Brussels, 15 June 2017

Call for proposals: VP/2017/001

ANNEX 13: DETAILED WORK PROGRAMME

TITLE

Social services in European cross-industry social dialogue: towards a strong and deeper involvement

INTRODUCTION

Social service providers have a distinct social objective. They provide essential services for the well-being of citizens and contribute to the European social and territorial cohesion.

CEEP was lead applicant in two projects, aimed to analyse these sectors at European level:

- The 2010 “Mapping of public services” project;
- The 2014 “Social services in European cross-industry social dialogue” project.

Based on the conclusions of this last project, CEEP intends to pursue its efforts to better position social services employers’ organisations in the cross-industry social dialogue. For this purpose, countries which were not covered by the previous iteration of the project should now be involved and benefit from the research already accomplished and from the experience of project partners better acquainted to social dialogue in their national Member state. CEEP intends to work particularly on the identification and capacity building of Social Services employers representatives in several Member states not previously covered. This capacity building exercise would be enshrined in the 2015-2017 Work programme of the European Social partners’, Title 8 on “Committing to promote capacity building and better implementation outcomes” which plays a central role for further supporting strong, independent and representative social partner’s organisations.

Beyond the EU Social Partners autonomous work programme 2015-2017, CEEP also intends to prolong the commitment taken in the tripartite statement signed on the 27 June 2016 (“A New Start for Social Dialogue – Statement of the Presidency of the Council of the European Union, the European Commission and the European Social partners”). A project aimed at ensuring a better representation of social services employers in the cross-industry social dialogue would also reinforce the shared commitment to improving the framework conditions, the effectiveness and the quality of social dialogue at all levels.

Furthermore, CEEP believes that this project would be in continuity with the recent proposals from the European Commission for a European Pillar of social rights. In the recent “Commission Recommendation on the European Pillar of Social Rights”, Social Services and the imperative of their development are clearly identified. The quality access to services like training, housing, long-term care, care for people with disabilities and childcare is referred in the list of the Commission’s recommendations together with the imperative to support new capacity building activities for social partners. CEEP intends with this project to work on both angles.

CEEP intends to pursue its objectives to better support national social services employer’s organisations and reinforce their connection to social dialogue at different levels.

This implies through national roundtables and discussions to exchange on the challenges they face nationally and locally in the daily delivery of their services as well as obtain a reinforced understanding of the barriers which may prevent them to have fruitful social dialogue relations with their Trade-Union counterparts. These challenges are heavily related to their national context and will require expert analysis to understand the different factors weighing on the operations of social services providers at national level.
In parallel, CEEP intends to foster a European network of social services employers’ which has been initiated by a previous version of this project. CEEP already includes in its membership social services employers’ organisations with a considerable expertise at national level in social dialogue and which are aiming to negotiate at the highest level of collective bargaining in their respective countries. This project intends to gather organisations more experienced in collective bargaining with less established employer’s representatives.

Finally, the project will aim at highlighting to employers’ organisations the interest to be involved in the European cross-sectoral social dialogue. The challenges they face at national level linked to recruitment, retention, management, training... could also be addressed at EU level through the negotiations of autonomous framework agreements or by their participation to consultations organised by the European Commission according to the European treaties. Furthermore, CEEP believes that the cross-sectoral social dialogue would greatly benefit from having the social services employers represented as they would bring new perspectives and imperatives to the employer’s delegations at EU level and complete the services of general interest employer’s delegation which CEEP brings to the table of negotiations.

As for the services concerned, CEEP undertook in the previous iteration of the project an extensive mapping exercise. While recognising the challenge to identify the sectors covered by the appellation social services, CEEP agreed to cover the following sectors:

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<thead>
<tr>
<th>NACE_2007_CODE</th>
<th>NACE_2007_DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>85,59</td>
<td>Other education n.e.c.</td>
</tr>
<tr>
<td>86,1</td>
<td>Hospital activities</td>
</tr>
<tr>
<td>86,9</td>
<td>Other human health activities</td>
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<tr>
<td>87,1</td>
<td>Residential nursing care activities</td>
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<tr>
<td>87,2</td>
<td>Residential care activities for mental retardation, mental health and substance abuse</td>
</tr>
<tr>
<td>87,3</td>
<td>Residential care activities for the elderly and disabled</td>
</tr>
<tr>
<td>87,9</td>
<td>Other residential care activities</td>
</tr>
<tr>
<td>88,1</td>
<td>Social work activities without accommodation for the elderly and disabled</td>
</tr>
<tr>
<td>88,91</td>
<td>Child day-care activities</td>
</tr>
<tr>
<td>88,99</td>
<td>Other social work activities without accommodation n.e.c.</td>
</tr>
</tbody>
</table>

Additionally, projects partners could explore during the activities of the project other sectors such as the sports, active leisure and the live performance sector.

The main social services branches covered in the framework of this project will be explored with a background study, and discussed during several trainings and activities.

Social Services have become an increasingly important and complex economic and social reality and now cover many different sectors. Social Services employers are uniquely identified with their objective to provide social services of general interest. As such they can better address their complex reality by negotiating at the highest level of collective bargaining at cross-industry level, not being resumed to one or several sectors.
The project builds on previous efforts undertaken by CEEP to foster a European network of social services employers. The intention will therefore be to address countries not covered in the previous study. Consequently, we intend to focus our work on the following 6 Countries that were not explored in the 2014 project: Bulgaria, Hungary, Lithuania, Malta, Cyprus, Romania.

Other countries already covered in previous CEEP researches may be called-upon during the national seminars and for further expertise, as one of the final objectives is to create lasting connections between national organisations facing similar challenges.

**METHODOLOGY**

Duration of activities: 24 months, starting in December 2017 and ending in December 2019

This project will be structured around 4 work packages:

1. **WP1 - Project management**

   **WP COORDINATOR: CEEP**
   
   The coordinator, CEEP, has an extensive background in the participation and coordination of small-scale and large scale EU projects. In particular, CEEP has a longstanding experience in the coordination of EU Programmes.

   **OBJECTIVES:**
   
   The objective of this WP is to ensure an effective management and coordination of the project in order to guarantee a successful execution, to meet the project objectives and to lead the project to technical, organisational and financial success.

   The project management will consist of three main activities:
   
   1. Administrative project management and technical project supervision;
   2. Legal, contractual, ethical and financial administration;
   3. Maintaining communication with the European Commission and the partners.

   **DESCRIPTION OF ACTIVITIES:**
   
   WP1 is devoted to the supervision of the activities. This WP includes all the duties related to the contractual, financial and administrative management, as well as project progress monitoring the entire project. It will report to the Commission about the steps of the project, and assure the quality of the report and the use of the financial resources.

   **TASK 1.1: Technical management:**
   
   - This consists of 5 Steering committees that will take place throughout the project. This work package will be the internal management structure and will be responsible to provide the direction of the project, provide the overview of the content and ensure the administrative, financial and narrative follow-up and reporting.
   - All partners will be responsible for the correct implementation of their own tasks within the limits of the available budget.
   - The agenda and discussion notes for the team meetings, as well as any other content-related project output will be prepared by the lead applicant, on the basis of input from the project partners, for consideration and approval by the entire partnership.
TASK 1.2: Administrative and financial management:

- The project progress, in terms of content and finances, will be discussed and agreed at the team meetings, where each partner is represented by his project manager.

- The lead applicant is responsible for contract-related matters (contacts with EC and sub-contractors), drafting the final technical and financial report. He also holds final responsibility for the smooth implementation of the different actions.

- Each project meeting consists of a one-day-basis event, organised ahead of the main activities foreseen in the project.

- Administration of financial contribution and distribution of the funds:
  - A first pre-financing payment of 30% of the grant within 30 calendar days from the entry into force of the grant agreement;
  - A second pre-financing payment of 30% at the end of WP2;
  - The balance will be paid within 90 calendar days from the end of the project and subject to the approval of the European Commission of the request for payment of the balance, the final technical implementation report and final financial statement.

DELIVERABLE 1.1: First year project report:
This deliverable will assess the implementation and progress of the project including the 1st financial report

DELIVERABLE 1.2: Final project report:
This deliverable will assess the overall outcomes of the project, both on content and financial side.

2. WP2 – Expert Report 1

WP COORDINATOR: CEEP

OBJECTIVES:
Based on the results of the project ‘Mapping of the public services’ (published in 2010), and on the results of the previous version of this project (published in 2016), this part of the project will dig deeper into the branches of the social services and their specific issues. The work will consist of a mapping, a survey and subsequent telephone interviews and, where appropriate, meetings. These activities will be conducted in the following 6 EU Member States:

- Bulgaria
- Hungary
- Lithuania
- Malta
- Cyprus
- Romania
DESCRIPTION OF ACTIVITIES:
This part of the project will be subcontracted to external experts recruited following a strict call for tender. It will consist of 3 different parts:

TASK 2.1: A Mapping

The mapping of the structures and potential/existing players of social dialogue in social services should be based on the extensive literature already existing on SSGIs and on national social dialogue structures including: European institutions analysis and initiatives, Eurofound expert reports, European Social Partners mappings and studies and previous relevant projects.

The key topics to be studied during the mapping are the following:

- How do social services operate in the analysed countries?
  - Are they operating at national / regional / local level?
- How are they organised and provided?
  - Are they provided by private / public / mixed operators?
- Who are the main SSGIs employers’ organisations active in the national social dialogue?
- At which level are social services represented in the national social dialogue?
- Are the main organisations represented in the European social dialogue?
- What are the main issues dealt with by national social partners in each member states?

TASK 2.2: A Survey

On the basis of the results of the mapping, the experts will produce a survey to deepen its findings. The survey will be circulated among identified SSGIs employer’s organisations in the 6 target countries.

Preliminary questions which could be further explored and detailed in the survey are:

- How do the organisations perceive the importance of social dialogue on both sectoral and cross-sectoral level? What would be the perceived added value?
- What are their relations with their Trade-Union counterparts, how frequently do they meet...?
- What are the issues they are actively working on? How are these issues dealt with: through social dialogue or other means?
- How are the relations at tripartite level?

Following these activities, specific In-depth Interviews will be carried out to further confirm and enquire on the results of both the mapping and the survey.

In each of the targeted member states, interviews will be conducted with respondents to the Survey, meaning clearly identified SSGIs employer’s organisations.

TASK 2.3: The Expert Report 1

An intermediate report will be prepared and delivered at the end of WP2. It shall gather the mapping and the survey results.
This task will be subcontracted. The report will be translated in English, Hungarian, Bulgarian, Romanian and Lithuanian.

It will be distributed among all partners who then shall spread it among their relevant networks for possible amendments.

The intermediate report should include Country fiches for each of the 6 Countries analysed. The report will be a 50 pages’ analysis approximately, and will have the following structure, for each of the Country fiches:

**Chapter 1:** Mapping at the National level (the social profit sector in terms of jobs and added value) *N.B. this latter, to be further defined jointly with the subcontracted external expert* – 2 pages

**Chapter 2:** Identification of the organisations representing Social services, in particular those active in collective bargaining – 2 pages

**Chapter 3:** The organisation of Social dialogue for Social services (presence at the sectoral or inter-professional level, density of the Social partners’ organisations, collective agreement coverage and relative number of collective agreements signed) – 4 pages

**Chapter 4:** Issues/challenges identified – 2 pages

**DELIVERABLE 2.1: Expert Report 1**


**WP COORDINATOR: UNISOC – UDES – ALAL**

**OBJECTIVES:**
The overall aim of the WP3 is to produce a final expert report based:

- on the outcomes of WP2;
- on the discussions and exchanges of separate roundtables and a more technical training on identified issues.

**DESCRIPTION OF ACTIVITIES:**
Using the Expert report 1 results as a starting point, a series of 4 meetings will be organised:

- 3 round table meetings, one in each associate/partner Country (provisionally: Lithuania, France and Belgium);
- 1 technical training (provisionally in Brussels)

The targeted organisations invited to attend the meetings and feed the discussions will be selected on the basis of the expert report 1 findings.

**TASK 3.1: 3 ROUND TABLE MEETINGS**
The roundtables will be 1-day meetings and should be held in 3 of the partner countries (Lithuania, France and Belgium).
Participants are those organisations that were identified in the Expert report 1 as relevant SSGIs employers’ organisations.

The 3 roundtables would gather 15 to 20 participants each. Of those:
- 3 CEEP secretariat
- 3 Project Partner representatives
- 1-2 Expert(s) contracted
- 10 target countries representatives

The following repartition will be applied for the target countries:

- Belgium roundtable: Cyprus and Malta
- Vilnius roundtable: Lithuania and Hungary
- Paris roundtable: Bulgaria and Romania

Each round table meeting consists of:
- A general presentation of the European social dialogue (organisations, history, negotiations...)
- Presentation of practices by participants on how SSGIs are involved in social dialogue
- Presentation by the expert of the findings of report 1
- A discussion between participants on the expert report 1 findings
- (...)

**TASK 3.2: 1 TECHNICAL TRAINING**

This meeting will be held in Brussels, in the shape of a 1.5-day meeting.

The technical training would gather 20 to 25 participants. Of those:
- 3 CEEP secretariat
- 6 Project Partner representatives
- 1-2 Expert(s) contracted
- 12 target countries representatives (2 per country)

- On the first day, discussions will be focused on unveiling the constituent parts defining an employer organisation in the social dialogue. Indeed, the successful development and further growth of the European social dialogue for and with the social services presupposes the presence of the right partners around the negotiating table, at every level.

The purpose of the social dialogue is the establishment of agreements that are binding for the signatories. But what makes an organisation the “right” partner in this social dialogue? What qualifies as an employers’ organisation, from the perspective of employers? Where lies the difference between a partner in the social dialogue/representative employers’ organisation and a partner in the civil dialogue or a lobby organisation.

These questions will be explored through the presentation of concrete examples from both the European and national reality.
• During the second day participants will explore different EU dossiers of strategic interest for social services, as this exercise has proven very interesting to give a good overview of the importance of the European Union.

The specific topics of discussions will be determined in function of the current events on that very moment, and of CEEP priorities and dossiers treated by each boards and task forces (Relaunch of Social Dialogue, Work-life balance policies, revision of the Working-time directive...).

TASK 3.3: Expert Report 2:
On the basis of the roundtables and in parallel to the organisation of the technical training, a final expert report will be drafted by the expert contracted.

The report will include the findings of expert report 1 and will be disseminated in WP4.

The report will be translated in English, Romanian, Hungarian, Bulgarian and Lithuanian.

The final Expert Report will build on the Intermediate Report. In addition, a specific chapter dedicated to summarizing the outcomes of the meetings and project activities will be drafted.

The Final Expert Report will be of approximately 60-70 pages.

On the basis of the Final Report, the subcontracted experts will produce a shorter political report (5 pages) for dissemination that will be translated in the above mentioned 5 languages.

DELIVERABLE 3.1: Expert Report 2
DELIVERABLE 3.2: Short Political Report (Summary of the Expert Report – 5 pages)

4. WP4 – Dissemination and communication

WP COORDINATOR: CEEP

OBJECTIVES:
The overall aim of the WP4 is to promote and disseminate the results of the project at national and international levels. The dissemination activities aim at gathering representatives of Social services from all the EU Member States subject of the 2014 and 2017 projects and will encourage the replicability of the project.

DESCRIPTION OF ACTIVITIES:

TASK 4.1: DISSEMINATION EVENT
A one-day final conference will be organised in Brussels by CEEP, to gather relevant stakeholders and contacts identified through the activities of the WP2 and WP3. Participants to the previous project of 2014 will also be invited to the event, to benefit from a large networking event. This final event will gather potential social dialogue representatives from the 6 countries targeted. It will be organised in the shape of a conference to present the project findings and discuss with European stakeholders’ means and opportunities for a stronger and deeper involvement of social services in Social dialogue. In particular, the final event will aim at raising awareness of the importance of Social services’ participation to cross-sectoral Social dialogue both at National and European level.
The methodological approach and the results emerged by the Expert Report 2 will be presented by the project partners and discussed with the most relevant stakeholders operating in the social services sector at EU and national level. In particular, representatives of the European Commission and European Parliament will be invited to participate to a round table discussion in order to discuss about key issues emerged in the project.

The number of participants expected will be between 80 and 100 in total, knowing that only 60 will be reimbursed (the other 30-40 are meant to be Brussels-based).

DRAFT AGENDA FOR THE MEETING:

9h00 – 9h30 Registration
9h30 – 10h00 Welcome address (CEEP General Secretary)
9h30 – 11h00 Presentation of the Final Report by the subcontracted experts and Q&A
11h00 – 11h30 Coffee break
11h30 – 13h00 Panel 1 and Q&A
13h00 – 14h30 Lunch break
14h30 – 16h00 Panel 2 and plenary discussion
16h00 – 16h30 Closing remarks

TASK 4.2: COMMUNICATION, DISSEMINATION TO NATIONAL AND EUROPEAN TARGET GROUPS, AND EXPECTED RESULTS

CEEP will guarantee a continuous action of information and communication about the progress of the project and results obtained, by means of:

- Newsflash: it will be emailed every month, addressed to CEEP network, and forwarded to the project partners and associate organisations for dissemination through their channels.

- Newsletter: it will be emailed every 3 months and sent to all subjects interested to the project progress. Both newsflashes and newsletters will be drafted in English.

- Diffusion of the Expert Report 1 and of the Expert Report 2 (plus short political report): CEEP and the project partners will diffuse amongst national section, members and potential stakeholders the two reports drafted by the external expert, inclusive of the survey and policy suggestions/final recommendations.

All these instruments of communication will be accompanied by the EC logo in order to guarantee a full visibility to the European Commission co-financing.

The network that will materialise as a consequence of the project activities will be then nurtured in the framework of a specific CEEP contact group in a long-term perspective. This group will maintain the contact between Social services employers across Europe, encourage autonomous exchanges between the organisations, and offer a platform for the sharing of best practices. CEEP will be in lead of building this permanent platform, which will be enshrined in its Membership Recruitment strategy

The platform will hold 2 meetings per year on a regular basis to sustain the contacts established through the projects (2014 and 2017).

CEEP will also take care of appointing contact persons in each Member States that will be in charge of keeping the platform informed of new developments.
<table>
<thead>
<tr>
<th>Activities</th>
<th>2017-2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
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<td>1  2  3  4  5  6  7  8  9  10  11  12  13</td>
<td>14  15  16  17  18  19  20  21  22  23  24</td>
</tr>
<tr>
<td>WP1: Draft call for tender</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>WP1: Launch of Call for Tender (select external expertise to carry out the mapping, survey, interviews, and produce the reports)</td>
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<td>WP1: Deadline of Call for tender</td>
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<tr>
<td>WP1: 1st Steering Committee meeting (preliminary discussion, meeting the selected external expert, set up of the intermediate report guidelines)</td>
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<tr>
<td>WP2: Mapping, Survey and Interviews</td>
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<tr>
<td>WP1: 2nd SC meeting (presentation draft intermediate report and set up WP3 – mainly RTM) Brussels</td>
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<td></td>
</tr>
<tr>
<td>WP3: 1st Round Table meeting – Brussels</td>
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<td>WP3: 2nd RTM – Vilnius + WP1: 3rd SCM (set up TTC and set up Final Report)</td>
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<tr>
<td>WP3: Drafting of Final Report (on the basis of the outcomes of RTM &amp; TTC)</td>
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<td>WP3: 3rd RTM - Paris</td>
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<tr>
<td>WP3: TTC – Brussels + WP1: 4th SCM (set up dissemination conference and set the guidelines to write down final report)</td>
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<td>WP4: Finalisation of report and political report</td>
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<td>WP1: 5th SCM (presentation of the draft Final report and draft political report) Brussels</td>
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<td>WP4: Final dissemination conference (Brussels)</td>
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<tr>
<td>WP4: Dissemination of project results</td>
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