



EVALUATION OF THE EUROPEAN WEEK 2000
Final Report

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Table of contents

	<u>Page</u>
1. EXECUTIVE SUMMARY	3
2. INTRODUCTION.....	10
2.1 Objectives & scope	10
2.2 Methodological approach.....	12
2.3 Structure of the report	15
3. OVERALL EFFECTIVENESS	16
3.1 Objectives.....	16
3.2 Impacts	18
3.2.1 Different dimensions.....	18
3.2.2 Take-up effect at national level.....	18
3.2.3 Direct impacts of projects	19
3.2.4 Other impacts	21
3.2.5 Impact on SMEs.....	22
3.3 European Added Value (EAV)	23
4. EFFICIENCY OF THE ORGANISATION.....	25
4.1 European organisation and coordination.....	25
4.2 The Call for Proposals for co-funded projects	27
4.3 The co-funded projects.....	29
4.4 National activities.....	31
5. SPECIFIC ACTIVITIES.....	36
5.1 The Good Practice Awards Scheme.....	36
5.2. Use of promotional material.....	39
5.2.1 EW web site.....	39
5.2.2 Printed material.....	41
5.2.3 Other material produced at national level	42
5.3 Media coverage	43
6. POTENTIAL IMPROVEMENTS	44

ANNEXES

1. Questionnaire for interviews with organisers of co-funded projects
2. Checklist for organisers of co-funded projects
3. Questionnaire for interviews with organisers of projects not co-funded by the Agency
4. Checklist for organisers of projects not co-funded
5. Proposed structure for the EW2000 activity reports by the Member States
6. Procedure for funded projects – as planned by the Agency
7. Guidelines for the organisation of the EW2000

1. *Executive Summary*

1. *Introduction*

The European Week 2000 was organised in October 2000 by the European Agency for Safety and Health at Work. It was the first time such a European Week was organised by the Agency as previous Weeks had been organised by the European Commission.

The Week consisted of three levels of activities :

- tasks performed by the Agency : mainly the coordination and the development of information products and communication tools;
- 37 projects that were co-funded at the European level : the total value of these projects is estimated at 2.2 Million Euro and the co-financing that came from the EW2000 budget is 750 000 Euro;
- a multitude of activities that were organised in the context of the Week at the national or local level.

Activities have de facto been spread over a period that started in Spring 2000 and which are still on-going. There was effectively a concentration in October 2000.

2. *Effectiveness*

The overall effectiveness of the EW2000 is good, although the actual effectiveness can vary from poor to excellent, depending on the Member State.

Globally, the impacts of the Week correspond to the objectives :

• Awareness raising on MSD	Very high effectiveness
• Prevention activities	Very high effectiveness
• Focus on actions at the work place	High effectiveness
• Focus on SMEs	Medium effectiveness

One measurement of the impact of the EW2000 is the actual commitment of Member States to participate in the Week. Although the picture is far from uniform throughout the EU, the result is quite impressive for a voluntary initiative.

This overall positive picture is however not a complete success. Some Member States have developed very little activities at the national level. There is always a motivation to this : non availability of national funds, non availability of management or staff resources, previous investments on the same theme, etc.

Still, the largest impact comes from the national activities compared to the 37 projects that were co-funded at EU level. Literally thousands of activities were generated. The impact can however vary very significantly depending on the Member States as the actual number of activities that took place in a single Member State (except the co-funded projects) can vary from a couple to more than 5000.

The effectiveness of the focus on SMEs has been difficult to estimate. It is apparently better for the 37 co-funded projects than it is for the national activities, although this overall conclusion hides huge differences per Member State.

We group the countries into following categories :

1. Countries who used the EW2000 for a major EW2000 campaign with stimulation of various types of initiatives. These countries could make budgets available for the EW2000, or leverage from already planned actions.
2. Countries that used the co-funded projects to compensate for the lack of national funds to manage the EW2000 initiative.
3. Countries where other activities, except the co-funded projects, were limited.

3. European Added Value

European Added Value as a concept has not explicitly been used throughout the management of the Week. Still, significant EAV has been created.

European Added Value as a concept does not appear explicitly in the justification for the commitment of funds to the organisation of the Week. It was mentioned among the project selection criteria, but has not systematically been pursued at management level. Still the European Added Value created is significant, e.g. through the production of state of the art information material, and the (limited) exchange of good practice that took place.

Additionality

A high level of additionality was created by the use of European public funds in the context of the EW2000.

Linked to the European Added Value concept, is the concept of additionality¹. This additionality exists at different levels in the EW2000 :

- at the co-funded project level
- at the national activity level

Overall, we consider the level of additionality created by the use of the public funds is very high in the context of the EW2000.

At the co-funded project level :

Our conclusion is that probably 1 out of 2 projects would have taken place but in a significantly different (reduced) form and with less impact, while many of the other projects would not have taken place at all. Only in a small number of cases (3 or 4 projects), the project would probably have taken place in the same form.

¹ When studying the 'additionality', the question is asked what would have happened if no European public funds would have been made available : would the project or activities have taken place, and in which form ?

At the national level :

A distinction must be made between Member States :

- a limited number of Member States are used to running such campaigns. They link the EW2000 to their normal action plan and devote resources to it. We can assume that campaigns would have taken place in any case in these countries, with a similar level of resources, but not necessarily on the same theme. In these countries there is little additionality, except for the EAV mentioned above (these countries are mainly from the first category as described earlier);
- the majority of Member States had not planned activities and had to decide to make an action plan and devote (or find) resources in the context of the Week. In these countries the level of additionality is high (these are mainly the countries from the second and third category as described earlier).

4. Efficiency

The efficiency of the organisation of the Week has significantly improved in comparison to previous Weeks.

<i>Main improvements identified in comparison to previous Weeks :</i>	<i>The main areas for improvement for future Weeks are :</i>
<ul style="list-style-type: none"> • the choice of one theme; • the use of a call for proposals : this creates a process that is fair, open to a wider audience, and which is more transparent; • the tripartite approach embedded in the process; • the use of the web site : Internet as a new medium; • the availability and quality of promotion and information material in eleven languages; • investments made by some Member States (commitment of funds and co-funding projects at national level); • a higher visibility of the initiative; • the use of Good Practice Awards as an additional technique. 	<ul style="list-style-type: none"> • the development of specific activities to increase the identification and systematic exchange of best practice; • the creation of European Added Value; • the time frame which was generally experienced as too short and not taking into account holiday periods; • avoidance of conflicts of interest in the selection of proposals for funding : in several countries, evaluators happened to be party and judge at the same time due to the requirement to have a tripartite jury at the national level; • the dissemination of results, by dedicating part of the budget to this end; • some practical aspects, as there are : translation issues, potential cost savings and efficiency gains in production of the promotional material.

Main reasons for the improvements mentioned above are :

- the pressure for success, as it is the first time the Agency organises a European Week;
- the enthusiasm of the team;
- the European Agency for Safety and Health at Work is a young, and still rather small agency, where the 'bureaucracy' is limited;
- the leverage on the FOP network for the practical realisation of the Week in the Member States.

5. Strengths

It appears that the main strengths are :

1. The choice of the theme :
 - the theme chosen has a wide appeal;
 - most persons have experienced MSDs and are therefore open to communication about them;
 - many Member States had already activities on this theme, which made it possible to leverage on the EW2000 and to create synergies.
2. The material produced :

This is generally considered of good quality and has been used in all Member States.
3. The web site :

Internet has been used as a medium in the EW2000 initiative. This has meant a boost in the use of Internet for this type of issue. The unique characteristics of the medium have been used adequately. The example effect and the barrier reduction effect will mean much more efficiency for further use of Internet by both the Agency and the national level.
4. Decentralised approach :

The freedom of each Member State to do its own programming boosts efficiency and allows to develop original approaches.
5. Networking :

Use of networking has been a critical factor of success. At the European level, the Agency has effectively mobilised its tripartite networking approach. At the national level, similar approaches were used. Countries with the highest impacts are probably also the countries where networking has been used more effectively as a leverage.
6. The Good Practice Awards :

This activity has increased the impact of the EW2000 and appears to be an efficient technique to maximise the communication value of the organisation of the Week.

6. Weaknesses

The main weaknesses identified are :

1. Limited sharing of ideas, experience and best practice between the Member States :
Resources were not available to organise specific activities. This is in a way a missed opportunity, although still a lot can be done during the follow-up of the week.
2. Conflicts of interest :
This relates to the co-funded projects only. A number of Member States were confronted with potential and/or real conflicts of interest for the evaluation of projects. The tripartite approach and the decision to organise the evaluation at the national level had as a consequence that evaluators were sometimes directly or indirectly involved in proposals. The ways to solve, or not to solve these potential conflicts of interest, have been diverse.
3. Timing problems :
This opinion is expressed by most of the nominated persons. In general the timeframe was considered too short, but main problems are linked to the periods chosen. For both the funded projects and for the Good Practice awards, proposals had to be prepared during a holiday period.

7. Recommendations

As described above, the evaluation of the EW2000 is definitely positive. Still, various areas for improvements in the organisation of future weeks have been identified. In practice, much will depend on the model that will be chosen for future weeks.

Independent of the model chosen, our main recommendations for the future are :

Use the concept of European Added Value as the driving criterion for all management decisions

European Added Value is not an easy concept to work with. Still, it is the ultimate justification for spending tax payers' money at the European level rather than the national level. The creation of EAV is the ultimate goal and should direct the choice of activities and the budget allocation. We would not recommend to take the easy solution of opting for only transnational projects. We are convinced that projects with only a local direct impact can create significant EAV when the results are valid for e.g. a sector or a region, and if and when these results are effectively disseminated.

Organise the evaluation of projects at the EU level

Evaluators should be independent and impartial. Organising a central evaluation at the EU level makes it easier to guarantee this independence. A central evaluation can be as transparent as a national evaluation. Experience exists from other Community initiatives and could be used to define a system and procedures that would be adequate for OSH-matters. Further, a central evaluation would allow to :

- cluster projects, based on proposals coming from different Member States (potential creation of EAV);
- control better the interpretation of evaluation criteria, therefore increasing the fairness of the evaluation process;
- have the networks concentrate on other tasks : promote the Call and assist proposers in making good quality proposals.

The main disadvantage of this option is however that the cost of the evaluation would have to come from the EU-level budget : travel costs and fees for independent experts, costs for selection and contracting of evaluators, translation costs.

Integrate the organisation of the Best Practice Awards Scheme in the organisation of the European Week

The Best Practice Awards Scheme was a late addition to the EW2000. This first experience has proven how effective this technique can be to leverage on the Week and in creating multiplier effects for communicating good practice in prevention, the Week's theme, the material produced in the context of the Week and the very existence (awareness and image) of the Agency.

Our recommendation is to fully integrate the Awards Scheme in the organisation of the Week whereby the best practice identified would be activities organised in the context of the European Week. The recommended cycle for the organisation of a Week is mentioned in the table below. Award ceremonies could take place at the national and the European level. These ceremonies would take place in between the Weeks and serve the double purpose to close a Week and announce the next.

Choice of theme	June year -1
Launch call	September year -1
Evaluation	December year -1
Decisions communicated	January year 0
Contracts signed	March year 0
Week	October year 0
Closing for awards	March year +1
Evaluation of awards	April year +1
Award ceremony	June year +1

Which model for future European Weeks

The key question for the organisation of future Weeks is the choice of a model. We consider following are the main dimensions for the choice of a model :

- with or without co-funded projects
- with or without seed-money for the Member States
- with or without Best Practice Awards

The model of the EW 2000 was a model :

- with co-funded projects
- without seed money for the Member States (although some Member States used co-funded projects to have seed money)
- with Best Practice Awards (although this Scheme was added later and not fully integrated in the Week).

Our recommendation for future European Weeks would be to :

- Organise the Week without co-funded projects : this is taking the largest part of the resources and is not generating the highest added value.
- Provide seed money to the Member States : this is the only way to ensure that all Member States are involved in the Week. We do realise that this will not change the reality of different Member State situations, levels of motivation and therefore impact. This will on the other hand ensure that there is a minimum level of impact in all Member States and that exchanges of experience and best practice are done within a sufficiently similar context. The highest leverage effect in the EW2000 was probably realised in countries which diverted co-funding of projects to use as seed money. Seed money should be used only for out-of-pocket expenses (not to pay for existing fixed costs), and based on a programme that is approved at EU level.
- Integrate the best practice awards in the organisation of the Week as described above.
- Use the remainder of the budget to create further added value at the EU level : production of information and communication tools as now, but also for activities linked to identifying and exchanging experiences, best practice, and the dissemination of results.

This model is based on the idea to stop co-funding individual projects, work with a significantly reduced budget and concentrate on the maximisation of the snow ball effect at the national level. Part of the budget of the Week would be used as seed money to co-fund activities at the national level (the Danish model in the EW2000). The remainder of the budget would be used for creating further added value at the EU level : although impacts in Member States will still vary significantly, the guarantee of having a minimum impact and maximum leverage effect on EU funds will be higher.

2. Introduction

2.1 Objectives & scope

The present report is the result of an external evaluation of the organisation and operation of the European Week 2000. The main questions that are being answered are :

- How objectives for the European Week 2000 have been fulfilled and, if not fully, to what extent they are fulfilled;
- How the resources to achieve this have been used.

In addition, the assignment contains good practice recommendations for future European weeks.

Following issues were identified in the terms of reference :

1. Overall effectiveness and general issues

- The effectiveness of the Week in promoting good practice regarding the prevention of work-related musculoskeletal disorders;
- The added value of organising a European Week – is it more than the sum of its individual parts?
- The value of focusing the Week on a specific theme;
- The promotion of the Week's activities at workplace level (including SMEs)
- The synergy with the Best Practice Awards ².

2. European organisation

- The Agency's role as co-ordinator of the Week and co-sponsor of activities (including the activities of the European Week Group, information material developed, project support, web site);
- The quality and usefulness of the information and promotion material produced by the Agency.

3. National activities

- Profiles of organisations involved in the Week's activities at the national level (in both Agency co-sponsored and independent activities);
- Types of activities organised;
- Target audiences;
- Participants in events – number and types;
- Numbers people/companies contacted/informed
- Publicity – media coverage;
- Organisers' perception of the success or otherwise of their activities;
- Organisers' confidence in the Week – will they take part again in future years?
- Participants' impressions;

² This last point was not mentioned in the terms of reference for the assignment, but added following the briefing meeting at the European Agency for Safety and Health at Work in Bilbao.

4. The future of the week

- Organisers' and participants' views as to how the effectiveness of the Week might be improved in the future (objectives, organisation, and performance);
- Recommendations for future Weeks.

This list of topics has been covered through the approach described in the next chapter.

- ◆ Effectiveness : To what extent have the expected objectives been achieved ?
- ◆ Efficiency : Have the objectives been achieved at the lowest cost ?
- ◆ Utility : Are the expected or unexpected effects globally satisfactory from the point of view of direct or indirect addressees ?³

³ Extract from *Evaluating socio-economic programmes*, Volume 1, p. 72, European Commission, 1999.

2.2 Methodological approach

The main activities have been :

1. Collecting and analysing information and details on the European Week 2000 planned activities
2. Developing the evaluation system & tools
3. Survey among the National Focal Points
4. Survey among the project organisers.

These different phases are described in detail below.

Phase 1 : Collecting and analysing information and details on the planned activities

Purpose

Understand the ex ante process that has led to the preparation and programming of the European Week 2000 :

- Processes and procedures ;
- Ex ante evaluation and selection of proposals.

Activities in this phase consisted of :

- An initial briefing at the Agency on the management system and planned activities ;
- Interviews with management staff at the Agency ;
- An analysis of the evaluation results and reports.

Phase 2 : Development of evaluation system & tools

After phase 1, we defined the evaluation system and the different tools we use to collect and analyse data. The system we use is based on the 3 dimensions mentioned above under objectives and scope : effectiveness, efficiency, utility.

	<u><i>Effectiveness</i></u>	<u><i>Efficiency</i></u>	<u><i>Utility</i></u>
<u>EW 2000 objectives</u>	<u>Have objectives been achieved ?</u>	<u>Have they been achieved at the lowest cost ?</u>	<u>Are the effects satisfactory from the point of view of the addressees ?</u>
1. Raise awareness of risks			
2. Promote actions to prevent them			
3. Promote information & projects at workplace level			
4. Support SME activity in particular with regard to exchange of information			

Purpose of this phase is to :

- Define the evaluation system ;
- Translate the objectives of the European Week 2000 into criteria and indicators ;
- Develop the tools that are used to collect the necessary primary information to conduct the evaluation.

Activities

- Starting from the objectives of the European Week 2000 and the sub-objectives mentioned in the terms of reference : define criteria and corresponding indicators ;
- Applying this ex ante on supported projects ;
- Develop the questionnaires to be used in the next stage ;

Phase 3 : Survey among the National Focal Points

Purpose of this phase is to :

- Understand the opinion of interested parties as to how the European Week 2000 objectives are being fulfilled and the resources to achieve them are being used ; Interested parties were split into the Agency itself and its tripartite network on the one hand, and the event organisers.

Activities in this phase consisted in a survey with ‘nominated persons ‘. National Focal Points (FOPs) were asked to identify one person who would be the best respondent for this evaluation exercise. This was in nearly all cases either the FOP or the members of the European Week 2000 Group.

FOPs were expected to produce a report on the EW2000. The contents of this report had been prepared in the context of the EW2000 Group meetings. We have asked to make some minor adaptations to the structure of this report, in order to have the coverage of topics needed for our evaluation. Most reports were received during November, and served as a basis for additional interviewing.

All nominated persons have been contacted and interviewed either by phone or face-to-face.

The table of contents of the national reports is included in annex .

Phase 4 : Survey among project organisers

In parallel to this activity, a sample of organisers of projects were interviewed :

- All organisers of co-funded projects have been contacted, and most interviewed (3 out of 4) either face-to-face (9) or by telephone.
- A separate sample of organisers of activities not co-funded has been interviewed, all by telephone. Most of the information on these activities was collected through information provided at the national level, but this was complemented by 12 interviews. The total number of interviews realised is lower than what was originally planned, mainly because of the huge differences among countries. In some countries, there were no activities at all, in others, there were a very high number of activities (like in the UK with an estimate of 5000).

- No information could be collected on the opinions of participants in these activities. None of the organisers had already realised their own evaluation or surveys which we could access or integrate.

The tools

We developed questionnaires for the interviews with organisers of co-funded projects and for the interviews with the organisers of not co-funded projects. Two versions were developed of each questionnaire :

- one to be sent in advance to those respondents who will be interviewed by phone : the purpose was to enable those respondents to prepare themselves for the conversation, which increases the efficiency of the time spent on the phone;
- one as tool for the interviewer : this version is far more detailed and had the purpose to ensure full coverage of the subjects during the interview. It is important to note that, whenever the interviewer considered that the answer to certain questions was already provided by the respondent in previous explanations, these questions were skipped in the conversation.

We did not develop a ‘standard’ questionnaire for the interviews with the Focal Points. We did however contribute to the definition of the structure of the report the Focal Points submit to the Agency following the European Week. We analysed these individual reports in preparation of each single interview with a Focal Point (or appointed person) and made checklists of points to be covered per Focal Point. By doing so, we optimised the level of information to be obtained through the interview, and could complement the information provided in the report with subjects that required further attention.

In annex, we include the sets of questionnaires. This is followed by the structure proposed for the reports by the Focal Points.

Timing

The timing of the evaluation exercise is an important aspect to define its scope. The evaluation contract started in September 2000 and ended in January 2001. The week itself was scheduled in October 2000. Fieldwork had to be postponed till after the week took place, and effectively took place within two months after the week.

The advantages of this timing are :

- All information is still ‘top of mind’
- The chance to find the same persons in charge is higher, than when the evaluation is made later

The disadvantage of this timing however is that it is often much too early to measure the impacts : impacts need time to be generated (multiplier effects), and most organisers had not yet been in a position to actually measure any impact (if and when they planned to do so).

Another limitation of the present evaluation is that it concentrates on the European level. The method used and the size of the project does not allow to make national evaluations. The information that was collected at the national level is of course significant, including the national reports produced under the responsibility of the network of national Focal Points (FOPs). We have used this information as a raw material in order to understand the overall impact, efficiency and effectiveness of the EW2000. National evaluations are planned or on-going in a limited number of Member States who have invested heavily in the EW2000.

2.3 Structure of the report

The first part of this report contains the Executive Summary of the study. This text describes the main results of the European Week 2000, the positive aspects of the Week, the areas for possible improvement and the options to be considered for future Weeks.

Part Two is the Introduction, presenting the objectives and scope of the study as well as the methodology followed for the evaluation exercise.

Part Three focuses on the overall effectiveness of the EW2000, reviewing the realisation of the Week's objectives, the impacts of the Week and the European Added Value created.

The efficiency of the organisation is described in Part Four of this report. The different sections of this Part subsequently look at the European organisation and coordination, the Call for Proposals for co-funded projects, the co-funded projects themselves, and finally the national activities.

In Part Five, specific activities are analysed being : the Good Practice Awards Scheme, the promotional material produced by the Agency, the media coverage obtained for the EW2000.

Finally, Part Six summarizes the strengths and weaknesses of the EW2000 initiative and describes the potential improvements to be taken into account for future Weeks.

3. Overall effectiveness

3.1 Objectives

The starting point to measure the effectiveness of the EW2000, is the objective of the Week as this has been formulated ex ante, and used as a justification for the investment of the funds.

We are reviewing below how these objectives have been formulated and translated into criteria :

1. The highest level covers the objectives as they are formulated to justify the organisation of European Weeks in general.
2. The 'overall objectives' of the EW 2000 are our synthesis of the different formulations in various documents.
3. The criteria mentioned in the call for proposals in the Official Journal have been grouped by us into 4 categories. The way we have listed them corresponds nearly exactly with the list of criteria as used by evaluators of individual projects.

Objectives pursued through the organisation of European Weeks

- To continue the efforts made by all parties concerned to reduce risks and improve the quality of life at work by making workers, employers and social partners more aware of the hazards at the workplace and of prevention measures
- To promote safety and health activities related to specific risks at European and national level
- To encourage the development and exchange of information about good safety and health practices
- To inform European citizens of the importance of health and safety at work and of the activities relating to health and safety at European level

Overall objective of EW 2000

Raise awareness of risks and promote actions to prevent work-related MSD and back-pain across Europe.

Additional objectives :

- Promote information and projects at work place level to prevent MSD and backpain at work (especially SMEs)
- Promote the exchange of information on good safety and health practice on prevention of MSD/backpain.
- Relevance to the specific needs of SMEs

Criteria in the OJ call :

To check whether will meet the objectives :	<ul style="list-style-type: none"> • Contribute to prevention of MSD • Focus on improving working conditions at workplace level • Aimed at prevention at source of risk rather than individual protection or fitness • Relevant to the needs of SMEs • Long term benefit should be demonstrated • Wide dissemination and exploitation of results
To check on the capacity of the organiser :	<ul style="list-style-type: none"> • Formulate clear objectives • Define how impact/objectives will be measured • Describe activities and methods
Other criteria :	<ul style="list-style-type: none"> • added value at EC level i.e. potential usefulness across Europe • include social partners • include workforce • include OSH experts • cost effectiveness • need for EU funding • taking place during the week “period”
Eligibility :	<ul style="list-style-type: none"> • within deadline • using application form • signed • meet legislation

3.2 Impacts

3.2.1 Different dimensions

The impacts of an awareness raising campaign normally have to be estimated on the basis of a measurement of the awareness at the target group level before and after the campaign. Impacts on awareness also take time to build up.

Due to the nature of the EW2000, the size of the target market and the budgets available, no measurement was done ex ante and none is foreseen ex post. This is why we will be obliged in this section to concentrate on qualitative aspects or indications of what the longer term quantitative impacts could be.

Another important aspect of the context for this assessment is the significant differences among Member States. Some of the Member States had already invested heavily in the theme chosen for the EW2000. In these countries, the impact is likely to be lower than in countries where e.g. risk prevention at the work place is still a fairly new theme.

The EW2000 can be split into three levels in terms of impacts :

1. the European level : producing common tools for the campaign, including information material; organising and coordinating activities. Only a small percentage of funds went to this activity.
2. the co-funded projects : the total value of co-funded projects is estimated at 2.2 MEuro, for a total investment of 750 000 Euro of the EW's budget (or 33 % of the total cost). This investment is spread fairly evenly over the different Member States, but the actual impacts can vary significantly as they depend on the type of activity.
3. The national level : this is described more in detail in the next chapter, but the reality is that activities range from "very limited" to more than 5000 depending on the country.

The last level is the most significant in terms of impact. The two first levels are there to trigger and support activities at this third level. In practice however, the Agency, as the coordinator and initiator does not control any of the national activities. Member States have as a matter of fact no obligation to invest in the EW.

3.2.2 Take-up effect at national level

A first measurement of the impact of the EW2000 is therefore the actual commitment of Member States to participate in the Week.

Although the picture is far from uniform throughout the EU, the result is quite impressive for a voluntary initiative. We believe there are several factors explaining this situation :

- The motivation and enthusiasm of the Agency's staff, which has been passed on at the national level
- The networking approach : involvement of Member States through the FOP network and the EW2000 group members in the decision-making
- The "youth" of the Agency and its network : there is a lot of credit in the network and this was a first major activity launched by the Agency, also justifying the existence of the FOP and the national and regional networks developed.

The difficulty for the Agency will probably be to keep this momentum in future.

This overall positive picture is of course not a complete success. Some Member States have developed very little activities at the national level. There is always a motivation to this : non availability of national funds, non availability of management or staff resources, previous investments on the same theme, etc.

The quality of the work done by the Agency in the preparation and coordination of the EW2000 has never been mentioned as an argument not to invest in the EW2000.

Although overall, the impact of the national level is much larger than the impact of the co-funded project, this is not the case in all countries. The evaluation analysis has indeed proven that different approaches can have very different impacts.

Through our analysis, we have looked at whether the national activities had a bigger, equal, or smaller impact than the co-funded projects taking place in the country. The countries with the highest positive difference are Ireland, Italy, Portugal and the UK. Denmark cannot be put into one of these 'boxes'. The impact is among the highest, but as most activities were triggered in a co-funded project that really acted as a seed capital fund, we can only say that all impacts were co-created by the only co-funded project in the country.

Logically, in countries where the national activities were very limited, the largest impacts were created by the co-funded projects.

3.2.3 Direct impacts of projects

The **overall objective** of the EW2000 was formulated as :

Raise awareness of risks and promote actions to prevent work-related MSD and back-pain across Europe.

When looking at the foreseen impacts, most activities generated in the context of the Week, whether co-funded or not, are linked to this overall objective.

Advertising campaigns with a wide target audience were organised in 5 Member States at the initiative of the national organisation in charge of OSH. The most ambitious were in the UK and Ireland. These campaigns have only an awareness raising effect and have to be seen as support tools for other activities. Still, they have a significant impact because of their visibility. Their cost to the national budgets is also significant. Examples include :

PO	Insert in a major daily newspaper (65 000 copies)
UK	Insert in Financial Times
IRL	Advertising campaign on public transport (co-funded project)
IT	Advertising campaign on the national TV channel
Lux	Advertising campaign on the national TV channel

Similar activities were launched under funded and not funded projects. These were in most cases not ‘national’ campaigns like those referred to above, but the impact can be very significant. Examples are mainly linked to *direct marketing campaigns* and include :

- the production of a “newspaper” disseminated among 100 000 SMEs in Finland (one of the activities in a project co-funded for 14 %)
- the intention expressed in Spain to re-print a successful awareness brochure and disseminate it among 1 million Spanish SMEs (follow-up to a co-funded project).

Activities that were organised in all Member States are various types of *events, seminars and workshops*. Nearly all Member States have used this type of activity. Most of these events were targeting staff or management in charge of OSH in private and/or public sector organisations, but events or seminars were also organised that were targeting employees only, a combination of employees and employers, whether in one company, one sector, one region. Our estimate is that between 150 and 200 events have been organised in the context of the Week. All target groups of the EW2000 were reached through these seminars :

- employees
- employers, and particularly the persons in charge of OSH within larger companies
- trade unions
- association of employers
- professionals in OSH

An important number of projects focused on *training*. These trainings logically targeted predominantly the workplace level. Different methods of training were identified, from videos over ‘manuals’ to real lessons from specialists as physiotherapists, supported by instructive pictures. Trainings included also ‘training the trainer’ concepts, with a high multiplier effect.

Prevention and information at the work place, other than by training, also took place. This was mainly through the Labour Union representatives and those responsible for Health & Safety at the workplace.

In one Member State intensified controls by labour inspectors were organised, both in terms of the quantity of inspections in risk sectors as in terms of the focus of the inspection on MSD-related risks and observation of the relevant legislation. Upon identification of problem situations, time for rectification was allowed to the company, after which a second control took place.

The additional objectives

As mentioned above, additional objectives have been formulated on top of the general objective of “awareness raising”.

Promote information and projects at work place level to prevent MSD and backpain at work

A very high proportion of activities generated through the Week, both at the EU level (the co-funded projects) as at the national level, did take place at the work place level and are directly related to prevention. We did not measure this proportion as this is not an easy task, and as many activities not taking place at the work place level, ultimately have an impact at that level as well. It is however certain that this objective has been adequately met through the activities generated.

Promote the exchange of information on good safety and health practice on prevention of MSD/backpain.

The impact on this objective is certainly lower.

One of the basic activities of the EW2000 has been to produce information material. As described below in another chapter, this material has met expectations :

- it is of the highest professional quality for the purpose meant
- it covered the needs for different types of actions and target groups
- it corresponds to the state of the art on the subject at the EU level

Other activities linked to this objective have as a matter of fact been limited. They have included :

- the organisation of the good practice awards : this had not been foreseen originally as an activity part of the EW2000, but has clearly created added value corresponding to this objective. The good practice award scheme and its impact are described in chapter 5;
- the meetings of the EW2000 group : these meetings have been a forum for personal networking and exchange of information. The limit has been the number of meetings (3 in total) and the time available for exchanges;
- the web site, where information was available on both the co-funded projects, and to a lesser extent on national activities;
- spontaneous exchanges between EW2000 group members.

We understand the Agency has devoted significant resources to the organisation and coordination of the EW2000. These resources did however not allow to develop specific activities to promote the exchange of information.

The third additional objective is the relevance to specific needs of SMEs. The SME dimension is covered in a separate section 3.2.5 below.

3.2.4 Other impacts

The EW2000 has had various other impacts, that are more often indirectly related to the objectives pursued. We are describing briefly below the most significant of these impacts, who are mainly qualitative.

Image effect at national level In some Member States, the activities have significantly improved the image of public sector organisations involved with OSH.

Image effect on the Agency The overall image of the Agency has clearly been strengthened through the Week, both in terms of promotion of its existence and its activities. This should help the Agency in being more effective for its other activities, now and in the future.

Promotion of prevention A large number of inspectors, normally involved in the application of legislation, have been actively involved in prevention measures in the context of the week.

Identification of best practice New techniques have been tried out among the various activities. These have an example effect and can be taken over by others in other countries. As mentioned above, more can be done to actually identify this best practice and disseminate it.

Promotion of prevention Some Member States where prevention measures are still underdeveloped, have moved into this direction.

<i>Boost in the use of Internet</i>	The web and the Internet have been one of the media used at both the European and the national levels. The leverage on the unique characteristics of the medium have actually worked, which will make its use and acceptance much easier for future similar activities.
<i>Structural changes at workplace level</i>	Individual companies have through the use of new techniques, been able to identify better their needs and to improve their own action plans in terms of risk prevention.
<i>Functioning of local networks and tripartite cooperation</i>	We did not notice significant impacts on the strengthening of local networks and tripartite cooperation. We can assume this is because these work sufficiently well in the Member States.

3.2.5 Impact on SMEs

SMEs are traditionally a more difficult target group to reach for prevention measures, than public sector organisations and large companies. In the context of the EW2000 a commitment was made to focus on SMEs.

Due to the nature of the EW2000 and the variety of means used to reach the different target groups, it is extremely difficult for us to actually control and measure the real impact on SMEs compared to other types of organisations.

Our main conclusions in this respect are :

- SME focus has been used as a criterion in the selection of funded projects, ensuring that all projects co-funded would at least have a partial impact on SMEs. In part of the co-funded projects, although SMEs are not directly involved in the organisation, they are the sole beneficiary (e.g. in sectorial projects that are dominated by SMEs).
- Among the co-funded projects, projects submitted by enterprises are a small minority. As a matter of fact, only one country selected only projects from enterprises (Portugal). Projects submitted by enterprises are nearly always coming from large organisations.
- Large enterprises can be a good leverage to access SMEs : they have the capacity to manage and integrate project results, which is often more a problem with SMEs, and can also act as transfer agents with their SME suppliers, or in the context of good neighbour schemes (like in the UK and in Ireland). The key factor when working through large companies is however to ensure results are effectively disseminated, which is not always the case.
- Among the national activities, the SME focus was less systematic. There is no doubt, however, that SMEs were still a privileged target and were reached. Indeed, these activities will automatically reach them, even if not focusing specifically on SMEs.

3.3 European Added Value (EAV)

The concept of European Added Value is often used to justify the use of public funds at a European rather than the national level. This is not really the case for the EW2000. Neither in the objectives, nor in the justification of the use of the funds, the concept is explicitly used, although it is clearly implicitly being referred to. In the criteria for the selection of projects for co-funding, however, the EAV concept was explicitly mentioned.

Even if a significant European Added Value has been created through the EW2000, there is a feeling of a missed opportunity in this respect.

The main elements identified in terms of EAV creation, are :

At the EU level

1. The creation of an overview of the 'state of the art' at European level on the theme. This allows to compare and to generate new ideas for action at both the national and the European level. This also corresponds to the mission of the Agency.
2. The role of the Agency as 'portal', information made available on the subject of OSH at the workplace.
3. The positive image of the Agency has a positive influence on projects : projects that are run in the context of the EW2000 or with funding from the EW have a higher credibility than projects supported by institutions at national level.
4. The production of artwork and contents centrally for a highly decentralised EW2000 initiative. This has created cost savings.
5. The boost in awareness and image of the Agency. This increases the EAV the Agency is creating by its normal activities.
6. The choice of one theme, which allows for Member States to pick up ideas / material from other Member States on the same subject.
7. A contribution to promote high OSH standards in all Member States based on common and consistent levels of regulation, enforcement and prevention.

At the national level

8. For Member States where actions related to prevention were still underdeveloped : a transfer of know-how
9. In some Member States, a boost for the image of the OSH related agency
10. Participation of foreign speakers in events
11. Savings in translations (e.g. in Finland, the national web site about the EW2000 used WWW pages in Swedish that came from Sweden)

At the project level

12. Higher credibility thanks to the label of the EW2000
13. Access to expertise not available in own country
14. Transnational projects : sharing of resources, higher impact (Sweden-Finland, France-Belgium, Denmark-Sweden)

For the public at large

15. Contribution to the European idea and integration by bringing people nearer to Europe.

International cooperation and transfer of know-how between Member States has not been a criterion in the management of the EW2000. As a consequence, at the project level there are only a few examples of international cooperations. This is mainly in the form of cross-border linkages (e.g. France-Belgium ; Denmark-Sweden). In the funded projects we found only one example of a project whose “raison d’être” was to access and adapt a know-how not available in the respective Member State where the project took place, but available in another Member State. This project is apparently leading to long term relationships between a company and a university in the other Member State as well as between 2 universities from 2 Member States.

At the European coordination and management level, there have been no time and resources available to promote exchanges between the Member States. The web site played a role in this respect, as well as the 3 meetings of the EW2000 group. The potential is however much higher as was mentioned by different EW2000 group members, and initiatives could be taken by both the Agency, as the coordinator, but also by Member States.

At the national organisation level, clear examples of international co-operation and exchange of good practice were only found between UK-Ireland and, although to a lesser extent, Finland-Sweden.

Additionality

Linked to the European Added Value concept, is the concept of additionality. When studying the ‘additionality’, the question is asked what would have happened if no European public funds would have been made available : would the project or activities have taken place, and in which form ?

This additionality exists at different levels in the EW2000 :

- at the co-funded project level
- at the national activity level

Measuring additionality is always difficult, because it is trying to know what would have happened in another situation. In practice, the best way is to ask to the persons involved, knowing that the answers are potentially biased.

Overall, we consider the level of additionality created by the use of the public funds is very high in the context of the EW2000.

At the co-funded project level :

Questions were asked in this respect to the organisers of co-funded activities. Our conclusion based on their reactions is that probably 1 out of 2 projects would have taken place but in a significantly different (reduced) form and with less impact, while many of the other projects would not have taken place at all. Only in a small number of cases (3 or 4 projects), the project would probably have taken place in the same form.

At the national level :

We have to make a distinction between Member States :

- a limited number of Member States are used to running such campaigns. They link the EW2000 to their normal action plan and devote resources to it. We can assume that campaigns would have taken place in any case in these countries, with a similar level of resources, but not necessarily on the same theme. In these countries there is little additionality, except for the EAV mentioned above;
- the majority of Member States had not planned activities and had to decide to make an action plan and devote (or find) resources in the context of the Week. In these countries the level of additionality is high.

4. Efficiency of the organisation

4.1 European organisation and coordination

Time frame

The time frame for the week has been as follows :

Choice of theme	June '99
Launch call	26 October '99
Close call	24 January 2000
Evaluation at national level	7-8 February till 11 March 2000
Evaluation at EU level : selection of projects by EW Group	13-14 April 2000
Decisions communicated	April 2000
Contracts signed	June-July 2000
Week	October 2000
Closing ceremony	27 November 2000

The time frame for the organisation of the EW2000 was globally adequate. Deadlines were met with the exception of a two-week extension of the deadline for submission of project proposals for funding, and the reception of signed contracts back from the project organisers.

Organisational model

The Agency has chosen for a decentralised model for the organisation of the EW2000, with a strong involvement of the FOP network and a concentration of decision-making at the national level.

The Agency has set up a European Week Group with representatives from each Member State, who were appointed by the Focal Points. As a result of this approach, a variety of different profiles and skills were represented in the EW Group : some Focal Points acted themselves as EW Group member, other appointed an OSH expert (medical doctor or physiotherapist) as EW Group member.

The purpose of the Agency was for the EW Group members to support the FOPs in the stimulation of their respective national networks and in promoting activities at the national level. This has been the case for the majority of Member States although in effect, some EW2000 group members also played a role in the management of the EW at national level and others acted more as a support function to the FOP.

We believe this model of working with a European Week Group has been one of the reasons of the success of the EW2000, as it has led to more efficiency.

The motivation of the Agency to choose for this model is motivated by the subsidiarity principle. The situation in the Member States in terms of OSH matters is too diverse to have a centralised approach.

Further, at national level, the Focal Points were asked to involve their national network for certain tasks : e.g. promotion of the Call, selection of proposals for funding, promotion of the Good Practice Awards Scheme. The actual involvement of the national networks in the different

countries has however been varying across the countries, and depending on the tasks (as is described in other parts of this report).

Communication

An important task in the organisation and co-ordination of the Week has been the facilitation of the communication regarding the Week to and among the different parties involved.

Overall, this experience has been positive for all. Particularly the EW web site has been a successful medium to allow easy access to information.

Still, a number of suggestions were made for improvement :

- as regards the communication from the Agency to the EW Group members, and among them, several persons suggested to launch an Extranet for the purpose of the Week;
- as regards translation of documents : several EW Group members criticised the fact that not all documents received for discussion in the Group were made available in English. The need to have translations in English available has particularly been felt for the proposal documents submitted for project selection. Indeed, even a summary of the documents in English would have been considered helpful. Reference was also made to the EW2000 Reports on National Activities disseminated at the EW Group meeting on 28 November 2000, which were not all in English;
- as regards the EW web site : please refer to section 5.2.1 of this report.

4.2 The Call for Proposals for co-funded projects

It has been the first time that a Call for Project Proposals was published in the Official Journal of the European Communities for the funding of projects within the context of a European Week for Safety and Health at Work. This has clearly been an improvement, compared to the previous Weeks.

Indeed, through the publication of the Call, the initiative of the Week has been given more visibility, a wider target group was reached, the process of selecting projects for funding has been fairer and more transparent.

In response to the Call, 67 proposals were received by the Agency by the deadline for evaluation. These proposals were submitted by a variety of organisations, both public and private, coming from all 15 Member States. The highest number of proposals has been submitted in Belgium (12), the lowest number in Denmark and Luxembourg (each 2).

This response has been lower than expected. Main reasons for this low response are :

- the fact that it has been the first time that such Call was published. Previous weeks did not have a call for proposals for co-funded projects. The spontaneous awareness of the Call was therefore low.
- few potential candidates knew that funding possibilities existed in the context of EW projects. Most eligible organisations, particularly SMEs and their representative organisations are not used to participating in such Calls and to monitoring the Official Journal. Even if they spot the Call, their response time will be slow due to lack of experience and of existing networks to seek advice and understand the context and potential benefits.
- the timing of the Call : proposal preparation coinciding with the end of year period;
- the relatively low level of promotion done for the Call at Member State level.

The Agency expected the Focal Points and their network to promote the Call at national level. However, from the interviews with the Focal Points, it appeared that there are mixed feelings with regard to this promotion. Indeed, there are Focal Points who prefer not to promote the Call as the available budget per Member State and the number of projects that can be selected per Member State is low. Promoting the Call to trigger more proposals thus results in disappointing more candidates.

The experience with and awareness of the Agency built up among candidate applicants with the EW2000 will undoubtedly trigger a higher interest level, and consequently a higher level of response to future Calls for Project Proposals from the Agency.

The selection procedure set up by the Agency was based on a decentralised, tripartite system whereby the Focal Point (supported by its national network) was to select at least two projects for a maximum funding of approximately 25 000 Euro per project. At European level, the results of the national evaluations were reviewed by the European Week Group members. The objective has been to cover a wide spectrum of target groups and types of activities.

In practice, most Focal Points (not all) have indeed involved their tripartite network in the selection of projects at the national level. In a number of cases, this selection has raised problems of conflict of interest :

- projects were submitted by organisations that were part of the tripartite evaluating team. In most countries this has not led to excluding these organisations from the evaluation.

- In some countries, the host organisation of the FOP decided to submit one or more proposals. The role of the FOP in this respect was extremely difficult as the evaluators had to choose between their own projects and projects coming from external parties.

If a similar model is followed for the organisation of the Week in future, this problem will need to be solved. The easiest way is for the Agency to issue clear guidelines for conflict of interest situations.

The evaluation of projects was easy to do in most countries as there were only a limited number of projects. Simply checking the criteria as defined in the Official Journal was allowed to rank projects easily.

If and when a larger number of proposals is received, there is a need for more thorough instructions and procedures. The risk with the present system is that criteria might be interpreted quite differently in different countries. In future, it would be necessary to differentiate criteria and group them e.g. as follows :

- eligibility
- the contribution to the week's objectives
- specific additional criteria
- the capacity of the organisers to deliver

In addition, we strongly recommend to give weight to criteria and formulate the criteria in the form of questions to which the evaluators have to answer.

Most Focal Points forwarded to the Agency two proposals for funding, some sent more proposals (ranked in order of preference for funding). Upon allocation of the total budget and subsequent re-allocation after the drop-out of a Danish project, a few countries ended up with a total of three funded projects (at a higher total funded budget than 50 000 Euro). This has created some bitterness in other Member States who proposed 'only' two projects for funding.

4.3 The co-funded projects

This section covers the efficiency aspects of the co-funded projects. A total of 750 000 Euro was invested from the EW2000 budget for this activity. Funding was given in the form of grants to the organisers and represented maximum 50 % of the total cost of any of the individual projects.

37 projects have received co-funding. The total declared value of the projects is 2.2 million Euro. We expect the total figure will be significantly higher, as many organisers have underestimated the cost of their projects.

Awareness of the Call for Project Proposals

In most cases, the decision to participate in the EW2000 and submit a proposal has been the consequence of existing contacts of the organisation with the FOP and/or the Agency itself :

- approximately 1 out of 7 successful proposals have a direct involvement of the FOP;
- Agency Board members have triggered projects within their organisation;
- approximately 1 out of 2 of the other projects were initiated by organisations who had direct existing contacts with the Agency and/or the FOP;
- our estimate is that 1 out of 5 successful proposals have been the result of active promotion by the FOP and/or EW2000 group member, towards organisations that are not normally part of the existing network.
- approximately 1 out of 10 successful proposals were the result of active screening by the organisation of opportunities at EU level, either because they do this as normal practice, or because they are member of an association or grouping that offers this as a service.

Involvement of social partners

Most of the projects organised by one type of social partner (employer or employee organisation), do not actively involve the other party. The motivation given for this situation by the project organisers is the lack of time : it was not possible to mobilise different types of organisations and come to agreements within the time frame of the Call for Proposals.

Most of the projects organised by organisations providing services in the context of OSH, did actively involve the social partners.

Projects that are organised at the national level (most often by or with the FOP) have real tripartite involvement.

Projects organised by enterprises have normally no involvement of the social partners, neither the employers nor the trade unions.

Difficulties encountered in preparing proposals

Most of the organisations that submitted successful proposals had experience, and therefore encountered little difficulty. Overall, the assessment is that the process is easier than for other EC programmes.

Persons or organisations that had not yet been confronted to this type of process, were much more negative in their assessment. They considered they had to face lots of difficulties and that time was too short. This has been a minority.

The FOPs have played only a minor role in easing this process. They have been available for support, but support has been only exceptionally sought for.

Administrative aspects

The overall assessment on this aspect is probably “too heavy, but less than previously or for other EC programmes”.

Only one of the organisations described the administrative burden as a nightmare. Approximately half have negative comments on the complexity, the heavy burden, a lot of paperwork, the need for interim reporting, etc.

The area for improvement mentioned is the definition of eligible costs.

One of the organisations (a large company) wanted to see changes in the contract to fit their own legal rules. This has been impossible.

Expectations at the level of the Agency

Many participants expect the Agency to add value to their project. They expect all co-funded projects will be reviewed at the end and that they will get a feedback on useful results, and learn from one another this way.

Participation in the EW2000 has brought little European exposure to the organisers of funded projects. If they did not attend the Closing Event / Award ceremony, they are in most cases not aware of the other projects and of the potentially useful information for them.

The invitations sent out by the Agency for the Closing Event / Award Ceremony have created confusion among several organisers of funded projects for whom it was not clear whether or not travel and subsistence costs for attending the Event would be reimbursed or not. Several considered the cost of attending too high, but regretted to lose this opportunity.

Those who attended the Award Ceremony consider this has helped them to access interesting information and discover the Agency, its role and its potential for them.

4.4 National activities

The organisation and impact of EW2000 has been quite different in the Member States. This diversity is linked to :

- different needs;
- different degrees of experience with this type of awareness raising actions;
- availability of budgets to match or boost the Agency's budget;
- the place of prevention in the national policy;
- the past or on-going actions related to MSD.

We are grouping the countries into three main categories :

1. High Impact. Availability of funds at national level

Countries who used the EW2000 for a major EW2000 initiative with stimulation of various types of initiatives. These countries could make budgets available for the EW2000, or leverage from already planned actions. National activities can range from a few dozen, to literally thousands (in the case of the UK). Impacts both in qualitative and in quantitative terms are high. Some of the countries have co-funded local or national projects with their own budget. This remains exceptional, as most will use their funds to stimulate initiatives at the work floor level through various means, except funding.

2. Medium to high impact. No or little national funds

These countries will typically have used the funded projects to compensate for the lack of national funds to manage the EW2000 initiative. One of these countries used a funded project as seed money to generate nearly 70 activities through its network. The other countries managed to get projects approved at EU level that allowed them to develop various activities managed from the national level, generating multiplier effects by involving their networks. Qualitative impact is always high for these countries. Quantitative impact can be high as well.

3. Medium to low impact. No or little national funds

Countries where other activities, except the funded projects, were limited. This has much to do with the existence of previous or on-going actions, and a lack of motivation or capacity to mobilise resources for the EW2000. Impacts will be low, and in most of the countries in this situation, less than 10 national activities were organised in the context of the Week. In some exceptional cases, the main impact of the Week in the country, is generated by the co-funded projects.

To illustrate these categories, we describe briefly the situation in the 5 countries where personal interviews took place. This description is partly subjective and meant as an illustration of the variety of country situations. They are not an assessment of each country's management of the Week.

UK :

The situation in the UK is exceptional in comparison to other countries. The total impact in the UK is significantly higher than in other countries, with more than 5000 activities, major advertising EW2000 initiatives and a variety of actions.

This is undoubtedly the country where the objectives of the EW2000 have best been met with a major increase in awareness raising. No information is available on the awareness raising impact, but a separate evaluation study for the UK is planned at the national level. This study will be wider in scope and means than this European evaluation.

We estimate that more than half of the total impact of EW2000 in terms of awareness raising, was in the UK, and less than half in the rest of the EU. The budget available at the national level was above 500.000 Euro.

Highlights :

- A 32 page supplement in the Financial Times which was inserted in 200.000 copies of the Financial Times on the first day of the week.
- Over 60.000 action packs were issued.

Portugal :

The situation in Portugal is characterised by :

- A strong willingness from IDICT to use the EW2000 as a leverage;
- A motivated team who enjoyed the challenge;
- Availability of budgetary means to complement European funds and time of staff;
- A boost of attention to prevention through the EW2000 initiative in comparison to past policy.

Portugal limited the stimulation of funded projects to companies only. Four additional projects were funded nationally.

Highlights :

- Leaflet distributed nation-wide as insert in a national newspaper (65000 circulation).

Spain :

Three projects were co-funded by the Agency in Spain, 2 of which have direct involvement of INSHT, the institution in charge of acting as FOP.

One of these projects covers the re-printing of existing material. The other the organisation of a series of events in cooperation with partners. Only one national activity was organised on top of funded projects : a special issue of the INSHT magazine covering MSD and the EW2000.

Highlights :

- The success of a small leaflet with prevention advice leads to the decision to reprint it and distribute it to all Spanish SMEs (1 million copies)

Denmark :

As mentioned above, the only funded project in Denmark was from the FOP. This project has been used as seed money to stimulate activities estimated at 67 in total. A networking system was set up at national and regional level, which generated activities of various types. This effect would have been incomparable without the EU funds as management attention would definitely have been lower : MSD and their prevention have been part of policy for long.

Highlights :

- An initiative to put medical doctors in contact with typical MSD risk situations inside enterprises in their region. This confrontation of doctors with the reality behind their patient's complaints attracted media interest and was reported on the national TV news.
- Private companies who received financial support in the past for MSD related projects, were asked to organise "open house" activities. Purpose was to use the EW2000 to disseminate results of these past investments. 15 companies accepted to organise an open house.

Belgium

Three projects were funded by the Agency in Belgium and they have constituted the bulk of the activities. Additional national activities were a few events. Two of the funded projects were from the two largest trade unions in Belgium and were in fact relatively comparable. The third project came from an organisation specialised in OSH and providing support services to the national level, and was approved for funding slightly later in the process.

The problem of conflict of interest in the selection of projects for funding has been acute in Belgium. In this light one also has to consider the fact that Belgium has been the Member State with the highest number of project proposals submitted for funding (12) coming from a variety of different types of organisation.

Highlights :

- The cost-effective production of a training video and accompanying booklet, allowing to transfer the knowledge and the experience of highly specialised OSH experts.
- The reach of a wide audience at workplace level to increase awareness for OSH in general and the theme in particular, through the Trade Union projects.

This brief description of the situation in a sample of Member States is illustrating the three types of situations described above, and the difference in impacts.

When looking at the national activities, we should make a difference between :

- activities that were initiated by the FOP and/or the EW 2000 group member. These will normally be campaigns or activities targeting a wide audience, and promoting the week in general;
- decentralised activities that are triggered in the context of EW2000

All Member States have had activities of the first type. Not all Member States have on the other hand developed initiatives to create a snowball effect.

Inventorising the first type of activities is fairly easy, as they have been organised centrally and the FOP was in one way or another involved. For the second group of activities, making an inventory is much more difficult. Most Member States still managed to have a fair view as the number of activities is exceptionally higher than 100. The technique used by the UK to inventorise activities (ex post) is also an example of good practice : a questionnaire is part of the Action Pack sent out; organisations who fill in this questionnaire and send it back are entering a good practice contest and are, if selected, invited at regional award ceremonies.

Target groups

Various types of activities, targeting various target groups, were organised at national level. We are reviewing below the most common target groups for whom the activities or projects were organised.

<i>Public at large</i>	Nearly all countries have had activities which are targeting the public at large. For at least 5 countries, this was the most important type of activity, mainly countries that have stimulated only a small number of activities at the national or local level.
<i>Workers in one company (SMEs or large companies)</i>	4 countries had a significant number of activities for this type of target. For two of these countries, it was by far the dominating type of activity. Both are countries with among the largest number of activities generated at the national level. Except for these two countries, there is a dominating impact on large rather than smaller companies. The explanation is the higher level of readiness from large companies to participate in this type of initiatives.
<i>Workers and employers in one sector</i>	Four countries had activities at sectorial level, with a broad targeting. Most of the sectors chosen were dominated by SMEs.
<i>Workers and employers in SMEs in general</i>	Five countries have had activities addressing the SMEs in general as a target group.
<i>Management and/or staff in charge of OSH in private and/or public sector</i>	As is the case for the public at large, nearly all countries have organised activities targeting this particular group.
<i>Professionals in OSH</i>	We identified activities targeting this group in 7 countries.

Type of activities

The overview below gives an impression of the wide range of activities that took place at the national level (excluding the projects that were co-funded by the Agency). Individual projects at the national level have been very diverse : they range from the organisation of one event to complex projects with various interrelated activities like training sessions, advertising campaign and production of leaflets, all combined in one project.

The overview below is based on the information collected during this study, which was not fully exhaustive.

<i>Large event / seminar</i>	In nearly all Member States, this type of activity has taken place.
<i>Workshop</i>	Again a very popular type of activity, being organised in a majority of the Member States. Target groups of workshops were most often staff in charge of OSH, OSH experts, as well as employers.

<i>Training session</i>	In approximately one third of the countries training sessions were organised.
<i>Advertising campaign</i> - <i>posters / billboards</i> - <i>press / magazines</i> - <i>TV</i> - <i>radio</i> - <i>other (e.g. awareness + info campaign in one organisation)</i>	At least one third of the countries used advertising campaigns, of which 2 countries used up to 3 different media. Television advertising has been most used (4 countries), followed by press/magazines (3 countries). In 1 country, advertising was done on posters / billboards. Another country used the radio as medium. In two countries, other types of campaign were used. In general, we can say that advertising was used as technique in countries with the highest numbers of national activities, and who had made national budgets available.
<i>Direct Marketing campaign</i>	At least three countries used Direct Marketing techniques. Again, these are countries with higher numbers of national activities.
<i>Publication on paper</i> - <i>flier</i> - <i>brochure / magazine</i> - <i>technical information</i>	In half the countries, national activities included publications on paper. Up to 2 different forms of publication were produced in three countries. Fliers were printed in 3 countries, brochures/magazines in 4 countries (of which one country where this activity has been the most important of all activities, with the highest impact), while technical information was published on paper in 2 countries.
<i>CD-ROM</i>	CD-ROMs were produced in 2 Member States.
<i>Combination of various communication tools as pack for dissemination</i>	In four countries, various communication tools were compiled in one pack ('Action Pack' or 'Info Pack').
<i>Other</i>	Other types of activities than those mentioned above took place in six countries.

Among 'other' activities, a variety of different types of initiatives are categorised. This includes sometimes less conventional approaches. Examples of these 'other' activities are :

- exhibitions, market place activities,
- 'Open Doors Day' : e.g. large companies inviting staff, their families, their suppliers, to show their MSD-related initiatives. Another example were companies who had in the past received subsidies for MSD-related initiatives who 'opened their doors' as part of the EW2000 to show results to other companies in their region,
- visit workers and employers in all public companies s to work places,
- 15 minute strikes,
- OSH related network/expert meeting devoted to EW 2000,
- workplace assessments,
- hazard spotting,
- quizzes and competitions,
- medical doctors (generalists) visiting work places in their area to see working conditions of their patients
- special focused inspections under the theme of EW2000, ...

5. *Specific activities*

5.1 *The Good Practice Awards Scheme*

The Scheme

Although the Good Practice Awards Scheme was originally not included in the concept of the European Week 2000, the initiative has undoubtedly added value to the Week on a very important aspect, namely the exchange of 'good practice'.

At the basis of the idea to launch the Scheme were following needs :

- to highlight the objectives and outcome of the European Week 2000;
- to promote the dissemination of good practice information at enterprise level, focusing on SMEs.

By centering the Good Practice Awards Scheme around the same theme as the European Week, the link between both initiatives was made. This offered following advantages :

- it reinforced the objective of the EW2000 to stimulate the exchange of best practice on the theme of MSD;
- it allowed at the same time to let the Closing Event of the Week coincide with the Awards Ceremony, thus creating a bigger event and attracting more interest for the Week, including from the press.

The process

Below, we review the Good Practice Awards Scheme from a process point of view and describe the potential improvements which we identified through our analysis.

For the promotion of the 'call' for Good Practice examples, the Agency mainly relied on the FOP and EW 2000 Group (with their national network). Specific promotional material was developed, which the national networks were expected to disseminate among the potential candidates in their country. However, as the timing of the 'Call' was rather unfortunate (right before the Summer break), the promotion made for the Scheme was not up to standard and the level of response extremely low. Further, for those candidates who were interested in submitting a Good Practice example, very little time was left for preparation of their case in order to meet the deadline once they had 'discovered' the Scheme.

Partly due to the problems mentioned above (bad timing, relatively short deadline, low level of response), in a number of Member States, the FOP or EW Group member actively contacted potential candidates personally suggesting them to submit a Good Practice example – thus creating the response.

In a next step, the Focal Point with the involvement of the national network and EW Group, member was expected to select five nominations for a Good Practice Award to be sent to the Agency. These had to be existing high quality good practice examples from their country relating to MSDs and backpain. Five categories were proposed by the Agency in which Award Winners would be selected. In practice, however, in a number of Member States it was the FOP only who made a selection of Good Practice examples for the respective categories indicated by

the Agency. The reasons for this were again the difficult timing (summer holidays), short time left for the Focal Point to make a selection, as well as the low level of response in several countries which made it either very easy or unnecessary to make a real 'selection'.

Further, a number of Focal Points criticised the list of 'criteria' the Agency had determined for the selection as not precise enough, not prioritised in terms of importance in the selection process and consequently difficult to use as a basis for selection.

For the final selection of the Award Winners, the Agency had set up a Jury with representatives from the Board's interest groups (including the Social Partners) and MSD experts. Selection would be based on :

- the set of criteria as listed by the Agency at the outset of the initiative and which was also communicated to the Focal Points;
- a balance between the Member States within all Award Winners;
- the five categories as communicated beforehand, in which Award Winners would be chosen.

The Agency received 60 nominations for Awards from the Member States, among which the Jury selected 16 as Award Winners.

For this selection, the Jury was confronted with following difficulties :

- the time was too short to translate the examples (which often were in the national languages) for the Jury. They consequently had to work with documents in different Community languages;
- the fact that a balance between the Member States had to be guaranteed complicated the selection;
- the Agency had required concise and well structured documents according to a pre-defined format for the presentation of examples. Supportive material (tables, illustrations, graphics, etc.) could be added by the candidates, but this was not imposed. In reality, the information provided proved sometimes too concise to allow the Jury to obtain a real insight in the example;
- not all themes of the five pre-defined categories proved satisfactorily covered by the examples selected at national level. As a solution, the Jury decided to drop one pre-defined theme and to add a new theme in which a number of Award Winners were selected.

The Awards Ceremony to which all Award Winners were invited - and which was attended by officials of the Agency, Ministries, the Agency's Board members and other high level international and European decision-makers and journalists - took place on 27 November 2000, coinciding with the Closing Event of the EW2000. At this occasion, the Award Winners received an 'award sculpture' and a certificate in recognition for their winning project.

As regards the impact of the Scheme, it is undeniable that this recognition demonstrated through the Awards Ceremony (including the 'award sculpture' and the certificate) proved for the Award Winning organisations extremely important. All Award Winners we spoke with felt the Award would reinforce the confidence in their organisation both from their own staff and from their clients. All had the firm intent to use this 'recognition' for promotional ends. This will boost the awareness raising impact of the EW2000.

An overall comment on the Good Practice Awards Scheme concerns the timing, which not only created difficulties as described above, but also a lot of confusion. Indeed, many parties wondered how Good Practice examples can be presented before the Week itself has taken place, and consequently before projects are finalised.

Conclusions

1. The Scheme has proven to be an effective tool in the European Week 2000 initiative with real added value at all levels. We would consequently support the idea to repeat such initiative in future Weeks.
2. The initiative has clearly had an extremely positive impact on the Award winning organisations. It will have created a leverage for them, and they will use it for communication purposes.
3. The Agency has chosen a two-level evaluation system (national and European). A one-level (European) system would have the advantage of creating real EAV and a real contest. The present system however ensures maximum communication effects as all Member States are 'guaranteed' of success.
4. To solve the problem of the confusion created by the timing of the Good Practice Award Scheme, it might be worth to consider the possibility to organise a Good Practice Award selection on projects related to the theme of the previous year Week, with the Award Ceremony coinciding with the European Week.
5. To further enhance the exchange of good practice, it seems necessary to stimulate the Focal Points to build on the Scheme for further initiatives at national level : e.g. by publishing all national examples received on the national website. One country is doing this already and this 'good practice' could be Europeanised.
6. Most problems mentioned above arise from timing difficulties : deadlines have been too short and milestones in the Scheme coinciding with summer holidays.
7. Improvements are possible at the level of :
 - the promotion of the Scheme;
 - the selection of Award Winners.

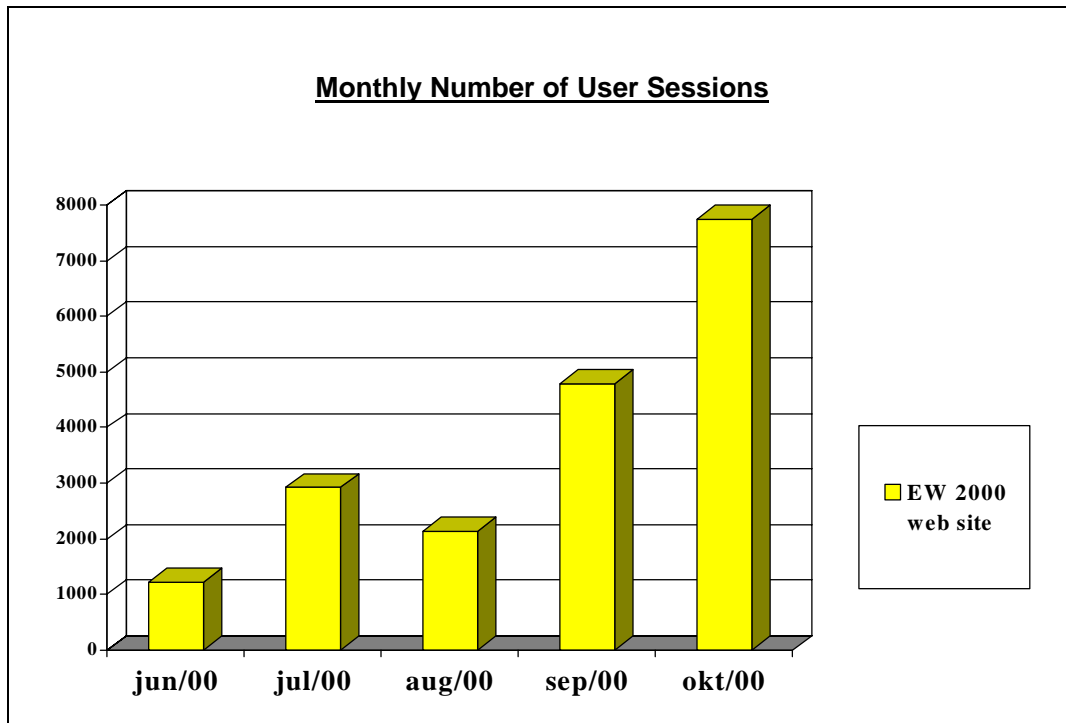
5.2. Use of promotional material

5.2.1 EW web site

The EW2000 web site, as part of the Agency web site, is clearly an appreciated novelty to the organisation of the European Week. It is recognised as a strength, mainly at the national level, but also at project level.

Indeed, for the first time, Internet has been used as a medium for a European Week. This has meant a boost in the use of Internet for OSH-related issues. The unique characteristics of the medium have been used adequately. The example effect and the barrier reduction effect will mean much more efficiency for further use of Internet by both the Agency and the national level.

The graph below illustrates how the number of user sessions of the EW2000 has increased in the months prior to the Week.



Still, there is room for improvement to the EW2000 web site. Suggestions were made by the FOPs and/or their nominated persons, mainly with regard to following points :

- At present, the site has mainly an informative and promotional role with respect to the Week itself. It was suggested, however, to focus more on the theme of the Week by adding e.g. useful links related to the subject and to organisations active on the subject. This way, the EW web site could serve as 'portal' linking up all those interested in the theme.

- The section of the site listing the activities taking place in the different countries is of great interest to all parties involved. The information provided here is analysed with the purpose to find new ideas and to draw lessons from what is happening elsewhere. Therefore, several respondents (both FOPs and project organisers) expressed the request for having this part of the site available in all language versions instead of English only.
- There is also a clear need for more detailed information about the individual projects taking place at the national level to enhance the site's role in the exchange of ideas and good practice. The nature of the Week concept makes this difficult, but efforts of both the Agency and the Focal Points should continue in this respect.
- Another suggestion to improve this role is by adding a search mechanism to the list of activities, allowing to select projects according to target groups, sectors, type of activity, etc.
- Activities are to be presented by region and time.

Technical evaluation of the Agency's EW2000 web site

Because a number of respondents made remarks on the technical qualities of the web site, it was decided to perform also a *technical review*. The findings of this review are presented below and do not confirm the criticism heard.

The website is optimised for a 800 x 600 viewing with 256 colour palette, which corresponds to a small traditional computer screen (12") On a cable modem connection, it charges fast (a few seconds) and is presented in a format, easily displayed by MS Internet Explorer or Netscape Navigator (no testing on secondary browsers was done). Internal navigation is somewhat slower, but well within acceptable limits.



The website has a clear structure, is index frame based and has a user friendly navigation structure. The index contents though are a bit too concentrated on the first level, making some index items to drop out of the full screen viewing in the above mentioned 800 x 600 format.

The information offered on this site can be accessed easily, with a permanent presence of the index frame as a fall back option. A multi-lingual presentation of the entire site enables every viewer to personalise his/her viewing of the site. The multi-lingual aspect even includes the index frame, avoiding any linguistic mix-up during navigation.

The structure of each section within the site with relevant information, combined with the possibility to do an internal search on key words, makes navigation quite comfortable.

There are plenty of possibilities for interaction on this site, but it is rather unfortunate that they are grouped at the end of the index frame, making them the categories which are not visible without scrolling the homepage.

There is no graphic overload on the site, which keeps the navigation speed high, but the absence of a more stylish layout, makes it an informative, but rather 'boring' site. Though the goal of the site is to inform people, a less strict way to present it would probably generate longer and more in-depth visits to the site.

5.2.2 Printed material

All respondents were very positive about the quality of the printed material produced by the Agency. No comments were received about the quantity of the material provided, except that additional orders were necessary in a number of countries. This extra demand was due to an underestimation at national level of the actual need and usefulness of the material.

From the printed material, *the fact sheets* were praised as most effective and successful. Their strength lies in the fact that they are concise, provide high quality insights in an understandable language, and appeal to a wide target audience (H&S practitioners, employers, employees, etc.).

The Agency reports (WRULD, RSI, etc.) were considered of very high quality as well, but more appropriate for specialists in H&S as they provide much more detailed and elaborate information. Consequently, they were less appealing to the widest target group being the employees.

The fliers (promotion of the EW2000 and of the Good Practice Awards Scheme) were mainly used in mailings and Action Packs and served to inform a very wide audience. No particular strengths or weaknesses of the leaflets were indicated by the respondents.

The posters were welcome but did apparently not contribute significantly to the success of the Week. Their main purpose was supportive. In this respect they were used at seminars and workshops to underline the theme. Apparently, they were less used at workplace level. The reason mentioned to us is that there is already too much printed material of this kind being made available to the workplace level to be effective. A suggestion made with regard to the posters is to foresee a blank space on a proportion of them where e.g. the national dates can be filled in.

The same points as mentioned for the posters are valid for *the postcards and keyrings*, which seem to have been the least effective forms of promotional material. The exception is Ireland where the keyrings seem to have been particularly successful in attracting people to a stand at exhibitions.

Areas for possible improvements are :

- As no specific instructions or suggestions were given by the Agency to the national level with regard to the use to be made of the material, the actual use made of it varies significantly according to the country. Most material was used by the national level itself to promote the Week and to support their own initiatives in the context of the Week. Probably the most efficient use was made by those who added the material to an Action Pack being sent to all who are interested in the Week and its theme (done e.g. in UK and Ireland).
- A suggestion made by the national level with regard to the material was to have the design and artwork developed centrally by the Agency, while the printing could happen at the national level. This would allow for cost savings (transport and logistics) and increased efficiency (collating into Action Packs, faster re-ordering of material, etc.).
- Although all Focal Points were given the opportunity to review the translations of the material to their national language, a few nominated persons criticised the quality of the translation. They argued that, as the language is very specific, it requires knowledge of the subject to deliver a good translation. The proposal was made by them to correct the translation themselves, or to have direct contact with the translators.
- Of the project organisers, most had received a number of items, although most often in (very) small quantities and thus not always useful for them in their own project.
- Although project organisers were contractually bound to put the logo of the EW2000 on all the material they produced in the context of their project, this was not systematically done.

5.2.3 Other material produced at national level

Again, very different situations were identified across the countries. While in a number of countries no other material was produced, others (like e.g. Greece, Portugal, UK, Spain) have produced extra supportive material as additional folders, a CD-ROM, Action Packs, etc.

Here as well, we believe there is scope and possibility for further exploitation and sharing of the material produced across the different Member States. For an individual country interested to use material developed in another country, costs of translation and / or adaptation to the local context that would be required can be considered as limited compared to the creation costs.

5.3 Media coverage

Media coverage of the European Week 2000 has included both advertising campaigns and editorial coverage.

A number of *advertising campaigns* in media (printed press, radio, TV) were developed and paid for from national budgets (as was the case e.g. in Italy, Luxembourg, UK, Portugal, Ireland).

One co-funded project in Ireland consisted in itself of an advertising campaign on public transport vehicles.

Obtaining *editorial coverage* in media proved to be a challenging task for the national level. In several countries, results were poor among media targeting the general public, despite significant efforts by means of press releases produced by the FOP / EW Group member.

Main reasons mentioned for poor results are :

- lack of interest for this type of issue among traditional media (most countries);
- high level of attention given to the topic already by the press, and therefore difficulty to place more material (one country).

In other countries, press coverage was obtained by using inventive techniques to attract attention:

- using personalities with high-risk professions who lend their name / voice / face in support of the initiative;
- creating special effects : e.g. a photoshoot with ballerinas in skeleton outfits in order to highlight the importance of good posture in MSD prevention created a very unusual picture, as did a photocall in which nurses, airline staff, fire-fighters, construction workers, postmen and farmers took part;
- in Finland, the President of the country participated in a seminar on the subject of MSD.

Results among the specialised press (with focus on OSH) have been good in all countries.

Some countries have obtained significant results by targeting regional media (press, radio, TV), rather than national media.

6. Potential improvements

In this section we are describing potential improvements that were identified in the process of this evaluation.

Timing

As mentioned above, a general criticism is the time frame which was experienced as too short. We believe this is a not completely fair criticism, as the time available for proposal preparation was 3 months between publication of the Call and closing date. The Christmas holiday season should however be avoided.

An ideal timeframe, for a Week taking place in October, and according to the same model as the Week evaluated, would probably be as described in the table below. The model is for a week with :

- co-funded projects, whatever their nature
- a decentralised or centralised evaluation of these co-funded projects
- a European Week organised every year
- a good practice award

Choice of theme	June year -1
Launch call	September year -1
Evaluation	December year -1
Decisions communicated	January year 0
Contracts signed	March year 0
Week	October year 0
Closing for awards	March year +1
Evaluation of awards	April year +1
Award ceremony	June year +1

This timing over 24 months allows to leverage on the activities and interest around the Week itself to promote the call for the next year.

The awards are also integrated so that they overlap and can be used with maximum leverage to promote the next year's Week and launch the following years Week theme.

Potential confusion between Good Practice Awards and the Week itself

The timing proposed above is also a way to avoid the "confusion" that has sometimes been the case between the co-funded projects, the national activities taking place during the Week and the activities participating in the good practice award scheme. With the approach proposed, the good practice awards are completely integrated and chosen from both the co-funded and the national activities. Confusion would be avoided :

- in terms of timing, as this would be a transparent and integrated system;
- in terms of projects, as the projects of the EW would be those that would be eligible for awards.

The use of Good Practice Awards as an additional technique is efficient in terms of money spent versus the communication effect. Winners of awards will act as multipliers of the communication effect as they are proud and use the award in their communication. The organisation of the contest and of a ceremony has also a news effect and make access to press coverage easier. One of the Member States is also using awards in the national organisation of

the Week. The success is such that regional award ceremonies are now being organised early 2001.

Process improvements

Compared to other European funding schemes, the 'bureaucratic' part of the initiative has definitely been limited. Indeed, the administrative requirements have been kept as light as possible for the participants. However, there is still some scope for improvement. Particularly as regards justification of costs incurred (requirements for evidence, breakdowns of all costs, justification of all time spent – when, by whom, on what tasks, etc.) lighter requirements would be highly appreciated. Mainly those organisers for whom the funded part of the project budget is limited, commented on this aspect. Also in the light of a particular SME focus, light procedures are necessary.

Practical improvements

Translations	Improve on quality control and exact use of terminology : have them made at the national level, or at least controlled by the EW 2000 group member
Printing	Deliver the material in electronic format ready to print, rather than as printed material. This allows for greater flexibility and more efficiency (cost savings)

Evaluation of co-funded projects

As described above in section 4.2, there is potential for improvements on the way co-funded projects have been evaluated :

- Risks of having criteria interpreted differently should be avoided : this can be solved by writing clear instructions for evaluators.
- There is a need for differentiating criteria to ease the process of selection, and of ranking. Our proposal is to group criteria as follows :
 - eligibility
 - the contribution to the week's objectives
 - specific additional criteria
 - the capacity of the organisers to deliver
- In addition, we strongly recommend to give weight to criteria. This would make it easier to rank projects.

If and when the evaluation is done at two levels (national and European), it is important that all countries would send a reserve list. This would improve on transparency and fairness when one of the selected projects is cancelled and the reserve list has to be used.

Develop activities to share experience between Member States and project organisers

This has been one of the weak points of the EW2000, mainly as a consequence of limited resources. It is consequently the area where the most significant improvements can be made.

From our study, it appears that the main reason for this situation is the lack of resources. The Agency had the responsibility to organise the EW2000 with its own staff and resources. These were limited and did not allow to also organise specific activities for this sharing of experience. Identification of best practice is still foreseen to take place now, after the co-funded projects are finalised. Still, we consider the potential for identification of best practice is much larger than through the co-funded projects. Many activities organised at national level should be identified and used for dissemination, because they are either good or (more exceptionally) wrong practice.

If and when the Agency cannot devote the necessary resources, we recommend a separate budget should be foreseen for this activity. This would allow the possibility to recruit temporary staff or to contract an external organisation who would be in charge of these activities.

Activities can be developed that are linked to :

- identification of innovative approaches, interesting experiences and best practice examples
- dissemination of these
- sharing of experiences between the national level
- sharing of experience between different types of organisers and organisers of different types of projects or activities
- avoid duplication of work : identify clusters that can be created among projects planned, identify common activities (e.g. drafting of books or manuals) to share the work and cost.

Clustering projects at European level would not only allow to create synergies and save costs, it would at the same time stimulate transnational co-operation, and boost the creation of European Added Value.

Dissemination of results

Dissemination of good practice in prevention is at the core of the organisation of a EW.

The main improvement in this respect is the dissemination of results after the Week. Dissemination of results is part of the evaluation criteria for the co-funded projects. The actual dissemination of results is left to the project organisers. We believe the total impact of the co-funded projects can be significantly improved by earmarking part of the funds available to dissemination activities. This could be done :

- either by planning specific activities after the projects have been finalised,
- or by keeping part of the subsidy until the project organiser proves the dissemination plan has been implemented.

For the record, we would like to stress the importance of ex ante dissemination of good practice. A critical factor for the success of any Week is the availability of material on good practice in prevention. This material should be disseminated before the Week and be available to all organisers of activities or projects. This has been a strong point of the present Week, but can definitely still be improved and should be taken into account for all future Weeks (choice of theme for which material is available, plan in such a way that good practice material will be available on time, etc.)

Coordination

More activities can be organised to stimulate exchanges between project organisers. This should be stimulated to take place at the national and even regional levels. Many organisers are not

aware their activities are part of a European Week. Two improvements are possible in this respect :

- The web site corresponds to a real need. It is the best tool to allow every single person involved in the EW to access information on other projects and network. The web site of the EW2000 has been a strong point as mentioned above. Still, improvements are possible, mainly at the level of promoting the web site as part of the week (towards organisers of national activities), and through the improvement of speed and quality of information on the various activities taking place at the national level.
- Organising in each country a start-up networking event, e.g. in September, specifically for organisers. This would increase the motivation, as well as the possibility to transfer best practice, cluster projects, seek higher efficiency etc.

ANNEXES

Questionnaire for interviews with organisers
Co-funded projects
EW 2000

Background info

1. Can you explain to me the responsibilities and day-to-day activities of this department within your organisation and your function in the organisation ?
2. How do the activities organised as part of the EW2000 co-funded project fit in ?

Project preparation phase

3. What triggered your organisation's participation in the EW2000 ? (probe for importance of the Call for Proposals published by the Agency, how found out about the existence of the Call)
4. Can you tell me how the choice for this type of project was made ? (type of projects considered, type of partners considered if any, and reasons for choice for current project)
5. Can you tell me which role the social partners (the employers' organisation / the employees' organisation) have played in the preparation of the project ?
6. Have you been in contact with the person who is at national level responsible for the organisation of the EW2000 in the project preparation phase ? Who was this ? Which role has this person played in the preparation of your project ?
7. Have you encountered any difficulties in preparing your proposal ? If yes, which ? (application form, guidelines, timescale, other ?)
8. Can you give me your opinion on the feedback you received following the submission of your proposal ? (type of feedback, by whom, time, adequacy, ...)
9. How did you experience the contractual aspects of your participation in the EW2000 ? (timing, communications, payment, reporting, ...)

Practical organisation

10. How were your contacts with the person who is at national level responsible for the organisation of the EW2000 (EW Working Group member and/or FOP) for your country?
11. In how far did you expect and receive adequate support or advice from this person ?
12. How did you experience the involvement and/or support from the European level (the European Agency for Safety and Health at Work) ?
13. Throughout your project, how did you experience the actual co-operation with and involvement of the social partners (the employers' organisation / the employees' organisation) ?
14. Did you experience any difficulties with the implementation of the project ? (If yes, please describe type of difficulties, reasons, how were these overcome)
15. Did you use OSH experts and which role did they play ?
16. Which synergies did you experience from organising the project within the EW 2000 context ?

17. Can you give us an indication of human resources spent at EW2000-related tasks (number of persons, time spent; differentiating between additional resources invested vs. fixed costs)

Impacts of the project

18. When thinking of the objectives of the EW2000, how has your project contributed to the realisation of those objectives ? (try to differentiate between long lasting benefits versus short term effects of the project)

(reminder of objectives : improvement of working conditions at workplace level; prevention at source of risk ; dissemination and exploitation of available information) (

19. How different are in your opinion the effects and impacts realised on the different target groups ? (social partners, workforce, different organisations, companies, SMEs in particular)
20. In your opinion, how cost effective has the project been ?
21. Have you measured the awareness of MSD before and after your project ? If not, how would you describe the qualitative effect on awareness raising ?
22. Have you, through the EW 2000, learned of other initiatives and methods to prevent MSD related risks ? If yes, which and through which sources ? (INT : ask also : And how can your project / idea be made transferable for others ?)
23. In your opinion, what has been the added value for your project of receiving European money ? What would have happened were the project not funded ? (would the project have taken place : the same or differently ; how different)

INT : Questions 24 up to 38 to cover less in-depth, and only if sufficient time available

Promotional material

24. Have you received any promotional material to be used in the context of the EW2000 to support your project ?

25. *If no, did you use / produce any promotional material ? (What, type of use, cost of production and how this was covered*

If yes :

26. Did you receive this material automatically or did you apply for it ? To whom ?
27. What did you receive ? In which quantity ?
28. What is your opinion on the quality of the material ?
29. In how far did the quantity of the material you received match the quantity you effectively used and/or needed ?
30. How timely did you receive the material ?
31. When and how was the material used ? Was it used in specific sectors ?
32. How was the response you experience on the material ? (if possible, differentiate between target groups : general public, workers, employers, other, sectorial vs. general response)
33. Did you use / produce any other promotional material ? (what, type of use, cost of production and how this was covered)
34. Is there a need for further material ? (e.g. sectorial information)

Media coverage

35. What has been done by your organisation to attract press attention for your project ?
(e.g. distribution of press releases)
36. How successful have been these efforts ?
37. Did you obtain ...
 - written press coverage ? If yes, in which type of publication ?
 - TV/radio coverage ?
 - coverage in other media ?
38. What type of activity / event seemed to attract most attention from the media ?

Evaluation of the EW2000 campaign

39. What should, in your opinion, be improved in the organisation of the EW2000 at national level ?
40. What should, in your opinion, be improved in the organisation of the EW2000 at European level ?
41. What type of support did you expect at national level versus at European level ?
42. Which are in your opinion the strengths of the EW2000 initiative ?
43. Which are the weaknesses of the EW2000 initiative ?
44. How would you describe the impact the EW2000 will have had overall in your country ?
45. Relevance of / opinion on theme of EW2000 (MSDs)
46. Opinion on timetable of EW2000
47. In your opinion, where lies the added value of organising such EW2000 initiative at European level ?

Recommendation for future European Weeks

48. Suggestions regarding organisation of the EW2000 at national level
49. Suggestions regarding organisation of the EW2000 at European level
50. Suggestions regarding timetable
51. Any other comments / suggestions

Checklist for organisers of projects co-funded by the European Week 2000

This list of questions will be used as guideline during our telephone conversation. Not all questions might be relevant to your situation or activity. The purpose of this document is to show what the subject of the interview will be and to enable you to prepare yourself if you wish.

Project preparation and implementation

- What triggered your organisation's participation in the EW2000 ?
- How was the choice for this type of project made ?
- Have you encountered any difficulties in preparing your proposal ? (application form, guidelines, timescale, other ?)
- What is your opinion on the feedback you received following the submission of your proposal ? (type of feedback, by whom, time, adequacy, ...)
- How did you experience the contractual aspects of your participation in the EW2000 ? (timing, communications, payment, reporting, ...)
- Did you experience any difficulties with the implementation of the project ? (If yes, which, reasons, how were these overcome)
- Which synergies did you experience from organising the project within the EW 2000 context ?
- What are the human resources spent at EW2000-related tasks (number of persons, time spent; differentiating between additional resources invested vs. fixed costs)

Impacts of your project

- When thinking of the objectives of the EW2000, how has your project contributed to the realisation of those objectives ?
(objectives of EW2000 : improvement of working conditions at workplace level; prevention at source of risk ; dissemination and exploitation of available information)
- How would you describe the impacts of your project ? (type of impact, on whom, inside vs. outside your organisation, etc.)
- Have you, through the EW 2000, learned of other initiatives and methods to prevent MSD related risks ? If yes, which and through which sources ?
- What has been the added value for your project of receiving European money ? What would have happened were the project not funded ? (would the project have taken place : the same or differently ; how different)

Your opinion on the EW2000 campaign

- What could be improved in the organisation of the EW2000 at national level ?
- What could be improved in the organisation of the EW2000 at European level ?
- What type of support did you expect at national level versus at European level ?
- Which are in your opinion the strengths and weaknesses of the EW2000 initiative ?
- How would you describe the impact the EW2000 will have had overall in your country ?
- What is your opinion on the timetable of EW2000
- Where lies the added value of organising such EW2000 initiative at European level, rather than at national level ?

Questionnaire for interviews with organisers
Unfunded projects
EW 2000

Background info

1. Short description of the organisation (private vs. public, activities, size, set-up, target groups, objectives, etc.)
2. Can you explain the activities organised in the context of the EW2000 :
 - Does your organisation have partners with whom the activities were organised ? if yes, who?
 - What has been the time frame of the activities ?
 - What has been the scope and the reach of the activities ? (size + geographically)
 - How is the project being financed ? (if total cost were 100 %, which shares are financed by whom)
3. How do the activities organised as part of the EW2000 fit within the organisation's day-to-day activities ?

Project preparation phase

4. What triggered your organisation's participation in the EW2000 ?
5. Can you tell me which role the social partners (employers' organisation / employees' organisation) have played in the preparation of these activities ?
6. Have you had any contact with the person who is at national level responsible for the organisation of the EW2000 in the project preparation phase ? Who was this ? Which role has this person played in the preparation of your project ?

Following questions to be asked only to those unfunded projects which DID apply for funding:

7. How important has been the Call for Proposals published by the Agency in triggering the organisation of these activities ?
8. Have you encountered any difficulties in preparing your proposal ? If yes, which? (application form, guidelines, timescale)
9. Can you give me your opinion on the feedback you received following the submission of your proposal ? (type of feedback, by whom, time, adequacy, ...)
10. For which reasons did your organisation decide to have the activities taking place, even without funding by the Agency ?
11. In how far has the project been adapted ? In how far are the activities which took place different from what was proposed in terms of contents, scope, reach, etc. ?
12. How was the financing of the project re-arranged or where did you find alternative funding for your project ?

Following question to be asked only to those unfunded projects which did NOT apply for funding :

13. What is the reason that your organisation did not apply for funding for the activities (in answer to the Call for Proposals published by the Agency) ?

Practical organisation

14. How were your contacts with the person who is at national level responsible for the organisation of the EW2000 (EW Working Group member and/or FOP) for your country?
15. In how far did you expect and receive adequate support or advice from this person ?
16. How did you experience the involvement and/or support from the European level (the European Agency for Safety and Health at Work) ?
17. How did you experience the actual co-operation with and involvement of the social partners (the employers' organisation / the employees' organisation) ?
18. Did you experience any difficulties with the implementation of the project ? If yes, please describe type of difficulties, reasons, how were these overcome ?
19. Did you use OSH experts and which role did they play ?
20. What have been the advantages for your project to be included in the calendar of the EW 2000 ?
21. Can you give us an indication of human resources spent at EW2000-related tasks (number of persons, time spent; differentiating between additional resources invested vs. fixed costs)

Impacts of the project

22. When thinking of the objectives of the EW2000, how has your project contributed to the realisation of those objectives ? (try to differentiate between long lasting benefits versus short term effects of the project)
(reminder of objectives : improvement of working conditions at workplace level; prevention at source of risk ; dissemination and exploitation of available information)
23. How different are the effects and impact realised on the different target groups ? (social partners, workforce, different organisations, companies, SMEs in particular)
24. In your opinion, how cost effective has the project been ?
25. Have you measured the awareness of MSD before and after your project ? If not, how would you describe the qualitative effect on awareness raising ?
26. Have you, through the EW 2000, learned of other initiatives and methods to prevent MSD related risks ? If yes, which and through which sources ?

INT : Questions 27 up to 39 to cover less in-depth, and only if sufficient time available

Promotional material

27. Have you received any promotional material to be used in the context of the EW2000 to support your project ?

If no, did you use / produce any promotional material ? (Please explain what, type of use, cost of production and how this was covered)

If yes :

28. What did you receive ? In which quantity ?
29. What is your opinion on the quality of the material
30. In how far did the quantity of the material you received match the quantity you effectively used and/or needed ?
31. How timely did you receive the material ?
32. When and how was the material used ? Was it used in specific sectors ?
33. Did you use / produce any other promotional material ? If yes, what, type of use, cost of production and how this was covered
34. Is there a need for further material ?

Media coverage

35. What has been done by your organisation to attract press attention for your project ? (e.g. distribution of press releases)
36. Did you obtain written press coverage ? If yes, in which type of publication ?
37. Did you obtain TV/radio coverage ?
38. Has there been a coverage in other media ?
39. What type of activity / event seemed to attract most attention from the media ?

Evaluation of the EW2000 campaign

40. What should, in your opinion, be improved in the organisation of the EW2000 at national level ?
41. What should, in your opinion, be improved in the organisation of the EW2000 at European level ?
42. What type of support did you expect at national level versus at European level ?
43. Which are in your opinion the strengths of the EW2000 initiative ?
44. Which are the weaknesses of the EW2000 initiative ?
45. How would you describe the impact the EW2000 will have had overall in your country ?
46. Opinion on timetable of EW2000
47. In your opinion, where lies the added value of organising such EW2000 initiative at European level ?

Recommendation for future European Weeks

48. Suggestions regarding organisation of the EW2000 at national level
49. Suggestions regarding organisation of the EW2000 at European level
50. Suggestions regarding timetable
51. Any other comments / suggestions

Checklist for organisers of projects as part of European Week 2000

This list of questions will be used as guideline during our telephone conversation. Not all questions might be relevant to your situation or activity. The purpose of this document is to show what the subject of the interview will be and to enable you to prepare yourself if you wish.

Background info

- Short description of the organisation
- Description of the activities organised in the context of the EW2000 (type of activities, timeframe, scope and reach, financing, partners in the project)

Project preparation and implementation

- What triggered your organisation's participation in the EW2000 ?
- How was the choice for this type of project made ?
- Did you experience any difficulties with the implementation of the project ? (If yes, which, reasons, how were these overcome)
- What have been the advantages for your project to be included in the calendar of the EW 2000 ?
- What are the human resources spent at EW2000-related tasks (number of persons, time spent; differentiating between additional resources invested vs. fixed costs)

If you DID apply for funding with the European Agency for Safety and Health at Work :

- How important has been the Call for Proposals published by the European Agency for Safety and Health at Work in triggering the organisation of these activities ?
- Have you encountered any difficulties in preparing your proposal ? (application form, guidelines, timescale)
- What is your opinion on the feedback you received following the submission of your proposal ? (type of feedback, by whom, time, adequacy, ...)
- For which reasons did your organisation decide to have the activities taking place, even without funding by the Agency ?
- In how far has the project been adapted ? In how far are the activities which took place different from what was proposed in terms of contents, scope, reach, etc. ?
- How was the financing of the project re-arranged or where did you find alternative funding for your project ?

If you did NOT apply for funding with the European Agency for Safety and Health at Work :

- What is the reason that your organisation did not apply for funding for the activities (in answer to the Call for Proposals published by the Agency) ?

Impacts of your project

- When thinking of the objectives of the EW2000, how has your project contributed to the realisation of those objectives ?
(objectives of EW2000 : improvement of working conditions at workplace level; prevention at source of risk ; dissemination and exploitation of available information)
- How would you describe the impacts of your project ? (type of impact, on whom, inside vs. outside your organisation, etc.)
- Have you, through the EW 2000, learned of other initiatives and methods to prevent MSD related risks ? If yes, which and through which sources ?

Your opinion on the EW2000 campaign

- What could be improved in the organisation of the EW2000 at national level ?
- What could be improved in the organisation of the EW2000 at European level ?
- What type of support did you expect at national level versus at European level ?
- Which are in your opinion the strengths and weaknesses of the EW2000 initiative ?
- How would you describe the impact the EW2000 will have had overall in your country ?
- What is your opinion on the timetable of EW2000
- Where lies the added value of organising such EW2000 initiative at European level, rather than at national level ?

<p style="text-align: center;">Proposal for the structure of the EW 2000 activity reports by the Member States</p>
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Content / structure of the report

1. Introduction / Background information on preparation and organisation of EW2000

- 1.1. Role of FOP / split of tasks with EW2000 Group Member (EW2000GM)
- 1.2. Role of EW2000 Group Member, who was appointed as EW 2000 Group Member, motivation for this appointment
- 1.3. Timetable of implementation of EW2000 at national level (including time of appointment EW 2000 Group Member)
- 1.4. Who wrote this report

2. The national organisation of the EW2000

- 2.1. Was a national EW Group set up ? (if yes, describe set up, role, frequency of meetings, who chaired the group, etc.)
- 2.2. Description of co-operation with and involvement of the social partners
- 2.3. Description of co-operation with and involvement of other organisations / institutions
- 2.4. Description of cross-border co-operation / European aspect (if applicable)
- 2.5. Indication of human resources spent at EW2000-related tasks (number of persons, time spent; differentiating between additional resources invested vs. fixed costs)

3. National activities initiated by the EW2000

- 3.1. How have you stimulated activities in your country ?
- 3.2. Kind of activities : describe type and number (for funded and unfunded), target groups, objectives
- 3.3. Scope and reach of the activities having taken place in the country, if possible quantified (describe any variances : regional, sectorial, target groups, etc.)
- 3.4. Who arranged the activities ? (private vs. public sector, any SME initiators ?, type of organisations)
- 3.5. Role of the social partners

4. The Call for Proposals for co-funded projects from the Agency

- 4.1. Spontaneous interest in the Call for Proposals
- 4.2. Any activities undertaken to promote the Call
- 4.3. Type of response to the Call for Proposals
- 4.4. Any support provided to project organisers in setting up the project and/or drafting the Proposal
- 4.5. Practical organisation of the Proposal evaluation at national level (how were social partners involved in decision)
- 4.6. Opinion on the proposal evaluation process at European level (system proposed, criteria used, etc.)

4.7. Opinion on contractual aspects

5. *The Good Practice Awards Scheme*

- 5.1. Spontaneous interest in the Good Practice award scheme
- 5.2. Any activities undertaken to promote the Good Practice competition at national level
- 5.3. Type of response to the call for Good Practice examples
- 5.4. Practical organisation of the selection of Good Practice examples at national level (criteria used, method for selection, who was involved in selection, etc.)
- 5.5. Opinion on the selection process of the Good Practice examples at European level (system proposed, criteria used, transparency of the evaluation, etc.)
- 5.6. Overall opinion on the organisation of the Good Practice Awards scheme

6. *Use of promotional material*

EW Web site:

- 6.1. Importance of and interest in the European Web site on EW2000
- 6.2. Opinion and suggestions regarding contents of the European Web site on EW2000

Printed material:

- 6.3. Quality of the published material from the Agency
- 6.4. Quantity of the published material from the Agency (including quantity effectively used / needed, compared to obtained)
- 6.5. Timing of delivery of material from the Agency
- 6.6. When and how was the published material from the Agency used : scope (in quantity and geographically) and type of actions undertaken with this material
- 6.7. Response on the material from the Agency (differentiating between target groups : general public, employees, employers, other)
- 6.8. Need for further material from the Agency

Other material produced at national level (if relevant)

- 6.9. Any other promotional material produced / used (if yes, describe what, why, type of use, cost of production and how this was covered)

7. *Media coverage*

- 7.1. Description of efforts undertaken to attract press attention + rate of success of these actions (e.g. distribution of press releases)
- 7.2. Press coverage
- 7.3. TV coverage
- 7.4. Coverage in other media
- 7.5. What were the type of events / projects / activities that attracted attention from the media?

8. *National evaluation / assessment of the EW2000*

- 8.1. Was a national evaluation / assessment made ?
- 8.2. If yes : how, by whom, and what was the result of this evaluation ? (any positives and negatives)
- 8.3. Which are the lessons to be drawn for future initiatives of this type ?
- 8.4. How, in particular, is the co-operation with and involvement of the social partners evaluated ? Any suggestions in this respect ?
- 8.5. In your opinion, what has been the added value for the funded projects of receiving European money ? What would have happened were these projects not funded ?
- 8.6. In your opinion, what has been the added value for the unfunded projects of being part of the EW2000 ?
- 8.7. Are there any immediate results to be identified at national level, which can be attributed to the EW2000 ?
- 8.8. How would you describe the impact the EW2000 will have had overall in your country ?
- 8.9. Are there any lessons learnt through access to 'good practice' ? Any national initiatives taken in relation to dissemination of good practice ?

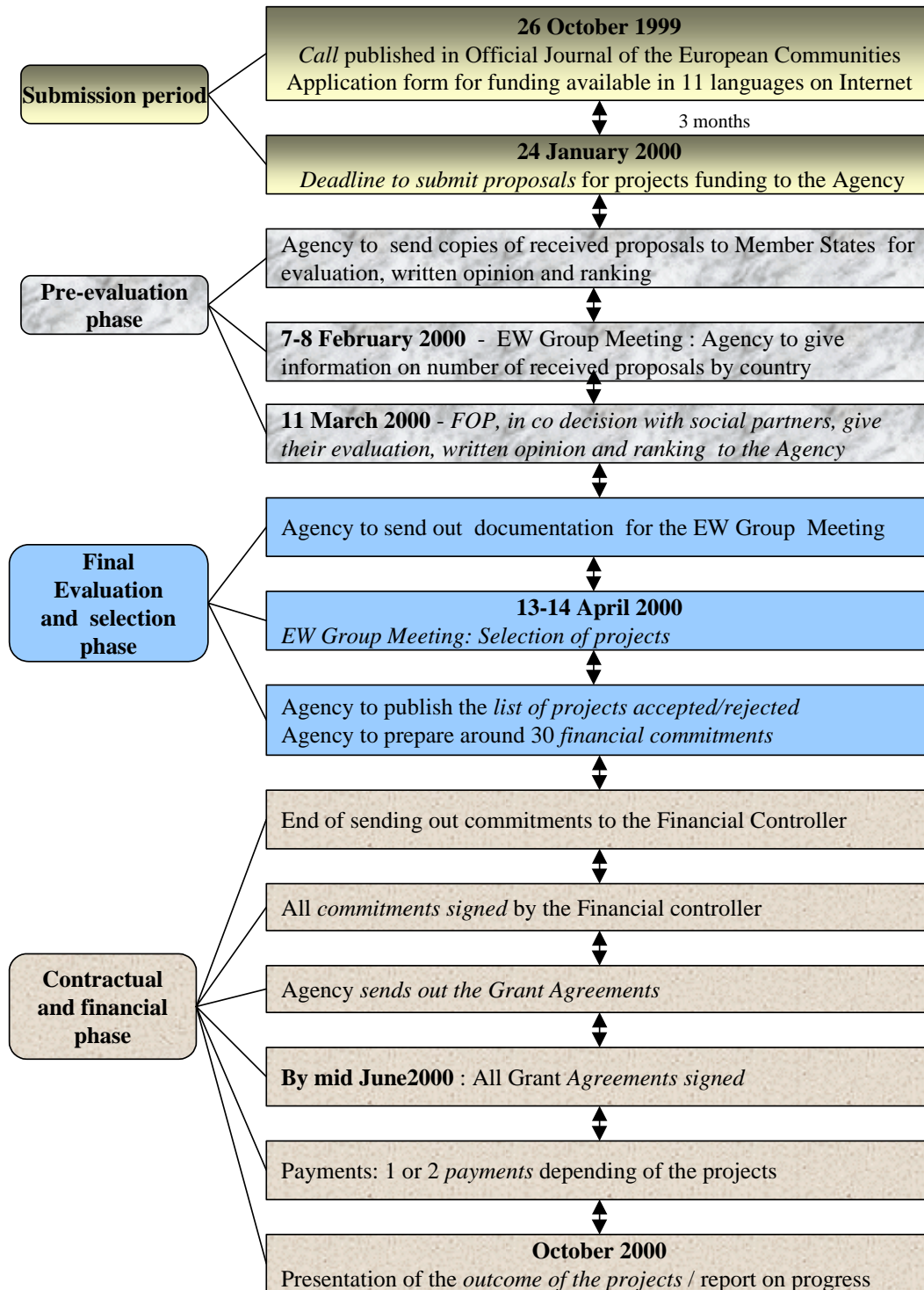
9. *Strengths and weaknesses of the EW2000 initiative*

- 9.1. Which were the strengths of the EW2000 initiative
- 9.2. Which were the weaknesses of the EW2000 initiative
- 9.3. Opinion on organisation and timetable of EW2000
- 9.4. In your opinion, where lies the added value of organising such EW2000 initiative at European level ?

10. *Recommendation for future European Weeks*

- 10.1. Suggestions regarding organisation
- 10.2. Suggestions regarding timetable
- 10.3. Any other comments / suggestions

European Week 2000 - Procedure for selecting projects for funding





B/99/33

Cover note: European Week 2000

On 22 June 1999, the European Parliament's Budgets Committee approved the budgetary transfer of EUR 900,000 (1999 budget) to the European Agency for Safety and Health at Work for the European Week 2000 proposal.

Based on the principles agreed by the Board, the Agency has drafted the following working document. The document follows the agreed model and sets out a draft work plan for the coming months.

The Bureau is asked to agree this document.

**ORGANISATION OF THE EUROPEAN WEEK 2000 – ACTIONS AGAINST
MUSCULOSKELETAL DISORDERS (MSD) AND BACKPAIN AT WORK**

DRAFT GUIDELINES FOR THE ORGANISATION

1. Background

The European Week has previously taken place 3 times (1996, 1997, 1998) all of which were managed by the European Commission in close co-operation with the Advisory Committee.

Following the Commission's decision that the Agency should continue the organisation of the Week, this activity has been integrated in the Agency work programme for 1999 (point 3.5) and draft Work Programme 2000.

In March 1999, the Board agreed the European Week2000 (EW2000) proposal and in June 1999 the Bureau approved the request for funding sent to the Commission.

The European Parliament's Budget Committee approved the transfer of EUR 900.000 to the European Agency for the European week on 22 June 1999.

The European Week will be organised according to the model agreed by the Board which is set out in the document approved by the Bureau (B/99/14) and presented to the FOPs (FP/99/2 - DOC 6) in June 1999.

2. Model agreed by the Agency's Board

The organisation of the Week will be based on the same principles as the previous Weeks managed by the European Commission. The Agency will take care of the general management and the tripartite Focal Point network will be responsible for the decentral organisation at member State level. At central level a European Week Group will be established including representation from the Commission , the European social partners and from the Member States.

The Week will take place in within October 2000. The Member States will select the precise week within October in which they wish to run their activities, according to the national preferences.

The EW2000 will focus on the prevention of work related musculo-skeletal disorders (MSD) with special emphasis on backpain.

The aims and activities for "European Week 2000: Actions against musculo-skeletal disorders (MSD) and backpain at work" are to:

- increase awareness information available on OSH all over Europe on this current issue
- promote information and projects at workplace level to prevent musculo-skeletal-disorders and backpain at work, especially in SME's
- combine the objectives of the former weeks with the SAFE concept developed by the Social Affairs Committee of the European Parliament
- support SME activity in particular with regard to exchange of information on good safety and health practice on prevention of MSDs/backpain. Half of the budget for funding will support SME information activities.

3. MSD: an occupational health and safety issue that is given high priority in the Members States

The theme chosen by the Board for EW2000 is the prevention of work related musculo-skeletal disorders with a special focus on backpain:

Reasons for promoting actions against MSD and backpain include:

- The scope of workers affected is broad and is increasing.
- The economic impact of work related musculo-skeletal disorders is to enterprises and Member States is important.
- The prevalence of unergonomic working conditions has increased in the last 4 years.
- The Member States and the European Community are giving high priority to this issue.
- The topic is of concern to both SME's and larger companies.
- MSD are related to traditional industry/processes and construction sector as well as the service sector and users of "new technologies".
- It is relevant to the practical implementation of the EU Framework (89/391/EEC) and daughter Directives that lay down minimum obligations covering the prevention of risks at work. The Directives can apply in general to various aspects of prevention of work related musculo-skeletal disorders. Back injuries and other strain injuries from manual handling are specifically covered by Council Directive 90/269/EEC. The EW2000 will provide opportunity to promote these Directives.
- Preventive measures are available on the market.
- Prevention of these disorders through improvement of working conditions and development of pro-active OSH activities may contribute to employability in Europe.

Information material on MSDs in Europe will be prepared by the Agency with the assistance of the Topic Centers Research and Good Practice-MSDs and made available on the Agency Website from where it could be downloaded by users (see paragraph 9).

4. Special SME's activities

Whilst EW2000 is aimed at organisations of all sizes and sectors particular attention will be paid to attracting attention of small firms.

EW2000 will support SME activity concerning exchange of good safety and health practice on prevention of MSD. Half of the budget provided for funding of projects in Member States will support activities aimed at SMEs. A working definition of SMEs is given below.

Definition of an SME

The European Commission has developed a single set of definitions of SMEs, set out in a recommendation from April 1996. SMEs are defined as enterprises which: Have fewer than 250 employees; have either an annual turnover less exceeding EUR 40 million; or an annual

balance-sheet total not exceeding Eur 27 million; and are "independent", i.e. less than 25% ownership by an enterprise or enterprises falling outside the definition of an SME.

However due to differences in Member States for example in their industrial and commercial traditions, trends and structures, which includes company size, this unified approach to definition is not found across or within the Member States. There are therefore differences between Member States in their definitions of SMEs and various criteria are in use.

EW2000 will be organised taking into account the heterogeneity of national practise and regulations concerning SME's.

5. Work plan and work package tasks

Role of the Agency:

The Agency will:

- be responsible for the general management of the Week and will carry out the administrative tasks previously performed by the Commission's services.
- work with assistance from an ad hoc European Week Group composed of one representative from each Member State nominated by the tripartite Focal Points and one representative of the European Commission. This Group will be chaired by the Agency and will include observers from the European social partners.
- co-finance the national projects that meet the Agency criteria for project support.
- look into the possibility of setting up a European Week 2000 feature on its Website (<http://osha.eu.int>) to provide updated information about the progress of EW2000 and offer a "one stop shop window".
- provide Member States with common information material.
- will present good practice examples on MSDs from all Member States in all Community's languages on the Agency's Website. These examples will also be focused on SME.
- organise project activities related to EW2000 within the Agency Work Programme information categories research, good practice, and systems and programmes (chapter 4), as well as a major closing event according to Work Programme 2000 (point 3.6).

Topic Centre "Good Practice-MSDs" will assist the Agency, providing information support on MSD. Topic Centre information support should be concise and practical. In particular the Topic Centres will provide information on the scale of MSDs in Europe/international level and information on good practice like risk assessment, equipment, case study examples focusing and tools of intervention especially for SME. Topic Centre "Research-Work and Health" will provide relevant information on research. The Topic Centres will also provide contact details of experts on MSD in each Member State.

Role of the European Week Group:

The Group will be given responsibilities similar to the European Week Groups established in 1996, 1997 and 1998.

The role of the European Week Group will be to:

- Assist the Agency in the preparation, implementation and follow up of the Week
- Co-ordinate activities between Member States
- Assist the Agency in the selection of the projects submitted for Community part-funding.

Three meetings are proposed: September 1999 (before the end of September, after the Bureau meeting), April 2000 and September 2000.

Role of the Focal Points:

Each Focal Point (FOP) shall nominate one representative to the European Week Group

The FOPs shall promote the European Week activities at national level. The FOP shall evaluate the national projects submitted to the Agency for part funding, in co-decision with the social partners and in co-operation with their network partners according to their national practice, and give a written opinion on project proposals to the Agency.

The FOPs shall publish information about EW-activities, including national project activities, on their national pages of the Agency Website.

6. Activities which could be carried out for EW 2000

A wide range of activities could be carried out to promote and support the Week. There are activities that Focal Points could organise themselves to take place during the Week or to promote the Week before hand. There are activities that Focal Points could encourage others to take to support the Week or take part in the Week themselves, particularly at enterprise level. A non-exhaustive list of such ideas is given in annex. It is based on past experience in Member States. The activities listed range from the simple to more advanced ones, to cater for all types of businesses and organisations depending on their size and available resources and shall, of course, be related to be theme of this EW2000: Prevention of MSD.

FOP are invited to provide details of activities planned and to set-up a EW2000 feature on their national part of the Agency Website. There will be a central EW2000 page on the Agency Website and links will be made from this to the national sites to provide access to information at MS level.

7. Procedures for selecting and approving projects for funding

A key part of the organisation of EW 2000 is the promotion and co-funding of projects focusing on the chosen theme at national level. The budget for funding projects is EUR 750.000. Half of this budget will used be to support SME information activities.

Selection of projects for funding will be established on a decentralised and tripartite basis and in regard to a common set of criteria. The national project proposals will then be put forward for funding from the EW2000 budget.

Approval of projects will be governed by rules designed by the Commission in the "Vademecum for grants" and an application for funding will be provided, based on these Commission rules

The key stages of the procedure will be: Publication of a notice in JO CE in October 99; call for project at MS level according to the national practice; application forms to be filled in by MS and sent the Agency; presentation and selection of projects by EW Group; projects checked to ensure they meet the required financial/budgetary procedures.

The principles for approving project grants will be:

- Projects applications can be from Member State institutions, social partners, or any “natural or legal person or associations of natural persons” (for example private companies, public organisations, ONGs, non profit making organisations etc .) They could involve a number of partners if appropriate. Projects can also be organised on a multinational basis.
- Application forms for projects can be obtained from the Agency (by mail), directly from the Agency Website or from the Member State authority in copy. A notice will be published in the Official Journal of the EC concerning the call for projects (including the deadline, some specification and the address where application forms can be obtained) in October. All project proposals must be sent to the Agency directly, respecting the specified deadline (end of a 4 months period after publication of the notice in the OJ EC.)
- Projects relating to specific events, like seminars, should take place during the national European Week in October 2000.
- The available budget for the EW2000 will be allocated between the 15 Member States. Account may be taken of the relative importance and interest value of the projects. Funding will be on a co-funding basis and up to 50% of the total cost of the project will be financed (a maximum of EUR 25.000 of Community funding per project is envisaged). Two information projects activities per Member State will be co-financed, that could cover a wide range of activities.
- Projects must arrive at the Agency no later than mid February (giving a total of 4 months to complete the application forms, in order for them to be submitted to the European group meeting in March.)
An application form for a grant must be completed for each project.
- After reception by the Agency, each project will be sent to the FOP for an evaluation and a written opinion (one month will be given to Member States). The Agency will then analyse the pre-selected projects and submit them to the EW Group. The EW Group will give its opinion on each project. The Agency will take this opinion into consideration in financing the projects.
- The common set of criteria to be used both at national and European level is set out in section 8.

8. Set of criteria for selecting projects to be funded

- Is it relevant to the EW2000 theme: Prevention of MSD/Backpain at workplace level.
- Is it focused on the improvement of working conditions at workplace level.
- Is it relevant to the needs of small and medium size enterprises (SMEs). It need not only be aimed at SMEs but it must include elements, which are applicable to them (for SMEs related projects).
- Is it aimed at prevention at source rather than individual protection or fitness. Does it seek to encourage activity at the workplace?
- Is the date of event activities, such as a conference or information course, scheduled to take place during the national European Week in October 2000.
- Does it generate a Community added value, e.g. will it help to encourage implementation of the relevant directives (Framework and daughter directives), in particular risk assessment and prevention.
- Involvement of Social partners. Has the project been drawn up in consultation with Social Partners? Does it include activities that seek to involve both Social Partners at the Workplace?
- Does it demonstrate good cost-effectiveness ratio/necessity for Community funding
. The activities should aim to achieve permanent benefit.
. The intervention should meet the relevant legislative requirements of the Member State in which it has been presented/implemented.
- Can outcomes be identified, transferred and easily disseminated at national and European level.

- Does it comply with the financial and administrative rules for application for grants (deadline, signature, administrative details available, calculations of estimated budget, co-financing etc.)

9. Common information material

Agency will only have a limited financial capacity to produce supporting materials for use by Member States, as the majority of the funding is being devolved to Member States to support national activities. However, the Agency will provide some basic *common materials* for use as appropriate by Member States.

- *Common Promotional Material*

Posters and leaflets, in eleven languages, will be provided in limited quantities by the Agency.

Logo and artwork will be made available on the Website from where they could be downloaded.

Euro TV spot. Feasibility of this, within the budget, will be investigated

- *Information and Ideas Pack*

Suggestions for content of “Information and Ideas pack” are as follows:

- Statement of objectives for European Week: What it is, why have one, what it hopes to achieve, what is the European Added Value etc.
- A joint statement encouraging participation, endorsed by the Director, Commission, Portuguese and French Presidencies, ETUC and UNICE. It could be produced in such a way that Member States could modify it to include their own Ministry/Government and key social partners.
- Criteria for receiving Agency funding.
- A common European Week 2000 logo and artwork.
- Statistics on MSDs, such as extent, economic cost, for Europe as a whole and for individual Member States.
- These statistics should be taken from official European sources, such as Eurostat, Dublin Foundation survey, Agency State of OSH report.
- Summary information concerning relevant directives.
- List of ideas and suggestions for national activities.
- Examples of Good Practice/Prevention of MSD at workplace level.
- Short guidance on how to use the Agency and networked Websites to access supporting material for the Week such as practical solutions, or information on the Week from other Member States.
- Press release template.
- Similar common publicity material: posters, leaflets printed in respect of the Agency corporate manual design.
- List of Focal Point / EW2000 representatives at national level in each Member State.
- List of contact details of experts on MSD in Member States

Topic Centres Good Practice- MSDs and Research will assist the Agency in drafting the contents of the information pack.

The information should also be made available on the Agency Internet site from where this information could be downloaded; and depending on the financial resources available, be translated into 11 languages and printed as separate information sheets (A4), and put into a folder.

10. Closing event/award ceremony of the EW

To promote good practice and design solutions to prevent MSDs at work place level, the Agency has proposed in the draft Work programme 2000 (point 3.7 + project sheet IS-CS-01) the organisation of a European contest and a European Award ceremony.

The selection of the winners will be made by a jury, including representatives of the three interests groups of the Board, Topic Centres representatives and design experts.

An Award ceremony opened by Officials of the Agency (Chairperson and Director) and Ministers (social affairs and industry Ministers), in the presence of the Agency's Board members and international, European decision makers and Journalists is proposed, to be organised by the Agency.

11. Call for press

To publicise the Week coverage by the media will be sought both in national and European specialist medias. The Agency will, with assistance of the national editors, develop a strong call for press. Press releases will be disseminated, a special issue of the magazine will be published. The Agency Newsletter will report on EW2000 progress through the year and the possibility of a special issue of the Newsletter will be looked into.

The Agency will co-ordinate with press personal from key network partners, including Focal Points, ETUC, UNICE, and the Commission, to help maximise the possibilities for press coverage and information distribution.

National editors should also be involved in this task.

12. Follow-up

An *evaluation* of the achievement regarding the objectives of the Week shall be carried by an *external* contractor and a *procedure manual* shall be established.

A Budget of EUR 20.000 is proposed for this activity.

13. Milestones plan and timetable

A comprehensive project plan that describes in detail all the individual steps or milestones is in the process of being developed.

01-09-99

Activities which could be carried out for EW2000

Some Suggestions

- Organising special awareness raising and publicity conferences
- Producing publicity materials or information pack
- Putting on training seminars or workshops
- Attending events organised by others, or providing information
- Providing common artwork that other organisations can use to produce material for the week
- Arrange a workplace health and safety exhibition
- Producing and distributing a list of ideas and activities for employers, employees/unions to carry out in the workplace. For example
- Encourage SME to present their own good practice solutions
- Promoting special risk assessment activities, safety audits etc. in the workplace
- Promoting joint activities between employers, employees and unions, such as joint training, seminars, risk assessment activities
- Promoting inspection activities etc. by worker representatives according to their rights in the Framework directive
- Distributing information in the workplace, organising a stall, holding discussions
- Running competitions including materials for employers/employees to carry out in the workplace. For example:
 - providing manual handling problem scenarios and risk assessment check lists for use in workplace competitions
 - inviting organisations to submit good practice solutions they have implemented to solve real problems they have identified, judging the results together with social partners, presenting an award, publishing the best results in a risk assessment guide
- Producing and circulating special information and checklists on the chosen theme to help raise awareness and encourage risk assessments. These may be tailored to particular types of work or sectors
- Inviting employers/employee organisations to “Sign up” to the Week and take an active part by carrying out specific activities during the Week, and submit a resume for entry into a competition. Finally holding an awards ceremony for the best entries with a VIP to give prizes.
- Holding special meetings for small businesses, for example so called breakfast meetings
- Encouraging larger organisations to support smaller ones, for example by sharing information on good practice or training. So called “good neighbour” schemes
- Organising “road shows”
- Sponsoring advertisements including on town centre public transport such as buses or metro.

01-09-99