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LODZ

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“Equal opportunities in the labour market for people aged 50+”
Project co-financed by the European Union under the European Social Fund

Annex to Catalogue of good practices in relation to active aging in selected countries of the European Union

Project cards

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„Scandinavian Care“

DENMARK

Project card DK 1

Country		Denmark
Project title		Senior Career – Active Ageing and Pre-Retirement Counselling Senior Career – Active Ageing and Pre-Retirement Counselling
Term of the project		2010-2012
System framework of the project		Lifelong Learning Programme - Grundtvig
Scale of the project - local, regional, national		international
Leader		Aarhus municipality Aarhus Kommune
Contact details of the leader	Address	Fredens Torv 6 8000 Århus C
	ph.	+45 86201777
	e-mail	pti@aarhus.dk krauss@august-horch-akademie.de
	WWW	www.seniorforce.dk
Legal status of the leader		local authority institution
Why this leader/consortium? (resources owned)		The fast-growing municipality of Aarhus began to perceive the effects of declining labour supply in the Danish market. Together with the local government, through the activation of people outside the labour force, it wanted to maintain its development pace.
Project initiator		Aarhus municipality
Target group	Who? (45+ any additional criteria)	addressed to people who are about to retire.
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		The need of counselling development for retiring people.
Value of the project		no data
The amount funded from public sources		€ 15,000
Source of public funding:		Lifelong Learning Programme - Grundtvig
Description of the project	General objective	To exchange the knowledge of pension systems in partner countries as well as of insights and research results in relation to the older employees moving into retirement.
	Detailed objectives	To exchange the knowledge and experiences with regards to counselling system for older employees who intend to exercise their right to retirement. To exchange experiences in relation to ways of improvement and development of counselling for older employees, for the benefit of the employees aged 50+, companies and community. To develop of collaboration and learning in order to popularise best practices for people aged 50+ with respect to career counselling. To promote the idea of compulsory pre-retirement counselling for older employees in UE.
	Actions	Organising regular meetings in partner countries, participated by managers, directors and employees from Aarhus (October 2010), Milan (February 2011), Heraklion-Crete (June 2011), Warsaw (October 2011), Berlin (2012). Creating the report: „Pre-retirement counselling – shortcut to the activity of the elderly” and presenting its results at the conference in Berlin in May 2012.

Results	"hard"	38 people decided to work longer. 44 people declared their willingness to act as volunteers. 45 people declared their willingness to change their eating habits.
	"soft"	Increased interest in professional activity.
	short-term	Increased interest in professional activation.
	long-term	The exchange of knowledge and experiences with regards to counselling system for older employees who intend to exercise their right to retirement.
Public institution support - other than financial one mentioned before		N/A
Strengths		Exchange of knowledge and experiences at international level.
Weaknesses		no data
Institutional barriers of the project		none
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	low (€15,000 of funding in total)	very high	high
Number of points	5	5	4
Total number of points			14

Project card DK 2

Country		Denmark
Project title		Aalborg Hospital– age management Livsfasepolitik Aalborg Hospital – Age Management
Term of the project		since 2006
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Aalborg Hospital Aalborg Hospital
Contact details of the leader	Address	Hobrovej 18-22 Postboks 365, 9100 Aalborg
	ph.	+45 99321111
	e-mail	aalborgsygehus@rn.dk
	WWW	www.aalborgsygehus.rn.dk/Fakta+og+tal/English/
Legal status of the leader		public enterprise
Why this leader/consortium? (resources owned)		The hospital is located in the northern part of Jutland. It is a public-funded healthcare institution. It provides medical services to the world top standard, employing doctors of almost all specialties. So far, the hospital management board has not experienced problems in relation to recruiting new staff. However, the management is aware of the fact that over the next 10 years, many employees will retire. Most of the employees are about 40-50 years old, and a small group is aged over 60. The staff turnover is relatively high since about half of the employees in the ward works on the basis of temporary contracts. In view of the emerging problems, the hospital opted for a strategy of employing older staff, with the emphasis of their rights and flexible approach to work, depending on an employee's well-being and abilities.
Project initiator		Aalborg Hospital
Target group	Who? (45+ any additional criteria)	Employees aged 40+, however the project is mainly directed to people aged 50+.
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		The core of medical staff will retire in the following 10 years, and it was decided to introduce a policy to retain the experienced staff for as long as possible.
Value of the project		no data
The amount funded from public sources		no data
Source of public funding:		local government

Description of the project	General objective	To delay retirement of the employees aged 50+.
	Detailed objectives	To development attractive instruments and policies to keep the experienced staff in the labour market as long as possible.
	Actions	<p>A committee was established, made up of managers and employees of the branch that had to ensure respecting of the policy introduced.</p> <p>The employees aged over 52 were offered special employment contracts, depending on their needs and the financial capacity of the hospital;</p> <p>The possibility of part-time work for employees aged over 59 was introduced (partial pension + part-time).</p> <p>Regular hours of work were offered in place of a shift system and the obligation to be on duty was cancelled out in relation to older workers;</p> <p>The opportunity for further training of people aged 50+ was provided.</p> <p>Special groups were created that offered assistance in returning to work after accidents at work;</p>
Results	"hard"	<p>A committee was established that had to ensure respecting of the policy introduced.</p> <p>Special groups were created that offered assistance in returning to work after accidents at work;</p>
	"soft"	<p>More flexible forms of employment for older workers.</p> <p>Increasing the level of job satisfaction of people aged 50 +.</p> <p>Increased sense of security of staff.</p>
	short-term	The introduction of policies and instruments in the company in order to delay retirement.
	long-term	Retention of experienced staff.
Public institution support - other than financial one mentioned before	Subsidizing employment for people with disabilities by the state (2/3 salary) and co-financing of the addiction and civilisation diseases centre, created at the hospital (partly from public funds).	
Strengths	Consultations with the employees in relation to the instruments and policies being implemented.	
Weaknesses	Local reach of the project	
Institutional barriers of the project	none	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (organisation changes, not requiring special financing)	high	high
Number of points	4	4	4
Total number of points			12

Project card DK 3

Country		Denmark
Project title		Senior Solidarity – Age Management Seniorordning Senior Solidarity – Age Management
Term of the project		2006-2008
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Bank Nordea Denmark Branch Nordea Bank Danmark A/S
Contact details of the leader	Address	Postboks 850 DK-0900 Copenhagen C
	ph.	+45 33336670
	e-mail	allan.svendsen@nordea.com
	WWW	www.nordea.dk
Legal status of the leader		bank
Why this leader/consortium? (resources owned)		The financial sector in Denmark is facing a shortage of skilled employees. Nordea Bank experienced a situation when after the retirement of older employees it was difficult for the company to find people with similar qualifications and experience to replace them. Therefore, the company decided to implement an employment policy towards people aged 50+, the aim of which was to retain older employees within the company.
Project initiator		Bank Nordea Denmark Branch
Target group	Who? (45+ any additional criteria)	older employees of the company
	Number of beneficiaries (50+ or 45+)	It is estimated that around 12,000 Nordea employees are people aged over 50.
Reasons for the project		Shortage of skilled workers has forced the bank to change its current policy in the field of HR and to implement, in cooperation with the union, the employment retention programme for those who have reached 61 years. The programme involved both economic and non-financial motivation.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A

Description of the project	General objective	To prevent loss of valuable knowledge that would result from the employees' retirement.
	Detailed objectives	To develop a programme to retain the company's employees aged over 61.
	Actions	<p>In consultation with the trade union the existing economic incentives programme targeted at early retirement was transformed. Previously, older employees were encouraged to go into early retirement by being offered an economically advantageous retirement plan at the age of 58 years. Thanks to that they received a higher pension for leaving the bank before reaching retirement age of 60-62 years.</p> <p>The programme was developed aimed at preventing the retirement of employees under 64 years of age. The programme involved:</p> <ul style="list-style-type: none"> - 5 additional days off per year after reaching 61 years of age; - the possibility of reducing the number of hours worked per week by 10% without loss of pay; - additional retirement pay after reaching 62 years of age. <p>Older employees were given an opportunity to participate in relevant training.</p>
Results	"hard"	<p>Increase by 30% of employment level of people aged over 58.</p> <p>Carrying out an informational action.</p> <p>Signing of the agreement that is beneficial to both parties: the bank retains its experienced staff, and the employees receive additional benefits.</p>
	"soft"	Increased awareness of the managers of the impact of older people on the proper functioning of the company.
	short-term	To develop a programme to retain the company's employees aged over 61.
	long-term	To prevent loss of valuable knowledge that would result from the employees' retirement.
Public institution support - other than financial one mentioned before		N/A
Strengths		<p>Attractive offer for older employees who are increasingly more likely to remain in the labour market, despite reaching the retirement age.</p> <p>Observance of the policy of preventing age discrimination. It's worth emphasizing that developing the programme of incentives for older workers, the aim of which was to encourage them to remain in the company, did not result in these workers being treated differently than other employees because in this respect the bank acts in accordance with the strict policy of preventing age-discrimination.</p>
Weaknesses		The financial dimension of an offer addressed to older workers (although in view of the profits arising from the retention of experienced, older workers in the company it can be very cost-effective).
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (organisation changes, not requiring special financing)	high	high
Number of points	4	4	4
Total number of points			12

Project card DK 4

Country	Denmark	
Project title	HR management of Seniors in the Private Company Enemærke and Petersen A/S – Age Management Seniorpolitik HR management of Seniors in the Private Company Enemærke and Petersen A/S – Age Management	
Term of the project	since 2002	
System framework of the project	internal policy of the company	
Scale of the project - local, regional, national	within the company	
Leader	Enemærke&Petersen Enemærke&Petersen	
Contact details of the leader	Address	Ole HansensVej 1 DK-4100 Ringste
	ph.	+45 57617272
	e-mail	bja@eogp.dk
	WWW	www.eogp.dk
Legal status of the leader	private owned company	
Why this leader/consortium? (resources owned)	<p>Enemærke & Petersen A/S company offers construction services in Denmark.</p> <p>The company actively promotes the policy of the retention of people aged 50+.</p> <p>Inn 2009 the company got the ‚Best Senior Practice 50+‘ award in the category of large companies, awarded by the Danish Ministry of Labour for outstanding achievements in relation to attraction and retention of older workers.</p> <p>The policy in relation to age management, implemented by the company, was intended to attract and retain older workers, with the simultaneous optimal use of their skills and experience to the benefit of both the company and themselves. The company encourages active professional life, creating atmosphere in which the age is not a taboo.</p>	
Project initiator	Enemærke& Petersen company	
Target group	Who? (45+ any additional criteria)	employees aged 55 or more
	Number of beneficiaries (50+ or 45+)	102 persons out of 500 employees covered by the policy addresses to the elderly
Reasons for the project	Enemærke & Petersen company has identified the negative effects of the retirement of the older, experienced workers and decided to implement a policy to retain them.	
Value of the project	no data	
The amount funded from public sources	N/A	
Source of public funding:	N/A	

Description of the project	General objective	To keep people aged 50+ in the labour market for as long as possible.
	Detailed objectives	To develop tools to encourage older workers to remain in business long after reaching the retirement age.
	Actions	<p>The policy in relation to age management was introduced, created in collaboration with the board and with the active participation of older workers.</p> <p>Flexible working hours were introduced, with numerous possibilities of flexible organization of work;</p> <p>Annual 2-day seminar with experts was organized for the employees aged 50+.</p> <p>Annual talks with employees aged 50+ were conducted with regards to their prospects for the future;</p> <p>Persons aged 50+ were excused from demanding professional tasks.</p> <p>Annual medical examination was carried out.</p> <p>Subsidised entrance passes to wellness centres were provided;</p> <p>Senior Club was established, thanks to which the retired employees were invited to company parties so that they can maintain their relationships with colleagues and share their experiences.</p>
Results	“hard”	<p>In total, 102 of the 500 employees of Enemærke & Petersen were covered by human resources was addressed to workers aged 50+, which resulted from active participation of older workers in the development and approval of the policy.</p> <p>The management estimates that after implementation of the new policy, the number of older employees who want to stay in the company grew by 10-20%.</p> <p>Financial and non-financial benefits of retaining the experience of older workers in the company.</p>
	“soft”	<p>Adjustment of HR policy to the needs and specificity of older workers.</p> <p>An increase in satisfaction level of the employees aged 55+.</p>
	short-term	Development and implementation of the policy in relation to older workers activation and retaining them in the company.
	long-term	Financial and non-financial benefits of retaining the experience of older workers in the company.
Public institution support - other than financial one mentioned before		N/A
Strengths		<p>The thing worth noting is the active participation and influence of the target group of older workers on the shape of HR management policy, the aim of which is to maintain the professional activity of this group.</p> <p>Measure distinguished in 2009 by the ‚Best Senior Practice 50+‘ award in the category of large companies, awarded by the Danish Ministry of Labour for outstanding achievements in relation to attraction and retention of older workers.</p>
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (organisation changes, not requiring special financing)	high	high
Number of points	4	4	4
Total number of points			12

Project card SE 1

Country		Sweden
Project title		Occupational Health and Well-being SSAB Tunnpåt Occupational Health and Well-being
Term of the project		since 1995
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		SSAB company SSAB
Contact details of the leader	Address	P.O Box 70, Klarabergsviadukten 70, D6 101 21 Stockholm, Sweden
	ph.	+46 84545700
	e-mail	info@ssab.com
	WWW	www.ssab.com
Legal status of the leader		joint stock company
Why this leader/consortium? (resources owned)		SSAB is a company with many years of experience in the metal industry, which noticed the process of staff aging and its consequences for the company.
Project initiator		SSAB
Target group	Who? (45+ any additional criteria)	persons aged 50+ Additionally within the framework of the project special measures were directed to people aged 58+.
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		In 1995, the SSAB company conducted a study, the results of which indicated that the health condition of employees choosing an early retirement as well as their psychophysical condition is better than the ones of the persons who remain in employment.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A

Description of the project	General objective	To improve health and psychophysical condition of older employees.
	Detailed objectives	To improve work environment and introduce individual medical examination. To adapt shift work system to the employees' age. To engage trade unions into the initiative and collective work on the strategy with regards to the older employees.
	Actions	Lighting was improved in the workplace, Eye tests were conducted among the employees. Glasses were introduced for performance of specialist work; Workplace was redeveloped and readjusted in order to meet the needs of hearing-impaired. Improvements to prevent overstrain of muscles, joints and ligaments were implemented. Measures to improve general health condition of the employees were introduced; they underwent individual medical examinations and were provided with access to rehabilitation. The preferences in relation to shift work were surveyed among younger and older workers. The union of employees, trade unions and employers' representatives was created, the aim of which was to develop a strategy in relation to older workers and their working environment.
Results	"hard"	Optimisation of workplace ergonomics. Individual medical care. Changes schedules adapted to the needs of older workers (ergonomics), For people aged 58+ number of working hours was lowered. The number of employees who retire before reaching the retirement age was decreased.
	"soft"	no data
	short-term	Better adjustment of working time to the employees' preferences.
	long-term	Improvement of psychophysical condition of the employees. Adaptation of place and time of work to the requirements of older employees. Many older employees were able to work until reaching retirement age.
Public institution support - other than financial one mentioned before		Measures taken by the state in relation to changes in working time of older workers were an important factor.
Strengths		The involvement of employees and trade unions in a strategy to adapt place and time of work to the needs of aging staff. The project was designed and implemented by a private sector company which noticed the necessity to adapt to demographic changes in the labour market.
Weaknesses		no data
Institutional barriers of the project		It is necessary to support an employer that changes in working time are beneficial for the company. Age diversity is an advantage and not a burden for an employer.
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	high (it might be presumed that workplace adaptation was relatively costly)	high	high
Number of points	2	4	4
Total number of points 10			10

Project card SE 2

Country		Sweden
Project title		Healthier Krokomb Ett friskare Krokomb Healthier Krokomb
Term of the project		01.04.2009 – 30.09.2011
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Krokomb municipality Krokoms Kommun
Contact details of the leader	Address	Offerdalsvägen 8 835 80 Krokomb
	ph.	+46 64016473
	e-mail	agneta.sunder@krokomb.se
	WWW	www.esf.se/sv/Projektbank/Behallare-for-projekt/Mellersta-Norrland/Pilotmodell-for-foretagshalsovard-i-Jamtlands-lan
Legal status of the leader		local authority institution
Why this leader/consortium? (resources owned)		The leader has relevant resources and experience necessary for implementation of the project.
Project initiator		Social Security Office
Target group	Who? (45+ any additional criteria)	people on sick leave or those who cannot find work after sick leave Although there was no age restriction, significant percentage of participants were people aged over 50.
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Krokomb is a region with the highest number of people on sick leave.
Value of the project		12,318,636 kr
The amount funded from public sources		4,927,455 kr
Source of public funding:		European Social Fund
Description of the project	General objective	To lower the number of people on sick leave and to provide assistance in returning to work for people returning from sick leave.
	Detailed objectives	To verify the ways of treating the sick by public health service. To assist in finding jobs and using rehabilitation, to provide career counselling and support in returning to the labour market. The differences in availing of municipality resources by women and men were also noted.
	Actions	Support groups were created to work out an individual path of returning to the labour market. Group work and discussions were aimed at receiving information on the situation of people on sick leave; on the way in which they are treated by public health service staff and municipality authorities.

Results	“hard”	The financial resources of the municipality offered to people who are on sick leave were used more frequently by men, although there are more women staying on sick leave than men. Sick absenteeism in the municipality was lowered from 10.5% in 2007 to 7% in 2010. The situation of people on sick leave was diagnosed. Creation of, in the situation of high percentage of people on sick leave, a model of action that will be implemented in other municipalities facing similar problem.
	“soft”	Better communication and drawing attention to the problem of labour market exclusion because of illness.
	short-term	Better communication between Krokomb municipality authorities and public health service institutions.
	long-term	The monitoring of public health service institutions made it possible to determine their weaknesses as well as to identify the dysfunctional elements and to correct them.
Public institution support - other than financial one mentioned before		N/A
Strengths		Thanks to the involvement of different entities it was possible to perform comprehensive analysis of the situation of people on sick leave.
Weaknesses		no data
Institutional barriers of the project		none
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	high (relatively high total cost in proportion to a small number of municipality population)	high	high
Number of points	2	4	4
Total number of points			10

Project card SE 3

Country		Sweden
Project title		SpråkSam
Term of the project		15.04.2009 – 14.04.2011
System framework of the project		European Social Fund
Scale of the project - local, regional, national		local
Leader		Stockholm Gerontology Research Centre Foundation Stiftelsen Stockholms läns Äldrecentrum
Contact details of the leader	Address	Gävlegatan 16 113 30 Stockholm
	ph.	+46 86905834
	e-mail	kerstin.sjovard@aldrecentrum.se
	WWW	www.esf.se/sv/Projektbank/Behallare-for-projekt/Stockholm/SprakSam/
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		The Foundation has an experience in conducting research on aging of the society. Its goals include e.g. increasing social awareness of the needs of the elderly.
Project initiator		Stockholm County's Association of Local Authorities
Target group	Who? (45+ any additional criteria)	persons working in care services sector, providing care to the elderly
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Communication skills, ability to communicate, ability to make contact are basic elements of work in the care services sector. Due to the increasing number of people from outside Sweden who provide care to the elderly the need to improve their knowledge of Swedish occurred.
Value of the project		30,652,454 kr
The amount funded from public sources		30,652,454 kr
Source of public funding:		European Social Fund
Description of the project	General objective	To create models and methods to improve communication between a carer and a client through Swedish language courses
	Detailed objectives	To improve the quality of the elderly care. To teach the language of clients of care services sector. To improve competences and make the carers attractive in the dynamically changing market of care services. To adjust the abilities of carers to the needs of the labour market. To obtain a certificate of competence.
	Actions	Language courses were organised.
Results	"hard"	21 participants took part in the project.
	"soft"	Improvement of communication between carers and clients. Improvement of Swedish language skills.
	short-term	Better understanding of the situation of clients.
	long-term	New outlook on the issues of the elderly care. Higher competences of workers with low education and with an initial lack of Swedish language skills. Creating tools for employers and schools in the form of coursebooks to introduce the principles of the European Reference Framework in relation to the elderly care.

Public institution support - other than financial one mentioned before	no data
Strengths	Adjusting vocabulary and topics of the language course to the needs of people working in the care services sector.
Weaknesses	Participation in the project enabled to acquire language skills only on an elementary level.
Institutional barriers of the project	none
Transferability level	high

	Cost	Effectiveness	Transferability
In natural units (per person)	1,459,640 kr (around €168,000)		
Verbal assessment	high	high	high
Number of points	2	4	4
Total number of points			10

Project card SE 4

Country		Sweden
Project title		AC – development support AC lyftet AC – Development Support
Term of the project		09.01.2012 – 28.06.2013
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Lycksele municipality Lycksele Kommun
Contact details of the leader	Address	Box 210 921 24 Krokomb
	ph.	+46 703718510
	e-mail	malin.ackermann@lycksele.se
	WWW	www.esf.se/en/Projektbank/Behallare-for-projekt/Ovre-Norrland/AC-lyftet/
Legal status of the leader		local authority institution
Why this leader/consortium? (resources owned)		The local authorities are aware of the needs of companies operating in the region as well as of the situation of workers and the unemployed.
Project initiator		Lycksele municipality
Target group	Who? (45+ any additional criteria)	potential employers of people aged 45+ the unemployed aged over 45
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Preventing unemployment in Lycksele municipality.
Value of the project		2,935,560 kr
The amount funded from public sources		2,935,560 kr
Source of public funding:		European Social Fund
Description of the project	General objective	To lower unemployment in the region through investments in the municipality to improve its competitiveness.
	Detailed objectives	To educate companies and employers with regards to availability of workers with relevant qualifications and skills. To address the training not only to the companies' owners but also to the managers, directors and management staff. To create partnership in order to provide professional training to the unemployed.
	Actions	Trainings and workshops were organised allowing to obtain qualifications necessary in the labour market. Seminars were conducted to acquaint the employers with problems of the region.
Results	"hard"	Increase of investments in the region. Drop in unemployment in the region.
	"soft"	Increase of employers' awareness of the needs of the region.
	short-term	Greater involvement of the employers in regional matters.
	long-term	Creating consortium in order to provide professional training to the unemployed.

Public institution support - other than financial one mentioned before	N/A
Strengths	Incorporating employers and engaging them in the problems of the region.
Weaknesses	Limited availability of the companies' owners, lack of time for participation in training sessions and lectures.
Institutional barriers of the project	The need to involve employers, in a situation when there are many foreign investments in a given region, may hinder the implementation of the project.
Transferability level	average

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	average (relatively low absolute cost in proportion to moderate results)	average	average
Number of points	3	3	3
Total number of points			9

„Western European Diversity“

THE NETHERLANDS

Project card NL 1

Country		The Netherlands
Project title		Talent Plus TalentPlus
Term of the project		since 1995
System framework of the project		non-system
Scale of the project - local, regional, national		national (actions are taken in various locations in the country; the groups are of local nature)
Leader		TalentPlus Foundation Netwerken via TalentPlus
Contact details of the leader	Address	Moerven 161 5464 PD Veghel
	ph.	+31 653873751
	e-mail	secretaris@talentplus.nl
	WWW	www.talentplus.nl
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		TalentPlus Foundation began its activities as a result of rising levels of unemployment rate in the Netherlands. It is operated by the unemployed for the unemployed.
Project initiator		TalentPlus Foundation
Target group	Who? (45+ any additional criteria)	the unemployed aged 45+ with higher education
	Number of beneficiaries (50+ or 45+)	500 people
Reasons for the project		The need to support the unemployed aged 45+, with higher education, to look for employment.
Value of the project		Registration fee is €25. Monthly fees of the participants for up to 16 months amount to €10 per person. Ambassadors' fees - €10 per month.
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To support the unemployed aged over 45, with higher education degree, to look for employment.
	Detailed objectives	To increase self-confidence of well-educated unemployed aged 45+. To improve competences of well-educated unemployed aged 45+. To influence the employers, to draw their attention to problems of the elderly in the labour market.
	Actions	Networks (groups) of people in a similar situation were created; they had an opportunity to support, motivate and learn from each other (25 groups around the country consisting of 8-18 people). Trainings on CVs writing, job interview preparation, talking about own professional experiences were carried out. Meetings with employers were held in order to identify their expectations.

Results	"hard"	66% of project participants found a job (as of 2012)
	"soft"	Improvement of project participants' competencies. Increase of self-confidence and self-esteem levels.
	short-term	To improve competences of people aged 45+ and to provide them with full support.
	long-term	Constant contact of participants with TalentPlus Foundation.
Public institution support - other than financial one mentioned before		N/A
Strengths		The project is addressed to a specific category of people aged 45+; it is based on a high degree of their competencies and ability to support others.
Weaknesses		Often changes in the position of a group leader make it necessary to train other persons in order to provide them with experience needed to act as a leader.
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	low (mainly volunteering and low membership fees)	very high	high
Number of points	5	5	4
Total number of points			14

Project card NL 2

Country		The Netherlands
Project title		Inclusion of the Elderly With Visual Deficiency by E-technology Participatie van mensen van 55 jaar en ouder met een visuele beperking door middel van e-technologie Inclusion of the Elderly with Visual Deficiency by e-technology
Term of the project		01.01.2008 – 31.12.2009
System framework of the project		Grundtvig Multilateral Programme
Scale of the project - local, regional, national		international
Leader		National leader: Koninklijke Visio expertisecentrum voor slechtziende en blinde mensen Hulzen (National Foundation for the Blind and Visually Impaired) Partnership leader: BFW Halle – Berufsfoerderungswerk Halle (Saale) gGmbH
Contact details of the leader	Address	Amersfoortsestraatweg 180 1272 RR
	ph.	+31 885858585
	e-mail	international@visio.org info@visio.org
	WWW	www.visio.org
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		Visio functions as an expert centre for the blind or visually impaired. It carries out work on modern methods and products for the blind. It also participates in many research projects, cooperating with other institutions in order to continuously improve the quality of its services and to maintain high standards of them. Visio provides information and advice in addition to conducting various types of research, rehabilitation and educational activities for the blind or visually impaired.
Project initiator		Koninklijke Visio expertisecentrum voor slechtziende en blinde mensen Hulzen (National Foundation for the Blind and Visually Impaired), Hulzen, the Netherlands
Target group	Who? (45+ any additional criteria)	people aged 55+ with visual impairments
	Number of beneficiaries (50+ or 45+)	Around 200 elderly people took part in research. 60 people took part in the platform testing.
Reasons for the project		Society is facing a problem of growing number of older people. People aged 55+ are increasingly interested in active participation in professional and social life. It affects the still growing need for training addressed to a group of people in this age group. The aging process often goes hand in hand with deteriorating vision, which can lead to exclusion of these people from their daily activities.
Value of the project		€387,252
The amount funded from public sources		€ 289,000
Source of public funding:		Grundtvig Multilateral Programme

Description of the project	General objective	To actively promote keeping highest standards and developing social interactions through providing people aged 55+, who experience eyesight problems, with an easy access to information and modern technologies.
	Detailed objectives	To promote IT networks at the local, national and European level as a communication tool that encourages to develop opportunities of better participation in social life. To identify the individual needs of project participants. To evaluate the level of the ability to use new information technology tools combined with specialized software. To create educational and e-learning platform addressed to the elderly with eyesight problems.
	Actions	The need survey of future platform users was conducted in the partner countries. E-learning platform was created, addressed to people aged 55+ with eyesight problems. "MyVision" platform had 4 main topics: Understanding Vision, Daily Living Skills, Computer Skills, Internet. The platform was available in the following languages: English, Flemish, German and French. E-learning platform was tested in each of the partner countries. International meetings and workshops were organized. Creation of IT networks at local, national and European level was promoted.
Results	"hard"	Project website Multilanguage educational "MyVision" platform, the structure of which is based on WCAG (Web Content Accessibility Guidelines). Publications and final report summarising the project, which include objectives, actions, findings and results.
	"soft"	Development of abilities to use new technology tools in people aged 55+ with eyesight problems. Increase of integration level of the elderly with vision problems in the society.
	short-term	Research questionnaire checking individual expectations of older people with vision impairments to educational e-learning platform and their training needs. 54 interviews with the elderly conducted in partner countries.
	long-term	Project website Development of abilities to use new technology tools in people aged 55+ with eyesight problems. Increase of integration level of the elderly with vision problems in the society. Development of abilities to adjust to living conditions of the visually impaired. "MyVision" Internet platform. Publications and final report summarising the project, which include objectives, actions, findings and results.
Public institution support - other than financial one mentioned before		N/A
Strengths		The implementation of the project was preceded by expectation survey of people aged 55+, which made it possible to adjust the content of "MyVision" e-learning platform to the needs of target group. „MyVision" platform was to be available for three years after the completion of the project. Designing the IT network according to the needs of the age group 55+. The project was implemented in each of the partner countries.

Weaknesses	none
Institutional barriers of the project	N/A
Transferability level	no data

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 1488		
Verbal assessment	average	average	high
Number of points	3	3	4
Total number of points			10

Project card NL 3

Country		The Netherlands
Project title		Internal measure undertaken by the company in relation to the employees
Term of the project		since 1995
System framework of the project		Measures supported and controlled by trade unions (collective labour agreement for the employees of higher education sector)
Scale of the project - local, regional, national		within the company
Leader		Gering Drewno i Beton Gering Hout en Beton
Contact details of the leader	Address	Vosbultweg 25 7532 AW Enschede
	ph.	+31 534611737
	e-mail	gering@houtenbeton.nl
	WWW	www.gering.nl
Legal status of the leader		private owned company
Why this leader/consortium? (resources owned)		The older employees are especially appreciated in the company because of their experience. The older employees are delegated to more complex and responsible tasks.
Project initiator		Gering Drewno I Beton
Target group	Who? (45+ any additional criteria)	people aged 40+
	Number of beneficiaries (50+ or 45+)	2 people
Reasons for the project		With development of the company, new types of products and services were introduced that required great physical strength of the employees. The need to protect older workers came up.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	Maintaining good atmosphere in the company and proper level of the employees' commitment through introducing the "age awareness" policy.
	Detailed objectives	To protect health and safety of older employees. To retain older, more experienced workers in the company.
	Actions	Actions of the team and tasks assigned to them were planned with regards to individual competences and skills of the employees, including age-related ones. Older workers were delegated to tasks of less "physical" nature that required more experience and skills.

Results	"hard"	2 older workers stayed with the company despite the fact that new products and services were implemented. Lowering sick leave ratio among the employees.
	"soft"	Good relationship between employees and employers, increase of job satisfaction. The owner of the company seen as a "patron" who takes into account the individual needs of his employees.
	short-term	Retaining two employees in the company.
	long-term	Change of employment policy change in relation to people aged 40+. Lowering sick leave ratio among the employees. Improvement of atmosphere in the company and relations between the employees and the employer.
Public institution support - other than financial one mentioned before		N/A
Strengths		The solution does not generate additional costs and it may raise the level of productivity and loyalty of the employees.
Weaknesses		The measures are difficult to be continued with development of the company and increase in employment level.
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	-		
Verbal assessment	low (change of company's structure)	high	high
Number of points	5	4	4
Total number of points			13

Project card NL 4

Country		The Netherlands
Project title		Ethical Frameworks for Telecare Technologies for Older People at Home Ethische kaders voor technologieën van telefonische zorg voor ouderen thuis Ethical Frameworks for Telecare Technologies for Older People at Home (EFORTT)
Term of the project		03.2008 – 02.2011
System framework of the project		7th Outline Programme
Scale of the project - local, regional, national		international
Leader		Academic Medical Center University of Amsterdam Academisch Medisch Centrum Universiteit van Amsterdam
Contact details of the leader	Address	Meibergdreef 9 1105 AZ Amsterdam
	ph.	+31 205669111
	e-mail	form on the website
	WWW	www.amc.nl
Legal status of the leader		institution of higher education
Why this leader/consortium? (resources owned)		The team of Academic Medical Center University of Amsterdam has knowledge and experience with regards to the relationship of medicine and ethics. The two employees are at the same time general practitioners and philosophers by education.
Project initiator		Academic Medical Center University of Amsterdam
Target group	Who? (45+ any additional criteria)	the elderly
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Sudden and speedy development of telecare and increasing frequency of using ICT in care services.
Value of the project		€1,020,000
The amount funded from public sources		€783,084
Source of public funding:		7th Outline Programme
Description of the project	General objective	To carry out research on ethical, social and gender dimensions of using modern information and communication technologies in the elderly care.
	Detailed objectives	To determine dangers in relation the elderly care at home. To carry our survey of opinions on how customers and suppliers perceive the services with the use of ICT. To identify the way in which modern technologies affect the provision of care services.
	Actions	Interviews with the elderly (service users) and carers (service givers), as well as people from the service users' environment were conducted. Panel group debates were organised, attended by the elderly and those who provide services to them. Panel discussions on preliminary research results were held.

Results	“hard”	International conference to present research results. Report presenting research results.
	“soft”	Rise of awareness of the ethical implications of new technologies use in the elderly care.
	short-term	Conference and international meetings
	long-term	Rise of awareness of the possibilities to use new technologies in the elderly care.
Public institution support - other than financial one mentioned before		N/A
Strengths		The project combines the system of ethical standards with the possibilities of new technologies use in the area of the elderly care.
Weaknesses		no data
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	average (typical value of the project implemented within the framework of 7FP)	high	high
Number of points	3	4	4
Total number of points			11

UNITED KINGDOM

Project card UK 1

Country		United Kingdom
Project title		Experience Counts 50+ (New Challenge) Experience Counts 50+ (New Challenge)
Term of the project		01.04.2010– 31.03.2012
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional (London and boroughs Brent and Harrow)
Leader		New Challenge, College of North West London New Challenge, College of North West London
Contact details of the leader	Address	3rd Floor, Heron House, 109 Wembley Hill Road, Wembley, Middlesex, HA9 8DA
	ph.	+020 87953999
	e-mail	ramesh@newchallenge.org
	WWW	www.newchallenge.org
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		New Challenge Organisation was established in 1997 to deal with the problem of long-term unemployment among males from ethnic minorities. Since 2002 New Challenge has been cooperating with North West London College to assist in finding and retaining employment.
Project initiator		New Challenge Organisation
Target group	Who? (45+ any additional criteria)	people aged over 50, ethnic minorities, people with disabilities
	Number of beneficiaries (50+ or 45+)	96 people
Reasons for the project		Increasing number of elderly people outside the labour market in the region.
Value of the project		£232,700
The amount funded from public sources		no data
Source of public funding:		London City Council, European Social Fund
Description of the project	General objective	To restore people aged over 50 from ethnic minorities and persons with disabilities to the labour market.
	Detailed objectives	To increase the professional qualifications of project participants through organising meetings based on one-to-one method of work (AIG method), customised to individual needs of participants
	Actions	Individualised action plan for each project participant was created. People aged 50+ were provided with assistance in job seeking. Training sessions were organised to improve the beneficiaries' skills of proper CV writing and workshops were held to identify the strengths of the participants. 21 hours of training were conducted in order to improve computer skills of beneficiaries.

Results	"hard"	96 participants availed of 6-hour support in the form of one-to-one meetings - assistance in job seeking and skills development. 18 participants took up employment within 6 weeks after completion of the programme. 12 participants got employed for the period of at least 6 months. 21 hours of computer skills training.
	"soft"	Improvement of participants' skills. Increase of self-confidence levels as well as abilities to identify and make use of one's strengths.
	short-term	Drawing employers' attention to the situation of project participants through informational actions.
	long-term	Increasing participants' chances for employment through improving their computer skills - in context of job seeking. Long-term employment of 12 project participants.
Public institution support - other than financial one mentioned before		N/A
Strengths		Individual approach to each project participant. No time limitations for project participants during training. Possibility of extending internship.
Weaknesses		The project turned out to be too time-consuming.
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	£2430 (around € 3000)		
Verbal assessment	high	average	high
Number of points	2	4	4
Total number of points			10

Project card UK 2

Country		United Kingdom
Project title		Unlocking the Potential of People over 50
Term of the project		30.10.2009 – 30.04.2010
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional (West Midlands)
Leader		The PISCES Group The PISCES Group
Contact details of the leader	Address	Greytree Lodge, Second Avenue Ross-on-Wye, Hereford HR9 7HT
	ph.	+080 07818845
	e-mail	john@pisceswm.org.uk
	WWW	www.pisceswm.org.uk
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		It is one of the fastest growing and innovative social enterprises in West Midlands. As of 31 July 2011 the company cooperated with 27 partners from 15 countries. The group acts through the network of NGOs.
Project initiator		The PISCES Group
Target group	Who? (45+ any additional criteria)	the unemployed aged over 50 living in the area of Wolverhampton and Black Country
	Number of beneficiaries (50+ or 45+)	at least 144 people
Reasons for the project		The project is tailored to the needs of unemployed people aged 50 + and enables them to develop and improve skills and provides opportunities for retraining in order to adapt to the needs of the labour market. In October 2009, at the start of the project, unemployment in the region among those aged over 50 was nearly 80%.
Value of the project		Around €100,000
The amount funded from public sources		£9000
Source of public funding:		European Social Fund, West Midlands Leaders Board, Skills Funding Agency
Description of the project	General objective	To provide assistance in returning to labour market to people aged 50+.
	Detailed objectives	To develop and adjust existing skills to the changing requirements of the labour market. Retraining of the employees aged 50+.
	Actions	2-day training sessions and seminars were held in the Group's premises in the area of Wolverhampton and Black Country. Monitoring and assessment of the preliminary project was conducted in Kington, Herefordshire. The courses on CV preparation and to improve reading and writing skills were organised. Trainings of healthy eating and relaxation methods were conducted. Media campaign was carried out.

Results	"hard"	12 two-day meetings in six locations in the areas of Wolverhampton and Black Country.
	"soft"	Improvement of beneficiaries' competences as well as their CV writing skills and reading and writing abilities.
	short-term	Professional tips and advice for the beneficiaries.
	long-term	Improvement of employment opportunities for the participants of the project through development of relevant skills (CV writing, reading and writing skills). Increase of self-confidence of project participants.
Public institution support - other than financial one mentioned before		N/A
Strengths		Cooperation with numerous partners. Constant monitoring and evaluation of the preliminary project in King-ton enabled to identify errors and gaps and correct them immediately. Providing constant support and volunteering possibilities in the Enterprise Centre.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		The measures taken are simple enough to be easily adopted in Poland.

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 694 at most		
Verbal assessment	low	average	high
Number of points	5	3	4
Total number of points			12

Project card UK 3

Country		United Kingdom
Project title		WorkAge – Extending Working Lives WorkAge – Extending Working Lives
Term of the project		01.06.2009 – 31.05.2012
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional (Yorkshire and Humber)
Leader		York College York College
Contact details of the leader	Address	Sim Balk, York YO23 2BB
	ph.	+44 1904770400
	e-mail	snewtonbrown@yorkcollege.ac.uk
	WWW	www.yorkcollege.ac.uk/equalityanddiversity/workage
Legal status of the leader		institution of higher education
Why this leader/consortium? (resources owned)		York College aims at providing equal chances. The aim of its activities is to create an environment in which people approach each other with mutual respect, regardless of age, disability, marital status, race, etc.
Project initiator		York College
Target group	Who? (45+ any additional criteria)	employees aged 50+
	Number of beneficiaries (50+ or 45+)	Expected number of people - around 200. 315 people participated in the project (99 attended workshops only).
Reasons for the project		Research conducted by the Department of Labour and Wages have shown that older people are usually the most affected by restructuring of companies. York College found it necessary to take relevant measures to support employers through assuring them that the retention of older workers with their skills, knowledge and experience, enables effective business operation.
Value of the project		£497,954
The amount funded from public sources		£497,954
Source of public funding:		European Social Fund

Description of the project	General objective	To promote the idea of age management in Yorkshire and Humber.
	Detailed objectives	<p>To extend professional activity of older workers by providing them with support and highlighting their skills, experience and knowledge valued in the labour market.</p> <p>To develop both new and existing age management tools and to adapt them to the needs of the labour market in the areas of west and north Yorkshire and Humber.</p> <p>To construct resource base of potential employees to be used by employers.</p> <p>To develop new, practical solutions to support unemployed people aged over 50 and the ones who work but are at risk of redundancy, in relation to development and matching of skills sought after in the labour market, and to implement these in form of a pilot.</p> <p>To conduct research to support the development of age management strategies to encourage older workers to stay or return to the labour market.</p>
	Actions	<p>Comprehensive evaluation of employees' skills and competences was carried out to establish universal skills that can be used in a variety of workplaces.</p> <p>Workshops to increase one's self-confidence were organised.</p> <p>Courses to support self-employment were organised.</p> <p>International meetings were held.</p> <p>Audit of age management policy was carried out in the companies.</p> <p>Knowledge and skills needed for proper development of age-management strategies were conveyed.</p> <p>Access to an extended base of human resources developed in the project was provided.</p>
Results	"hard"	<p>Implementation of age management strategies in the companies.</p> <p>Carrying out workshops to support self-employment and self-esteem of the employees.</p> <p>Development of tools for skills evaluation.</p> <p>Creation of a handbook on how to increase self-esteem of the employees.</p> <p>Creation of a tool for conducting conversations with workers on the way in which they perceive older / younger workers.</p>
	"soft"	<p>Increase of employers' awareness of the benefits of employing older workers.</p> <p>Instilling employers with the idea of effective age management.</p> <p>Supporting people aged 50+ to retain their professional activity.</p>
	short-term	<p>International meetings.</p> <p>Development of tools for employees' skills and competences evaluation.</p>
	long-term	Increase of employers' awareness of the benefits of employing older workers.
Public institution support - other than financial one mentioned before		N/A
Strengths		<p>Implementation of the Hungarian solutions used in the restructuring of companies and methods of employees' skills assessment.</p> <p>The creation of self-employment program - workshops that include „soft“ training components: aiming at increasing self-confidence and providing information about self-employment.</p> <p>Supporting enterprises / organizations in a wide range of issues relating to age management.</p>
Weaknesses		N/A
Institutional barriers of the project		no data
Transferability level		average

	Cost	Effectiveness	Transferability
In natural units (per person)	£ 1,581		
Verbal assessment	average	average	high
Number of points	3	3	4
Total number of points			10

Project card UK 4

Country		United Kingdom
Project title		Human Resource Policy for All Ages at Barclays' Human Resource Policy for All Ages at Barclays'
Term of the project		no data
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Barclays Barclays
Contact details of the leader	Address	1 Churchill Place London, E14 5HP
	ph.	+44 207116 4451
	e-mail	ukcommunity@barclays.com
	WWW	www.barclays.co.uk
Legal status of the leader		international financial institution with its registered office in United Kingdom
Why this leader/consortium? (resources owned)		The entity that employs a large number of people should carry out effective and extensive HR policy.
Project initiator		Barclays
Target group	Who? (45+ any additional criteria)	employees aged 50+
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		In 1990s Barclays reduced the number of employees and therefore lost the employees aged 50+ who had knowledge and experience.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To achieve a balance between different age groups of employees.
	Detailed objectives	To encourage people aged 50+ to remain in the company and to decide not to go into early retirement. To create the image of Barclays as a company that employs people regardless of their age.
	Actions	"Working to 70" survey was conducted the aim of which was to determine what the employees expect from the company and what would encourage them to stay in work after reaching 50 years of age. The questionnaire was created and its results analysed in order to identify the main problems that older workers struggle with at work. The existing HR policy of the company was analysed to determine its influence on people in different age groups. The awareness of the recruiters and company's employees on the role of age diversity was increased. A website on age management policies was created. Special recruitment of older workers to the hotline was carried out. Promotional campaign for the recruitment at Barclays was carried out. A new programme in relation to remuneration policy was launched - to enable combining the salary and retirement pension.

Results	“hard”	Barclays' employs more people aged over 50 than those aged under 21. The number of employees aged 55 + increased by 400 over two years. 61% of workers who have reached retirement age (60 years), decided to continue working. Employment of new workers aged 60+ on the positions at various levels.
	“soft”	Increase of the job satisfaction level.
	short-term	The research was carried out in order to identify the main problems of older workers.
	long-term	Employment of higher number of the employees aged 50+.
Public institution support - other than financial one mentioned before		N/A
Strengths		The project preceded by research and analyses.
Weaknesses		Costly, possible to be implemented in a large corporation.
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (related first and foremost to changes in system of work)	high	high
Number of points	4	4	4
Total number of points			12

Project card UK 5

Country		United Kingdom (East Midlands)
Project title		Flexible Routeways Flexible Routeways
Term of the project		23.06.2008 – 23.06.2011
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Working Links Sheffield Working Links Sheffield
Contact details of the leader	Address	Working Links Sheffield Newton Business Center, Thorncliffe Park, Chapeltown Park, Chapeltown, Sheffield, S35 2PH
	ph.	+080 09179262
	e-mail	lynne.white@workinglinks.co.uk
	WWW	www.workinglinks.co.uk
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		Working Links is one of the UK British implementers of the government Work Programme in England, Scotland and Wales. It seeks to improve the inhabitants' quality of life by providing employment opportunities, organising trainings and enabling skills development.
Project initiator		Working Links Sheffield
Target group	Who? (45+ any additional criteria)	the unemployed, people at risk of lay-off, the elderly (aged over 50), former criminals, people with low skills, the long-term unemployed, economic inactive
	Number of beneficiaries (50+ or 45+)	The project entailed participation of 19,000 people, of which 4,500 was supposed to enter the labour market before completion of the programme.
Reasons for the project		East Midlands is a multicultural region (local people speak more than 30 languages) with a high rate of inherited unemployment and crime. The project is based on collaboration with a large variety of sub-contractors - project partners (mainly from the third sector across Nottinghamshire). Subcontractors are a mix of smaller community organizations, voluntary organizations and a few bigger ones (all local, experienced in working with the community, possessing extensive knowledge of the region and the subject issues).
Value of the project		£ 5,600,000
The amount funded from public sources		£ 5,600,000
Source of public funding:		European Social Fund

Description of the project	General objective	To provide individual support, advice and tips for participants to facilitate finding employment.
	Detailed objectives	To identify realistic goals based on the needs of the local labour market. Making the beneficiaries aware of the benefits that can be achieved through active attitude in the labour market. To increase employment opportunities through participation in, 'soft' training: an increase in self-esteem, motivation and job search skills. To provide specific training organized by employers in order to achieve mutual benefits between the company and the prospective employee through mutual understanding of needs.
	Actions	Training on the proper filling out forms and CV preparation was organised. Plan of work of volunteer coaches was created. The base of job offers and potential clients was developed. Workshops on effective conversation techniques were held. The beneficiaries were also offered assistance after finding work.
Results	"hard"	Organising training on the proper filling out forms and CV preparation. Conducting workshops on effective conversation techniques.
	"soft"	Providing support and information to people seeking employment or training, enabling to take up volunteer work, support and advice to the local community and voluntary groups operating in the region.
	short-term	Increasing awareness on the importance and role of volunteer work.
	long-term	Identifying universal skills that can be used in various workplaces. Creation of the base of job offers and potential clients. Identifying the level of satisfaction among employers and employees in relation to mutual cooperation.
Public institution support - other than financial one mentioned before	N/A	
Strengths	no data	
Weaknesses	no data	
Institutional barriers of the project	no data	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	£1,244		
Verbal assessment	moderate	average	high
Number of points	4	3	4
Total number of points			11

„Mediterranean way“

Project card IT 1

Country		Italy
Project title		Recruitment and Flexible Work Practices. Age management Politiche di assunzione e forme di lavoroflessibili. Gestione dell'età in azienda Recruitment and Flexible Work Practices. Age Management
Term of the project		1996-2004
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Coop AdriaticaScrl Coop AdriaticaScrl
Contact details of the leader	Address	Via Villanova 29/7 40055 Villanova di Castenaso BO
	ph.	+39 800857084
	e-mail	nicoletta.bencivenni@adriatica.coop.it antonella.utili@adriatica.coop.it
	WWW	www.e-coop.it
Legal status of the leader		partnership
Why this leader/consortium? (resources owned)		Coop Adriatica is one of the largest Italian companies dealing with retail trade. It was founded in 1995 by a merger of Emilia-RomagnaVeneto Coop and Coop-Marche and owns an extensive network of supermarkets and hypermarkets in four Italian regions: Emilia Romagna, Veneto, Marche and Abrusia.
Project initiator		Coop AdriaticaScrl
Target group	Who? (45+ any additional criteria)	women aged over 45
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Increasing the number of workers, particularly women, aged 45+ employed under permanent and short-term contracts, with small financial burden on the company.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To increase the number of workers employed under permanent and short-term contracts
	Detailed objectives	no data
	Actions	New employees were recruited, in particular women aged 45+. Flexible forms of employment were introduced (pilot project in 2001 in Bologna referred to reconciling personal needs of employees with organizational requirements of the company with regards to working time. The employee began to manage their own work schedule by stating the preferred days five weeks in advance). Training courses for the employees were organised, including also these for the employees aged 45+. The existing employees' career development policy of the company was changed, which resulted from experience.

Results	"hard"	124 persons aged over 45 (27 in 2001, 27 in 2002, 21 in 2003 and 19 in 2004) were employed under permanent or short-term contracts. A significant reduction in the number of worked overtime hours.
	"soft"	Improving the quality of personal and family life of the employees. The increase of employees' motivation and strengthening their loyalty towards the company.
	short-term	Increase in the number of workers employed on short-term contracts.
	long-term	The increase in the level of motivation of employees aged 45+ thanks to offering them flexible hours of work.
Public institution support - other than financial one mentioned before		N/A
Strengths		Changing the company's policy in relation to hiring workers aged 45+.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (costs related first and foremost to changes in system of work)	very high	high
Number of points	4	5	4
Total number of points			13

Project card IT 2

Country		Italy
Project title		Retirement Policy, Redeployment. Age management Politiche di pensionamento e trasferimento. Gestione dell'età in azienda Retirement Policy, Redeployment. Age Management
Term of the project		2004-2005
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Michelin Italy SpA Michelin Italy SpA
Contact details of the leader	Address	Via Vincenzo Monti, 23 Pero, MI20016, Italy
	ph.	+39 02 339531
	e-mail	lorenzo.paruzza@it.michelin.com
	WWW	www.michelin.it
Legal status of the leader		partnership
Why this leader/consortium? (resources owned)		The company carried out a human resource management policy tailored to the needs of its employees.
Project initiator		Michelin Italy SpA
Target group	Who? (45+ any additional criteria)	persons aged 45+
	Number of beneficiaries (50+ or 45+)	85 employees: 45 women and 40 men.
Reasons for the project		The need to reduce the number of employees, while maintaining social tranquillity in the company and a positive image of the company.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	Transfer of employees affected by the reduction of jobs to other local companies or branches of Michelin.
	Detailed objectives	To alleviate the social impact of terminating the employment with Michelin. Providing new jobs to persons affected by workplaces reduction in the branches of Michelin and local businesses. To provide employees with opportunities to gain additional qualifications and to include them in the system of professional counselling. To provide possibilities to fulfil the requirements of retirement programmes by older workers. To encourage to take up independent work.
	Actions	Transfer of employees from Michelin to other companies was facilitated by reimbursement of relocation cost and assistance in finding new accommodation. Specialist assistance was provided - technical support and counselling in finding a job as a full-time employee or an independent worker. Financial support was offered to workers at retirement age in form of interest-free loans and grants.

Results	"hard"	Creating a strategy for the transfer of employees taking into account the situation of people aged 45+ in the labour market. 71 people found a job in other companies or branches of Michelin.
	"soft"	Raising the awareness of the employees of the fact that downsizing is related to market factors and does not result from the company's ill-will. Alleviating social results of company operation termination in the region without compromising the positive image of the company, developed over the years through historical, economic and social relationships.
	short-term	no data
	long-term	The acquisition of new skills and abilities of employees affected by a reduction in jobs.
Public institution support - other than financial one mentioned before		N/A
Strengths		Covering the costs of the transfer of employees through providing courses, training and professional counselling.
Weaknesses		14 participants of the programme remained unemployed
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (project related first and foremost to changes in system of work)	very high	high
Number of points	4	5	4
Total number of points			13

Project card IT 3

Country		Italy
Project title		Case Study on Training and Development. Age management Formazione e sviluppo – studio di un caso. Gestione dell'età in azienda Case Study on Training and Development. Age Management
Term of the project		2004-2009
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		API Raffinera di Ancona SpA API Raffinera di Ancona SpA
Contact details of the leader	Address	Via Flaminia, 686, 60015 Falconara Marittima Ancona, Italy
	ph.	+39 07191671
	e-mail	a.cavacchioli@apioil.com n.vigilante@apioil.com
	WWW	www.apioil.com; www.apioil.com/ita/house_organ.asp
Legal status of the leader		partnership
Why this leader/consortium? (resources owned)		The refinery employs 425 people: 173 are managers and office staff, 214 are production workers. The majority of employees are men (working only 19 women). 128 employees are aged over 45.
Project initiator		API Raffinera di Ancona SpA
Target group	Who? (45+ any additional criteria)	employees of the company
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Staff turnover in the API is very low; employees usually stay in the company until they reach retirement age. The company is aware that the laws aimed at rising the retirement age will soon lead to an increase in the number of older workers.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	Training of older workers in order to prevent their discrimination.
	Detailed objectives	Improving safety in the workplace, taking into account the principles of environmental protection.
	Actions	Technical and professional training on safety and environment protection were organised as well as on methods of using new tools and equipment; Company management courses were organized, including courses on interpersonal relationships, group management, communication, team building.

Results	"hard"	In 2004, API spent €485,500 on training, which makes about € 1,000 per employee who participated in the courses (employee could have participated in more than one type of training). Acquisition of ability to cope in crisis situations that refer to safety and environmental protection.
	"soft"	The perception of training as a potential factor for career development. Improving the relationship between co-workers as well as between superiors and subordinates.
	short-term	Training courses in interpersonal skills resulted in improvement of relationships between co-workers as well as between superiors and subordinates.
	long-term	The programme is one of the most important tools of human resources policy and it receives a much higher budget than before.
Public institution support - other than financial one mentioned before		N/A
Strengths		Company API provides more and more financial means in the budget to finance the program.
Weaknesses		The workers were much more involved in technical courses and vocational training rather than "soft" training courses.
Institutional barriers of the project		A major problem for the company is the growing number of older workers who work on shifts. The employees' representatives are concerned and are considering the possibility of exempting older workers from night shifts or delegating them to other duties.
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (large part of measures was related to organisational changes)	very high	high
Number of points	4	5	4
Total number of points			13

Project card IT 4

Country		Italy
Project title		Health and Well-Being, and Active Retirement Policy Salute, benessere e politiche di pensionamento attivo. Gestione dell'età in azienda Health and Well-being, and Active Retirement Policy
Term of the project		no data
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Ferrero SpA Ferrero SpA
Contact details of the leader	Address	Piazzale Pietro Ferrero 1 Alba, Cuneo, I-12051
	ph.	+39 118152321
	e-mail	ezio.siccardi@ferrero.com viglino.gian@isiline.it
	WWW	www.ferrero.it
Legal status of the leader		partnership
Why this leader/consortium? (resources owned)		Ferrero employs 5,800 workers in Italy. The plant employs 3,900 people, of which 49% are women and 25% are aged over 45.
Project initiator		Ferrero SpA
Target group	Who? (45+ any additional criteria)	employees aged 45+
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Ferrero, by providing a family atmosphere at work, achieves loyalty and commitment of employees, which increases the efficiency of the company.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To provide proper social conditions to employees, including those going into retirement.
	Detailed objectives	To improve the quality of the employees' life both on professional and family level. To create right conditions for the retirement. To ensure proper health protection system for the employees. To activate former employees of Ferrero.
	Actions	Training was provided to prepare workers aged 50+ for retirement, showing them that a new, interesting and enjoyable phase of life is ahead of them. Ferrero Foundation was established to provide adequate social conditions to the employees, including retired ones, who had worked for Ferrero at least 25 years. 24-hour medical facility was founded, designed for employees and retired employees.

Results	"hard"	6 men participated in awareness-raising course to learn that retirement opens up new perspectives before them. Ferrero Foundation was established for retired Ferrero employees, who had worked for Ferrero at least 25 years. About 1,500 retired employees regularly took an active part in artistic activities organized by the foundation.
	"soft"	Increasing employees' loyalty by creating a positive image of the company. Providing support in retirement.
	short-term	Improving the actual productivity of people at pre-retirement age by organizing courses that inform participants about activities available after retirement.
	long-term	Ferrero Foundation is planning to expand its activities by making their facilities available to all employees and retired employees, regardless of length of service.
Public institution support - other than financial one mentioned before		N/A
Strengths		Appreciation of employees and satisfaction with measures taken to improve the living conditions of both current employees and those who had retired.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (the actions are carried out by the foundation so some part of its income comes from tax deductions of the company)	high	high
Number of points	4	4	4
Total number of points			12

Project card IT 5

Country	Italy	
Project title	Job Recruitment and Flexible Work Practices Age management Politiche di assunzione e forme di lavoroflessibili. Gestione dell'età in azienda Job Recruitment and Flexible Work Practices	
Term of the project	since 1992	
System framework of the project	internal policy of the company	
Scale of the project - local, regional, national	within the company	
Leader	L'Incontro Cooperative L'Incontro Cooperative	
Contact details of the leader	Address	Norcia Via Legnano, n. 46 06046 Norcia
	ph.	+39 743817209
	e-mail	b.pozzobon @ lincontro.it coop@lincontro.it
	WWW	www.lincontro.it
Legal status of the leader	social cooperative	
Why this leader/consortium? (resources owned)	<p>L'Incontro is a non-profit organisation, management institutions and job centres, the aim of which is to provide rehabilitation services to people with mental health and to the ones who are socially excluded. The cooperative developed and generated other centres; today it is the head of a consortium consisting of 11 linked production units, operating in the following sectors:</p> <ul style="list-style-type: none"> - home care for the elderly and people with mental disorders; - installation of electrical and electronic equipment, - production, processing and marketing of local agricultural products. <p>The consortium employs 274 people, around 20% of them are women, and consists of 144 members and employees, including 130 teachers of art. Art teachers are older workers who had joined the consortium because they wanted allow others to use their professional experience. They want to share their experience with people with psychosocial problems who should return to the labour market. The average age of art teachers is 63-64 years, and the staff-members of the cooperative - 43 years.</p>	
Project initiator	L'Incontro Cooperative	
Target group	Who? (45+ any additional criteria)	members of the cooperative aged 45+
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project	L'Incontro began its initiative in 1992 because of the difficulties encountered in recruiting qualified health care personnel. The initiative began with employing 20 professional nurses who previously went into early retirement. In 1993, the cooperative has expanded its operations, recruiting older workers and incorporating those from outside the health care system.	
Value of the project	no data	
The amount funded from public sources	N/A	
Source of public funding:	N/A	

Description of the project	General objective	To recruit people on retirement pension
	Detailed objectives	To introduce a flexible model of part-time work in the form of contracts and changeable working hours; To expand professional profile of older employees. To adopt measures to improve management of the cooperative. To monitor orders and withdraw from the loss-making areas of its activity. To introduce new measures with higher added value. To develop relations with reliable companies.
	Actions	People who switched to early retirement or had recently retired (older workers) were recruited. Flexible working hours were introduced, i.e. part-time contracts, daily and weekly work plans, tailored to the needs of employees. Local (from the region) older workers were hired, in particular to the tasks related to the maintenance of buildings and to act as art teachers in supported employment centres The specialists, mainly men, were hired - employees of local industry in the region (including agricultural enterprises), who helped to rehabilitate people with psychosocial problems. Certification of quality necessary for the operation of companies in public and private sectors - in line with new regulations for organizations working in the social care sector.
	Results	
	"hard"	Within 10 years, L'Incontro increased the number of art teachers from 20 to 130 people. Improving professional qualifications of production line workers, team leaders from electrical, electronic and agricultural sectors Production lines of the cooperative were extended.
"soft"	Improvement of the quality of services provided by the cooperative. The increase of employees' motivation Increasing awareness of the role of the elderly in the labour market.	
short-term	Improvement of the quality of services provided by the cooperative. The increase of employees' motivation	
long-term	Expansion of production of electrical and electronic components and agricultural products by order of outside company.	
Public institution support - other than financial one mentioned before	N/A	
Strengths	Expansion of production of electrical and electronic components and agricultural products by order of outside company.	
Weaknesses	The cooperative must change its recruitment process for a more focused and less generalized. It is not possible to recruit a wide range of older workers with basic technical skills only. The cooperative must create a flexible model of changes for art teachers who reach older age. Cooperative should provide an opportunity to exchange experiences and knowledge between older workers and the younger ones who replace them.	
Institutional barriers of the project	N/A	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (majority of costs is related to internal organisational changes)	high	high
Number of points	4	4	4
Total number of points			12

Project card ES 1

Country		Spain
Project title		Plan 45 Plus
Term of the project		March 2011
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Employees' Union of Andalusia Region La Unión General de Trabajadores de Andalucía (UGT)
Contact details of the leader	Address	Antonio Salado 10-12 41002 Sevilla
	ph.	+34 954506300
	e-mail	empleo@andalucia.ugt.org union@andalucia.ugt.org
	WWW	www.formacionyempleo.ugt-andalucia.com
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		Democratic organization of workers intended to protect and improve their professional, financial and social situation. It consists of the employees from different sectors, cooperative's workers, self-employed persons, the unemployed, workers on disability and retirement pensions. UGT performs tasks which are typical of trade unions, additionally offering a range of services to its members (legal advice, assistance in homes purchases the purchase, etc.).
Project initiator		Employees' Union of Andalusia Region
Target group	Who? (45+ any additional criteria)	people aged over 45, while preference to jobseekers and the long-term unemployed
	Number of beneficiaries (50+ or 45+)	potentially 65,000 unemployed
Reasons for the project		High level of unemployment among people aged 45+ in Andalusia.
Value of the project		€104,000
The amount funded from public sources		€104,000
Source of public funding:		European Social Fund

Description of the project	General objective	To overcome difficulties people aged 45+ encounter when they wish to enter the labour market by increasing their opportunities, offering them the possibility of using various forms of training in order to re-train and adapt their skills to the needs of the labour market.
	Detailed objectives	To transfer knowledge on the labour market to persons aged 45+ and define their position in it. To create the system of preventing unemployment in Andalusia. To promote acquiring knowledge and development of skills. To provide training tailored to the actual needs of the labour market and project participants. To provide knowledge and skills that facilitate regional, interregional and transnational mobility of people aged 45+. To invigorate and stimulate the labour market. To redirect professional career of the participants by enabling them to acquire new experiences on the job. To promote permanent forms of employment. To increase the level of employment and support entrepreneurship. To promote entrepreneurial and self-employment spirit in people aged 45+.
	Actions	Planned and implemented training measures were addresses to persons aged 45+ only. Entrepreneurship workshops were conducted. Grants for people participating in the training courses were provided. Reimbursement of transport, accommodation and meals costs was provided. A campaign was conducted to promote training measures for the unemployed aged 45+.
Results	“hard”	Grants of up to € 5,500 for people starting a business. 40% of funds were spent on the promotion of permanent contracts. 10% of funds were spent on measures intended to boost employment and promote entrepreneurship among people aged 45+.
	“soft”	Strengthening entrepreneurship attitudes among people aged 45+.
	short-term	Carrying out a campaign to promote training measures for the unemployed aged 45+.
	long-term	Adjusting qualifications of people aged 45+ to the needs of the labour market.
Public institution support - other than financial one mentioned before		N/A
Strengths		no data
Weaknesses		no data
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (€ 104,000 spent on many measures undertaken)	average	high
Number of points	4	3	4
Total number of points			11

Project card ES 2

Country		Spain
Project title		Empleosénior – Employment of 45-years old Empleosénior – Empleo para mayores de 45 años Empleosénior – Employment of 45-years old
Term of the project		2008-2010
System framework of the project		European Social Fund
Scale of the project - local, regional, national		national
Leader		Association of Older Workers, Labour and Productivity La Asociación Empleosénior, Trabajo y Productividad
Contact details of the leader	Address	C/ Felix Boix, nº 6 28036 Madrid
	ph.	+34 629174039
	e-mail	prensa@empleosenior.org
	WWW	www.empleosenior.org
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		The Association carries out activities aimed at people aged 45 + in different personal circumstances through promoting a new system of work for this group of workers.
Project initiator		Association of Older Workers, Labour and Productivity
Target group	Who? (45+ any additional criteria)	people aged over 45 seeking work, companies and small businesses that need skilled workers for specific tasks
	Number of beneficiaries (50+ or 45+)	potentially over 10,000
Reasons for the project		No system measures for people aged over 45, seeking work and giving up their right to early retirement benefits.
Value of the project		€30,000
The amount funded from public sources		€30,000
Source of public funding:		European Social Fund
Description of the project	General objective	To prevent age discrimination in the process of recruitment.
	Detailed objectives	To promote employment of people aged 45 + as experienced professional workers. To create a strategic plan for activation measures taken. To encourage older people to use tools of new technology in the process of seeking work. To help businesses to attract experienced and qualified staff, by encouraging them to recruit and retain older workers.
	Actions	A strategic plan was developed and used along with the strategy of communication included in it. A website with job offers directed only to persons aged 45 + was launched and administered. Contact with the companies was provided. CVs of people aged 45+ who are interested in taking up employment were delivered to employers, but without publishing their personal data except for contact details. Time management was introduced in order to create jobs and improve the processes of SMEs. Job classifieds published online were searched, allowing for the specific needs of people aged 45+, for example, the length of working time, flexible contracts, etc.

Results	"hard"	Creation of website with job offers. Carrying out media campaign, publications, interviews.
	"soft"	The increase of awareness in relation to the possibilities of obtaining work through use of new technologies among people aged 45+.
	short-term	N/A
	long-term	On individual level – re-entering the labour market and improvement of life quality. On macroeconomic level – ensuring retirement pension payment, increasing income and social security taxes, complying with the mandate of the current Spanish constitution. People aged over 45 are for the companies important source of experience; they play the role of „coaches“ of young people in their first job.
Public institution support - other than financial one mentioned before		N/A
Strengths		Cooperation with other institutions in order to provide assistance in job seeking. Using modern technology tools.
Weaknesses		no data
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	moderate (comparison of total costs with the catalogue of measures taken)	high	high
Number of points	4	4	4
Total number of points			12

Project card ES 3

Country		Spain
Project title		People 3.0 Gente 3.0 People 3.0
Term of the project		since 2010
System framework of the project		implemented in cooperation with Xunta de Galicia, Department of Social Protection and Fundación „la Caixa“
Scale of the project - local, regional, national		national
Leader		„la Caixa“ Foundation
Contact details of the leader	Address	Calle de Serrano 60 28001 Madrid
	ph.	+34 91337300
	e-mail	info.fundacio@lacaixa.es
	WWW	www.fundacio.lacaixa.es www.obrasocial.lacaixa.es/ambitos/gente30/gente30_ca.html
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		experience in project implementation
Project initiator		„la Caixa“ Foundation
Target group	Who? (45+ any additional criteria)	people aged 55+
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Ageing of society and increasingly difficult economic conditions.
Value of the project		around 24 m euro (the cost of establishing CiberCaixa centres)
The amount funded from public sources		no data
Source of public funding:		no data
Description of the project	General objective	To promote volunteering among seniors.
	Detailed objectives	To strengthen seniors' self-esteem. To prevent social exclusion. To promote active ageing.
	Actions	<p>A pioneering program for seniors was introduced, carried out in 607 own centres in cooperation with various public institutions.</p> <p>„Computing and Communication for All“ programme was implemented.</p> <p>Computer courses were organized that covered such topics as using of the keyboard and mouse, word processing, Internet, software for editing photos and video. The course was carried out in small groups at two-hour sessions twice a week for about 12 weeks.</p> <p>Awareness-raising measures were undertaken, consisting in organizing conferences, a wide range of courses (including classes at the gym, yoga, healthy eating, digital photography, language courses), reading workshops („Grandes Lectores“ - Great Readers), film forum.</p> <p>A competition for seniors was organised for texts that reflect their view of the world, which are publicised in form of publications and radioplays. Transportation services were provided for seniors with limited mobility, enabling this group to participate in the workshop.</p> <p>Classes were held that aimed at maintaining mental activity - exercise focusing on six areas of cognition, i.e. attention and concentration, memory, visual processing, auditory processing, language, cognitive functions.</p>

Results	"hard"	607 "CiberCaixa" centres were created, which are transformed into spaces of social participation of seniors. Around 630,000 older people availed of activities offered by the Foundation (2012). 346 prisoners from six prisons used the support of senior volunteers (2010).
	"soft"	Improvement of communication, building social relationships, preventing isolation and loneliness.
	short-term	Improvement of communication, building social relationships
	long-term	Measures were taken to prolong mental activity of the elderly. Promoting volunteer work among the elderly.
Public institution support - other than financial one mentioned before		N/A
Strengths		Seniors, who gained their first experience with computers in "CiberCaixa" courses, get involved as volunteers into activities carried out by the organisation.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		High degree of transferability - the only problem is the issue of applying the activities to the country with large territory, which generates high costs. With proper popularisation of the centres, unit cost is low (in the case of Spain, where 630 seniors got involved, it amounted to less than 40 euro per person.)

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 38		
Verbal assessment	low	high	high
Number of points	5	4	4
Total number of points			13

Project card ES 4

Country		Spain
Project title		Employment – Innova Empleo – Innova Employment – Innova
Term of the project		10.01.2010 – 31.03.2012
System framework of the project		Andalusian Employment Services Andalusian Ministry of Labour European Social Fund
Scale of the project - local, regional, national		regional
Leader		Department of Education, Consumer and Employment Granada Division Concejalía de Educación, Consumo y Empleo Ayuntamiento de Granada
Contact details of the leader	Address	Horno de San Matías 4 18009 Granada
	ph.	+34 958185280
	e-mail	empleoinnova@imfegranada.es
	WWW	www.imfegranada.es
Legal status of the leader		local authority institution
Why this leader/consortium? (resources owned)		The Department assists in finding employment by providing opportunities to retrain or improve one's qualifications.
Project initiator		Department of Education, Consumer and Employment Granada Division
Target group	Who? (45+ any additional criteria)	persons aged 45+
	Number of beneficiaries (50+ or 45+)	440 people (260 women and 180 men)
Reasons for the project		In the face of changes in the labour market, more and more people with low qualifications are at risk of unemployment. This problem especially refers to people aged 45+. A need emerged to develop and introduce new methods and tools that would meet the needs of the target group and encourage them to re-enter the labour market and to continue professional career.
Value of the project		€162,000
The amount funded from public sources		€162,000
Source of public funding:		European Social Fund

Description of the project	General objective	To analyse, develop and transfer interventions, as well as to prepare strategies and tools to facilitate the re-training of unemployed people aged over 45.
	Detailed objectives	To carry out an evaluation of intervention practices during training, introduced in order to better encourage and motivate participants to adapt to changes in the labour market. To verify instruments and tools that allow identifying, analyse and define the necessary technical skills of the beneficiaries. To develop new methods and tools for retraining and mobilization of women aged over 45. To design and implement tools necessary to increase the employability of people aged over 45. To transfer knowledge gained during the project to the objectives of labour market policy, carried out in the area of Andalusia.
	Actions	<i>Tool Box</i> was designed, implemented and evaluated (an initiative produced under the project), which included: - actions leading to the development of personal skills in relation to vocational training; - Tools for performing diagnosis of skill level, designed on the basis of good practices obtained from other <i>e-portfolio</i> project, which through the use of new information technologies enable to examine the actual professional competences of an employee; - Expert discussions conducted in order to analyse the process of implementation and the possibility of transferring developed methodologies and tools to active employment policy; - spreading and transfer of the acquired intervention strategies that facilitate involvement in the establishment of cooperation networks.
Results	“hard”	Creating a model of detection and recording professional skills of persons aged 45+. Launching <i>Tool Box</i> website.
	“soft”	Broadening experiences in relation to conducting analysis and developing tools and methods to facilitate professional retraining of people aged over 45.
	short-term	Launching <i>Tool Box</i> website.
	long-term	Using research results in employment development policy carried out in the area of Andalusia.
Public institution support - other than financial one mentioned before		N/A
Strengths		The project introduces new elements in relation to methodology and design of tools. A dynamic network of partners consisting of national and international entities. Creation of <i>Tool Box</i> website which enables sharing of resources, free communication and exchange of experience with regards to project management and networking. Creation of a quality management plan with use of the virtual platform. Creation of an Internet community that allows to build cooperation and learn through spreading information and constant evaluation of all activities.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 368		
Verbal assessment	low	average	high
Number of points	5	3	4
Total number of points			12

Project card ES 5

Country		Spain
Project title		Your Experience Adds Tu experiencia suma Your Experience Adds
Term of the project		01.12.2011 – 30.11.2012
System framework of the project		no data
Scale of the project - local, regional, national		regional
Leader		Adecco Foundation Fundación Adecco
Contact details of the leader	Address	Príncipe de Vergara, 37 28001 Madrid
	ph.	+34 917004920
	e-mail	fundacion.adecco@adecco.com
	WWW	www.fundacionadecco.es
Legal status of the leader		foundation
Why this leader/consortium? (resources owned)		Adecco Foundation is a leader in the field of human resources management. Its main purpose is assistance in finding job offered to people with disabilities, long-term unemployed aged 45+, victims of domestic violence and other people at risk of social exclusion.
Project initiator		Adecco Foundation
Target group	Who? (45+ any additional criteria)	women and men aged 45+
	Number of beneficiaries (50+ or 45+)	20 people
Reasons for the project		The project was a response to the gradual aging of the population; it was noticed that it is necessary to introduce changes which are important from the perspective of human resources management policy and relevant programs were developed in order to promote employment of people aged over 45.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To provide free professional counselling, access to workshops as well as trainings that improve skills and qualifications of people aged 45+.
	Detailed objectives	To conduct trainings and workshops that increase qualifications and skills level of participants. To organise training sessions on CV writing and attending job interview.
	Actions	Trainingsessionsandworkshopswereavailablefreeofcharge.TrainingsessionsonCVwritingandattendingjobinterviewswereconducted. A support of job advisor was provided.

Results	"hard"	Creation of training programme to increase qualifications and skills level of participants.
	"soft"	Improving skills in relation to CV writing and attending job interview.
	short-term	Creation of training programme to increase qualifications and skills level of participants. Providing support of job advisor.
	long-term	Adjusting qualifications of participants to the needs of the labour market.
Public institution support - other than financial one mentioned before		no data
Strengths		Involving the entities involved in consulting and therefore familiar with the needs of employers in preparing and conducting training for older workers. Work in small teams.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	low (zero-budget cooperation of the Foundation with consultancy firm)	high	high
Number of points	5	4	4
Total number of points			13

Project card CY 1

Country		Cyprus
Project title		Training Older Persons – Pioneer Model Usable for Older Adult Trainers TOP + Training Older Persons – Pioneer Model Usable for Older Adult Trainers TOP +
Term of the project		2007-2009
System framework of the project		Lifelong Learning Programme – Leonardo da Vinci
Scale of the project - local, regional, national		international
Leader		Cyprus Adult Education Association Cyprus Adult Education Association
Contact details of the leader	Address	P.O. Box 4019 Nicosia 24019
	ph.	+35 799470810
	e-mail	klitossy@cytanet.com.cy
	WWW	www.cyaea.org.cy
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		The Association deals with adult education in Cyprus. It is a member of the European Association for Adult Education and promotes international cooperation by organizing study visits and working closely with the Adult Education Centre which operates under the Ministry of Education.
Project initiator		José Moreira da Silva University
Target group	Who? (45+ any additional criteria)	- trainers and teachers who want to improve their skills in relation to training of the elderly. - workers aged 45 +, unemployed and those at risk of unemployment or with the right to early retirement aged over 45, dissatisfied with the effects of lifelong education, wishing to develop their skills or change qualifications - institutions involved in improving the attractiveness and effectiveness of education addressed to the elderly
	Number of beneficiaries (50+ or 45+)	27 people trained during pilot stage
Reasons for the project		Small participation of older people in the European lifelong learning means a loss of potential opportunities both for the individual, and for the economy, which contributes to reducing the level of productivity and economic potential. The European Commission points to the need to change the way of teaching (flexible learning, recognition of skills acquired previously in an informal way, greater attractiveness of training). Trainers, teachers and guidance counselors need to have skills that will serve them to make teaching more attractive. When looking at the EU projects, it is clear that usually the emphasis is put on educating young workers as well as trainers and counselors working with this age group. There is still no standardized professional profile of a trainer of the elderly.
Value of the project		€ 463,915
The amount funded from public sources		€346,769
Source of public funding:		Lifelong Learning Programme – Leonardo da Vinci

Description of the project	General objective	<p>To increase participation of the elderly in lifelong learning.</p> <p>To improve professional skills of the elderly as well as of their coaches and teachers.</p> <p>To encourage the elderly to be active in the labour market. To identify skills and competences which should be characteristic of the professional trainer of the elderly.</p>
	Detailed objectives	<p>To identify best and worst practices in lifelong education addressed to older people;</p> <p>To analyse training needs of trainers of the elderly and comparing the results between the countries participating in the project;</p> <p>To define profile of an expert in vocational training for older persons (catalogue of competences and skills) and to attempt to established such a profile at European level.</p> <p>To design and carry out professional training addressed to trainers of the elderly (programme of the training + innovative training tools);</p> <p>To create an innovative, multimedia compendium, including video interviews and databases from all EU countries. This compendium will be available in all 23 official languages of the EU.</p>
	Actions	<p>The available materials and literature in the partner countries were analysed and the analysis of case studies was carried out.</p> <p>Interviews were conducted in order to understand the training needs of the trainers of the elderly.</p> <p>A new curriculum was created for trainers of older people based on needs analysis.</p> <p>Pilot training was carried out to test new programme in a new target group.</p> <p>Materials for multimedia compendium were collected and compiled. Information campaign was conducted in relation to the project and the measures implemented.</p>
Results	“hard”	<p>Multimedia compendium in languages of the partners.</p> <p>Comparative study relating to lifelong education of the elderly.</p> <p>Collection of best and worst examples of lifelong vocational training of the elderly.</p> <p>Catalogue of competences and skills of a trainer of the elderly.</p> <p>Project website: www.trainingolderpeople.eu.</p>
	“soft”	<p>Increase of professional qualifications of trainers of people aged 45+, trained during a pilot stage.</p>
	short-term	<p>Analytical tool to collect information on lifelong education of people aged 45+.</p> <p>Questionnaires used to carry out research on three target groups: the elderly, trainers and training institutions.</p> <p>Interviews with trainers and teachers of the elderly.</p> <p>Reports based on the research phase of the project.</p> <p>Identifying the training needs of target groups during the project.</p> <p>Programme of pilot training for trainers of the elderly,</p>
	long-term	<p>The identification of indicators lead to effective participation of people aged 45+ in lifelong learning.</p> <p>Supporting systems and curricula addressed to the elderly and being involved in changing them.</p>
Public institution support - other than financial one mentioned before		no data

Strengths	First general objectives were achieved; most of them were successfully implemented. Final reports were of high quality. The project is widely popularised in the participating countries.
Weaknesses	Problems arose with regards to the dissemination of project results, because the report as the final product was available at a very late stage of the project. Despite some delays, all goals established in the original application were achieved.
Institutional barriers of the project	no data
Transferability level	high

	Cost	Effectiveness	Transferability
In natural units (per person)	€170,182		
Verbal assessment	very high	high	high
Number of points	1	4	4
Total number of points			9

Project card CY 2

Country		Cyprus
Project title		SIGOLD – Turning the Silver Challenge into the Golden Opportunity SIGOLD – Turning the Silver Challenge into the Golden Opportunity
Term of the project		10.2010 – 03.2013
System framework of the project		Lifelong Learning Programme - Grundtvig
Scale of the project - local, regional, national		international
Leader		University of Nicosia University of Nicosia
Contact details of the leader	Address	B1d, 2nd floor Deaf School building
	ph.	+35 2461566 ext. 230
	e-mail	angelides.p@unic.ac.cy
	WWW	www.unic.ac.cy
Legal status of the leader		institution of higher education
Why this leader/consortium? (resources owned)		The University of Nicosia is a leading academic institution in Cyprus. By expanding international cooperation it is trying to create an education and research centre in Cyprus.
Project initiator		University of Technology in Koszyce Technická Univerzita v Košiciach
Target group	Who? (45+ any additional criteria)	employees aged 50 +, HR managers, training staff and instructors
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		To assist in providing opportunities for active aging, comfortable functioning at work, home and age-integrated society to employees aged 50+.
Value of the project		€405,930
The amount funded from public sources		€296,902
Source of public funding:		Lifelong Learning Programme - Grundtvig

Description of the project	General objective	To develop and improve the knowledge, competencies and skills of workers aged 50 +, HR managers, trainers and instructors in order to improve the position of people aged 50+ in the labour market and in the society. To increase awareness of activation in a broad sense of people aged 50+.
	Detailed objectives	To analyse the situation workers aged 50+ in the partner countries in relation to lifelong learning, employment level, availability for work. To create 3 blended courses (traditional and online learning). To examine the effectiveness of the developed courses during pilot stage of training.
	Actions	A study of people aged 50+ in the partner countries. An analysis of the strategies used by companies in relation to people aged 50+ was performed. Syllabus and materials for 3 blended courses (traditional and online learning) were created in the following languages: Slovak, Greek, English and German. Pilot training was organised to check correctness and effectiveness of 3 developed courses; Conference summarising the project was organised. Promotional campaign on the activation of people aged 50+ was carried out.
Results	“hard”	3 blended courses (traditional and online teaching) addressed to people aged 50+, HR managers working with people from this age group and trainers of the same group. Project website
	“soft”	To improve qualifications of people aged 50 + and those who work with them.
	short-term	Research questionnaires for people aged 50+, HR managers working with people from this age group and trainers of the same group. Report after carrying out a study to analyse the situation of people aged 50+ in the partner countries. International conference summarising the project. Training people during pilot training. 3 new courses addressed to target group.
	long-term	Increase of awareness in the area of active aging. Improving qualifications of people aged 50 + and those who work with them (HR managers and trainers).
Public institution support - other than financial one mentioned before	N/A	
Strengths	The project introduces modern educational methods into the process of teaching the elderly. The methods include using IT tools and thus overcome the concerns of the elderly associated with the use of modern technologies. The project demonstrates and tests the ways of possible application of modern educational methods. Highly evaluated by the training participants, the project shows the great potential of using modern solutions in the education of the elderly. What is more, involvement of employers in the educational process can be considered strength as they are able to formulate their expectations towards older people in this respect.	
Weaknesses	no data	
Institutional barriers of the project	N/A	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	average (substantial cost is related to the attempts to create an innovative solution)	high	high
Number of points	3	4	4
Total number of points			11

Project card CY 3

Country		Cyprus
Project title		Guiding for Independence: Establishing a Health-promoting Educational Program for Adults (50+) and Elderly People Through Physical Activity Guiding for Independence: Establishing a Health-Promoting Educational Program for Adults (50+) and Elderly People through Physical Activity
Term of the project		08.2011 – 07.2013
System framework of the project		Lifelong Learning Programme – Leonardo da Vinci
Scale of the project - local, regional, national		international
Leader		European University in Cyprus Το Ευρωπαϊκό Πανεπιστήμιο Κύπρου
Contact details of the leader	Address	6. DiogenousStr, Engomi Postal P.O Box 22006, 1516 Nicosia
	ph.	+35 722713029
	e-mail	c.tziortzis@euc.ac.cy
	WWW	www.euc.ac.cy
Legal status of the leader		institution of higher education
Why this leader/consortium? (resources owned)		The University is one of the leading academic research centres in Cyprus. It is fully involved in development and promotion of research activity.
Project initiator		European University in Cyprus
Target group	Who? (45+ any additional criteria)	adults (50+) and seniors
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Necessity to promote healthy ageing through physical activity development.
Value of the project		no data
The amount funded from public sources		no data
Source of public funding:		Lifelong Learning Programme – Leonardo da Vinci
Description of the project	General objective	To promote integration through physical activity of the excluded social groups (the elderly) as well as to improve health and physical activity of the elderly.
	Detailed objectives	To transfer and customize educational program that promotes a healthy lifestyle through physical activity for adults (55+) and the elderly. To search examples used in Europe in which physical activity is a tool to improve health of people aged 55+. To build European network for the development of physical activity in the framework of programmes addressed to socially excluded persons. To build international cooperation for the exchange of knowledge but also for the exchange of participants aged 55 + in order to retain them.
	Actions	The opportunity to communicate online was provided in order to exchange ideas, suggestions and practices, determining the final shape of the project. A conference was organised at which the existing models and action proposals were presented. Programmes were adjusted to the requirements of a given country.

Results	"hard"	<p>Creating and adapting to the needs of the countries - members of the consortium -a well-planned, integrated health promotion programme.</p> <p>Creation of common guidelines and practices.</p> <p>Promotion of integration of socially excluded persons through physical activity (especially of the elderly) in Europe.</p> <p>Creation of European education network (for exchange).</p>
	"soft"	Increase of awareness of older people in relation to the importance of maintaining physical activity.
	short-term	Creation of educational programme promoting physical activity.
	long-term	Increase of awareness of older people in relation to the importance of maintaining physical activity.
Public institution support - other than financial one mentioned before		no data
Strengths		The strength of the project is its international character, giving the opportunity to learn from cultural differences of the countries participating in the project. The project refers to non-economic aspects of aging, which, however, strongly affect the quality of life of the elderly.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	no data	high	high
Number of points	no data	4	4
Total number of points			8

Project card CY 4

Country		Cyprus
Project title		TraVeL AGEnts Project – Traveling, Volunteering and Learning Activities Generating Employment for the over 55s TraVeL AGEnts Project – Traveling, Volunteering and Learning Activities Generating Employment for the over 55s
Term of the project		12.2006 – 05.2008
System framework of the project		Lifelong Learning Programme – Leonardo da Vinci
Scale of the project - local, regional, national		international
Leader		Group of Female Volunteers from Kythreas Ομιλος Γυναικων Ελευθερης
Contact details of the leader	Address	Kythreas, Cyprus
	ph.	+35 722347894
	e-mail	info@editc.com
	WWW	www.travelagentsproject.org
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		no data
Project initiator		Expert Cooperation Network in Athens (ANCE) Η ANCE – Δίκτυο Εμπειρογνομώνων Αθήνας
Target group	Who? (45+ any additional criteria)	people aged over 55
	Number of beneficiaries (50+ or 45+)	no data
Reasons for the project		Necessity to promote active ageing.
Value of the project		no data
The amount funded from public sources		no data
Source of public funding:		Lifelong Learning Programme – Leonardo da Vinci
Description of the project	General objective	To promote active aging and mobility of elderly people across the European Union, while concurrently increasing employment opportunities for older people in tourist services sector.
	Detailed objectives	To promote “55+ without borders” network. To carry out the recruitment of trainers, develop syllabus of the training courses and prepare trainers for educating adults. To create the project website to popularize the results of the project and enrich the knowledge and experience of the target group.
	Actions	According to the plan, 10 national “55 + without borders” networks were created. 5 syllabuses on balanced travel planning were developed. A base of 100 European experts /older trainers was created. 50 trainers were recruited and prepared for providing education to adults during 10 workshops. 200 older people were trained in balanced travel planning under 10 training programmes. 5 newsletters were published in 10 different countries, with a circulation of 30,000 copies. 10 cultural exchange programmes were created. 40 elderly people participated in testing of travel cultural exchange. 30 national conferences were held and one European conference. Elderly-friendly tourist guide was developed in 9 languages and distributed in a print run of 2,000 copies Project website was designed.

Results	"hard"	5 syllabuses on balanced travel planning. 100 European elderly experts / trainers. 50 trainers prepared for providing education to adults during 10 workshops. 200 older people were trained in balanced travel planning under 10 training programmes. 5 newsletters in 10 different countries (with a circulation of 30,000 copies). 10 cultural exchange programmes. 40 elderly people participated in testing of travel cultural exchange. 30 national conferences. 1 European conference. Elderly-friendly tourist guide in 9 languages, distributed in a print run of 2,000 copies Project website
	"soft"	Increase of awareness in the area of active aging.
	short-term	30 national conferences. 1 European conference. 40 elderly people participated in testing of travel cultural exchange.
	long-term	200 older people were trained in balanced travel planning under 10 training programmes. 5 syllabuses on balanced travel planning were developed.
Public institution support - other than financial one mentioned before		no data
Strengths		Multiculturalism of experiences exchanged. The project pursued a wide range of different measures, targeted at greater activation of older people, taken at a few levels. The project combines economic and non-economic perspectives on the situation of the elderly.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	no data	high	high
Number of points	no data	4	4
Total number of points			8

**„Central European young
democracy“**

Project card CZ 1

Country		Czech Republic
Project title		Employment Without Difference Zaměstnávání bez rozdílů Employment Without Difference
Term of the project		01.04.2006 – 30.06.2007
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Development Management School Škola manažerské horozvoje s.r.o.
Contact details of the leader	Address	Dvorní 576/9 708 00 Ostrava-Poruba
	ph.	+42 721225830
	e-mail	info@smrov.cz sona.macickova@smrov.cz
	WWW	www.smrov.cz
Legal status of the leader		limited liability company
Why this leader/consortium? (resources owned)		Development Management School is a member of the prestigious Association of Adult Education Institutions of the Czech Republic - AIVD. It was accredited by the Ministry of Education in the field of teacher training and educational institutions management. It is also an institution accredited by the Ministry of Labour and Social Affairs of the Czech Republic (MPSV) that provides training to social workers and social service employees.
Project initiator		Development Management School
Target group	Who? (45+ any additional criteria)	women aged over 45 unemployed for longer than 6 months
	Number of beneficiaries (50+ or 45+)	481 women age 45+ and 63 men (544 people in total)
Reasons for the project		Long-term unemployed women over 45 years with little chance of finding a job in the Moravian-Silesian and Olomouc regions.
Value of the project		4,720,920 Kč
The amount funded from public sources		4,720,920 Kč
Source of public funding:		European Social Fund

Description of the project	General objective	To create a programme for motivation, education and counselling in combination with short-term employment of a specific group of long-term unemployed women aged over 45 living in the Moravian-Silesian and Olomouc regions and to verify the programme in four pilot groups.
	Detailed objectives	To determine specificity of the regional labour market. To create a programme adjusted to the needs of the labour market. To implement the created programme of motivation, education and counselling. To combine the courses with job placements in the companies.
	Actions	The situation of women aged 45+ in the regional labour market was analysed (481 women were surveyed, and - to compare - 63 men). The needs of employers in relation to newly hired female workers of older age were identified. Programme of training and courses was developed, adapted to the needs of the local labour market. With help of psychologists and educators, the methodology of teaching the elderly was worked out. 5-element course was conducted, which included: 1) basic issues (11-day course) - topics covered: communication, analysis of the labour market, labour law, introduction to economics, introduction to health and safety, the objectives of the European Union, 2) psychological counselling (6 days) - individual meetings with a psychologist to reinforce motivation, identify own strengths and weaknesses, improve self-esteem and self-confidence, 3) work experience (20-days) in one of about 30 companies taking on women for internships under the project, 4) individual consultations and advice for potential employees and employers interested in hiring women participating in work experiences in their area, 5) project summary (1 day) - summarising the project, meeting of employers and participants with Labour Offices staff.
Results	"hard"	50% of female project participants took up a job or received a promise of employment in the companies in which the work placement was organised. 96% of female participants rated positively the way the project affected their labour market situation. Conference summarising the project was organised. 179 employers were surveyed with regards to their requirements in relation to the employees.
	"soft"	The self-confidence level of project participants increased. The project participants gained new professional skills that enabled them to return to the labour market.
	short-term	Conference presenting the effects of project implementation.
	long-term	Half of female project participants found employment or received a promise of employment thanks to participation in the project. The increase of self-confidence and trust in own abilities.
Public institution support - other than financial one mentioned before		Assistance in recruitment offered by 4 Labour Offices: Olomuniec, Jeseník, Frýdek-Místek, Píerov.
Strengths		The project was a response to the real needs of the labour market.
Weaknesses		N/A
Institutional barriers of the project		N/A
Transferability level		average

	Cost	Effectiveness	Transferability
In natural units (per person)	8,678.16 Kč (around €335)		
Verbal assessment	low	high	average
Number of points	5	4	3
Total number of points			12

Project card CZ 2

Country		Czech Republic
Project title		You May Work After 50 As Well Pracovat se dá i po 50 You May Work After 50 As Well
Term of the project		01.08.2009 – 31.07.2010
System framework of the project		European Social Fund
Scale of the project - local, regional, national		local
Leader		CC System CC Systems a.s.
Contact details of the leader	Address	Národní třída 2011/101 695 01 Hodonín
	ph.	+42 775370236
	e-mail	buressova@ccsystem.cz
	WWW	www.ccsystem.cz
Legal status of the leader		joint stock company
Why this leader/consortium? (resources owned)		The company specializes in adult education.
Project initiator		CC System
Target group	Who? (45+ any additional criteria)	women over 50 years of age, registered in labour offices , having problems to find employment because of their age and lack of qualifications
	Number of beneficiaries (50+ or 45+)	40 women
Reasons for the project		The project was a response to the discrimination of women aged 50+ in the labour market in the districts of Liberec, Liberec and Jablonec nad Nisou.
Value of the project		1,394,066 Kč
The amount funded from public sources		1,394,066 Kč
Source of public funding:		European Social Fund
Description of the project	General objective	To undertake comprehensive measures in relation to educating and motivating participants to return to the labour market.
	Detailed objectives	To assess competence level of participants as well as their chances in the labour market. To increase motivation of participants. To improve communication skills of the participants (using interactive methods) to facilitate their return to the labour market and the effective communication with employers. To improve competence in ICT and office tasks.
	Actions	Work motivation workshops were organised. The following vocational courses were conducted: 1) social worker, 2) administration assistant, 3) basic computer skills needed to professional work. Job clubs were created, designed to help participants to support each other and to provide assistance in popularisation of information on job opportunities.

Results	"hard"	40 women participated in the project. Job offices were created. 3 blocks of vocational courses were organised.
	"soft"	The increase of self-confidence and trust in own abilities. Acquisition of new professional skills.
	short-term	Job offices were created.
	long-term	Improvement of self-confidence and trust in own abilities thanks to participation in the project.
Public institution support - other than financial one mentioned before		Help in recruiting participants offered by the institutions acting in the field of the labour market.
Strengths		no data
Weaknesses		The project was addressed to small group of people.
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	34,851.65 Kč (around € 1,340)		
Verbal assessment	moderate	high	high
Number of points	4	4	4
Total number of points			12

Project card CZ 3

Country		Czech Republic
Project title		Chances Šance Chances
Term of the project		01.03.2011 – 28.02.2013
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Akademie J.A. Komenského
Contact details of the leader	Address	Nám. Sítná 3105 Kladno 272 01
	ph.	+42 312661340
	e-mail	ajakkladno@seznam.cz
	WWW	www.ajakkladno.cz
Legal status of the leader		institution of higher education
Why this leader/consortium? (resources owned)		The main objective of the Academy is to contribute to the development and implementation of education system. The Academy cooperates with local and state authorities, business organizations, trade unions, civil society organizations and other organizations involved in adult education.
Project initiator		Akademia J.A. Komenského
Target group	Who? (45+ any additional criteria)	the long-term unemployed aged 50+
	Number of beneficiaries (50+ or 45+)	225 people
Reasons for the project		In central parts of the country there is a large number of unemployed older people whose qualifications do not meet the requirements of the labour market.
Value of the project		5,250,113.60 Kč
The amount funded from public sources		5,250,113.60 Kč
Source of public funding:		European Social Fund
Description of the project	General objective	To increase employment and reduce the number of the unemployed registered in the labour offices in Kladno.
	Detailed objectives	To increase the competitiveness of people aged 50+ in the local labour market. To equip people aged 50+ with new professional competences.
	Actions	Five rounds of recruitment to the project were conducted in order to select 225 participants; each round resulted in selection of 45 people. A preliminary block of classes was organised focused on the employee balance (identification of owned skills and possible shortcomings). Motivation was increased with regards to activities related to active job seeking. Vocational training courses were conducted (courses to choose from: Administration Assistant, Security Guard, Social Services Worker, Introduction to Business Studies, Introduction to Business Studies with English, Introduction to Computerised Bookkeeping, Assistant of the Disabled). Training sessions consisted of theoretical and practical part. The attempts to find employment for project participants were undertaken through contact with labour offices.

Results	"hard"	230 people participated in the project. A minimum of 50% of participants found employment after participating in the project. 5 rounds of recruitment of project participants.
	"soft"	The increase in self-confidence and trust in own abilities of the project participants. Improvement of professional skills.
	short-term	Reducing the number of the unemployed in the area covered by the project.
	long-term	Integration of participants. Participation in the project stimulated to continue education and gain work experience. The experience gained through the implementation of the project has been transferred to the Chances II project.
Public institution support - other than financial one mentioned before		Assistance of labour offices in recruiting participants. The preferential treatment of participants by the labour offices in the presentation of employment offers.
Strengths		Extensive experience of a leader in organising training. An extensive offer of training courses. Strong commitment of labour offices and assistance offered by them in finding work by the project participants. Implementation of second edition of the project.
Weaknesses		no data
Institutional barriers of the project		N/A
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	23,333.83 Kč (around € 900)		
Verbal assessment	low	high	high
Number of points	5	4	5
Total number of points			14

Project card CZ 4

Country		Czech Republic
Project title		To work without obstacle Do práce bez překážek To work without obstacle
Term of the project		01.03.2012 – 28.02.2014
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		SOLEDPRO s.r.o. SOLEDPRO s.r.o
Contact details of the leader	Address	Na Sklípku 37 Ústí nad Labem
	ph.	+42 475209769
	e-mail	jitka.vondrakova@soledpro.cz
	WWW	www.soledpro.cz
Legal status of the leader		limited liability company
Why this leader/consortium? (resources owned)		Experience in project implementation.
Project initiator		Ministry of Labour and Social Affairs
Target group	Who? (45+ any additional criteria)	- the long-term unemployed aged 50+ - the long-term unemployed with disabilities
	Number of beneficiaries (50+ or 45+)	75 people
Reasons for the project		The need to improve the chances of people belonging to groups that are disadvantaged in the labour market
Value of the project		3,614,104.00 Kč
The amount funded from public sources		3,614,104.00 Kč
Source of public funding:		European Social Fund
Description of the project	General objective	To increase the employability of job seekers through creation of an efficient system that consists in high-quality analyses, psycho-motivational process and general courses.
	Detailed objectives	To run courses according to specific modules. To provide subsidised vacancies. To carry our professional training courses. To provide individual counselling of a psychologist.
	Actions	The following training sessions were organised: - motivational module designed to encourage participants to stay with the project, - a module devoted to conducting analysis of employee's knowledge, skills and competencies, - a module of basic knowledge (labour law, introduction to psychology of work, self-presentation, navigating the labour market). Professional training courses were conducted. The participants are provided with access to individual meetings with a psychologists, project assistant and professional educators. The participants were registered in the counselling centre, where they could discuss their needs and concerns.

Results	“hard”	60 people received assistance 75 people completed courses 30 new vacancies created
	“soft”	Increasing motivation, activating the beneficiaries' potential.
	short-term	Providing 35 subsidised vacancies.
	long-term	Career bureau created which operated also after the project had finished.
Public institution support - other than financial one mentioned before		no data
Strengths		Creation of a counselling centre which operated also after the project had finished.
Weaknesses		no data
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	48,188.05 Kč (around €1,853)		
Verbal assessment	average	high	high
Number of points	3	4	4
Total number of points			11

Project card CZ 5

Country		Czech Republic
Project title		Find a Job Tailored to Your Needs Najděte si práci na míru Find a Job Tailored to Your Needs
Term of the project		01.05.2010 – 30.04.2012
System framework of the project		European Social Fund
Scale of the project - local, regional, national		supraregional
Leader		MARLIN s.r.o. MARLIN s.r.o.
Contact details of the leader	Address	Studentské náměstí 1536 686 01 Uherské Hradiště
	ph.	+42 774756705
	e-mail	ingr@marlin.eu
	WWW	www.marlin.eu
Legal status of the leader		limited liability company
Why this leader/consortium? (resources owned)		MARLIN company acts as a lifelong learning centre. Its main activity consists in the development and implementation of educational programs and counselling.
Project initiator		MARLIN s.r.o.
Target group	Who? (45+ any additional criteria)	persons aged 50+
	Number of beneficiaries (50+ or 45+)	150 people
Reasons for the project		The elderly are at biggest risk of unemployment and exclusion from the labour market. Usually, after losing employment it is difficult for such people to adapt to the requirements of the employers.
Value of the project		4,388,632.40 Kč
The amount funded from public sources		4,388,632.40 Kč
Source of public funding:		European Social Fund
Description of the project	General objective	To improve qualifications of people aged 50+, to reduce risk of losing jobs.
	Detailed objectives	To implement measures to prevent losing job by people aged 50+. To deal with problems and consequences of losing job by people aged 50+. To establish the information centre with a hotline.
	Actions	The analysis of the reasons for the rise in unemployment of people aged 50+ was carried out. The individualized counselling programmes were created Regional consultation centres were established where beneficiaries could obtain information about the project and to avail of professional individual advice services. Training sessions were organised, e.g. on computer skills, project management, social protection. Further support was offered to people who completed their participation in the project.

Results	"hard"	150 people completed the project. Information centres for target group were created in the regions covered by the project.
	"soft"	Increase of self-confidence and self-esteem of project participants. Gaining new professional qualifications through participation in training sessions offered under the project.
	short-term	Creation of information centres for project participants.
	long-term	The increase of self-confidence and trust in own abilities of people aged 50+. The opportunity to benefit from the continuing support provided by the organizer.
Public institution support - other than financial one mentioned before		no data
Strengths		After training courses completion, the organizer offered further support. Participants had the opportunity to avail of job agency services that offer assistance in finding proper employment, CV preparation and preparation for a job interview.
Weaknesses		The project did not provide for international cooperation was not carried out in a partnership.
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	29,257.55 Kč (around €1,125)		
Verbal assessment	moderate	average	high
Number of points	4	3	4
Total number of points			11

BULGARIA

Project card BL 1

Country		Bulgaria
Project title		Age management in the company Управление на възраст във фирмата Age management in the company
Term of the project		2-4 months
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		Carlsberg Bulgaria AD Carlsberg Bulgaria AD
Contact details of the leader	Address	Mladost 4 Business Park Sofia 1766 Sofia
	ph.	+35 924401360
	e-mail	office@carlsberg.bg
	WWW	www.carlsbergbulgaria.bg
Legal status of the leader		joint stock company
Why this leader/consortium? (resources owned)		N/A
Project initiator		Carlsberg Bulgaria AD
Target group	Who? (45+ any additional criteria)	no data
	Number of beneficiaries (50+ or 45+)	14 employees aged over 50.
Reasons for the project		To meet own current business needs.
Value of the project		no data
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To increase company's efficiency through employees retraining.
	Detailed objectives	Retraining of older employees. To improve qualifications of employees aged over 50.
	Actions	Training courses in SAP accounting. Transfer of qualified workers to other branches. Driver training courses carried out.
Results	"hard"	5 people were trained to work in SAP accounting system. 9 people participated in a driver training course.
	"soft"	no data
	short-term	no data
	long-term	efficiency increase of the Logistics Department.
Public institution support - other than financial one mentioned before		N/A
Strengths		no data

Weaknesses	The staff did not show enough ability to learn during training, and the overall results were not satisfactory. The time spent on training was not sufficient (about two months on the SAP system, about four months on training for drivers) to achieve the desired results.
Institutional barriers of the project	no data
Transferability level	high

	Cost	Effectiveness	Transferability
In natural units (per person)	no data		
Verbal assessment	low (actions taken within the company, without purchase of external services)	high	high
Number of points	4	4	4
Total number of points			12

Project card BL 2

Country		Bulgaria
Project title		SISC – Senior Intergenerational Social Capital Учене между поколенията – висш социален капитал SISC – Senior Intergenerational Social Capital
Term of the project		1.10.2008 – 31.01.2011
System framework of the project		Lifelong Learning Programme – Grundtvig
Scale of the project - local, regional, national		international
Leader		IT World BG IT World BG
Contact details of the leader	Address	6 Gurko str. 1000 Sofia
	ph.	+35 9879698033
	e-mail	info@it-world.bg
	WWW	www.it-world.bg www.sisc-project.eu
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		The organization deals with the development of civil society in Bulgaria and operates in the areas of education, lifelong learning, IT.
Project initiator		IT World BG
Target group	Who? (45+ any additional criteria)	employees aged 50+ before retirement
	Number of beneficiaries (50+ or 45+)	180 people
Reasons for the project		To increase the competencies of older workers in the face of an aging population.
Value of the project		€291,016
The amount funded from public sources		€291,016
Source of public funding:		Lifelong Learning Programme – Grundtvig

Description of the project	General objective	To use the potential of workers aged 50+ (especially those close to retirement), their competence, know-how and experience.
	Detailed objectives	To make people aged 50+ realise their professional potential To develop tools for effective transfer of knowledge and know-how between older and younger workers. To strengthen the willingness of older workers to participate in an intergenerational learning process. To persuade entrepreneurs that it is important to use knowledge and skills of the employees at pre-retirement age. To extend the transfer of know-how through implementation of smart mentoring rules. To reduce the number of employees who opt for early retirement. The avail of workers aged 50+ to create conditions for the development of younger workers.
	Actions	Tools based on IT technology were designed, addressed to men and women aged 50+, which enabled individual creation of self-competence summary (with highlighting own strengths and weaknesses), and following the individualized training path of mentoring. SISC user guide was created. Documents were created in form of an electronic guide presenting best practices of SISC training platforms implementation and emphasizing the resulting added value. Informational newsletters were sent.
Results	“hard”	SISC e-learning path. SISC user guide. Informational newsletters. E-learning platform.
	“soft”	Improving self-esteem of workers aged 50+.
	short-term	Informational newsletters.
	long-term	SISC e-learning path. E-learning platform. Intergenerational transfer of skills.
Public institution support - other than financial one mentioned before	N/A	
Strengths	Strengthening the potential of older people by exposing the value of their knowledge and competence. Building a sense of solidarity rather than competition in the representatives of the generations of oldest and youngest employees.	
Weaknesses	no data	
Institutional barriers of the project	no data	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 1,617		
Verbal assessment	moderate	average	high
Number of points	4	3	4
Total number of points			11

Project card BL 3

Country		Bulgaria
Project title		Age management in the company Управление на възраст във фирмата Age management in the company
Term of the project		2004
System framework of the project		internal policy of the company
Scale of the project - local, regional, national		within the company
Leader		The Bulgarian Telecommunications Company PLC (BTC) The Bulgarian Telecommunications Company PLC (BTC)
Contact details of the leader	Address	VIVACOM Headquarters 115 I, Tsarigradsko chaussee blvd. 1784 Sofia
	ph.	+35 970017000
	e-mail	registry@btc-net.bg
	WWW	www.vivacom.bg
Legal status of the leader		Telecommunications company
Why this leader/consortium? (resources owned)		After privatization the company faced the need to restructure, related to the lay-off of workers, including those aged 50+.
Project initiator		The Bulgarian Telecommunications Company
Target group	Who? (45+ any additional criteria)	former company employees aged 50+
	Number of beneficiaries (50+ or 45+)	11 people
Reasons for the project		Because of the restructuring of the company 7,831 employees were laid off and it was necessary to provide assistance to the most vulnerable groups.
Value of the project		€117,432
The amount funded from public sources		N/A
Source of public funding:		N/A
Description of the project	General objective	To tackle unemployment among former employees of the company through the promotion of entrepreneurship.
	Detailed objectives	To assist former employees of the company to set up own businesses.
	Actions	Entrepreneurship workshops were conducted. Assistance in business plans preparation was provided. Selected projects were subsidized. Support was offered by ProCredit bank.
Results	"hard"	11 former employees aged 50+ received technical and financial support in starting their own business.
	"soft"	Self-confidence and trust in own abilities were increased in former employees.
	short-term	Entrepreneurship workshops were conducted.
	long-term	11 former employees started their own business.
Public institution support - other than financial one mentioned before		N/A

Strengths	The activities carried out by a private company in relation to its laid-off workers.
Weaknesses	The relatively low proportion of people aged 50 + in the group receiving support under the project.
Institutional barriers of the project	no data
Transferability level	average

	Cost	Effectiveness	Transferability
In natural units (per person)	€10,676		
Verbal assessment	high	high	high
Number of points	2	4	4
Total number of points			10

Project card BL 4

Country		Bulgaria
Project title		The Skills Development and Employment Growth of People at the Age Over 50 in Municipality Kardzhali Повишаване на квалификацията и осигуряване на заетост на лица над 50-годишна възраст от Община Кърджали The Skills Development and Employment Growth of People at the Age Over 50 in Municipality Kardzhali
Term of the project		19.08.2009 – 01.01.2011
System framework of the project		European Social Fund
Scale of the project - local, regional, national		regional
Leader		Business Consult Sp Business Consult Sp
Contact details of the leader	Address	Metallurg 7 6600 Kardzhali
	ph.	+35 936162989
	e-mail	bizconsult@abv.bg
	WWW	www.consult-bg.biz
Legal status of the leader		partnership
Why this leader/consortium? (resources owned)		Business Consult company offers consultancy services and assistance in the development and implementation of projects under various international programs; it supports free entrepreneurship, the development of small and medium-sized enterprises, joint ventures, and more.
Project initiator		no data
Target group	Who? (45+ any additional criteria)	the unemployed aged 50+
	Number of beneficiaries (50+ or 45+)	60 people aged 50+
Reasons for the project		The company has experience in the development and implementation of projects financed under various international programmes.
Value of the project		€43,920
The amount funded from public sources		€43,920
Source of public funding:		European Social Fund
Description of the project	General objective	To enhance the competitiveness of participants, to improve their efficiency and economic activity in the changing labour market.
	Detailed objectives	Creating the conditions for sustainable employment through acquisition of new competencies or improvement of existing ones in unemployed persons aged over 50 in the Kardjali municipality.
	Actions	The needs of the unemployed from target group were identified. The needs of the unemployed were classified and adjusted to the expectations of the employer. Plan of training courses and a tender procedure for the provision of training and selection of the contractor were prepared. A detailed plan of internal control was created as an element of planning, organization, management, and overall implementation of the project. Training for 60 people was conducted entitled „Insurance and work in insurance“. Work placement was organised for at least 30% of participants. Stable employment for minimum 9 months was provided.

Results	"hard"	12 unemployed aged over 50 found employment for nine months after finishing the project. 60 people participated in the training course entitled „Insurance and work in insurance“. Certificate was issued to confirm participation in the project.
	"soft"	Improvement of professional skills of people aged 50+.
	short-term	Creation of a training programme.
	long-term	Obtaining certificate to confirm participation in the project.
Public institution support - other than financial one mentioned before		N/A
Strengths		Flexible working time was introduced and individual skills of employees were appreciated.
Weaknesses		More than 50% of beneficiaries treated the project as an opportunity to secure income, not as an opportunity to develop and improve qualifications.
Institutional barriers of the project		no data
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	€732		
Verbal assessment	low	high	high
Number of points	5	4	4
Total number of points			13

Project card RU 1

Country	Romania	
Project title	<p>Innovative Instruments in Vocational Training Helping to Increase Workers' and Enterprises Adaptability Instrumente inovatoare în formarea profesională pentru creșterea adaptabilității lucrătorilor și a întreprinderilor</p> <p>Innovative Instruments in Vocational Training Helping to Increase Workers' and Enterprises Adaptability</p>	
Term of the project	2010-2013	
System framework of the project	European Social Fund	
Scale of the project - local, regional, national	regional	
Leader	COLFASA Association Asociația COLFASA	
Contact details of the leader	Address	Ienăchiță Văcărescu nr 38 Sektor 4, Bukareszt
	ph.	+40 314328219
	e-mail	office@colfasa.ro
	WWW	www.colfasa.ro
Legal status of the leader	NGO	
Why this leader/consortium? (resources owned)	The Association has been operating since 2008 and it has extensive experience in consulting, human resource management as well as knowledge of the community policy, and promotes these in Romania. The Association carries out projects and provides services in the field of technical assistance, cooperation with public or private organizations.	
Project initiator	COLFASA Association	
Target group	Who? (45+ any additional criteria)	- persons aged 45+ with low professional qualifications - company directors and HR management departments staff
	Number of beneficiaries (50+ or 45+)	200 people
Reasons for the project	The emerging need to promote active aging among employees and to promote investment in human resources among entrepreneurs.	
Value of the project	1,468,678 lei	
The amount funded from public sources	1,468,678 lei	
Source of public funding:	European Social Fund	

Description of the project	General objective	To support businesses in order to develop employees' skills level.
	Detailed objectives	To promote active ageing of the employees, especially from the group of employees with lowest qualifications. To stimulate employment in Bucharest through training courses, life-long education and providing access to new technologies. To increase the number and accessibility of the training courses for the employees. To increase competitiveness and adaptation abilities of the companies in the region through organising specialist training for employees. To promote the idea of investing in human resources among the entrepreneurs. To promote active aging of employees, especially those at risk early leaving the labour market and social exclusion. To increase competitiveness and adaptation abilities of the companies in the region by creating relevant training programmes.
	Actions	Series of workshops and training courses was organised, addressed to older workers with low skills. Campaign to promote active ageing was organised. Special training courses for the employees of the companies participating in the project were organised. Training programme for companies was created.
Results	"hard"	Increasing skills of persons with low skills and improving their situation in the labour market. Increasing investment in training among the employers. 200 people completed the project.
	"soft"	Increasing awareness of the need to participate in training and education of the employees. Acquainting workers and employers with the concept of active aging.
	short-term	The involvement of employees and employers in the training process.
	long-term	Promoting lifelong learning, promoting healthy lifestyle and the concept of active aging.
Public institution support - other than financial one mentioned before	no data	
Strengths	Addressing project activities both to employees and employers. Increasing the awareness of the need to adapt one's skills to the changing needs of the labour market and preventing discrimination of the workers by the employers through promoting measures in relation to investment in human resources.	
Weaknesses	none	
Institutional barriers of the project	The barrier in the form of reluctance of employers to participate in the project.	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	73,433.8 lei (around €16,320)		
Verbal assessment	high	average	high
Number of points	2	3	4
Total number of points			9

Project card RU 2

Country		Romania
Project title		Accept me! I Can Work Accepta-mă! Șieu pot sămuncesc Accept me! I Can Work
Term of the project		05.2008 – 03.2009
System framework of the project		Phare Programme
Scale of the project - local, regional, national		regional
Leader		Paem Alba Foundation Ministry of Labour, Family and Equal Chances Fundația Paem Alba Ministerului Muncii, Familiei și Egalității de Șanse
Contact details of the leader	Address	Bucovina. 6, nr Moti Way 30 Alba Iulia, Alba District
	ph.	+40 258818488
	e-mail	contact@paemalba.ro
	WWW	www.paemalba.ro
Legal status of the leader		public entity
Why this leader/consortium? (resources owned)		The Ministry could obtain funding from the Phare programme and the foundation had experience in providing training courses and professional activation.
Project initiator		Ministry of Labour, Family and Equal Chances
Target group	Who? (45+ any additional criteria)	disabled persons with motor disorders, hearing and speech impairment, tackling discrimination in the labour market The project was addressed both to young as well as experienced workers approaching retirement age.
	Number of beneficiaries (50+ or 45+)	410 people
Reasons for the project		The need to increase professional activity of the groups which are discriminated in the labour market.
Value of the project		€83,185
The amount funded from public sources		€83,185
Source of public funding:		Phare Programme

Description of the project	General objective	To improve the quality of life of people with disabilities from Alba district through professional activation, allowing for the potential of people with disabilities.
	Detailed objectives	To raise awareness in persons with disabilities of their strengths, previous achievements and successes, with particular focus on their hidden competences. To provide necessary qualifications and skills needed in the labour market.
	Actions	People with disabilities had an opportunity to gain skills and qualifications required by the labour market. Vocational training courses were organised to prepare for work as a carpenter, bricklayer, tailor. There was also an informational campaign for social responsibility and raising awareness of the potential, skills and commitment of persons with disabilities in the labour market. The system of career counselling and job placement was created.
Results	“hard”	The updated database of job offers for people participating in the project was developed. 30 people completed vocational courses to increase their own chances to find an employment. 15 people got ECDL certificates. 55 persons availed of vocational counselling and job placement services. 100 posters and 550 leaflets were printed, 6 newspaper advertisements were posted and public debate was held. 30 personalised plans of action were created. 50 employers were informed about rights of people with disabilities.
	“soft”	The increase of project participants' self-confidence and their trust in own abilities.
	short-term	Creation of 30 individual plans of action that were to help in returning to the labour market.
	long-term	Acquiring by project participants the skills that increase employability as well as developing awareness of 50 employers in relation to employing people with disabilities.
	Public institution support - other than financial one mentioned before	no data
Strengths	Conducting courses that allowed to gain specific skills relevant to the capacities of a person.	
Weaknesses	The project, apart from the media campaign, did not tackle the issue of negative stereotypes among employers that generate reluctance to employ the elderly and the disabled.	
Institutional barriers of the project	none	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	€ 203		
Verbal assessment	low	average	high
Number of points	5	3	4
Total number of points			12

Project card RU 3

Country		Romania
Project title		Developing Professional Skills to Reintegrate the Unemployed into Working Life in Giurgiu Dezvoltarea abilităților profesionale pentru integrare a șomerilor în viața activă în județul giurgiu Developing Professional Skills to Reintegrate the Unemployed into Working Life in Giurgiu
Term of the project		29.06.2011 – 01.06.2013
System framework of the project		European Social Fund
Scale of the project - local, regional, national		local
Leader		The Chamber of Trade, Industry and Agriculture of Giurgiu Camera de Comerț și Industrie a Județului Giurgiu
Contact details of the leader	Address	Giurgiu, București Blvd, no. 57
	ph.	+40 246215444
	e-mail	office@cciagr.ro
	WWW	www.jobgiurgiu.ro
Legal status of the leader		NGO
Why this leader/consortium? (resources owned)		The Chamber brings together the entrepreneurs who have specific expectations in terms of skills possessed by the employees.
Project initiator		The Chamber of Trade, Industry and Agriculture of Giurgiu
Target group	Who? (45+ any additional criteria)	- the unemployed, in particular the long-term unemployed - the unemployed aged over 45 - the youth
	Number of beneficiaries (50+ or 45+)	around 50 people aged 45+
Reasons for the project		Assisting the long-term unemployed in acting in the labour market. The need to prevent unemployment in the region.
Value of the project		137,758.97 lei
The amount funded from public sources		137,758.97 lei
Source of public funding:		European Social Fund
Description of the project	General objective	To activate 252 people from Giurgiu within the period of two years, including the unemployed, unemployed youth and people aged 45+, by developing their skills and the acquisition of new skills or re-training in the direction closely linked to the development of the local labour market, in order to make it easier for the jobseekers to find employment.
	Detailed objectives	To establish career guidance offices, in which the unemployed can get help in writing CVs, preparation for job interviews and job search efforts. To develop and launch a website serving to spread information about the project. Website will enabled online networking between jobseekers and the employers.
	Actions	Support group for the long-term unemployed was created. Training courses on IT technologies were organised. Focus study of the needs of the labour market was carried out. Vocational training courses were organised: bricklayer, plasterer, waiter, cook, debt collector, hairdresser, beautician. Job offices were opened.

Results	"hard"	309 people participated in 13 vocational training courses. 426 unemployed people availed of career guidance services and obtained information supporting them in active return to work. 4 job clubs were created. Press conference on the project was held. 18 vocational counselling sessions and guidance for the unemployed.
	"soft"	The participants of the project received support from job clubs. Increase of self-confidence and self-esteem of project participants. Improvement of competences and vocational skills of project participants.
	short-term	Diagnosis of local labour market.
	long-term	Improvement of competences and vocational skills of the unemployed enabled them to return to the labour market.
Public institution support - other than financial one mentioned before		no data
Strengths		The project is based on the diagnosis, which made it easier to adjust the training to the needs of the local labour market resulting from the expectations of employers.
Weaknesses		Too diverse groups of the unemployed participating in the project.
Institutional barriers of the project		none
Transferability level		high

	Cost	Effectiveness	Transferability
In natural units (per person)	2755.2 lei (around €610)		
Verbal assessment	low	average	high
Number of points	5	3	4
Total number of points			12

Project card RU 4

Country	Romania	
Project title	Training for Teachers of Mathematics and Economics in a Knowledge-Based Society Formarea continuă a profesorilor de matematică și științe economice în societatea cunoașterii Training for Teachers of Mathematics and Economics in a Knowledge-Based Society	
Term of the project	01.02.2011 – 31.07.2013	
System framework of the project	European Social Fund	
Scale of the project - local, regional, national	interregional	
Leader	"Andrei Saguna" University in Konstanca Universitatea „Andrei Șaguna” Din Constanța	
Contact details of the leader	Address	Constanța, bd. Alexandru Lăpușneanu nr. 13
	ph.	+40 241662520
	e-mail	contact@andreisaguna.ro
	WWW	www.andreisaguna.ro/index.php?nod=607
Legal status of the leader	institution of higher education	
Why this leader/consortium? (resources owned)	The leader has adequate staff resources for project implementation as well as technical resources and has extensive experience as an academic unit. Highly qualified staff is an asset that enables to achieve the objectives determined in the project.	
Project initiator	"Andrei Saguna" University in Konstanca	
Target group	Who? (45+ any additional criteria)	The project is addressed to experienced teachers. 100 teachers aged under 35 can participate in the project.
	Number of beneficiaries (50+ or 45+)	5000 people aged 35-64 100 people aged under 35.
Reasons for the project	Necessity to improve the level of teaching skills of teaching staff and to level disproportions resulting from the age of the participants as well as to differentiate teachers from different regions of Romania in terms of access to training.	
Value of the project	18,419,186 lei	
The amount funded from public sources	no data	
Source of public funding:	European Social Fund	

Description of the project	General objective	To develop the teaching skills of mathematics and economics teachers, to create and implement an interdisciplinary school curriculum of mathematics and economics, as well as to prepare teachers to teach these subjects.
	Detailed objectives	<p>To develop a model program of interdisciplinary studies and innovative educational activities based on existing standards of teaching.</p> <p>To develop training modules and to convert them into digital format: Module A: The possibility of lifelong education for teachers. Module B: Continuation of professional development and professional career.</p> <p>To increase teachers' creativity in relation to preparing lesson plans, taking into account the needs and interests of the students.</p> <p>To continuously improve and adapt the training offer and interdisciplinary curricula.</p> <p>To develop web-based cooperation platform to facilitate the exchange of experiences and to ensure the effectiveness of training for teachers.</p> <p>To enhance professional development of secondary teachers.</p> <p>To create opportunities for professional development for teachers that meet the criteria of the target group.</p> <p>To ensure equal chances of people from different regions and at different age.</p> <p>To enhance sustainable development and innovations in the ICT sector.</p> <p>To promote active ageing.</p> <p>To improve qualifications of teachers in a way that allows them to teach new objects.</p>
	Actions	<p>Organizing training courses for teachers on topics related to the introduction of new subject.</p> <p>Conducting online courses which provide better access to modern training programmes.</p> <p>ICT tools were introduced (e-learning platform, portal, online courses) which contributed to the modernization of the vocational training system.</p>
Results	"hard"	Trained teaching staff with new skills and knowledge necessary to teach new subjects,
	"soft"	<p>Establishing contacts between teachers from different regions and at different age.</p> <p>Exchange of experiences between teaching staff.</p> <p>Providing teachers with new skills and knowledge necessary to teach new subjects.</p> <p>Adjusting professional competences of teachers to the needs of the schooling system.</p>
	short-term	Prolonging professional activity of teachers by adjusting their expertise to the requirements related to teaching new subjects.
	long-term	Improvement of the situation of young people in the labour market through curriculum changes and improving qualifications of the teaching staff.
Public institution support - other than financial one mentioned before	none	
Strengths	Apart from the leader, 3 partners participated in the project. Each partner had experience in training and implementation of projects.	
Weaknesses	Beneficiaries' diversity prevented individual approach to the participants.	
Institutional barriers of the project	none	
Transferability level	high	

	Cost	Effectiveness	Transferability
In natural units (per person)	3683,8 lei (around €820)		
Verbal assessment	low	high	high
Number of points	5	4	4
Total number of points			13