positive factors including gaps in the network's geographical coverage (e.g. Romania and Bulgaria not being represented). With regard to Eurofound's role (other than in providing funding), it was argued that 'without the services of an appropriately resourced secretariat, there is a strong risk that CLIP activities would not be feasible to continue'.

Our case study research supports these basically positive conclusions regarding CLIP, its relevance to Eurofound's mission and the importance of the Foundation's support for activities that were pursued during the 2005-08 period. At the same time, there is a strong case now for CLIP members to fund future activities, primarily at least, from their own resources.

³⁵ Only one of the 24 survey respondents indicated this approach should be adopted. There may, however, have been some misunderstanding of the question. It is possible that the question was interpreted by some respondents as meaning that only their own city might take on the entire cost of providing the CLIP secretariat role and other functions whereas one possibility would clearly be to spread the financial burden across a number of members.

³⁶ As noted elsewhere, on the question of future funding there could have been a misunderstanding with survey respondents assuming that the question asked whether their own authority would be prepared to take on the cost of supporting CLIP. Cost sharing with a number of cities is clearly an option.

³⁷ The interim evaluation argued that its CLIP member survey, focus groups and interviews indicated that the majority of those consulted had found the project to be 'highly' or 'very' effective. Further evidence cited in the evaluation included a number of testimonials including a letter signed by 13 Lord Mayors of cities involved in CLIP and sent to Eurofound in October 2009.

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3.2.3 Communicating and Sharing Ideas

The third priority of Eurofound's 2005-08 work programme was 'Communicating and Sharing Ideas'. The Foundation communicated with its key stakeholders and wider target audiences in various ways - through the dissemination of information and publications via its website and printed material, by organising workshops, seminars and conferences, and through other events. The role of the media and other information 'multipliers' (e.g. social partners) is also important.

Eurofound's Publications

Eurofound produced a number of publications during the 2005-08 period. These included:

Figure 3.9: Eurofound Publications

- **Foundation Findings** - provide information and policy pointers for those engaged in the current European debate on the future of social policy.
- **Foundation Focus** - is a twice-yearly magazine offering focused research findings on current topics of key socio-economic importance.
- **Foundation papers** - form part of a completed series. They draw together research results from work on a number of broad themes. The Foundation Papers have subsequently been discontinued.
- **Information sheets** - set out a brief overview of each project, forming a useful introduction point. They are published in up to 25 languages.
- **Eurofound News** - published in English 10 times per year, highlights current developments in its research and activities including events and publications.
- **EWCO** – produces survey data reports containing summaries of national working conditions survey finding, comparative reports and annual reports and reviews.
- **EMCC/ERM** – the ERM Quarterly offers an overview of the main findings and an interpretation of the data collected for the European Restructuring Monitor. Other outputs include annual reports, comparative studies and sectoral analyses.
- **EIRO** – produces comparative studies, annual reports and reviews, annual updates on issues such as pay and working time, thematic and sectoral studies,
- **Case studies** - may be exploratory or illustrate instances of good practice. Most cases are at company level but there are also examples at sectoral, cluster and national level. As noted earlier, Eurofound's case study methodology was reviewed with guidelines being set out in a 2008 paper.
- **Research reports** - are presented on the completion of a project and provide an analysis of the findings; *report summaries* offer a synopsis of the report; *resumes* generally consist of eight pages and highlight key research findings as well as background information on the subject; and *executive summaries* are two-page documents summarising the main findings of each research report. Executive summaries are published in 25 languages.
- **Annual reports** - inform the public about Eurofound's activities and governance issues.

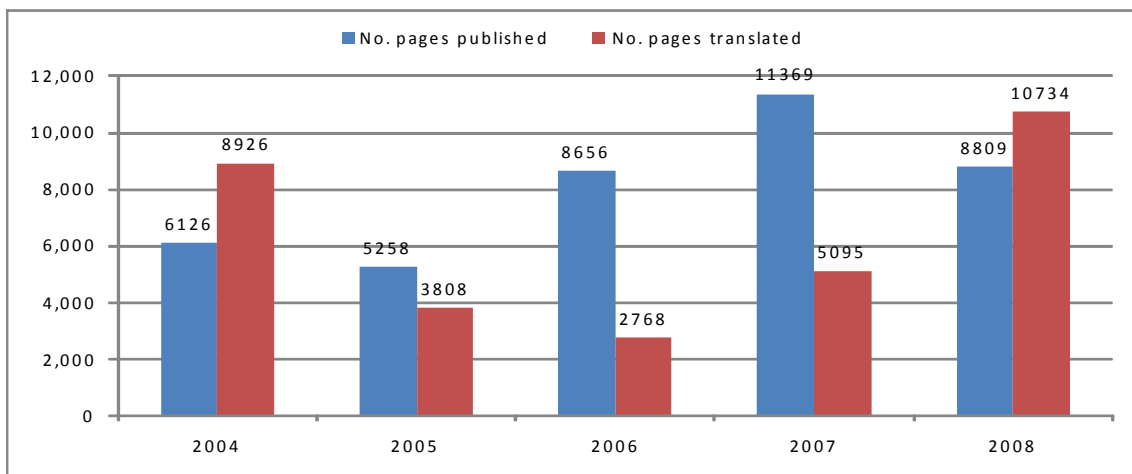
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There has also been an effort to combine information from different monitoring and research activities in the form of ‘**resource packs**’ (the first of these was on ageing). The resource packs were introduced quite late in the 2005-08 period (March 2008) and reflected an evolution of the Foundation’s publication policy and the introduction of newer products, in this case synthesizing information.

The **number of pages published and the number translated** are two performance indicators monitored by Eurofound itself.³⁸ The following chart provides estimates for the 2005-08 period:

Figure 3.10: Number of pages published by Eurofound, 2005-08



Source: Data provided by Eurofound

As can be seen, the number of pages published has fluctuated from one year to the next but taking the 2005-08 period as a whole, there has been a generally upwards trend. Looking for a pattern, the volume of material produced increased at the time of the two EU enlargements in 2004 and 2007. Not surprisingly, the **number of pages translated** followed a similar overall pattern because it is linked to the number of pages published. That said, towards the end of the 2005-08 period, a decision was taken to translate a higher proportion of Eurofound’s outputs.³⁹

³⁸ These two indicators were only introduced during 2009 and retrospectively applied to 2004 and subsequent years. It is envisaged that they will be integrated into the EPMS framework from 2010 although there are some doubts internally on their reliability. Eurofound also monitors the cost per page published which averaged around euro 900 per page during the 2005-08 period.

³⁹ The higher volume pages translated in 2008 is reflected in the analysis of Eurofound’s expenditure (see Section 4) and stems from a decision by the Governing Board in 2007 to step up the translation effort after a period of decline which had come about due to cost-saving considerations.

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For EU level policy-makers and many at a national level (e.g. academics and officials), the publication of most of Eurofound's material in only one language (English) is not a problem. However, the interviews carried out by us in Member States confirmed that for dissemination of material beyond key stakeholders, Eurofound's outputs need to be translated to be of any use. In some cases, for example in political circles, having material available in the national language is a matter of principle. Likewise, for many other users (e.g. many employee representatives), material produced in English is simply not comprehensible. Feedback from our interviews suggests that this has been a major factor in limiting the dissemination and use of Eurofound's outputs at a national level.

There was a generally high level of **familiarity amongst key stakeholders with Eurofound publications** from the 2005-08 period. Familiarity amongst target audiences was generally lower (to some extent for the reason just suggested).

Table 3.6 (a): Key Stakeholders - Familiarity with Publications

Publication	Familiar		Not familiar	
	Nº	%	Nº	%
Foundation Findings	30	78.9	8	21.1
Foundation Focus	33	86.8	5	13.2
Foundation Papers (discontinued)	28	73.7	10	26.3
Information sheets	32	84.2	6	15.8
Eurofound News	34	89.5	4	10.5
European Restructuring Monitor Quarterly	28	73.7	10	26.3
Case studies	34	89.5	4	10.5
Research Reports (summaries, executive summaries)	35	92.1	3	7.9
Annual Reports	35	92.1	3	7.9

Table 3.6 (b): Target Audiences - Familiarity with Publications

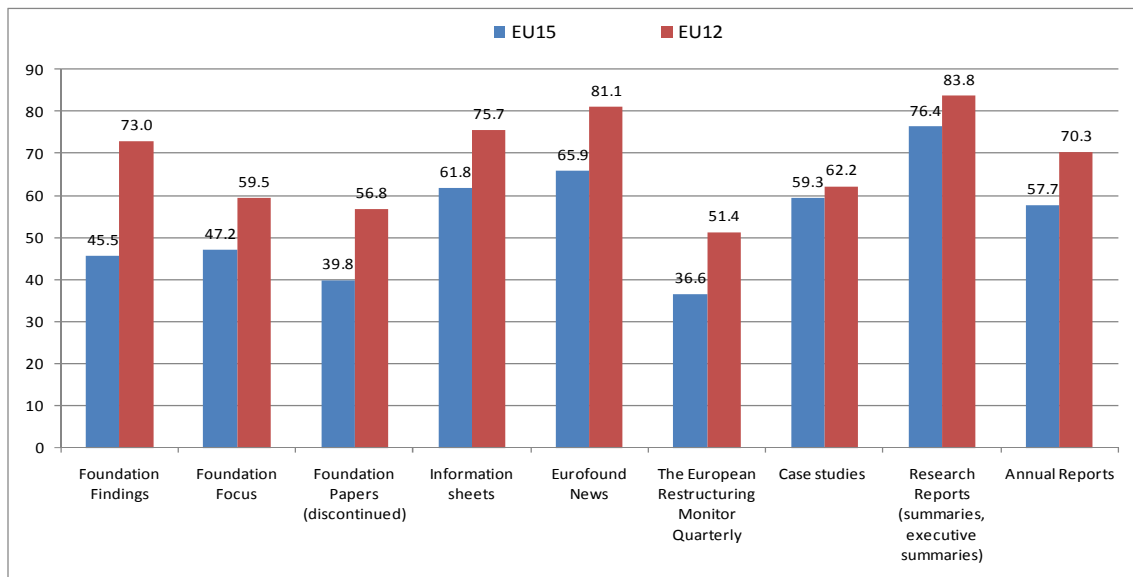
Publication	Familiar		Not familiar	
	Nº	%	Nº	%
Foundation Findings	94	51.1	90	48.9
Foundation Focus	94	51.1	90	48.9
Foundation Papers (discontinued)	79	42.9	105	57.1
Information sheets	122	66.3	62	33.7
Eurofound News	129	70.1	55	29.9
European Restructuring Monitor Quarterly	73	39.7	111	60.3
Case studies	114	62.0	70	38.0
Research Reports (summaries, executive summaries)	145	78.8	39	21.2
Annual Reports	115	62.5	69	37.5

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Viewed from the **perspective of the ‘older’ and ‘newer’ EU Member States**, there was a very clear pattern with a higher proportion of target audiences in EU12 saying they were familiar with Eurofound’s various publications. This finding is quite surprising because it would be reasonable to assume that target audiences in countries that had a longer track-record of being associated with Eurofound (i.e. the EU15) would be more familiar with its publications. However, it could be that a combination of the enthusiasm of new EU Member States, and the fact that they generally faced more challenges with regard to living and working conditions, explains the apparently stronger appetite for Eurofound’s publications. In addition, Eurofound made a special effort in its post-EU enlargement communications strategy to target these countries.

Figure 3.11: EU15/EU12 Target Audiences - Familiarity with Publications



Analysis of the survey feedback from key stakeholders on the **quality and usefulness of the various publications** was generally positive. Amongst key stakeholders, ‘Foundation Findings’ and ‘Research Reports’ were the top ranked publications with over 80% in each case saying these publications were either ‘excellent’ or ‘good’. In contrast, Foundation Papers (subsequently discontinued) received a relatively low ranking (53.6% ‘excellent’ or ‘good’). The other publications produced by Eurofound during the 2005-08 period were middle ranking in terms of key stakeholder feedback on quality and usefulness.

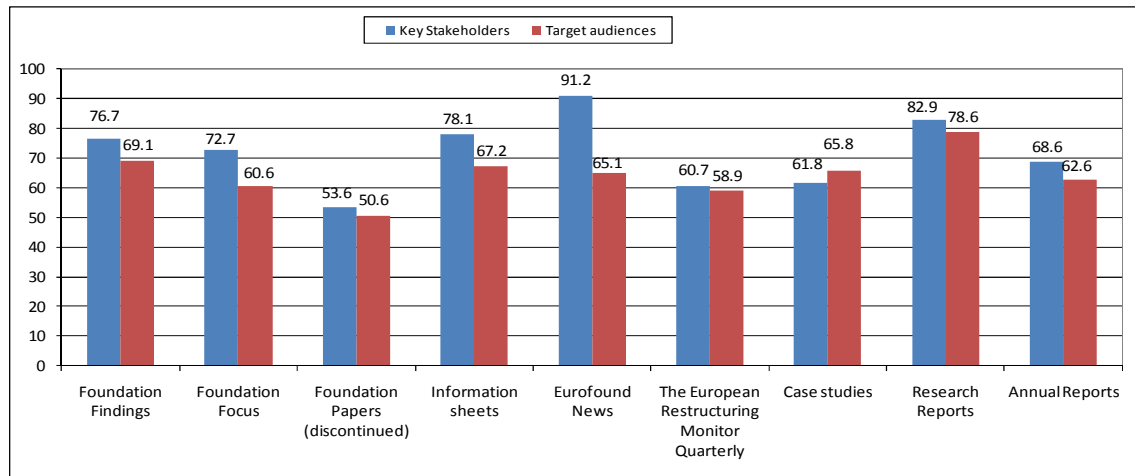
The pattern of responses amongst target audiences was slightly different with the Research Reports receiving the highest overall ranking (combined ‘excellent’ and ‘very good’ responses totalling 78.6% of all responses) followed by Foundation Findings (as with key stakeholders, highly rated) and the Information Sheets. As with the key stakeholders, Foundation Papers received a relatively low ranking from target audiences (50.6% ‘excellent’ or ‘good’).

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An overall summary of the key stakeholder and target audience survey feedback on the publications produced by Eurofound in the 2005-08 period is shown below. It should be noted that the analysis shown in the chart is limited to the positive responses (i.e. those rating the tools as either ‘excellent’ or ‘good’). As for other aspects of the survey work, a full analysis of the survey responses is provided in Appendix C..

Figure 3.12: If you are familiar with Eurofound publications, please rank their quality and usefulness



With the exception of the Research Reports, there is again a very clear EU15/EU12 pattern, the latter being generally (i.e. with the exception of *Foundation Findings*, *Case Studies* and *Research Reports*) more positive in their views about the quality and usefulness of Eurofound’s publications than target audiences in EU15 Member States. The following analysis highlights those who said the publications were either ‘excellent’ or ‘good’.

Table 3.7: EU15/EU12 - If you are familiar with Eurofound publications, please rank their quality and usefulness

Publications	EU15		EU12	
	No.	%	No.	%
Foundation Findings	39	69.6	18	66.7
Foundation Focus	35	60.3	15	68.2
Foundation Papers (discontinued)	23	46.9	11	52.4
Information sheets	49	64.5	19	67.9
Eurofound News	49	60.5	22	73.3
The European Restructuring Monitor Quarterly	25	55.6	13	68.4
Case studies	50	68.5	15	65.2
Research Reports (summaries, executive summaries)	76	80.9	24	77.4
Annual Reports	42	59.2	21	80.8

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Eurofound Events and Other Activities

Eurofound organised a number of events and other activities during the 2005-08 period. The main events were:

- **Foundation Forum** – is held in Dublin every two years, provides an opportunity for debate among high-level actors and thinkers in the social and economic policy fields in Europe. Participation is by invitation only. During the 2005-08 period, one Foundation Forum was held (in November 2006) on the theme of *‘Competitive Europe – Social Europe: Partners or Rivals’*
- **Thematic conferences and seminars** – during the 2005-08 period, Eurofound organised over 60 seminars and conferences.⁴⁰
- **Foundation Seminar Series** - the aim of the seminar series is to provide opportunities for knowledge-sharing that could facilitate a better decision-making process in European social policy and help social actors at national level to meet the goals of the Lisbon Agenda. Four seminars took place during the 2005-08 period.⁴¹
- **CLIP events** – a number of conferences were organised during the 2005-08 period to review the results of the first two research modules (housing, 2007, and diversity, 2008).

In addition to the above events, during the 2006-08 period, Eurofound organised a number of **‘Road shows’**, i.e. visits to EU Member States to explain the work of the Foundation and to discuss research priorities with Government officials, politicians and other national stakeholders. Eurofound was also involved in several jointly-organised events. For example, in October 2007 a conference on musculoskeletal disorders took place in cooperation with the Portuguese EU Presidency.

Excluding the ‘Road shows’, the number of events organised by Eurofound or jointly with other partners (with the Road show total in parenthesis) was 10 in 2005 (15 including ‘Road shows’), 18 in 2006 (38), 20 in 2007 (29) and 13 in 2008 (19). The following analysis, based on data provided by Eurofound, provides an estimate of the number of participants in Eurofound and jointly organised events during the 2005-08 period. One reason for the relatively high number of participants in 2006 could be that in this year there was a particularly large number (some 200) of Foundation Forum participants in that year.

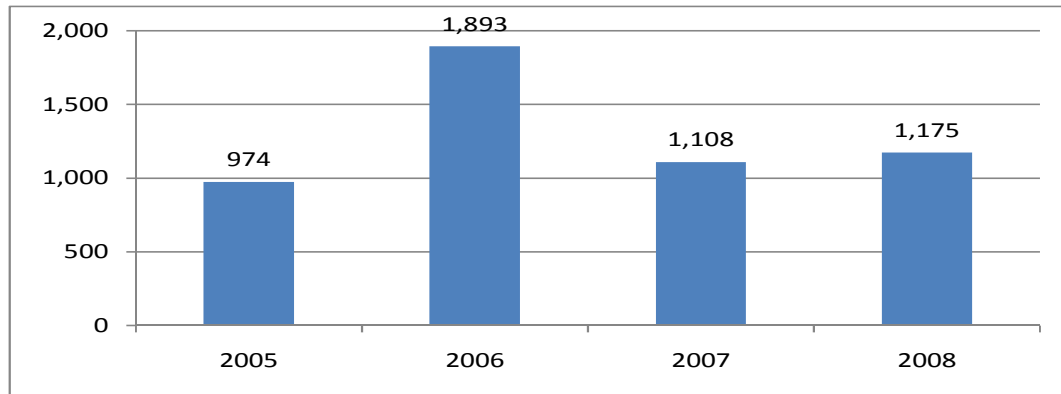
⁴⁰ For example, in 2005, a workshop was organised on promoting quality of life in rural Europe; in 2006, another workshop considered industrial relations in the EU, the USA, Japan, and other global economies; and 2007 there was an EMCC anticipation workshop on the theme: ‘Commerce at the crossroads – the future of the commerce sector in Europe’.

⁴¹ The Foundation Seminars during the 2005-8 period were: ‘Towards a sustainable and flexible work organisation’ (2005); ‘Flexicurity and employability’ (2006); ‘Youth and work’ (2007); and ‘Developing workers’ skills’ (2008).

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Figure 3.13: Number of participants in Eurofound and jointly organised events, 2005-08



The extent of key stakeholder and target audience participation in Eurofound activities varied. An estimate based on survey work for this evaluation of participation levels in different types of activities is shown below:

Table 3.8 (a): Key Stakeholders - Participation in Events

Eurofound Event	Attended		Did not attend	
	Nº	%	Nº	%
Foundation Forum	14	36.8	24	63.2
Thematic conferences/ seminars	22	57.9	16	42.1
Foundation Seminar Series	14	36.8	24	63.2
CLIP events	2	5.3	36	94.7
Foundation visit to member states/road show	18	47.4	20	52.6
Visit to Eurofound	18	47.4	20	52.6

Table 3.8 (b): Target Audiences - Participation in Events

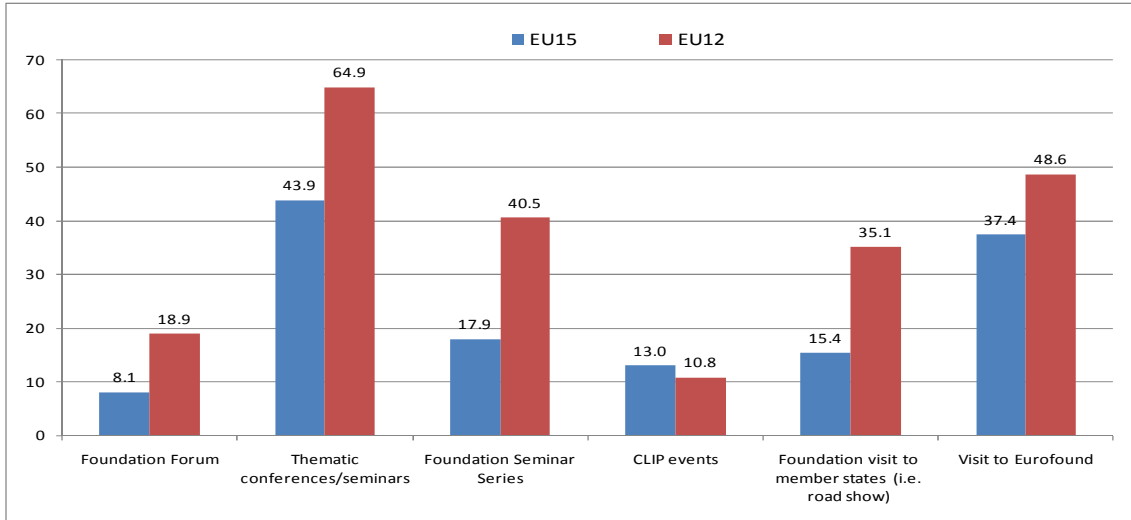
Eurofound Event	Attended		Did not attend	
	Nº	%	Nº	%
Foundation Forum	21	11.4	163	88.6
Thematic conferences/seminars	92	50.0	92	50.0
Foundation Seminar Series	41	22.3	143	77.7
CLIP events	24	13.0	160	87.0
Foundation visit to member states/road show	36	19.6	148	80.4
Visit to Eurofound	72	39.1	112	60.9

As with many of the other analyses of EU15/EU12 opinions, a higher proportion of target audiences from the 'newer' EU Member States said they had participated in Eurofound events. This was the case with all types of events - except CLIP - but especially pronounced in relation to the Thematic conferences/seminars, Foundation Seminar Series and Eurofound visits to Member States/Road shows. Conversely, the level of EU15/EU12 participation was broadly similar with CLIP.

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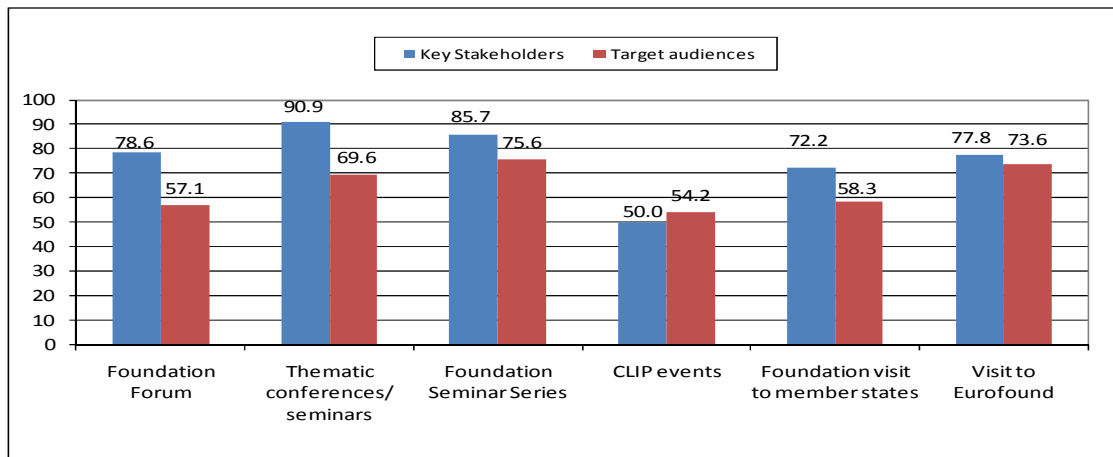
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Figure 3.14: EU15/EU12 Target Audiences - Participation in Events



Turning to views on the quality and usefulness of Eurofound’s events, the ‘thematic conferences’ were the most highly rated followed by the Foundation Seminars amongst key stakeholders,. The fact that key stakeholders expressed less positive views on CLIP events could be because relatively few key stakeholders have participated in this particular initiative which has a quite limited target group.⁴²

Figure 3.15: If you have attended an event or have visited Eurofound, please rank the quality and usefulness of the event/visit?



⁴² In fact, a closer examination of the data indicates that the majority of key stakeholder responses were ‘neutral’. The CLIP target group is ‘atypical’ compared with the usual profile of groups targeted by Eurofound. It could be argued that CLIP opened up a new target group – cities and those in them involved in dealing with migration policies - not served by other projects.

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With the exception of CLIP events and visits to Eurofound, there was again a far more positive view amongst target audiences in the ‘newer’ EU12 Member States of the quality and usefulness of Eurofound events than among EU15.

Table 3.9: EU15/EU12 - If you have attended an event or have visited Eurofound, please rank the quality and usefulness of the event/visit?

Eurofound events	EU15		EU12	
	No.	%	No.	%
Foundation Forum	5	13.9	5	35.7
Thematic conferences/seminars	38	51.4	19	73.1
Foundation Seminar Series	18	36.7	12	54.5
CLIP events	12	30.8	1	8.3
Foundation visit to member states (i.e. road show)	10	22.2	9	42.9
Visit to Eurofound	36	52.9	12	50.0

Case Study - Foundation Seminar Series

The Foundation Seminar Series (FSS) aims, as noted above, to provide ‘a forum for debate and discussion, so as to share knowledge and experience across the Members States and to offer for all participants an opportunity to deepen their understanding of issues to do with living and working conditions at the national level’.⁴³ The FSS contributes to Eurofound’s mandate to ‘provide information, advice and expertise on living and working conditions, industrial relations and managing change in Europe – for key actors in the field of EU social policy on the basis of comparative information, research and analysis’.⁴⁴

Following a feasibility study in 2002, the FSS was launched in 2003. Each year, two seminars take place (generally one in the spring, a second in the autumn). They are connected in as much as the second seminar is a follow-up to the first seminar. The same people are invited to both seminars (and are asked to carry out assignments in between). While all EU Member States are invited to nominate a tripartite team (and generally

⁴³ <http://www.eurofound.europa.eu/events/fss.htm>

⁴⁴ As part of the case study research, desk research was undertaken and a number of interviews with Eurofound officials as well as Advisory Committee members involved in the FSS. We also conducted a small survey, asking former FSS participants how useful they have found the seminars and whether or not they have derived any long-term benefits from participating in the FSS. Of the 260 individuals contacted, 37 responded (a response rate of about 14%).

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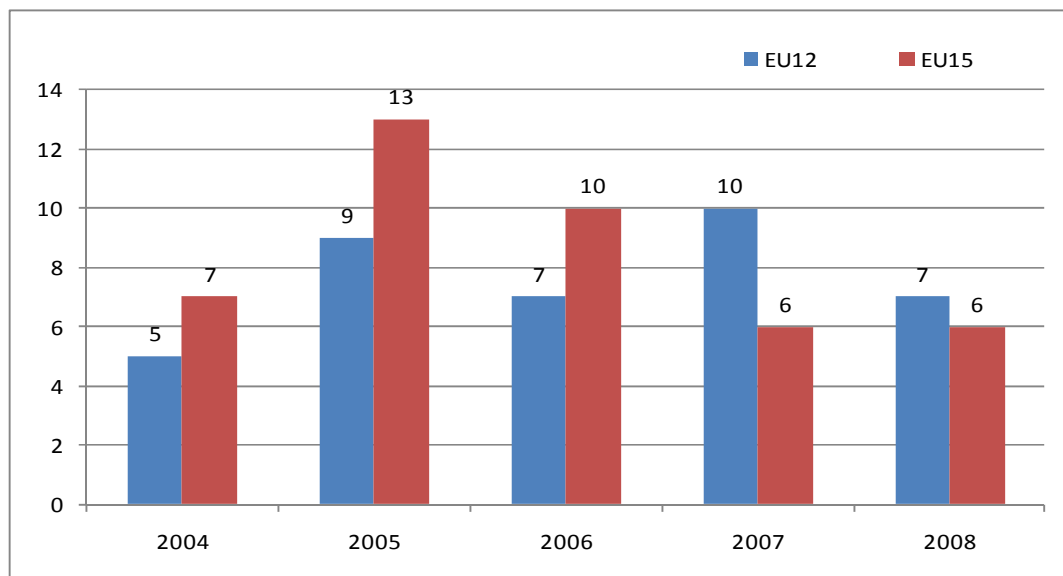
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speaking only complete teams are accepted), budgetary/space constraints mean that participants are accepted on a ‘first-come-first-served’ basis.⁴⁵

While the **FSS topics** vary, they always deal with matters pertaining to the EU social policy agenda and are designed to reflect the interests of all three parties. Four FSS sessions took place between 2004 and 2008. As indicated above, these sessions covered a number of themes - Age and Work – Connecting the Generations (2004), Towards a Sustainable and Flexible Work Organisation (2005), Flexicurity and Employability (2006), Youth and Work (2007) and Developing Workers' Skills: Actors and Actions (2008).

As illustrated in the chart below, the **number of participants** almost doubled between 2004 (12) and 2005 (22) after which it gradually decreased to almost the same level in 2008 (13) as in 2004. Initially, participants from the EU15 outnumbered those from the EU12 Member States. However, the position was reversed in 2007 when the majority of participants came from the EU12 countries. In 2008, the figures converged.

Figure 3.16: Number of FSS Participants by Year and Origin (EU12/EU15)



Source: Eurofound FSS records

In selecting the topics for each of the annual seminars, the FSS teams ensures that these are timely and correspond closely to the general policy agenda with reference to living and working conditions across the EU. In the context of developments affecting the EU during the 2005-08 period, the **relevance of the FSS topics** was undoubtedly high and important in increasing the participants’ understanding of living and working conditions. One survey

⁴⁵ According to Eurofound’s data, the budget for the FSS in the two years 2007-08 was euros 290,9000 of which euros 166,542 was actually spent on reimbursing the expenses of participants, catering and interpretation services.

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respondent argued that ‘it is useful to know what is happening in Europe, as it may help to identify any problems we might find at national level’. The vast majority of survey respondents (92%) felt their understanding of the topic in question had improved due to their participation in the FSS.

Another purpose of the FSS is to promote a **sharing of knowledge** gained during the seminars at the national level and to apply it to their work. To this end, two questions were asked in the case study research – whether or not participants have shared what they have learned during the seminars with their colleagues and whether or not their newly acquired knowledge has been useful for their work. The table below shows the responses to this question divided by the three groups they represent.

Table 3.10: Have you shared what you have learned during the seminar(s) with colleagues?

Options	Nº	%
Very often	8	21.6
Quite often	10	27.0
Sometimes	18	48.6
Quite Seldom	1	2.7
Very Seldom	0	0.0
Total	37	100.0

Source: survey of FSS participants

Overall, the **extent of sharing knowledge with colleagues** is quite high with some 48% saying that they had done so ‘very’ or ‘quite’ often. A closer analysis of the data suggests that the extent of sharing tended to be relatively high amongst employee organisations and lowest amongst employers’ bodies. About 40% of respondents had applied what they have learned during the seminars to their work either often or sometimes. In terms of **applying the knowledge gained to work situations**, the FSS seems most useful to Government representatives according to a more detailed analysis of the survey responses.

Table 3.11: Have you applied to your work what you have learned during the seminar(s)?

Options	Nº	%
Very often	5	13.5
Quite often	10	27.0
Sometimes	15	40.5
Quite Seldom	4	10.8
Very Seldom	3	8.1
Total	37	100.0

Source: survey of FSS participants

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Overall, the survey results confirm that those who participate in the FSS find these seminars highly useful. They frequently share the information and apply it to their work at the national level. Some of the comments made to us are highlighted below.

Figure 3.17: Examples of Feedback on Foundation Seminar Series

- 'I find it useful to discuss the issues with the representatives from both sides, employers und trade unions, and from other EU countries and learned what is going on there'.
- 'The FSS Seminar Series helped me put together essential materials for the implementation of the Social Dialogue agenda in ILO'.
- 'I came from an employers' organisation. The experts are very concrete in their exposition'.
- 'The seminars were very well organised, background materials were excellent and the discussions and workshops were managed very professionally. Thank You for the opportunity to learn more on the issue!'

Source: responses to open survey questions

However, an analysis of the list of participants for each year indicates that not all countries are equally represented at FSS sessions. While France, Latvia, Poland, Portugal and the Netherlands have been able to send participants each year, the **participation of representatives from other EU Member States** was less consistent during the 2005-08 period (e.g. no Romanian representative has attended the FSS in the period in question). This raises questions about the extent to which the FSS is a useful instrument in achieving its objective across all EU Member States.

An important question is to what extent does FSS participation lead to **sustainable longer-term effects?** The survey results overall suggest that the FSS does indeed have some effects of this sort.

Table 3.12: Are you still in contact with fellow participants (for professional purposes) – from your own country?

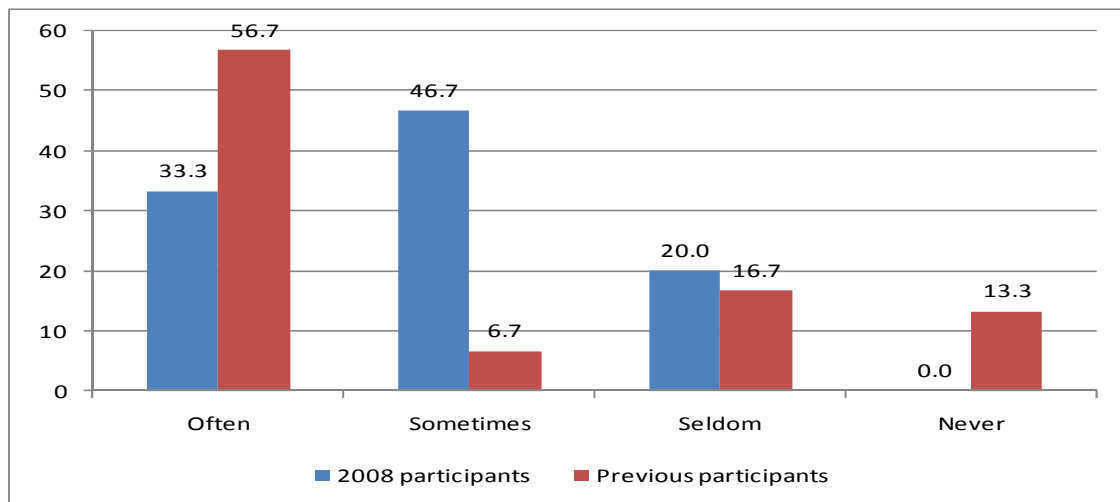
Options	From your own country		From another country	
	Nº	%	Nº	%
Very often	4	10.8	1	2.7
Quite often	11	29.7	1	2.7
Sometimes	9	24.3	9	24.3
Quite Seldom	4	10.8	4	10.8
Very Seldom	4	10.8	9	24.3
Never	4	10.8	9	24.3
No response	1	2.7	4	10.8
Total	37	100.0	37	100.0

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As can be seen, a high proportion of respondents (48%) said that their use of Eurofound material has increased since attending the seminar. Furthermore, it appears that the majority of participants from the same country stay in contact with fellow participants after the seminars. Perhaps not surprisingly, this tendency is less pronounced with regard to participants from different countries. This conclusion holds true not only for attendees of the most recent FSS but for those attending previous seminars as well.

Figure 3.18: Are you still in contact with fellow participants (for professional purposes) – from your own country?



Source: survey of FSS participants

Overall, the analysis suggests that the FSS has been a useful activity and achieved its objective of providing a forum for debate and discussion, sharing knowledge and enabling participants to deepen their understanding of issues relating to living and working conditions. In the longer-term, former participants attested to staying in contact with fellow participants and using Eurofound material more frequently than before attending the FSS.

3.3 Reaching Eurofound's Target Audiences

Eurofound's target audiences were not defined explicitly in either the 1975 or 2005 Regulations. However, in practice Eurofound has focused on:

- **Stakeholders** – members of the Governing Board, European social partners, EU institutions and EU Member States.
- **Wider target audiences** - social partners, public authorities, researchers, NGOs the media and others at a national level.

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The following diagramme, taken from one of Eurofound's publication, provides an overview of the key stakeholders and target audiences:

Figure 3.19: Stakeholders and other Users of Eurofound Information



Source: Eurofound's Programme of Work 2007 (Page 3).

Eurofound disseminates information in a variety of formats (electronic, printed) and through a number of different media (personal contacts, events, publications, etc). Key stakeholders and target audiences were asked to rate the **level of awareness** their organisation has of Eurofound's activities and outputs. As the following table shows, in both cases, there is a rather mixed picture.

Table 3.13: Awareness of Eurofound's Activities and Outputs (own organisation)

Options	Key Stakeholders		Target Audiences	
	Nº	%	Nº	%
High level of awareness	3	7.9	24	13.0
Quite high level of awareness	13	34.2	67	36.4
Neutral	9	23.7	42	22.8
Low level of awareness	5	13.2	20	10.9
Little or no awareness	1	2.6	3	1.6
Don't know	7	18.4	28	15.3
Total	38	100.0	184	100.0

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The relatively high level of ‘don’t knows’, especially amongst key stakeholders, doubtlessly reflects the fact that many key stakeholders (and target audience respondents) do not have a complete view of how Eurofound information is used in different parts of their own organisations, particularly where these are very large entities (this could, for example, be the case in the European Commission where there are a quite large number of individuals using Eurofound outputs spread across different directorates and units within DG Employment, Social Affairs and Equal Opportunities).

In a more general question, we asked key stakeholders to comment on awareness of Eurofound information in wider target audiences (this question was not asked in the target audience survey). An analysis of the survey responses is below. This needs to be treated with caution because of the relatively low number of responses.

Table 3.14: Awareness of Eurofound’s Activities and Outputs (other organisations)

Options	High/quite high level of awareness		Neutral		Low or no level of awareness		Don't know/ no response	
	Nº	%	Nº	%	Nº	%	Nº	%
Public administrations - national level	12	35.7	12	32.1	9	21.4	5	10.7
Trade unions	17	50.0	9	25.0	5	17.9	7	7.1
Employer organisations	13	39.3	10	28.6	7	21.4	8	10.7
EU institutions	24	60.7	2	7.1	3	10.7	9	21.4
Businesses	3	10.7	8	21.4	17	46.4	10	21.4
Other EU/international organisations	16	39.3	7	25.0	4	10.7	11	25.0
University / Research organisations	13	32.1	9	32.1	8	25.0	8	10.7
Non governmental organisation	8	25.0	7	17.9	11	35.7	12	21.4
Media organisations	3	7.1	11	28.6	15	46.4	9	17.9
Information intermediaries	8	25.0	7	21.4	4	10.7	19	42.9
General public	2	7.1	4	14.3	23	60.7	9	17.9
Overall	7	14.3	12	32.1	11	32.1	8	21.4

At one extreme, there is a very positive rating of awareness of Eurofound information in EU institutions (60.7% saying there is a high/quite high level of awareness). This contrasts with the opposite situation with regard to the category ‘general public’ (perhaps not unexpectedly as this was not an explicit target audience in the 2005-08 period although mentioned in Figure 3.19), businesses and – quite surprisingly given their multiplier function - media organisations (also mentioned in Figure 3.19).⁴⁶ Across most categories, there is a quite high level of ‘don’t knows’ reflecting the fact that many key stakeholders are not, as indicated

⁴⁶ Eurofound monitors the cost per contact reached through the media and during the 2005-08 period this fell from 21 per contact to 7 cents per contact. The cost is estimated by dividing the budget for media relations and the number of press mentions by the circulation numbers of the different media publications.

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earlier, in a position to judge awareness of Eurofound's activities beyond their own organisations.⁴⁷

3.4.1 National Target Audiences

In general, Eurofound is seen as having been more successful in reaching target audiences at a European than at a national level. This partly reflects the fact that EU policy-makers are defined the primary target audience although, as noted earlier (Section 2) there is also mention of going beyond Governing Board members at a national level and trying to reach other organisations (e.g. workplaces and localities).

Although it has electronic methods at its disposal, at a national level, according to our interviews at a national level, some Governing Board members also help identify and disseminate information to stakeholders/target audiences. Just before the 2005-08 period, the decision was taken to strengthen dissemination mechanisms at a Member State level by setting up **National Outreach Centres** (NOCs), initially in six countries and subsequently 10 (their role is examined in more detail in Section 4). With the decision later not to develop the NOCs, Eurofound therefore continued during the 2005-08 period to rely on other methods, including Board members where they were willing to help, to communicate with stakeholders and wider target audiences at a national level.

However, as noted elsewhere, while the role of **Board members** is defined in relation to Eurofound itself, there is nothing in either the 1975 or the 2005 Regulations on what they are expected to do a national level (it is questionable whether the Regulation could have defined their role at a national level and many do not see this as their task). As a result, it has been left very much up to individual Board members to decide what (if anything) to do. Feedback from the interview programme suggests that the extent to which Board members promote Eurofound's outputs varies considerably. Those that are quite proactive in this respect typically identify people in their own organisations who are likely to be interested in Eurofound's information and ensure that printed material is sent to them and/or they are made aware of internet links to electronic versions of reports and other documents.

Beyond the organisations that Board members belong to it is very unclear what, if anything, has been done in EU Member States to promote an awareness of Eurofound's activities and to disseminate information - or, indeed, whether anything should (have been) be done. Those we spoke to regarded the type of information produced by Eurofound as being

⁴⁷ In the survey work for the evaluation of Eurofound's 2001-04 work programme, the then Board members were asked a similar question: 'What levels of awareness do you think the following organizations have of Eurofound's activities and outputs? Combining the 'very aware' and 'aware' responses, the results were: employers' representatives (61%), trade unions (78%), national authorities (55%), EU institutions (79%), NGOs (24%), academics (53%), media (71%), general public (37%) and companies (15%). The survey results for the current evaluation suggest that awareness is generally lower but the most striking difference is the much higher level of 'don't knows' (27% overall) compared with the earlier survey (when the proportion of 'don't knows' was below 10%). There is no obvious explanation for this difference with the earlier period.

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relevant to policy-makers and those who advise them but not really suitable for wider dissemination, partly because it is only in English and partly because the information is generally quite technical and policy-orientated. Some of those we spoke to thought more emphasis should be put on targeting the media but that this could only be done with ‘news-worthy’ information. Some also argued that Eurofound should be seeking to reach beyond the research organisations involved in NEO and to engage with academia more generally to promote Eurofound’s profile as a member of Europe’s research community.

During the 2006-08 period, Eurofound carried out a programme of **‘Road shows’**. These visits to EU Member States by Eurofound’s Director and a number of staff were undertaken as another method of reaching key stakeholders and target audiences as well as a way in which to increase Eurofound visibility at the national level. In each country, a similar programme was adopted involving discussions between Eurofound’s Director and senior officials and politicians, and a workshop on Eurofound’s activities with a wider group of key stakeholders.

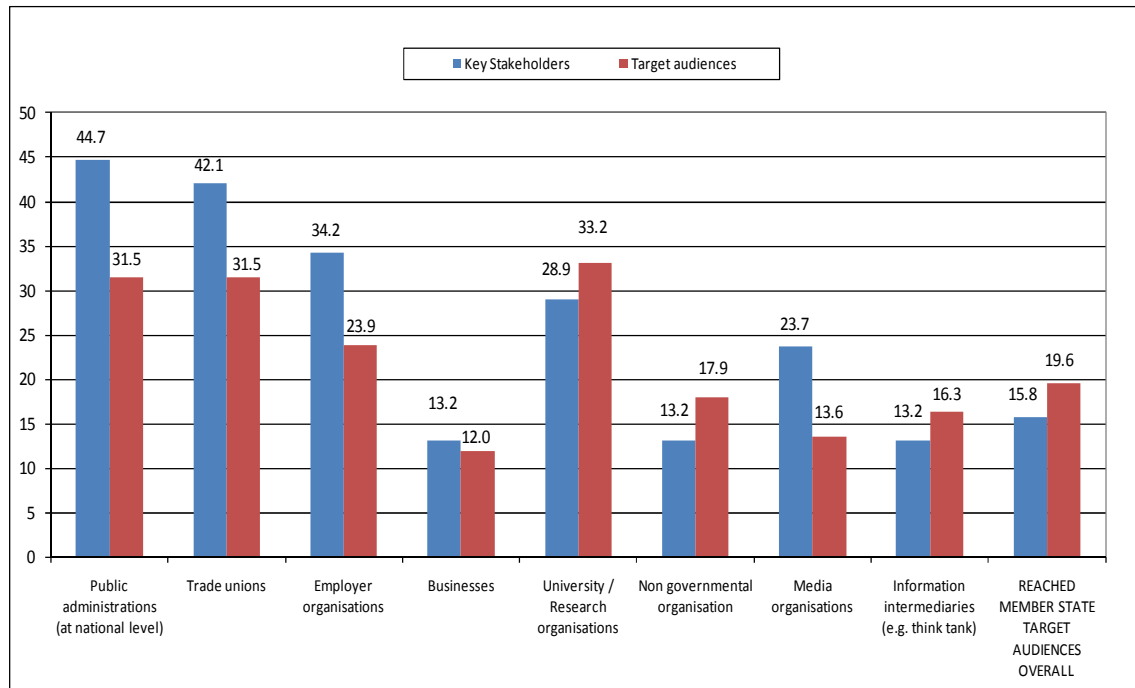
Following a decision of the Governing Board the ‘Road shows’ have now been discontinued. The view within Eurofound seems to be that the ‘Road shows’ were a cost-effective way of raising the organisation’s profile and that it was a mistake to discontinue this activity. The feedback we have obtained from those we have spoken to at a national level suggests that they were useful, particularly in the newer EU Member States. Elsewhere they were perhaps less useful but we nevertheless obtained generally positive feedback. For example, in one Member State, the ‘Road show’ was used by a Government minister to request that Eurofound undertook a research project on an issue of national concern. Some of those we spoke to suggested that the ‘Road shows’ may have been more successful in the smaller Member States as opposed to some of the larger countries where engagement with key stakeholders through this type of activity was likely to be more difficult. Other suggested that the organisation of ‘Road shows had placed a considerable burden on Board members and that the effort required had not really been worthwhile given the results.

As noted above, feedback from our interviews in Member States suggested that in general the dissemination of Eurofound information has not gone much beyond to the organisations that Governing Board members belong to. In the survey, key stakeholders and target audience survey respondents gave broadly similar feedback on how successfully Eurofound had reached the different target audiences at a Member State level during the 2005-08 period. Key stakeholders were more positive than target audiences with regard to the extent to which social partners and the media had been reached at a national level; conversely, target audiences ranked the extent to which Eurofound had successfully got through to other target audiences (universities and research organisations, NGOs, information intermediaries) more highly than key stakeholder. The following analysis is limited to the ‘very’ or ‘quite’ successful survey responses.

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Figure 3.20: To what extent did Eurofound successfully communicate information to the various target audiences at a National Level?



3.4.2 European Target Audiences

At a European level, the main target audiences for Eurofound during the 2005-08 period were:

- **European Commission**, in particular DG Employment, Social Affairs and Equal Opportunities but also other DGs (e.g. DG ENTR which makes use of the EMCC and DG JLS which amongst other things participates in the CLIP project, and DG Research);
- **Other EU institutions** – namely the European Parliament, Economic and Social Committee, and the Committee of the Regions;
- **European social partners and others** – including the ETUC and Business Europe.

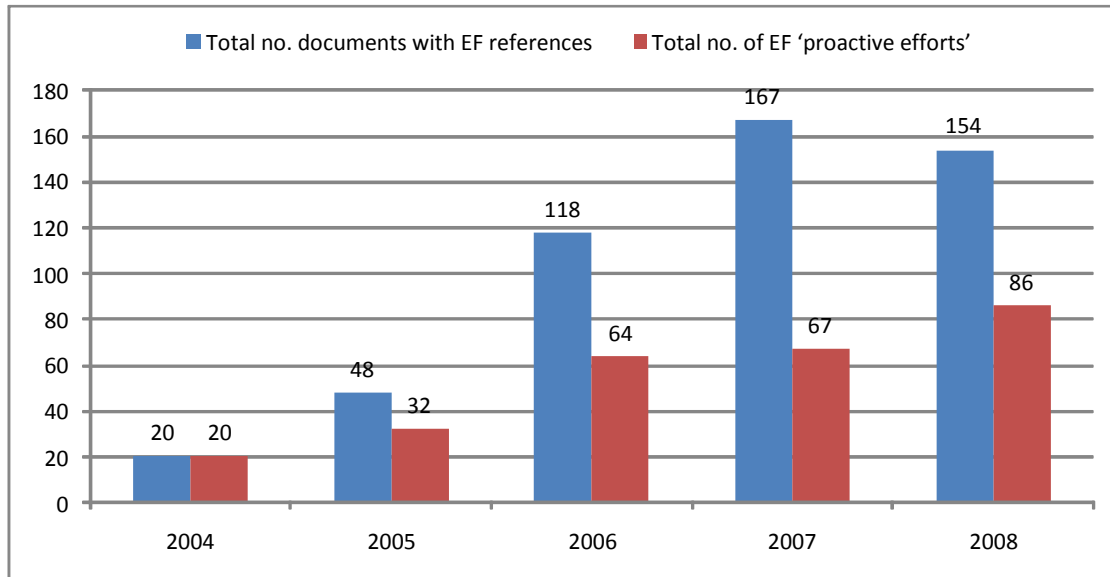
As noted earlier, as part of the EPMS, the Brussels Liaison Office monitors the extent to which Eurofound's survey data and research is quoted in EU documents as a way helping to assess impacts on policy-makers at a European level. This monitoring exercise started before the 2005-08 Work Programme was implemented. The first of the following charts provides an analysis of the number of EU documents quoting Eurofound's research by year and also the 'number of proactive efforts', i.e. where an attempt was made (by attending meetings and other events, sending copies of reports to key contacts, etc) to

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promote the use of Eurofound material. The second chart analyses the extent to which Eurofound's research is quoted in EU documents by different target audiences.⁴⁸

Figure 3.21: Eurofound quotations in EU policy documents - overall



Source: Data provided by Eurofound

Over the years, Eurofound data has been used to provide supporting evidence in a variety of EU-level reports ranging from a study on migration (e.g. *Education and migration strategies for integrating migrant children in European Schools*, 2008), mobility issues (e.g. *Geographic mobility in the European Union: Optimising its economic and social benefits*, 2008) and restructuring (*EC proposal for a decision of the European Parliament and of the Council on the mobilisation of the European Globalisation Adjustment Fund [COM (2008) 609 final]*).

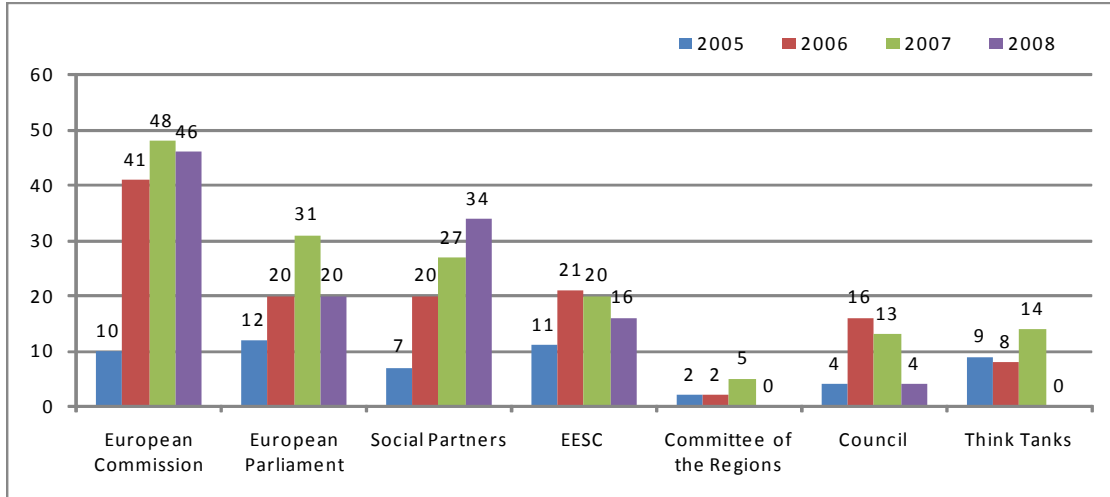
For instance, in 2005, the Communication *Restructuring and Employment* explicitly requested Eurofound's EMCC to further develop qualitative and quantitative analysis and monitoring resources with a view to building a firmer basis for the public debate on restructuring and relocation. Also in 2005, Eurofound's presentation on demographic change to the European Parliament's Employment and Social Affairs Committee was instrumental in amending a report on the Commission's *Green Paper on Demographic Change*.

⁴⁸ Eurofound also monitors several other indicators relating to its publications including the number of citations in academic sources which showed an upwards trend in 2005-08 with an average of around 525 citations p.a.

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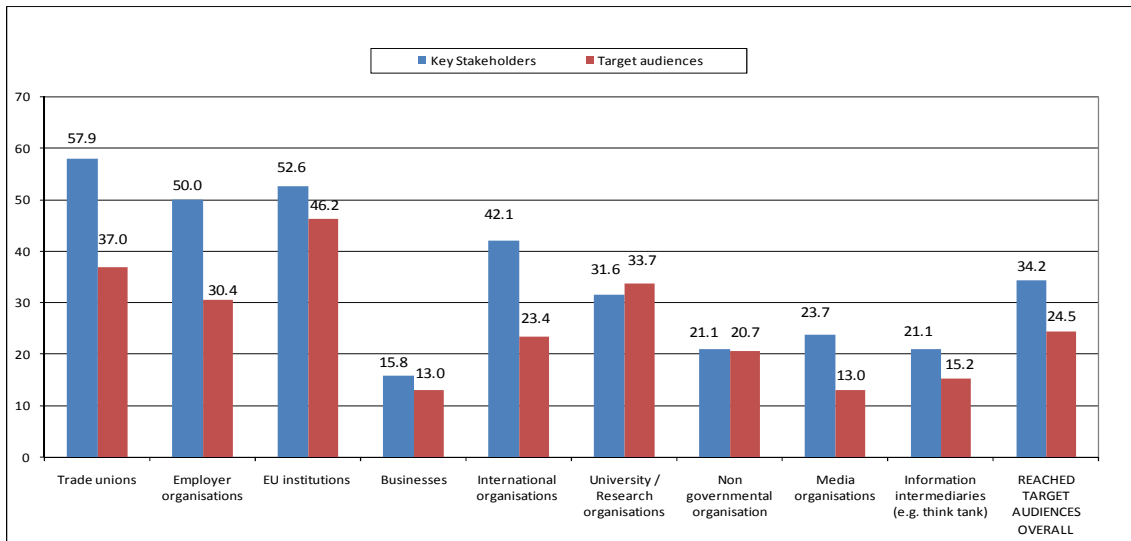
Figure 3.22: Eurofound quotations in EU policy documents – by target audience



Source: Eurofound

The number of quotations in EU documents increased steadily throughout the 2005-08 period, tailing off slightly in 2008. Taking the period as a whole, there was almost an eightfold increase in the number of mentions. There was a similar, albeit less pronounced trend with ‘proactive efforts’. Viewed from the perspective of different European stakeholders/target audiences, two EU bodies - the European Commission and European Parliament - accounted for just over half (55%) of the quotations in 2008 with social partners accounting for a further third. The following chart analyses the key stakeholder and target audience responses. It should be noted that the following analysis is limited to the ‘very’ or ‘quite’ successful survey responses.

Figure 3.23: To what extent did Eurofound successfully communicate information to the various target audiences at a European and international level?



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As noted earlier, both key stakeholders and target audience respondents considered that Eurofound was more successful in reaching EU-level target groups than those at a national level. The survey work broadly confirms the feedback from the interviews.

However, as can be seen from the above chart, this view was generally more pronounced amongst key stakeholders than target audiences. Thus, 57% key stakeholders considered that during the 2005-08 period, Eurofound had been either ‘very’ or ‘quite’ successful in reaching trade union representatives at a European level with similar proportions holding this view for employers and EU institutions. In relation to the other EU-level target audiences, the proportion of key stakeholders assessing Eurofound’s reach in basically positive terms was lower but nevertheless more positive than the feedback from target audiences (except in relation to two categories – business and university/research organisations).

Over two-thirds of key stakeholders (68.5%) said that the information produced by Eurofound was disseminated in a ‘very’ or ‘quite timely’ way. A slightly lower proportion of target audience respondents (60.4%) shared this view.⁴⁹

Table 3.15: Timeliness of Eurofound information

Options	Key Stakeholders		Target Audiences	
	No	%	No	%
Very timely	5	13.2	38	20.7
Quite timely	21	55.3	73	39.7
Neutral	7	18.4	32	17.4
Not very timely	2	5.3	10	5.4
Not timely at all	0	0.0	4	2.2
Don't know	3	7.9	27	14.7
Total	38	100.0	184	100.0

⁴⁹ A similar question was asked in the survey for the evaluation of the 2001-04 work programme. In this survey, the question asked was: ‘Did the Foundation produce the information you required in a timescale that met your requirements? Although the response options were different, the proportion of those surveyed responding positively (68%) was broadly similar in the 2001-04 exercise (29% saying information was provided in a timely way ‘all of the time’ with a further 39% saying this was so ‘sometimes’). This compares with 60.4% in this evaluation whose answers fell into the positive response categories (‘very timely, quite timely).

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2.3 Achievement of Objectives

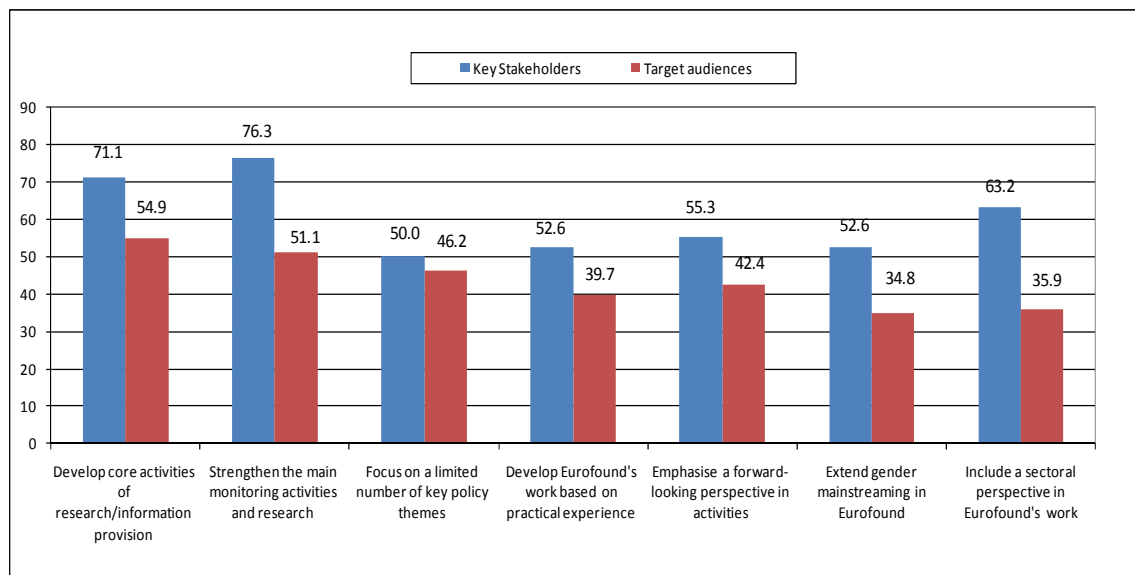
As noted earlier, Eurofound's 2005-08 Work Programme was structured around a set of 'general objectives', 'main tasks' and 'key themes'. In the survey and other research, key stakeholders and target audiences were asked to comment on the extent to which the 2005-08 Work Programme's different objectives, tasks and themes had been achieved.

Taking the **general objectives** first, an analysis of the survey responses suggest that:

- In Eurofound's core areas of research and monitoring, a high proportion of key stakeholders and target audiences felt that the 'general' objectives had been 'nearly' or 'fully' achieved;
- Less positively, a relatively low proportion of respondents considered that the aim of extending gender mainstreaming had been 'nearly' or 'fully' achieved. However, a relatively large number of respondents (24.2%) said they didn't know (not surprisingly as gender mainstreaming was largely an internal objective);
- The feedback on the extent to which the other 'general objectives' – focusing on a limited range of objectives, ensuring work is based on practical experience, developing a forward-looking orientation, and developing sectoral perspective – fell in to the middle ground in terms of perceived achievement.

The following chart combines the responses from key stakeholders and target audiences. It is limited to an analysis of the 'nearly/fully achieved' responses.

Figure 3.24: To what extent were the 'General Objectives' of the 2005-08 Work Programme achieved/addressed?



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As can be seen, although there was a similar overall pattern, target audiences were generally less positive in their assessment of the extent to which the ‘General objectives’ of the 2005-08 Work Programme were achieved/addressed. This is in many respects not surprising as target audiences were probably less familiar with these objectives than key stakeholders and therefore less likely to express a positive opinion. Indeed relatively a high percentage selected the ‘don’t know’ option.

It is interesting to compare the views of the ‘older’ and ‘newer’ EU Member States on the question of the extent to which the ‘General objectives’ of Eurofound’s 2005-08 work programme were achieved.⁵⁰

Table 3.16: Analysis by EU15/EU12 - To what extent were the ‘General Objectives’ of the 2005-08 Work Programme achieved/addressed?

General objectives	EU15		EU12	
	No.	%	No.	%
Develop core activities of research/information provision	62	50.4	25	67.6
Strengthen the main monitoring activities and research	61	49.6	22	59.5
Focus on a limited number of key policy themes	54	43.9	21	56.8
Develop Eurofound's work based on practical experience	44	35.8	19	51.4
Emphasise a forward-looking perspective in activities	47	38.2	20	54.1
Extend gender mainstreaming in Eurofound	40	32.5	15	40.5
Include a sectoral perspective in Eurofound's work	41	33.3	18	48.6

The above cross-tabulation, which focuses the proportion of EU15 and EU12 respondents saying the aims has been either ‘fully’ or ‘nearly’ achieved, suggests that the ‘newer’ Member States were more positive in their opinions than the ‘older’ ones in relation to all the aims.

Some national stakeholders we interviewed argued that Eurofound had been rather unsuccessful in focusing on a limited number of key themes during the 2005-2008 period. It was suggested that the Foundation had a tendency to spread its resources too thinly across the various research themes. However, it was also acknowledged that any lack of focus in Eurofound’s 2005-08 work programme could also have been a consequence of the need to reflect the large and diverse stakeholder input to preparation of the work programme (see Section 3.1).

Turning to the **main tasks**, here there was generally positive survey feedback across all categories with over two-thirds of key stakeholders saying that the tasks had been either ‘fully’ or ‘nearly’ achieved. The feedback from target audiences was again slightly less

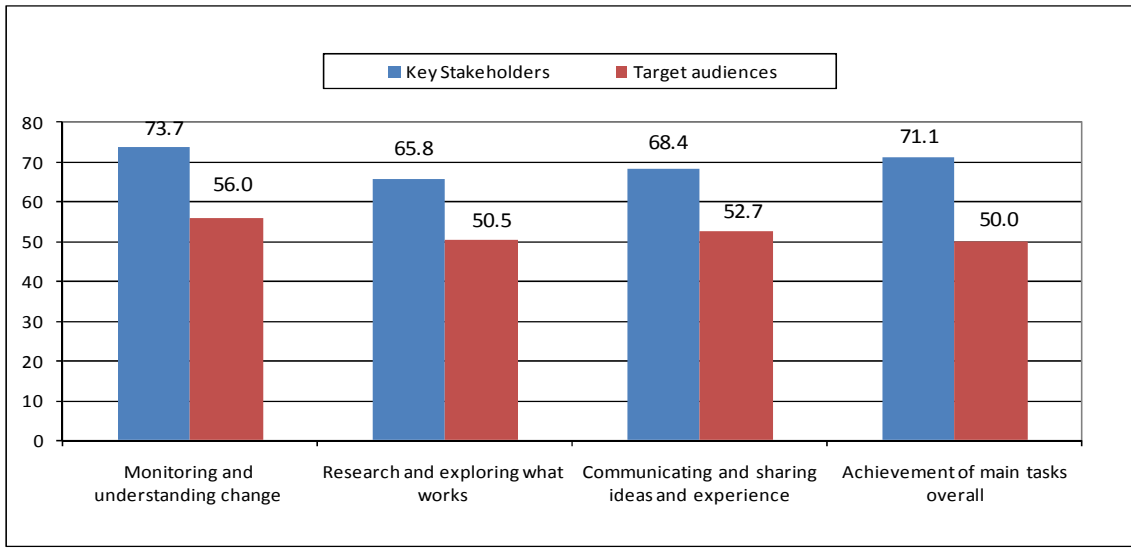
⁵⁰ It should be noted that the comparison between EU15 and EU12 survey responses for this and other survey questions is based on target audience feedback because there were not enough key stakeholder responses to make a disaggregation by EU15/EU12 feasible.

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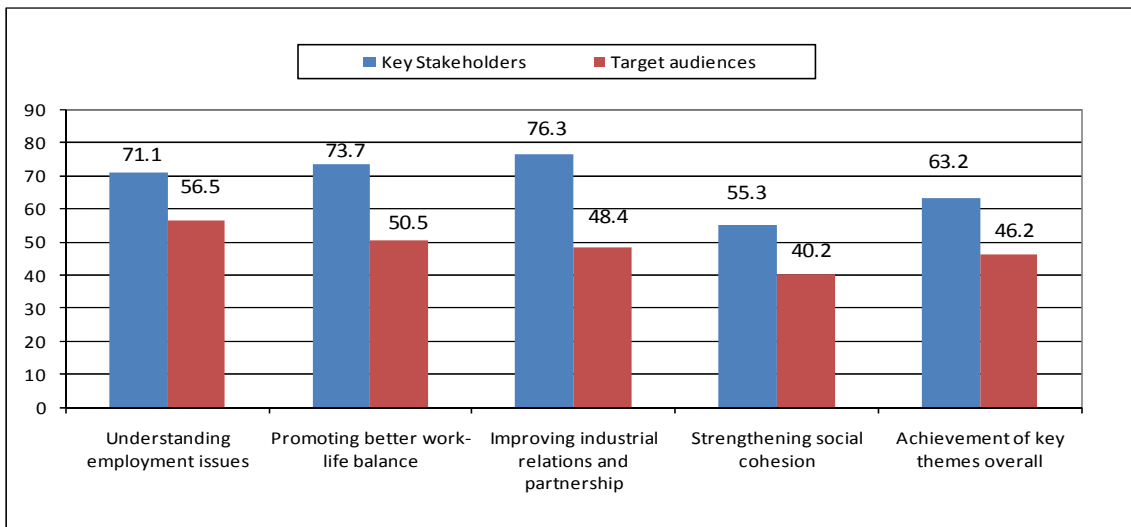
positive: overall, 71.1% of key stakeholders said the ‘main tasks’ of the 2005-08 work programme had been achieved, only half of target audiences expressed the same opinion.

Figure 3.25 (a): Overall - To what extent were the ‘Main Tasks of the 2005-08 Work Programme were achieved/addressed?’



There was less difference of opinion, overall, between key stakeholders and target audiences on the extent to which the **key themes** from the 2005-08 work programme had been achieved with 63.2% of the former and 46.2% of the latter indicating that these themes has been ‘fully’ or ‘nearly’ achieved/addressed.

Figure 3.25 (b): By theme - To what extent were the ‘Key Themes’ of the 2005-08 Work Programme achieved/addressed?’



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On all these questions concerning Eurofound's 2005-08 work programme's objectives, key stakeholders were generally more positive than those answering the target audience questionnaire. Perhaps not surprisingly, the level of 'don't knows' was also lower amongst key stakeholders than target audiences.

3.5 Added Value and Impact of Eurofound's Activities

We now examine the extent to which Eurofound's outputs during the 2005-08 period added value to information available from other sources and then the impacts achieved.

3.5.1 Added value of Eurofound information

An important question in evaluating Eurofound outputs is the extent to which these add value to the information available from other sources to key stakeholders and target audiences. There are two separate but related issues:

- Whether or not alternative sources of the same type of information exist;
- Where alternatives exist, the extent to which Eurofound information is seen as adding value.

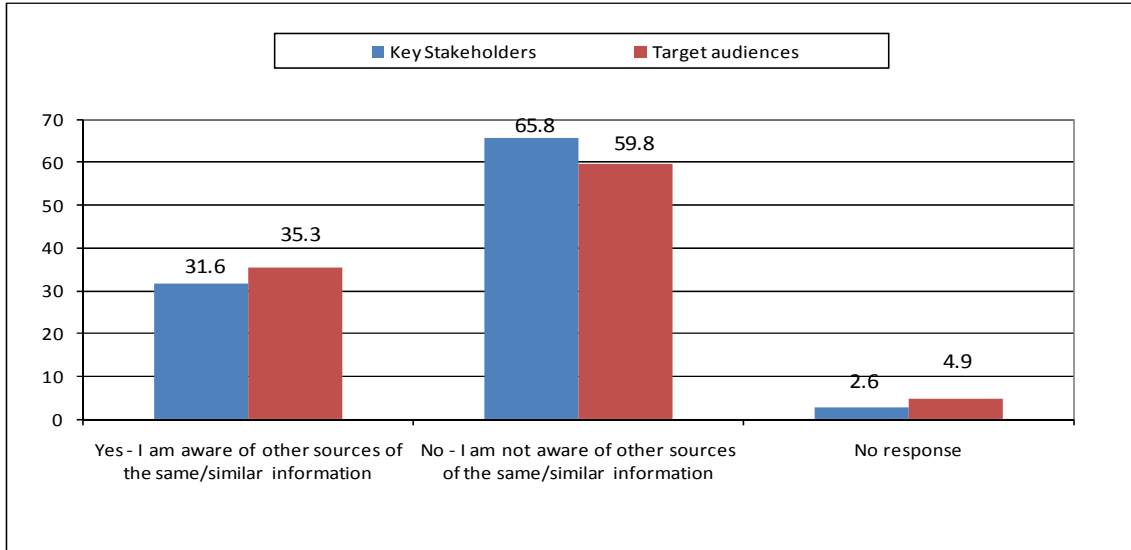
Taking the first of these issues, the **extent to which Eurofound is a unique supplier of information on living and working conditions** in Europe, feedback from our interview programme highlighted the importance of the Foundation's outputs in filling a gap in the availability of comparative information on living and working conditions and the role this plays in EU and national policy-making. The interviews and survey work suggested that there is no alternative source in this respect. In the survey, around two-thirds (65.8%) of the key stakeholders participating in the survey, and a slightly lesser proportion of target audiences (59.8%) said they were not aware of alternative sources of the type of information provided by Eurofound. But in both cases, a quite high proportion (over 30%) stated that they did know about alternative sources.⁵¹

⁵¹ In the evaluation of Eurofound's 2001-04 work programme, a similar question was asked: 'In your opinion, do any of the following organisations provide a similar product/output to that of the European Foundation? The organisations listed and the proportion of those saying they could obtain similar information/outputs from them were: CEDEFOP (11%), EU-OSHA (52%), EUROSTAT (44%), ILO (48%) and DG Employment (30%). However, relatively few survey respondents (27 of the 125 total) could answer this question. In another question, a high proportion of survey respondents either 'strongly agreed' (31%) or 'agreed' (52%) with the statement: 'The European Foundation provides a service that is unique to that provided by any other public or private organisation?'

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Figure 3.26: Can you get the same sort of information produced by Eurofound on living and working conditions from other sources?



Viewed from the perspective of the ‘older’ EU15 Member States and the ‘newer’ EU12 Member States, there is a much starker difference with target audiences in the former being far more aware than those in the latter of alternatives to Eurofound’s information.

Table 3.17: EU15/EU12 - Can you get the same sort of information produced by Eurofound on living and working conditions from other sources?

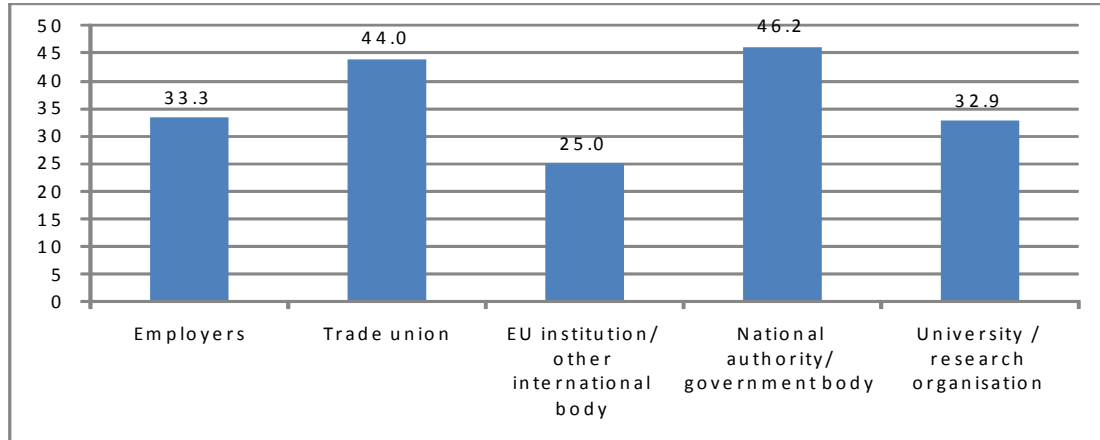
Responses	EU15		EU12	
	No.	%	No.	%
Yes - I am aware of other sources of same/similar information	49	39.8	10	27.0
No - I am not aware of other sources of same/similar information	65	52.8	27	73.0
No response	9	7.3	0	0.0
Total	123	100.0	37	100.0

There are also quite pronounced differences in the extent to which different types of organisations were aware of alternative sources. As shown below, a relatively high proportion of respondents from national authorities and trade unions answered affirmatively to this question.

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Figure 3.27: By type of organisation - Can you get the same sort of information produced by Eurofound on living and working conditions from other sources?



The added value to users of information provided by Eurofound that cannot be obtained from other EU or national sources is obvious (assuming it is rated as being useful and of high quality – see above). But this is less so, however, where alternatives exist.

In a follow-up question for those who said they could obtain similar/the same information from other sources, the survey respondents concerned (12 key stakeholders and 65 target audience respondents) were asked to indicate the extent to which Eurofound's information represented added value compared with other similar information. An analysis of the feedback on this question is shown below.

Table 3.17: Added Value of Eurofound Information

Options	Key Stakeholders		Target Audiences	
	Nº	%	Nº	%
High added value	3	25.0	13	20.0
Quite high added value	6	50.0	40	61.5
Neutral	2	16.7	8	12.3
Not a lot of added value	1	8.3	3	4.6
No added value at all	0	0.0	0	0.0
Don't know	0	0.0	1	1.5
Total	12	100.0	65	100.0

As can be seen, a high proportion of key stakeholders (75%) and target audiences (81.5%) responded by saying that Eurofound's information demonstrated either 'high' or 'quite high' added value compared with other similar information sources. Analysed by type of organisation, there was little variation.

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However, surprisingly given the earlier findings, the proportion of those from the EU12 countries who said they were aware of alternatives and who rated the added value of Eurofound information as ‘high’ or ‘quite high’ was lower (70%) than in EU15 Member States (81%). However, the sample sizes at this level of disaggregation were small (49 for EU15 but only 10 in the case of EU12 – see earlier table) and therefore these results need to be treated with considerable caution.

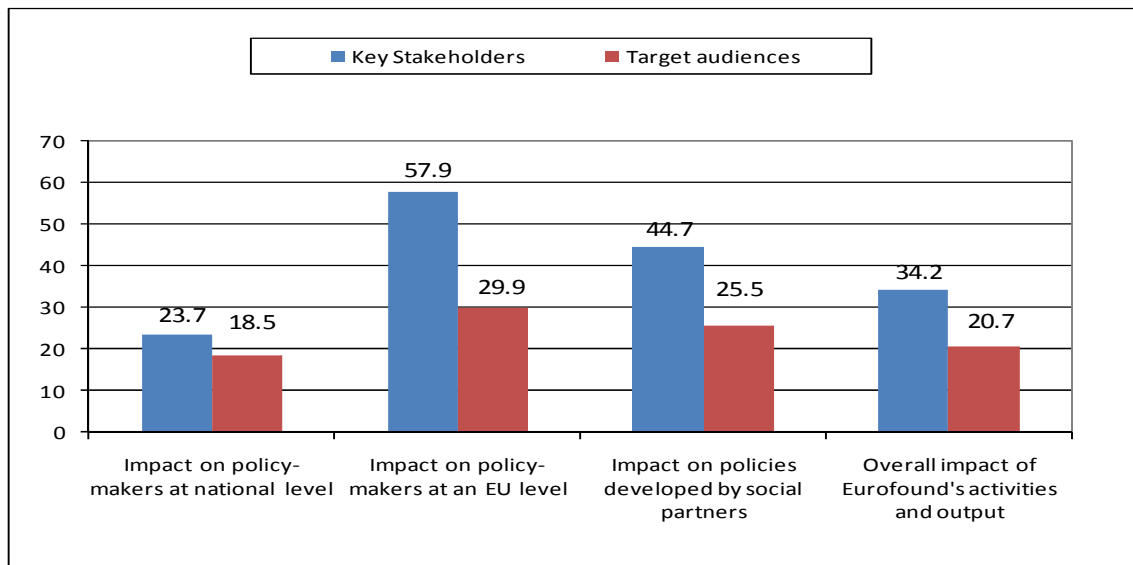
3.5.2 Impact of Eurofound’s activities

A key question is what impact Eurofound’s activities had on the target audiences, i.e. whether the information it provided was useful to policy-makers and influenced their decisions.

Reflecting the findings on how effectively Eurofound reached different target audiences, the survey feedback on the impact of Eurofound’s activities during the 2005-08 period indicates that this impact was been greatest in relation to **policy-makers** at an EU level with well over half (57.9%) of key stakeholders and approaching a third (29.9%) of target audiences saying the effect on policy-makers at this level was ‘very’ or ‘quite’ successful. A considerably lower proportion of the survey respondents (23.7% of key stakeholders and 18.5% of target audiences) held the same view in relation to the impact at a national level.

An analysis of the survey responses from key stakeholders and target audiences is provided below. The analysis highlights the ‘very’ and ‘quite’ positive responses.

Figure 3.28: To what extent have Eurofound's activities and output in the 2005-2008 period had a positive impact on policy-makers at a national and EU level?



In relation to **social partners**, Eurofound’s impact is viewed by key stakeholders as lying between the impact on policy-makers at the EU and policy-makers at the national level (45% judging this to be either ‘very’ and ‘quite’ positive).

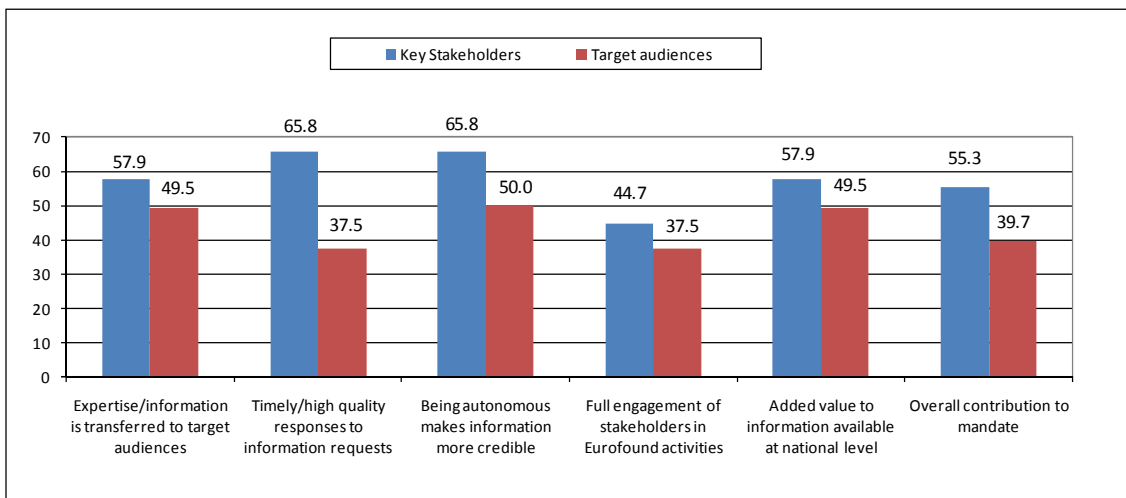
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Overall, target audiences were more ambivalent than key stakeholders in their views on Eurofound impacts with a much more even balance between the proportion of respondent indicating that Eurofound has been ‘very/quite’ successful in achieving desired impacts and those expressing a neutral opinion. This pattern was similar across all categories of target audiences at the national and European levels. The fact that more neutral opinions were expressed is not surprising as key stakeholders are likely to have a more strategic view of Eurofound’s activities and impacts than the organisations and individuals making up the target audiences.

On the wider question of the **extent to which Eurofound contributed in the 2005-08 period to its mandate** of 'the planning and establishment of better living and working conditions through actions designed to increase and disseminate relevant knowledge', over half (55.3%) considered that Eurofound made a ‘very’ or ‘quite’ positive contribution in the 2005-08 period to its mandate of ‘the planning and establishment of better living and working conditions through actions designed to increase and disseminate relevant knowledge’. The proportion of target audiences sharing this view was lower (39.7%).

Figure 3.29: To what extent did Eurofound contribute in the 2005-08 period to its mandate of ‘the planning and establishment of better living and working conditions through actions designed to increase and disseminate relevant knowledge’



Looking more closely at the rankings for different Eurofound activities and how they contribute to fulfilling the mandate, Eurofound’s core function as an information provider is seen by key stakeholders as the most significant factor in pursuing its mandate (with 65.8% ranking ‘timely and high quality responses; as making either a ‘very’ or ‘quite’ positive contribution, followed by a high ranking (57.9%) for the expertise/information itself). Eurofound’s status as a European agency is also seen as an important factor.

Although not especially pronounced, target audience respondents were generally less positive in their views on the extent to which Eurofound’s activities in the 2005-08 period

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successfully contributed to its mandate. This applies overall but also in relation to the relative importance of different activities in contributing to Eurofound's mission although here, interestingly, target audiences rated the 'timely and high quality response to information requests' less highly compared with other activities than key stakeholders.

Overall, over half (55.2%) of key stakeholders considered that during the 2005-08 period, Eurofound had been 'very' or 'quite' successful in **achieving a positive impact and contributing to a better understanding of issues** concerning working and living conditions in Europe. A very similar proportion of (53.3%) of target audience respondents shared this view. Again, there was a quite high proportion of 'don't knows'.

Table 3.18: Overall, how successful was Eurofound in the 2005-2008 period in achieving a positive impact and contributing to a better understanding of issues concerning working and living conditions in Europe?

Options	Key Stakeholders		Target Audiences	
	Nº	%	Nº	%
Very successful indeed	7	18.4	20	10.9
Quite successfully	14	36.8	78	42.4
Neutral	11	28.9	41	22.3
Not very successfully	2	5.3	9	4.9
Not successful at all	0	0.0	1	0.5
Don't know	4	10.5	35	19.0
Total	38	100.0	184	100.0

3.5.3 EU Enlargement

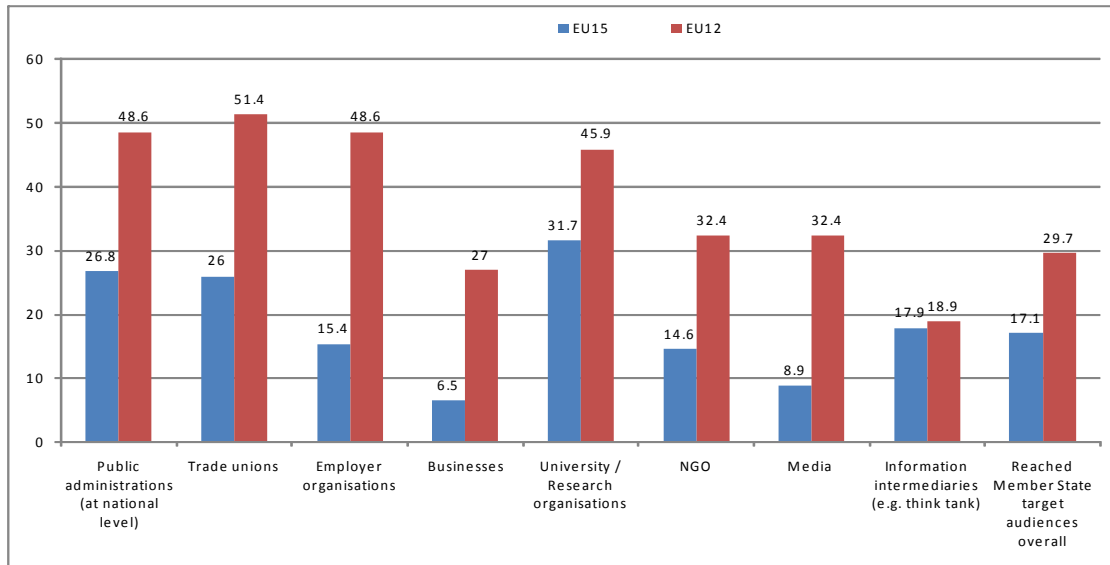
EU enlargement in 2004 and 2007 was one of the main developments that influenced Eurofound's 2005-08 work programme.

An important issue in assessing how Eurofound tackled the challenge of EU enlargement is the extent to which it was successful in communicating information on living and working conditions to key stakeholders and target audiences in the new Member States. As the following analysis of target audience survey feedback shows, there can be little doubt that Eurofound was seen as communicating well with EU12 target audiences. In this respect, the findings follow an EU12/EU15 pattern that will be familiar from the preceding cross-tabulations of this kind in the report. :

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Figure 3.30: EU15/EU12 - To what extent did Eurofound successfully communicate information to the various target audiences of the 2005-08 Work Programme in your Member State?



Turning to perceptions of Eurofound's impacts during the 2005-08 period, an analysis of EU15/EU12 target audience survey feedback suggests that the **impact on policy-makers** at a national level in the 'newer' Member States was seen as greater than on the authorities in the 'older' Member States. This also applies to the impact on social partners. However, not surprisingly, there is no significant difference in the perception of Eurofound's impact on policy makers at an EU level.

Table 3.19: EU15/EU12 - To what extent have Eurofound's activities and output in the 2005-2008 period had a positive impact on policy-makers at a national and EU level?

Impacts	EU15		EU12	
	No.	%	No.	%
Impact on policy-makers at national level	18	14.6	13	35.1
Impact on policy-makers at an EU level	39	31.7	12	32.4
Impact on policies developed by social partners	28	22.8	12	32.4
Overall impact of Eurofound's activities/outputs	23	18.7	11	29.7

Overall, Eurofound is seen by key stakeholders as having successfully met the challenge of EU enlargement during the 2005-08 period (in the survey, 55.3% said it had done so 'very' or 'quite successfully'). The position is not, however, clear-cut with a quite high proportion of key stakeholders expressing either a neutral opinion or no opinion at all. The views of

Assessment of the 2005-08 Work Programme

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target audiences were more mixed with an even higher proportion (41%) saying they did not know.⁵²

Table 3.20: To what extent did Eurofound successfully meet the challenge of EU enlargement in the 2005-08 period?

Options	Key Stakeholders		Target Audiences	
	Nº	%	Nº	%
Very successfully	8	21.1	19	10.3
Quite successfully	13	34.2	48	26.1
Neutral	5	13.2	28	15.2
Not very successfully	3	7.9	10	5.4
Not successfully at all	0	0.0	3	1.6
Don't know	9	23.7	76	41.3
Total	38	100.0	184	100.0

From an EU15/EU12 perspective, the familiar pattern is repeated with 54% of target audience respondents in the ‘newer’ Member States saying in the survey that Eurofound had ‘very’ or ‘quite’ successfully met the challenge of EU enlargement compared with 32% of their counterparts in the ‘older’ Member States.

3.7 Summary – Assessment of the 2005-08 Work Programme

- Eurofound undertook a very thorough process of preparing the 2005-08 work programme with extensive consultations and an ex-ante evaluation.
- The aims of Eurofound’s 2005-08 Work Programme were highly relevant to key stakeholders and target audiences. Perhaps inevitably, some aspects of Eurofound’s 2005-08 work programme were seen as being more relevant to some key stakeholders than others. In general, however, the key stakeholders (even those that did not find Eurofound output particularly relevant for their countries) accepted that the definition of Eurofound’s priorities had to involve a degree of ‘give and take’ on all sides given the tripartite nature of the organisation.

⁵² In the survey for the evaluation of Eurofound’s 2001-05 work programme, a similar question was asked: ‘To what extent do you agree with the following statement – the challenges of enlargement as they affected the Foundation were dealt with effectively or well managed?’ A total of 73% of those asked this question (Board members) agreed with the statement (24% ‘strongly agreed’ and 49% ‘agreed’. The others were either neutral (10%), disagreed (7%) or did not have an opinion (9%).

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- In addition to the work of Eurofound’s observatories and the periodic surveys, during the 2005-08 period, some 136 project were undertaken (61 or 44% of these were research projects). A high proportion of key stakeholders made use of Eurofound’s observatories, surveys and research outputs. Perhaps not surprisingly, usage by target audiences was generally lower.
- The main benefit of Eurofound information is that it provides a comparative European perspective on issues. For EU decision-makers this is important in developing policies that are applicable to the EU as a whole while for those at a national level, the comparative picture enables specific issues facing particular countries to be put into context, provides scope for benchmarking, facilitates prioritization, etc.
- Eurofound’s was generally more successful in reaching European target groups than those at a national level. From a different perspective, take-up and feedback from the newer EU Member States was generally more positive than from the older Member States.
- The challenge of EU enlargement was successfully addressed and feedback from the EU12 Member States is particularly positive on most aspects of Eurofound’s activities.
- Overall, there is generally positive feedback on the extent to which Eurofound achieved the objectives of the 2005-08 work programme.

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In this section, we examine the performance of Eurofound during the 2005-08 period from an organisational perspective. After considering organisational developments, we examine financial and human resourcing, and governance issues.

4.1 Eurofound Organisation 2005-08

During the course of the 2005-08 period, and following the appointment of a new Director, Eurofound underwent a quite extensive internal organisational change. The key developments were:

- Changes to Eurofound's **organisational structure** and **governance arrangements**;
- Internal restructuring of responsibilities for different aspects of Eurofound's **research function** and development of new **mechanisms for data collection** and the **dissemination of Eurofound's outputs** externally;
- Development of Eurofound's internal **management systems and practices** with a greater emphasis on an output-orientated approach and target-setting, supported by development of the Eurofound Performance Monitoring System (EPMS) and Customer Relationship Management (CRM) system.

The **rationale for these and other initiatives** lay, partly at least, in an observation made in the 2007 external evaluation on the development of Eurofound during the earlier programming period:

'What one sees when looking at the European Foundation's monitoring of trends/processes is a very complex architecture that has grown up largely haphazardly over the past and previous rolling programmes. Indeed, in the period 2000-2004, there has been an increase in the complexity of the machinery with the addition in 2001 of the EMCC and its network of correspondents and structures. There has also been the addition of another survey in 2003 on the Quality of Living Conditions across Europe ... So what we see in terms of the monitoring of trends machinery is three observatories with a growing network of correspondents across the enlarged EU; each of the observatories is different in terms of their resourcing, style, methodological approach and operation.' (PwC, 'Ex-post Evaluation of the 2001-04 Programming Period', Final Report, August 2007).

In addition to rationalising Eurofound's operational set-up to improve efficiency, several other factors came into play. The first of these was the 2004 and 2007 **EU enlargements**. Although Eurofound's funding increased following EU enlargement, it did not do so on a scale that was proportionate to the increased workload associated with having to cover the additional Member States. Consequently, there was a need to try and make more efficient use of the existing resources available to Eurofound so that more could be achieved with them.

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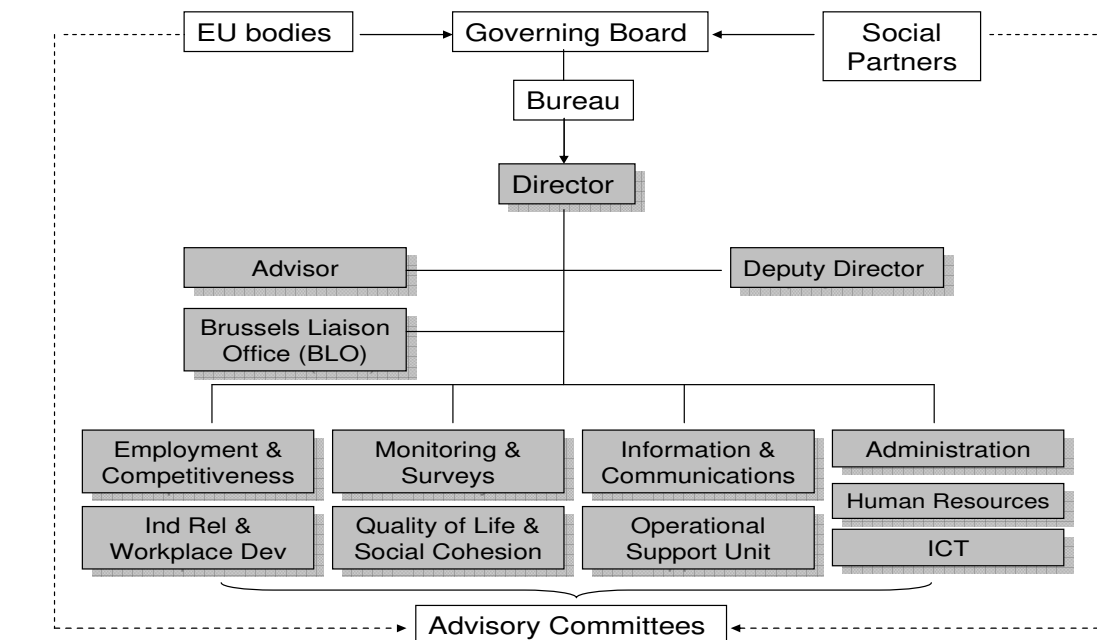
A further factor was the **new Regulation for Eurofound** that was adopted in 2005.⁵³ This extended the Commission's staff Regulation to Eurofound for the first time as well as introducing a number of other changes.⁵⁴ The changes included: replacing the Administrative Board with a Governing Board, increasing its membership to reflect EU enlargement and reducing the number meetings from 'at least' two meetings a year to 'at least once a year with additional meetings to be convened at request of at least one third of its members'; formalising the position of the Bureau; and formally abolishing the Committee of Experts with the Governing Board being instead able to select independent experts on the basis of a proposal by the Director.

More generally, with a new Director taking office, it was perhaps to be expected that a fresh look would be taken of how Eurofound operated and steps taken to improve efficiency and effectiveness. These and other aspects are considered in more detail in the following sub-sections.

4.1.1 Changes to Eurofound's Organisational Structure

During the 2005-08 period, a number of changes were made to Eurofound's internal organisation. The structure that resulted from these changes is outlined below:

Figure 4.1: Eurofound Structure (2008)



⁵³ COUNCIL REGULATION (EC) No 1111/2005 of 24 June 2005 amending Regulation (EEC) No 1365/75 on the creation of a European Foundation for the Improvement of Living and Working Conditions.

⁵⁴ As a result of the European Commission's Staff Regulations being applied to Eurofound, some 20% of its staff converted to official posts through a recruitment procedure for officials comprising a series of internal competitions.

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At the time, the purpose of the **2007 reorganisation** was summarised in a Eurofound office notice in the following terms:⁵⁵

‘The organisational development of Eurofound is aimed at achieving the overall goals of increasing our user orientation and capability to better serve our customers, improving our efficiency and improving job satisfaction and build-up of human capital’.

Pointing out that surveys were by far the most expensive research method used by Eurofound, the office notice went on to announce the formation of a new Monitoring and Research Methods unit which would be responsible for the operation of the newly-created Network of European Observatories (see below), all of the Foundation’s surveys as well as for the ‘information centre services’. An important aim in setting up the unit was ‘to increase the cost-benefits ratio and improve the cost-efficiency and speed at which the Foundation is gathering research information’.

The other main aspect of the 2007 reorganisation related to Eurofound’s research units. Changes were announced in the same office notice (and then elaborated on in another office notice later the same year⁵⁶). At the outset of the 2005-08 period, before the changes, Eurofound had five operational research units – Industrial Relations, Working Conditions, Living Conditions, the European Monitoring Centre on Change, and the Information and Communications units – and a number of support units. As part of the 2007 reorganisation, there were several changes. Thus, the unit on Living Conditions had Quality of Life added to its remit and was renamed the Quality of Life and Social Cohesion unit (and shortly afterwards renamed again the Living Conditions and Quality of Life Unit – the words ‘Social Cohesion’ was dropped and ‘Living Conditions’ reinserted); and the EMCC became the Employment and Competitiveness unit with an extended remit to undertake research focusing on macro level labour market issues. In other areas of Eurofound’s organisation there were relatively few changes.

Eurofound’s office notice of November 2007 justified the reorganisation of the research units on a number of grounds: ‘realigning the Foundation’s structure to manage its current and future work priorities’; ‘allowing staff to develop a deeper level of expertise in their areas of responsibility and in so doing to contribute to the Foundation being a centre of excellence in its research findings and information, while enhancing individual job satisfaction; and ‘addressing the ongoing problem of staff overload and trying to cope with too broad a range of responsibilities’.

The 2007 reorganization was preceded in 2005-06 by the setting up of the **Network of European Observatories** (NEO) and in some respects represented a further development of the thinking that underpinned this initiative. The NEO was created to improve the

⁵⁵ Eurofound Office Notice ‘Organisational Development in Eurofound’, No. 2007-09 dated 6 July 2007.

⁵⁶ Eurofound Office Notice ‘Organisational Changes Announcement’, No. 2007-14 dated 9 November 2007.

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efficiency and cost-effectiveness of Eurofound's three observatories, specifically by maximising synergies and rationalizing supply chains and the relationship with contractors (national correspondents, editors, web publishing services, etc). Whereas previously Eurofound's three observatories each had responsibility for separately contracting with a network experts in the different EU Member States to conduct surveys and other research (sometimes leading, for example in Sweden, to three different contracts with the same organisation), NEO consolidated these procurement arrangements into one EU-wide framework contract with a reduced number of national correspondents and lots for different tasks in different countries.

The changes brought about by the 2007 reorganisation took place towards the end of the 2005-08 period under review and it is therefore beyond the scope of the study to fully assess the outcomes. However, it is clear from our interviews with Eurofound Board members and the staff in Dublin that there are quite divided opinions on the merits or otherwise of the reorganisation. One view is that the changes amounted to what has been described as a separation of the 'process' and 'content' aspects of Eurofound's activities.⁵⁷ This, it is argued, led to responsibilities becoming blurred with a lack of clear 'ownership' of the research function at Eurofound. We also noted criticisms of the way the reorganization was implemented with what was seen as a lack of consultation with Eurofound's staff over the changes.

An alternative view of the 2007 re-organisation is that it has led to significant efficiency gains and improved outputs, and that negative views are inevitable (but unjustified) because any change is bound to be disruptive and difficult for those involved. Insofar as efficiency gains were an aim, it is not possible for us to independently verify the extent of any cost-savings arising from the reorganisation.⁵⁸ However, many aspects of the reorganization, especially those linked to the setting up of NEO, should have produced benefits in terms of cost-effective data collection and processing, and enhanced efficiency overall. The effect

⁵⁷ Taking the 'process' aspect, Eurofound has several supply chains for the monitoring and research functions. To simplify these, the basic supply chain starts with data and other information collected in the EU Member States (currently through the NEO network) and is then collated and analysed by Eurofound staff in Dublin before being presented in various research outputs and disseminated via various methods to target audiences. The 'process' aspect of this supply chain involves the collection of information and dissemination of the eventual output; the 'content' aspect relates to the analysis of the data and other information. This description applies mainly to the work of Eurofound's observatories. In the case of strategic research, the process depends on whether a decision is taken to contract the project out to external experts (who then handle both the process and content aspects of the project) or undertaken in-house by Eurofound staff (who then deal with these aspects).

⁵⁸ The cost-savings from the 2007 reorganisation, and the in-sourcing of more functions (e.g. quality assurance and producing some secondary analysis reports) and improved synergies in survey development and execution, were estimated by Eurofound's Director in a 2008 presentation to be of the order of two million euros.

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of strengthening the in-house research function, which one of the key drivers of the 2007 reorganization, is considered later in this report.

Beyond Eurofound's Dublin operation, a further initiative introduced shortly before the 2005-08 work programme's adoption (but then terminated during this period) was the establishment of **National Outreach Centres (NOCs)** in a number of countries.

In setting up the NOCs, Eurofound was following the example of other European agencies that collect and disseminate information on a decentralised basis through networks of national focal points or equivalents.⁵⁹ It was envisaged that they would act as communication relays by disseminating research results and providing input for Eurofound's Information and Communication strategy at national level. Their main tasks were to identify target groups, decide what sort of Eurofound information should be disseminated, and to communicate and disseminate relevant information to the target groups and individuals.

By 2008 there were NOCs in 10 Member States, and it was planned to extend the network to cover the entire EU by the end of 2008. However, instead, the Foundation concluded that extending the network to cover the entire EU would not be viable from a funding point of view. It was also argued that at least some NOCs were not performing in line with expectations because the contractors chosen to operate them did not have sufficient expertise in the policy domains covered by Eurofound. Consequently, it was decided to shut them down.

Decentralised networks should, in theory, help European agencies to reach their target audiences at a national and regional level and in some respects it seems strange that Eurofound did not persevere with the NOCs. An alternative view is that NOCs added very little because the information collection function is handled by Eurofound's observatories and as a tripartite agency, Eurofound already has (in theory, at least) a mechanism for disseminating information to target audiences through Governing Board members and their organisations/networks.

4.1.2 Eurofound's Management Practices and Systems

During the 2005-08 period, a number of steps were taken to improve Eurofound's efficiency as an organisation. This included:

- Various initiatives to improve management practices and organisational efficiency generally;
- Adoption of an activity-based budgeting approach, the better integration of Annual Management Plans into Eurofound's strategic framework and Strategic Action Plans for the Foundation as a whole.

⁵⁹ The NOCs were included in NEO contracts as separate lots for national correspondents (in some cases there were separate contractors for NEO and NOCs, in other cases they were the same). The NEOs were managed by Eurofound's Information and Communications Unit.

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- Development of the Eurofound Performance Management System (EPMS) and Customer Relationship Management (CRM) system.

These and other measures were designed to improve efficiency and to ensure that Eurofound became more output-orientated and client focused.

Taking the first of the above points, internally-focused initiatives launched during the 2005-08 period to improve Eurofound's efficiency as an organisation included training for managers in modern management methods and the **BREAK programme**, a work process development initiative, which started in 2006 (a Project Management Manual and the Projex system, used to monitor Eurofound projects, were the most prominent outcomes of BREAK programme). Also, a **knowledge management strategy** was introduced in 2007 to strengthen Eurofound's internal capacity to effectively manage Eurofound's intellectual assets. However, whilst a range of mutually-supporting initiatives were proposed as part of the strategy, priority seems to have been mainly given to certain initiatives focusing on information systems (document management) rather than measures focusing on human capital. Last but not least, the '**Simply Great**' initiative was introduced towards the end of the 2005-08 period to help improve internal processes and practices (e.g. less meetings, more timely etc.).

In the 2006-07 period, Eurofound also undertook an exercise to develop its overall strategy leading to the introduction of a framework based on the definition of five **strategic goals** (these came into effect in the 2007 and 2008 work programmes. See Section 2 for details of the five strategic goals). This initiative was led by the Director, supported by the MAC and external consultants but the Governing Board and Bureau were not involved directly in this exercise. Based on the overall framework, **Strategic Action Plans** (SAPs) were defined for each of the five strategic goals. At the same time, at a more operational level, an **activity-based budgeting** approach was introduced providing information on the distribution of the budget and the resources dedicated to each of its research areas with supporting **Annual Management Plans** (AMPs) for each of Eurofound's units.⁶⁰

The five strategic goals introduced as an overall framework for the various developments in Eurofound's management arrangements outlined above were of course introduced after the 2005-08 work programme had already started. It could be argued that over-arching aims of this sort were needed to help promote clarity and coherence in Eurofound's mission during the 2005-08 period, something that would otherwise have been lacking given the complexity of the work programme's design with its multiple tiers of 'general principles', 'priorities', 'key tasks', etc. A counter-argument is of course that the introduction of the additional 'strategic goals' simply made an already over-complex strategic framework even more complex. Moreover, although set out in the 2007 and 2008 programmes of work, the

⁶⁰ AMPs for each unit already existed but during the 2005-08 period a more comprehensive and systematic approach to work programme development was introduced, fully integrating all levels of planning (Eurofound four-year work programme, Annual Work Programmes, AMPs, projects).

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five strategic goals, perhaps because of their relatively late introduction, never seem to have really secured the Governing Board's buy-in.

Another significant internal development during the 2005-08 period was the development of the **Eurofound Performance Monitoring System (EPMS)**. Monitoring and evaluation practices at Eurofound have developed significantly in recent years. An initial impetus was provided by the first external evaluation in 2001 which concluded that 'evaluation is not sufficiently developed in the Foundation. The recording of output data and dissemination data on a pre-project basis is not harmonized and not subject to assessment'. It was thus recommended that 'the area of evaluation should be strengthened and made more of a permanent structural part of the Foundation's work.

Reflecting these and other considerations, Eurofound introduced the EPMS in 2007. It was based on the Balanced Scorecard concept and consisted originally of a set of 27 performance indicators designed to measure progress in achieving Eurofound's 2006 five 'strategic goals' (the number of performance indicators was subsequently reduced to 20 in 2009). As noted earlier, as well as monitoring inputs, outputs and results indicators, the EPMS also incorporated the impact tracking procedures operated by Eurofound's Brussels Liaison Office since 2003 which provide an indication of the overall impacts of the Agency's activities at the EU policy-making level through tracking the use of the information by the EU institutions.⁶¹

Eurofound's 2005-2008 work programme included various other measures to strengthen the evaluation function and the use of evaluation results.⁶² This included: improving operational tools and processes; providing more regular feedback on the implementation of activities to stakeholders; strengthening quality control and evaluation at a project level. In addition to its function of providing an information database, at a project level, the **Projex management system**, also introduced in the 2005-08 period, provides for a self-evaluation of projects and how lessons learned might be used to inform future programme and project implementation. The extent to which this is, in fact, being done systematically for all projects is, however, very unclear.

Against the background of these and other actions (during the 2005-08 period Eurofound also undertook an external evaluation of the 2001-2004 work programme), the 2007 Annual report was able to argue that "the recommendations from the external evaluation of the 2001-2004 programme were taken up in an action plan to be implemented during 2008 including smaller-scale evaluation activities at project level combined with further development of the internal evaluation capacity"⁶³. The extent that the 2001 report's

⁶¹ The EPMS was rolled out in 2007, during which year it was further developed. In 2008/ early 2009 the system was adjusted to the new four-year programme.

⁶² The unit responsible for Eurofound's evaluation and monitoring functions is the Operational Support Unit which 'is responsible for ensuring the regular evaluation of Eurofound programmes and activities in accordance with good evaluation practice'.

⁶³ Eurofound (2007), Annual Report 2007.

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recommendations were acted on was also examined in the 2007 external evaluation. This concluded that ‘in the main, the Foundation has worked to implement the recommendations. This indicates that the external evaluation has acted as an important mechanism for supporting organisational decision-making, improving resource allocation and ensuring accountability’.⁶⁴

Eurofound’s **Customer Relationship Management (CRM)** system was also developed during the 2005-08 period.⁶⁵ Before it became operational at the end of 2007, separate lists of contacts were held by different Eurofound staff and units. The CRM system, which was developed for Eurofound by an external contractor, brought this information together and now contains details on some 18,000 contacts. The CRM system enables Eurofound to focus its information dissemination activities much more accurately on particular target groups. Whilst it is still being developed with new modules being added to the core system, there can be no doubt that the CRM system provides Eurofound with a useful tool and one which should, over time, lead to an improved capacity to communicate with key stakeholders and target audiences (perhaps in both directions). The benefits of this were not, however, fully apparent in the 2005-08 period.

Key stakeholders (but not target audiences) were asked to comment on the extent to which different aspects of Eurofound’s organisation contributed to efficient implementation of the 2005-08 Work Programme. ‘Programme development and monitoring’ followed by ‘governance structure and organisation’ were seen as having made the most positive contribution with ‘financial and human resources management’ and ‘management systems’ playing a lesser role. There could be an element of bias here with key stakeholders rating the aspects they were more closely involved with higher than aspects where this is less so.

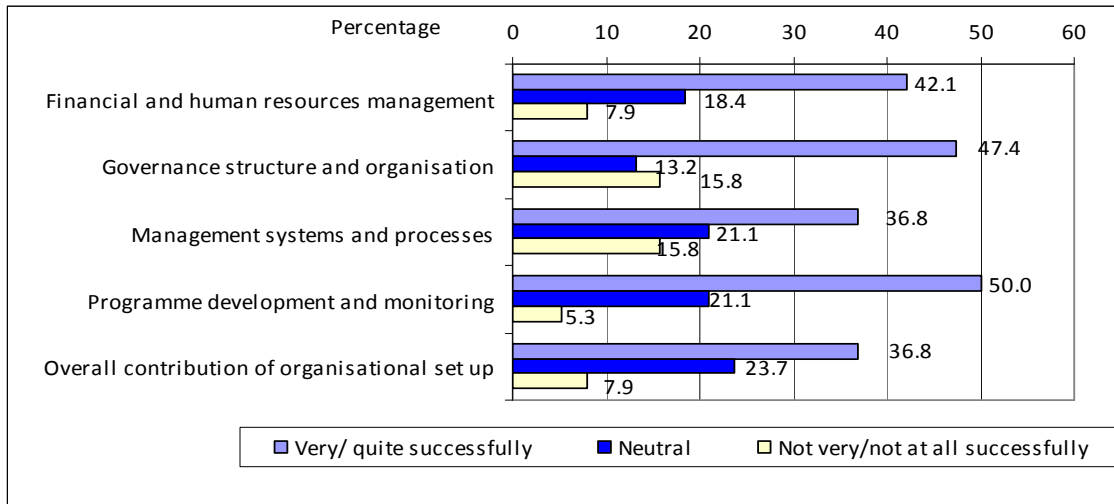
⁶⁴ PricewaterhouseCoopers, (2007), *Ex-post evaluation of the 2001-2004 Programming Period*, Final report. Less positively, the 2007 evaluation argued that ‘there was still a lack of monitoring information on key performance indicators and historical data. The absence of this data makes evaluation difficult and suggests that the process of internal evaluation did not make a significant contribution to improving resource allocation and cost efficiencies during the 2001-2004 period’. The evaluators suggested that the conduct of the evaluation two years after the end of a work programme posed problems. It was recommended that the Foundation reviewed the process of conducting external evaluations and that other ongoing evaluations should be undertaken during the programming period so that the input to management decisions was more relevant and timely. On the same issue, the Court of Auditors report in 2008 suggested that was still room for improvement.

⁶⁵ The first external evaluation in 2001 included a recommendation concerning ‘contact management’. The CRM developments were explicitly started with view to implementing these recommendations. The CRM system introduced in 2007 was preceded by an earlier initiative, the CTS system, to centralize Eurofound’s contact management. The CTS system was based on a customized Microsoft Access database with decentralized data entry but without the fuller CRM functionality.

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Figure 4.2: Key Stakeholders - Role of Eurofound’s Organisation in the Implementation of the 2005-08 Work Programme



4.2 Financial and Human Resources

We now examine the funding of Eurofound’s 2005-08 work programme, human resourcing and the extent to which these resources were used efficiently.

4.2.1 Financial Resources

Between 2005 and 2008, the financial resources allocated to Eurofound increased from €19.2m to €20.0m (+3.9%). Apart from a small amount of revenue generated from services (1-2% of the total budget in the 2005-08 period), Eurofound’s budget is financed entirely by an EU subsidy.⁶⁶

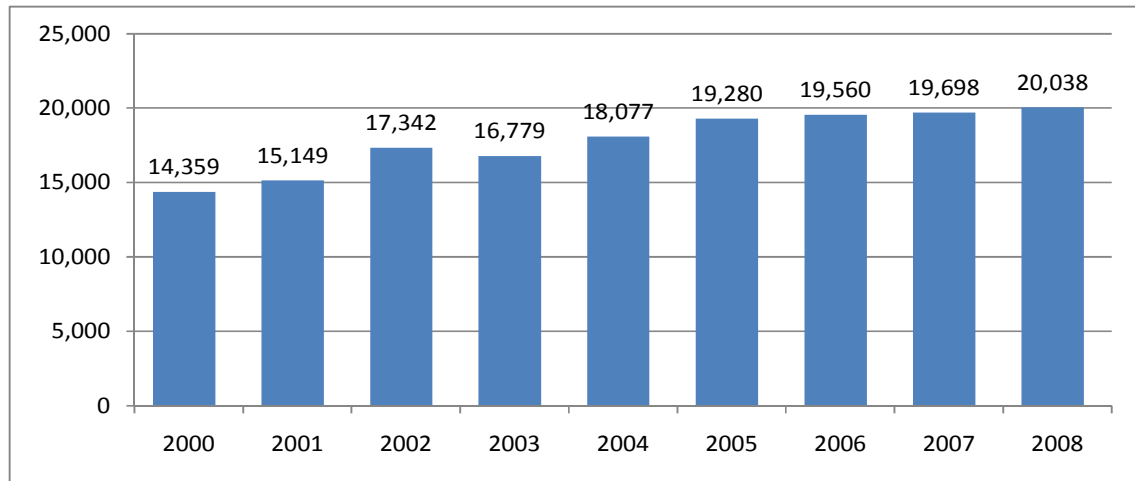
Figure 4.3 provides an overall year-by-year summary of Eurofound’s funding. The analysis gives data for the longer period of 2000-08 so that the years 2005-08 covered by the evaluation can be put in context and trends are easier to discern.

⁶⁶ More than 95% of Eurofound’s income comes from the European Commission (DG Employment and Social Affairs) with a very small proportion from the provision of services to third parties. Over 55% of the total expenditure (€11.3 million in 2008) covered staff salaries with €8.2 million dedicated to operating expenditures (i.e. research activity, reports, seminars/conferences, information dissemination). Since 2008, Eurofound has adopted an activity-based budgeting approach that provides information on the distribution of the budget and the resources dedicated to each of its research areas.

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Figure 4.3: Eurofound's Budget, 2000-2008 (€ 000s)



Source: CSES analysis of Eurofound's Annual Reports

As can be seen, with the exception of 2003, there was a quite steady increase in the financial resources made available to Eurofound each year in the run-up to EU enlargement in 2004. During the 2000-04 period as a whole, Eurofound's budget rose by just over a quarter (from €14.3m to €18.0m or +25.8%). Following EU enlargement in 2004 and during the period covered by this evaluation, Eurofound's budget leveled off with only a slight increase in the 2005-08 period as a whole (from €19.2m to €20.0m or +3.9%).

There are several benchmarks that can be used to help assess the trend in Eurofound's funding levels. This includes the Eurozone's inflation rate which during the period 2005-08 averaged +2.3% p.a. On this basis, the adjustments in Eurofound's annual budget were above inflation but not by a hugely significant amount. (Taking the longer 2000-08 period as a reference, Eurofound's budget was increased by an average of 4.3% p.a. which compared with a Eurozone inflation rate averaging +2.1% p.a.).⁶⁷

The following tables examine the financial resources allocated to different Eurofound activities during the period under review (and immediately beforehand). The first analysis shown in Table 4.1 is based on data contained in Eurofound's annual reports and indicates the budget allocated to the different categories used over the years in the documents of 'staff', 'admin' and 'operational'.

⁶⁷ Eurozone inflation rates for 2000-08 obtained from the European Central Bank, Statistical Data Warehouse, Euro area - HICP - Overall index, Annual rate of change.

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Table 4.1: Changes in Eurofound's Budget, 2000-2008 (€ 000s)

Year	Staff		Admin		Operational		Total	
	€	%	€	%	€	%	€	%
2000	7,186	50.0	1,352	9.4	5,820	40.5	14,358	100.0
2001	7,773	51.3	1,099	7.3	6,277	41.4	15,149	100.0
2002	9,327	53.8	1,620	9.3	6,395	36.9	17,342	100.0
2003	9,037	53.9	1,192	7.1	6,550	39.0	16,779	100.0
2004	8,738	48.3	1,761	9.7	7,578	41.9	18,077	100.0
2005	8,975	46.6	1,383	7.2	8,922	46.3	19,280	100.0
2006	9,894	50.6	1,496	7.6	8,170	41.8	19,560	100.0
2007	10,327	52.4	1,262	6.4	8,109	41.2	19,698	100.0
2008	9,973	49.8	1,707	8.5	8,358	41.7	20,038	100.0

Source: CSES analysis of Eurofound's Annual Reports

Comparing the two periods of 2000-04 and 2005-08, there was relatively little change in financial allocations to the various categories shown in the above table. Thus, the proportion of the budget devoted to 'staff' averaged just over half (51.5%) during the years 2000-04 and was only marginally lower (49.8%) in the 2005-08 period; similarly, there was very little change in the allocations to 'Admin' (8.6% in 2000-04 compared with 7.4% in 2005-08) and 'Operational' (40.0% and 42.7% respectively).

A closer look at the financial resources allocated to Eurofound's different activities shows that whilst the average proportion of Eurofound's budget allocated to the categories of 'communications' and 'administration' remained more or less constant, there was a quite marked increase in the resources devoted to 'research' in 2005-08 compared with the earlier 2000-04 period.

Table 4.2: Changes in Eurofound's Budget, 2000-2008 (€ 000s)

Year	Research		Communications		Translation		Administration		Total	
	No	%	No	%	No	%	No	%	No	%
2000	7,636	53.2	3,452	24.0	1,559	10.9	1,712	11.9	14,359	100.0
2001	7,067	46.7	4,388	29.0	1,613	10.6	2,080	13.7	15,148	100.0
2002	9,324	53.8	3,948	22.8	1,134	6.5	2,936	16.9	17,342	100.0
2003	9,593	57.2	3,336	19.9	888	5.3	2,962	17.7	16,779	100.0
2004	10,118	56.0	3,901	21.6	793	4.4	3,264	18.1	18,076	100.0
2005	12,032	62.4	3,492	18.1	627	3.3	3,129	16.2	19,280	100.0
2006	11,084	56.7	4,480	22.9	655	3.3	3,343	17.1	19,562	100.0
2007	11,860	60.2	4,559	23.1	362	1.8	3,279	16.6	19,698	100.0
2008	11,554	57.7	5,221	26.1	520	2.6	3,263	16.3	20,038	100.0

Source: CSES analysis of Eurofound's Annual Reports. Note: no separate figure is provided in Eurofound's 2007 and 2008 Annual Report for the expenditure on translation. However, according to additional information provided to CSES by Eurofound, at the beginning of 2007 the translation

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budget was €310,000 but at the end of the year it had increased to €415,000. In 2008, the translation budget was €342,500 at the beginning of the year but at the end of the year it had increased to €699,000. In the above table, we have taken the average value for the beginning/end of each of the two years.

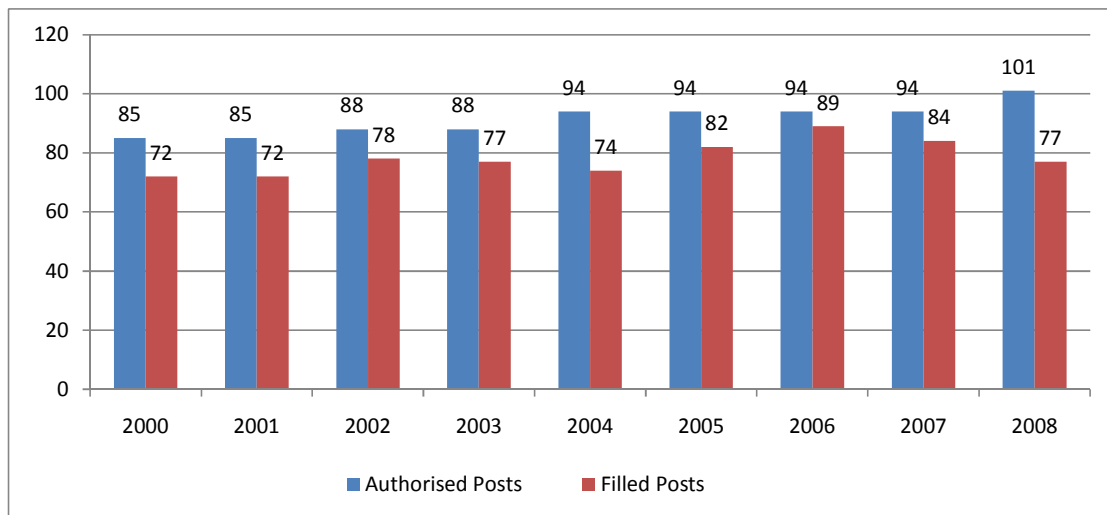
Thus, while Eurofound's research activities accounted for an average 53% of each annual budget during the 2000-04 period, this rose to an average of 59% in the 2005-08 period (compared with 23% and 22% in the case of communications and 15% and 16% for administration). Overall, therefore, it seems that during the 2005-08 period, Eurofound successfully increased the proportion of its budget devoted to research activities through a combination of internal adjustments in the financial allocations to different activities and a relatively modest overall increase in the agency's EU grant.

4.2.2 Human Resources

Between 2005 and 2008, the number of authorized Eurofound posts increased from 94 to 101 (+7.4%) although actual staffing levels actually fell from 82 in 2005 to 77 in 2008 (-6.1%).

Figure 4.4 provides an overall year-by-year summary of the authorized/filled posts. As with the earlier analysis of Eurofound's financial resources, the analysis covers the longer period of 2000-08 so that the years 2005-08 covered by the evaluation can be put in context and any trends can be more easily discerned.

Figure 4.4: Changes in Eurofound's Overall Staffing, 2000-2008



Source: information provided by Eurofound management. Note: 'Authorised Posts' is the total number of personnel Eurofound is authorised to employ under the establishment plan that is agreed annually with the European Commission; 'Filled Posts' is the actual number of Eurofound's employees.

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Reflecting the pattern with financial resources, Eurofound's staffing levels increased more rapidly in the period before EU enlargement in 2004 than during the period afterwards (+9 authorised posts/+2 filled posts in 2000-04 compared with +7 authorised posts/-3 filled posts in 2005-08). In part at least, this reflects the steps taken in the run-up to EU enlargement in 2004 to help the EU10 Member States integrate into Eurofound structures. Another trend that can be seen from the data in the above chart is the growing difference between 'authorised' and 'filled' posts (a difference of 20 in 2004, following which the difference narrowed but then increased again, rising to 24 in 2008). This could suggest that there has been some difficulty in recruiting staff. As noted earlier, there was also a recruitment process at Eurofound for officials in 2007 involving internal competitions which could account for some capacity bottleneck and the backlog in filling other posts.⁶⁸

Table 4.3 provides a more detailed breakdown in Eurofound staffing levels at the unit level during the 2000-08 period.

Table 4.3: Changes in Eurofound's Actual Staffing at Unit Level, 2000-2008

Units	2000	01	02	03	04	05	06	07	08	2000/08
Directorate	6	6	5	6	4	6	7	6	5	-16.6
OSU	6	6	6	5	5	7	6	7	4	-33.3
Admin/ Finance/HR/IT	15	16	17	16	18	19	19	18	15	0.00
Research	18	17	23	20	27	29	34	32	30	+66.6
Info/Communication	27	27	27	30	20	21	23	21	23	-14.8
Total	72	72	78	77	74	82	89	84	77	+6.94

Source: Data provided by Eurofound

Although the trends are not linear, taking the period 2000-08 as a whole, it is clear from the above analysis that the main change was a substantial strengthening of Eurofound's in-house research capacity (reflecting this, in 2005, a new position of 'research officer' was introduced - until then, Eurofound only had 'research managers'). Over the same period, the other units' staffing levels remained unchanged (Admin/Finance/HR/IT) or were reduced (Directorate, OSU, Information/Communications).

Development of Eurofound's In-house Research Capacity

The extent to which Eurofound relies on in-house resources rather than contracting research out to external experts has wider strategic implications and it not simply a question of human resources. The following table summarises our views on the advantages and disadvantages of relying on in-house resources to perform the research function at Eurofound:

⁶⁸ In addition to the Staff Table resources in the 2005-08 period, Eurofound also made use of fixed term contract agents. A recruitment drive has recently been launched and we understand that all vacancies are likely to be filled during the course of 2010.

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Table 4.4: Advantages and disadvantages of developing in-house research capacity

Advantages	Disadvantages
<ul style="list-style-type: none"> • Could be more cost-effective than using external researchers; • In-house researchers can work more closely with key stakeholder to ensure priorities are relevant and material is suitable for use by them; • Research projects can be launched more quickly with no need to go through often complex and lengthy public procurement procedures; • In-house expertise is needed to manage external researchers effectively. 	<ul style="list-style-type: none"> • In-house capacity constraints could lead to delays in research being produced; • Eurofound cannot expect to develop the same degree of research expertise across the full breadth of its remit as specialized research institutes; • Working with research institutes is another way Eurofound can strengthen its links with Member States; • May be difficult to attract and retain researchers with the required know-how.

Against the background of the tendency in favour of research in-sourcing, an important question raised by a number of those we consulted during the evaluation is whether Eurofound should be primarily a research institute or a research management body (as has been the case so far). Moreover, if the internal research function is operate effectively, and perhaps further developed, consideration needs to be given to the question of how Eurofound can best attract, develop and retain intellectual capital.

Wider experience in other organisations with a research function suggests that to attract and retain the best personnel, and to provide an intellectually stimulating environment in which to work, a balance needs to be struck between operational requirements, on the one hand, and the research interests and skills of staff, on the other.⁶⁹ There is a link here with some elements of Eurofound’s approach to knowledge management, specifically knowledge-sharing initiatives (e.g. the Internal Research Seminars). It is important that time for activities such as these made available notwithstanding work pressures and deadlines.

The more strategic question of whether Eurofound should develop as a research management organisation or a research institute is not of course clear-cut and there is no reason why it should not combine the outsourcing of certain tasks (e.g. more specialised research projects, survey work and other data collection) with the in-sourcing of more ‘core’ functions that are closely related to the work of the observatories and the Foundation as a whole (e.g. certain research projects where Eurofound has the required know-how, management and quality control of projects undertaken by external

⁶⁹ The question of managing intellectual capital has been examined in a number of other studies. Examples relating to international organisations include: ‘*Report of the External Evaluation Committene on the IMF’s Economic Research Function*’ (IMF, 2005), ‘*External Evaluation of the Economic Research Activities of the European Central Bank*’, (M.Goodfriend, R.Koenig and R.Repullo, 2004). These and other studies were reviewed by CSES in undertaking the ‘*Evaluation of DG Economic & Financial Affairs’ Economic Research Function*’ (European Commission/DG ECFIN, 2006).

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contractors). Indeed, this position seems to be generally accepted with the consensus being that Eurofound should essentially remain a research management organisation whilst developing its in-house capacity to manage relevant aspect of research.

4.3 Eurofound's Governance Structures

Eurofound's post-2005 governance structure consisted of a Governing Board, a Bureau, a Director and a Deputy Director, and various Advisory Committees:

- The **Governing Board** consists of 84 members and has overall responsibility for governing the Foundation.⁷⁰ On the basis of a draft submitted by the Director, the Board adopts the four-year revolving programme and the annual programme of work in agreement with the Commission. It also signs off Eurofound's accounts.
- Eurofound's **Bureau** consists of 11 members.⁷¹ Its role is to monitor implementation of the Board's decisions and take all necessary steps to ensure that Eurofound is managed properly between meetings of the Governing Board.
- The role of the **Director** is to direct Eurofound and implement the decisions of the Governing Board. The Director is appointed by the Commission for a maximum period of five years. Each year (by 1 July) the Director prepares an annual work programme and an estimate of the necessary expenditure.
- Eurofound's **Advisory Committees** consist of representatives nominated by Governing Board members. Their role is to provide advice on specific activities and aspects of the work programme.

Below, we consider the effect of the changes brought about by the 2005 Regulation and the performance of Eurofound's governance arrangements during the 2005-08 period.

4.3.1 Governing Board

The Governing Board is Eurofound's ultimate decision-making and authorising body, and the 2005 Regulation did not affect its status in this respect. Its role was defined in the 1975 Regulation in the following terms:

'The Administrative Board shall administer the Foundation whose guidelines it shall lay down after consultation with the Committee of Experts. On the basis of a draft submitted by the director, the Administrative Board shall, in agreement with the Commission, adopt the programme of work.' (Article 7)

⁷⁰ Namely 25 members representing the Governments of the Member States, 25 members representing the employers' organisations, 25 members representing the employees' organisations and three members representing the Commission. Their term of office is three years and renewable.

⁷¹ The Bureau is made up of the chairpersons and the three vice-chair people of the Governing Board, one coordinator for each of the three groups of representatives (employers, workers and Commission), and an additional representative for each of these three groups.

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Reflecting the 2004 EU Enlargement, the size of the Governing Board (previously the Administrative Board) increased from 48 to 78 members (and then to 84 after the accession of Bulgaria and Romania in 2007).

Because of the costs associated with holding meetings of a Board with 78 members, the 2005 Regulation cut back the number of meetings a year from three to one. At the same time, the role of Eurofound's Bureau was strengthened (see below). Perhaps inevitably given the changes associated with EU enlargement and the 2005 Regulation, the Board became less closely involved in Eurofound's activities with reduced contact between its members and Eurofound's staff. Board members we interviewed argued that there was very little input they could make through just one meeting a year of around 4-5 hours. Moreover, we understand that there is often little discussion at Board meetings (although there is more scope for this beforehand in the Group sessions which have become more important as a forum for discussion and as part of the decision-making process). The Governing Board Coordinators contact members from their respective tripartite groups to give them an opportunity to make their views known on issues before Board meetings. Perhaps because of this, and the group meetings, many Board members feel that they have nothing more to say in the Board meetings themselves.

The extent to which the Coordinators actively solicit opinions – and the extent to which Governing Board members take advantage of this opportunity to express their views – is difficult to ascertain. However, the feedback we have obtained from interviews suggests that many Board members are not as proactive as they could be in making their views known. The lack of an opportunity to get closely involved in Eurofound's affairs, at least through formal Board meetings, is to some extent mitigated by the fact that a considerable number of its members also participate in Eurofound's Advisory Committees (see below) and there have sometimes been additional Board meetings on specific issues (e.g. appointments to the Directorate).

Whilst the 1975 and 2005 Regulations defined the role of the Governing Board in relation to Eurofound's governance, nothing was said in either of these documents, or in the implementing rules – explicitly at least - about members having any other function in relation to the Foundation. In particular, neither Regulation defined any Eurofound-related role for Governing Board members in their respective Member States, for example in defining target audiences and helping to disseminate information to them. Our interviews with Governing Board members indicates that many do not see it as their role to undertake tasks for Eurofound at a national level (e.g. helping to define target audiences in their respective countries and to ensuring that information is disseminated to them).

4.3.2 Eurofound's Bureau

The expansion of Eurofound's Governing Board following EU enlargement in 2004 meant that it was unlikely to be able to take decisions efficiently and the official creation of a smaller 11-member Bureau was an obvious solution around this problem (and one adopted by many European agencies).

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The 2005 Regulation formalised the role of Eurofound’s Bureau, which had already existed for some time, and increased its size to 11 Board members. Amongst other things, the Regulation stipulated that ‘decisions by the Bureau shall be taken by consensus. If no consensus can be reached, the Bureau shall refer the matter to the Governing Board for decision’ (Article 8 (10)).⁷² Otherwise, the 2005 Regulation said relatively little about the role that the Bureau is expected to perform in Eurofound’s governance.

It is clear from our interviews and from examining its minutes that during the 2005-08 period, a lot of the Bureau’s time – too much in many peoples’ view – was taken up discussing internal Eurofound management issues and not enough on questions relating to the Foundation’s research activities and overall strategy. There is also a view that the Bureau has not been good at taking decisions (partly perhaps because of the requirement in the 2005 Regulation to do this by consensus) and that once decisions have been taken they were not always implemented by Eurofound’s management. It is not appropriate for us to make judgments on ‘who is right and who is wrong’, especially since we have not observed the Board or Bureau’s proceedings first-hand. However, it is clear that during the 2005-08 period, various factors combined to complicate Eurofound’s overall governance.

These observations need to be balanced against the consideration that the governance of European agencies is an inherently complex matter and this is especially so in the agencies such as Eurofound which have a tripartite character. Similarly, given their quasi-autonomous status, it could be argued that there are always likely to be in-built tensions between agency management and key stakeholders.

4.3.3 Directorate

The 1975 Regulation defined the role of Eurofound’s Director as being to:

‘Direct the Foundation and [shall] implement the decisions of the Administrative Board. ... ‘The Director and Deputy Director of the Foundation shall be appointed by the Commission from a list of candidates submitted by the Administrative Board ... on the grounds of their competence and their independence shall be beyond doubt.’ (Article 8).

This was reiterated in the 2005 amending Regulation (‘The Director shall be responsible for the management of the Foundation as well as for the implementation of the decisions of and the programmes adopted by the Governing Board and the Bureau’ (Article 9). The role of the Deputy-Director is not defined in the Regulation.⁷³

In the previous 2000-05 period, and well into the period under review, Eurofound experienced an unprecedented change of positions within the Directorate. Eric Verborgh, who had held the position of Deputy Director from 1985, became the Foundation's Acting Director between 1998-2000 due to the retirement of the then Director, Clive Purkiss. With the appointment in 2000 of Raymond Pierre Bodin as Director, Eric Verborgh

⁷² This is also stipulated in the Rules of Procedure of the Governing Board of the European Foundation (page 2).

⁷³ In early 2010, a job description was produced for the first time for Eurofound’s Deputy Director.

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returned to his position as Deputy Director before retiring in 2003 and being succeeded by Dr Willy Buschak. Dr Bodin died in office in July 2003 and it was decided that Dr. Buschak should become Acting Director which he did until the position was filled in 2005 by the current Director, Jorma Karppinen. Dr Buschak then reverted back to his previous position as Deputy Director until March 2008 when he left Eurofound. The post of Deputy Director was left vacant until July 2009 when the present incumbent, Dr Erika Mezger, took office.

The current Director assumed office after Eurofound's work programme for the 2005-08 period had already been adopted. An incoming Director would quite naturally want to establish his or her authority and 'imprint' on the organisation, and in this respect the fact that the work programme had already been adopted was a constraint. Other factors such as style of management and the fact that the previous (acting) Director remained in the organisation may also have been complications. Irrespective of the precise causes, it seems that there were tensions internally in the management of Eurofound which during a period of quite far-reaching reorganisation were not helpful, especially in securing the 'buy in' of Eurofound staff to changes. Although organisational change is often difficult, it might have been easier to achieve and for staff to accept if there had been a more cohesive senior management team in place and better communication with personnel.

4.3.4 Advisory Committees

The 2005 Regulation confirmed the abolition of the **Committee of Experts**. The role of this committee, consisting of one member nominated by each EU Member State and selected 'from among scientific and other circles concerned in the Foundation's activity' was to 'deliver opinions to the other organs of the Foundation in all fields falling within the latter's competence, either at the request of the Director or on its own initiative' (Article 10). In practice, however, it seems that the Committee never properly fulfilled this function, partly because those nominated by national authorities did not always have the required expertise and partly because Eurofound in any case had access through other channels to individual experts on particular issues.⁷⁴

The role of the Committee of Experts was largely taken over by Eurofound's **Advisory Committees**. The Advisory Committees were set up to contribute to the work of the different units and also, on an ad hoc basis, to perform specific functions (e.g. to advise on external evaluations). Our consultations suggest that the disbandment of the Committee of Experts is generally seen as having been the right decision. In effect, it is better to have advisory inputs being made on a 'decentralised' basis and in relation to specific aspects of Eurofound's work, rather than relying on one committee (i.e. the former Committee of Experts) to do this. However, there is no formal provision in the Eurofound Regulations

⁷⁴ The demise of Eurofound's Committee of Experts mirrors the fate of Scientific Committees in several other European agencies (although in one case, the system of national nominations has been replaced by appointments on merit through an open tender, which seems to have worked well).

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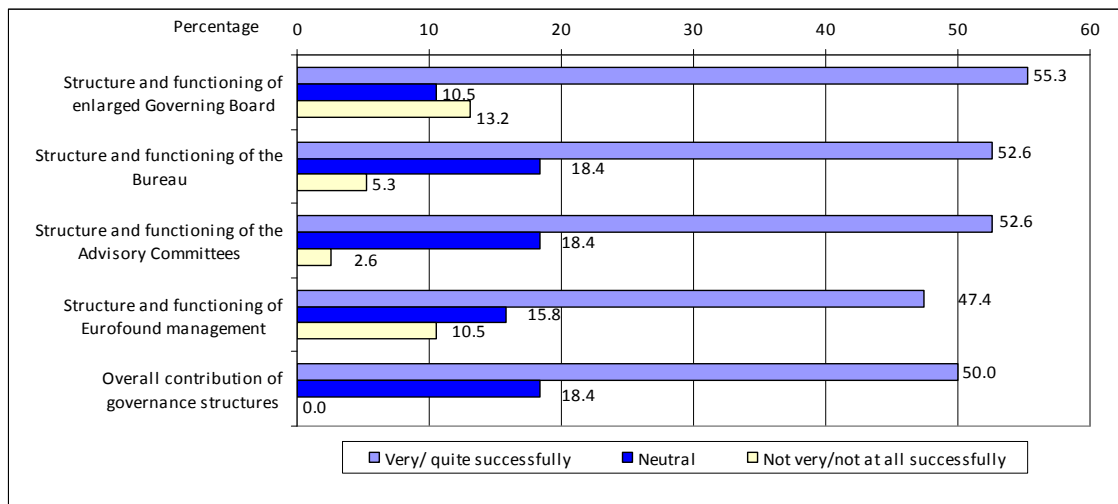
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or implementing rules for outside experts who are not Eurofound Governing Board to be appointed to the Advisory Committees (although, in practice, some Committees have done this). More generally, because of the lack of clear guidelines, there also seems to be a considerable difference between the Advisory Committees in how they make nominations, interpret their role (e.g. in relation to research outputs) and generally conduct proceedings. Furthermore, there is a considerable variation in how active different Advisory Committees are and in their coverage of Eurofound's activities.

Nonetheless, with Governing Board members generally less engaged in Eurofound affairs (see Section 4.3.1), the Advisory Committee provide a mechanism for at least some members to get involved in particular areas of the Foundation's work and to develop a relationship with the staff. As such, beyond the subject-specific role of the Advisory Committees, they have a potentially important governance function. We examine this role, and the scope for improving the way the Advisory Committees function, in Section 5.

As part of the survey work, key stakeholders were asked to comment on the extent to which Eurofound's revised governance structures affected implementation of the 2005-08 work programme. The findings, shown below, are generally quite positive with a relatively low proportion of key stakeholders stating that any particular aspect of Eurofound's governance structure had been 'not very satisfactory' or 'not satisfactory at all'.

Figure 4.5: Key stakeholders - Role of Revised Governance Structure in the Implementation of the 2005-08 Work Programme



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4.5 Summary – Organisation and Resource Efficiency

- During the 2005-08 period, Eurofound underwent a quite extensive internal organisational change. This included changes to its structure and governance arrangements, and internal restructuring of responsibilities for different aspects of the research function. There are differing views on the benefits of the reorganisation.
- Beyond Eurofound's Dublin operation, a further change introduced shortly before the 2005-08 work programme's adoption (but then abandoned) was the establishment of National Outreach Centres (NOCs) in a number of countries.
- Eurofound's internal management systems and practices were also developed with a greater emphasis on an output-orientated approach and target-setting, supported by development of the Eurofound Performance Monitoring System (EPMS) and Customer Relationship Management (CRM) system. These and other changes generally improved Eurofound's operations and made them better able to meet stakeholder and target audience needs.
- Following EU enlargement in 2004, Eurofound's budget leveled off with only a slight increase in the 2005-08 period as a whole (from €19.2m to €20.0m or +3.9%). While Eurofound's research activities accounted for an average 53% of each annual budget during the 2000-04 period, this rose to an average of 59% in the 2005-08 period. The main HR development was a substantial strengthening of Eurofound's in-house research capacity. Overall, there was an efficient use of financial and human resources during the 2005-08 period.
- During the 2005-08 period, various factors complicated Eurofound's overall governance. It seems that there were also tensions internally in the management of Eurofound which during a period of quite far-reaching changes in its organisation were not helpful.

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In this section we present the overall conclusions from the evaluation and then summarise the findings in relation to each of the questions from Eurofound's terms of reference. Where appropriate, recommendations are made to help improve Eurofound's future performance.

5.1 Overall Conclusions`

Overall, Eurofound performed well in the 2005-08 period, delivering high quality research and other information on living and working conditions in Europe to key stakeholders. The Foundation performed strongly in delivering key objectives set out in the 2005-08 work programme and in providing decision-makers at a national and European level with the information required to develop better policies. The major challenge of the 2005-08 period - EU enlargement - was successfully tackled. Less positively, there were strains in Eurofound's governance and weaknesses in the mechanisms needed to reach target audiences at a national level.

Figure 5.1: Summary – Overall Conclusions

Positive	Less positive
<ul style="list-style-type: none"> Continued delivery of high quality research and information products Following EU enlargement, new Member States integrated successfully into Eurofound structures Greater focus on developing external relationship with key stakeholders and target audiences More professional and output-orientated approach to key tasks, improved responsiveness to requests for information, better performance measurement systems 	<ul style="list-style-type: none"> Compared with the EU level, less success in reaching target audiences at a national level and lack of clarity over Eurofound's role beyond key stakeholders EU enlargement made governance structures more complex with reduced engagement of the Governing Board in Eurofound affairs. A disproportionate amount of time seems to have been spent by Board and Bureau on discussion of internal management issues rather than more strategic matters.

5.2 Key Questions from Terms of Reference

Eurofound's terms of reference set out a number of key evaluation issues and below we present conclusions on each of the questions:

5.2.1 Relevance

To what extent were the objectives of Eurofound (as expressed in the 2005-08 programme) in line with the needs of stakeholders?

Overall, feedback from the research indicates that the aims of Eurofound's 2005-08 work programme were highly relevant to key stakeholders and target

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audiences. In the survey, target audiences were slightly less positive in this respect than key stakeholders with 59% saying that the work programme was ‘very’ or ‘quite’ relevant compared with 72% in the case of key stakeholders. There was similar feedback from the interviews. These suggested that relevance was higher for key stakeholders at an EU-level than at a national level.

Not surprisingly, particular aspects of Eurofound’s 2005-08 work programme were seen as being more relevant to some key stakeholders than others. That said, the key stakeholders we consulted accepted that the definition of Eurofound’s priorities, and the nature of its activities, necessarily involved a degree of ‘give and take’ on all sides, reflecting the tripartite nature of the organisation (with the Commission being, in effect, a fourth partner). Viewed from the perspective of the ‘older’ and ‘newer’ EU Member States, we did not find any evidence of significantly different views on the relevance of Eurofound’s activities and outputs.

5.2.2 Internal and External Coherence

To what extent were the elements of Eurofound’s objectives and activities complementary, mutually supportive and non-contradictory?

The internal coherence of Eurofound’s 2005-08 work programme was high. There is an inherent coherence built into Eurofound’s remit of monitoring and analysing living and working conditions, with other aspects such as work-life balance and social dialogue providing overarching themes. Feedback from the research suggests that this was successfully translated in the 2005-08 work programme into activities that were complementary and mutually-supportive.

External coherence - to what extent do the objectives and activities of Eurofound support, contradict or duplicate those of other EU public interventions?

Eurofound’s 2005-08 work programme was closely aligned with the EU policy framework – at the highest level, the Lisbon Strategy and European Social Policy Agenda – both in its design and implementation. As noted in Section 3.1, there was a quite extensive process of consulting key stakeholders at a national and EU level on the aims and contents of Eurofound’s 2005-08 work programme and this should have helped ensure a close alignment with various programme/policy objectives. However, the work programme’s main themes were seen by key stakeholders as being much more closely aligned with EU-level programmes/policies than was the case at a national level (e.g. in the survey, 45% thought there was a close alignment with national policies compared with 75% in the case of the EU level).

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5.2.3 Efficiency

Efficiency - to what extent did Eurofound efficiently deploy its resources (human and financial) to achieve the objectives set out in the 2005-08 Work Programme?

During the 2005-08 period, Eurofound deployed its financial resources efficiently in supporting implementation of the work programme. During this period, one of the main challenges Eurofound faced as an organisation was integrating the new EU Member States into its structures following the enlargements in 2004 and 2007. This process clearly had costs associated with it (extending data collection mechanisms and associated capacity building, the resources needed to deal with additional data, development of new dissemination mechanisms, enlargement of the Board, etc).

However, as noted in Section 4, there was only a slight increase in Eurofound's funding during the 2005-08 period (from €19.2m to €20.0m or +3.9% over four years - a negative trend in real terms given the Eurozone inflation rate of +2.3% p.a. during the 2005-08 period). However, it need to be borne in mind that many of the costs associated with EU enlargement were incurred prior to 2004 and during the 2000-04 period as a whole, Eurofound's budget rose by just over a quarter (from €14.3m to €18.0m or +25.8%). But other EU enlargement costs were incurred after 2004 and were recurring. The fact that Eurofound was deployed its financial resources efficiently during the 2005-08 period was, in part, due to the steps taken to improve the way that the organisation functioned (see Section 5.2.4 (c)).

There was also only a rather modest increase in Eurofound's (authorised) personnel levels during the 2005-08 period. Between 2005 and 2008, the number of authorised Eurofound posts increased from 94 to 101 (+7.4%) although actual staffing levels (excluding contract agents) actually fell from 82 in 2005 to 77 in 2008 (-6.1%). Reflecting the pattern with financial resources, Eurofound's staffing levels increased more rapidly in the period before the 2004 EU enlargement than during the period afterwards. With regard to the distribution of human resources between different units within Eurofound, although the trends were not linear, taking the period 2000-08 as a whole, the main change was a substantial strengthening of Eurofound's in-house research capacity with the addition of 15 new staff.

Strengthening Eurofound's in-house research capacity during the 2005-08 period was appropriate, and it is to the Foundation's credit that it was achieved without increasing overall (actual) personnel levels. It is clearly important for an organisation such as Eurofound to have personnel who are capable of managing research projects undertaken by external contractors, and of analysing and making use of the results. This presupposes that they themselves have relevant research know-how. However, although it is also helpful for Eurofound to be able to undertake some research projects in-house, it would not be appropriate for it to change from being a research management organisation into a research institute if this meant, as it probably would, duplicating the

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expertise and resources available across Europe in universities and other research organisations. It could also weaken Eurofound's relationship with Member States.

Recommendation 1: Eurofound should review its approach to developing intellectual capital, starting with the recruitment of suitable people but also including some of the issues highlighted in Section 4 (staff retention, striking a balance between immediate operational requirements and developing staff research interests, sharing knowledge, etc). Some aspect of this (e.g. career development, training, staff retention) are being addressed in the staff policy strategy that is under development but a comprehensive approach is needed covering all aspects of intellectual capital.

5.2.4 Effectiveness

(a) To what extent have the objectives been achieved, and the expected outcomes been obtained of the 2005-08 Work Programme?

Overall, the feedback from our research is generally positive on the attainment of objectives although few of those we spoke to could go beyond expressing a general view on this question. The survey feedback provides a more detailed insight with over half the survey respondents indicating that the 2005-08 work programme's 'general objectives' were 'fully' or 'nearly' achieved. In Eurofound's core areas of research and monitoring, a high proportion of key stakeholders and target audiences felt that objectives had been achieved. However, a relatively low proportion of respondents considered that this was the case with the aim of extending gender mainstreaming to all Eurofound's research activities. Although there was a similar overall pattern, target audiences were generally less positive in their assessment than key stakeholders. From a different perspective, 'newer' EU Member States were more positive in their opinions than the 'older' ones.

The fact that Eurofound's 2005-08 work programme did not include a fully developed performance measurement framework from the outset, in particular measurable performance targets, makes an assessment of the extent to which it achieved key aims more difficult. Without such a framework (baselines, targets, performance indicators for outputs, results and impacts, etc), which should ideally include targets being quantified at the outset, it is difficult to measure achievement precisely, if at all. This applies both to the external evaluation but equally to the capacity of Eurofound itself to monitor its own performance. The monitoring data that Eurofound has produced suggests that in a number of ways (number of citations in EU documents, use of Eurofound research, participants at events, etc), the Foundation's performance improved very considerably in the 2005-08 period. For annual performance monitoring, the EPMS also includes more qualitative measures. Such information on outputs is of course helpful and some impacts can be inferred from this sort of

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information but other research (including external evaluations) is needed to obtain more detailed insights.

Recommendation 2: Eurofound should further develop its EPMS system so that periodic surveys are carried out to obtain feedback from target audiences on its outputs and performance generally (perhaps using the CRM as a tool). Adequate financial and human resources should be made available for this to be done on a reasonably frequent basis (e.g. every 1-2 years). It might be appropriate to obtain feedback from end users on different Eurofound outputs rather than expecting target audiences to provide opinions on the full range of outputs.

Recommendation 3: Eurofound should continue to develop other aspects of the EPMS and ensure that the results of performance monitoring are fed back into management decision-making and planning. As part of the further development of the EPMS, Eurofound should continue to act on the recommendation made in the 2007 external evaluation with regard to on-going evaluations.

(b) To what extent do Eurofound's external communications and dissemination strategies contribute to effectiveness – in particular, in relation to the stated communication objectives of the programme?

During the 2005-08 period, Eurofound was generally very effective in communicating information to key stakeholders at a European level. The fact that the EU-level target audience was well defined and the Foundation has many years' experience of dealing with it, together with the support provided by the Brussels Liaison Office, were clearly helpful in this respect. Feedback from the survey work (with 39% saying that awareness of Eurofound's information was 'very' or 'quite' high in EU institutions), and from the interview programme, supports this conclusion.

However, there is a more mixed picture with regard to the effectiveness of Eurofound's dissemination mechanisms at a national level. Notwithstanding differing views on the extent to which Eurofound's target audiences extended beyond key stakeholders to others at a national level (considered below), the evaluation suggests that it was considerably less successful in disseminating information in the Member States. The decision to disband the NOCs reduced the capacity to reach target audiences (although information can be disseminated electronically, the relevant contacts still need to be identified and in some cases, dissemination of printed material is more appropriate).

However, in some ways the NOCs were not appropriate bodies to perform this role because, as external contractors, they were not as well placed as Eurofound's Governing Board members to identify appropriate contacts in social partner organisations and other target groups. Also, some NOC contractors were also not experts in the areas of research dealt with by Eurofound. There was also a mixed picture with regard to the role

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played by Board members in disseminating information with some being more active than others in this respect. A further constraint on reaching target audiences was the fact that most of Eurofound's output was only available in English. All these factors contributed to less success in reaching target audiences at the national level.

More fundamentally, there is a question of how Eurofound's target audience should be defined at a national level. In the 2005-08 period, beyond the key stakeholders and social partners, Eurofound's role in disseminating information (and the corresponding target audiences) was not clearly defined. As noted in Section 2, EU level policy-makers were seen as the primary target audience but there was also a reference in the 2005-08 work programme to 'workplaces and localities' at a national level.

In our discussions, the media, NGOs and research organisations were sometimes also mentioned as possible targets but it is not clear what objective would be served by disseminating information to them – apart from using them as multipliers to help raise Eurofound's visibility (which would be worthwhile if it helped attract new potential users). But unlike EU-OSHA, Eurofound is not a campaigning organisation with a remit of seeking to communicate information on a large scale to workplaces across Europe. Instead, Eurofound's activities - certainly during the 2005-08 period, focused on policy-makers and those who advise them, mainly at an EU level. In our view, however, highly debatable whether Eurofound's existence, and the level of funding required to maintain it, can be justified if its target audience is essentially limited to EU-level policy-makers, especially given the importance of Member States as key stakeholders. More positively, the evaluation suggests that notwithstanding the limited success in reaching national target audiences, the information provided by Eurofound is greatly valued and as such should be disseminated as widely as possible.

Recommendation 4: Eurofound should work with its Board members and Member States to define target audiences at a national level, i.e. whether (and if so how) Eurofound should go beyond national authorities and policy-makers, and the organisations represented on Governing Board, and try and reach the broader group of employers and employee bodies that Board members represent at a national level. In our view, Eurofound should seek to do this.

Recommendation 5: Assuming target audiences are more clearly defined at a national level, Eurofound should consider setting up a network of focal points based on the national authorities represented on its Governing Board. EU Member States should contribute to the costs of operating the focal points (perhaps making this explicit through an amendment to Eurofound's regulation). An alternative option would be to see if a joint network of national focal points could be operated with another European agency (or perhaps several agencies).

Although much of Eurofound's output can be disseminated by email and/or via

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website downloads, the role of focal points would be to identify individuals who should be contacted, to establish their precise information needs, explain the role of Eurofound, etc. Linked to this, the CRM system should be further improved to ensure that contacts are relevant and kept up-to-date, and to facilitate the electronic dissemination of information.⁷⁵

Recommendation 6: to ensure that Eurofound’s outputs can be used more widely at a national level, more material should be translated from English into different languages. Eurofound has recently begun to do this but there are clearly constraints, given the costs involved, on the extent to which material can be translated into different languages in an EU with 27 Member States. We suggest that Eurofound should make only short summaries of key outputs available in different languages and that national authorities should assume responsibility for translating whole documents into their languages if they consider this to be worthwhile.

Although financial and other direct support for the CLIP project is ending, Eurofound has played a key role in laying the basis for the network to continue its work. The importance of migration to Europe’s economy is generally accepted. CLIP has a useful function in bringing together people dealing with integration issues on a day-to-day basis in major cities across the EU. The research suggests that CLIP’s role in providing research support, networking opportunities, etc, is greatly valued. It is also clear that there is a strong desire among CLIP members for the network to continue its activities.

Recommendation 7: Eurofound’s funding of CLIP research and its role in providing the secretariat for the network has been essential in facilitating the network’s development but it is appropriate to now terminate this ‘pump-priming’ support.

Together with other key stakeholders, Eurofound should encourage the CLIP network to raise the necessary funding from its own members to sustain activities, (e.g. to pay for secretariat and for research services). There may also be other external sources of assistance. Ideally, Eurofound should continue to play a role – the added value it can offer lies not only in funding but also in providing an EU-wide and tri-partite perspective, as well as research capacity and specialist know-how. However, any further inputs by Eurofound should be paid for by CLIP.

⁷⁵ We understand that the Bureau agreed in 2010 to circulate current lists of contacts at a national level to the relevant Governing Board members possibly twice a year to assist in maintaining accuracy. Likewise it was suggested that Eurofound will seek to exploit the existing tripartite networks to help identify contacts and to improve the CRM; and there is to be an increasing investment in personnel assigned to CRM to cleanse the data and match the interest profiles with the relevant information outputs

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(c) To what extent do Eurofound's internal management systems and processes contribute to the effectiveness of its operations?

During the 2005-08 period, a number of steps were taken to improve the way that Eurofound functions and this improved the effectiveness of its operations. The steps taken included initiative under the BREAK initiative such as the adoption of an activity-based budgeting, training for Eurofound's managers, the introduction of Annual Management Plans for each of Eurofound's units and Strategic Action Plans for the Foundation as a whole. This period also saw the development of project management methods, a manual and an internal project management system (ProjeX), the Eurofound Performance Monitoring System' (EPMS) and the Customer Relationship Management (CRM) system. There was also more emphasis placed on developing external relationships with key stakeholders at a national and European level. Overall, it seems to us that there was a lot of change at Eurofound during the 2005-08 period, most of which either had or should have positive long-term effects on efficiency and effectiveness.

The changes brought about by the 2007 reorganisation took place towards the end of the 2005-08 period under review and it is therefore beyond the scope of the study to fully assess the outcomes. However, there are quite divided opinions on the merits or otherwise of the reorganisation. One view is that the changes amounted to what has been described as a separation of the 'process' and 'content' aspects of Eurofound's activities. This, it is argued, led to responsibilities becoming blurred with a lack of clear 'ownership' of the research function at Eurofound. We also noted criticisms of the way the reorganization was implemented with what was seen as a failure to consult staff and to secure their buy-in to the changes.

An alternative view of the 2007 re-organisation is that it has led to significant efficiency gains and improved outputs, and that any change is bound to be disruptive and difficult for those involved. It is not possible for us to verify the extent of any cost-savings. But more transversal working, and a less compartmentalized approach to handling research activities, should also have benefits (cost-saving, more flexibility, more scope for personnel to specialize, etc) although being more complex to manage than traditional work organisation structures. Aspects of the reorganization linked to the setting up of NEO should have produced benefits in terms of cost-effective data collection and processing although one drawback is that it has increased the workload on research units which have taken over responsibility for quality assurance.

Recommendation 8: the changes brought about through the reorganization of Eurofound should be reviewed to establish how well they have worked, from a staff point of view as well as in relation to the organisation as a whole and target audiences. There is a case for this exercise to be carried out when the term of office of a newly appointed Director starts and to be completed to provide a timely input into preparation of Eurofound's 2013-2016 work programme.

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(d) In light of the changes in governance structures through the amended 2005 regulation, to what extent does Eurofound's governance structure contribute to the effectiveness of its operations?

Because of its increased size following EU enlargement in 2004, the reduced number of meetings, and the relatively high turnover of members, Eurofound's Governing Board was not an effective decision-making body in the period under review. However, assuming that Eurofound remains a tripartite entity – and this is one of its strengths – and each EU Member States continued to be represented, there is no obvious way round the problem of having a very large and unwieldy Governing Board. It is doubtful whether increasing the number of meetings per year would make much, if any, difference in this respect. The Board continues to play an important role as an authorizing body and as a mechanism for key stakeholder representation. The role of Board members at a national level in promoting Eurofound is, however, far from clear.

Recommendation 9: Steps should be taken to strengthen the Governing Board's role in providing overall direction to Eurofound. For example, at the Board meetings, after dealing with 'routine' matters, time could be made available for a discussion on strategic issues/priorities.

The role of Governing Board members should be more clearly defined, especially with regard to their function in the Member States in helping to define target audiences and disseminating information.

The 2005 Regulation formalised the role of Eurofound's Bureau and, as with some other European agencies, it had an important role to play in the period under review. However, as noted in Section 4, a disproportionate amount of the Bureau's time seems to have been taken up discussing internal Eurofound management issues and not enough on questions relating to its strategy, research activities and outputs. There is also a view that the Bureau has not been good at taking decisions and that once decisions have been taken they were not always implemented by Eurofound's management. It is not appropriate for us to make judgments on 'who is right and who is wrong'. However, it is clear that during the 2005-08 period, various factors combined to complicate Eurofound's overall governance.

Recommendation 10: The Bureau should ensure that an appropriate balance is struck in its proceedings between considering strategic and management issues.

The decision, confirmed in the 2005 Regulation, to disband the Committee of Experts was appropriate but insofar as the Advisory Committees have taken over this function, there is scope to improve the way they operate. There seems to be a considerable difference between the Advisory Committees in how they function, interpret their role and how they generally conduct proceedings, and in their coverage of Eurofound's activities. Arguably, there are too many Advisory Committees. Nevertheless, apart from their function in advising Eurofound, the Advisory

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Committees also provide a way of strengthening the engagement of Governing Board members.

Recommendation 11: The number and remit role of the Advisory Committees should be reviewed and clearer terms of reference provided to them. At the same time, their function as a mechanism for ensuring that Board members have an opportunity to participate in Eurofound deliberations should be developed.

Recommendation 12: insofar as it is feasible, the appointment of future Eurofound Directors should take place at a point in the programming cycle that allows the person concerned to be involved in preparing the Foundation's four-year work programme.

5.2.5 Added Value and Impacts

(a) To what extent do the results of Eurofound's activities impact on relevant social policy development at the EU level, Member State level and at the level of the social partners?

Eurofound's research outputs provide comparative information on living and working conditions in Europe and because of this demonstrates a high degree of added value. Providing a European perspective on key questions is self-evidently important for EU policy-makers but also helps national authorities by putting particular issues into context, providing comparative information, enabling good practices to be identified and experience to be shared. Feedback from the interviews highlighted these factors as the main benefit of Eurofound's information to key stakeholders. This was confirmed by the survey with over half (60%) of the key stakeholders and almost the same proportion of target audiences (59%) saying they were not aware of alternative sources of the type of information provided by Eurofound (amongst key stakeholders, this was especially so with employers and EU institutions). From a different perspective, the research suggests that Eurofound's information has been especially important to users in the 'newer' EU Member States.

The impact of Eurofound's activities during the 2005-08 period was more pronounced at an EU level than at a Member State level. At an EU-level, the survey results for example indicated that over half (54%) of key stakeholders and approaching a third (30%) of target audiences said the impact is 'very' or 'quite' successful (this compares with 21% and 19% respectively at a national level). Reasons for this difference include the relative weakness of dissemination mechanisms at a national level (see earlier) and the fact, highlighted in a number of interviews, that relatively little of Eurofound's research output is customized to particular countries. There is clearly a trade-off here between Eurofound producing broad EU coverage, on the one hand, and in-depth national insights, on the other, and to some extent the interests of EU policy-makers and their national counterparts diverge on this in terms of what is most useful to them. Our view is that Eurofound should concentrate on comparative analyses and leave the task of producing in depth research on the situation in different countries to national researchers.

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(b) To what extent did Eurofound achieve an impact in relation to its mandate of ‘the planning and establishment of better living and working conditions through action designed to increase and disseminate relevant knowledge’?

The research suggests, as noted earlier, that Eurofound was generally successful in achieving the aims set out in the 2005-08 work programme. For example, in the survey, just over half (51%) the key stakeholders considered that Eurofound made a ‘very’ or ‘quite’ positive contribution in the 2005-08 period to its mandate of ‘the planning and establishment of better living and working conditions through actions designed to increase and disseminate relevant knowledge’. There was similar feedback from the interview programme with most of those we spoke to arguing that Eurofound had generally performed well in the 2005-08 period. According to the survey work, the proportion of target audiences sharing the view that Eurofound made a ‘very’ or ‘quite’ positive contribution in the 2005-08 period to its mandate of ‘the planning and establishment of better living and working conditions was lower (39%).

During the 2005-08 period Eurofound was successful in integrating the new Member States into its structures after EU enlargement. Ensuring that the new Member States developed the capacity to provide good quality data to Eurofound’s observatories in a timely and harmonized way was a significant challenge that was successfully met. Similarly, representatives from the new Member States have been integrated into Eurofound governance structures and in its activities generally. Challenges do of course remain. This includes the high cost of research projects in an enlarged EU of 27 Member States (a challenge also faced by the Commission and other European agencies). In addition, our research suggests (as noted earlier) that for the newer EU Member States, Eurofound’s research outputs are especially important in filling gaps in information. As is the case elsewhere, however, there are weaknesses in the mechanisms for disseminating information.

(c) To what extent are the objectives contributing to the improvement of living and working conditions in the EU.

Overall, in the 2005-08 period covered by this evaluation, Eurofound contributed to the improvement of living and working conditions in the EU by providing the EU and national authorities, and other social partners with the information needed to take better decisions. Living and working conditions in the EU are determined by very many factors (macro-economic conditions, public policies, actions taken by companies and individuals, etc), most of which are well beyond Eurofound’s influence. However, insofar as Eurofound influenced EU policies during the 2005-08 period, it contributed to the ‘better’ aspect of the goal set out in the Lisbon Strategy of creating ‘more and better jobs’, and to most aspects of the European Social Policy Agenda. Eurofound’s influence on policy-makers beyond those at an EU level is less clear and as highlighted earlier, a future priority should be to strengthen its role in relation to Member States (see Recommendation 2).

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Key: *=Bureau member; T=telephone interview; (x) number of meetings/interviews

Eurofound Staff	
Jorma Karppinen (3)	Director, Eurofound
Mattanja de Boer (2)	Head of Operational Support Unit
Barbara Schmidt	Monitoring and Evaluation Officer
Robert Anderson	Head of Living Conditions & Quality of Life Unit
Christain Welz	Research Manager, Industrial Relations & Workplace Development Unit
Barbara Gerstenberger	Head of Communications Products Unit
Mary McCaughey	Head of Information and Communications Unit
Agnes Parent-Thirion	Head of Monitoring and Surveys Unit
Sylvie Jacquet	Head of Brussels Liaison Office
Isabella Billeta	Research Manager, Industrial Relations & Workplace Development Unit
David Foden	Research Manager, Monitoring and Survey Unit, Project leader in NEO
John Hurley	Research Officers, Employment and Competitiveness Unit
Markus Grimmeisen	Head of Administration (Secretary to Governing Board)
Camilla Galli da Bino	ILO
Brid Nolan	Events Manager
Cristina Frawley	Translation Manager
Fiona Murrey	Web Manager
Radoslaw Owczarzak	Research Manager in 'E&C'
Anna Ludwinek	Research Officer in 'LCQL'; CLIP
Ray Comerford	Head of Human Resources Unit
Eberhard Koehler	Advisor in Directorate
Sara Riso	ILO
Jim Halpenny	Head of ICT
Stavroula Demetriades	Head of Unit 'IRWC'
Donald Storrie	Acting Head of 'Employment & Competitiveness Unit'
Gregorio de Castro	Research Officer in 'IRWD' Unit
Marina Patriarka	BLO
Jan VanDamme	Librarian
Mans Martensson	Press Officer
Elisabeth Lagerlof	FSS
European Commission Officials	
Andrew Chapman* (3)	DG Employment, Social Affairs & Equal Opportunities
Nadia Elhaggagi (3)	DG Employment, Social Affairs & Equal Opportunities
Armindo Silva*	DG Employment, Social Affairs & Equal Opportunities
Christiane Wesphal	DG Employment, Social Affairs & Equal Opportunities
Dimitrios Dimitriou	DG Employment, Social Affairs & Equal Opportunities
Bartek Lessaer	DG Employment, Social Affairs & Equal Opportunities
Constantinos Fotakis	DG Employment, Social Affairs & Equal Opportunities

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Jerome Vignon	DG Employment, Social Affairs & Equal Opportunities	
Radek Maly	DG Employment, Social Affairs & Equal Opportunities	
Robert Strauss	DG Employment, Social Affairs & Equal Opportunities	
Johan Ten Geuzendam	DG Employment, Social Affairs & Equal Opportunities	
Dimitri Corpakis	DG Research	
Other EU-level Stakeholders		
Joel Hasse Ferreira (email)	Member of the European Parliament	
Roshan di Puppo	Director, Social Platform	
Maxime Cerutti*	Business Europe	
Reiner Hoffmann* (I)	European Trade Union Confederation (ETUC)	
Cornelia Schröder	Council of European Municipalities and Regions (CCRE)	
Pierluigi Brombo	European Economic and Social Committee	
Government Board Members at National Level		
Michel de Gols*	Belgium	Ministère de l'Emploi et du Travail, Belgium
Hermann Fonck* (2)	Belgium	ACV – Dienst Onderneming
Galia Bozhanova	Bulgaria	Bulgaria Industrial Association
Dragomir Draganov	Bulgaria	Ministry of Labour and Social Policies
Ivan Kokalov	Bulgaria	CITUB – Trade union
Nadia Daskalova	Bulgaria	Institute for Social Trade Union Research
Vlastimil Vana (I) TBC	Czech Rep	Ministry of Labour and Social Affairs
Hana Malkova*	Czech Rep	Czech-Moravian Confederation of Trade Unions
Sven Peter Nygaard	Denmark	Confederation of Danish Employers
Joel Blondel	France	Ministry of Employment
Marie Solene Chomel	France	Ministry of Employment
Emmanuel Couvreur	France	CFDT
Andreas Horst	Germany	Bundesministerium für Arbeit und Soziales
Dieter Pougin (I)	Germany	DGB
Konstantinos Petinis	Greece	Ministry of Employment and Social Protection
Rena Bardani	Greece	Confederation of Greek Industries, SEV
Konstantinos Issychos	Greece	Confederation of Workers of Greece, GSEE
Maria Lado* (I)	Hungary	Ministry of Employment Policy and Labour
Rosheen Callender	Ireland	SIPTU
Rita Skrebiskiene	Lithuania	Ministry of Social Security and Labour
Neringa Sarulyte	Lithuania	Lithuanian Labour Federation
Mr Bacevicius	Lithuania	Ministry of Social Security and Labour
Martin Blomsma	Netherlands	Ministerie van Sociale Zaken en Werkgelegenheid
Erik Pentenga	Netherlands	FNV
Gerard van der Grind	Netherlands	Dutch Org for Agriculture & Horticulture
Maria Angeles Asenjo Dorado*	Spain	CNC
Rosario Morillo	Spain	CC.OO
Sverker Rudeberg	Sweden	Confederation of Swedish Enterprise

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Per Nystroem	Sweden	Ministry of Employment
Mats Essemyr*	Sweden	TCO
Richard Excell	UK	Trade Union Congress (TUC)
William Wells	UK	BIS
Neil Carberry*	UK	Confederation of British Industry (CBI)

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Report Title: Projects Report - 08/12/2009					
ADMINISTRATION					
No.	Project Title	Type	Start-Date	End-Date	Phase
0327	EDRMS - Development of EDM system	General	03/01/2007	05/05/2009	IMPLEMENTATION
0091	Refurbish Meeting rooms	General	20/01/2005	29/02/2008	IMPLEMENTATION
0092	Replacement of Security Fence Panels	General	01/06/2004	31/12/2007	CLOSURE
0093	Roofing repairs to conference centre	General	01/11/2006	20/04/2007	CLOSURE
0094	Supply and installation of bunded oil tank	General	01/09/2006	31/01/2007	CLOSURE
0095	Upgrade air conditioning conference centre	General	15/01/2007	19/12/2008	IMPLEMENTATION
0329	Data Protection Compliance Project	General	03/01/2007	31/12/2007	CLOSURE
0001	Governing Board	General	03/01/2007	31/12/2009	IMPLEMENTATION
0096	Upgrade security cubicle (pending)	General	15/01/2007	19/12/2008	IMPLEMENTATION
0097	Installation of cctv cameras and offsite surveillance	General	01/11/2006	28/12/2007	CLOSURE
0098	Installation of swipecard access system	General	01/11/2006	30/04/2008	IMPLEMENTATION
0090	Replace floor tiles in LH hall 2008 (pending)	General	01/01/2008	23/12/2008	PROPOSAL
0089	Upgrade dining hall link corridor 2008 (pending)	General	01/01/2008	23/12/2008	PROPOSAL
0088	Fit cladding to dining hall fascias 2008	General	01/01/2008	23/12/2008	PROPOSAL
0418	Carpeting Loughlinstown House	General	03/06/2008	13/01/2009	PROPOSAL
DIRECTORATE					
No.	Project Title	Type	Start-Date	End-Date	Phase
0399	BREAK	General	01/09/2006	31/12/2008	ARCHIVED
1430	Meetings of the Directorate	General	01/01/2007	31/12/2008	PROPOSAL
0439	Development of control and quality standards	General	03/11/2008	31/12/2009	IMPLEMENTATION
HUMAN RESOURCES					
No.	Project Title	Type	Start-Date	End-Date	Phase
0324	Teleworking	General	05/02/2007	30/04/2008	IMPLEMENTATION
Title 1	HR Procurements	General	01/01/2008	31/12/2010	PROPOSAL
0419	Recruitment of Deputy Director	General	19/10/2007	18/11/2008	PROPOSAL
INFORMATION AND COMMUNICATION					
No.	Project Title	Type	Start-Date	End-Date	Phase
0257	Press	Communication	01/02/2007	31/12/2010	IMPLEMENTATION
0173	Typesetting and printing	Communication	02/10/2006	30/04/2011	IMPLEMENTATION
0279	Language Services	General	02/01/2006	31/12/2012	IMPLEMENTATION
0249	Web content development	Communication	01/01/2007	31/12/2011	IMPLEMENTATION
0306	Web Application development	General	02/05/2006	14/05/2010	IMPLEMENTATION
0341	Web publishing services	General	27/06/2005	31/01/2011	IMPLEMENTATION
0320	STRATEGIC PLANNING	General	15/02/2007	15/08/2010	IMPLEMENTATION
0259	NOCs	General	01/03/2006	31/10/2009	IMPLEMENTATION
0286	Campaigns	Communication	12/01/2007	31/12/2009	IMPLEMENTATION
0288	Member States Outreach	Communication	01/01/2007	31/12/2010	IMPLEMENTATION
0239	Forum	Communication	01/01/2007	17/12/2010	IMPLEMENTATION
0247	IC Advisory Committee	General	01/01/2007	18/12/2009	IMPLEMENTATION
0338	Conference Techniques	Communication	30/06/2006	15/06/2007	CLOSURE
0302	Web consultancy and quality assurance	General	01/06/2004	01/01/2008	IMPLEMENTATION
0305	Web hosting and administration services	General	15/05/2006	14/05/2010	IMPLEMENTATION
0317	EXTERNAL COMMUNICATION	Communication	02/01/2007	21/12/2010	IMPLEMENTATION
0182	Annual Report	Communication	20/11/2006	31/12/2010	IMPLEMENTATION
0355	Foundation Findings	Communication	01/01/2007	01/06/2010	IMPLEMENTATION
0356	Foundation Focus	Communication	01/12/2006	31/12/2009	IMPLEMENTATION
0265	External Editors	General	01/11/2005	31/12/2012	IMPLEMENTATION
0172	Design	General	18/04/2007	30/04/2011	IMPLEMENTATION
0415	Audiovisual material for communication	Communication	01/01/2007	25/08/2011	IMPLEMENTATION
0413	Living and Working in Europe	Communication	17/09/2007	05/12/2008	PROPOSAL
0174	Eurofound News	Communication	01/01/2007	31/12/2012	IMPLEMENTATION
0354	Customised reports	Communication	02/01/2008	31/12/2009	IMPLEMENTATION
0360	Anact Joint Presidency Conference	Communication	01/02/2008	27/11/2008	PROPOSAL
0359	EP Exhibition	Communication	22/10/2008	31/12/2008	PROPOSAL

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ICT					
No.	Project Title	Type	Start-Date	End-Date	Phase
0309	Customer Relationship Management system	General	01/01/2005	31/12/2010	IMPLEMENTATION
0301	ICT infrastructure support	General	01/12/2006	26/11/2010	IMPLEMENTATION
0304	ICT Programming and development services	General	01/01/2007	31/12/2010	IMPLEMENTATION
0300	Development of a 4 year ICT Strategy Plan	General	08/01/2007	30/11/2011	IMPLEMENTATION
2204-1	VOIP Phone System	General	12/05/2007	31/12/2011	IMPLEMENTATION
2204	Budget Line 2204 - 2009 - Electronic Office Equipment	General	07/01/2007	31/12/2009	IMPLEMENTATION
0420	Computer upgrades	General	07/07/2008	10/10/2008	ARCHIVED
LIVING CONDITIONS AND QUALITY OF LIFE					
No.	Project Title	Type	Start-Date	End-Date	Phase
0296	Employment initiatives for an ageing workforce in the	Research	04/01/2007	31/12/2008	IMPLEMENTATION
0310	CLIP	Research	01/04/2005	31/12/2010	IMPLEMENTATION
0321	Promoting quality of life in rural Europe	Research	10/01/2007	31/12/2008	IMPLEMENTATION
0293	Childcare services in disadvantaged areas	Research	12/10/2006	31/12/2008	IMPLEMENTATION
0314	Flexibility and security over the life course	Research	08/01/2007	26/06/2008	IMPLEMENTATION
0336	Mobility in Europe in a European Perspective	Research	08/01/2007	15/10/2009	IMPLEMENTATION
0315	Employment guidance services for reintegration of	Research	01/01/2006	31/12/2008	IMPLEMENTATION
0238	Advisory Committee on Living Conditions	Research	01/01/2007	31/12/2010	IMPLEMENTATION
0411	European Family Observatory	Research	01/11/2007	31/12/2008	IMPLEMENTATION
0412	Demographic change and employment in social services of general interest	Research	07/04/2008	15/12/2008	IMPLEMENTATION
0410	Older women workers in Europe	Research	14/01/2008	31/12/2008	IMPLEMENTATION
0438	Measures for social inclusion of elderly	Research	31/12/2008	31/12/2010	IMPLEMENTATION
0431	Inclusion for young people with disabilities/ health problems	Research	31/12/2008	01/12/2010	IMPLEMENTATION
0437	Strengthening the role of childcare services in reconciling family and work	Research	31/12/2008	31/12/2009	IMPLEMENTATION
INDUSTRIAL RELATIONS					
No.	Project Title	Type	Start-Date	End-Date	Phase
0331	Regional developments and employment growth	Research	01/01/2007	31/12/2007	CLOSURE
0187	European Congress of IIRA	Research	05/02/2007	30/11/2007	CLOSURE
0318	dialogue in the EU 10 plus Bulgaria, Romania, Croatia and Turkey	Research	02/01/2006	30/03/2007	CLOSURE
0340	Industrial relations, future trends and challenges of	Research	20/06/2006	31/12/2007	CLOSURE
0357	The challenges of globalisation for the European labour market and social dialogue Seminar	Communication	21/08/2007	13/11/2007	PROPOSAL
OPERATIONAL SUPPORT UNIT					
No.	Project Title	Type	Start-Date	End-Date	Phase
0334	2006 Corporate Evaluation	General	18/05/2006	19/10/2007	ARCHIVED
0401	Procurement (Implementation BREAK recommendations)	Research	01/01/2007	04/01/2010	CLOSURE
0404	Knowledge Management	General	01/01/2007	31/12/2012	CLOSURE
0342	Performance Monitoring - EPMS	General	01/01/2007	31/12/2012	IMPLEMENTATION
0007	Work Programme Development and Planning Cycle	General	01/01/2007	31/12/2008	CLOSURE
0402	A framework for quality standards	General	01/02/2007	01/12/2008	CLOSURE
0400	Procurement Training and Development	General	02/01/2007	31/12/2009	CLOSURE
0403	Building capacity in evaluation	General	01/02/2007	31/12/2008	IMPLEMENTATION
0414	Ex-ante evaluation of the 2009-2012 Work Programme	General	18/06/2007	18/12/2008	ARCHIVED
0416	Procurement Development	General	01/12/2007	31/12/2010	IMPLEMENTATION
0434	Evaluation programme 2009-2012	General	03/11/2008	31/12/2012	IMPLEMENTATION
0440	Project management support	General	01/07/2008	24/08/2012	IMPLEMENTATION
0008	Development of Work Programme 2009	General	03/03/2008	31/12/2008	CLOSURE
0009	Development of Work Programme 2010	General	01/12/2008	31/12/2009	IMPLEMENTATION
WORKING CONDITIONS					
No.	Project Title	Type	Start-Date	End-Date	Phase
0328	Quality Standards for Case Studies in the European	Research	11/04/2006	30/09/2007	CLOSURE
0354	Customised reports	Research	01/01/2007	31/12/2007	CLOSURE

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BRUSSELS LIAISON OFFICE					
No.	Project Title	Type	Start-Date	End-Date	Phase
0333	BLO - EU monitoring, reporting, advising	General	01/01/2007	31/12/2010	IMPLEMENTATION
0332	BLO - EU promotion and cooperation	General	01/01/2007	31/12/2010	IMPLEMENTATION
MONITORING AND SURVEY UNIT					
No.	Project Title	Type	Start-Date	End-Date	Phase
0222	Monitoring quality of life in Europe	Research	03/04/2006	30/06/2011	IMPLEMENTATION
0337	Network of European Observatories (NEO)	Research	01/01/2007	31/12/2010	IMPLEMENTATION
0156	4th European Working Conditions Survey	Research	22/12/2006	31/12/2009	IMPLEMENTATION
0169	Information Centre	General	01/01/2007	31/12/2010	IMPLEMENTATION
0272	European Company Survey	Research	08/01/2007	31/12/2010	IMPLEMENTATION
0358	AC on European Company Survey	General	01/01/2008	31/12/2010	IMPLEMENTATION
0433	AC on EWCS	Research	31/12/2008	31/12/2012	IMPLEMENTATION
0435	Development and presentation of indicators (quality of life)	Research	01/01/2008	31/12/2009	IMPLEMENTATION
0446	5th European Working Conditions Survey	Research	01/09/2008	31/12/2013	IMPLEMENTATION
0101	Network of European Observatories 2010	Research	08/12/2008	01/03/2013	PROPOSAL
EMPLOYMENT AND COMPETITIVENESS					
No.	Project Title	Type	Start-Date	End-Date	Phase
0298	EMCC: case studies	Research	01/12/2006	31/12/2009	IMPLEMENTATION
0345	Links between quality of work and performance	Research	01/03/2007	31/01/2011	IMPLEMENTATION
0347	Sector level employment forecasts	Research	01/12/2006	01/01/2008	CLOSURE
0346	ERM: analysis and reporting, quality control etc	Research	15/09/2006	13/03/2009	CLOSURE
0311	Sector research on the impact of globalisation: in-depth	Research	26/06/2006	30/06/2010	IMPLEMENTATION
0348	Undeclared work	Research	04/01/2007	01/07/2009	IMPLEMENTATION
0344	Feasibility study: the contribution of micro companies to employment creation and economic growth in the EU	Research	26/02/2007	14/12/2007	CLOSURE
0280	Advisory Committee	General	29/01/2007	31/12/2009	IMPLEMENTATION
0339	Changes in the jobs structure of the EU	Research	01/09/2006	01/01/2008	CLOSURE
0406	Corporate Governance and Employment	Research	03/02/2008	31/12/2008	IMPLEMENTATION
0405	The impact of the Services Directive	Research	01/01/2008	31/12/2008	IMPLEMENTATION
~ new					
~_512	Establishment of a European Jobs Monitor	Research	14/01/2008	30/11/2008	CLOSURE
0417	EET ERM	Research	31/12/2006	31/12/2011	IMPLEMENTATION
0443	EMCC's contribution to DG-Employment's sector studies	Research	03/01/2008	18/12/2009	IMPLEMENTATION
0422	EET Job Projections	Research	03/12/2007	31/12/2010	IMPLEMENTATION
0423	EET Jobs Monitor	Research	01/12/2008	31/12/2012	IMPLEMENTATION
0447	Internal seminar series	General	06/10/2008	31/12/2012	IMPLEMENTATION
0423 B	EET - Expert Network	Research	01/12/2008	31/12/2010	PROPOSAL
INDUSTRIAL RELATIONS AND WORKPLACE DEVELOPMENTS					
No.	Project Title	Type	Start-Date	End-Date	Phase
0343	Dynamics of the European Sectoral Social Dialogue	Research	01/01/2007	31/12/2008	ARCHIVED
0316	Codes of conduct and framework agreements	Research	01/01/2007	17/03/2009	ARCHIVED
0299	Company Network Seminars	Research	01/01/2007	31/12/2008	IMPLEMENTATION
0282	Enquiry Service	Research	01/12/2006	30/06/2011	IMPLEMENTATION
0349	Employability and Flexicurity	Research	26/04/2007	31/12/2008	CLOSURE
0335	Internal Seminars	Research	02/01/2007	22/12/2008	CLOSURE
0352	Impacts of globalisation on different social dialogue models	Research	02/01/2007	30/09/2008	CLOSURE
0241	IR Advisory Committee	General	01/01/2007	31/12/2010	IMPLEMENTATION
0268	Foundation Seminar Series	Research	02/01/2007	31/03/2010	IMPLEMENTATION
0240	WC Advisory Committee	General	01/01/2007	31/12/2010	IMPLEMENTATION
0350	Global Comparison of working conditions: in the EU, USA	Research	01/08/2006	30/06/2009	IMPLEMENTATION
0351	Working conditions and social dialogue	Research	06/02/2007	30/11/2010	IMPLEMENTATION
0284	Attractive Workplace for All	Research	02/01/2007	19/12/2008	ARCHIVED
0353	Working time and industrial relations	Research	08/02/2007	31/12/2008	CLOSURE
0407	Continuing vocational training and industrial relations	Research	01/01/2008	31/03/2009	IMPLEMENTATION
0408	Pay, minimum waged and wage flexibility(EU and other global economies)	Research	31/12/2007	20/12/2009	IMPLEMENTATION
0442	Work-oriented innovation	Research	31/12/2008	27/11/2009	ARCHIVED
0421	MSD and autonomy at the workplace	Research	20/10/2008	30/05/2009	CLOSURE

Survey Data

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Contained in a separate document