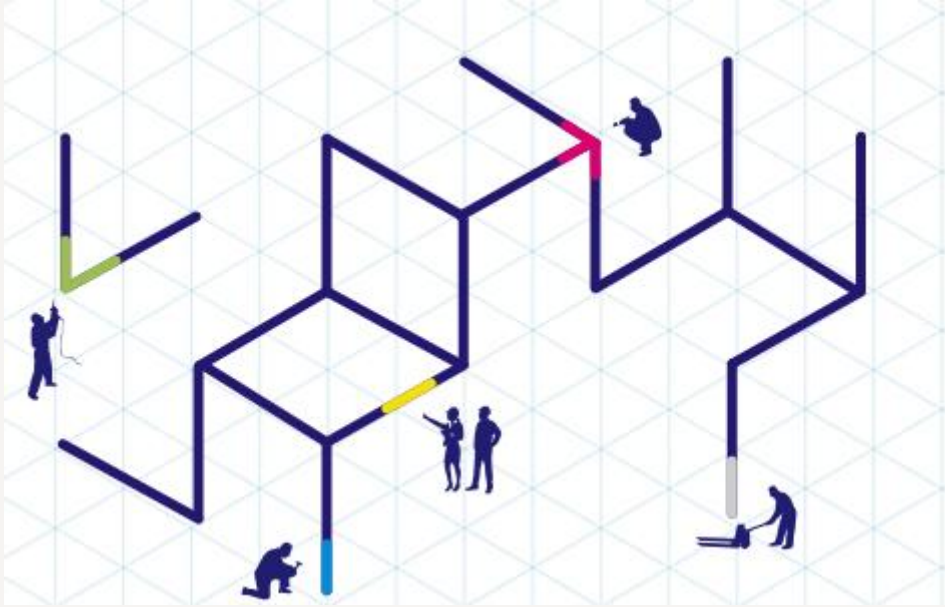


# Evaluation of the BUILD UP Skills Initiative



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BRUSSELS, 19 JANUARY 2016  
EVALUATION OF THE BUILD UP SKILLS (BUS) INITIATIVE

COWI



# Scope and objectives of the evaluation

Start: Jan 2015. Finished: Jan 2016

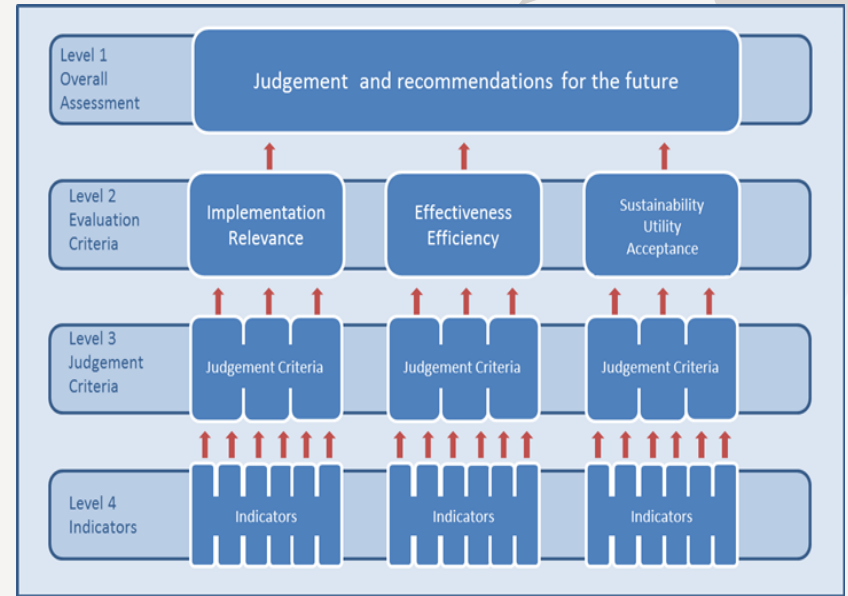
- > Identify and apply a methodology to evaluate the impacts of the IEE BUILD UP Skills Pillar I projects
- > Identify and propose a methodology for assessing the medium to long-term impacts that IEE BUILD UP Skills Pillar II
- > Provide recommendations for the future market uptake activities within the Horizon 2020 research and innovation programme (2016-2020)

# Evaluation of:

- > The Calls for Proposals process, the Proposals
- > The Pillar I activities:
  - > Establishment of National Qualification Platforms
  - > Status Quo Analysis
  - > Roadmaps
  - > Endorsement process
  - > Fact sheets
  - > Exchange meetings

# Methodology of the evaluation

- > Review of background documentation
- > Document review (factsheets, roadmaps, project reports etc.);
- > Coordinators interviews (30 interviews);
- > e-survey (approx. 400 answers);
- > Complementary interview; and
- > EU exchange workshops.
- > Final Evaluations Report due in Jan. 2016



# Evaluation Criteria

- > Relevance;
- > Effectiveness;
- > Sustainability; and
- > Coherence and Synergies

# Conclusions, Calls for proposal process

The tender process:

Short time from call for proposals to submission of proposals.

(three calls; 2011, 2012, and 2013)

In total 50 proposals were received, whereof 30 were selected.

**The call for proposals addressed the needs in all the EU countries**

# Conclusions, National Qualification Platforms

- > Objective: to bring relevant stakeholders together from:
  - > The building sector;
  - > The education sector; and
  - > The energy sector.

**It was difficult for some countries to identify relevant stakeholders, others had already a good network. In the end all countries have managed to establish solid and representative platforms.**

# Conclusions, Status Quo Analysis

- > 66% of respondents from the e-survey assess that the SQA brought new information.
- > The rest indicates that although the information was not new it was the first time it was put together in this structured manner.
- > New information is related to the number of workers in need of training in order to achieve EU goal for energy efficiency by 2020, and the future lack of qualified workforce.

**The SQA brought new and valuable information.**



# Conclusions, roadmaps

- > All the countries managed to provide quality roadmaps with recommendations for future actions
- > Special focus on:
  - > Development of new training material
  - > Training of trainers
  - > Pilot projects for training of workers

**All the countries made good roadmaps. Some of the suggestion are now included into national curriculums.**

**Most common shortcomings are lack of detailed implementation plans and financing plan / budget.**

# Conclusions, Endorsement of the roadmaps

- > All the roadmaps have in one or another way been endorsed.
- > Some countries experienced problems in this phase
- > The endorsement process was working best in countries where the endorsing bodies were a part of the qualification platform or even project partners.
- > Some countries only made suggestions in the roadmaps that they knew could be endorsed

**Not all the roadmaps have clear financial commitment**

**The endorsement process was however very important**

# Conclusions, fact sheets

- > Only few countries perceived the added value of the fact sheets
- > A lot of effort was put into this
- > The fact sheets have been very useful to the commission for collecting statistical information

**It was not really possible to compare the fact sheets between the countries since the calculations are carried out in different ways and data are not always coherent (different data collection protocols, reference years, etc.)**

# Conclusions, exchange meetings

- > The meetings have been very valuable for exchanging information and creating networks.
- > The way the meeting have been arranged has been very efficient and conducive

**Some of the more advanced countries felt that they were giving more than they received.**

**A lot of repetitions when all countries have to inform about status**

**The commission staff have been good to adapt to suggestions**

**The creation of the Peer Review Groups is very successful**

# Impact of Pillar I projects

- > Raised awareness, focus on the lack of trained workers now and in the future
- > Establishment of the national platforms
- > Increased dialogue between stakeholders
- > Pillar II projects
- > Some few national project
- > Changes to national curricula

**It is difficult to document evidence of other impact, but it is recommended to focus more on this in the final countries reports for PII**

# Securing sustainability

- > Pillar II projects
- > National projects (sustainability not given sufficient attention)
- > Since the participating countries all have expected to continue with Pillar II projects the projects under PII is described as activities for securing sustainability;

**For countries not continuing with PII projects it is difficult to document sustainability**

**Follow up actions are not very well described or documented**

**No direct energy savings from PI**

# Pillar 2 projects monitoring, success-criteria:

## Preparatory criteria:

Pillar I activities successfully implemented

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- Level 1: Many new stakeholders have been involved
- Level 2: A platform for dialogue has been developed
- Level 3: The training needs have been assessed
- Level 4: Good and realistic actions are developed and included in the Roadmap
- Level 5: The actions have been endorsed by relevant national authorities and funding is secured.

## Implementation criteria:

Pillar II activities or similar undertaking through national resources

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- Level 6: The activities not carried out under PII projects have been funded by the endorsing authorities or others
- Level 7: Effective training schemes have been developed and implemented either under PII or under other funding programmes or both
- Level 8: Activities are developed for securing the sustainability of the project.

## Outcomes/Impacts

Impacts beyond direct control of the projects

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- Level 9: A large number of craftsmen have been trained (the aim of the ex-ante report was training of 2000 craftsmen for each one million EURO invested)
- Level 10: More trained craftsmen are now employed
- Level 11: The energy consumption from the building sector (existing and new buildings) has decreased due to the training of craftsmen.

## Pillar II projects suggestion for monitoring (Cont.)

- > 1. Agree on the level of impacts to be monitored and the purpose of the reporting
- > 2. Identify a common set of indicators and their definition both at short and long term;
- > 3. Quantify needs and resources required to collect information and data and verify reliability;
- > 4. Develop a common data collection method and a common analysis protocol and conduct training to ensure minimum coherence;
- > 5. Collect data (including validation).



## Pillar 2 projects monitoring (Cont.)

- > 6. Analysis of available and reliable information
- > 7. Interviews with the project managers of each project with focus on these points: Relevance, impact, effectiveness, sustainability, and coherence/synergies with other programmes;
- > 8. Regularly updated and dynamic "evaluation & monitoring report"
- > 9. Evaluation of what works and what does not work with regards to e.g. motivating workers to participate in the training courses

# Key recommendations

- › Include need for craftsmen training in next directive recast;
- › Continue the support of implementation of projects/actions from the roadmaps;
- › Keep focus on craftsmen (blue collar) to avoid diluting efforts;
- › Support synergies with other sources of funding (national and EU) to improve sustainability;
- › Strengthen Sustainability activities of Pillar I and II projects outcomes;
- › Market the BUS approach to be used to other initiatives requiring and strong national dimension;

## Key recommendations (Cont.)

- > Adopt an online monitoring system for streamlined and coherent reporting from projects;
- > Improve reporting (both in terms of the its processes and its purpose)
- > Involve the monitoring and evaluation team at an early time in the projects;

# Afternoon session

## > Purpose:

- > Collect your views and discuss the implementation of the recommendations;
- > Early institutionalisation and financing of roadmaps – Good practice and Way Forward
- > Improving monitoring – Data coherence among member states

Thank you!