

Key questions of the session

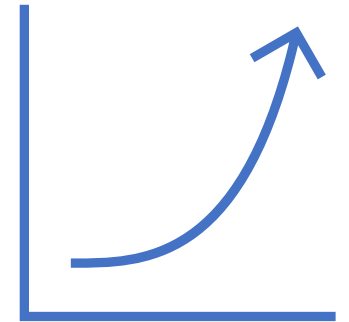
- ✓ **Why** do we need **innovation in employment & social policies**?
- ✓ What **support system** is necessary for vulnerable people?
- ✓ What **examples of fruitful cooperation** between different levels of implementation and practice, knowledge sharing and policy making, ranging from local, enterprise, sectoral, national, or EU levels can serve as **inspiration across** different European contexts?
- ✓ How can we best **contribute** to the achievements of **SDGs/UN-Agenda 2030** for ‘transforming our world’?

My answers to the key questions derive mainly from the following research & applied science projects:

- ✓ CoP Employment, Education and Skills (former Employment Thematic Network) of the ESF/ Transnational Cooperation Platform (EU-level;2017-today)
- ✓ Integrated Case Management in the Western Balkan (2017-2018)
- ✓ Peer reviews “Mutual Learning Program” (EU-level; 2016-2020)
- ✓ Social Innovation Research (since approx. 2010)
- ✓ Austrian TEPs (Austrian partnerships 2000-2014)

Situation in the Western Balkan

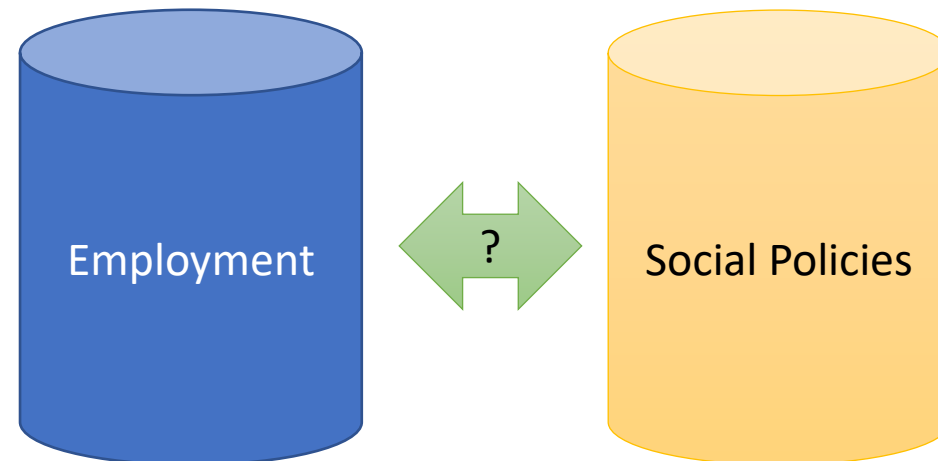
- ❖ **Social inclusion of vulnerable groups** has been part of every **government agenda** in the region
- ❖ All countries have implemented **ALMP measures** and **social inclusion programmes**
- ❖ Some **progress in social indicators** has been made in the last years (European Pillar of Social Rights/EPSR review in the six WB countries in 2020; Kahlert, 2021).
- ❖ Interaction between the **PESs and CSWs** is underlined in each of the **legal policy frameworks**
- ❖ **Stakeholders** are aware that **no single institution** can address the needs of vulnerable groups alone



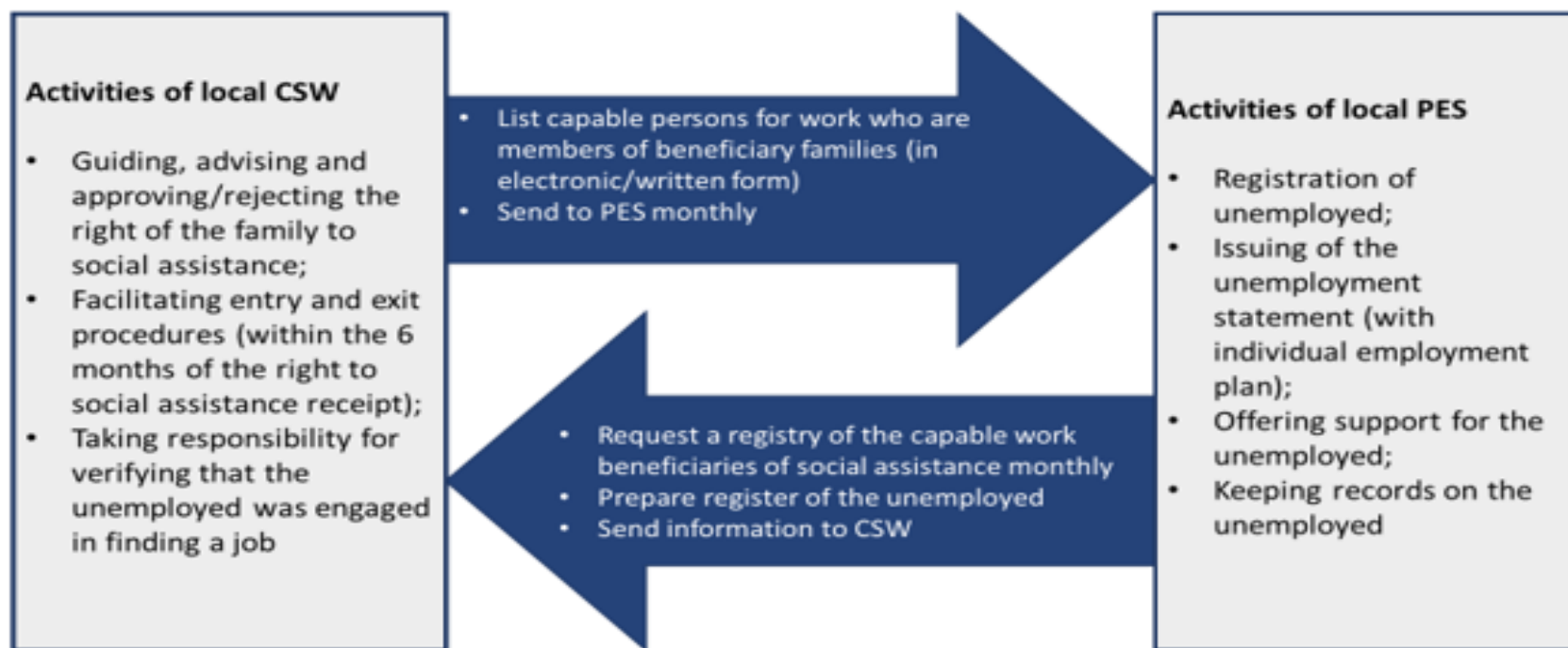
- ❖ **Limited success** in the **integration of vulnerable groups**
- ❖ Welfare and labour market **outcomes** remain **generally weak** (Kahlert, 2021)
- ❖ **Covid-19** outbreak have **hit vulnerable groups** even **harder**
- ❖ Success of programs & policies has been modest due to **structural, budgetary, monitoring and enforcement limitations**

Institutional challenges faced

- ❖ **Shared** public **responsibility** for employment and social policies (and for health, education, regional development, etc.); i.e., **Policy silos**
- ❖ **Missing well-functioning cooperation between institutions**, i.e. interplay between *all relevant actors at the same eye level* including service providers such as NGOs and social partners; i.e.; **Partnerships**



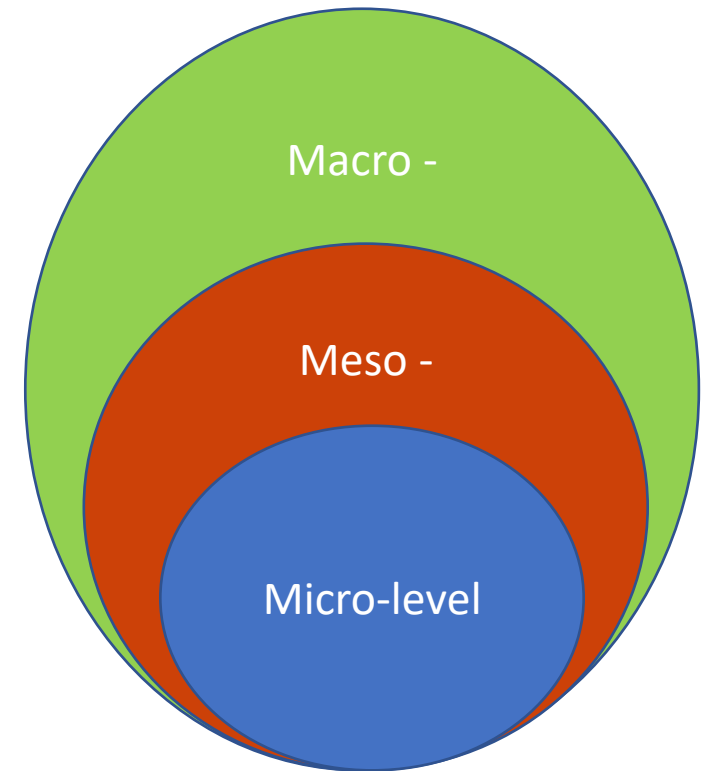
Information flow on referrals between PESs and CSWs (example Kosovo)



→ **Limited interaction** between the two databases; no regular exchange on data for the general target group (social assistance beneficiaries; Scoppetta et al. 2018)

Institutional frame & freedom of choice

- ❖ **No single institution** can address the various needs of vulnerable groups alone: **collaborative approaches** taken for **locally embedded services** are needed
- ❖ **Policy interventions** should reflect the macro-, meso- and micro level:
 - ✓ **Macro**: systemic links between policies (e.g. active labour market policy and social assistance)
 - ✓ **Meso**: the organisational level, at which stakeholders experience (institutionalised) ways of collaborative work
 - ✓ **Micro**: the beneficiary level at which users receive support via services and measures
- ❖ While **participation is voluntarily**, services must be offered on a broad scale to serve the varying needs of the target group



Policy & practice

- ❖ Policy and practice solutions should:
 - ✓ Target at **inclusion into society** (not primarily economic/labour market inclusion)
 - ✓ Include **long-term perspectives** (over various phases of life, intergenerational, taking into account the life-course perspective)
 - ✓ Follow a **preventive approach** (from indicated to universal)
 - ✓ Include the **family perspective** of the target group
 - ✓ Look at the **quality and sustainability of jobs** created and filled by vulnerable groups
 - ✓ Be embedded in **cooperative settings ...**



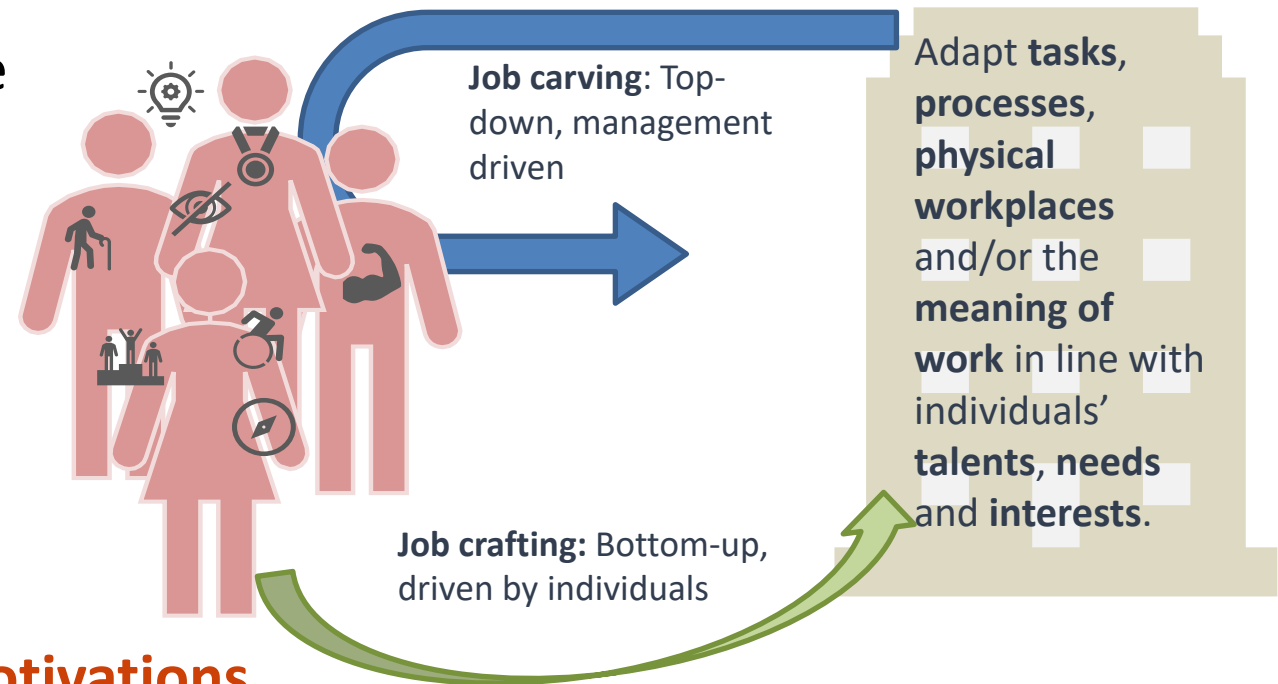
Integration of vulnerable groups & local know-how in policy design & implementation

- ❖ The **needs of vulnerable groups** are multi-faceted and to be placed at the heart of any policy intervention
- ❖ Offers must reflect/be **flexible & tailored to the various needs** of individuals including their family situation – There is **no one-size-fits-all approach applicable**
- ❖ Solutions should create **win-win situations** for all involved: enterprises, persons and the society as a whole
- ❖ *Four innovative actions* as examples:
 - ❖ **Job carving & Job Crafting** to be applied as a successful approach practiced in Malta, Belgium, etc.
 - ❖ Social **Entrepreneurship** & Social **Innovation**
 - ❖ **Partnerships** between all stakeholders
 - ❖ **Integrated Case Management**



1) Job Carving & Job Crafting

- ❖ **Job carving** refers to the practice of rearranging work tasks within a company to create tailor-made employment opportunities
- ❖ Innovative approach to **adapt workplaces** and/or to create **new ones** in line with **peoples' individual talents, needs and motivations**



Scoppetta, Davern & Geyer (2019)

Example Malta

	Job-carving for jobseekers with disabilities
Country	Malta
Rationale	Enforcement of the 2% employment quota for PwD and the gap between the “requirements” of existing vacancies and the “preparedness” of the disabled jobseeker, job-carving was adopted.
Aims	<ul style="list-style-type: none"> • Increase the labour market integration of jobseekers with disabilities; and • Change the perspective of employers on the employment of people with disabilities.
Impact	As of April 2018, it was possible to create 278 jobs suitable to the jobseekers with disabilities by making use of the job-carving approach.

2) Entrepreneurship & Social Innovation

Entrepreneurship	Social Entrepreneurship	Inclusive Entrepreneurship	Social Innovation
Profit sector/Capital	Social Mission	At policy level: Social Mission; at enterprise level: profit	Social Mission
Market niche	Solving social problems	Solving social problems	Solving social and/or societal problems
Potential investment capital at start	(start) funding available	(start) funding available	Few funding/Mixed
Single-multi person offices	Association based	Mixed: from single-multi person offices to association based	Partnership based
Market is deciding on the success	Decisions by programmes/Donors	Decisions by programmes/Donors	Society has to accept the new practice
Local implementation level	Local implementation level	Local implementation level	Local, regional, national, & international implementation level

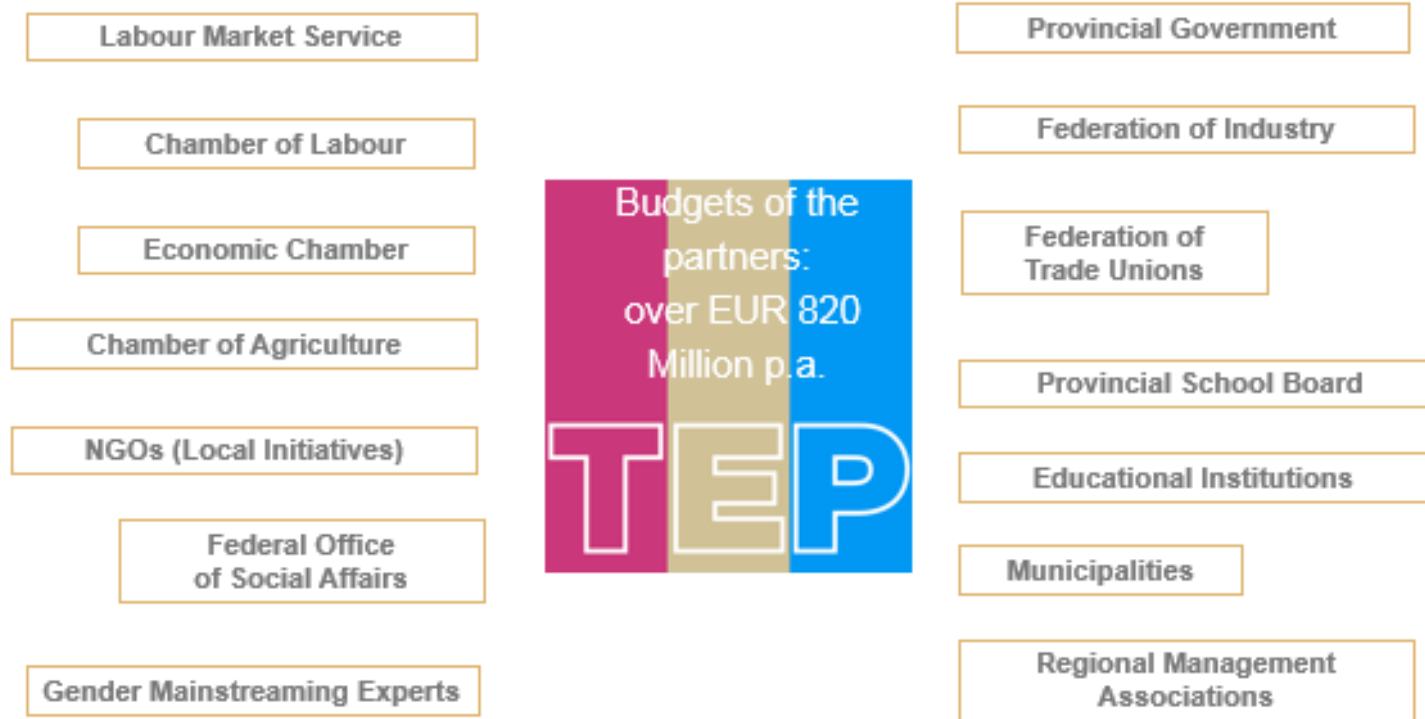
Scoppetta & Geyer (2019)

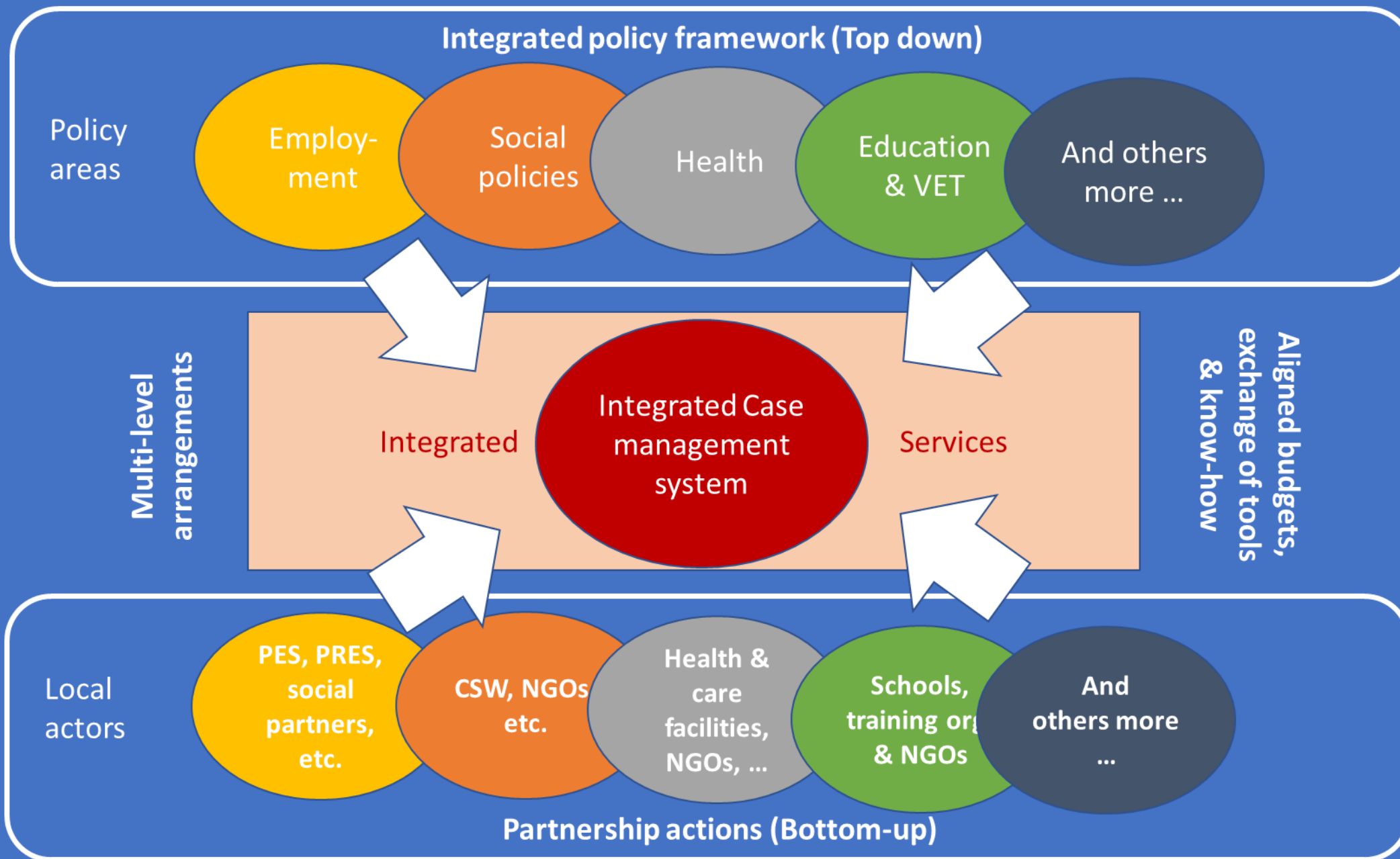
- ❖ Building **'enabling ecosystems'** to enable introducing new products, services or business practices by entrepreneurs
- ❖ Focus on **vulnerable groups**: not all have entrepreneurial spirits from the start → need for streamlining procedures and practical **support** to ameliorate administrative burdens
- ❖ Developing **effective partnerships** across actors/sectors

3) Example: Austrian TEPs (1996-2014)

Innovations by partnerships:

- ✓ *Methodological innovations*
e.g. new interlinked measures,
integration chains
- ✓ *Process innovations*, e.g.,
modifications of
communication
- ✓ *Systemic innovations*, e.g.,
restructuring of data and
interface management.
- ✓ *Structural innovations*, e.g.,
one-stop-shops





Conclusions & Critical Questions

Evidence-based policies are the basis

- ✓ *Which policies are build on evaluated programmes and projects in the region?*
- ✓ *Where do we need to strengthen our evidence base for policies?*

Integrated policies are required (i.e. holistic perspective on needs of the target group)

- ✓ *How can we best trigger social change processes that bring required outcomes for society?*
- ✓ *How can we best makes use of all available resources to have lasting impacts?*
- ✓ *How can we best contribute to the ‘transformation of the world’ (UN-Agenda 2030/SDG achievements)?*

Innovation & Entrepreneurship are a key for success

- ✓ *Which practices should we foster to assist in achieving social inclusion of those far away form the labour market?*

Partnership is an essential tool to foster integrated policies

- ✓ *How can we support cooperation between all stakeholders at all governance levels?*

References

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