



Third Phase of Ongoing Evaluation of Community Initiative Programme EQUAL

**Final Report
Summary**



**IREAS centrum, s.r.o.
Evasco, s.r.o.**

Implementation:

IREAS centrum, s.r.o.

Registered office: Mařákova 292/9, 160 00 Prague 6

Offices: Štěpánská 45, 110 00 Prague 1

Phone/Fax: +420 222 230 259

E-mail: potluka@ireas.cz

Web: www.ireas.cz

EVASCO, s.r.o.

Registered office: Otická 369, 149 00 Prague 4 - Háje,

Offices: Rumunská 1, 120 00 Prague 2

Phone: +420 222 074 109

Fax: +420 222 074 121

E-mail: marie.kaufmann@evaluation.cz

Web: www.evasco.cz

Evaluation Team

Oto Potluka	Project coordinator, Chapter 1; 5; 6
Marie Čaušević	Chapter 4; 7
Oldřich Čepelka	Chapter 2; 5 ;6
Petr Fanta	Chapter 7
Rastislav Igliar	Chapter 1
Marie Kaufmannová	coordination of evaluation of innovations; Chapter 1; 2; 6
Viktor Květoň	coordination of evaluation of partnership; Chapter 5
Petr Kučera	Evaluation team administrative support
Emil Machálek	Chapter 4
Martin Pělucha	coordination of evaluation of implementation and mainstreaming; Chapter. 3; 4
Tomáš Říčka	Chapter 4
Jan Pavel	coordination of evaluation of impacts CIP EQUAL; Chapter 7
Jiří Pstružina	Chapter 5
Jan Radoš	Evaluation team administrative support
Pavel Rousek	Evaluation team administrative support
Vladimír Sodomka	Chapter 4.; 7
Radek Taptič	coordination of evaluation of empowerment; Chapter 2; 6

List of Abbreviations

Abbreviation	Definition
CIP EQUAL	Community Initiative Programme EQUAL
CR	Czech Republic
TG	Target Group
EC	European Commission
EC	European Community
ESF	European Social Fund
ETG	European Thematic Groups
ECDB	EQUAL Common Database
EU	European Union
IS	Information System
HR	Human Resources
MRD	Ministry for Regional Development of the CR
MIT	Ministry of Industry and Trade of the CR
MoLSA	Ministry of Labour and Social Affairs of the CR
MSSF	Monitoring System of Structural Funds
MoEYS	Ministry of Education, Youth and Sports
MC	Monitoring Committee
MR	Monitoring Report
NGO	Non-Government Non-Profit Organisation
NSS	National Support Structure
NTN	National Thematic Networks
NTF	National Training Fund
OP	Operational Programme(s)
OP HRE	Operational Programme Human Resources and Employment
PWC	PriceWaterhouseCoopers
DP	Development Partnership(s)
MA	Managing Authority
SF	Structural Funds
TA	Technical Assistance
PS	Public Support
OCRG	Office of the Czech Republic Government

Summary

Summary of Evaluation Context and Applied Methodology

The third phase of ongoing evaluation of CIP EQUAL follows up with and further develops previous CIP EQUAL evaluating activities. Within this evaluation phase, the basic CIP EQUAL principles have been evaluated, i.e. innovation, mainstreaming, partnership, and empowerment. Concurrently, an evaluation of the programme implementation and of the impacts of CIP EQUAL available at the time of evaluation was completed.

Quantitative and qualitative-type data was used for the evaluation of CIP EQUAL. Both types of data were gathered in the course of desk research.

The first data type was acquired namely by converting the answers of respondents in two questionnaire surveys (141 and 25 respondents) to a numeric base. In addition, MSSF Monit data were utilised as quantitative data.

The acquired qualitative data were structured interviews with the representatives of DP, MA, NTN and NSS. Additional data resources included expert panels associated with individual evaluation topics. Finally, also verbal answers of respondents provided within the questionnaire surveys were used. The data obtained in such a manner were analysed within desk research, as well as by means of statistical methods.

Summary of CIP EQUAL Implementation and Administration

In the opinion of the evaluator of the third phase of ongoing evaluation of CIP EQUAL, problems arising from the unclear and unspecific definition of activities and the overall, originally envisaged role of the NSS, as well as the insufficient understanding of the experimental nature of CIP EQUAL have manifested themselves more markedly during Action 2 and 3. The programming period 2007 – 2013 shall require a most precise formulation of the tasks and the possibilities of the MA to influence the entity fulfilling the role of a support structure in similar ESF funded programmes within the framework of a contract concluded with the programme MA. The aim is to improve and to clarify the environment of mutual relationships among the implementing entities of a particular programme. More intensive involvement of private legal entities (i.e. including non-profit organisations) in the implementation of ESF funded programmes seems a prospective possibility of increasing the efficiency and effectiveness of the expended funds provided that contractual provision is well adjusted and defined. In this respect, the MA should consider whether it wishes to intensify its guidance with regard to the NSS activities in the form of methodical guidelines (this could be also integrated in the contract) or whether to only rely on a specific scope of tasks defined in a contract with a private entity, which can never cover the overall complexity or the experience gained within the self execution of the programme. In this sense, the combination of fulfilling methodical guidelines within the framework of a contract may be a good solution.

Administration at the project level was viewed as rather problematic. It is therefore essential to simplify the administration of similar programmes and the submission of various basic documents for the purpose of technical and financial monitoring reports. This may be done

by mapping the necessary prerequisites with respect to the administration capacity of potential applicants prior to announcing the individual calls, and by drawing attention to these aspects while still in the course of project application preparation.

In the programming period 2007 – 2013, MA should specify analyses of personnel needs in their management manuals, which should be performed at six-month intervals at minimum and in the scope as specified in Chapter 5.3 of the CIP EQUAL Management Manual. Furthermore, MA should perform ongoing analyses, reviews and systematic sorting of methodologies, interpretations, guides, and guidelines in terms of their material content as well as up-to-datedness to ensure their compliance with the legislation valid in a specific period.

The settings of mainstreaming indicators are different compared to other traditional indicators of SF funded programmes. With a view to the fact that target values have not been determined and that specific indicator data are entered subsequently, it is rather difficult to evaluate the mainstreaming success rate due to the varying objectives of NTN. A key precondition for ongoing and high-quality mainstreaming monitoring is interpretation continuity with regard to individual indicators. Any change to the indicators and particularly to their interpretation in the course of data collection result in more or less inconsistent final data and in the reduced motivation of the entities that are to fulfil the same. Within data collection activities, the most severe problems encountered were concurrently associated with the interpretation of individual indicators at the programme level during their conversion from paper to electronic format.

Summary of Mainstreaming Principle Evaluation

As regards the definition of responsibility for practical implementation of the mainstreaming principle, the mainstreaming model based, in particular, on NTN and MA activities was applied in the Czech Republic even if the basic responsibility for mainstreaming at the national level is assumed by the MA. With a view to these findings, the CIP EQUAL MA shall be required to draw up framework agreements with other MA of ESF funded operational programmes in the programming period 2007 – 2013 concerning further publicity options, as well as the practical application of the currently validated innovation products at all policy levels.

On the part of MA, foreign experience in the area of innovation product validation and in the area of CIP EQUAL implementation, the NTN coordination group, long-term expert involvement in NTN, conference organisation, and the creation of a good and bad practice database were mainly deployed as mechanisms supporting the mainstreaming concept implementation. On the part of the NSS, continuous updates of the national mainstreaming strategy and the drawing up of reports on its implementation, the option of using the help line by DP representatives, methodical support within mainstreaming execution, and coordination of the NTN dealings and activities should be mentioned. The mechanisms applied by the DP depend on the character and the focus of the activities of a particular project. Within the framework of complex vertical mainstreaming, contacts to regional and national representatives through special products for potential co-operation of various institutions are used, however, the effectiveness of such activities is significantly impaired by problems in communication with individuals from the decision-making sphere and/or by a

conceivable unclear political situation, or by competing with other currently discussed and more relevant political topics.

As regards the DP, NTN and MA needs, the national mainstreaming strategy was continuously updated and adjusted to ensure its relevance with respect to their activities. The national mainstreaming strategy may be considered as a comprehensive strategy aspiring to include all substantial influence, processes and factors entering the mainstreaming process at the national level. In the new programme period 2007 – 2013, necessary conditions as well as an environment were established allowing to sustain the set CIP EQUAL activities at the national level. With respect to the already mentioned long-term complex nature of mainstreaming, an active involvement of the MA of ESF funded operational programmes in these networks is necessary.

The increased emphasis on vertical mainstreaming strategy coordination on the part of the MA in spring 2008 may be appraised positively as previous efforts aimed at process coordination at the NTN level were insufficient. In this sense, the MA will be required to carefully monitor, control, and to support the main vertical mainstreaming activities in the final phase of CIP EQUAL execution even though the responsibility for mainstreaming partial products will continue to lie on the individual DP.

From the DP support mechanisms analysed in the course of mainstreaming activities, increased support of methodical guidance and active MA involvement in mainstreaming at the programme level in 2008, a shift in the understanding of “on-site inspections” on the part of NSS, i.e. emphasis on the role of the inspector as a potential DP consultant and advisor, application of CIP EQUAL experience in the programme period 2007 – 2013 within the framework of HRE OP (national/programme mainstreaming level) and the telephone help line are namely considered as the most efficient. On the contrary, the relatively late processing of DP methodical guides and guidelines and the attempt to emphasise the regional dimension of NTN functioning are considered as less efficient.

National thematic networks are conceived fully in accordance with the thematic approach. They cover all the priority areas, whereas the DP are permanent members of NTN. Six NTN have been established in the CR. After launching the NTN and their securing on the part of the NSS, this arrangement proved as a very beneficial platform for information sharing and for the formation of thematic subgroups that would agree a joint procedure. In general, however, it is necessary to point to the fact that the situation in individual NTN differs significantly as the objectives of some NTN are rather wide-range and it was therefore not possible to unite all the DP involved in the performed activities.

Since the final quarter of 2007, products developed within CIP EQUAL have been validated and the main validation wave has taken place in the first quarter of 2008. Some DP, however, had almost no products validated by March 2008. This delay means that less time is left for mainstreaming. The currently completed validations are usually successful.

The DP should be aware that vertical mainstreaming represents a more long-term process and that some steps shall be performed at a time when they are no longer supported by CIP EQUAL funds. It will be necessary to use both formalised procedures and informal contacts with politicians and officials for the purpose of implementation of vertical mainstreaming. The most effective mechanisms for disseminating good practice particularly include coordination of vertical mainstreaming activities on the part of MA, long-term involvement

of experts in NTN activities, supporting the transfer of developed products to users, and comments of the CIP EQUAL MA concerning the preparation of the new generation of ESF programmes in the period 2007 – 2013.

The completed surveys demonstrated that DP and NTN largely apply the mainstreaming principle as targeted pressure on politicians and policy makers through disseminating examples of good practice and through passively making public its innovation activities (i.e. press, publications, brochures, guides, websites, etc.). Active methods of influencing these entities, in particular through their active involvement in problem-solving in the course of project execution and through direct and personal contact, are still deployed inadequately.

Summary of Partnership Principle Evaluation

The focus of the partnership principle evaluation was not only on the traditional appraisal of process-related partnership functioning arrangements, but the evaluators also analysed the many aspects of the current and potential impact of partnership and its types. The key objective was to assess the benefits of the partnership principle for the successful implementation of CIP EQUAL. The added value and the synergy effect of the partnership principle, as well as the efficiency and actual effectiveness of fulfilment were examined within evaluations.

It should be underlined that the experience of various institutions and organisations in the Czech Republic gained in relation to the execution of projects grounded on the partnership principle cannot be deemed significant. This is mainly due to historical development where the term "partnership" and its application in practice was unknown to different institutions involved in the solution of a common objective for a long period of time.

In the long term, CIP EQUAL aids various institutions in gaining experience from the execution of common objectives. The common execution of a project supports long-term co-operation among partners in successive periods and on additional tasks associated with the development of new tools to fight discrimination and inequalities. The impacts of the programme and especially of the partnership principle are therefore more wide-scale and will probably manifest themselves after the programme termination by establishing new partnerships in the CR based on other and not only the project platforms. The partnership principle aids in the sharing of information among the involved institutions and in their mutual co-operation. Thus, it also facilitates the fulfilment of other principles. The impact with the best evaluation from DP is the impact on innovations.

The completed analyses imply that in general, the change in the partner structure would not significantly affect the progress of development of innovation products in most cases, and that the present DP composition is sufficient for the fulfilment of all CIP EQUAL requirements. As regards the partnership structure, it is not possible to say that there is a general formula for creating an ideal partnership or with respect to the structure of individual thematic areas. The DP success rate is largely dependent on the initiative of individual DP members and their willingness to co-operate.

The vast majority of institutions involved in the DP are fully satisfied with the configuration of the DP decision-making mechanisms and/or they have no reservations to the same. Concurrently, however, it was ascertained that a quarter of the partner organisations do not

take an active part in the decision-making process even if they have the possibility to do so. The evaluator is convinced that this casts certain doubts on the fulfilment of the partnership principle and that such cases constitute (partial) co-operation among institutions. A passive approach to the decision-making process was namely observed among public administration institutions. Furthermore, the completed analyses evidence that the continuously growing experience in applying the partnership principle in the Czech Republic positively support the intensity of communication and the art of co-operation.

The project paperwork, the submission of monitoring reports and the financial inflexibility associated therewith are still considered by the DP as the major and the most frequently encountered problems within the fulfilment of the partnership principle. On the other hand, it should be pointed out that the situation is better than at the beginning of the functioning of CIP EQUAL. This is due to the growing experience of the individual DP members and particularly of their leaders. Other, even if less significant, obstacles include a lack of previous experience, incomparable expertise of individual partners or their motivation to co-operate.

Experience indicates that a large number of partners involved in a project may lead to problems in mutual coordination of activities and promotion of innovation. In DP with more members, a marked coherence with the passive approach of some partners was demonstrated. Involvement of all types of organisations whose involvement is crucial in terms of solving a particular problem at a regional or sectoral level is indeed important for the future establishment of DP. Partnership termination on the part of one or more DP partners may be denoted as an additional obstacle to fulfilling the partnership principle, especially in the case of partners performing key activities.

The success rate and the long-term sustainability of partnership outcomes are influenced by the form of partnership execution and the intensity of participation of partners. Higher participation brings about longer sustainability of the partnership outcomes. Nevertheless, it is more demanding on the organisational and communication abilities of the head organisation. From this point of view, progress is apparent in the Czech Republic where weight is gradually shifting from a centralised to a decentralised form of partnership. It is particularly obvious in the willingness of a number of DP organisations to co-operate with institutions, which they originally considered as their competitors. The decentralised form of decision-making is quite significant when deciding in the long-term as it may reduce the costs associated with the implementation of a decision, and the decision itself is applied into practice faster.

Immense added value to the partnership lies in building and strengthening confidence among organisations. To create a development team in the area of integration of disadvantaged groups on the labour market, which is the case of most EQUAL projects, is a complex process and it takes some time. For this reason, experience from the 1st round of CIP EQUAL, as well as other actions and programmes, which gave rise to numerous partnerships and many institutions had the opportunity to gain their first experience in executing the common objective of multiple institutions. In the opinion of the evaluator, CIP EQUAL shall have a similar effect in the programming period 2007 – 2013, to which the good mutual experience of partners (and/or whole DP) may be transferred, and the partnerships adjusted in this manner may continue in the commenced development of new products.

Summary of Empowerment Principle Evaluation

The objective of the empowerment principle is to support excluded groups of individuals in assuming responsibility for and control over their lives. At the same time, it is aimed at changing the system and approaches and at allowing disadvantaged groups to participate on the labour market and society.

DP often brings a coalescence of the empowerment of target group representatives with their involvement in the DP activities. The fact that target groups are the subject of care or other actions is not necessarily associated with their actual scope of involvement in decisions on further development and innovation tool application. In this respect, qualitative innovation was not observed and it seems that in case of common decision-making, initiative lies almost fully on the DP head organisation. Most partners receive basic documents on beneficiaries following a discussion and with partial changes (or without them), or they secure partial basic documents.

The empowerment principle is closely associated with the innovation principle as the programme combines employment strategy with the strategy for eliminating social exclusion and this is a challenging task requiring a new way of thinking and approaches. Compared to Action 1, almost a half of the DP utilise one of the forms of target group involvement. In most cases, however, involvement and/or other kinds of participation in the results, activities and products are deployed instead of empowerment. Nonetheless, involvement of target groups in empowerment was achieved in our opinion, whereas their independence was valued the most. Unlike the second phase of ongoing evaluation, during which the involvement of target groups in the decision-making process was viewed more as a formality, the present evaluation phase allows us to identify the most successful forms of involvement through which individual DP partners and target groups participated in decision-making.

The evaluating activity outcome implies a growing interest of the DP in the actual involvement of target groups and their ability to activate target group members, to recognise the target group needs, and to respond to them directly. Apparently, the interest of target groups is dependent on their motivation, direct communication with them and on an individual approach. The development of innovation tools within the framework of project management is aided by both regular comments from the DP partners and the involvement of target groups. This is beneficial for a DP where empowerment is viewed as a product, namely in the form of methodical materials and educational programmes. Empowerment contributes positively to the application of the partnership principle – in terms of the partnership scope as well as depth. It simultaneously affects the development of innovation tools and prospects with regard to successful mainstreaming.

Consultations represented the prevailing level of involvement of target groups. Delegation of responsibility as the supreme form of involvement of target groups in project execution was utilised by minimum DP. Almost all the approached DP members considered the influence of target groups on the success of mainstreaming as beneficial or very beneficial. Moreover, empowerment had a positive effect on the development of innovation tools. Even though target group representatives receive information and review submitted proposals, they mostly are not active decision makers. This, however, does not usually apply to well-functioning non-profit organisations with a sufficient number of personnel, which bring

together members of target groups and have their professional representatives in a DP. Based on an analysis of variance, we may confirm that statistically most significant differences among NTN may be found in the area of target group representation, access to information resources, and involvement transparency. These three viewpoints represent the major differences among NTN.

In all examined DP, partners are able to directly participate in empowerment, i.e. by participating in workgroups and the DP MA. An alternative option includes partner involvement through a DP assembly. Whereas the ultimate decision usually lies on the beneficiary receiving support. This situation is understandable because it is the beneficiary who, based on a contractual relationship with the support provider, bears all the risks associated with the project execution. Within the decision-making process, the approaches of individual partners to their participation in the DP are quite interesting. In the first case, the partners perceive DP objectives comprehensively and they approach them accordingly. Quite the opposite is the approach where partners focus solely on partial solutions that are associated with their tasks within the fulfilment of individual activities. The third approach, which is minor in terms of relevance, is an approach where the fulfilment of project objectives is lateral for partners and they consider the project as an “order” – thus, we may speak of a strong financial motive. Nevertheless, the first approach where partners understand their role in a project within an overall DP context prevails. This indicates a marked, circumstantial positive effect of CIP EQUAL execution where the commitment to achieve project objectives predominates over a purely business approach.

It is possible to affirm that within individual DP, the empowerment principle is viewed at two levels as regards decision-making at the target group level, i.e. at the level of direct and indirect target group participation. As to indirect participation, the empowerment principle is fulfilled through partners representing the target groups within the framework of project management. As to direct participation of target groups in decision-making, the empowerment principle is fulfilled through participation at conferences, in dissemination and through involvement in objection mechanisms prior to, during, or after ending their participation in project activities. These mechanisms are namely based on questionnaire surveys targeted at DP and on individual consultations of mentors and consultants with a target group.

Most DP are grounded on previous co-operation of key partners. According to the questionnaire survey results, the most common activities included joint projects (62%), joint information campaigns (55%), as well as co-operation within the framework of tool application and implementation of active employment policy measures (35 %). Only 3% of the respondents indicated that they had not co-operated with partners prior to executing projects within CIP EQUAL.

Summary of the Evaluation of Currently Available Impacts at the Level of the Czech Republic

A general objective of CIP EQUAL is to develop and promote new tools for fighting all forms of discrimination and inequalities on the labour market with the help of international co-operation. The outcome should thus be a reduction of existing obstacles and support of all

disadvantaged groups facing discrimination or unequal treatment, either in employment or during the search for it.

A basic precondition for fulfilling the above objective is the transfer of new procedures and tools developed in individual projects into the “real world”, in accordance with policies implemented at national and regional levels. The results of the transfer of individual products and innovative procedures in relevant legislation and public policies were analysed in the section dedicated to impacts.

The evaluation of impacts was performed by means of gathering responses to the following four questions:

- How far did the Programme results lead to provable changes in relevant policies?
- What are specific proofs of results at both the programme level and individual theme level?
- What is the degree of the effect of the identified changes when fighting discrimination and inequalities on the labour market?
- What is the degree of sustainability of such changes after the programme ends?

Answering the above questions presumed the finding of specific proof of the influence of CIP EQUAL outcomes on relevant policies. Such proof was searched for at two qualitative levels. The first level represented direct references in relevant documents to the findings acquired during the execution of CIP EQUAL projects (e.g. explanatory reports to legal acts). The second level represented information gathered from individual project executors and relevant location employees participating in public policy formulation.

The incompleteness of Action 3 and an insufficient time interval from the completion of individual projects had a negative effect on the impact evaluation. In general, the individual development partnerships did not have enough time to secure the transfer of developed products to practice.

Despite the above mentioned insufficient time interval, 11 impacts of the projects supported within CIP EQUAL on six relevant public policy areas have been identified. No impact has been determined only in the case of Task 5.02 Process-Oriented Public Policy Impact. In one event, however, the effect of CIP EQUAL may be only considered as supportive because the subject change was discussed regardless of the existence of CIP EQUAL, and it concerned distribution of competences among employment bureaus and labour inspectorates. Some of the impacts have not yet acquired the form of a specific legislation change. They mainly concern the establishment and the functioning of a social enterprise and the introduction of the paternity leave. It is therefore possible to state that CIP EQUAL has brought 8 “full-value” impacts on the public policy area so far.

Based on the completed impact analysis, the following conclusion may be formulated:

- A majority of the implemented changes are of a partial nature and they cannot influence the overall situation on the labour market. Positive impacts, however, may also be expected with certain specific groups: in the case of persons with a reduced working capacity, this chiefly includes considering their individual needs in the educational system (career consulting) and in their working life (employment

preparation institute), and introducing tax eligibility for transportation costs with employers in the case of persons travelling to work.

- Only a part of the identified impacts constitutes the transfer of a developed product to public policies. The remaining part was the result of objection procedures or in the course of NTN work.
- With a view to the inadequate time interval, an assessment of the efficiency of the implemented changes to relevant policies may be made only at a general level.
- Most of the implemented changes are sustainable as they do not present a problem either in the legal or fiscal areas.

Based on the completed analyses, the following recommendations may be formulated:

- An evaluation of the impacts of programmes sharing the same philosophy with CIP EQUAL should be performed at a substantially longer time interval. An interval of 3 years from the termination of Action 3 is recommended.
- While working with individual products, it is necessary to continuously monitor two groups of individuals from the same target group. The developed product/tool shall be applied to one group and none to the other. Subsequently, the impacts of the subject tool may be compared and the “base line scenario” may thus be eliminated. An evaluation of the efficiency and effectiveness of the proposed measures shall be significantly more objective. This procedure should become the preconditions for a successful validation procedure.
- When similar programmes are conceived in the future, their narrower focus is advisable. When looking at the thematic focus of individual projects and the individual impacts, the wide spread scope of CIP EQUAL will undoubtedly stand out. This will simplify expert monitoring of individual outputs, as well as subsequent impact evaluations.

Table 1: Impacts on Legislation and Relevant Policies Identified by 30 June 2008

Evaluation area	Draft legislation amendment	Project name	Supported within measures	Impact	Note
5.01	Transposition of experience in working with the physically disabled, which integrates the employment preparation institute for persons with physical disabilities in Act No. 435/2004 Coll., on employment	Conditions for bringing career life into harmony with family life –partnership in a family	7.1 Supporting the introduction of flexible work and modern employment methods – an option particularly for women	National	Executed through NTN A
5.01	Social services community plan of the city of Brno valid until 2009 – allocation of funds for measures aimed at preparing sight-impaired individuals for entry on the labour market	The role of equal opportunities in the prosperity of the society	4.3 Reducing the differences in the assertion of women and men on the labour market in the areas of Objective 1	Regional	Executed within objection procedure
5.03	Distribution of competences among employment bureaus and labour inspectorates in the area of labour market supervision	Conditions for bringing career life into harmony with family life –partnership in a family	7.1 Supporting the introduction of flexible work and modern employment methods – an option particularly for women	National	
5.03	Changes to the “Employment Agency Programme”	Programme for integrating steel industry workers dismissed during restructuring	6.2 Programme for integrating employees of large companies dismissed during restructuring	Regional	
5.04	Implementation of the career consultant institute in Act No. 561/2004 Coll.	Integrated consulting for individuals disadvantaged on the labour market in the context of national and European co-operation	1.3 Supporting the integration of persons with physical disabilities in the open labour market	National	
5.04	Draft complementing the amendment of the Act on Social Services Act and associated decrees. Extension of the offer of educational courses by adding the topic of social service management.	Development of social services	2.3 Enhancing social economy (third sector) and namely community services with focus on increasing job quality in the areas of Objective 1	National	
5.05	Social Enterprise Act – basic documents	Employment and educational programme for clients of the Halfway House in Velký Dvůr near Pohořelice	2.3 Enhancing social economy (third sector) and namely community services with focus on increasing job quality in the areas of Objective 1	National	Basic documents processed within NTN C

5.06	Draft amendment and recommendations concerning the newly formulated legislation on paternity leave for the MoLSA	The role of equal opportunities in the prosperity of the society	4.3 Reducing the differences in the assertion of women and men on the labour market in the areas of Objective 1	National	
5.07	Introduction of teleworking	Conditions for bringing career life into harmony with family life –partnership in a family	7.1 Supporting the introduction of flexible work and modern employment methods – an option particularly for women	National	
5.07	Introduction of the option of the tax eligibility of costs expended on travelling to work by employees	Conditions for bringing career life into harmony with family life –partnership in a family	7.1 Supporting the introduction of flexible work and modern employment methods – an option particularly for women	National	
	Act No. 108/2006 Coll., on social services, and Act No. 48/1997 Coll., on public medical insurance – amendment of mobile specialist palliative home care	It is normal to die at home	2.3 Enhancing social economy (third sector) and namely community services with focus on increasing job quality in the areas of Objective 1	National	

Source: Own processing