

PROJECT PERFORMANCE EVALUATION REPORT (2008-2011)



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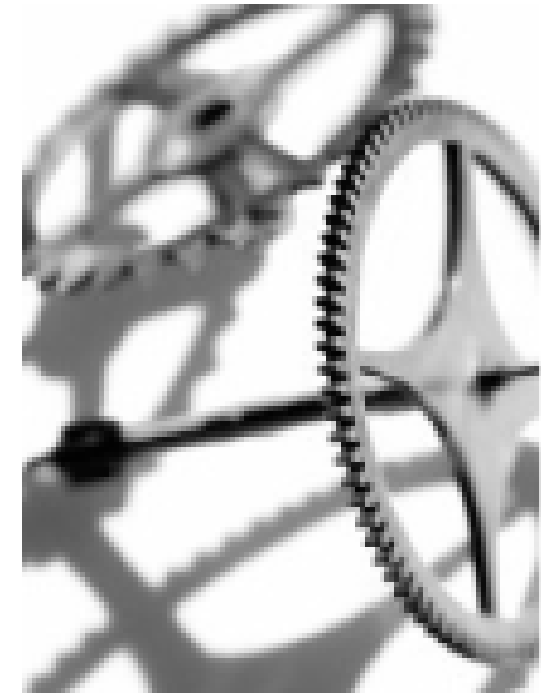


I. Evaluation methodology and objectives

II. Main outcomes, assessments and lessons learnt

III. Some recommendations

I. Evaluation methodology and objectives





I.1. Evaluation objectives

- To offer a general view of what the two phases of the project have implied: results achieved and the process qualitative assessments.
- To detect and interpret the effects on the participant organisations, especially during Phase II: perceptions, foreseen and unforeseen results, strengths and weaknesses.
- To concrete lessons learnt and identify difficulties that may be used as recommendations to take into account when transferring actions to other environments and for the start-up of future actions.



I.1. Evaluation objectives

As important as monitoring the results sought after the two phases implementation:

Phase I - To produce a **Guide of Good Practices in Spain and Norway**

Phase II -. To design and start-up **10 Reconciliation Plans**

is collecting and analysing the process information on progress, achievements and difficulties found.

What is the ultimate goal?

To draw lessons learnt and recommendations that have been incorporated into the participant organisations' learning and that can be used to consolidate or start up future actions both inside and outside these local organisations.

I.2. Type of evaluation: on-going, process and final



II. Main outcomes, assessments and lessons learnt

II. 1. Project-Efficacy: Achievement of objectives

II.1.1. *Equilibrio/Balance* Implementation Results: Phase I

II.1. 2. *Equilibrio/Balance* Implementation Results: Phase II

II. 2. Phase II General Assessments

II.2.1.Phase II Methodology

II.2.2.Common inputs from Diagnostics (internal and external)

II.2.3.Reconciliation Plans (internal and external): common challenges

II.2.4.Efficacy on Phase II development

II. 3. Lessons learnt: Phase II achievements and weaknesses.

II.3.1.Achievements

II.3.2.Weaknesses





II. 1. Project-Efficacy: Achievement of objectives

II. 1. 1. *Equilibrio/Balance* Implementation Results: Phase I

Activities and indicators:

- **Project public presentation Seminar (Senate):**

(March 09) - 79 attendees.

- **Visit from Spain to Norway:**

(June 09): Performances in Oslo, Baerum, Vest Adger, Kristiansand and Mandal. Spanish entourage formed by 6 City Councils – Alcorcón, Basauri, Lalín, Avilés, Cádiz, Aldaia-, FEMP, Spanish Women’s Institute (16 Spanish participants).

- **Visit from Norway to Spain:**

(June 09): A 16 people entourage visited: Majadahonda’s and Valdemoro’s City Councils, Navarra’s Institute for Equality, Estella-Lizarra, Barcelona’s City Council (Catalonia), Castelldefels’ City Council (Catalonia), Cordoba’s City Council (Andalusia) and Cordoba’s Provincial Deputation (Andalusia).

- **Seminar of Good Practices (Women’s Institute):** (Nov 09): 100 attendees.



II. 1. Project-Efficacy: Achievement of objectives

II. 1. 1. *Equilibrio/Balance* Implementation Results: Phase I

Outputs :

- **Guide of Good Practices** - 62 good practices (32 from Spain and 7 from Norway). 800 copies in Spanish and 400 in English; also available electronically.
- **Guide of 21 illustrative experiences** - 800 copies in Spanish and 400 in English; also available electronically.
- **Full description fact-sheets for the whole experiences analysed.** Available electronically.

Available on the project's website: www.balanceequilibrio.net



II. 1. Project-Efficacy: Achievement of objectives

II. 1. 2. *Equilibrio/Balance* Implementation Results: Phase II

Quantitative indicators of potential impact for:

- **Reconciliation Plans addressed to citizens:** almost **790.000** inhabitants (summatory of each council population).

Approx. 51% women and 49% men.

- **Reconciliation Plans addressed to city councils' personnel:** reaching almost **7.000** workers (summatory of the whole councils' personnel involved).

Approx. 40% women and 60% men.



II. 1. Project-Efficacy: Achievement of objectives

II. 1. 2. *Equilibrio/Balance* Implementation Results: Phase II

Outputs (1/2):

- **Development of a common methodology for the diagnostic process and the plan design.**
- **Setting-up of drivers groups for each city council.**
- **Setting-up of Reconciliation Committees:** City Council's HR Department, trade unions representatives and driver group (Equality or Social Welfare).
- **Setting-up of Reconciliation Commissions:** Government areas that intervene on citizens' work-life balance and driver group (Equality or Social Welfare).
- **On-line training on work-life balance and methodological approach to the Committee and Commission representatives:** 184 participants - 127 women and 57 men.



II. 1. Project-Efficacy: Achievement of objectives

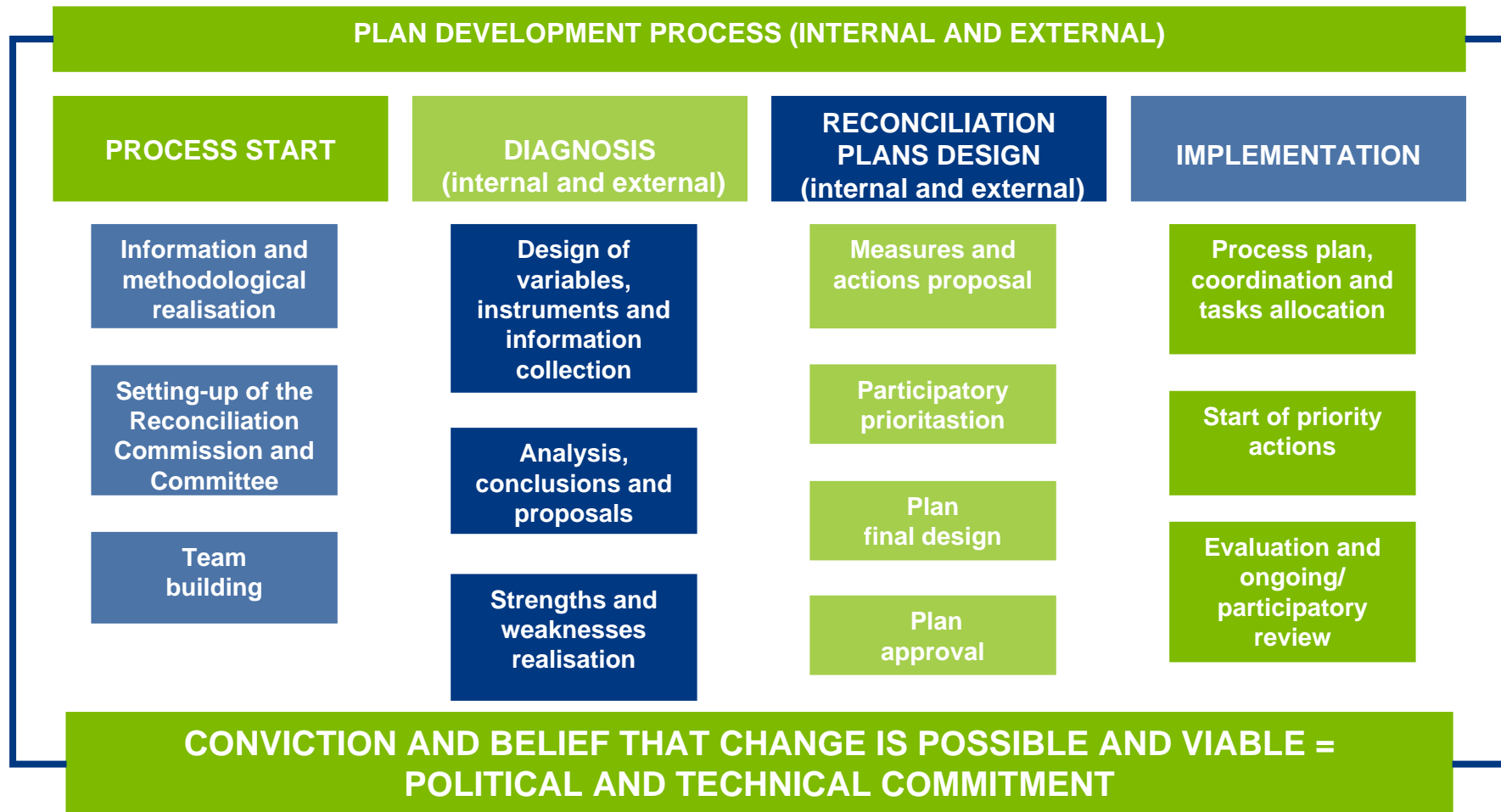
II. 1. 2. *Equilibrio/Balance* Implementation Results: Phase II

Outputs (2/2):

- **Internal diagnostic.** Collection of information, visits, diagnostic analysis.
- **External diagnostic.** Collection of information, visits, diagnostic analysis.
- **Reconciliation Plans for the city council personnel (internal).** Negotiation of priorities per Committee and Plan: objectives, measures, performances, schedule, responsibilities, following-up and evaluation.
- **Reconciliation Plans for each city council population in terms of their individual, family and professional life (external).** Negotiation of priorities per Committee and Plan: objectives, measures, performances, schedule, responsibilities, following-up and evaluation.

II. 2. Phase II General Assessments

II. 2. 1. Phase II Methodology





II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics

Internal and external diagnostics have been useful tools in terms of:

- Collecting, standardising and systematising information normally disperse and difficult to be accessed.
- Obtaining information on work-life balance practice and needs.
- Identifying and realising the type of role, or potential role, that the different agents involved may perform with regard to work-life balance.
- Being an instrument of analysis, providing conclusions and proposals in order to make decisions to be included onto the Reconciliation Plan.
- Orienting the city council's personnel participation in order to try new ways of dialogue and coordination.
- Favouring the efficacy and adequacy of the measures to be mainstreamed.



II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: INTERNAL DIAGNOSTICS (1/2)

- ☺ **Commitment and motivation shown by City Councils, Driver Group and Committee.**
- ☺ **High degree of job stability**, with a significant number of people on continuous timetable.
- ☺ **In many cases the current collective bargaining pact or agreement, exceeds the EBEP (Basic Statute for Civil Servants BSCS)** in some measures, not for others though as the 15 days Paternity Leave, for instance, had not been included yet.
- ☺ **In almost all city councils there is an equal allocation of political positions.**
- ☹ **Difficulty to obtain qualitative and quantitative data over the city council personnel.**
- ☹ **In general, the city councils personnel express a lack of knowledge regarding the work-life balance measures available for them**, however they convey their satisfaction with the council's policies in a medium or medium/high level.

II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: INTERNAL DIAGNOSTICS (2/2)

- ☹️ It is usual to find more than 50% of the city councils personnel **highlighting their difficulties in terms of work-life balance**, especially women with child and adult care responsibilities.
- ☹️ More women than men **say that family responsibilities determine** their professional careers.
- ☹️ A significant number of **workers say that if their colleagues take ‘reconciliation’ leaves that will suppose a work overload.**
- ☹️ As the currency of some of these pacts have finished before 2007, it is necessary to update them with **the new regulations –EBEP-BSCS, CCAA (Autonomous Community) and LOI (Equality Law)- included.**
- ☹️ It is difficult to **incorporate innovative work-life balance measures different from the ones already existing by law**, due to the previous collective bargaining convenience.

II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: EXTERNAL DIAGNOSTICS (1/4)

- 😊 **Local level is key** to propose suitable solutions to citizens' needs, **as this is the closest level to them.**
- 😊 **The population of small city councils 'make their living' there:** less commuting, more accessibility to services and less mobility.
- 😊 Some city councils have started to try **comprehensive plans to rationalise urban time-management.**
- 😊 **There are municipal Equality areas with physical and human resources** -although very often restricted- that lead organised policies on Equality Plans creating synergies with the Reconciliation Plan.
- 😊 **Municipal adaptability before the increasing demand of services** such as those addressed to elderly people or to facilitate work-life balance for low income families.
- 😊 **Progress has been observed in both the diversity and the amount of services** (*universalisation* of education from 3 years old and affordable/accessible services – morning classes, after school activities, day care centres, etc.).



II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: EXTERNAL DIAGNOSTICS (2/4)

- ☺ **There is a women's associative network which is part of the Advisory Boards on Equality and work-life balance policies.**
- ☺ **Municipal experience on information, educational and awareness-raising campaigns**, to influence public opinion and contribute to change gender stereotypes (Equality bodies main role).
- ☺ **Remarkable range of equipment, activities and sport and cultural public services** promoted by cultural associations.
- ☺ **Responsibilities on work-life balance initiatives are distributed in different city council's departments**: social services, sports, equality, economic development, public health, town planning, ..., that conform the Commission.
- ☺ **Professionalism, commitment and awareness-raising** from the city council's driver group which, together with the Commission work, had influence on the plans' approval.

II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: EXTERNAL DIAGNOSTICS (3/4)

- ☹️ **City councils are following the aging trend**, although those with remarkable business networks have increased their birth rate.
- ☹️ **Work-life balance is complex both for men and women**, and in a high percentage of families, women are the ones that make their hardest to harmonise ‘living spaces’.
- ☹️ **Information collection and processing of population’s statistics data** are still low, which prevents from knowing social reality in depth.
- ☹️ **Insufficient or inefficient use of information.** Lack of structured and accessible information regarding services and resources.
- ☹️ **Weak coordination among government areas** on strategic planning when it comes to define local policies to support work-like balance and to create synergies.
- ☹️ Equality bodies have **sectorial roles with low mainstream impact**.
- ☹️ **Low implication from business network to support** their employees’ work-life balance.

II. 2. Phase II General Assessments

II. 2. 2. Common inputs from diagnostics: EXTERNAL DIAGNOSTICS (4/4)

- ☹️ **Non co-responsible approach, occasionally with gender bias**, from work-life balance policies (often addressed to women).
- ☹️ **Lack of perception** about the need of a **mainstream and general intervention**, both in the political and technical field regarding gender equality and work-life balance.
- ☹️ **Low economic resources allocated or available** to start up work-life balance policies.
- ☹️ The biggest city councils, where many people work however live outside in suburbs, have to **plan for their services taking into account also non-resident population**, so infrastructure, services and measures are required.
- ☹️ **Management or processing of economic support or benefits.** It is important to take into consideration that it may take long since the moment a benefit is claimed until it is effectively received, which will become an unaffordable cost for families.



II. 2. Phase II General Assessments

II. 2. 3. Conciliation Plans – common challenges: INTERNAL PLANS

- To get city councils' staff involved in the work-life balance measures that their local bodies have available for them.
- To contribute to improving municipal personnel motivation and commitment, through an ongoing consultation and information.
- To value, organise and make visible all the existing work-life balance measures already in place by Conventions and Law.
- To propose new viable and sustainable measures that, for now, do not require being mandatory bargained by Conventions, Pacts or Agreements.
- To raise measures that will be a matter of collective bargaining in the future.
- To produce and implement the accessible Work-life balance Plan as the first step towards managing the city councils' staff work-life balance, and to include this plan in a continuous improvement process for the organisation with regard to staff-management.

II. 2. Phase II General Assessments

II. 2. 3.Reconciliation Plans – common challenges: INTERNAL PLANS. Examples

Strategic Dimension
Awareness-raising to encourage co-responsibility
Creating spaces and instruments to communicate and inform
Promoting collective dialogue to make agreements compliant with standards and include new measures to improve them.

Operational Measurements: Time and space management
Flexible timetable
Tele-working
Annual leave increasing

Operational Measurements: Leave and absence
Special leaves
Own affairs days

Operational Measurements: Support solutions and professional and personal development
Benefits for Training

Operational Measurements: Social Benefits or Staff Services
Child benefits
Life, accidents and disability insurance



II. 2. Phase II General Assessments

II. 2. 3. Reconciliation Plans – common challenges: EXTERNAL PLANS

- To generate a work-life balance culture co-responsible orientated from and to the public sector itself.
- To favour the increasing of the work-life balance services' offer that matches the potential demand.
- To guarantee quality and coverage of child and adult care services, as well as services for disable people and leisure.
- To support business initiatives that contribute with work-life balance through services.
- To move forward in terms of work-like balance strategies for SME.
- To facilitate the whole citizenship participation in the building up for a new society based on equality and work-life balance, improving mobility and urban time management, and accessibility and use of technologies.

II. 2. Phase II General Assessments

II. 2. 3. Reconciliation Plans – common challenges: EXTERNAL PLANS. Examples

<p>Operational Measurements: Vigilance on socioeconomic and cultural changes that favour work-life balance.</p>
<p>Ongoing training on equality and work-life balance addressed to public sector staff.</p>
<p>Promotion of co-education in public centres.</p>
<p>Promotion of time value</p>

<p>Operational Measurements: Empowerment of municipal support services for adult care</p>
<p>Information and activity-driving points regarding citizens support services.</p>
<p>Monitoring activities to get to know perceptions over municipal services for citizens support.</p>

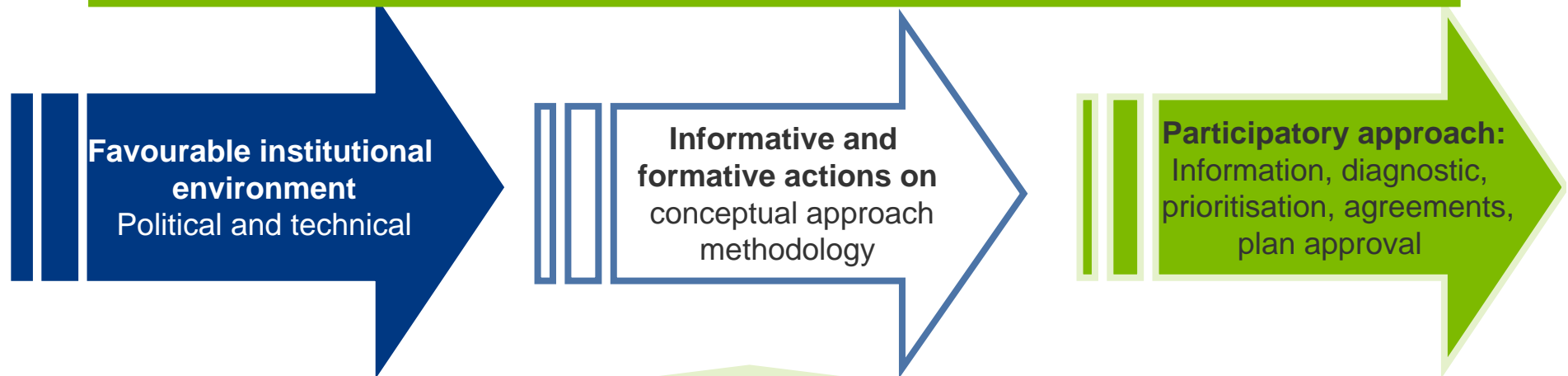
<p>Operational Measurements: Impact on other services that favour time-management optimisation for citizens.</p>
<p>Application of ITC to online Government</p>
<p>Optimisation of municipal public centres for family leisure activities.</p>

<p>Operational Measurements: Coordinated and Comprehensive Intervention Strategy</p>
<p>Government bodies implication on the Plan's development, monitoring and dissemination.</p>
<p>Promotion of the different city council's areas coordination for the Plan's development, monitoring and dissemination.</p>

II. 2. Phase II General Assessments

II. 2. 4. Efficacy on Phase II development

Efficacy has been achieved through:



Specialised technical support provided by **Equilibrio/Balance (Technical Assistance)** having played a role in terms of analysis, guidance and process facilitator until the plan approval.

II. 3. Lessons learnt: Phase II achievements and weaknesses.

II. 3. 1. Phase II: Weaknesses

Two types
of effects or
impacts

On Councils



- Institutional strengthening, both technically and methodologically;
- Work-life balance to be included as part of the institutional commitment and agenda.
- Work-life balance to be included as part of the personal management procedures.
- Internal and external image to be improved.
- Plans continuity.

On teams
involved



- Training and awareness-raising on work-life balance.
- Visible effects in terms of the capabilities of people involved in the process (improvement of their competences and also their active participation over the plans' development).
- Visible effects in terms of motivation and positive attitude with regard to people involved.



II. 3. Lessons learnt: Phase II achievements and weaknesses.

II. 3. 2. Phase II: Weaknesses

- Changes require not only political commitment but also being part of each and every City Council's planning and management, with allocated resources and responsibilities, and working throughout all their departments involved.
- Institutional and citizen lack of knowledge over existing resources.
- Lack of knowledge regarding the city council's personnel's overall rights.
- Lack of standardised-data collection systems to allow further analysis.
- Lack of suitable communication systems to allow a better understanding of the situation.
- Need of an intensive external technical support and an on-going monitoring, since for city councils these are extra work-load.



II. 3. Lessons learnt: Phase II achievements and weaknesses.

II. 3. 2. Phase II: Weaknesses

- Different levels of implication or awareness among the city council's personnel which makes coordination difficult.
- Resistance to change: inertial behaviour and work habits not in line with work-life balance.
- Difficulty for the Reconciliation Plans mainstream due to restrictions in communication and time/process, both needed in order to reach the expected results when it comes to a complex process such as this one.
- Short period of the Equilibrio/Balance project's implementation and its action plans (the start-up stage has been done very slowly).
- In general, budget issues are limiting the work-life balance policies boost.

III. Some recommendations



Recommendations to be highlighted

- ➔ **Maintenance of political commitment and support** as a change driver and generator: communication and application of means to the plans' development.
- ➔ Give priority to work-life balance through scheduling and planning (objectives, performances, human resources, budget) according to government areas both annually and till the end of the plan. Work-life balance should be a central **component of the local authority strategy with a clear participation of the government areas involved.**
- ➔ **Inertia and established customs make work-life balance difficult.** Information and training to all organisational levels (political and personal). Main role for the Committee and Commission. **Work-life balance = a matter for all of us, it is a co-responsibility.**
- ➔ **Communication and dissemination of performances.** It is advisable to devote more time to disseminate services, performances and the plans' results.
- ➔ **External communication activities.** Efforts have to be done in order to get the opinion and direct participation of citizens organisations and the *ad hoc* created Advisory Council of social representatives.

Recommendations to be highlighted

City Councils' personnel participation – men and women (via communication, consultation, meetings, advice, training and being involved in performances). A committed and participatory organisational climate will be reflected on positive outcomes and the continuity of the plan.

Information exchange and transfer on to other city councils. It would have been basic to test the project's start-up for longer to get to know in depth the results and weaknesses of each plan, and so to share issues, difficulties, solutions and initiatives that would help to improve.

The continuity of the plans is also linked with exploring new ways of sustainability (budgetary and the application of human and technical resources). **Budget allocation** is an urgent problem to be solved for the majority of the project's participant organisations.

Specialised technical support. It is important to keep momentum and be able to access external support till the process is consolidated.

Monitoring and ongoing/final evaluation.



MANY THANKS FOR YOUR ATTENTION