



Final Report

Evaluation of the Healthy Workplace Campaign 2008 & 2009 and ECAP

July 2010



Centre for
**Strategy & Evaluation
Services**

P O Box 159
Sevenoaks
Kent TN14 5RJ
United Kingdom

Tel/fax: +44 (1959) 525122
Web site: www.cses.co.uk

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Executive Summary

This document contains a summary of the main conclusions and recommendations contained in the final report on the study 'Evaluation of the European Healthy Workplace Campaign 2008 and 2009'.

The study was carried out in 2008 and 2009 by the Centre for Strategy & Evaluation Services (CSES) for the European Agency for Safety & Health at Work (EU-OSHA) under the Framework Contract 'Design, Implementation and Management of a Monitoring and Evaluation Strategy' (Lot 2).

1 Resume of Study Aims and Methodology

The evaluation focused on the campaigning activities of the Agency in 2008 and 2009, i.e. the Healthy Workplaces Campaign on Risk Assessment. The aim of the evaluation was to:

- Assess the effectiveness and impact of the campaign and the activities generated at the EU and national level;
- Assess the appropriateness of the ECAP management model;
- Provide conclusions and recommendations to help develop and optimise future EU-OSHA Campaigns.

The overall purpose of the evaluation is to help the Agency to learn from the experience of the campaigns carried out in the past in order to improve the same or any other possible campaigns in the future.

Apart from desk research to review campaign materials, monitoring data and other information, the research for this evaluation involved a number of surveys, an interview programme, case studies and participation in several campaign activities. The survey work covered those involved in the 2008-09 campaign (FOPs, network partners, etc) and also target audiences and those involved in specific campaign activities (European Campaign Partners, Good Practice Award, Certificate of Participation, journalist excursions). An interview programme, mostly face-to-face, was also carried out across EU Member States with FOPs and network partners. Various cases studies were also undertaken to examine particular aspects of the campaign in more depth.

2. Overall Conclusions

Overall, the 2008-09 Healthy Workplaces Campaign (HWC) was one of the most successful European Campaigns with a considerable amount of evidence pointing to raised awareness across EU Member States of the importance of risk assessment, how risk assessments should be carried out and other positive outcomes.

The two-year campaigning period, the European Campaign Support Package (ECAP) and the associated support, the emphasis on developing partnership

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working (especially at the European level), and introduction of new campaigning tools, were all features of the HWC that made an important contribution to its success. The theme of risk assessment was also well-suited to ensuring a broad and inclusive approach to the campaign. At the same time, based on the experience of the 2008-09 HWC, the evaluation identified scope for improving aspects of future campaigns.

3. Main Features of the Campaign

The 2008-09 Healthy Workplaces Campaign was devoted to the theme of risk assessment. The main aims of the campaign were to:

- Encourage stakeholders at all levels to actively **participate in a decentralised pan-European campaign**.
- Raise **awareness of the legal responsibility and the practical need** to assess risks in the workplace.
- Promote a simple **stepwise approach to risk assessment**.
- ‘Demystify’ risk assessment and the **process of carrying out risk assessment**.
- Encourage **enterprises (particularly micro-firms and SMEs) to carry out their own risk assessment** (in-house).
- Promote **the idea that risk assessment is inclusive**; it is the responsibility of everyone in the workplace not solely the concern of employers (or experts), and benefits from a participatory approach to risk assessment.
- Support **employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders** in improving risk assessment.

The 2008-2009 Healthy Workplaces Campaign was different to previous campaigns in a number of significant ways.

To begin with, it was **the first campaign that was implemented on a two-year basis**, unlike previous campaigns which were conducted over a one-year period. The longer campaign period was designed to provide more time for preparation and carrying out campaign activities (including more scope for using material generated by the campaign itself, e.g. Good Practice Award scheme outputs, in later stage of the campaign). There were also more possibilities for following up particular activities to ensure maximum campaign impacts.

Secondly, the 2008-09 HWC was based on a new campaign funding and management scheme, the **European Campaign Assistance Package (ECAP)**. A key feature of the new scheme was the use of an external contractor (and its national affiliates), appointed at

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a European level, to support the Agency and the National Focal Points (FOPs) with the implementation of the various HWC activities across the EU Member States. The objective was to improve the coordination of the campaign, to maximise economies of scale and other efficiency gains, to ensure higher levels of financial absorption and to simplify the contracting, administrative and reporting procedures, thereby contributing to a more effective and efficient campaign overall. The new scheme, already tested during the 2007 campaign, changed the roles and responsibilities of the main stakeholders and operated on the basis of a partnership between the Agency, the FOPs, the external contractor and its local partners.

Thirdly, EU-OSHA placed considerable emphasis in the 2008-09 HWC on developing the **network of official European campaign partners**. In total, forty-three organisations with an EU-wide character (social partners, associations, multinational companies, NGOs and others) were brought together to help raise awareness about risk assessment and to generally give visibility to the HWC.

A wide range of activities were undertaken in the context of the 2008-09 HWC at a national and an EU level. These included:

- **Campaign materials** – over 3.5 million publications in 22 languages, including fact sheets and other information material were produced and disseminated to help raise awareness of the importance of risk assessment and how it can be undertaken.
- **National partnership meetings** – a total of 37 partnerships meetings with over 3,800 participants were organised to bring together multipliers and plan campaign activities.
- **Seminars and workshops** – 71 seminars and 34 workshops were organised as part of the EU-OSHA-supported activities to promote awareness and discuss issues relating to risk assessment with the participation of 9,000 representatives of public and private entities, including businesses, health and safety professionals and other experts. In addition, 102 seminars with more than 12,000 participants were organised by FOPs and their national partners.
- **Good Practice Award scheme (GPA)** – at a European level there were 47 participants from 25 Member States.
- **Journalists excursions:** 18 ‘journalist excursions’ were organised involving over 150 journalists, leading to over 88 media publications and reaching a potential audience of over three million people.
- **Public competitions on the topic of Healthy Workplaces** were organised by EU-OSHA at the European level. This included a **Photo Competition** with over 1,600 participants that attracted over 95,000 visitors to the EU-OSHA website and led to over 384 media clippings, reaching a potential audience of over three million people, and a **Documentary Film Award** with

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over 2,500 participants that led to 90 media clippings and reached a potential audience of 1.5 million people.

- **Other media-related activities** – including various types of public relation activities (opening and closing conference, 17 journalist roundtables, 49 press releases, 19 professional articles, 15 radio call-ins, TV spots) were also developed to reach the target audiences and to raise awareness and communicate information on risk assessment. In 2008 the press releases and professional articles reached a potential audience of over 3.5 million people.

The **total budget** dedicated to the 2008-09 HWC to financing these activities was €2,759,975. This budget does not include the resources dedicated by the EU27 Member States themselves and the national network partners to organising activities (e.g. seminars, professional articles and press releases, TV spots, etc) or the activities implemented by the official European partners.

Overall, the various Campaign activities reached close to 20,000 experts and policy makers and a broader audience of over 13 million people across the EU27 Member States.

4. Main Conclusions and Recommendations

Below, we present the main conclusions of the evaluation and recommendations from the evaluation.

Campaign Management and Funding

4.1 One of the most important features of the 2008-09 Healthy Workplaces Campaign was the introduction of a two-year campaigning period and this worked well. The change from a one-year campaign was welcomed by all those involved, with clear benefits from an organisational perspective – more time for preparation, for the implementation of activities, for promotion and for follow-up. Nobody we spoke to suggested that it had not been an improvement on previous arrangements.

Recommendation 1: the two-year campaigning period should be retained for future European Campaigns. Some consideration might be given to promoting sub-themes, or perhaps different target groups, at different stages within the two-year period.

4.2 Overall, the feedback from the evaluation indicates that ECAP is an improvement to the FOP subsidy scheme. The ECAP scheme helped to enhance the effectiveness of Campaign, generated efficiency gains, provided quality services and reduced the administrative burden on the Agency and FOPs. However, some FOPs considered that ECAP did not provide value for money and criticised the new scheme as being rather rigid with regard to the type of campaigning activities that could be supported and inflexible in terms of its capacity to leverage national funding to support

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the campaign. However, in many cases, the comments did not reflect the reality but arose instead from an inaccurate understanding of the rules of the new scheme.

Recommendation 2: ECAP should be continued as it provides important benefits in comparison to the previous FOP subsidy. However, some modifications should be considered to improve the scheme – encouraging closer cooperation between FOPs and local contractors to help ensure better tailored delivery of ECAP services, better understanding of the ECAP services and, if possible, providing scope for the list of eligible actions to include initiatives that the FOPs may wish to initiate. A credit-based system might also be considered as a way of clearly differentiating ECAP from the previous subsidy scheme.

4.3 The European campaign partnership scheme was one of the most successful elements of the 2008-09 HWC, attracting a large and diverse number of partners. The partnership scheme demonstrated considerable added-value as it engaged partners who might not otherwise have been involved in the 2008-09 HWC. The activities undertaken by European campaign partners combined both general awareness raising and information provision and more “hands-on” practical support such as training in risk assessment. Although impossible to estimate, the impact of initiatives such as these would have been considerable in terms of the number of workplaces reached given the large, multi-national nature of many of the European partners.

Recommendation 3: given the important role played in the 2008-09 Campaign, the European campaign partnership offer and network should be further developed by recruiting additional members (partly to ensure full coverage of different sectors) and their role in planning and implementing campaign activities.

4.4 Overall, the support provided by EU-OSHA to the campaign across Europe was viewed positively by FOPs. The relationship between the FOPs and the Agency in the organisation of the campaign was highly rated with the support provided in the form of materials, the website, and other aspects being seen as crucial to achieving successful outcomes. According to the survey work, the majority of network partners were also ‘quite satisfied’ or ‘very satisfied’ with the support by the FOPs. FOPs have continued to be the main drivers in ensuring that campaign activities meet national needs.

Campaign Activities and Outcomes

4.5 The campaign materials produced by the Agency were regarded as being of high quality and generally adding value to what was available at the national level. There were of course differences in this respect between particular products and the experiences in different countries. As in previous years, the Napo DVD was rated very highly and the same applied to the Fact Sheets and the Campaign website. In some countries, particularly those with a very developed health and safety culture, these materials were not seen; however, as adding much value to what already existed at the

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national level. The development of the on-line risk assessment tool, which began in 2008-09, was also a significant initiative with considerable longer-term potential.

4.6 As in previous campaigns, the Good Practice Award (GPA) scheme was highly regarded as a campaign tool, especially as there was time to make full use of the results. In 2008-09, there was an increased level of participation in the GPA scheme (47 entries from 25 countries) in comparison to previous periods. The analysis suggested that it was a well organised activity that demonstrated considerable benefits to participants and in terms of the promotion of good practices in risk assessment and OSH generally. The GPA benefited also from the adoption of two year campaign period which provided more time for the organisation of the scheme and use of the results.

4.7 But, it is less clear what was achieved by the Journalists Excursions and the Certificate of Participation. The journalists' excursions organised by EU-OSHA aimed at generating more publicity for the GPA winners and disseminating good practices, were only moderately successful in raising media interest and reaching a broader audience. In relation to the GPA winners there was only limited coverage of the most recent participants. As far as the Certificate of Participation is concerned, this remained a cost-effective way of reaching people and raising awareness. But its effectiveness in terms of achieving real improvements in risk assessment practices is less clear as there is no way of knowing whether or not those involved in the scheme took actions and, if so, what was achieved.

Recommendation 4: the Journalists' Excursions should not be continued without considering some changes - increasing the amount of "publishable" material, if possible reducing the costs related to the organisation of the excursions, and ensuring that GPA winners all come from the current campaign.

Recommendation 5: the format of the Certificate of Participation should be retained. Adding a brief description of the activities undertaken for the campaign along with the country/site concerned and making the application forms easier to complete could improve the tool further and help to demonstrate the outcomes achieved.

4.8 Based on the data available, the evaluation suggests that the Photo Competition was an efficient mechanism for reaching the media and, through this, the broader public and especially young people and produced material that could be used in future campaigns. The Healthy Workplaces Documentary Film Award was also quite efficient and effective in raising media interest and reaching a different type of audience.

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Recommendation 6: the Documentary Film Award and the Photo Competition were both rather successful in raising media interest and reaching part of the public in a different and less conventional way. However, given that this was the first time they had been implemented as part of a Campaign, the recommendation is to continue both activities but to review their effectiveness and efficiency at the end of the next campaign.

4.9 Looking ahead, the evaluation suggests that with some further refinement, the campaign model and new methods that was introduced for the 2008-09 HWC provide a strong basis on which to build on in future campaigns. This applies to aspects of overall campaign management (e.g. ECAP) but also to specific campaigning tools. The 2008-09 Healthy Workplaces Campaign saw the introduction of new and in some cases highly innovative methods, some of which need further development to ensure that their potential as a way of improving OSH practices is fully exploited.

Recommendation 7: as noted in the evaluation, the Online interactive Risk Assessment Tool (OiRA) was one of the new features of the 2008-09 HWC. Although not fully developed during the campaign itself, our assessment suggests that it has considerable potential as a cost-effective way of reaching large numbers of workplaces and raising awareness of risks and the way they can be assessed and minimised. But further development is needed to make OiRA suitable for different sectors and countries with the tool then being promoted as a follow-up to the 2008-09 HWC as part of the 2012-13 Campaign.

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This document contains the final report for the study ‘Evaluation of the European Healthy Workplace Campaign 2008 and 2009’.

The study was carried out in 2008 and 2009 by the Centre for Strategy & Evaluation Services (CSES) for the European Agency for Safety & Health at Work (EU-OSHA or ‘the Agency’) under the Framework Contract ‘Design, Implementation and Management of a Monitoring and Evaluation Strategy’ (Lot 2).

1.1 Resume of Study Aims

The evaluation focused on the campaigning activities of the Agency in 2008 and 2009, i.e. the Healthy Workplaces Campaign on Risk Assessment. The aim of the evaluation was to:

- Assess the effectiveness and impact of the campaigns and the activities generated at the EU and national level;
- Assess the appropriateness of the ECAP management model;
- Provide conclusions and recommendations to help develop and optimise future European Campaigns.

The overall purpose of the evaluation was to help EU-OSHA and its partners to learn from the experience of the 2008-09 HWC in order to help improve campaigns in the future. In addition, the evaluation is important as a way of demonstrating accountability to EU-OSHA’s stakeholders.

1.2 Research Plan

The assignment was carried out over a 15-month period from late 2008 to early 2010. The research was conducted in three phases:

- **Phase 1: Preparatory Tasks** – preliminary interviews, background research, finalisation of the evaluation methodology and preparation of an inception report. A review meeting to discuss the inception report was held with the Agency in late October 2008.
- **Phase 2: Survey Work, Case Studies and Interviews** – the fieldwork involved surveys of those closely involved in organising the 2008-09 HWC (FOPs, network partners, etc) and also end users and those participating in specific campaign activities (European Campaign Partners, Good Practice Award, Certificate of Participation, journalist excursions). An interview programme, mostly face-to-face, was also carried out across EU Member States with FOPs and network partners. Various cases studies were undertaken to examine particular aspects of the campaign in more depth.

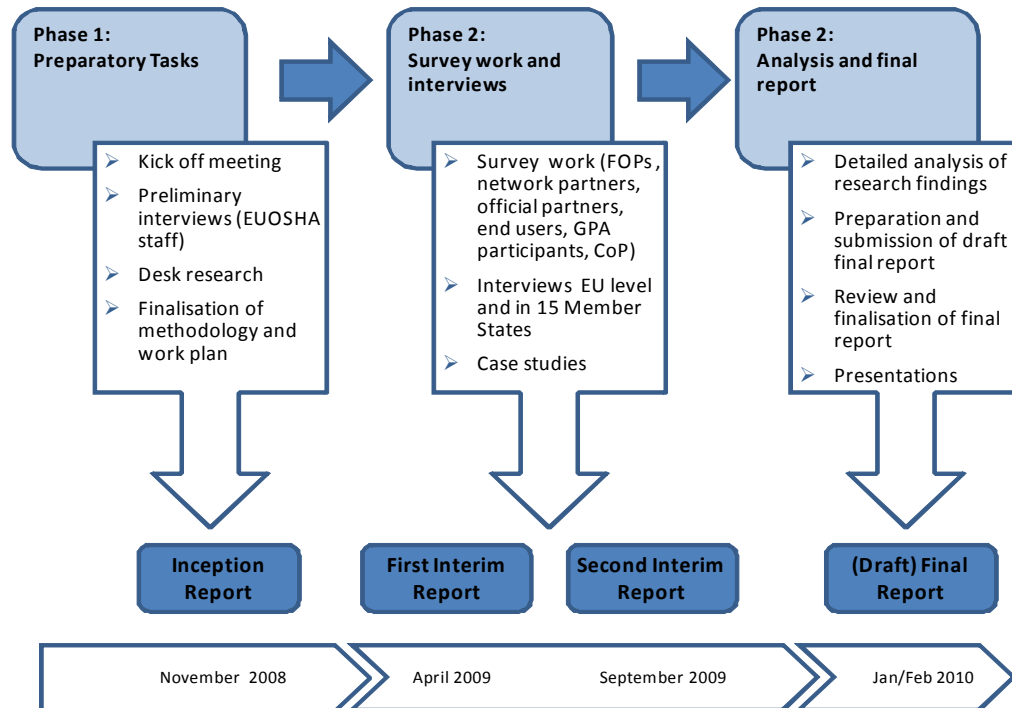
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- **Phase 3: Analysis and Final Report** – during the final phase, the research findings have been subject to detailed analysis leading to preparation of a final report.

Below, we summarise the work plan as set out in the CSES tender.

Figure 1.1: Overall Work Plan



Further details concerning the methodological approach adopted to the main stage of the evaluation (Phase 2) are provided below.

1.2.1 Interview Programme

The Phase 2 interview programme was carried out at both a European level and in a number of EU Member States. At the European level, interviews took place with the Agency, their external contractor and a sample of official European partners.

At a national level, interviews were conducted with FOPs, national partners and the national affiliates the external contractor used by the Agency to deliver key HWC campaign support activities. The table on the following page provides an overview of the interview programme.

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Table 1.1: Interview Programme

Target Group	First Round		Second Round		Total
	F2F	Tel	F2F	Tel	
FOPs	4	5	8	1	18
National Network Partners	0	0	11	0	11
EU-OSHA staff	9	0	0	0	9
European partners	13	1	2	3	19
Journalists	0	0	0	8	8
Lead contractor	1	0	0	1	2
Total	27	6	21	13	67

As the table shows, a total of 67 interviews were carried out across the EU with FOPs, national partners, EU-OSHA staff, European partners and others. Of these, the majority (48) were carried out on a face-to-face basis. A detailed list of the interviews that were undertaken is provided in Appendix A.

In addition to the interview programme, CSES participated in several campaign activities including a meeting of the European partners in Brussels and the closing event in Bilbao. This provided opportunities for face-to-face discussions of a more informal nature.

1.2.2 Survey Work

A number of surveys were undertaken as part of Phase 2 research. To the extent possible, similar questions were asked as in the evaluations of European Campaigns in previous years to allow for comparative analysis over time. The surveys, which were mainly carried out on-line, covered:

- **National Focal Points:** FOPs were asked to complete two questionnaires. The first survey took place in March 2009 and focused on the evaluation of ECAP while the second took place at the end of the European Week in November 2009 and focused on the overall campaign and its outcomes.
- **Network Partners:** EU-OSHA provided a list of national network partners who were then invited to participate in a survey that took place in November 2009. In addition, FOPs were asked to help arrange face-to-face interviews with 2-3 network partners per country.
- **Target audiences:** an end-user survey was launched in the November 2009 edition of *OSHmail*. The questionnaire was made available on-line in English, French, Spanish, German and Italian and reached the 43,000 subscribers.
- **Good Practice Award, Certificate of Participation:** those participating in the Good Practice Award scheme or having signed the Certificate of Participation in 2008 and 2009 were also surveyed.

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In the table below, a summary of the survey responses across the various target groups is provided. The response rate of national network partners was relatively low despite the two reminders sent after the launch of the study but it still allowed us to treat the conclusions of the analysis with a significant level of confidence that they represent the overall view of the network partners. As for the end-users responses, the 1,125 responses represent more than twice the minimum sample size¹.

Table 1.2: Summary Analysis of Survey Responses

Targets	Number Contacted	Number of Responses	Response Rate %
FOPs (first round)	29	26	89.6
FOPs (second round)	29	22	72.4
Network partners	760	77	10.1
GPA participants	47	20	42.6
Certificate of Participation	455	202	40.3
End users	43,000	1,125	2.6
Total	44,300	1,439	3.2

Note: The End Users' survey was undertaken by advertising it in *OSHmail* and by sending the survey questionnaire to participants at HWC events.

In addition to the above surveys, we also obtained and analysed monitoring information and survey feedback obtained by EU-OSHA's external contractor.

1.2.3 Case Studies

The purpose of the case study work was to examine particular aspects of the campaigns in more detail, especially where this highlighted good practices that can be applied to future campaigns. Three case studies were selected following consultation with EU-OSHA:

European campaign partners – EU-OSHA has been developing a closer relationship with European social partners and other organisations at an EU level for several years. This effort intensified as part of the 2008-09 Healthy Workplaces Campaign. The European 'Partner Offer' scheme was expected to create for all those involved a 'win-win' situation – European partners provided EU-OSHA with campaign support in return for recognition by the Agency of their efforts to promote OSH.

Journalists' excursions – these were organised for the first time during the 2008-2009 Campaign as a way of creating additional publicity for the Good Practice Award scheme and maximising the material it generates. Journalists were invited to visit GPA

¹ Calculated for a 95% confidence level and 5% margin of error that is considered sufficient for our analysis.

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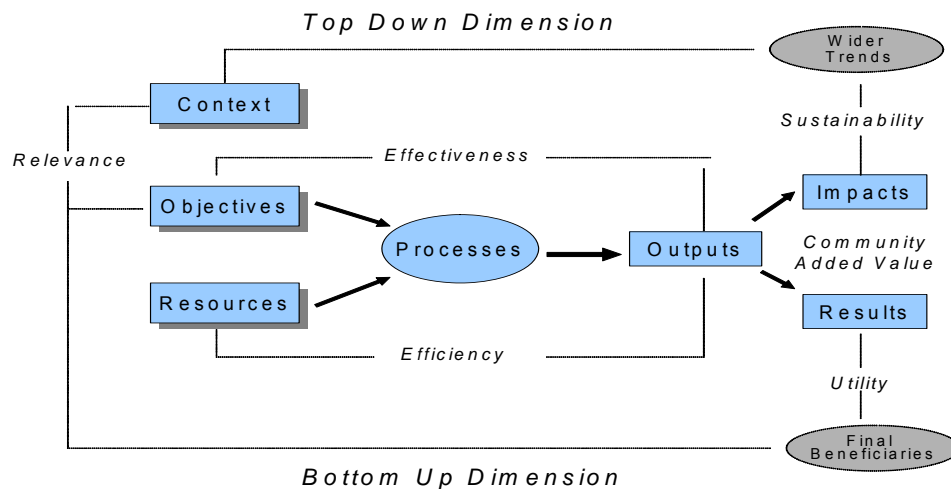
winners and to provide material for one or more articles and publicity for the GPA winners. The case study examined the effectiveness of the activities and its contribution to the overall Campaign.

Closing event – the final activity of the 2008-09 HWC took place on 16-17 November 2009 bringing together Member State representatives, FOPs, network partners, European partners and other organisations and individuals linked to the Healthy Workplaces Campaign. CSES staff participated as observers in the closing event, reviewed material and held discussions with organizers and participants to assess its contribution to the Campaign and to compare the 2009 Closing Event with previous similar events.

1.3 Key Evaluation Issues

Below we provide a summary of the evaluation framework used for the study. This simplified input-output model is linked to a number of key evaluation issues that are typically examined in any evaluation of EU-supported programmes or organisations.

Figure 1.2: Overall Evaluation Framework



In the above diagramme, the key evaluation issues can be defined as follows:

- **Relevance** – how relevant were the campaign activities/material to stakeholders and target audience needs? Was any assessment undertaken of stakeholder and target audience needs before the campaign? How relevant were the ‘results’ and ‘impacts’ achieved by the 2008-09 HWC to EU-OSHA’s mission and the EU Community Strategy on Safety and Health?
- **Efficiency** – how efficiently was the HWC organised and implemented? How well did the two-year campaigning approach work and what were the

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advantages/disadvantages (if any)? How well did ECAP work as a way of funding the campaign and what were the advantages/disadvantages (if any) compared with previous arrangements?

- **Effectiveness** – to what extent were target groups successfully reached? At a more general level, did the Agency/FOPs set clear HWC campaign objectives with regard to ‘outputs’, ‘results’ and ‘impacts’ and were these achieved? Which campaigning methods proved the most effective?
- **Impacts and added value** – to what extent does EU-OSHA intervention at a European level through the 2008-09 HWC campaign add value to purely national efforts to promote improved OSH practices and outcomes? To what extent did the HWC campaign successfully promote an increased awareness of the importance of risk assessment, and different tools for undertaking such exercises, than existed before the campaign?

It is important to consider the more dynamic aspect of the evaluation framework, i.e. the intervention logic underpinning the HWC. This intervention logic is based on a four-stage process: (1) the dissemination of information; (2) leading to higher awareness of OSH issues which contributes to (3) action to improve OSH practices; and finally, the eventual impact is (4) reduced work-related accidents/illnesses. The following table summarises key stages in the intervention logic for EU-OSHA’s European Campaigns and the criteria against which success can be assessed.

Table 2.1: European Campaigns - Intervention Logic/Success Criteria

Intervention Logic	Success Criteria and Measurability
(1) Information – dissemination of information to target group(s).	This is the main input to the campaign. Success means the highest possible penetration of the target group which should be relatively easy to measure.
(2) Awareness-raising - as a result of receiving information, the target group’s awareness of key OSH issues is increased.	Dissemination of information should have the output of heightening awareness of OSH issues. This is more difficult to measure but an indication can be obtained from survey work to obtain target group ‘before-and-after’ feedback.
(3) Action to improve OSH practices – increased awareness should lead the target group(s) to take action to improve OSH practices.	The result should be improved OSH practices. However, many factors will influence the extent to which action is taken to improve practices of which European Campaigns are only one. Survey work and case studies are needed to understand ‘results’.
(4) Final impacts – reduced accidents/ illness and economic outcomes, e.g. improved productivity.	Ultimately, European Campaigns should have the impact of improving key OSH indicators which, in turn, contributes to wider EU policy aims (Community Strategy, ‘Lisbon’, etc). However, attribution/measurability is virtually impossible.

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1.4 Structure of the Final Report

The final report is structured as follows:

- **Section 2: Campaign management** – analyses feedback on the management of the HW Campaign including the role of the main actors and the Campaign funding scheme (ECAP);
- **Section 3: European Campaign Assistance Package** – this section provides an assessment of ECAP, comparing it with the FOP subsidy used in previous campaigns;
- **Section 4: Review of Campaign Activities & Outcomes** – analyses the findings concerning the key activities and outcomes of the 2008-09 Healthy Workplaces Campaign;
- **Section 6: Conclusions and Recommendations** – presents the overall conclusions and recommendations from the evaluation

The report is supported by two Appendices: a list of interviews (Appendix A) and a detailed analysis of the survey responses (Appendix B).

Review of Campaign Management

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In this section we examine key features of the 2008-09 Healthy Workplaces Campaign and then provide an assessment of campaign management and the role of the main players - EU-OSHA, FOPs, the external contractor, and European and national partners.

2.1 Main Features of the Campaign

The **European Campaign for Safety and Health at Work** is a key Agency programme. It has been organised since 2000 on an annual basis, focusing on a specific topic and organised jointly by the Agency and its tripartite national focal point network. The campaign takes place on a decentralised basis in all EU Member States, and some candidate countries and EFTA countries, sometimes beginning with simultaneous launch events and concluding with a summit held in Bilbao.

2.1.1 EU Policy Context and Campaign Strategy

The Agency's 2008-2009 Campaign should be seen in the context of the **2007-2012 Community Strategy for Safety and Health at Work**² whose overall objective is to reduce by 25% the rate of accidents at work in the EU 27 Member States during the period 2007-2012. Among the key instruments to this objective is the promotion of change in the policies and practices of employers, workers in the workplace but also more generally the promotion of a culture that promotes health and risk prevention. EU-OSHA has a key role within this EU strategy. More specifically, the Agency has been called upon to:

- Raise awareness and promote and disseminate best practice, focus to a greater degree on high-risk sectors and SMEs;
- Develop sectoral awareness-raising campaigns targeted in particular at SMEs, and to promote the management of health and safety at work in enterprises through the exchange of experience and good practices aimed at specific sectors.

In response, EU-OSHA developed a **multi-annual communication, promotion and campaigning strategy** – part of its 2009-2013 strategy document³ - that states:

The overall aim [for this area] is to maintain and develop EU-OSHA's position as the European reference point for information on OSH issues, and to ensure that EU-OSHA and its network are able to deliver targeted and timely information in order that preventive actions can be taken. EU-OSHA's communication, promotion and campaigning activities should add value by consolidating efforts via an overall marketing

² EC, (2007), Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - Improving quality and productivity at work: Community strategy 2007-2012 on health and safety at work, COM(2007) 62 final.

³ EU-OSHA Strategy 2009-2013, Draft document.

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plan; engaging in well targeted communication and promotion projects and campaigns; and by ensuring high levels of engagement from traditional and new partners.

As part of its strategy EU-OSHA has been developing its campaigning activities during the period 2009-2013 under a single umbrella – *Healthy Workplaces: Good for you. Good for Business*. The Risk Assessment campaign 2008-2009 with a particular focus on SMEs represents the first campaign under this umbrella.

In its 2009-2013 strategy document EU-OSHA recognises that it is not feasible to reach the EU's entire SME population relying only on the Agency and its formal network. In order to increase its reach to SMEs, as requested by the Community strategy, **the Agency's campaign strategy** is network-based, seeking out and engaging stakeholders at the European and national level. Stakeholder/partner involvement at both EU and national level is recognised as paramount in the context of the European Campaigns. Stakeholders at the European level include: the European Commission, EU Agencies dealing with enterprises, European social partners, NGOs, sector federations and networks.

Particular emphasis is also put on accessing organisations - large enterprises and institutions - that can have **multiplier effects** via their suppliers, contractors and other partners, as a means of getting the key messages across and encouraging participation in the European campaign. In the context of the cooperation with the European Commission, a declaration of interest was signed in May 2009 with the Directorate General for Enterprise and Industry. The purpose of this agreement was to help the dissemination of essential information on OSH issues to business through the Enterprise Europe Network and to strengthen links with the FOPs. The declaration of interest outlined a number of mechanisms and tools for achieving this, including development of tailored promotional material, use of mailing services and links in the respective web-sites.

Furthermore, following the recommendation of past evaluations and the increasing need to develop partnerships, in 2007 it was decided, with effect from 2008, to switch from an annual cycle to **running the European Campaigns over a two-year period**. This was seen as necessary due to the complexity of organising a large-scale Europe-wide campaign, the time needed for preparation for networking at EU and national level, for initiating partnerships, for the campaigning activities themselves and for an effective follow-up to ensure maximum impacts.

2.1.2 Key Aims of the 2008-09 Healthy Workplaces Campaign

The 2008-09 Healthy Workplaces Campaign was devoted to the theme of risk assessment. The main aims of the campaign are summarised below:

- Encourage stakeholders at all levels to actively **participate in a decentralised pan-European campaign**.

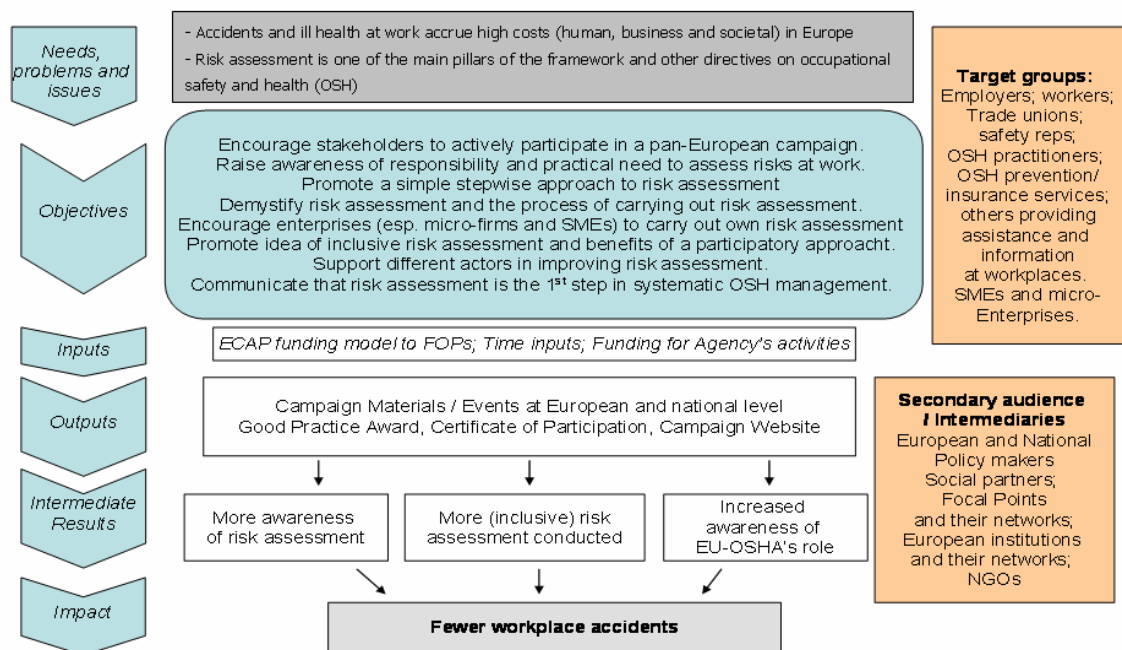
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- Raise **awareness of the legal responsibility and the practical need** to assess risks in the workplace.
- Promote a simple **stepwise approach to risk assessment**.
- Demystify risk assessment and the **process of carrying out risk assessment**.
- Encourage **enterprises (particularly micro-firms and SMEs) to carry out their own risk assessment** (in-house).
- Promote **the idea that risk assessment is inclusive**; it is the responsibility of everyone in the workplace not solely the concern of employers (or experts), and benefits from a participatory approach to risk assessment.
- Support **employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders** in improving risk assessment.

The campaign was targeted primarily at the workplace level and those involved in the implementation of OSH measures (employers, trade unions, workers, safety representatives, OSH practitioners, OSH prevention and insurance services, and others providing assistance and information at workplace level). As with most previous campaigns, SMEs were also a key target group. The intervention logic for the campaign is summarised in the diagramme below.

Figure 2.1: Intervention Logic: Healthy Workplaces Campaign



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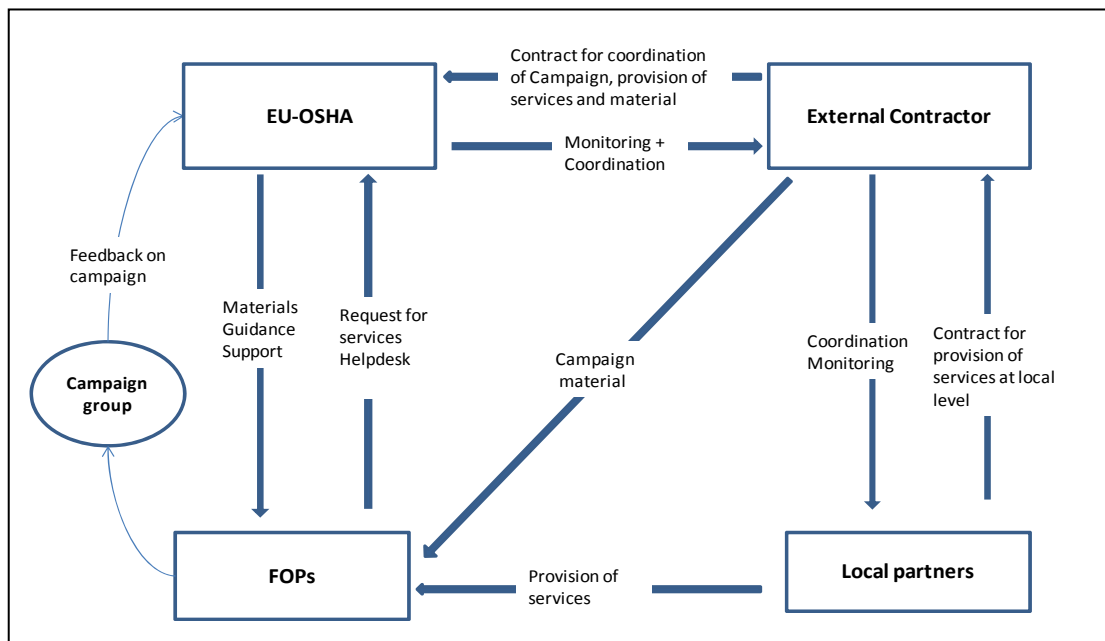
In many respects, the 2008-09 HWC campaign was a transitional campaign with a change in logistics and funding arrangements. Following the recommendations of the evaluation of previous campaigns, the FOP subsidy that had hitherto been used to support campaign activities at a national level was replaced by the European Campaign Assistance Package (ECAP) and the campaign conducted over a two-year period rather than the one-year period as in the case of previous campaigns. These and other features of the 2008-09 campaign, and the effect of the changes on the campaign outcomes, are examined in more detail later in the report.

2.2 Overview of Campaign Management

The introduction of the new campaign model based on the European Campaign Assistance Package (ECAP – see Section 3.3) brought a number of changes in the division of roles **and responsibilities and the management of the European Campaign**. In the case of the 2008-2009 HWC, an additional key partner was the external contractor responsible for helping EU-OSHA and the FOPs to implement key campaigning activities across the EU27 Member States.

The main roles and responsibilities in the 2008-09 HWC are summarised below:

Figure 2.1: ECAP scheme – Key Roles and Relationships



Whereas in previous European Campaigns the FOPs could apply for a subsidy to co-fund a number of eligible activities, in the 2008-09 HWC the Agency contracted with a

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specialised communications and public relations company at a European level and a range of services were provided directly via the contractor. Thus, an entirely decentralised campaigning model was developed into a campaign with a much more pronounced European profile. The main campaign roles are outlined below:

Figure 2.2: Main Campaign Roles

<p><u>Agency:</u></p> <ul style="list-style-type: none"> • Co-ordination, management, planning and budgetary overview • Ongoing coordination with FOPs and external contractors • Production and delivery of all core campaign materials, website and services • All contractual aspects with contractors, monitoring and evaluation of the campaign activities <p><u>FOPs:</u></p> <ul style="list-style-type: none"> • Implementation of communication activities with the different contractors, especially the main contractor's national partners • Delivery of a national final report including a form on additional activities for each activity carried out without Agency support • Participation of 6-7 FOPs in the new Campaign Group which played an important role in helping to coordinate the campaign (see later in the report) <p><u>External contractor and local partners:</u></p> <ul style="list-style-type: none"> • Delivery of all services requested, including: services ordered by FOPs (including stakeholder events, a national partnership meeting and various types of PR and media activities in each Member State and a final activity report); additional services requested by the Agency • Coordination of all agreed activities with the Agency and national partners, ensuring all products, activities and events are properly implemented, monitored and evaluated • Ongoing monitoring and reporting on all results for all activities, evaluation of event attendee satisfaction, final reporting with FOPs

The ECAP scheme operated on the basis of a partnership between the Agency, the FOPs, the external contractor and its local partners. To help with the overall coordination, a **FOP Campaign Group** was created consisting of representatives of the Agency and 6-7 FOPs. The Group met at regular points during the 2008-09 HWC to review management of the campaign and to provide feedback to the Agency.

Under ECAP there is a formal relationship between the Agency and the external contractor. FOPs are not directly involved in the negotiation of the package of services (prices, selection of local partners, etc) although their views were taken into account by EU-OSHA (the FOP Campaign Group – see later – was one mechanism for ensuring this input). Similarly, any complaints or problems in the relationship between the FOP and the

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contractor's national partners are referred to the Agency which is responsible for managing the contract with the external contractor.

The introduction of **the ECAP scheme** for the 2008-2009 Healthy Workplaces Campaign represented a move towards a more centralised campaign management model with a number of benefits - sound financial management, full utilisation of budget, reduction of administrative work for FOPs, increased visibility at national level, simplification of reporting, etc. Compared with the HWI and EWAP schemes, there was greater flexibility and choice for FOPs with ECAP in the selection of activities and events with a 'menu' system replacing a fixed package (further flexibility and more choices were introduced for the 2009 period).

The shift to a **two-year campaign cycle** was also expected to improve the implementation and management of the campaign with more time to prepare campaign activities, to carry them out and perhaps most important of all, to maximise impacts. Additional expected benefits from the transition to the ECAP model included a reduced administrative burden on FOPs enabling them to concentrate on campaign activities.

2.3 Role of EU-OSHA and National Focal Points

In this section we examine the role of the Agency, FOPs and the external contractor in managing and implementing the 2008-09 Healthy Workplaces Campaign.

2.3.1 Role of EU-OSHA

As in previous years, EU-OSHA had a key role to play in the 2008-09 HWC by providing overall campaign management and by providing FOPs and their network partners with support for campaigning activities in their countries.

This campaign management role included the production of campaign materials in all EU official languages, the EU-wide launch event, management of the ECAP scheme, support in kind to FOPs, the organisation of the EU-level activities (GPA, Certificate of Participation, Journalists excursions, Photo Competition, Documentary Film Award etc) and the organisation of the closing summit in Bilbao.

As previous evaluations have shown, the capacity of FOPs to promote the European Campaign varied considerably and this is reflected in feedback obtained on EU-OSHA's role. Overall, the support provided by EU-OSHA staff was positively rated by the FOPs. The following table provides an analysis of the survey feedback and compares it with the 2007 'Lighten the Load' Campaign.

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Table 2.1: Were you satisfied with the relations with EU-OSHA staff? (FOPs)

Options	'Lighten the Load' (2007)		Risk Assessment (2008- 2009)	
	No	%	No	%
Very satisfied	15	53.6	15	57.7
Quite satisfied	12	42.9	9	34.6
Somewhat satisfied	1	3.6	1	3.8
A little satisfied	0	0.0	1	3.8
Not satisfied at all	0	0.0	0	0.0
Total	28	100.0	26	100

The overwhelming majority of FOPs were either 'quite' or 'very' satisfied with their relationship with the Agency during the 2008-09 HWC. In this respect there was no significant difference compared with the previous campaign. The FOPs were also asked to evaluate the overall organisation of the HWC by the Agency. The responses to the question are shown in Table 3.2.

Table 2.2: How do you evaluate the overall organisation of the 2008-2009 HWC campaign by the Agency? (FOPs)

Options	Planning		Information provided		Follow up		Reporting	
	No	%	No	%	No	%	No	%
Excellent	7	31.8	5	22.7	3	13.6	2	9.1
Quite good	12	54.5	12	54.5	15	68.2	16	72.7
Neutral	2	9.1	4	18.2	3	13.6	3	13.6
Not very good	0	0	0	0.0	0	0.0	0	0.0
Not good at all	1	4.5	0	0.0	0	0.0	0	0.0
No response	0	0.0	1	4.5	1	4.5	1	4.5
Total	22	100	22	100	22	100	22	100

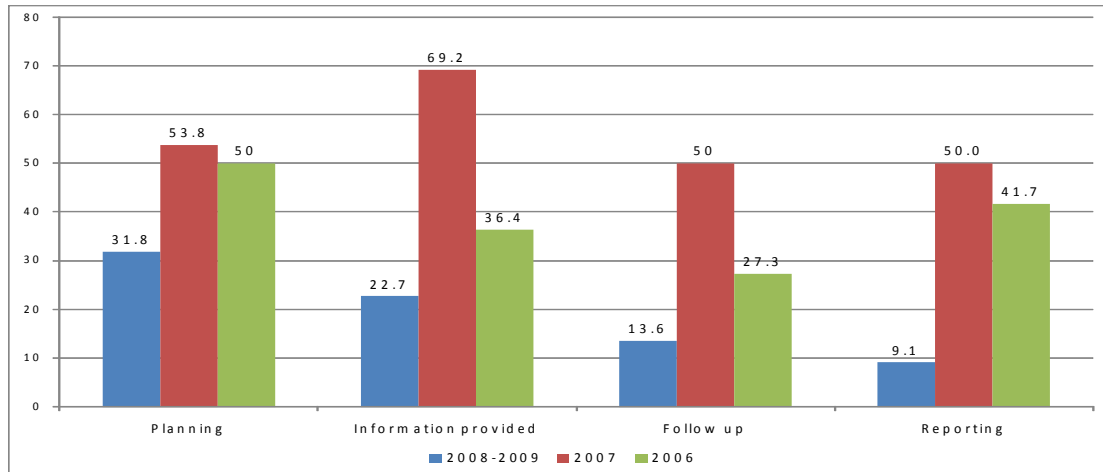
Source: CSES survey

The overall picture is clearly positive with more than 80% of FOPs having a 'quite good' or 'excellent' opinion on the **organisation of the 2008-09 HWC by the Agency**. However, when compared with previous periods there is a reduction in the proportion of FOPs that thought that the organisation was 'excellent'. The possible reasons for this change are examined in the subsequent sections.

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Figure 2.3: How do you evaluate the overall organisation of the campaign by the Agency? (% of FOPs stating excellent in the different Campaign periods)



Overall, the positive feedback outweighed the negative comments. Less positive views of the Agency’s role appeared to be primarily a reflection of the problems and complaints concerning ECAP and the problems in the relationship between some FOPs and the external contractor. Examples of positive and negative comments relating to the role of Agency in the organisation of the Campaign are provided in the table below. It is clear that the management of the relationship between the FOPs and the external contractor’s local partners in certain countries was the main source of dissatisfaction, in particular what was seen as being the limited transparency concerning the pricing of services.

Table 2.3: Examples of FOP Feedback on Relationship with the Agency	
•	<i>‘There is an extremely good working relation between the FOP and the Agency. The Agency has provided special assistance (advice, material, speakers) in connection with various events organised by the FOP. This positive relationship has developed over the last couple years and is in sharp contrast with the earlier situation where there were very few contacts with the French FOP’</i>
•	<i>‘The cooperation with the Agency is quite good in terms of communication, information and response time.’</i>
•	<i>‘The interaction with the Agency is in general productive and helpful although few issues raised during the Campaign were not addressed on time.’</i>
•	<i>‘The relationship between EU-OSHA, the lead contractor and the FOP is difficult. The contract is between EU-OSHA and the contractor. If we have problems with the contractor we have to solve them via EU-OSHA, we cannot solve it directly.’</i>
•	<i>‘We think that the Agency can provide more examples, advice, recommendations or support to make the campaign more decentralised.’</i>

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National network partners were also asked to assess the support received from the Agency in relation to the campaign (European partners and others were also asked about this – see later in the report). The responses indicated a relatively high level of satisfaction with 58.5% stating they were either ‘quite’ or ‘very’ satisfied. Still, while only two networks partners indicated dissatisfaction (2.6%), almost a third (31.2%) had a neutral view on the role of the Agency. We should note here though that any support of the EU-OSHA to national partners is channelled through the FOPs as the Agency does not have direct contact with the national partners.

Overall, the relationship between EU-OSHA, the FOPs and network partners was a strong point of the Campaign and the Agency’s contribution to the organisation of the Campaign was clearly seen as positive. The complaints concerned primarily the extent to which the Agency could help to solve problems in the relationship between FOPs and the external contractor.

Another key mechanism in the coordination of the campaign and effective communication between the FOPs and the Agency was the **FOP Campaign Group**⁴. The 6 FOPs that participated were expected to collect comments from groups of 3-4 FOPs each and to inform them on any developments, changes or other issues related to the Campaign discussed at the bi-annual meetings with the Agency in Bilbao. The Campaign Group played an important role in communicating issues to the Agency. As a result of the discussions a number of adjustments were made to the ECAP scheme and other aspects of the campaign to reflect experience on the ground.

2.2.2 Role of the National Focal Points

National Focal Points had a key role to play, as was previously the case, although in the 2008-09 HWC some tasks were (as noted earlier) undertaken by the Agency’s external contractor.

At a national level, network partners were well-placed to assess the role of the FOPs. In the survey, we asked for their views on the support received from the FOPs and also on their own involvement in the planning and implementation of the HWC campaign. The results are presented in the table below.

⁴ The 6 members of the FOP Campaign group were the FOPs from Austria, Czech Republic, Finland, Italy, Netherlands, Poland, UK

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Table 2.4: How satisfied are you with the support you received from your FOP in relation to the campaigns and with your involvement in the planning implementation of the campaign? (National Partners)

Options	'Lighten the Load' (2007)		HWC (2008-2009)	
	N _o	%	N _o	%
Very satisfied	15	27.8	18	23.4
Quite satisfied	25	46.3	32	41.6
Somewhat satisfied	10	18.5	14	18.2
A little satisfied	1	1.9	4	5.2
Not satisfied at all	1	1.9	1	1.3
No response	2	3.7	8	10.4
Total	54	100.0	77	100.0

Source: CSES survey

As the table shows, the majority of network partner respondents were 'quite satisfied' or 'very satisfied' with the support from the FOPs, similar to feedback in previous campaigns. Only a small minority were not very satisfied with the cooperation. But from the interviews, it appears that some network partners would have liked to have greater involvement in the planning stages of the Campaign... However, the picture with regard to the role of the FOPs was otherwise generally positive.

As in previous years, the resources available to FOPs to carry out key tasks to coordinate their national networks and to help manage the Campaign varied considerably and, as a result, the ability to mobilise national partners also varied. There were different ways in which FOPs could harness the support of partners for the Campaign (as highlighted in the case studies – see later). The Agency also encouraged the development of partnership structures in conjunction with the FOPs, and at a European level there was a particularly strong emphasis on partnership working in the 2008-09 HWC (this aspect of the Campaign is examined in more detail later in the report).

2.4 Role of the Agency's External Contractor

As noted earlier, under the ECAP model, the Agency's main external contractor (and its national partners) had a central role in the 2008-09 Campaign with key activities being delivered by this organisation through its affiliates in the various EU 27 Member States. In some countries, the contractor – a major player in the European PR/media

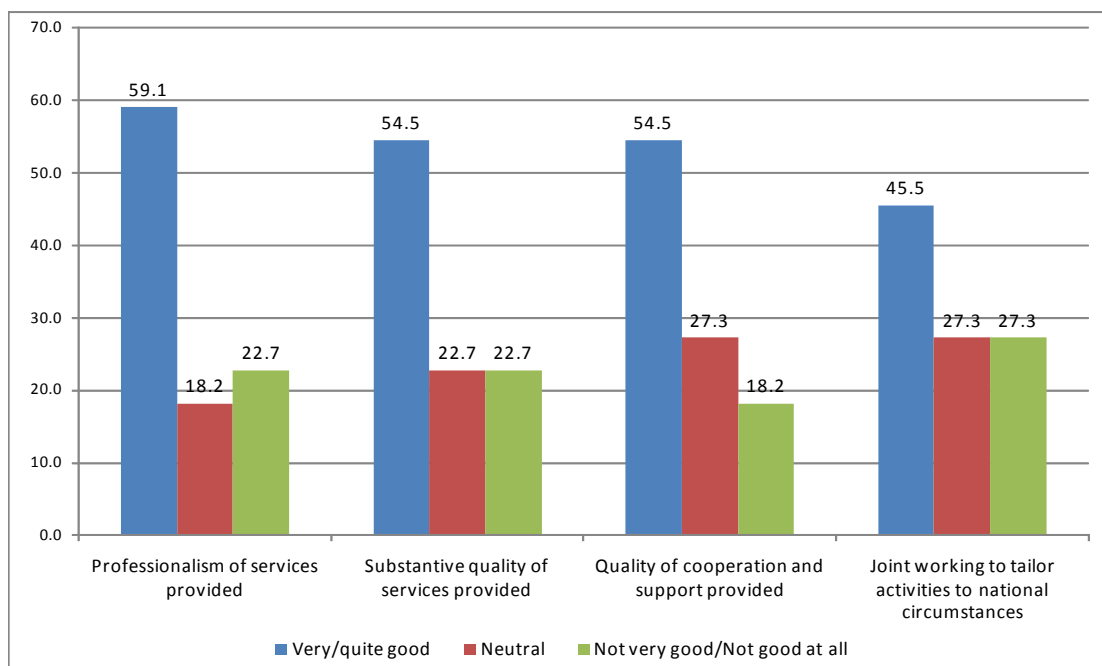
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relations field - was able to use its own subsidiaries whilst in others it relied on partner organisations.

Below we analyse feedback on the working relationship between FOPs and the Agency's external contractor's national partners in the 2008-09 Campaign. The chart presents the views of FOPs on the cooperation with the local contractor partners as depicted at the end of the Campaign.

Figure 2.4: How would you rate your cooperation with your local contractor? (FOPs)



Source: CSES survey

In general the **relationship with the external contractor** was positive. The services provided were considered as being professional and of a high quality by over 50% of the FOPs and the quality of cooperation and support provided was also high.

In our discussions, FOPs suggested that the involvement of the contractor and its local partners, who were all PR and media-relations specialists, helped to develop new ideas and methods for reaching the target audiences. Furthermore, when compared with the FOP subsidy scheme, the majority of FOPs (73.1%) suggested that the administrative workload decreased in 2008-09 and more than half (57.8%) stated that they had additional time to focus on campaign activities. Last but not least, despite initial complications, most FOPs indicated that there was an improvement in the level of coordination during the

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second year of the Campaign and agreed that complaints had generally been effectively addressed.

Table 2.5: In comparison to previous campaigns financed under the subsidy scheme, how do you rate the ECAP scheme in respect to the administrative and reporting workload (FOPs)?

ECAP vs. FOP subsidy	Administrative/reporting workload for the FOP		Opportunity/time to focus on campaign activities	
	No. responses	%	No. responses	%
Much better	9	34.6	5	19.2
Improved slightly	10	38.5	10	38.5
The same	3	11.5	5	19.2
Slightly worse	2	7.7	3	11.5
Much worse	0	0.0	1	3.8
Not relevant	2	7.7	2	7.7
Total	26	100	26	100

Source: CSES survey

However, there were also a number of negative or less positive views in relation to the role played by the external contractor. Thus, while 46% of FOPs stated they were ‘very’ or ‘quite’ satisfied 27% of the FOPs thought that the services were rather poor with particular concerns over the extent of tailoring of the activities to national circumstances. However, this comment may be a reflection of the fact that some FOPs wanted to organise different activities to those included in the list, and not provide an assessment the actual contribution of the local partner.

In our discussions, a number (4 of the 12 we interviewed on this issue) of FOPs strongly questioned the **value for money** provided by the contractor. Apart from the perceived high cost of some services in some countries (an issue examined in more detail in the following section of this report), the FOPs claimed that the national organisations contracted to provide campaign support had limited expertise in the area of OSH or, more importantly, limited capacity to handle the brief given to them. In at least one country there was a change of local partners during the 2008-09 Campaign that appeared to have a negative impact on the coordination of activities. The fact that some national partners had only a limited knowledge of OSH issues is not of course surprising as their strength lay in PR and media relations.

Some complications arose also because of the relatively long **chain of communication** involving the Agency, external contractor and its local partner, and the FOPs. The fact that FOPs had no contractual relationship with the Agency’s contractor was seen as an additional complication and cause of delays by several FOPs as it meant raising issues

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with the Agency rather than directly with the local contractor. It needs to be stressed, however, that there was no case reported where the problems were not ultimately resolved.

2.5 Role of National and European Partners

As noted earlier, the greater emphasis on securing the involvement of national and European partners was a notable feature of the 2008-09 HWC Campaign that differentiated it from earlier campaigns. The development of strong partnerships was crucial from the point of view of ensuring that the Campaign could reach the target audiences as effectively as possible.

2.5.1 Role of European Partners

EU-OSHA has been developing a closer relationship with European social partners and other organisations at an EU level for several years. The effort to develop the role of European partners was particularly intensified as part of the 2008-09 Healthy Workplaces Campaign. The European campaign partnership scheme, a key feature of the HWC, was designed to offer all those involved a ‘win-win’ situation – European campaign partners provide EU-OSHA with campaign support in return for recognition by the Agency of their efforts to promote OSH. The Agency described the benefits of its partnership offer in the following terms:

‘You help us to raise awareness about risk assessment and to give visibility to the Healthy Workplaces campaign. We give you visibility as a campaign partner and as an organisation dedicated to Occupational Safety and Health at work’.

From an initial number of eight in late 2008, the number of official European campaign partners increased to 33 by March 2009 and reached a total of 43 by the end of the 2008-09 campaign period. Perhaps not surprisingly, the majority of the official partners were European associations but the Campaign also attracted a number of multinational companies, one NGO (European Network of Safety and Health Professional Organisations) and two research and technology platforms (ETSI and EU-VRI). A breakdown is provided below:

Table 2.6: Types of European partners (November 2009)

Type of organization	No.	%
European associations	30	69.7
Multinational companies	10	23.3
NGOs	1	2.3
Technology platforms	2	4.7
Total	43	100.0

Source: EU-OSHA

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The European associations covered a wide range of industrial sectors and included (to mention some examples): the Confederation of National Associations of Tanners and Dressers of the European Community, the European Builders Association, European Chemical Transport Association; trade union bodies - the European Federation of Trade Unions in the Food, Agriculture and Tourism, the European Confederation of Police, and the European Trade Union Federation Textiles, Clothing, Leather and Shoes.

Some European associations that joined the Campaign as official partners had a more cross-sectoral remit (e.g. the European Safety Federation and the European Men's Health Forum). Amongst the multinational companies were Baxter International, Johnson & Johnson, General Electric Energy, Ideal Standard, Pirelli and Hamilton Sundstrand. Last but not least, the European Technology Platform on Industrial Safety (ETPIS) and EU-VRI – a virtual research institute on integrated risk management – also became official partners.

The topic of risk assessment appeared to be a feature of the Campaign that had broad appeal. While some suggested that it was rather general and that greater sectoral focus would have been more appropriate, the great majority of the European partners considered that their activities and priorities were closely aligned to the risk assessment topic. The expectation was that the participation in the Campaign and the access to Campaign material and tools developed by EU-OSHA would prove useful for their own efforts to promote improved risk assessment. It should be noted though that a small number of partners we interviewed suggested that they were motivated by their general commitment to the improvement of OSH rather than specifically the topic of risk assessment.

European Partners' Campaign Activities

Given that the majority of the European campaign partners joined only towards the end of the first year of the 2008-09 Campaign, the bulk of their campaign-related activities took place during 2009.

Based on the information made available by EU-OSHA, the focus of activities was mainly on conferences, seminars and risk assessment training activities (workshops and training sessions). The multinational companies and ETPIS (European Technology Platform on Industrial Safety) concentrated their efforts on the latter type of activities with a number of workshops, seminars and training activities in 2009. A summary of the most typical activities is provided below:

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Table 2.7: European Partners campaign activities

Main Activities	European Assoc.	NGOs	Multi-nationals	Other partners	Total
Conferences	27	1	4	2	34
Workshops	31	0	6	4	46
Seminars/meetings	24	2	38	3	68
Presentations	12	0	2	0	14
Training sessions	4	0	25	0	31
Media events	4	1	0	0	4
Projects/tools	3		1		6
Total	105	4	76	9	203

Source: EU-OSHA website.

Conferences organised by the European campaign partners took place in more than 15 different European countries covering health and safety at work issues, risk assessment sessions and other activities that should help generate campaign publicity. For example, the EBC (European Builders Association) conducted – in cooperation with FOPs - eight **events, conferences and seminars** throughout Europe during 2009 with a focus on the construction industry; a two-day international meeting took place in Pamplona, Spain organised by the European Wind Energy Association to discuss risk assessment in the assembly and maintenance of wind power farms; EFFAT conducted several meetings on OSH in the agricultural sector during 2009; “Better Working Places – Better Life” was the subject of CESI’s symposium held in Lisbon in June 2009. Medicover organised 15 "train the trainers" sessions on OSH and risk assessment.

A number of **new projects and tools** were also developed by European partners. Thus, Hamilton Sundstrand Corporation updated their risk assessment tool for factory operations; Medicover implemented in Hungary a project dedicated to the organisation of corporate health family days under the slogan “Posture is pleasure”; and another company developed a special section on its intranet on good practices in risk assessment with an award scheme and 3D animations or short movies and an organisation made a short film based on research to highlight four examples (two from newer Member States and two from older ones) exploring how construction companies can minimise the risk of accidents, starting at the beginning of the process with risk assessment and concluding with how lessons can be learnt after an accident

At the same time the European partners also contributed to the **dissemination of HWC campaign material** via, for instance emails, dedicated webpages, direct mailing, and the distribution of information at events and exhibitions. Newsletters were also widely used by associations and companies to distribute campaign news and information, and the use of the HWC campaign banner on many websites aided promotion. Some partners also

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organised video, poster and photo competitions. Krka, d.d., Novo mesto sponsored two competitions for young students, one being a primary school drawing competition and the other, open to secondary school students, was for a computer game on safety and health at work. The film was presented at the closing conference in November 2009.

Overall, the evaluation suggests that the European partnership made a major contribution to ensuring that the 2008-09 Campaign reached a broad audience, including the core target groups of SMEs, OSH practitioners and professionals. Especially in relation to small firms, some of the multinational firms effectively utilized their supply chain linkages to disseminate risk assessment tools and practices to SMEs through workshops, training activities, hands-on mentoring services and practical tools. A summary of the most typical campaign promotion activities undertaken is provided in Table 3.8.

Table 2.8: European partners' campaign promotion activities (Number of organisations and share of total using)

Activity	No. organisations	%
Dissemination of campaign material	27	65.1
Dedicated webpage	19	46.5
Distribution of campaign news via newsletters	34	81.4
Campaign banner on internet	29	67.4
Competition	6	13.9
Production of DVDs	7	18.6

Source: EU-OSHA

In terms of the organization of the European campaign partnership scheme by the Agency all partners we interviewed provided a positive assessment of the efficient and straightforward procedures for becoming partners and the very effective communication with the Agency at all stages.

Furthermore, most of the European partners we interviewed expressed a high level of satisfaction with the level of publicity and promotion they received through the Campaign (including the dedicated link in the Campaign website, the partnership meeting and award ceremony and the presentations in the closing event). Furthermore, for many of them, the prime benefit was the opportunity to use the participation in the Campaign and the publicity created for the promotion of the OSH agenda internally in their organisations.

The only criticism expressed concerned what many considered as a late entry in the Campaign of a large number of European partners. Ten partners joined the campaign during the second half of 2009 and thus had only limited time to contribute to the Campaign activities. Some of them (EU-VRI, Medicover) expected to conduct most of the Campaign activities only after the end of the Campaign period. Furthermore, even

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partners that joined in earlier rounds only tended to become active towards the end of the Campaign with most of the activities taking place in 2009. Not all of the European partners we spoke to considered this to be problematic but it was suggested that earlier involvement would have increased familiarity with the Campaign activities and tools and would have allowed more time to promote cooperation with the FOPs at the national level. Criticisms of this type need to be balanced against the fact that the European partner offer was a new initiative and there were bound to be teething problems.

An important question is the extent to which the European partner scheme demonstrated added-value – i.e. whether it encouraged activities than would not have been undertaken otherwise. The analysis suggests that this was indeed the case for the majority of European partners. In the case of multinational firms, the health and safety managers used the participation in the Campaign to increase the profile of OSH inside their organisation and this helped them secure greater financial resources to organise additional activities at the workplace and management levels. For some European associations, participation in the Campaign was also used as a leverage tool to encourage their members to organise more activities at the national level and – in some cases - to cooperate more with the FOPs.

Overall, therefore, the review of the European Partnership scheme suggest that it has been largely successful both in organisational terms as well as in mobilising a number of EU-wide organisations in relevant sectors and helping reach important parts of the core target audience of the Campaign. It represents one of the most dynamic elements of the Campaign that should be further strengthened in the future to increase its leverage effect and help reach a greater target audience.

2.5.2 Role of National Partners

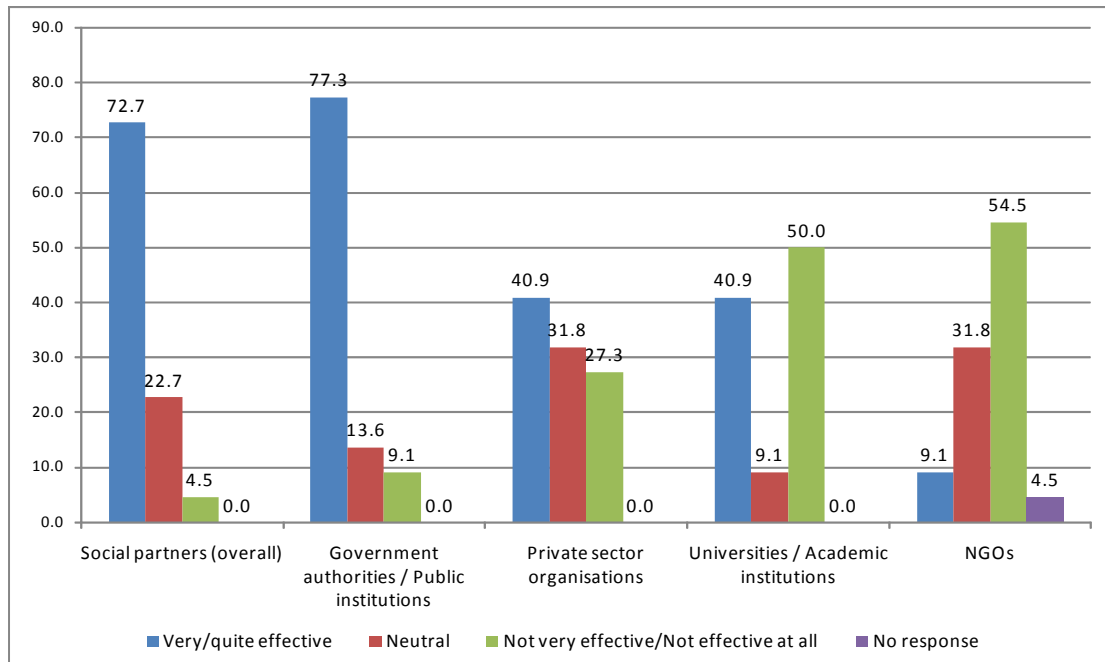
As has been highlighted in previous evaluations, there are strong differences between EU Member States in the way that national partner networks are organised and how they contribute to the annual campaigns. The size of the national networks vary with some FOPs working mainly with the social partners and a few other organisations, while in some other countries the networks are much broader and cover a broad range of organisations and stakeholders.

In the survey work, FOPs were asked about the contribution of their national partners to the 2008-09 HWC in their country. The responses to the questions are presented in the graph below.

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Figure 2.5: Please rate the contribution of national partners to the HW Campaign on Risk Assessment in your country (FOPs)



Source: CSES survey

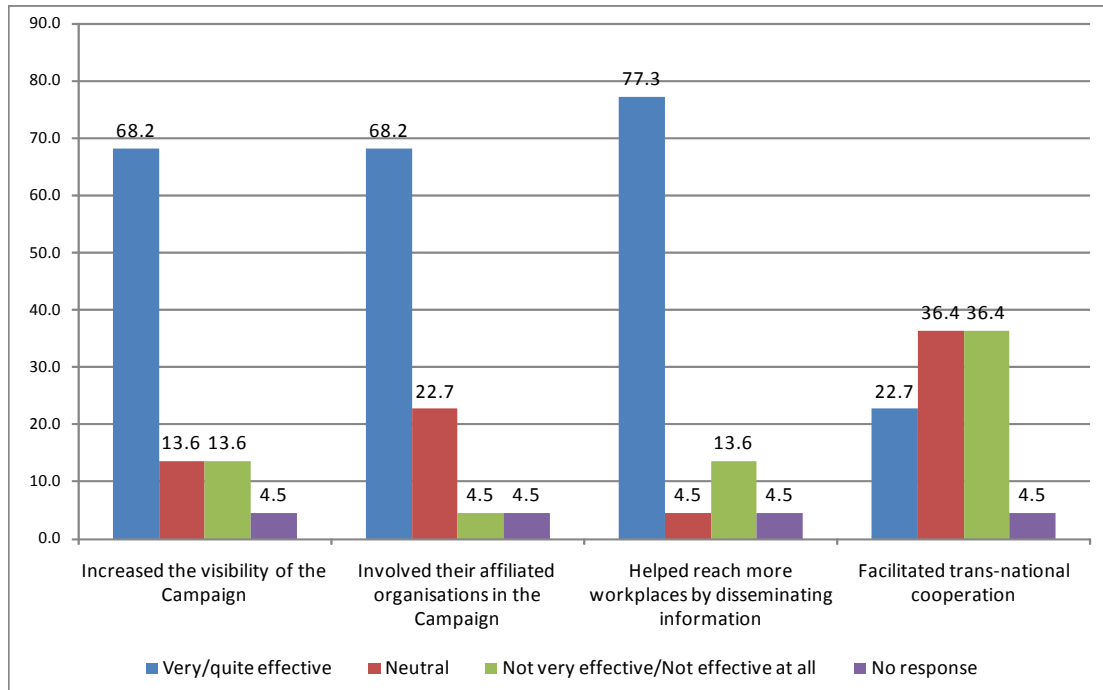
As the chart shows, government authorities and public institutions tended to be the most important and effective partners. Indeed, most FOPs are situated in or supported by such institutions and frequently these partners are able to provide strong financial, human or other resources for implementing the campaigns. The other national partners also made an important contribution to the campaign but it is clear that they often played a less prominent role than the national authorities. Nevertheless, as in previous campaigns, there was a rather less encouraging picture concerning the role of private sector organisations. The role of universities and other academic institutions varied greatly (some see it very or quite effective but even more considered them as rather ineffective) while – as in previous evaluations – the contribution of NGOs remains the weakest among all partners.

Concerning the type of contribution of the social partners, the FOPs survey results suggest that they had a particularly important role in raising the visibility of the Campaign at the national level, bringing together affiliated organisations and helping in the dissemination of Campaign-related information to more workplaces than what FOPs could do by themselves.

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Figure 2.6: Please rate the contribution of social partners to the European Campaign in your country (FOPs)



Source: CSES survey

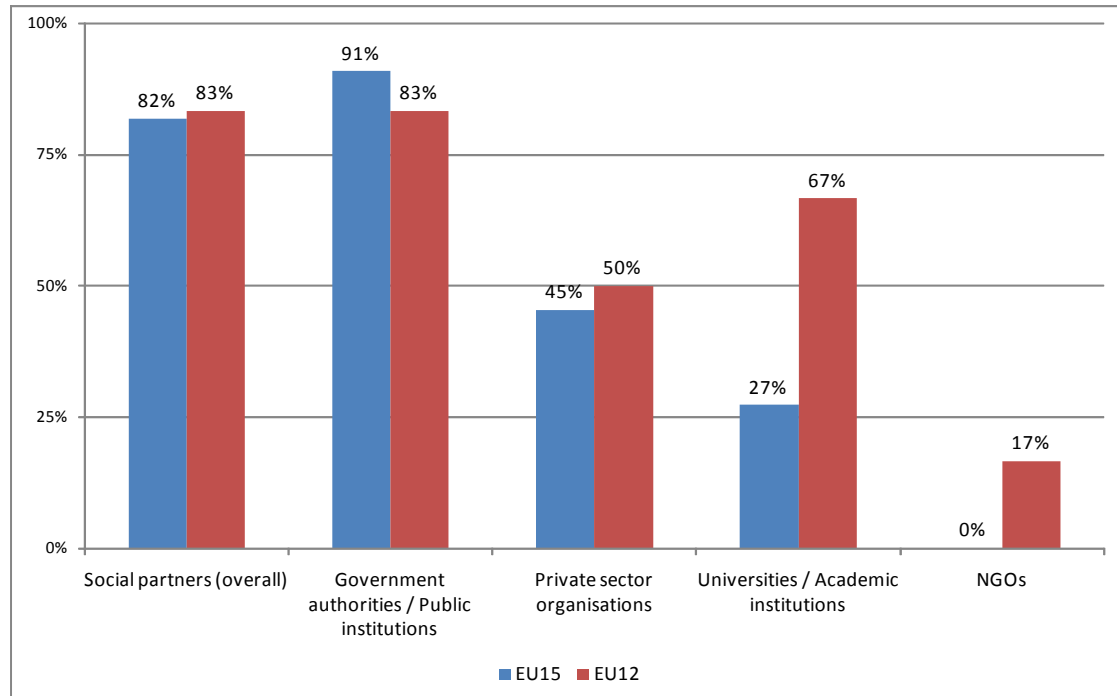
Clearly, the contribution of national partners remained crucial for the success of the Campaign. However, the extent to which partners contributed to the campaigns depended on the relevance of the themes to their organisations/sectors but also to a greater extent on the strength of the partnership structures that were possible to forge by the FOP.

In the past it has been observed that in countries that have been members of the EU for longer, partnership structures for the European Campaigns were more developed. In addition, the tradition of tripartite cooperation tends to be stronger and more ingrained in some countries than others. In relation to the 2008-2009 Campaign, this picture does not seem to apply any more (according to the FOPs responses), reflecting the fact that the contribution of most national partners to the European Campaigns has strengthened over the years across most countries. In contrast, universities and academic institutions – primarily - and NGOs tend to play a particularly important role in the EU12.

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Figure 2.7: Please rate the contribution of all partners to the European HW Campaigns in your country (FOPs) (% of FOPs belonging to EU15 and EU12 member states stating very effective or quite effective)



Source: CSES survey

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The European Campaign Assistance Package (ECAP) was a key feature of the 2008-09 Healthy Workplaces Campaign and in this section we assess its performance.

3.1 Rationale and Main Features of ECAP

The 2008-2009 Healthy Workplaces Campaign was the first campaign implemented based exclusively on the use of the European Campaign Assistance Package (ECAP) that replaced the previous FOP subsidy model. A major aim set out in the terms of reference for this assignment was to evaluate the performance of ECAP.

The new scheme altered both the organisation structure of the European Campaign and introduced a different mechanism for financing the various activities. ECAP was based on the experience of two earlier schemes - the Healthy Workplace Initiative used in the new EU Member States in 2006 and 2007, and the European Week Assistance Package (EWAP) used in 2007 by six old and new Member States to finance activities as part of the 'Lighten the Load' European Campaign.

3.1.1 Rationale for ECAP

The decision to move from the subsidy model to the new ECAP model – accompanied by a more centralised management of the overall European Campaign – arose from a number of **shortcomings with the FOP subsidy model** that were identified in the previous European Campaign evaluations. These shortcomings can be summarized as follows:

- From both the perspective of both the FOPs and the Agency, the subsidy scheme was administratively burdensome, requiring substantial monitoring and reporting work;
- Previously, the European Campaign budget allocations were never fully utilised. The proportion of the budget actually paid out averaged only 79% during the 2000-07 period. The total amount of money lost to the Agency because of this during the period 2002-05 amounted to some €500,000;
- The Commission's Internal Audit Service suggested that the FOP subsidy scheme did not comply with sound financial management. According to external evaluations, the FOP subsidy demonstrated only 'partial additionality', i.e. in most cases (around 60%) many activities would have gone ahead even if the subsidy had not existed.
- Rather limited visibility of the EU campaign at the national level as there was no mechanisms to promote and ensure consistency and coherence among the activities of the FOPs.

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- There was an absence of ‘in-built’ consolidation and reporting at EU level with instead a need to collate statistics and information from FOP reports.

ECAP was designed to rectify these shortcomings. As noted above, before the 2008-09 Campaign, the ECAP model had been tested during the Healthy Workplaces Initiative (HWI) and **the European Week Assessment Package (EWAP)**. Both the HWI and EWAP were based on a centralised campaign management in which pre-defined elements (press releases and other PR materials, organisation of conferences and workshops, etc) were delivered by an external contractor under the Agency’s supervision. The feedback from the FOPs to the Agency and through external evaluations indicated mixed experiences with the EWAP and HWI schemes.

On the one hand, there was a clear reduction in the **administrative burden on FOPs** in comparison to the subsidy model with HWI and EWAP schemes. The Agency’s external contractor handled all administrative and logistical aspects and this allowed the FOPs to concentrate more on the core campaigning activities. Secondly, the Agency’s external contractor helped to improve the **quality of campaigning activities** - specifically PR and media activities (this varied depending on the capacity of the national partner used by the Agency’s contractor and the degree to which the FOPs themselves were equipped to carry out media activities). Last but not least, EWAP achieved a 96% **utilisation of the allocated financial resources** in comparison to the average of 79% for the FOP subsidy during the 2000-07 period.

At the same time, however, the HWI and EWAP were seen as having several **weaknesses**. It was argued that the HWI and EWAP formats were quite inflexible which meant that it was difficult for the FOPs to tailor the activities to specific national needs and priorities (e.g. some OSH materials highlighted issues that were not as much of a priority in some countries than others), or to be creative in deciding how to conduct the campaigns at a national level. Furthermore, the introduction of two additional players - the Agency’s contractor and its local partners - caused coordination problems in the campaign planning and implementation in some countries. Some FOPs had to get significantly more involved in the administrative aspect of the organisation of events than what was originally expected (again, this varied across different countries). Finally, some FOPs argued that under the EWAP scheme there were reduced leverage effects, i.e. the HWI and EWAP schemes led to reduced financial contributions to the campaigns from national public and private sector sources although concrete evidence were rarely presented.

Nevertheless, overall the advantages of the HWI and EWAP were seen as outweighing the drawbacks. In particular, the Agency and most FOPs felt that the higher levels of financial absorption and simplification of administrative and reporting procedures contributed to more effective and (cost) efficient campaigns.

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3.1.2 Main Features of ECAP

The ECAP package that was used to finance the 2008-2009 campaign consisted of two basic parts (A and B):

Part A: under ECAP Part A, the core campaign materials and services were provided by the Agency free-of-charge (as under previous campaign arrangements). This included campaign materials available in all languages, such as the Fact Sheets, leaflets, Napo DVD, PowerPoint presentations, press releases, information packs, press monitoring as well as the production of a campaign website in 22 languages. Furthermore, under the ECAP Part A, two more activities were introduced free-of-charge which was not included in previous campaigns. The most important was a national partnership meeting financed directly by EU-OSHA and organised by its external contractor and their local partners. The second was the annual activity report produced by the Agency's local contractor in cooperation with the FOP providing details on campaign activities at a national and EU level.

Part B: a second set of services replaced the FOP subsidy scheme. These services were ordered by FOPs from the Agency's external contractor. The ECAP Part B services included: the provision of additional campaign materials; direct mailing of campaign packs to FOP contact lists; the organisation of events (seminars and meetings); promotional giveaways; PR and media support activities; and website support. FOPs were able to order services twice a year. Part B services were optional in the sense that FOPs could select the activities/services for which they wanted to use the ECAP support or use national campaign money. As under the FOP subsidy scheme, FOPs had the option not making use of ECAP Part B funding at all.

The maximum sum available per Member State under ECAP was the same as the allocation under the FOP subsidy scheme in previous years. The difference was that this funding was not given as a grant but allocated instead in the form of services supplied by the Agency's external contractor. In 2009, due to reductions in EU-OSHA's overall budget⁵, the amount allocated to each country was cut back to half in the amount available in 2008.

⁵ The budget dedicated to the campaign in 2009 was lower as a result of the cuts agreed by the Governing board of EU-OSHA to accommodate the increased expenditure of the Commission to the Galileo satellite programme⁵.

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Table 3.1: ECAP Support Bands

Countries	Funding (2008)	Funding (2009)
Poland, Germany, France, UK, Italy, Spain, Romania	€ 50,000	€ 25,000
Netherlands, Belgium, Greece, Portugal, Hungary, Czech Republic, Lithuania, Slovakia, Bulgaria	€ 40,000	€ 20,000
Sweden, Austria, Denmark, Finland, Ireland, Malta, Estonia, Cyprus, Slovenia, Latvia	€ 30,000	€ 15,000
Luxembourg	€ 20,000	€ 10,000

Source: EU-OSHA

Table 3.2: ECAP Support Structure

ECAP Support Model – Basic Structure
<p>Part A-services are offered free-of-charge by the Agency and include:</p> <ul style="list-style-type: none"> • Core campaign materials at the beginning of the two-year-campaign cycle available in all languages for all FOPs (e.g. fact sheets, leaflets, Napo DVDs, PowerPoint presentations, press releases, information packs, press monitoring as well as campaign website and campaigning consultancy). • Annual final activity report in English. FOPs will be assisted by the Agency’s lead campaign contractor in drafting the final activity report. • One national partnership meeting in each of the two years with up to 100 participants to engage major social partners and possible multipliers. <p>Part B-services include a wide variety of additional activities and deliverables from which the FOPs will be able to select, according to their national requirements. The services offered include: the provision of additional copies of campaign material; event organisation (seminars of 50 or 100 participants); promotional giveaways; PR and media support activities (journalist roundtables, radio call-ins, promotional articles); website support.</p>

Across the EU Member States, the Agency’s external contractor was responsible for delivering all ECAP-supported campaign activities at a national level. As noted earlier, the external contractor had a national partner (a subsidiary or a subcontractor) in each EU Member State who was expected to cooperate directly with the FOPs in the organisation of campaign activities at the national level.

Besides ECAP Parts A and B-funded activities, FOPs were encouraged to use their **own resources** to build on the activities and events supported by ECAP. For example, in the case of seminars, FOPs were free to use their own resources to increase the number of participants if they considered that appropriate. In-kind contributions such as the provision of venues for campaign events could also be used to complement the ECAP-financed activities.

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3.2 Financial Efficiency and Value for Money

As noted in Section 1, efficiency can be defined as the relationship between financial inputs and physical outputs. A related issue is value for money – are the outcomes proportionate to the financial inputs.

3.2.1 Financial Inputs and Campaign Outputs

As noted earlier, an important reason for deciding to replace the FOP subsidy was that the allocations were never fully utilised. The following table indicates the initial budget for each year and the level of **financial absorption** achieved, by comparing the budgets made available to FOPs since 2000 to support campaigning activities with the amount of funding actually paid out.

In relation to the 2008-2009 Campaign period, the budget for the second year was lower due to the cuts agreed by the EU-OSHA Governing Board (and reflecting a broader series of cuts by other European agencies) to help accommodate the increased expenditure of the European Commission on the development of the Galileo programme⁶.

Table 3.3: Campaign Funding (Euros) 2000-09⁷

Year	Budget	Fully Paid	%
2000	1,130,000	1,129,092	99.9
2001*	360,000	297,355	82.6
2002	1,150,000	1,019,881	88.7
2003	1,050,000	788,549	75.1
2004	940,000	577,502	61.4
2005	940,000	641,578	68.3
2006	940,000	681,617	72.5
2007 – FOP Subsidy*	780,000	619,893	79.5
2007 – EWAP*	250,000	248,320	99.3
2008	1,989,274	1,696,871	85.3
2009	770,701	692,008	89.8

Note: in 2000 and 2001, the budget was divided between the European Week and FOP subsidies.

*In 2001, there was no European Week budget; in 2002 and 2003 the categories ‘seed money’ and FOPs were used; from 2004 to 2006, the budgetary item was European Week/web management.

⁶ The decision of the Governing body indicated that the 2010 budget should be expected to return back to the 2008 levels subject to a satisfactory evaluation of the ECAP management scheme.

⁷ Data for 2008 and 2009 are provisional.

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As can be seen, the proportion of the budget actually paid out averaged only 79% during the 2000-07 period but it increased noticeably in the last two years. In the case of 2008-2009 Campaign

A total of €214,128 was de-committed from the 2008 budget and €78,693 for the 2009, indicating a total absorption rate of 86.6% for the total period of the Campaign. This was a higher rate than achieved in any year under the FOP scheme since 2003 although lower than those achieved under the EWAP scheme in 2007. Given the much smaller scale of the EWAP scheme and the fact that it was the first time that the new scheme was implemented across all Member States and for all activities, the absorption rates achieved were satisfactory. Furthermore, there appears to have been an improvement between 2008 and 2009. One factor to be taken into consideration is that the 2009 ECAP budget was half the amount allocated in 2008 (the reasons for this are explained elsewhere in the report).

Table 3.4 Financial Inputs of the Campaign

	2008	2009
Source	Amount spent	Amount spent
- ECAP A	€ 288,656	€271,534
- ECAP B (spent)	€ 530,326	€494,647
- Other (EU level activities)	€877,888	(no data)€
Total EU funding	€1,696,871	€770,701
FOPs own resources	€ 216,310 (data from 8 FOPs)	n/a

In terms of outputs, the ECAP-supported activities included the organisation of 37 national partnership meetings and 71 stakeholder seminars that attracted a total of 11,901 participants. Furthermore, the FOPs organised with their own resources 102 seminars and conferences which, only in 2009, attracted around 11,529 participants.

In addition, the campaign budget was used for the implementation of a large number of other activities and the production of the Campaign material. In the absence of comparable benchmark data from previous campaigns it is not possible to make a direct quantitative comparison. In the following sections we provide an assessment of the efficiency and value for money of the Campaign activities.

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Table 3.5 HWC Main Outputs

Type	Outputs			
	2008		2009	
	Units/ Items	Participants	Units/ Items	Participants
National partnership meeting	19	1,607	18	2,283
Seminars (ECAP)	43	5,290	28	2,721
Seminars (non-ECAP)	34	n/a	68	11,529
Press conferences	3	26 journalists	0	n/a
Professional articles	14	0.56 million potential audience	5	n/a
Press releases	17	3 million potential audience	32	n/a
Radio call-ins	11	n/a	1	n/a
GPA events	8	47 journalists	n/a	n/a
Journalist roundtables	9	89 journalists	8	n/a
Workplace visits	2	n/a	16	n/a
Workshops	12	n/a	22	1,474
Other activities (competitions events, exhibition stands)	23	n/a	38	8,448
Publications ⁸	1.7 million	n/a	2,017,000	n/a
Giveaways ⁹	43,440	n/a	65,560	n/a

Source: Own elaboration based on external contractor reports, FOPs reports and EU-OSHA.

Taking just the outputs shown in the table, it is clear that the 2008-09 Campaign reached a large number of **target audiences**. Those directly engaged were more than 33,000 individuals representing public and private organisations, small and large firms and a range of sectors. They participated in the in meetings, seminars, workshops and other events organised during the two years of the campaigns.

It is more difficult to estimate the extent to which **wider awareness-raising efforts** were successful. Here, some indication can be obtained from the 3.7 million publications disseminated during the two years of the campaign. Equally, media coverage on radio and TV and the printed press will have reached a large number of individuals and

⁸ Factsheets, campaign leaflets/posters, GP award flyers, NAPO DVD, risk assessment kits, media kit.

⁹ Keyrings, USB stick, Umbrellas, Fluorescent chips/ backpacks, Ballpoint pens.

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workplaces. However, there is very limited data available in national reports concerning the number of individuals or the workplaces reached by the various activities¹⁰. Based on the lead contractor's report, however, the 2008 media related activities reached a potential audience of at least 3.5 million individuals and it is likely that were would have been similar coverage in 2009.

3.2.2 Comparison with Previous Campaigns

Ideally, the value for money of ECAP would be assessed by comparing the input-output ratio with the FOP subsidy.

The data provided by EU-OSHA for the 2007 FOP subsidy scheme allows some comparisons to be made concerning the costs of seminars and conferences. This is the only category of activity for which data were available for a minimum number of countries (5 in total) and, to a certain extent, directly comparable. Furthermore, the comparison was on the basis of costs/participant for two of most common elements of these activities - the costs of the conference/seminar venue (including the necessary equipment) and the typical seminar catering and hostesses' costs. A third important activity, the organisation of the seminar/conference is available for only one country under the FOP scheme.

Although the data needs to be treated with caution given the limited number of FOPs in the sample, an analysis is nevertheless helpful. Based on the data available we see that catering costs tend to be lower under the ECAP scheme by around 20% on average while the costs of venues and the necessary equipment are some 75% higher than under the FOP subsidy scheme.

Table 3.6: Costs per participant for common conference/seminar organization activities under the FOP subsidy and the ECAP scheme.

	Catering costs (€/participant)		Venue hiring and equipment (€/participant)	
	FOP subsidy	ECAP	FOP subsidy	ECAP
Maximum price	59.3	50.0	18.9	33.2
Minimum price	22.95	13.5	6	8.5
Average	36.3	29.7	12.5	21.8

Source: External Contractor reports and EU-OSHA

The above analysis indicates that the claims of some FOPs that the prices charged under ECAP are higher are not supported or they are based on only some elements of the

¹⁰ Data on the media reach of other activities like the Journalist excursions, Photo competition etc. were available and are presented in the sections below.

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overall activities. The costs of hiring venues was often quoted in our discussions with FOPs as an example of the relatively high ECAP prices but in many cases this was due to the fact that FOPs had access to significant discounts as they represented government organisations. Comparisons with market rates were seldom made. It is important, then, to underline the limited scope of this comparison.

3.2.3 Comparison between Countries

The **pricing of ECAP services** varied to some extent across different EU Member States. This applied in particular to ECAP seminars (the pricing for other Part B services did not vary to the same extent). An analysis of the pricing for organising a seminar for 100 participants is shown below:

Table 3.7: ECAP B seminar costs for most and least expensive countries

Seminar costs	Most expensive country		Least expensive country	
	€	%	€	%
Planning/coordination with partners*	5,260	27.4	5,260	41.7
Invitations (list purchase, mail out and postage costs)	1,980	10.3	1,510	12.0
Telemarketing (scripts, telephone costs for follow up)	1,440	7.5	832	6.6
Seminar organisation (hostesses, catering, etc.)	6,470	33.7	2,295	18.2
Venue rental	2,000	10.4	750	5.9
Photographer, technician etc	500	2.6	500	4.0
Other (insurance, travel)	1,788	9.3	1,572	12.5
Total	19,188	100.0	12,619	100.0

As can be seen, various costs made up the pricing of a seminar – the professional fees charged by the contractor and its local partners, the cost of hiring a venue and other related expenses including catering, etc.

Taking the first of these elements, the analysis shows that **the external contractor and the local partners' costs** represented around 27% of the total price charged in the most expensive countries (e.g. Finland) but more than 40% of the total in the case of the least expensive countries (e.g. Latvia). Other items (venues, catering, etc) vary more depending on local costs in each country.

The share of total ECAP prices accounted for by the external contractor's fees is higher in the case of journalist roundtables (64%). In contrast, professional articles and press releases are priced under ECAP B equally in all countries. As a result, the low cost countries that could finance more activities for the same amount of funding under the FOP subsidy scheme tend to lose out under the new scheme. A breakdown of **ECAP media activities related estimated costs** is provided below.

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Table 3.8: Breakdown of ECAP media activities related costs

Journalists roundtable	Cost €	%
Preparatory tasks*	2,785	54.3
Organisation (room rental, catering, etc)	1,500	29.2
Press release	322	6.27
Distribution of press release*	525	10.2
Total	5,132	100
Professional articles	Cost €	%
Develop concept in cooperation with client*	1,560	34.5
Identify publication and negotiate placement*	2,960	65.5
Total	4,520	100.0
Press release	Cost €	%
Advising/briefing national network partners*	350	28.6
Elaborate press release	350	28.6
Distribute press release*	525	42.8
Total	1,225	100.0

Source: Analysis of data provided by EU-OSHA. Note: * Lead contractor report

It could be argued that the perception that ECAP prices were relatively high was most likely to exist in countries with relatively low costs compared with the EU average. The professional fee charged by the lead contractor and by its local partner is included as part of the overall cost related to the organisation and coordination for each campaign activity and it is the same across all countries. As a result, these costs make up a relatively high share of the total cost of activities in low cost countries. Although the distinction between high/low cost countries does not coincide exactly, it might be expected that the view would be especially pronounced in the newer EU Member States. Interestingly, however, this is not supported by a cross-tabulation comparing the responses given by FOPs from the older and newer Member States.

Some FOPs (four in the interviews we conducted) complained about the pricing of the different activities and the amount of funds actually made available to them. Given that the ECAP scheme was a mechanism for the provision of services and not to access funding, it is clear that despite the significant efforts of the Agency and the FOP Campaign Group, some FOPs were still not familiar with the way the new scheme operated. This is an issue that the Agency should try to address in future campaigns through greater communication with FOP, clearer description of the rule and greater use of the FOP Campaign Group as a way of explaining ECAP arrangements and rules.

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3.2.4 Value for Money

Overall, as shown in Table 3.11, the feedback from the FOPs on the ECAP scheme's value for money indicates a rather mixed picture. There are more positive views concerning the campaign materials compared with events' organisation and media-related activities.

Table 3.9: Value for money of various activities under ECAP (Part B)

	Very good		Quite good		Not good nor bad		Not very good		Poor		Not received	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Provision of additional copies of material	4	15.4	7	26.9	1	3.8	3	11.5	1	3.8	10	38.5
Direct mailing of campaign packs	0	0.0	9	34.6	5	19.2	1	3.8	1	3.8	10	38.5
Event organisation	1	3.8	7	26.9	4	15.4	6	23.1	3	11.5	5	19.2
Promotional giveaways	2	7.7	8	30.8	9	34.6	2	7.7	1	3.8	4	15.4
PR and media support activities	0	0.0	5	19.2	6	23.1	4	15.4	2	7.7	9	34.6
Website support	1	3.8	4	15.4	2	7.7	1	3.8	1	3.8	17	65.4

Source: FOP survey

When asked to compare ECAP with the FOP subsidy scheme, 61.6% of FOPs suggested ECAP demonstrates 'slightly' or 'much worse' value for money. Only 11.5% suggested that it represented an improvement from the operational/organisational perspective.

Table 3.10: In comparison to previous campaigns financed under the subsidy scheme, how do you rate the ECAP scheme with respect to value for money?

ECAP vs. FOP subsidy	Number of FOPs	%
Much better	0	0.0
Improved slightly	3	11.5
The same	4	15.4
Slightly worse	8	30.8
Much worse	8	30.8
Not relevant	3	11.5
Total	26	100

Source: FOP survey

Furthermore, when asked to compare the relative cost of the most common activities supported under the ECAP and the subsidy scheme (see Table 3.13), 50% of the FOPs suggested that conferences/seminars – the most common activity supported under ECAP - were more expensive against only 11.5% who considered that the price was

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lower. As suggested in the earlier analysis, the higher costs of the venue hiring could be seen as contributing to this perception. Press releases were also considered more expensive by just over a third (34.6%) of the FOPs with approaching another third (30.8%) suggesting no significant difference in costs. It should again be noted, that a large number of FOPs could not make comparisons for specific activities – especially for journalist roundtables - because they did not get involved in these sorts of activities in the 2008 or in earlier campaigns.

Table 3.11 In comparison to the 2007 subsidy scheme, how has the cost of performing, organizing or producing the following activities/outputs changed under ECAP 2008 scheme?

Campaign events	Increased significantly (>15% of unit price)		Increased slightly (<15% of unit price)		Remained the same		Decreased slightly (<15% of unit price)		Decreased significantly (>15% of unit price)		No opinion/not able to compare		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Conferences/seminars	9	34.6	4	15.4	3	11.5	2	7.7	1	3.8	7	26.9	26	100.0
Publications	3	11.5	4	15.4	4	15.4	1	3.8	2	7.7	12	46.2	26	100.0
Journalist roundtables	5	19.2	0	0.0	1	3.8	0	0.0	1	3.8	19	73.1	26	100.0
Press releases	6	23.1	3	11.5	8	30.8	0	0.0	0	0.0	9	34.6	26	100.0
Giveaways	4	15.4	4	15.4	5	19.2	0	0.0	1	3.8	12	46.2	26	100.0

Source: FOP survey

For the purposes of the comparison with the 2007 European Campaign, we asked FOPs to make comparisons with the costs of three ECAP– a seminar for 100 participants, journalists’ roundtable and professional articles (taken together, these activities accounted for the bulk of ECAP expenditure in 2008).

Table 3.12: In comparison to the 2007 subsidy scheme, how has the cost of the following activities/outputs changed under ECAP scheme?

Activities	New member states			Old member states		
	Higher	Same/ decreased	No opinion	Higher	Same/ decreased	No opinion
Conferences/seminars	45.5	18.2	36.4	57.1	21.4	21.4
Publications	18.2	27.3	54.6	35.7	21.4	42.9
Journalist roundtables	27.3	-	72.7	14.3	14.3	71.4
Press releases	36.4	36.4	22.3	18.6	28.6	42.9
Giveaways	27.3	36.3	36.3	35.7	7.1	57.1

Source: FOP survey

As can be seen from the table, in the case of conferences and seminars, it was primarily FOPs from the ‘old’ EU member states who considered the prices under ECAP as being

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more expensive compared with similar activities under the 2007 FOP subsidy scheme (57.1% thought that the prices under ECAP were higher against 45.5% with FOPs from the newer Member States). However, the picture is not clear-cut and in the case of journalist roundtables and press releases, the position is reversed.

3.3 ECAP Additionality and Leverage

The additionality of the ECAP scheme and the leverage effect of EU-OSHA funding - the capacity to attract additional contributions from network partners and others - are key issues in assessing the ECAP scheme. The following table provides a summary of the findings with regard to financial additionality for the ECAP scheme and previous campaign funding schemes based on feedback from the FOP survey work over the past three years.

Table 3.13: If the FOP subsidy/EWAP/ECAP had not been made available, what would have happened to the campaign activities which were funded through it?

Extent of additionality	2006 Subsidy		2007 Subsidy/EWAP		2008 ECAP	
	Nº	%	Nº	%	Nº	%
Would have gone ahead anyway	4	14.3	5	17.9	5	19.2
Would have gone ahead on a smaller scale	18	64.3	19	67.9	16	61.5
Would not have gone ahead at all	5	17.9	3	10.7	3	11.5
Don't know /no response	1	3.6	1	3.6	2	7.7
Total	28	100.0	28	100.0	26	100.0

Source: FOP survey

Overall, the changes in the extent of additionality are not especially pronounced. As noted earlier, the FOP subsidy demonstrated 'partial additionality' with approaching two-thirds of the FOPs suggesting that some activities would have gone ahead anyway if the subsidy had not existed.

The FOP survey responses for this evaluation suggest that ECAP also demonstrated only partial additionality with 61% stating that in the absence of the scheme, campaign activities would nevertheless have gone ahead, albeit on a smaller scale. Reflecting this, deadweight is slightly higher - 19.2% of the respondents suggested that ECAP activities would have gone ahead anyway in comparison to 14.3% under the FOP subsidy scheme in 2006. Similarly, the proportion of FOPs indicating that ECAP demonstrates full additionality - activities that would not have gone ahead at all - reduced in comparison to the 2006 FOP subsidy from 17.9% to 11.5%. Overall, these differences are not, however,

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significant and a reasonable conclusion is that so far at least, ECAP demonstrates more or less the same degree of financial additionality as previous schemes.

Also important to consider is **the leverage effect of EU-OSHA funding**. It is therefore pertinent to examine how the ECAP scheme compares with its predecessors in terms of financial leverage. The HWI and EWAP demonstrated reduced leverage effects compared with the FOP subsidy scheme as financial contributions to the campaigns from national public and private sector sources were lower than under the FOP subsidy scheme.

In the survey, most FOPs (42.3%) argued that the introduction of ECAP had made little or no difference to their capacity to leverage campaign funding from non-EU sources. However, over a quarter of the FOP considered that under the ECAP scheme, the capacity to attract other funding had become more difficult (19.2% 'slightly worse' and 7.7% 'much worse'). Conversely, none of the FOPs stated that the ECAP model increased the capacity to attract other sources of funding.

In the research we further investigated the extent of leverage effect under ECAP using information obtained from a number of the FOPs¹¹. Table 3.14 indicates that, according to the FOPs, ECAP was not particularly helpful in attracting other sources of funding.

Table 3.14: In comparison to previous campaigns financed under the FOP subsidy scheme, how do you rate ECAP with respect to attracting other sources of funding?

Responses	No.	%
Much better	0	0.0
Improved slightly	0	0.0
Same	11	42.3
Slightly worse	5	19.2
Much worse	2	7.7
Not relevant	8	30.8
Total	26	100.0

Source: FOP survey

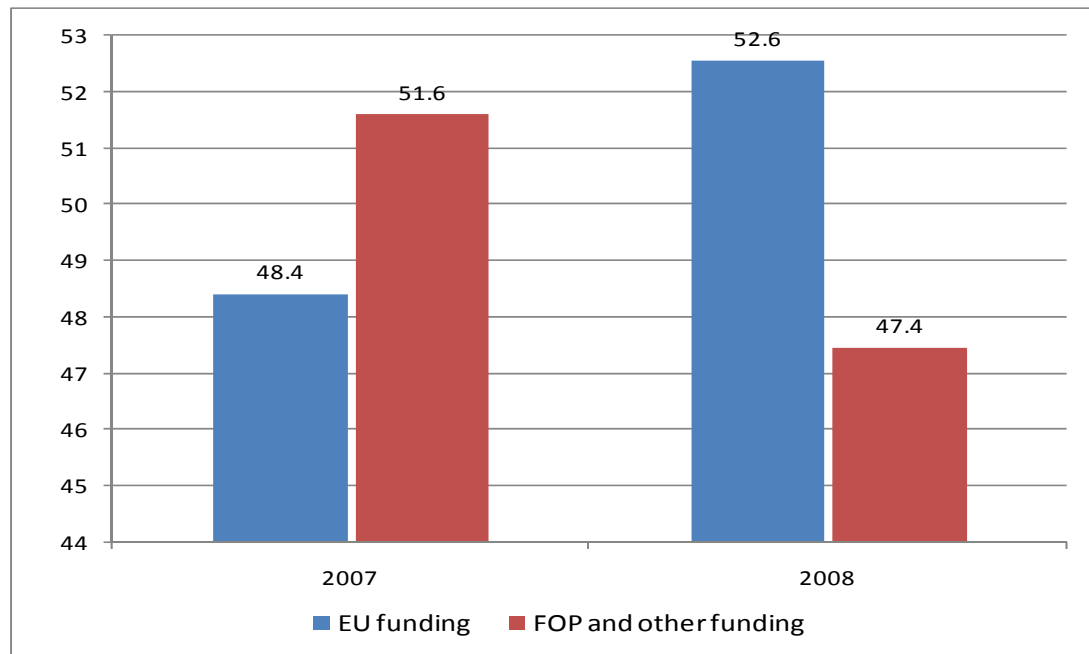
¹¹ The findings of this part of the survey need to be treated cautiously for two reasons: first, the assessment is based on only nine of the EU27 Member States who provided data; and, secondly, the analysis does not take into account contributions in kind (e.g. organising a conference as part of the campaign).

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In order to examine this statement in more detail, the FOPs were asked to provide data on campaign funding obtained in both 2007 and 2008. Nine responded with the required information (i.e. confirmation of the funding received from the Agency and details of additional funding leveraged from non-EU sources). The following chart provides an overall summary of financial contributions to the campaigns in 2007 and 2008:

Figure 3.2: Contribution of EU/Others to Campaign Funding (%)



Source: analysis of data provided by EU-OSHA and FOPs

Between 2007 and 2008, the combined overall level of campaign funding increased in the case of the nine FOPs from €513,000 to €532,000 (an increase of around 5.6%). However, as the above chart shows, whereas in 2007 other campaign funding accounted for a slightly higher proportion of overall campaign funding than the EU-OSHA funding, in 2008 under ECAP, the proportion of non-EU funding had fallen from 51.6% to 47.4% of the total (in absolute terms, the level of non-EU funding available to the nine FOPs reduced from €259,000 to €252,000).

Closer analysis of the data provided by nine FOPs indicates a quite mixed picture in different countries. Thus, whereas in two of the nine countries, the proportion of funding from non-EU sources fell between 2007 and 2008 (e.g. in one case from 61% of the total to 9%), in the other two there was little change while in the other four of the nine countries the proportion of non-EU funding actually rose (e.g. in one case from 20% to 52%). For example, in two of these cases there was an increase in the absolute level of funding devoted to the campaign by national authorities between 2007 and 2008.

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Elsewhere, where the non-EU resources devoted to the 2008 campaign activities decreased in comparison to 2007, the interviews with FOPs suggested the main reason for this was what the rather restrictive list of ECAP activities.

3.4 Administrative Aspects of ECAP

At the same time, one of the features of ECAP is that there are time-savings to FOPs because they no longer have to deal with the administrative and reporting workload associated with the subsidy scheme.

This factor needs to be taken into account in any efficiency analysis. Ideally, the amount of time devoted by FOPs to the European campaign should be quantified and to converted into a monetary value with the results being added to other costs (and benefits) and compared for 2007 and 2008. In the survey work, we did ask FOPs for such information but as very few were able to provide any information so an analysis of this sort is simply not feasible. However, the survey work again provides an insight to this question.

Table 3.15: In comparison to previous campaigns financed under the subsidy scheme, how do you rate the ECAP scheme in respect to the administrative and reporting workload?

ECAP vs. FOP subsidy	Administrative/reporting workload for the FOP		Opportunity and time to focus on substantive campaign activities	
	No. responses	%	No. responses	%
Much better	9	34.6	5	19.2
Improved slightly	10	38.5	10	38.5
The same	3	11.5	5	19.2
Slightly worse	2	7.7	3	11.5
Much worse	0	0.0	1	3.8
Not relevant	2	7.7	2	7.7
Total	26	100	26	100

Source: FOP survey

As can be seen, 73.1% of the FOPs suggested that the administrative and reporting workload had reduced under ECAP. Similarly, 57.7% of the FOPs suggested that the ECAP scheme provided greater opportunity and time to focus on substantive campaign activities.

Overall, it seems that FOP views were mixed. All agreed that ECAP was administratively simpler and this allowed FOPs to concentrate on the campaign itself. There was also an enhanced professionalism brought to many of the campaign activities through the use of

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a PR/media relations company as a service-provider. Less positively, however, there were some criticisms that some of the ECAP-supported activities were not offering good value for money, even though our analysis indicates that these claims were not always substantiated. FOPs' opinions were of course important but limited to a national perspective.

It is also important to take into account the European added value demonstrated by ECAP. In particular, the use of a single contractor at a European level provided scope for economies of scale and efficiency gains - for example devising campaign activities/tools that could be more efficiently rolled out across Member States, EU-wide media activities, simplified administrative/contracting arrangements, higher overall coherence of the campaign - that would not necessarily have been fully apparent to those at a national level. At the same time, the use of the contractor helped increase the visibility and the consistency of the Campaign at both the European and at the national level.

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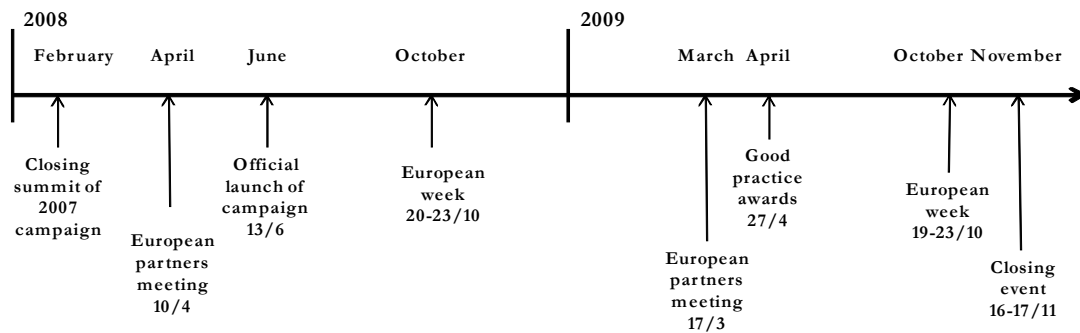
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This section reviews the main 2008-09 Healthy Workplaces Campaign activities. We start by outlining the timescales and providing an overview, and then consider specific aspects of the campaign (Campaign theme and materials, GPA, Certificate of Participation, etc) and the impacts achieved.

4.1 Campaign Timescales and Main Activities

The 2008-09 Healthy Workplaces campaign was launched at an event in Brussels in June 2008. Key milestones are summarised in the following diagram:

Figure 4.1: Timeline for 2008-09 Healthy Workplaces Campaign



4.1.1 Two year campaigning period

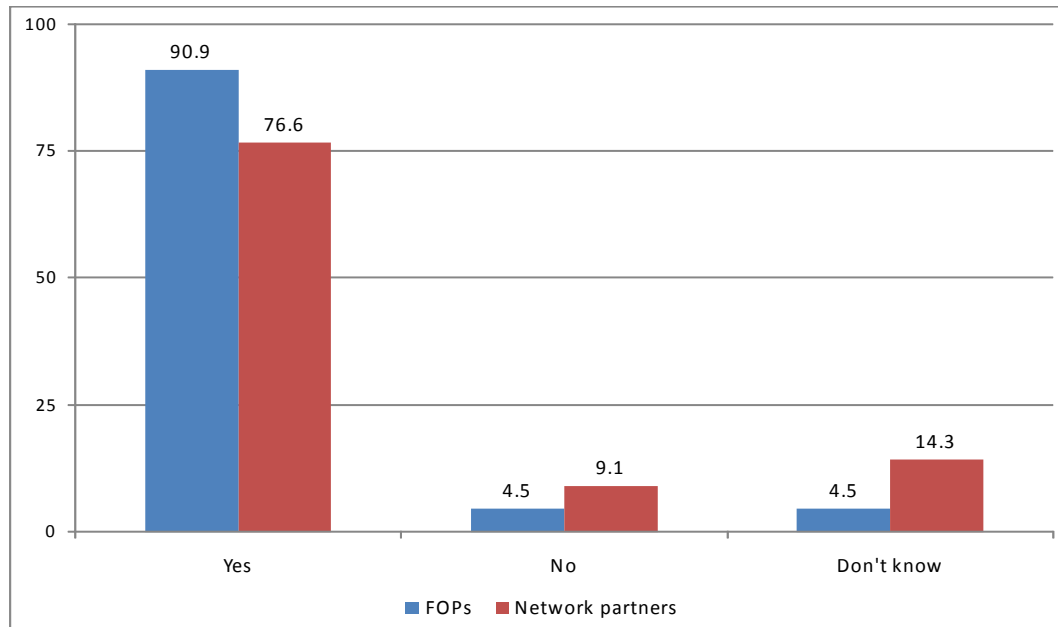
A fundamental change in the organisation of the European campaign was the switch to a two-year campaigning period. As can be seen from the following analysis of the survey feedback, this change was welcomed by the large majority of FOPs and network partners.

The main advantage was the greater time available for the preparation of the actions and events and – according to one FOP - the opportunity for adopting a three stage process of planning/preparation, implementation and ‘valorisation’ of the campaign lessons. As proposed by another FOP a two-year campaign “...allows for the introduction of a retrospective element (after a while you can look back how things work) and also provides the opportunity to go into more detail”.

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Figure 4.1: Has the switch to a two-year campaigning period been beneficial (FOPs and Network partners)?



Source: FOP Survey

There were, however, some reservations. Thus, some FOPs and network partners stated that it proved difficult to maintain the momentum and the interest of target audiences in the same campaign topic for such a long period. They proposed that the adoption of a more clear thematic or sector-specific sub-themes during the two year period should be followed for more focused target audiences.

4.1.2 Main Activities

The 2008-09 Healthy Workplaces Campaign involved a wide range of activities undertaken at both a national and an EU level. This included:

- **Campaign materials** – a large amount of information was produced and disseminated to help raise awareness of the importance of risk assessment and how it can be undertaken;
- **National partnership meetings** – to develop partnerships and plan campaign activities;
- **Seminars and workshops** – used to promote awareness and discuss issues relating to risk assessment with national occupational safety and health experts and other stakeholders;

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- **Good Practice Award scheme (GPA)** – to identify, award and disseminate best practices in risk assessment (organised at national and European level);
- **Public competitions on the topic of Healthy Workplaces** including a photo competition and film award
- **Media-related activities** – including various types of public relation activities (journalist roundtables, press releases, placement of professional articles, press conferences, radio-call-ins, exhibitions, opening and closing events, workplace visits, TV spots, web features) to reach the target audiences and to raise awareness and communicate information on risk assessment;

Some of these campaign activities were organised and implemented through the ECAP scheme. Other activities (e.g. the GPA scheme) were not supported by ECAP and implemented directly by FOPs and their partners, as in previous European campaigns. The following table provides a summary of the main campaigning activities in 2008 and 2009.

Table 4.1: Summary – Main Healthy Workplaces Campaign Activities

Campaign activities	2008		2009	
	No. of activities	No. of participants	No. of activities	No. of participants
National partnership meetings	19	1,607	18	2283
Stakeholder seminars	76	5,290	28	2721
Workshops**	13	n/a	22	1,474
Seminars/conferences			69	11,529
National GPA events	8	47	n/a	n/a
Professional articles	15	n/a	5	n/a
Press releases	18	n/a	32	n/a
Journalist round tables	9	n/a	8	n/a
Radio call-ins	6	n/a	4	n/a
Other activities (competitions, training events, exhibition stands)	23	n/a	38	8,448
Total	227	6,897	219	26,445

Source: Lead contractor report. Note: * Data available only for ECAP funded seminars **10 workshops took place in the UK and three in the Czech Republic

Of the many activities carried out during the campaign, most were implemented through the European Campaign Assistance Package (ECAP). Luxembourg, Malta, Slovenia used ECAP B only for publications.

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Table 4.2: Main HWC Activities 2008-09 by Country

Country	National Partnership Meetings	Seminars/conferences ¹²	National GPA	Workshops (2008)	Training events	Other (exhibitions, fairs etc.)	Public relation activities
Austria	1	6	-		-		2
Belgium	3	3	-	3	-	7	5
Bulgaria	4	4	-		-		4
Cyprus	3	4	1	1	-	2	4
Czech Rep.	2	4	1	3	-		8
Denmark	3	15	-		-	3	-
Estonia	3	5	-		-		1
Finland	1	17	-	1	7	11	6
France		6	-		-		3
Germany	3	6	-		-		2
Greece	3		-		-	3	3
Hungary	3	9	-		-		4
Ireland		10	1	1	-		1
Italy	2	2	-		-		1
Latvia	2	8	-		-		1
Lithuania	3	10	-		-		4
Luxembourg			-		-		4
Malta			-		-		1
Netherlands	2	6	1		-	4	8
Poland	3	8	-		-	3	-
Portugal	3	40	-	13	-	2	-
Romania	1	12	1		-	1	1
Slovakia	3	9	1		-	1	1
Slovenia			-		-		1
Spain	2	3	-		-		5
Sweden		1	-		-		-
UK	2	6	1	13	16	1	1
Total	52	191	6	35	23	37	71

Source: External contractors report

As part of the ECAP monitoring procedures, there is a considerable amount of information available on the participants who attended national partnership meeting or stakeholder seminars under ECAP.

¹² Includes ECAP stakeholder meetings and ECAP B seminars and conferences.

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As the following analysis shows, overall there was a rather good representation of public and private sector organisations, although this varied across countries. This was less so with regard to the participants' position in organisations with management being less well represented than employees, especially in the 2009 activities. Larger companies clearly dominated at the national partners' meetings but there was still an important involvement of smaller firms with less than 100 employees.

Table 2.11: Profile of National Partnership and Stakeholder Meeting Participants (% of respondents to the questionnaire)

Characteristics	National partnership meetings (ECAP A)		Stakeholder meetings (ECAP B)	
	2008	2009	2008	2009
Type of organisation				
- Public	55%	54%	40%	50%
- Private	43%	44%	58%	49%
Position in organisation				
- Employees	49%	62%	51%	62%
- Management	45%	35%	39%	32%
Size of organisations				
- <10 employees	21%	14%	16%	8%
- 11-100 employees	26%	29%	31%	28%
- 101-250 employees	12%	12%	18%	21%
- >250 employees	39%	43%	31%	40%
Sectors				
- Public administration	22%	13%	12%	16%
- Education		22%		7%
- Health and social work	10%	9%	9%	12%
- Manufacturing	8%	9%	14%	16%

Source: External contractor – 2008 and 2009 reports

The same monitoring system provides also feedback from participants who attended national partners and stakeholder meetings on the quality and the perceived value of the campaign activities. This feedback is summarised in the table on the following page.:

As can be seen, the feedback from participants in both years was very positive. Over 80% - or in many cases over 95% - said that the events had been interesting, professionally organised, and useful from a networking perspective and a very high proportion of participants said they would recommend the events to others. Furthermore, in relation to impacts, over 70% of those attending the events that said they had not carried out risk assessments in their organisations claimed that the events had encouraged them to do this.

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Table 2.12: Feedback from National Partner and Stakeholder Meetings

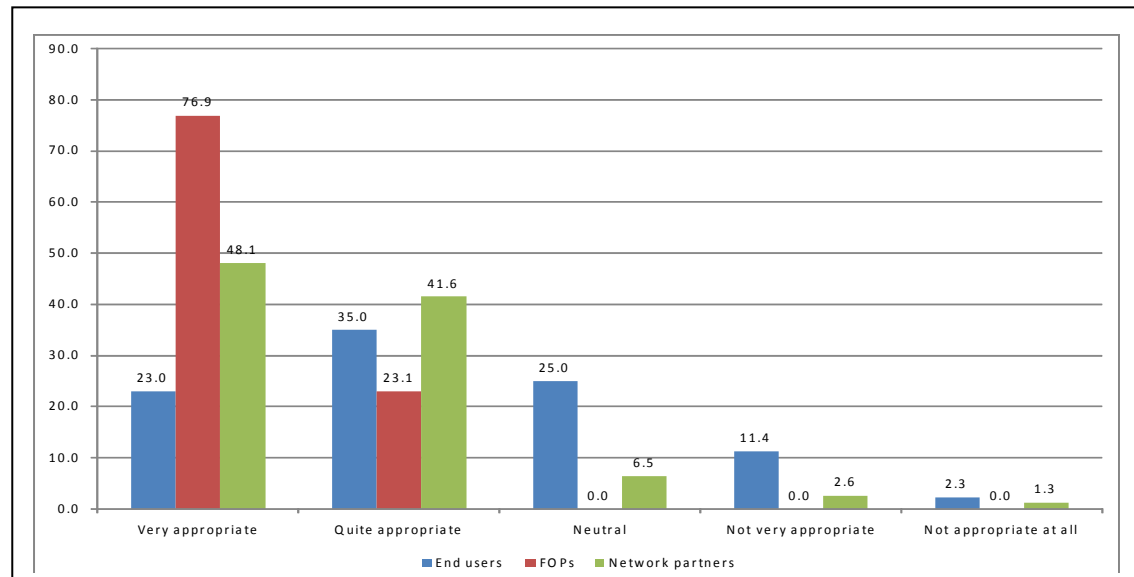
Feedback	National partnership meetings (ECAP A)		Stakeholder seminars (ECAP B)	
	2008	2009	2008	2009
Event considered (very) interesting	97%	97%	89%	96%
Presentations were (very) professional	91%	98%	90%	97%
Introduced new topics	90%	95%	88%	91%
Networking was (very) satisfactory	88%	92%	83%	87%
Event was (very) well organised	93%	96%	89%	95%
Would (absolutely) recommend the event	95%	97%	90%	95%
Never carried out a risk assessment (of which, were encouraged by the event to do so)	19% (79%)	15% (72%)	22% (75%)	15% (72%)

Source: External contractor - 2008 and 2009 reports

4.2 Choice of Campaign Theme

A key question for the evaluation was how relevant the choice of the theme was to different stakeholders, in particular the network partners and target audiences. The European Campaign themes seek to address issues that are relevant across the EU Member States generally but since priorities with regard to OSH differ, there can be difficulties in achieving a balance between EU and national priorities. The following chart provides an analysis of the combined feedback from FOPs, network partners and target audiences (end users) on the relevance of the Campaign theme.

Figure 4.2: How appropriate is the theme of Risk Assessment?



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Source: CSES survey. Note: the question to end users was posed differently: Overall, how relevant were the campaigning themes and activities to your organisation and the needs of its members/employees?

The vast majority of FOPs and network partners (over 90%) rated the 2008-09 HWC theme of risk assessment as being either 'quite' or 'very' relevant. FOPs in particular considered the topic as very relevant – more so than the themes of the 2006 and 2007 European Campaigns (see Table 4.3 below). The response of the target audiences – as expressed by the OSHmail end users – was more moderate even though still positive (48% thought that the topic was very or quite relevant).

Table 4.3: How appropriate is the campaign theme to priorities in your country (FOPs)?

Responses	Construction (2004)	Stop that Noise (2005)	Safe Start' (2006)	Lighten the Load (2007)	Risk Assessment (2008-09)
	%	%	%	%	%
Very appropriate	35.3	87.0	70.8	75.0	76.9
Quite appropriate	58.8	13.0	8.3	16.7	23.1
Somewhat appropriate	0.0	0.0	16.7	8.3	0.0
Not very appropriate	0.0	0.0	0.0	0.0	0.0
Not appropriate at all	0.0	0.0	4.2	0.0	0.0
No response	5.9	0.0	0.0	0.0	0.0
Total	100.0	100.0	100.0	100.0	100.0

Source: CSES Survey

FOPs expressed different views as to the pertinence of the topic. This reflected their view on the existing level of adoption of risk assessment at the national level and the extent that it coincided with their own activities.

Thus, in Spain, it was thought that the topic did not introduce anything new because risk assessment is already sufficiently developed. Still, the contribution to explaining the risk assessment process was considered as very positive. In Hungary, it was thought there was a possible conflict of the campaign topic with the national legislation that stipulates that risk assessment is a task for OSH experts. The message of risk assessment in five steps and self-assessment was seen as possibly misleading. In other countries, though, the view was that the risk assessment topic was appropriate and timely as it fitted well with legislative and other policy actions to promote risk assessment at the national level. In some countries (e.g. Bulgaria, Greece, Cyprus) it was argued that the Campaign topic was particularly relevant given its importance and the fact that awareness is still rather low.

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4.3 Campaign Materials and Website

A wide range of campaign materials was produced by EU-OSHA and translated into the 22 official languages for the campaign. The materials included Fact Sheets, flyers, CDs, booklets and best practice guides. The quality and adequacy of the different publications and supporting material for the European Campaign was clearly an important success factor.

4.3.1 Campaign Materials

The table below provides an analysis of the feedback from FOPs on the quality and usefulness of the campaign materials provided by the Agency for the Campaign. The analysis highlights the proportion of FOPs stating that the different campaign materials were ‘very useful’ and compares the results for the 2008-09 HWC with previous European Campaigns.

Table 4.4: How useful were the campaign materials provided by the Agency (FOPs)?

Campaign materials	‘Very useful’ (2006)		‘Very useful’ (2007)		‘Very useful’ (2008-2009)	
	Nº	%	Nº	%	Nº	%
Fact sheets	9	32.1	7	25.0	15	57.7
Magazine	4	14.3	3	10.7	4	15.4
Information pack	6	21.4	7	25.0	11	42.3
Campaign pack (posters, leaflets, GPA calls, flyers, etc.)	12	42.9	12	42.9	9	34.6
Napo DVD	17	60.7	17	60.7	19	73.1
Booklet with GPA winners case studies	5	17.9	5	17.9	5	19.2
Agency's campaign website	8	28.6	6	21.4	14	53.8
National website	8	28.6	10	35.7	14	53.8
Materials produced at national level	12	42.9	12	42.9	8	30.8

Source: FOP survey N.B. Options provided: Not useful, Barely useful, Somewhat useful, Quite useful, and Very useful

With the exception of the Campaign Pack, the feedback on the various materials was more positive in the 2008-09 HWC than previous campaigns. Even more than previous years, the Napo DVD was rated the most highly with around three-quarters of FOPs saying it was ‘very useful’. The DVD has been used in a number of seminars and events, and feedback from all those we spoke – including national and European partners - was

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very positive. Comments on the **Napo DVD** included that it was a good way of overcoming the language barrier (not only between countries but also in relation to particular groups, e.g. migrant workers) and an effective way of conveying key messages.

Other material produced by the Agency has also received generally positive ratings. As it shown in Table 4.4, the information on the **Agency's website, the Factsheets and the Information Pack** were rated as positively by the majority of FOPs (over 50% considered them as very useful). Particularly in the case of the Agency's website there is a clear improvement in comparison to previous campaigns.

There were rather diverging views on the **role of published materials**. One FOP suggested that they '*... rely a lot on the written material developed by the Agency, especially Fact Sheets and leaflets as [we] do not have any other material*'. Others considered, however, that the Fact Sheets are rather too generic and neither appropriate for addressing workers (being too difficult) nor for scientists (being too generic).

Furthermore, according to some FOPs the materials generally have a reference to the whole of Europe and do not fit with the **needs of particular countries** where there is already awareness about the need for risk assessment. These sorts of comments are of course not new and are familiar from previous campaign evaluations. As before, we found that there is a widespread understanding that the rather generalised nature of campaign materials is unavoidable but these comments are still important as they address the question of the extent to which the campaign materials were appropriate for the different target audiences.

Finally, as in previous periods, both the main the least useful with only a small number of FOPs considering them to be 'very useful'. The fact that the booklet was available only in English could possibly be a reason for this. Still, there were questions of the added value of presenting the success stories. As one FOP argued '*we find that a greater inspiration is derived from seeing others trying, rather than only seeing success stories. If people look at success stories, they think they can never achieve that; but if they observe others trying, they might find greater inspiration to try as well*'.

4.3.2 Translation and timeliness of delivery

There have been criticisms in the past of the quality of translation of campaign materials and the workload on FOPs in checking and correcting translations. The previous evaluations identified significant progress with fewer problems being reported and many FOPs noting improvements over time. In relation to the 2008-2009 campaign, among the FOPs interviewed, two said they continued to be disappointed by the poor quality of translations but otherwise the trend noted above was confirmed.

It is recognised by some FOPs that translation into all EU Member State languages incurs very high costs, especially for materials aimed directly at employees and employers, but

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many argued that this is nevertheless important. According to one FOP “...the technical material that maybe would be more interesting to the target audience is usually in English and don’t reach them”. According to another FOP: “information material is useful in the national language only. Magazines, Forums, etc, in English can be used but only by a very restricted circle. NAPO, on the other hand, is extremely popular (no language barrier!”).

The analysis of the survey feedback provided below suggests that there has been improvement in comparison to previous campaigns although 31% of FOPs still thought that the delivery of materials was a bit late.

Table 4.5: Were the campaign materials made available by the Agency soon enough? (FOPs)

Options	2006		2007		2008-2009	
	Nº	%	Nº	%	Nº	%
Yes	15	53.6	16	57.1	16	61.5
Too early	0	0.0	0	0.0	1	3.8
A bit late	10	35.7	9	32.1	8	30.8
Too late	3	10.7	2	7.1	1	3.8
No response	0	0.0	1	3.6	0	0.0
Total	28	100.0	28	100.0	26	100.0

Source: FOP survey

4.3.3 Role of the European Campaign Website

The Agency’s website has become increasingly important as a way of disseminating information in the European Campaigns. During 2009, the EU-OSHA and Member State websites received a total of 4,168,205 unique visits with a total of 30,172,493 pages being viewed (an average of 7.2 per visit).

The Campaign section of the website was the most visited section representing 13% of the total pages viewed. As already suggested in Table 4.4, there has been a generally positive assessment of its usefulness in the success of the Campaign. Below, we provide an overview of FOP feedback on the 2008-2009 and previous campaign websites focusing on the ‘very useful’ responses.

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Table 4.6: How would you rate the Agency's campaign website? (% of FOPs stating very useful)

Agency Website	Very useful (2006)		Very useful (2007)		Very useful (2008-2009)	
	Nº	%	Nº	%	Nº	%
Ease of use	7	25.0	6	21.4	4	18.2
Source of information on Campaign theme	7	25.0	7	25.0	6	27.3
Quality of material provided ¹³	:	:	:	:	5	22.7
Usefulness as an awareness raising tool	7	25.0	6	21.4	6	27.3
Appropriateness for main target groups	8	28.6	4	14.3	1	4.5
Overall support for national campaign	4	14.3	5	17.9	5	22.7

According to the survey results, the perception among FOPs of the Agency website remained fairly similar to that in previous campaigns. The only notable difference concerned the appropriateness of the website for the main target groups which decreased in comparison to previous campaigns. This continues the trend between 2007 and 2006. Especially in 2006, the website was considered well targeted to young people. In the case of the 2008-09 Campaign, this was less the case. According to some FOPs, national websites were considered as playing a more important role as a source of information due both to the use of local language and the nationally specific focus of these websites.

Text Box 4.1: Feedback on Agency's Website

- *"The web-site much improved and easily accessible. It is down to employers to find what they need and use it. Employees should also be encouraged to "surf" for information". (End user survey)*
- *"I think the design and not updating the website of the Agency until recently has been the biggest obstacle. I see that you have begun to redesign the web and this is a good step" (End user survey).*
- *"EU-OSHA web-site much improved and easily accessible. It is down to employers to find what they need and use it. Employees should also be encouraged to "surf" for information." (End user survey)*
- *"The campaign website is not so good, not well organised, and not targeted enough". (FOP interview)*
- *"Agency website is not much used because most of the information is in English and the national information is outdated" (FOP interview)*
- *"The website was not easy to navigate. Previous campaigns have been much better at advertising, etc. even on the UK H&S site. This year I almost gave up!!"(End user survey)*

¹³ This parameter was not examined in previous evaluations.

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4.3.4 National Campaign Materials

An important issue is the extent to which promotional material produced by the FOPs themselves effectively promoted the Campaign messages. A further question is the extent to which national campaign materials complemented the material produced by the Agency (or duplicated it, or conveyed a message that was not consistent with the main themes promoted by the Agency). Clearly the purpose of the materials was to bring about a more national focus and to tailor the materials for the purposes of the target groups in each country.

Generally speaking, there are two main types of national campaign materials. The first kind consisted of materials which provided more information in the national language about the theme of the campaign produced by the respective FOPs. These materials tended to be produced specifically for the purposes of the Campaign and were funded largely by the Campaign budget. Secondly, other materials were produced by members of the national network in cases where the theme of the Campaign tallied closely with the aims of particular partner networks. Overall, the research findings indicated that the national materials were of good quality and generally aligned with the European Campaign message, although the target groups and ways of tailoring the information necessarily differed on a country by country basis.

In the following sections, we examine the research feedback on specific aspects of the Campaigns in more detail, starting with the Good Practice Award (GPA) scheme.

4.4 Good Practice Award Scheme

The Good Practice Award scheme (GPA) has been identified in previous evaluations as one of the most effective campaigning tools.

The scheme operates initially at a national level with winning entries being put forward for consideration in the EU-level competition. Under the current scheme two entries may be forwarded from each country to the EU-level competition. For the 2008-09 GPA scheme there were eight national GPA schemes organised while the remaining participants from the other countries were recommended directly by the FOPs. The following table provides an overview of the national GPA schemes organised in 2008-09.

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Table 4.7: National Good Practice Award Schemes

Country	Dates	Comments
Cyprus	20-Oct-08	National Good Practice Awards 2008
Czech Rep.	09-Sep-08	National Good Practice Competition
Ireland	Oct-08	Good Practice Photo Op including photo opportunities
Netherlands	Jun-Sept 08	Good Practice Competition organised throughout the country
Romania	Jun-Oct 08	National Good practice Competition and awards management
Slovakia	10-Sep-08	Good Practice in National Labour
Turkey	Apr-Oct 08	Good Practice Awards organised throughout the country
UK	02-Oct-08	Good Practice Awards took place throughout the country

Source: External contractor

In contrast to the past when the GPA scheme took place every year, this time there was a single competition for the two-year period of the Campaign. The **entries for the GPA competition** were selected in 2008 with a closing date in August of that year. The intention was that by holding the competition in 2008, and announcing the winners in April 2009, there would be enough time to make full use of the good practices information in the remaining months of the European Campaign in the second half of 2009.

The good practice examples of the eight winners of the GPA and nine more commended entries were also presented in a **Good Practice booklet** that was published and made available for download from the EU-OSHA website. Furthermore, a 10-minutes footage material presenting the good practice of each winner was created and was also available in the Agency's website. In addition, as part of the promotion of GPA winners, journalist excursions were organised involving five of the eight GPA winners during the period of May-July 2009¹⁴.

In terms of participation, a total of 47 organisations took part in the EU-level Good Practice Award (GPA) scheme in 2008-09 - 1 more than in 2007 as more countries produced entries to the scheme. The following table highlights the number of entries forwarded to the Agency. There are no figures available with regard to the number of entries at the national level.

¹⁴ The journalist excursions are examined in greater detail later in this section.

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Table 4.8: Number of Good Practice Award Scheme Participants

Country	2004		2005		2006		2007		2008	
	No.	%	No.	%	No.	%	No.	%	No.	%
Austria	2	2.8	2	4.9	2	4.9	2	5.6	2	4.3
Belgium	3	4.2	0	0	3	7.3	2	5.6	2	4.3
Bulgaria	0	0	0	0	0	0.0	0	0.0	2	4.3
Cyprus	1	1.4	1	2.4	1	2.4	1	2.8	2	4.3
Czech Republic	3	4.2	2	4.9	1	2.4	2	5.6	2	4.3
Denmark	5	7	2	4.9	3	7.3	2	5.6	2	4.3
Estonia	0	0	0	0	0	0.0	2	5.6	2	4.3
Finland	7	9.9	3	7.3	2	4.9	2	5.6	2	4.3
France	0	0	4	9.8	4	9.8	2	5.6	2	4.3
Germany	11	15.5	2	4.9	2	4.9	2	5.6	2	4.3
Greece	3	4.2	0	0	2	4.9	1	2.8	2	4.3
Hungary	3	4.2	2	4.9	0	0.0	0	0.0	0	0
Italy	0	0	3	7.3	2	4.9	2	5.6	2	4.3
Ireland	0	0	0	0	2	4.9	0	0.0	2	4.3
Latvia	5	7	0	0	2	4.9	1	2.8	1	2.1
Lithuania	2	2.8	1	2.4	2	4.9	2	5.6	2	4.3
Luxembourg	16	22.5	2	4.9	1	2.4	1	2.8	1	2.1
Malta	0	0	0	0	0	0.0	0	0.0	0	0
Netherlands	0	0	2	4.9	2	4.9	2	5.6	2	4.3
Poland	3	4.2	2	4.9	1	2.4	2	5.6	2	4.3
Portugal	1	1.4	4	9.8	1	2.4	0	0.0	1	2.1
Romania	0	0	0	0	0	0.0	0	0.0	2	4.3
Slovakia	0	0	0	0	0	0.0	2	5.6	2	4.3
Slovenia	4	5.6	1	2.4	1	2.4	2	5.6	2	4.3
Spain	0	0	3	7.3	3	7.3	2	5.6	2	4.3
Sweden	2	2.8	3	7.3	2	4.9	0	0.0	0	0
United Kingdom	0	0	2	4.9	2	4.9	2	5.6	2	4.3
Total	71	100.0	41	100.0	41	100.0	36	100.0	45	100.0

Source: CSES survey

Finally, an additional activity in the context of the GPA was the event organised to present the winners of the scheme. In previous years, a major criticism of the annuality of the campaign cycle was that this meant the GPA winners were only announced during the closing event in Bilbao which was too late to ensure that full use was made of the information produced by the scheme.

This time the winners were announced on a separate occasion on the 27 April 2009 during the **Congress on 'Safety and Health at Work in Europe in the 21st Century'**, just one day before the 'World Day for Safety and Health at Work'. This event took place

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in Prague¹⁵ with the presence of the EU Commissioner for Employment, Social Affairs and Equal Opportunities, the Czech Minister of Labour and Social Affairs and the Director of EU-OSHA. Three of the winners presented their best practice during the event while EU-OSHA Director presented successful examples from the previous Good Practice Awards schemes.

Our analysis of the GPA scheme is based on feedback on the 2008-2009 GPA scheme from a total of 20 respondents. This amounts to slightly less than half of the total entries forwarded to the Agency in 2008.¹⁶ Table 4.9 below provides feedback from the GPA participants on how they heard about the GPA scheme. Those completing the questionnaire had the opportunity to tick more than one option and so the total percentages are not directly comparable.

Table 4.9: Comparisons 2004-08 - How did you hear about the GPA Scheme (GPA participants)?

Information sources	2004	2005	2006	2007	2008
	%	%	%	%	%
National good practice scheme	25.0	28.6	23.8	16.7	40.0
European Campaign website	56.3	38.1	14.3	22.2	25.0
European Campaign publication	31.3	4.8	4.8	5.6	10.0
A government body	18.8	28.6	4.8	0.0	10.0
National Focal Point	n/a	n/a	38.1	33.3	5.0
Labour Inspector visit	12.5	0.0	4.8	0.0	5.0
Campaign event (e.g. conference)	12.5	4.8	0.0	5.6	0.0
GPA official Call	0.0	4.8	0.0	0.0	0.0
TV, Radio, Press	6.3	0.0	4.8	0.0	0.0

Source: CSES Survey

¹⁵ Czech Republik held the rotating presidency.

¹⁶ Concerning the sample characteristics, of the 20 participants, 11 (55%) were private sector companies and 5 more (25%) public sector companies. Two research institutes, one public body and one OSH provider were the remaining entries. In terms of sector distribution, 7 respondents (35%) were manufacturing sector firms and 4 (20%) were related to the provision of health and social work (all public companies). Mining and quarrying (2), construction (2), education (1) and public administration (1) were also included. In terms of size, there is a clear dominance of large firms with 17 respondents (85%) that indicates that small size firms have probably difficulties – no time or resources – to participate in the GPA scheme. In 2010 a second category specially designed for firms with less than 100 employees will be introduced. Finally, the participants of the survey came from 16¹⁶ of the total of 25 countries with at least one entry – indicating a rather representative sample in that respect.

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As can be seen, national good practice schemes served as the most important source of information on the EU-level GPA (40.0% of respondents in 2008, significantly higher than the previous years). In contrast, the role of the FOPs – even in conjunction with other partners – was limited. Finally, the European Campaign website was also quite an important source of information – higher than in the case of the 2006 and 2007 schemes.

With regard to the relevance of the EU-OSHA materials promoting the GPA, the responses from participants that made use of such were very positive. All (100%) respondents thought that the material addressed their information needs. The results are even better than previous years when over 80% thought the materials completely addressed their needs¹⁷.

Table 4.10: Did the GPA materials successfully address your needs? (GPA participants)

Options	2008	
	Nº	%
Yes	17	100.0
No	0	0
No response	3	-
Total	20	100.0

Source: CSES survey

Concerning the timing of the GPA scheme, as Table 4.11 shows, there was generally enough time for organisations to prepare their GPA entries, similar to the previous years.

Table 4.11: Did you have enough time to prepare the application for the GPA scheme? (GPA participants)

Options	2006		2007		2008	
	Nº	%	Nº	%	Nº	%
Yes	19	90.5	18	100.0	17	85.0
No	2	9.5	0	0.0	3	15.0
Total	21	100.0	18	100.0	20	100.0

Source: CSES survey

There has been little change in relation to previous periods concerning the feedback on this question with 85% of respondents indicating that there was enough time to prepare for the GPA scheme. This is to be expected as the time provided for the preparation was not different from previous periods.

¹⁷ The responses are not directly comparable as in the previous period respondents were asked to rate the degree of satisfaction from the material.

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Overall, most GPA participants were satisfied with the GPA procedures used at an EU and national level in the 2008-09 European Campaign. As the following table indicates, three-quarters of those who provided comments thought that the application and selection process at the national level had been clear, fair and transparent. This is lower than the previous schemes in 2007 and goes against the conclusions of the analysis of previous years that suggested that the GPA application and selection procedures were becoming more clear, fair and transparent with time. Indeed, a few respondents suggested that while they did not question the transparency of the scheme, the guidelines were not clear enough and more examples of what was required should be provided.

Table 4.12: Do you think that the GPA application and selection process was clear, fair and transparent? (GPA participants)

Options	At the national level (2007)		At the EU level (2007)		At the national level (2008)		At the EU level (2008-2009)	
	Nº	%	Nº	%	Nº	%	Nº	%
Yes	17	94.4	17	94.4	20	100.0	15	75.0
No	0	0.0	0	0.0	0	0.0	5	25.0
No response	1	5.6	1	5.6	0	0.0	0	0.0
Total	18	100.0	18	100.0	18	100.0	21	100.0

Source: CSES survey

When asked about the motivation for participating in the GPA scheme, 60% of the respondents who participated in 2008 said it was a useful exercise in thinking about safety and health at work and a similar proportion said they were hoping to gain an improved understanding of safety and health at work. Gaining publicity was also a key attraction of the GPA scheme. The responses are again very similar to previous years.

Table 4.13: What did you hope to gain from participation in the GPA Scheme? (GPA participants)

Options	2006		2007		2008-2009	
	Nº	%	Nº	%	Nº	%
Improved understanding of safety and health at work	11	52.4	10	55.6	11	55.0
A useful internal exercise in thinking about safety and health at work	11	52.4	11	61.1	12	60.0
Publicity for the organisation at regional and/or national level	10	47.6	8	44.4	9	45.0
Publicity for the organisation at a European level	10	47.6	6	33.3	7	35.0

Source: CSES survey

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Overall, compared with previous years, there was an even higher level of endorsement of the GPA scheme. All respondents stated that involvement in the scheme had been worthwhile (although with such a small sample of respondents, there is also quite a margin for error).

Table 4.14: Do you think that participation in the GPA Scheme was worthwhile? (GPA participants)

Options	2006		2007		2008-2009	
	Nº	%	Nº	%	Nº	%
Yes	20	95.2	15	83.3	20	100.0
No	0	0.0	0	0.0	0	0.0
Don't know/no response	1	4.8	3	16.7	0	0.0
Total	21	100.0	18	100.0	100.0	100.0

Source: CSES survey

Furthermore, all respondents suggested that they would enter the competition again, an increase compared with the previous years, confirming the feedback earlier which indicates that most GPA participants were quite satisfied with the process of participating in the competition.

Table 4.15: Would you enter the competition again? (GPA participants)

Options	2006		2007		2008-2009	
	Nº	%	Nº	%	Nº	%
Yes	18	85.7	15	83.3	20	100.0
No	0	0.0	0	0.0	0	0.0
Don't know/no response	3	14.3	3	16.7	0	0.0
Total	21	100.0	18	100.0	18	100.0

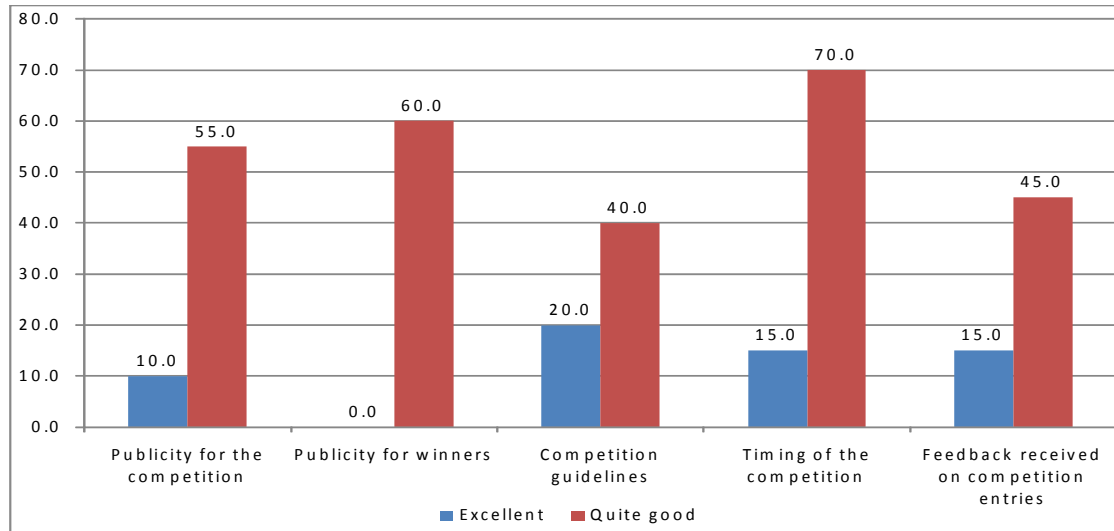
Source: CSES survey

Overall, it seems that as with other aspects of the European campaign, the organisation of the GPA has improved over the years. The rating of the survey participants of different features of the GPA is shown in Figure 4.3.

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Figure 4.3: Please rate the different aspects of the GPA scheme (GPA participants)



Still, the comments of some of the participants suggest that despite the additional time provided to promote the GPA winners, and other additional promotional activities (journalist excursions), there is still need to strengthen the publicity aspects of the GPA scheme.

Text Box 4.2: Survey Feedback from GPA Participants

- *“There should be better publicity of the last phase participant’s contributions at national level.”*
- *“For me it is ok - very prestigious thing. Just publicize it more, not only in technical magazine but also in regional.”*
- *“I think that celebrating competitions like this is a very good idea because people may show their work on safety and health and other people may learn about it. Everybody is pleased to get congratulations for their work done.”*
- *“In general the most important issue should be to continue this scheme. The idea of two year periods of topics/campaigns will improve the quality of the campaigns as there is more time to participate and to introduce the issues and ideas regarding the topics into the companies. The more important is the communication of good practice examples by competent bodies like EU-OHSA and the national labour authorities (and insurance companies) and their specific lectures as currently ongoing also in future.”*
- *“Maybe more publicity for the competition by the National Focal Point.”*
- *“Please give us as soon as possible pre-information about the subject of the next Good Practice Award via e-mail of previous participators.”*
- *“The Award Scheme should be wider publicised. The way of the evaluation at the European level should be*

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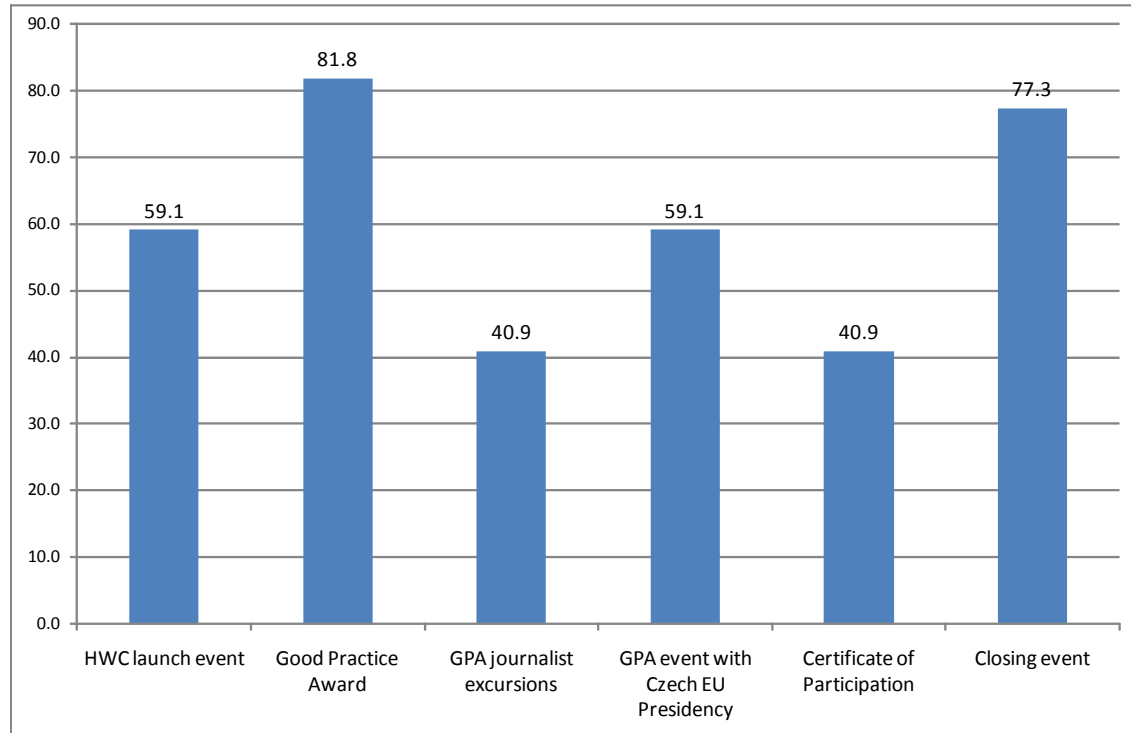
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known to the participants of that level before the competition. The European level participants should have a chance to share their experiences with each other.”

- *“I thought it was a well planned and executed project that was of benefit for a practical and business development / marketing viewpoint.”*
- *“I have no doubts about the fairness of the European selection, but the process itself could be more transparent. We have not received competition guideline as well as appropriate feedback after assessment of submissions (e.g. opportunities and strengths of the submission). It would be very good if you send information on particular submission assessment details.”*

From their side the FOPs suggested that the GPA award made an important contribution to the campaign, being considered to be the most effective EU-wide activity (over 80% of the FOPs considering it as ‘quite’ or ‘very effective’). However, as suggested in Table 4.9, the FOPs did not play a significant role in the promotion of the scheme at the national level. Arguably, however, this is not necessary where national schemes are in place, at least in terms of generating a good level of applications. Furthermore, 60% of the participants had a positive or very positive view of the GPA conference in Prague.

Figure 4.4: How effective were the following European aspects of the campaign in promoting awareness of safety and health at work and the role of the Agency? (% of FOPs stating very or quite effective)



Source: CSES survey

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The above, positive assessment was supported by the FOPs interviewed although there were a few negative comments in relation to the organization of the event itself. According to one FOP “Running the GPA award is not straight forward and companies constantly need to be motivated to participate” while another pointed out that there was not enough time to disseminate information on the award and receive nominations. In their view the two year period did not change much.

4.5 Certificate of Participation

The 2008-09 HWC was the second time that a Certificate of Participation (CoP) featured as part of the European Campaign. In 2007, it had replaced the On-Line Charter which earlier evaluations suggested had produced rather mixed results in terms of effectiveness as a campaigning tool. The Certificate of Participation was intended to place more focus on acknowledging what people actually did during the European Campaign rather than on what they said they would do. It was hoped that this might give the scheme greater credibility and thereby encourage more people to participate in it.

Table 4.16 provides an analysis of the number of Certificate of Participation and Online Charter signatories, comparing the results for 2008 with those for earlier years.

Table 4.16: Number of Certificate of Participation Signatories 2004-2008

	2004	2005	2006	2007	2008		2004	2005	2006	2007	2008
AT	5	0	3	4	0	IT	91	57	56	48	63
BE	23	14	16	7	3	LT	1	1	6	4	11
BG	2	0	1	5	8	LU	1	4	2	0	0
CH	1	0	3	1	0	LV	1	0	1	5	2
CY	7	1	3	2	1	MT	3	0	4	3	1
CZ	5	1	4	3	0	NL	11	7	3	7	5
DE	6	2	14	10	7	NO	0	0	1	0	0
DK	4	5	1	0	0	PL	36	17	22	8	16
EE	1	1	1	0	1	PT	31	21	34	26	18
GR	9	13	16	11	5	RO	13	9	27	38	20
ES	77	30	50	18	25	SE	1	1	0	3	2
FI	2	5	6	21	2	SI	16	4	27	1	0
FR	15	5	11	7	8	SK	2	5	8	3	5
HU	0	0	5	14	1	TR	3	0	1	1	4
IE	67	10	21	21	16	UK	449	121	114	116	227
IS	0	0	0	1	0	Others	31	243	12	5	4
						Total	914	577	473	393	455

Source: CSES analysis of EU-OSHA information

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As can be seen from Table 4.15, there are significant **differences between countries with regard the popularity of the CoP** and this is a pattern more or less followed the previous On-line Charter. The share of signatories from the UK is over 50% of the total - far greater than any other country - and their number almost doubled in 2008-09 in comparison to the previous year. In contrast, with the possible exception of Italy, there was a continuing general trend of decreasing participation from year to year in some countries (Spain, Ireland, and Poland) for no apparent reason. The differences could be attributed to cultural differences and the extent to which the practice of signing up to such schemes is common.

It is also of interest to note that there seems to be some **continuity in the participation** in the Certificate of Participation. Of those signatories who completed the survey in 2008, 37.1% had signed the On-Line Charter/CoP in one of the previous years (2004-2007).¹⁸ Table 4.17 provides an analysis of how those who signed the Certificate of Participation in 2008 heard about the scheme.

Table 4.17: How did you hear about the Certificate of Participation?

Options	CoP 2007		CoP 2008	
	Nº	%	Nº	%
Specialist press	37	23.4	37	18.3
Campaign Website	111	70.3	119	58.9
A government body	21	13.3	24	11.9
Campaign publications	28	17.7	46	22.8
TV/radio	0	0.0	2	1.0
Newspaper	4	2.5	7	3.5
Campaign event	14	8.9	21	10.4
H&S/labour inspector	11	7.0	12	5.9

Source: CSES survey

¹⁸ The majority (53%) of survey respondents were private companies with other organisations - public bodies (12%), education institutes (9.9%) and public companies (8.4%) being less well represented. A rather wide range of sector was represented (12 in total), the most prominent being the construction (21.8%), manufacturing (15.8%), health and social work (16.3%) and education (14.4%) sectors. According to the survey responses, large size entities (over 250 employees) had the highest level of participation (43%), while small (10-49 employees) and micro (1-9) firms had around 16% and 14% respectively. The survey responses provide a quite representative sample of the total CoP population in terms of country origin. 45% of respondents were from the UK (50% in the population) and 11% from Italy (14% in the population). Romania and Spain are slightly over-represented (6.9% and 7.4% in the sample in comparison to 4% and 5% in the population respectively) but overall there is a rather balanced representation of 19 of the 23 countries.

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As in 2007, the European Campaign website was the **main source of information on CoP** although a bit less than a quarter referred also the various campaign publications. In that respect, FOPs do not have a particular role as less than 22% of respondents were in touch with the national FOP in relation to the CoP. It should be noted that multiple responses were possible.

The most **common reason for signing the Certificate of Participation** in 2008 was to demonstrate a commitment to improving safety and health at work externally (clients, contractors, partners) and internally (employees). For a number of respondents working in the health and safety area it was seen as logical thing to do. The particular theme of the campaign was also an incentive to participate. In most respects the responses concerning the 2008 CoP scheme are similar to those of the previous schemes in 2006 and 2007.

A key issue is **whether or not those who participated in the Certificate of Participation scheme took actions to improve health and safety** in their organisations. As in the previous periods, the feedback from the survey suggested that most of those who obtained a Certificate of Participation did do this. An analysis of the survey feedback on the type of actions they took is shown in Table 4.18.

Table 4.18: When you signed the Certificate of Participation you indicated that you were going to undertake one or more health and safety related activities as part of the 2008-9 Campaigns. Have you undertaken any of these activities?

Options	Undertaken				Would have done even without CoP (2008)	
	COP 2007		COP 2008		N ₂	%
	N ₂	%	N ₂	%		
Risk Assessments	97	61.4	173	85.6	129	74.6
Training events, seminars and workshops	82	51.9	140	69.3	89	63.6
Safety demonstrations, displays and exhibitions	78	49.4	105	52.0	58	55.2
Building risk awareness and prevention into other activities	n.a.	n.a.	93	46.0	62	66.7
Inspection days	n.a.	n.a.	87	43.1	61	70.1
Hazard spotting	n.a.	n.a.	86	42.6	52	60.5
Poster competitions and quizzes	n.a.	n.a.	79	39.1	31	39.2
Advertising and promotion campaigns	n.a.	n.a.	79	39.1	35	44.3
New policy or prevention initiatives	50	31.6	73	36.1	48	65.8
Film, video and multimedia	n.a.	n.a.	66	32.7	37	56.1
Suggestion schemes	n.a.	n.a.	55	27.2	31	56.4
Partnerships between enterprises and schools/colleges/training centres	27	17.1	54	26.7	33	61.1
Good neighbour schemes" between large and small enterprises	17	10.8	36	17.8	28	77.8

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The most common **follow-up activities** were risk assessments (85% of the respondents) while almost 70% carried out training events and workshops, significantly increased from the previous year. Safety displays and exhibitions were also popular with half of the signatories doing this in 2008 (as in 2007). Quite popular also were the more advanced and risk-assessment-specific activities such as the integration of risk awareness into mainstream company activities (46%), inspection days (43.1%) and hazard spotting (42.6%). Less popular were partnerships with the education sector and good neighbourhood schemes.

The survey responses suggest, however, that the CoP role as a tool for the uptake of risk assessment activities should not be overstated. For most of the described activities, 60% to 70% of the companies stated that they would have carried out the same tasks irrespective of their participation in the CoP scheme. It is the more general promotion and awareness raising activities related to advertising and poster competition that appear more directly linked with the CoP scheme, i.e. participation in the CoP scheme does seem to bring further promotion of the campaign and awareness raising. The responses to the survey (Table 4.19) indicate that more than 64% of CoP participants told other affiliated organisation about the CoP but also about the campaign.

Table 4.19: Have you told any of your affiliated organisations (e.g. suppliers, clients, etc) about (a) the Certificate of Participation (b) Healthy Workplaces Campaign on Risk Assessment?

Options	CoP		HWC	
	Nº	%	Nº	%
Yes	131	64.9	130	64.4
No	64	31.7	46	22.8
No response	7	3.5	26	12.9
Total	202	100.0	202	100.0

Source: CSES survey

A number of comments regarding the scheme were given by those who completed the survey questionnaire. The main conclusion is that most participants were satisfied by the scheme and its role in awareness-raising and the uptake of OSH practices. There was however an issue of further promotion of the CoP and identifying ways to increase its usefulness.

Looking ahead, participants were also asked to recommend **possible changes to the Certificate of Participation**. Of the 37 firms/organisations that responded to this question, 28 thought that no changes are necessary. A common proposal of some companies was that the CoP offered the opportunity to publicize activities and campaigns while other thought that the certificate should be customised to include their own logo.

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4.6 Journalists' Excursions

A new feature of the campaign that was introduced as part of the 2008-09 HWC was the organization of 'Journalists' Excursions'. It was an activity that was linked to the Good Practice Award scheme and included visits to the premises of GPA winners to demonstrate to journalists to highlight examples of best practices in preventing and avoiding workplace risks in EU Member States.¹⁹

The **main objectives of the journalist excursions** were: firstly, to raise awareness about the campaign and its topic by offering journalists an incentive for reporting based on the first-hand demonstration and advice from experts that they receive on site regarding the topic. This approach was expected to provide descriptive material for one or more articles rather than just providing journalists with plain statistics and information.

The journalists who worked for general newspapers and who were not specialized in the field of OSH were nevertheless meant to be able to write about best practices in an understandable way and be able to transmit key messages to the general public. Other aims included providing more publicity for the GPA winners (an issue that had been highlighted as a weak point in previous GPA scheme evaluations).

EU-OSHA's external contractor was responsible for the **organization and coordination of the Journalists' Excursions** in cooperation with the respective FOPs. According to the initial plan, a total of 30 Journalists' Excursions were expected to take place. However, only 25 excursions were 'ordered' by the FOPs and in the end 18 excursions were actually implemented in the period May-October 2009. The main reason for cancelling the excursions was the inability to identify a date for organising the activity before November 2009 when the contract with the Agency's external contractor expired. The 18 excursions actually implemented involved groups of 7-16 journalists (157 in total) from the general and specialized press, news agencies, and radio and TV stations.

The workplaces visited included factories in the electronics and metal and aluminium production sector, offices, farms, construction sites and education/school premises. Priority was given to the sites of organisations that had won the 2008 GPA award related to risk assessment but winners and commended companies from the previous GPA schemes were selected in some countries presenting best practices in the areas of labour safety and accident prevention.

¹⁹ Our evaluation of the 'Journalists' Excursions' is based on the analysis of the data made available by the Agency's external contractor and interviews conducted during the period September-December 2009 with eight journalists who participated in the excursions in Austria, Finland, Greece, Lithuania, Netherlands and Spain.

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During each excursion, the journalists were provided information about the good practices by one or more national OSH experts (e.g. the FOP or a national partner) and by a company representative. In most cases the excursion included a presentation of the good practices implemented by the company, a tour of the site illustrating its implementation and a question and answer session. One-to-one interviews with company representatives and OSH experts were also conducted (35 in total).

The **material produced as a result of the Journalists' Excursions** was intended to be used for press articles, videos and possibly for TV coverage. According to the external contractor's monitoring report, by the end of November 2009 a total of 87 clippings in online and printed local and national press had been recorded (these related to 9 of the 16 excursions) and some more clippings were expected to appear in the monthly, bimonthly or quarterly trade magazines. It was estimated that around three million people had been reached by the publicity.

In terms of **costs**, the total initial budget for up to 30 'Journalists' Excursions' was €271,000 (this was covered by EU-OSHA campaign budget). Over 60% of this sum was allocated to the coordination of the activities and the organization of each of the excursions by the external contractor (€128,950) and the production of the promotion audio-video material (€35,255). The remaining amount (€101,767) was intended to cover the costs of the travelling and other accommodation expenses of the journalists and OSH experts.²⁰

Table 4.20: Inputs and main outputs of journalist excursions activity

<i>Number of excursions organized</i>	30 initially amended to 25; 19 carried out by 30 Oct
<i>Total budget</i>	€173.000 (initially €271,000)
<i>Number of countries covered</i>	16
<i>Number of firms/ organisations visited</i>	18
<i>Number of 2008 GPA winners</i>	7
<i>Number of GPA winners of earlier campaigns</i>	9
<i>Number of journalists participated</i>	157
<i>Number of media covered</i>	130 (45 printed and online magazines, 51 print and online newspapers, 11 TV stations, 14 radio stations, 5 news agencies)
<i>Number of clippings until 31 March 2009</i>	88 (59 online, 27 print, 1 TV and 2 radio)
<i>Total Potential audience reached</i>	≈ 3 million

²⁰ In reality though, as only 18 visits were actually organised and some of the travelling costs were lower than expected, the final budget was amended to €182.467, with part of the remaining allocated funds, expected to be used for the organization of journalist trips to other European activities, namely the Film Award Ceremony in Leipzig and the Closing event in Bilbao.

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Overall, our research suggests that the 18 completed ‘Journalists’ Excursions’ were quite effective in providing an incentive and the necessary material for journalists to produce reports on topics directly related to the 2008-09 HWC campaign. Moreover, the initiative brought together a mixture of specialized and non-specialized local and national press and media. According to the journalists we interviewed, the information and material they were provided with was useful (see comment box). The fact that in many cases important, high-profile firms were visited (e.g. Rio Tinto in Austria, Skanska in Finland, and Titan Cement in Greece) was also considered a positive point since such companies attract the attention of the public. In addition, from an organisational perspective, most of the journalist stated they were satisfied with the arrangements for the excursions.

More generally, the interviews suggest that awareness was raised among the participating journalists of the role of the EU-OSHA. At least in some countries, the journalists indicated that they had not been aware of the work of the Agency and that following the excursions, they were intending to follow the activities of future European Campaigns more closely. The review of the clippings by the contractor suggested that in the great majority of cases there was a clear reference to EU-OSHA and its role in the organization of the activity (and of its more general role in OSH).

Text Box 4.5: Feedback on Journalists’ Excursions

- *‘The organisation of the visit was exceptional. We were given a tour of the production site guided by the OSH director of the company who explained a number of technical issues. But there was also a presentation of the EU-OSHA campaign by the government representative.’*
- *‘I was participating in such an activity for the first time. If I am offered another opportunity, i will would like to participate again.’*
- *‘I didnt have any information: everything i recieved during campaign. I would Definetly like to follow future campaigns because they are very interesting.’*
- *‘Although we knew the EU-OSHA campaign and they use to publish about it, they remarked not knowing much about the Good Practice Award. We think that it is a good experience that gives visibility to good practices that can help OSH professionals and SMEs to solve problems.’*
- *‘We published 3 or 4 articles about both campaigns (regional and European) in the different virtual communities. We think that the knowledge and information received will be very useful for him and also for the rest of professors that look for information in the website.’*
- *‘For the time being PROFESNET doesn’t plan to publish anything else about it but they don’t rule out the possibility of writing articles about futures campaigns of interests for professors.’*

Viewed from an organisational perspective, for a total cost of €173,000, the outputs of the initiative – a total of 18 excursions, participation by 157 journalists from over 130 magazines, news agencies, radio and TV stations – seems quite positive (i.e. an average cost of around €1,000 per journalist). Rather more problematic is the small number (88)

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of clippings produced. Looking ahead, a priority should be to identify ways of strengthening the mobilization of media and journalists with limited or no prior involvement in the promotion of the OSH issues.

With regard to the second **objective of publicizing/promoting the GPA winners and the GPA scheme in general**, there was clearly some added value for GPA winners in comparison to previous periods. For most of the journalists it was only through the excursion that they learned about the GPA scheme and the good practices in a specific company. Furthermore, in all the clippings reviewed, there is at least one or more references to the specific firms with in almost all cases a positive tone. As such, the GPA winners received positive publicity free-of-charge. However, only six of the 2008 GPA winners were included in the list of visited companies²¹. As there were no 2008 winners in some countries, the others were winners of earlier GPA awards relating to different topics or companies recommended by the FOPs. This means that in most cases there was no direct relevance of the material produced by the 'Journalists' Excursions' to the topic of the 2008-09 HWC.

Overall, therefore, the 'Journalists' Excursions' appear to have made a positive but rather limited contribution to the 2008-09 Campaign aims. The initiative reached journalists and media that – at least in some countries – were not familiar with the Campaign and effectively raised awareness of EU-OSHA and led to a number of publications with a potential wide audience. However, looking ahead there is need for greater linkage with the current GPA scheme and an increase in the volume of clippings produced to justify the costs incurred.

4.7 Photo Competition, Film Award and On-Line Risk Assessment Tool

New features of the 2008-09 Campaign included the Photo Competition and the Documentary Film Award. Both were activities organised for a first time in the context of the European Campaign. The development of the On Line Risk Assessment Tool was also a new campaign product although this was not officially launched until the end of the 2008-09 HWC.

4.7.1 Photo Competition

The aim of the EU-OSHA photo competition was to use a tool that can communicate universally through images to motivate Europeans, and especially young people, to be more actively involved in the European Campaign. EU-OSHA's external contractor was responsible for most parts of the organisation of the photo competition. This included:

²¹ As a result, the responses of GPA participants should be treated with caution as it includes only two GPA winners that also participated in the journalist excursions.

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launching a special competition website to promote the photo competition and facilitate the submission of entries; press releases and other media activities announcing the competition and inviting participants; promotion of the competition to photo clubs, universities, education institutes and design academies; posters and leaflets; the organisation of a pre-selection process based on online public voting; and setting up a jury for the selection of three winning photos and 25 commended photos

The three winners received prizes of €3,000-€1,000 each at an award ceremony during the closing event in Bilbao of the 2008-09 HWC.

Table 4.21: Inputs and main outputs of photo competition activity

<i>Total Budget</i>	€245,415
<i>Promotion posters/ leaflets created</i>	8,100/148,300
<i>Entries in competition</i>	1,672
<i>Press releases/ newsletters</i>	3/3
<i>Participants on online voting</i>	2,066
<i>Visits on competition site</i>	95,027
<i>Hits on competition site</i>	898,774
<i>Clippings</i>	384 (200 online and 184 paper)
<i>Potential audience reached</i>	>3million

Source: External Contractor

Based on the data concerning the interest created around the Photo Competition, including the hits on the competition website, press coverage and the potential audience reached, it appears to have been a successful activity that achieved its main aims. Furthermore, the extensive material produced - including the photo entries themselves - provided material that could be used in future campaigns.

Last but not least, the Photo Competition served also as a mechanism for promoting EU-OSHA itself and its activities beyond the European campaigns. For example, according to the external contractor's statistics on the distribution of three electronic newsletters, around 8-10% of those who visited the Photo Competition website subsequently visited the EU-OSHA website. The fact that many photo entries came from the workplace could also have had an indirect awareness-raising effect. Arguably though, the specific activity was more focused on the broader population. Possibly in the future, the firms whose workplaces are depicted in the photos could serve as a target group for workplace visits or for their inclusion in the Good Practice Award scheme to link the Photo Competition to the other activities of the Campaign.

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4.7.2 Documentary Film Award

Another new promotional activity in the 2008-09 HWC was the Healthy Workplaces Film Award that was organised in cooperation with the International Leipzig Festival for Documentary and Animated Film (DOK Leipzig).

The Leipzig Festival took place from 26 to 31 of October 2009. DOK Leipzig is a leading European festival, and one of the most important international festivals for artistic documentary and animated films. EU-OSHA sponsored a documentary film award with the title: “The Healthy Workplaces Film Award” under the festival category “International Competition for Documentary Film” and endowed it with €8,000. As with the Photo competition, the Film Award was another tool to communicate in a creative and artistic way the importance and necessity of occupational safety and health, to stir media interest and to enhance the public perception of EU-OSHA. The total budget for the activity was €111,852.

A three member jury was set up to select the film that would “best illustrate the importance of safe and healthy workplaces in a convincing and surprising way, having the most dramatic storyline”. The winner was selected from 10 films that were preselected from a total of 2,578 initially submitted films from across Europe and beyond. During the Festival a number of promotion activities took place. They included a get-together event which was organised with the participation of 50 EU-OSHA contacts from industry, OSH practitioner organisations, European Campaign partners, the German government, and two press releases were distributed. In addition, five trips by journalist from European media were arranged.

Table 4.21: Inputs and main outputs of EU-OSHA film award activity

<i>Total Budget</i>	€111,582
<i>Entries in competition</i>	2,578
<i>Press releases/newsletters</i>	2
<i>Clippings</i>	89 (68 online and 21 paper)
<i>Potential audience reached</i>	1,5 million

Source: External Contractor

The data available concerning the outputs of the Film Award and the role of this initiative in the 2008-09 HWC are rather limited. However, it is clear that participation in an International Film Festival could potentially increase the profile of EU-OSHA and give exposure to the campaign. The material produced could also be used in future campaigns.

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4.7.3 On-Line Risk Assessment Tool

The *European Community Strategy on Health and Safety at Work 2007-2012* calls for the development of tools to facilitate risk assessment. In 2009, the Agency began work on developing and promoting such a practical risk assessment tool for micro and small enterprises building on a successful Dutch initiative.

The On Line Risk Assessment Tool (OiRA) is a web-based interactive tool that can help SMEs and others to put in place a risk assessment process – starting with the identification and evaluation of workplace risks, through to decision making on preventive actions and the taking of action, monitoring and reporting. Once a number of questions have been answered, the tool will automatically generate a report documenting the results of the risk assessment process:

- Problem/risk identified and descriptions;
- Results of the evaluation;
- Preventive measures that could be implemented.

The tool is designed to be developed and ‘owned’ by the sectoral social partners at EU and national level. In terms of the content of the tool, social partner collaboration is intended to ensure that the tool responds to the needs of small organisations in particular sectors (in the Netherlands there are now 111 sectoral versions of the tool). Social partner ‘ownership’ of the tool is also crucial in encouraging widespread take-up and use of the tool at enterprise level.

During the course of the 2008-09 HWC, EU-OSHA started developing the On Line Risk Assessment Tool, modifying the original Dutch version so that it could be used on an EU-wide basis. A prototype was presented at the Closing Event and EU-OSHA plans to further develop and customised the tool to different sectors in the period 2010-11 in cooperation with European and national partners. A number of pilots have been agreed with European social partners and several national organisations.

In many ways, if it is successfully developed and customised to different sectors and countries, the On Line Risk Assessment Tool could become the most successful and long lasting outcome of the 2008-09 Campaign

4.8 Launch and Closing Events

The **2008-09 HWC launch event** took place in Brussels in 13 June 2009 and involved a press conference, an exhibition at the European Parliament and other activities. The participants included EU-OSHA staff, Commission officials, MEPs and European partners. The presence of the Commissioner for Employment, Social affairs and Equal

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and the representative of the Slovenian government that held the rotating EU Presidency at that time helped highlight the importance of the Campaign at the highest possible political level.

The location and nature of the launch event helped to underline the European nature of the campaign. At a national level, the fact that the launch of the Campaign takes place simultaneously across EU Member States strengthens the European dimension of the campaigns and increases their credibility and visibility. The launch event gave the opportunity to explain the structure of the campaign but also to raise awareness among the European media.

The **Closing Event for the 2008-09 HWC campaign** took place on 17 November 2009 in Bilbao. In total, the event was attended by some 500 participants according to EU-OSHA records. It brought together senior European Commission officials, MEPs and other politicians, OSH experts, social partners, FOPs, GPA winners, journalists and others and was endorsed at a high political level by the Swedish EU Presidency and the Spanish government.

The event was preceded on 16 November by a networking day on risk assessment, an activity that was implemented for the first time during this Campaign. It brought together over 150 national and European partners with the intention to facilitate contacts and information. A morning session was based on meeting of different key groups including the FOPs, partners participating in OSH related EU-funded research (through the Sixth and Seventh R&D Framework Programmes) and members of European associations that were campaign partners. The discussions among the group members were followed by a plenary session. Feedback from some of the participants suggested that the networking day was good idea and rather helpful for those involved.

The closing event itself consisted of two sessions. The morning session focused on an exchange of experience and good practices in risk assessment. It included a presentation of the preliminary results of the EU-OSHA survey of enterprises on new and emerging risks. This was followed by presentations and open panel discussions by a number of experts on risk assessments in SMEs, on the challenges of chemical risk assessment in small companies, and ways of promoting psychosocial risk assessments in smaller organisations. The afternoon session focused on the presentation of the 2008-09 HWC campaign achievements and gave the opportunity to some of the campaign partners and the winners of the Good Practice Award competition to present their best practices, success stories and other contributions to the campaign. Finally, EU-OSHA presented the online risk assessment tool.

Other Closing Event activities included the presentation of the winners of the Photo Competition, the official hand-over of the Certificate of Participation to the EU campaign partners that attended the conference, and a press conference addressed by EU-OSHA's Director highlighting the campaign's achievements. The closing event was

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widely covered by 45 journalists from 29 different national media but also 24 journalists from across the EU (helped by the fact that EU-OSHA transferred part of the budget initially allocated to the journalists' excursions to finance the trip to Bilbao).²²

Feedback from some of the participants who attended the closing event was positive. Thus, over three-quarters of the FOPs thought that the closing event was effective in promoting awareness of health and safety at work and the European partners also valued the opportunity to present their work in the risk assessment area and the publicity offered by the event.

4.9 Reaching Target Audiences

Most (over 60%) of the end-users surveyed by us were aware of the 2008-09 Campaign, but there is also a small decrease of the publicity achieved in comparison to the previous periods.

Figure 4.6: Were you aware of the EU-OSHA Campaigns? (End-users)

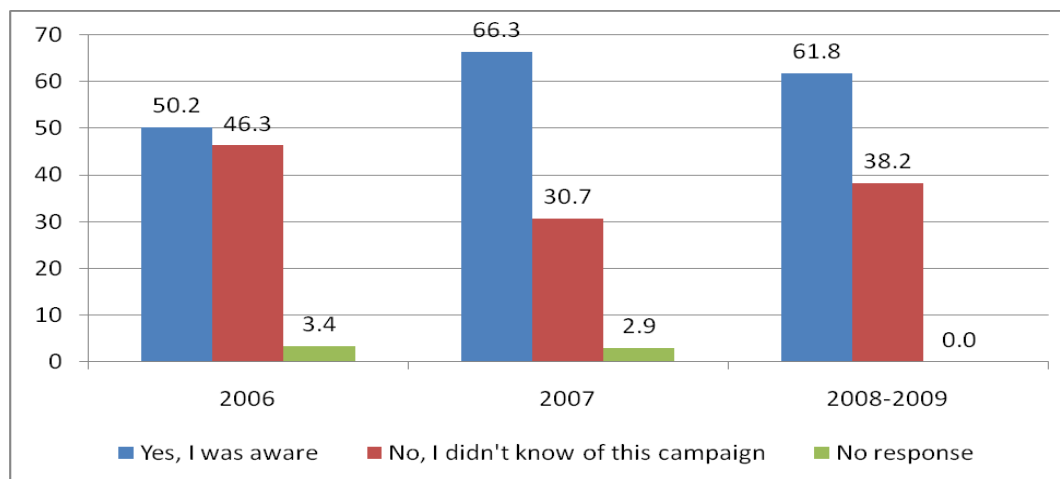


Table 4.21 below analyses further the feedback from the target audience on the extent to which they were involved in different types of activities in the 2008-2009 and the 2007 campaigns.²³

²² A total of 69 journalists were present - 45 from Spanish media (TV, radio, newspapers and magazines) and 25 from other countries. Spanish radio and TV broadcasted the event and a total of 149 clippings were produced from the Spanish and European journalists reaching a potential audience of up to 1,760,000 readers.

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Table 4.21: Did you participate in any activities or receive any information from EU-OSHA or the FOPs as part of the campaigns? (End users)

Activities	2007		2008-2009	
	Nº	%	Nº	%
Conference or seminar	46	22.4	192	27.6
Workshop	13	6.3	58	8.3
Training event	14	6.8	68	9.8
Exhibition	18	8.8	35	5.0
Workplace or school visit	8	3.9	32	4.6
Good practice award schemes and other competitions	11	5.4	87	12.5
Certificate of Participation	11	5.4	45	6.5
Video competition	3	1.5	75	10.8
Saw or heard advertising in the press, TV or radio	36	17.6	79	11.4
Accessed campaign website	69	33.7	364	52.4
Saw the campaign materials	78	38.0	287	41.3

Source: End user survey

The results presented in the table above indicate an **increase over the years in the level of participation in events or active use of information sources** by end-users. With the exception of exhibitions, for all other activities there was an increase of participation compared with the 2007 European Campaign. The campaign website was the main mechanism for accessing information (more than half indicated it) followed by printed campaign materials. Conferences and seminars also had an important role.

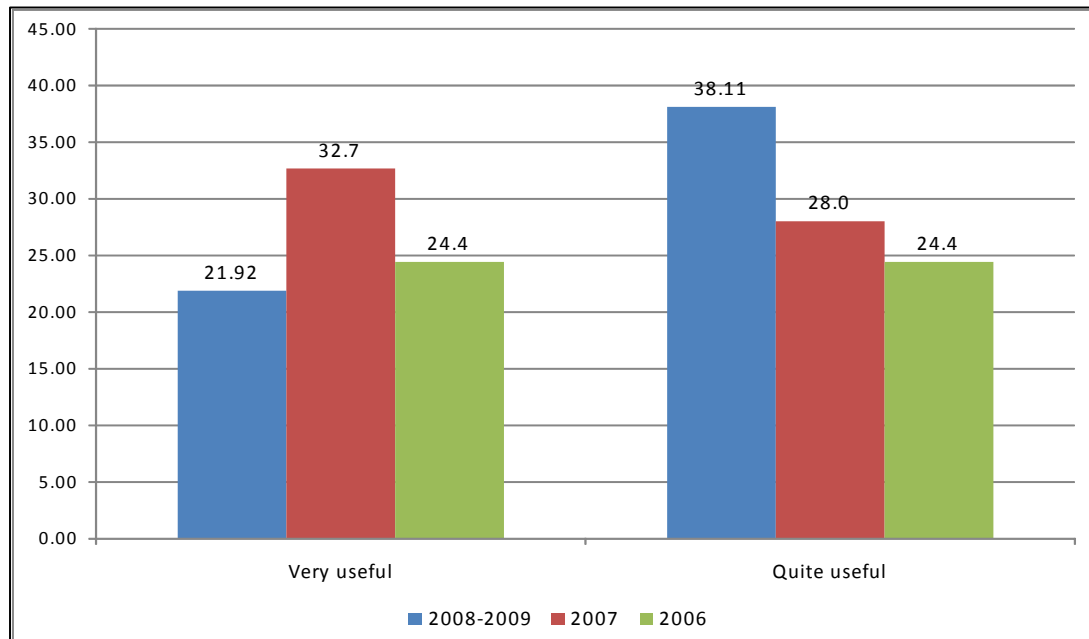
As indicated in the following chart, in the 2008-09 HWC, around 60% of those responding to the end-user survey found their participation in the campaign useful in raising awareness of health and safety issues.

²³ The feedback presented is based on the responses of *OSHmail* readers, i.e. people are more likely than the general target audience to have been aware of the campaign. For information on the extent to which the public more generally has been reached by the campaigns, it is necessary to rely on information on media coverage and the views of those involved in the campaigns, such as the FOPs.

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Figure 4.7: If you participated in one or more of the campaign activities or received information in another way, how useful was this in raising awareness of health and safety issues in your organisation? (End users)



Source: CSES survey

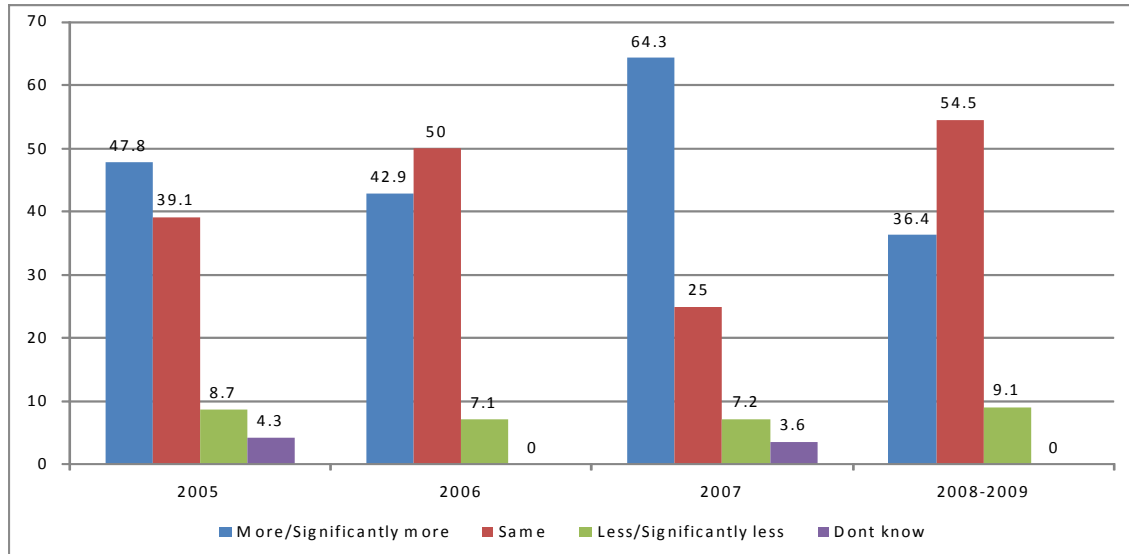
The Campaign utilised a number of **tools and activities to reach the target audiences**. One of the mechanisms used was the media. As part of the evaluation the FOPs were asked to comment on whether the campaign had received greater or lesser media coverage than in previous years.

As the following chart shows, while in previous periods the majority of FOPs considered that there was an increased **media coverage of the European Campaign** in comparison to previous years, in the case of the 2008-2009 HWC campaign the majority thought that the coverage of the Campaign was more or less the same as before and only a third considered there was an increase in the coverage. However, this is not supported by the data at the European level (e.g. 1,214 clippings recorded in 2009 against 795 in 2007) although it may be the case in individual countries.

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Figure 4.8: Were the Campaign activities more/less extensively covered in the media than in previous years? (FOPs)



Still, for the purposes of the HWC campaign, a more critical question is the extent to which the campaign was successful in **reaching the specific target groups**. Table 4.22 provides an analysis of the feedback from FOPs on the extent to which the Campaign reached the various target groups. .

Table 4.22: To what extent were different target groups in your country reached by the 2008-2009 Campaign activities? (FOPs)

	Very/quite successful		Neutral		Not successful/Not reached at all		No response	
	Nº	%	Nº	%	Nº	%	Nº	%
Workers	10	45.5	9	40.9	3	13.6	0	0.0
Employers	16	72.7	6	27.3	0	0.0	0	0.0
Trade Unions	18	81.8	4	18.2	0	0.0	0	0.0
Safety representatives	19	86.4	2	9.1	1	4.5	0	0.0
OSH practitioners	19	86.4	3	13.6	0	0.0	0	0.0
OSH prevention/insurance	15	68.2	6	27.3	1	4.5	0	0.0
Others providing assistance	8	36.4	11	50.0	3	13.6	0	0.0
SMEs in general	8	36.4	10	45.5	4	18.2	0	0.0
Micro-firms	4	18.2	10	45.5	8	36.4	0	0.0
Policy makers	11	50.0	9	40.9	2	9.1	0	0.0
NGOs	5	22.7	6	27.3	9	40.9	2	9.1

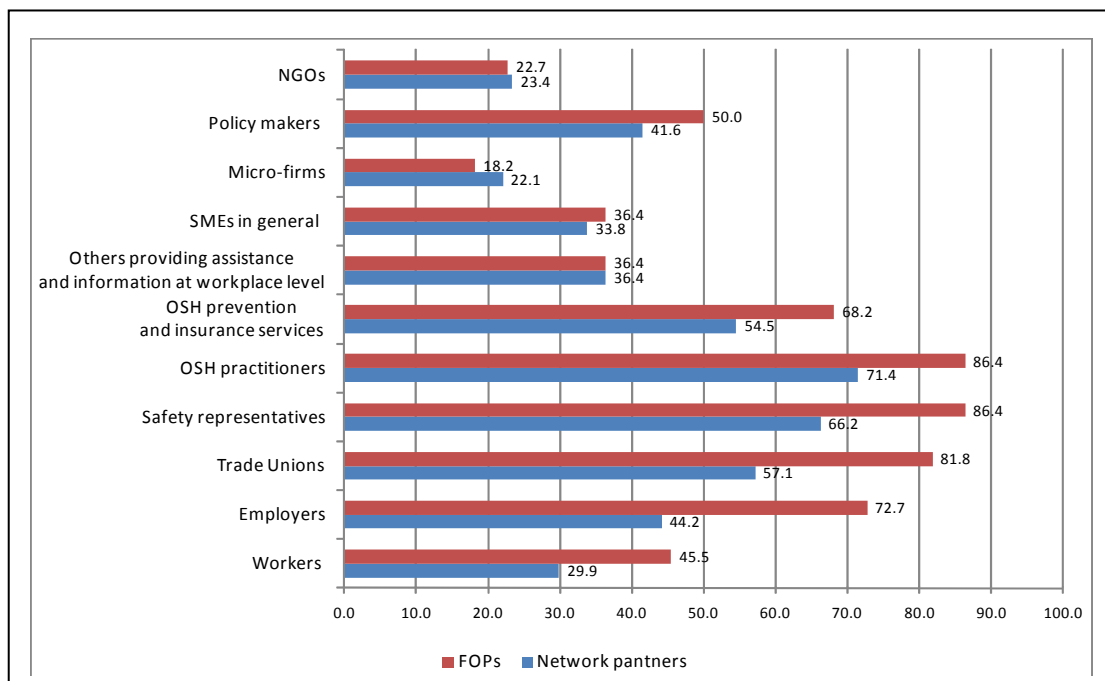
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On the positive side, employers, trade unions and OSH intermediaries were generally reached with a considerable degree of success. But FOP feedback suggests that the HWC campaign was only quite successful in reaching the intended target group of SMEs (36.4 stating very/quite successful) and was much less successful in reaching micro-firms (18.2 stating very/quite successful). As in previous periods the campaign was much more effective in reaching OSH professionals and workplace representatives that were also important target group of the campaign and which – traditionally – are a more receptive audience.

Figure 4.9 compares the survey feedback from FOPs with that of network partners. The FOPs' perception that safety representatives and practitioners were the main target audiences reached is largely shared by network partners and the same applies to the perceived lower reach of SMEs and micro-firms.

Figure 4.9: To what extent were target groups reached by the 2008-2009 Campaign activities? (% of FOPs and national partners stating 'nearly' or 'fully reached')



Source: CSES survey (FOPs)

According to some interviewees, the relatively limited success in reaching SMEs and micro-firms was primarily due to the inherent difficulty of reaching this target group. Furthermore, while risk assessment is recognised as an important topic, it is considered by many SMEs as particularly burdensome and complicated. According to a number of

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FOPs, it would probably be more appropriate to focus on intermediaries (OSH practitioners and work inspectors) that come in contact with SMEs in their workplaces and can operate as multipliers.

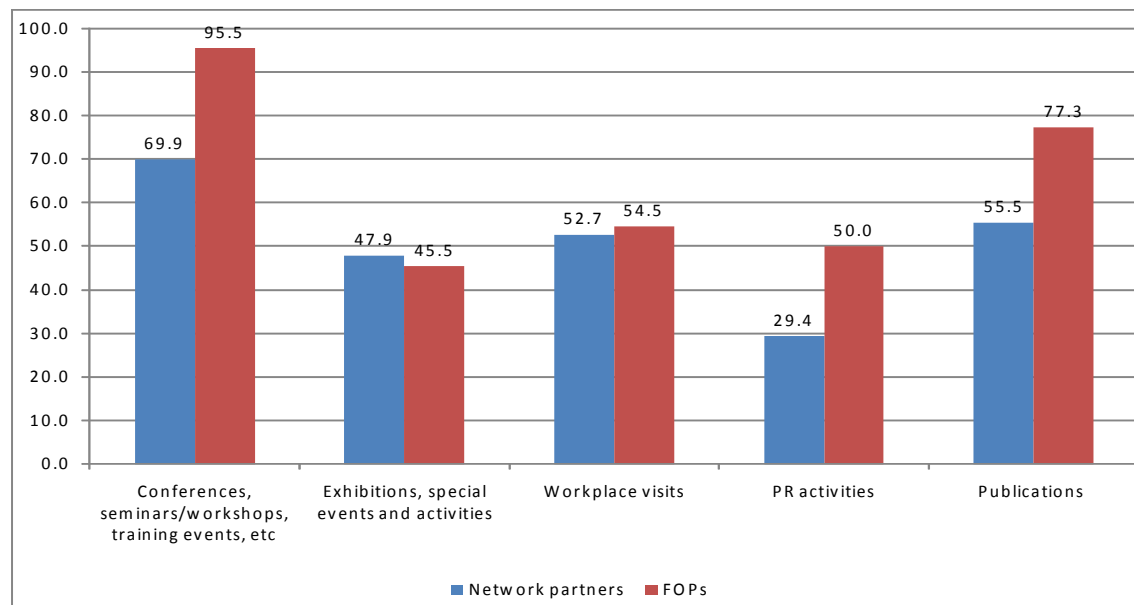
4.10 Impact of the Healthy Workplaces Campaign

In assessing impacts, we begin by examining the effectiveness of different campaign methods and then examine the outcomes achieved.

4.9.1 Effectiveness of Different Campaign Activities and Methods

The European Campaigns combined a number of different activities including awareness raising and the dissemination of materials, conferences and seminars, training activities, competitions, risk assessments, the Good Practice Award scheme, Online Charter/Certificate of Participation. Previous evaluations have highlighted differences in the effectiveness of different activities in terms of raising awareness and communicating good practices. Feedback from the FOPs and network partners on the effectiveness of different methods in the HWC campaign is analysed below.

Figure 4.10: How effective were the different types of campaign activities in raising awareness/promoting good practice at national level? (% of FOPs and Network partners stating 'very' or 'quite effective')



Source: CSES survey (FOPs)

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Overall, the feedback from the survey work and other research suggests that **conferences and other events** remain, as in previous European Campaigns, a more effective way of communicating with the target audiences, even though the numbers reached are inevitably comparatively modest compared with some other campaigning methods such as PR campaigns involving the mass media. This view was especially pronounced amongst FOPs.²⁴ **Publications such as practical guides and checklists** were also considered as valuable, something that was confirmed in a number of interviews. In comparison, network partners appear to agree with the ranking of the different types of activities but they tend to be in relative terms less positive concerning their effectiveness.

Clearly, there is a trade-off between strongly influencing a relatively small group (e.g. through conferences and workshops) and more extensive contact with the target audience (e.g. through the mass media) which may not, however, have such a strong impact. Different approaches have been adopted in this regard across the Member States. For example, in several countries there was a greater focus on **general awareness-raising activities through the media**. As in previous campaigns, in these countries, television and radio advertising was carried out as part of the campaign activities. In other countries, seminars and competitions were the focus of activities which necessarily targeted a more limited audience. In one case, the campaign strategy was regionalised focusing on two regions where it could be possible to get closer to important part of the target audience through risk assessment seminars and other events.

4.9.2 European Campaign Outcomes

As with previous campaigns, the success and impacts of the 2008-2009 campaign depended on raising awareness of the legal responsibility and the practical need to assess risks in the workplace. The following table analyses the feedback of the target audience on the extent to which this led to action being taken in relation to risk assessment.

During the 2008-2009 HWC, a significant proportion of organisations covered by the survey work did take actions to improve health and safety practices (as Table 4.23 indicates):

²⁴ Thus, with 2006 and 2007 Campaigns, the most effective were seen by FOPs as also being conferences/workshops, followed by exhibitions and special events, campaign materials and websites. However, this view was only partly shared by network partners (with a difference in particular over the importance of exhibitions/special events which were not ranked as highly by network partners as some other activities).

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- In total, 1,080 of the 1,125 OSHmail subscribers stated that they carried at least one activity;
- Risk assessment (72.6%) and risk identification activities (67.4%) – directly linked with the theme of the Campaign - were the most common activities;
- Training events, seminars and awareness raising activities were also mentioned from over 57% of the target audience.

Table 4.23: Has your company/organisation carried out any occupational health and safety related activities in the past two years? (End users)

Options	Nº	%
Risk assessments	817	72.6
Safety demonstrations, displays and exhibitions	430	38.2
Risk identification and assessment	799	71.0
Awareness-raising information including publications, posters, videos and electronic information	654	58.1
Training events, seminars and workshops	758	67.4
Other	78	6.9
Total stating at least one of the above activities in last year	1,080	96.0

Source: CSES survey

However, the discussions with some FOPs and networks partners indicated that many of the end users were planning to undertake risk assessment activities anyway, i.e. irrespective of the Campaign. This is supported by the responses to the end user survey. In comparison with previous campaigns, an even greater share of the organisations covered by the survey (55% in comparison to 41.5% for the 2006 and 2007 campaigns) stated that no activities were carried out as a result of the HWC.

Table 4.24: To what extent did the campaigns provide the incentive for carrying out the health and safety related activities? (End users)

Options	2006/2007		2008-2009	
	Nº	%	Nº	%
All activities were carried out as a result of Campaign	13	6.3	49	4.5
Most activities were carried out as a result of Campaign	15	7.3	79	7.3
Some activities were carried out as a result of Campaign	63	30.7	307	28.4
No activities were carried out as a result of the Campaign	85	41.5	596	55.2
No response	29	14.1	49	4.5
Total	205	100.0	1080	100.0

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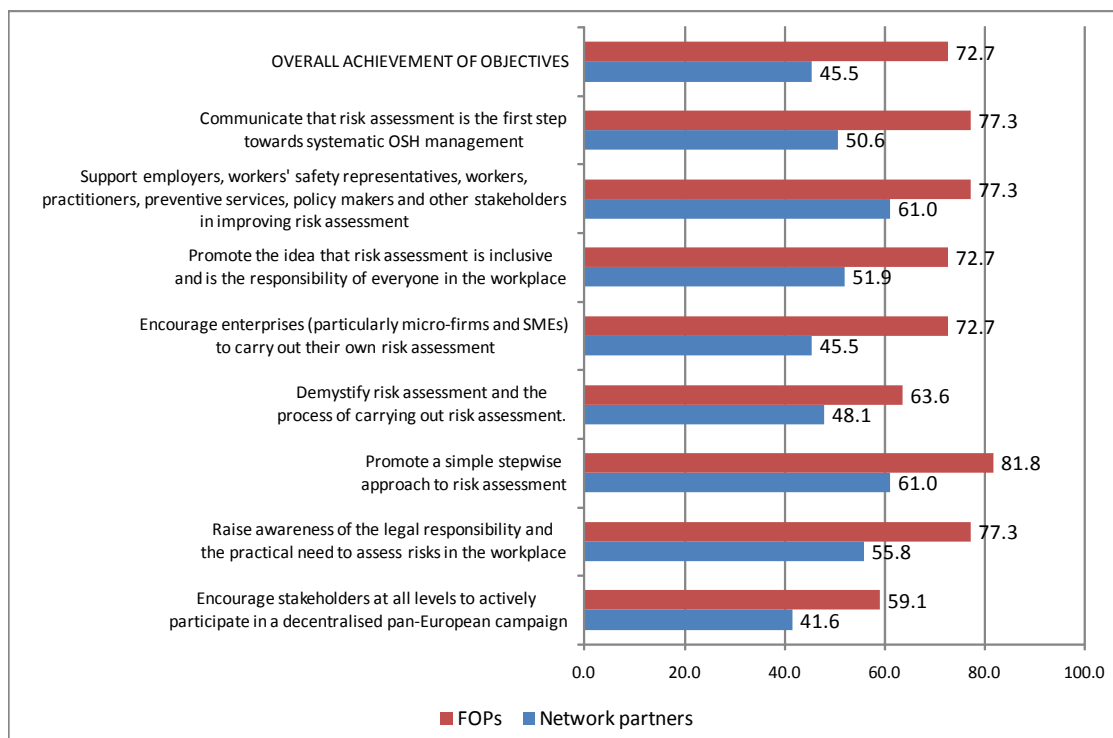
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These results support the point that those participating in the European Campaigns are often those already committed to OSH and to risk assessment more specifically. Nevertheless, for 40.2% of the respondents (in comparison to 44.3% for the previous campaign period) at least some activities were carried out as a result of the 2008-09 HWC campaign – an indication of the increased added value of the campaign.

4.9.3 Achievement of Campaign Objectives

As illustrated in the chart below, FOPs made an overall positive assessment of the success of the 2008-09 HWC campaign against most of the stated objectives. Over 75% of the FOPs considered that the campaign had ‘fully’ or ‘nearly’ achieved most of its objectives. For their part, network partners made a more moderate assessment of the success of the campaign although still a positive one.

Figure 4.11: Success of the campaign in achieving their objectives (% of FOPs and network partners stating objectives were fully or nearly achieved)



Source: CSES survey

Interestingly, one of the least successful aspects – according to the FOPs and network partners – was the promotion of a decentralised European campaign. This is a point that is probably linked with the rather mixed views of FOPs and stakeholders on the flexibility

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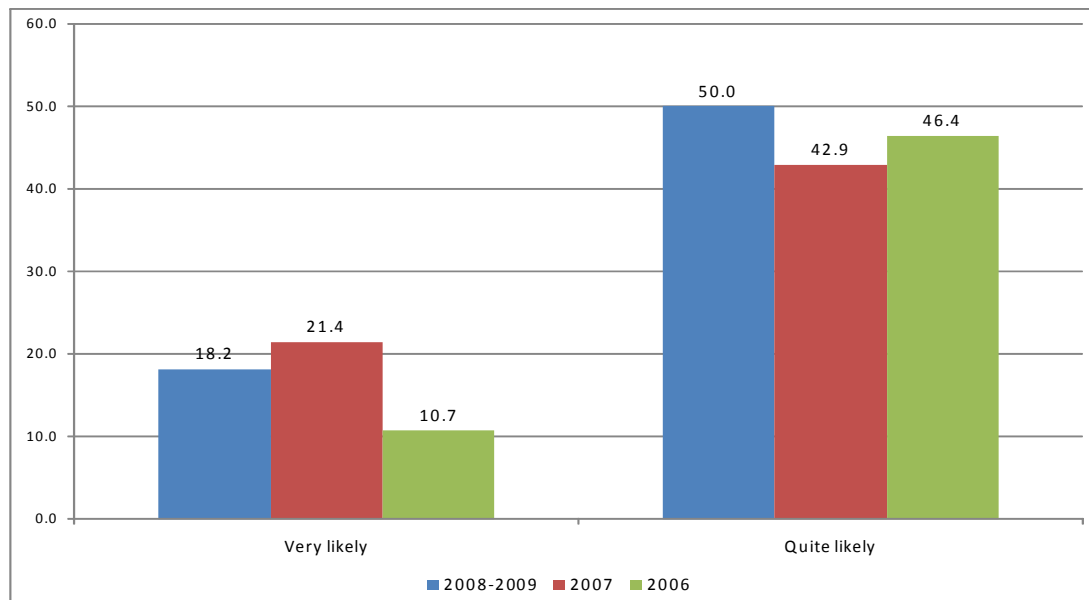
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of the campaign methods and messages to fit to particularities and needs of each country that have been already mentioned before.

4.9.4 Sustainability of Campaign Outcomes

Another important issue is the sustainability of the campaign outcomes. Previous evaluations indicate a significant level of sustainability which varied depending on the topic of the campaign.²⁵ In the case of the 2008-2009 campaign on Risk assessment the results are again quite positive, although less so than for the 2007 Campaign.

Figure 4.12: Overall, how likely is it, do you think, that the results of the Campaigns will be sustained in your country in the future? (FOPs)



Source: CSES survey

To a certain extent the future success of the campaign is linked with the cumulative impacts, since the campaigns have been taking place over a number of years. In several countries, those we spoke to noted increased interest in the topic of risk assessment over the years. Even in cases where the overall interest of SME is low, it was suggested that

²⁵ The 2007 'Lighten the Load' campaign was seen to be slightly more sustainable than the 2006 campaign directed at young people). The research suggested that the reasons for this included the narrower target group of the 2006 campaign, which moreover changes over time, combined with the fact that 'Lighten the Load' was generally seen as a slightly more successful campaign.

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there is a gradual increase in awareness of the importance of risk assessment and that this expected to continue in the future.

4.9.5 European Added Value

A key evaluation issue is the extent to which the European campaigns demonstrated European added value. This term can be defined as the extent to which an EU dimension enables outcomes to be achieved that would be difficult, if not impossible, to achieve through separate national campaigns.²⁶ There are many ways in which this could in theory be achieved, including:

- Involvement of EU-OSHA representatives in national events;
- Gaining increased media attention by promoting campaign messages at a European as well as national level;
- Sharing good practices in campaigning across the Member States;
- Efficiency gains from designing and implementing campaigning activities at a European level rather than on a country-by-country basis.

The views of the FOPs in relation to this issue varied. Several FOPs we spoke to considered that the European campaign has an important added value as it attracts the interest of politicians and other high profile figures who through their involvement in the campaign events, attract media attention. More generally, the information and other publications produced by EU-OSHA provided useful information on the issues of risk assessment and health and safety more generally, and in some countries this was especially appreciated.

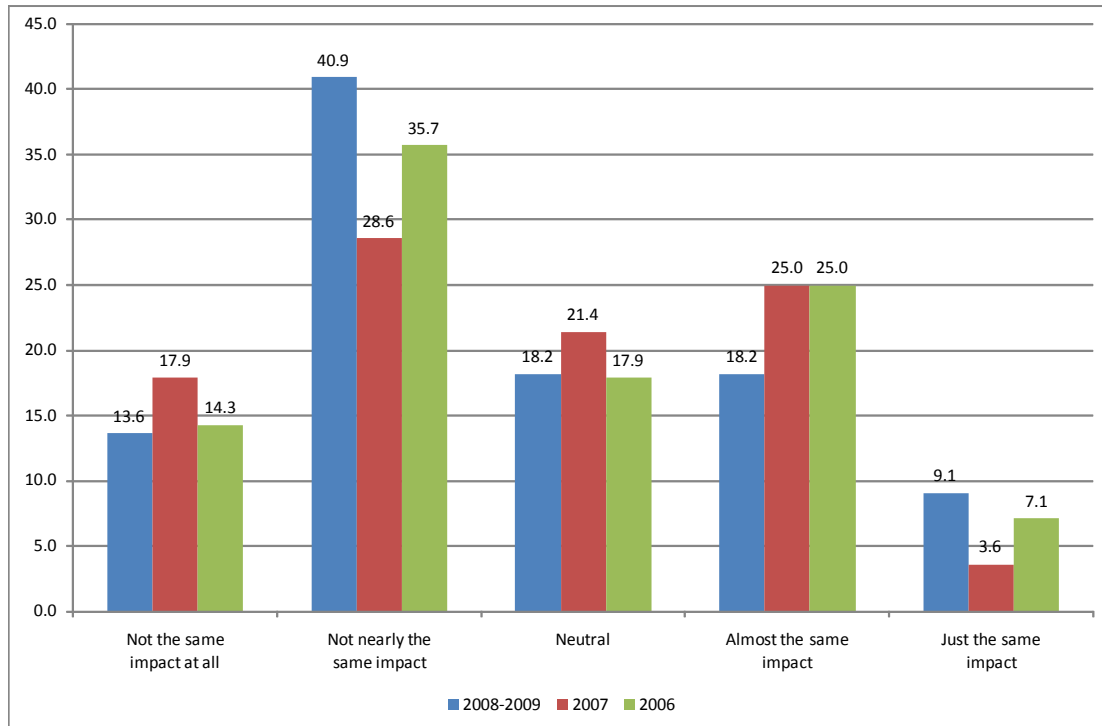
Thus, according to one of the FOPs “...activities at European level provide support and reinforcement for the FOP activity”. In contrast, other FOPs suggested that the campaign demonstrated little added value and that the EU-wide material and information had little use at the national level. According to another FOP “[there is] no real need for an EU pamphlet. National info [is] much more tailored and customised and hence [more] relevant. [At] company level it is not relevant what happens at EU level”. Another claimed that “European level activities are less important now. The Agency is loosing added value and the same activities could be carried out without its help”.

²⁶ Previous evaluations suggested that being part of a European campaign is seen in many (but not all) countries as an advantage since it adds credibility to purely national efforts.

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Figure 4.13: To what extent could the European Campaign achieve the same impacts in your country had it been carried out only at a national level? (FOPs)



Source: CSES survey

Feedback from other sources including our interviews with FOPs and campaign partners at a European and national level supports the conclusion that as in previous years, the degree of European added value is high. From a national perspective, the fact campaigns are part of a wider EU campaign enhances the credibility of activities and helps to reinforce the importance of the campaign themes. This applies especially in Member States where the campaigns would otherwise not have so much publicity or support. From a European perspective, the use of a single external contractor to help organise and implement campaign activities helped (as noted earlier in the report) to ensure the more efficient and effective use of resources.

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5.1 Overall Conclusions

Overall, the 2008-09 Healthy Workplaces Campaign was one of the most successful campaigns with a considerable amount of evidence pointing to raised awareness of the importance of risk assessment, how risk assessments should be carried out and other positive outcomes.

The two-year campaigning period, ECAP and the associated campaign support, the emphasis on developing partnership working (especially at the European level), and introduction new campaigning tools, were all features of the 2008-09 HWC that made an important contribution to its success. The theme of risk assessment was also well-suited to ensuring a broad and inclusive approach to the campaign. At the same time, the evaluation identified a number of less positive aspects that need to be rectified.

5.2 Campaign Management and Funding

One of the most important features of the 2008-09 Healthy Workplaces Campaign was the introduction of a two year cycle which appears to have worked particularly well. This was a change welcomed by all those involved, with clear benefits from an organisational perspective – more time for preparation, for the implementation of activities and for follow-up. Nobody we spoke to suggested that it had not been an improvement on previous arrangements.

Recommendation 1: the two-year campaigning period should be retained for future European Campaigns. Some consideration might be given to promoting sub-themes, or perhaps different target groups, at different stages within the two-year period.

Overall, the feedback from the evaluation indicates that ECAP is an improvement to the FOP subsidy scheme. The management of the 2008-09 HWC was based on a new financing scheme (ECAP) and under the overall direction of EU-OSHA involved an external contractor contributing to the organisation, coordination and implementation of key Campaign activities at an EU level and in the 27 Member States. The ECAP scheme helped to enhance the effectiveness of Campaign, generated efficiency gains in terms of the overall use of the Campaign budget, provided high quality services and reduced the administrative burden on the Agency and, in many respects, of the FOPs. There were, however, some less positive aspects to the ECAP scheme. The new scheme was seen as being rather limited with regard to the type of campaigning activities that could be supported and inflexible in terms of its capacity to leverage national funding to support the Campaign. Furthermore, despite the efforts of the Agency and the FOP campaign group the scheme was still considered as rather more expensive and providing less value for

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money by some FOPs, albeit a quite small number. Although the evaluation is generally positive on these points, it would seem that there are still problems in the communication of information to FOPs on the ECAP scheme. Some criticisms suggest a misunderstanding (e.g. with regard to the flexibility allowed for under the ECAP scheme. Furthermore, the monetary value linked to each type of activity leads to rather misleading comparisons from the FOPs based on “money made available” rather than services provided).

Recommendation 2: ECAP should be continued as it provides important benefits in comparison to the previous FOP subsidy. However, based on the findings of this evaluation, some additional modifications should be considered to improve the scheme. If possible, the list of eligible actions should be extended to include initiatives that the FOPs may wish to initiate. Steps should also be taken to ensure greater level of understanding of the requirements of the ECAP scheme. Furthermore, in order to reduce the rather unjustified complaints and the often misleading comparisons concerning the costs of various activities, the Agency should consider switching to a credit-based system through which FOPs could access the various services and activities.

The European partnership scheme was one of the most successful elements of the Campaign attracting a large and diverse number of partners. The partnership scheme appears to have a particular added-value to the campaign as it motivated partners to undertake a number of activities that combined both general awareness raising and information provision and more practical “hands-on” support to firms and workers with a potential long-lasting impact.

Recommendation 3: given the important role played in the 2008-09 Campaign, the European partnership offer and network should be further developed by recruiting additional members (partly to ensure full coverage of different sectors) and their role in planning and implementing campaign activities.

More generally, the support provided by EU-OSHA to the campaign across Europe was viewed positively by FOPs. The relationship between the FOPs and the Agency in the organisation of the campaign was highly rated with the support provided in the form of materials, the website, and other aspects being seen as crucial to achieving successful outcomes. According to the survey work, the majority of network partners were also ‘quite satisfied’ or ‘very satisfied’ with the support by the FOPs. FOPs have continued to be the main drivers in ensuring that campaign activities meet national needs.

5.3 Campaign Activities and Outcomes

The campaign activities materials produced by the Agency were regarded as being of high quality and adding value to what was available at the national level. Stakeholder seminars and partnership meetings were considered as particularly useful in

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terms of the information provided and topics covered, networking promotion but also in creating incentive for companies to conduct risk assessment in the workplace. There were of course differences in this respect between particular products and the experiences in different countries. As in previous years, the Napo DVD was rated very highly and the same applied to the Fact Sheets and the Campaign website. In some countries, particularly those with a very developed health and safety culture, these materials were not seen, however, as adding much value to what already existed at the national level. The development of an on-line risk assessment tool, which began in 2008-09, was also a significant initiative with considerable longer-term potential.

As in previous campaigns, the GPA scheme was highly regarded as a campaign tool (especially as there was time to make full use of the results). In 2008-09, there was an increased level of participation in the GPA (47 entries from 25 countries) in comparison to previous periods. The analysis suggested that it was a well organised activity that demonstrated considerable benefits to participants and in terms of the promotion of good practices in risk assessment and OSH generally. The GPA benefited also from the adoption of two year campaign period which provided more time for the organisation of the scheme and use of the results.

But, it is less clear what was achieved by the Journalists Excursions and the Certificate of Participation. The journalists' excursions organised by EU-OSHA, aimed at generating more publicity for the GPA winners and disseminating good practices, were less successful with only limited media interest. As far as the Certificate of Participation is concerned, this remained a cost effective way of reaching people and raising awareness, but its effectiveness in terms of achieving real improvements in risk assessment is less clear.

Recommendation 4: the Good practice award should be further developed. EU-OSHA should consider additional mechanisms to promote and publicize the scheme. The Journalists' Excursions could be one of those mechanisms but they should not be continued without considering some changes, namely increasing the "publishable" material provided to journalists, reducing the costs related to the overall organization of the excursions ensuring that GPA winners come from the current campaign.,

Recommendation 5: the format of the Certificate of Participation should be retained. Adding a brief description of the activities undertaken for the campaign along with the country/site concerned and making the application forms easier to complete could improve the tool further.

Activities such as the Photo Competition and the Documentary Film Award have also been rather successful in reaching alternative target populations and attracting a certain level of media interest.

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Recommendation 6: continue both the Photo Competition and the Documentary Film Award and attempt to make use of the wide range of the material produced.

Looking ahead, the evaluation suggests that with some further refinement, the campaign model and new methods that was introduced for the 2008-09 HWC provide a strong basis on which to build on in future campaigns. This applies to aspects of overall campaign management (e.g. ECAP) but also to specific campaigning tools: the 2008-09 Healthy Workplaces Campaign saw the introduction of new and in some cases highly innovative methods, some of which need further development to ensure that their potential as a way of improving OSH practices is fully exploited.

Recommendation 7: as noted in the evaluation, the On Line Risk Assessment Tool (OiRA) was one of the new features of the 2008-09 HWC. Although not fully developed during the campaign itself, our assessment suggests that it has considerable potential as a cost-effective way of reaching large numbers of workplaces and raising awareness of risks and the way they can be assessed and minimised. But further development is needed to make OiRA suitable for different sectors and countries with the product with the tool then being promoted as a follow-up to the 2008-09 HWC as part of the 2012-13 Campaign.

List of Interviews

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Name	Organisation
Austria	
Franz Kaida	Austrian Safety Experts' Organisation (National network partner)
Martina Häckel-Bucher	Bundesministerium für Wirtschaft und Arbeit (FOP)
Belgium	
Willy Imbrechts	Federal Public Service Employment, Labour and Social Dialogue (FOP)
Bulgaria	
Atanas Kolchakov	Ministry of Labour and Social Policy (FOP)
Dora Mircheva	National Centre for Public Health Protection
Cyprus	
Marios Charalambous	Department of Labour Inspection (FOP)
Denmark	
Tove Loft	Department for Legal Advice and International Relations of the Danish Working Environment Authority (FOP)
Estonia	
Tiit Kaadu	Ministry of Social Affairs of Estonia (FOP)
Finland	
Erkki Yrjänheikki	Finnish Ministry for Social Affairs and Health (FOP)
Esko Lukkari,	Kauppalehti (Journalist excursion participant)
France	
Pierre Paolini	Ministère du Travail, des Relations Sociales, de la Famille et de la Solidarité (FOP)
Greece	
Ioannis Konstantopoulos,	Directorate for OSH Information Management, Training and Monitoring of Policies on OSH issues (FOP)
Antonis Christodoulou	Ministry of Employment and Social Protection (FOP)
Spyros Dontas	Hellenic Institute for Occupation Health and Safety (National network partner)
Maria Tolaki	Head of the OSH department of Public Power Corporation (National network partner)
Olga Mira	Journalist of CSR review (Journalist excursion participant)
Ilias Antoniadis	Journalist from “ERGOTAXIAKA THEMATA” (Journalist excursion participant)
Italy	
Francesca Grosso	ISPESL (FOP)
Lithuania	
Nerita Šot	State Labour Inspectorate (FOP)
Audrė Srebalienė	Moters savaitė magazine (Journalists excursion)
Netherlands	
Henk Schrama	TNO Work and Employment (FOP)

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Reinold Tomberg Portugal Manuela Calado	Hoofdredacteur Metaal Magazine (Journalist excursion) ACT (FOP) FECTRANS - National federation of unions of transport and communication sectors (Network partner) SINDEL - National Industry and Energy Union (Network partner)
Spain Yolanda Palacio	National Institute for Safety and Hygiene at Work (FOP) Ministry of Labour and Immigration (Network partner) ELA-STV (Basque workers trade union) CEPYME - Spanish Confederation of Small and Medium Enterprises
Naiara Larrea.	Editor of the magazine RIESGO LABORAL (Journalist excursion)
Alejandro Feijóo	Professor of the educational website PROFESNET (Journalist excursion)
Sweden Matts Rydin Marie Antman	Work Environment Authority (FOP) PREVENT (network partner)
UK Rob Olsen	Health and Safety Executive, London

European Partners

Name	Organisation
Victor Kempa	European Trade Union Institute (ETUI)
Aurelie Quintin	European Confederation of Independent Trade Unions (CESI)
Rose-Marie Pype	European Chemical Transport Association (ECTA)
Henk Vanhoutte	European Safety Federation (ESF)
Astrid Silvia	CEOC International
Jean-Marie Fauconnier	International Safety & Health Construction Coordinators Organisation (ISHCCO)
Andrew Bowers	Baxter International
Olivier Salvi	European Technology Platform on Industrial Safety
Bernhard Thier	European Chemical Industry Council
Domenico Campogrande	European Construction Industry Federation
Sarah Williams	European Transport Workers Federation
Giancarlo Bianchi	European Network of Safety and Health Professional Organisations
Lee Allford	European Process Safety Centre

List of Interviews

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Tim Krogel/Ricardo Viaggi	European Builders Confederation
Susan Flocken	ETUC
Jimenez Jose	General Electric
Rebecca Smith	Business Europe

EU-OSHA and Others

Name	Position
Andrew Smith	Head of Unit, CPU
Jochen Mueller	Campaigns Manager, CPU
Tim Tregenza	Network Manager, Network Secretariat
Marta Urrutia	Corporate Promotions Manager, CPU
Pascale Turlotte	Financial Assistant
Lorenzo Munar	Project Manager, WEI Unit
Birgit Mueller	Communications Manager, CPU
Bruno Thiebaud	Communications Manager, CPU
Monica Azaola	Personal Assistant, CPU
Diane Risopoulos	Senior Project Manager, Media Consulta, Brussels
Kerstin Weiss	Senior Project Manager, Media Consulta, Berlin

Survey Analysis Tables

B

This appendix contains tables analysing the responses to the six surveys undertaken as part of the evaluation:

- National Focal Points (1st round)
- National Focal Points (2nd round)
- Network Partners
- Good Practice Award participants
- Certificate of Participation
- End Users

National Focal Points Survey (1st round)

How appropriate is the theme of Risk Assessment to priorities in your country?

Options	Nº	%
Very appropriate	20	76.9
Quite appropriate	6	23.1
Somewhat appropriate	0	0.0
Not very appropriate	0	0.0
Not appropriate at all	0	0.0
Total	26	100.0

Are you satisfied with the relations/contacts you had with EU-OSHA staff?

Options	Nº	%
Very satisfied	15	57.7
Quite satisfied	9	34.6
Somewhat satisfied	1	3.8
Not very satisfied	1	3.8
Not satisfied at all	0	0.0
Total	26	100.0

Survey Analysis Tables

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How useful are the campaign materials?

Materials	Very useful		Quite useful		Somewhat useful		Not very useful		Not useful at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
1. Fact sheets	15	57.7	9	34.6	1	3.8	0	0.0	1	3.8	0	0.0	26	100
2. Magazine	4	15.4	10	38.5	6	23.1	5	19.2	0	0.0	1	3.8	26	100
3. Information pack	11	42.3	12	46.2	2	7.7	1	3.8	0	0.0	0	0.0	26	100
4. Campaign pack (poster, leaflet, GPA calls, flyer, etc)	9	34.6	13	50.0	2	7.7	2	7.7	0	0.0	0	0.0	26	100
5. NAPO DVD	19	73.1	4	15.4	2	7.7	1	3.8	0	0.0	0	0.0	26	100
6. Booklet with GPA winners case studies	5	19.2	7	26.9	6	23.1	3	11.5	1	3.8	4	15.4	26	100
7. Agency's campaign website	14	53.8	9	34.6	0	0.0	2	7.7	0	0.0	1	3.8	26	100
8. National website	14	53.8	7	26.9	4	15.4	0	0.0	0	0.0	1	3.8	26	100
9. Give aways	8	30.8	12	46.2	2	7.7	2	7.7	0	0.0	2	7.7	26	100
10. Materials produced at national level	12	46.2	9	34.6	1	3.8	0	0.0	1	3.8	3	11.5	26	100

Have the campaign materials been made available by the Agency soon enough?

Options	Nº	%
Yes	16	61.5
Too early	1	3.8
A bit late	8	30.8
Too late	1	3.8
Total	26	100.0

If the ECAP had not been made available, what would have happened to the campaign activities which were funded through it?

Options	Nº	%
The activities would have gone ahead anyway	5	19.2
The activities would have gone ahead on a smaller scale	16	61.5
The activities would not have gone ahead at all	3	11.5
Not applicable	2	7.7
Total	26	100.0

How important have other sources of co-financing been at the national level?

Sources	Very important		Quite important		Somewhat important		Not very important		Not important at all		Not applicable		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Public authorities	13	50.0	5	19.2	3	11.5	0	0.0	1	3.8	4	15.4	26	100
Employer organisations	4	15.4	1	3.8	3	11.5	2	7.7	3	11.5	13	50.0	26	100
Trade unions	4	15.4	2	7.7	3	11.5	2	7.7	3	11.5	12	46.2	26	100
Private enterprises	1	3.8	2	7.7	3	11.5	1	3.8	4	15.4	15	57.7	26	100

Survey Analysis Tables

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Based on your experience so far, how would you rate the following aspects of the campaign operation/management under the ECAP scheme?

Options	Very good		Quite good		Neither good nor bad		Quite poor		Very poor		No opinion/ no experience		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Support received from the Agency	7	26.9	14	53.8	3	11.5	0	0.0	0	0.0	2	7.7	26	100.0
Effectiveness of reporting arrangements	1	3.8	10	38.5	8	30.8	3	11.5	0	0.0	4	15.4	26	100.0
Possibility of tailoring activities to national circumstances	2	7.7	7	26.9	7	26.9	6	23.1	2	7.7	2	7.7	26	100.0
Clarity of funding arrangements	4	15.4	9	34.6	6	23.1	4	15.4	1	3.8	2	7.7	26	100.0
Flexibility of funding	2	7.7	3	11.5	8	30.8	6	23.1	5	19.2	2	7.7	26	100.0

In comparison to previous campaigns financed under the subsidy scheme, how do you rate the ECAP scheme in respect to the following?

Options	Much better		Improved slightly		The same		Slightly worse		Much worse		Not relevant		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Administrative/reporting workload for the FOP	9	34.6	10	38.5	3	11.5	2	7.7	0	0.0	2	7.7	26	100.0
Opportunity and time to focus on substantive campaign activities (e.g. content/development, networking/partnership promotion, media activities)	5	19.2	10	38.5	5	19.2	3	11.5	1	3.8	2	7.7	26	100.0
Capacity to attract other sources of funding	0	0.0	0	0.0	11	42.3	5	19.2	2	7.7	8	30.8	26	100.0
Value for money	0	0.0	3	11.5	4	15.4	8	30.8	8	30.8	3	11.5	26	100.0

Based on your experience so far, how would you rate cooperation with your national Media Consulta Partner?

Options	Very good		Quite good		Neither good nor bad		Not very good		Not good at all		No opinion		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Professionalism of services provided	5	19.2	10	38.5	6	23.1	1	3.8	0	0.0	4	15.4	26	100.0
Quality of services provided	6	23.1	10	38.5	5	19.2	1	3.8	0	0.0	4	15.4	26	100.0
Quality of cooperation and support provided	8	30.8	7	26.9	5	19.2	2	7.7	0	0.0	4	15.4	26	100.0
Joint working to tailor activities to national circumstances	7	26.9	7	26.9	4	15.4	2	7.7	1	3.8	5	19.2	26	100.0

Survey Analysis Tables

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In comparison to the 2007 subsidy scheme, how has the cost of performing, organising or producing the following activities/outputs changed under ECAP2008 scheme?

Options	Increased significantly (>15% of unit price)		Increased slightly (<15% of unit price)		Remained the same		Decreased slightly (<15% of unit price)		Decreased significantly (>15% of unit price)		No opinion/not able to compare		Total	
	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%
Conferences/seminars	9	34.6	4	15.4	3	11.5	2	7.7	1	3.8	7	26.9	26	100.0
Publications	3	11.5	4	15.4	4	15.4	1	3.8	2	7.7	12	46.2	26	100.0
Journalist roundtables	5	19.2	0	0.0	1	3.8	0	0.0	1	3.8	19	73.1	26	100.0
Press releases	6	23.1	3	11.5	8	30.8	0	0.0	0	0.0	9	34.6	26	100.0
Giveaways	4	15.4	4	15.4	5	19.2	0	0.0	1	3.8	12	46.2	26	100.0

For the services you have opted to receive under the ECAP scheme, please comment on; a) their value for money (right balance of quality against price), b) the extent to which they meet national needs

Options		Very good		Quite good		Not good nor bad		Not very good		Poor		Not received	
		N _o	%	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%
Provision of additional copies of European material	<i>Value for money</i>	4	15.4	7	26.9	1	3.8	3	11.5	1	3.8	10	38.5
	<i>Meets national needs</i>	4	15.4	7	26.9	3	11.5	2	7.7	1	3.8	9	34.6
Direct mailing of campaign packs	<i>Value for money</i>	0	0.0	9	34.6	5	19.2	1	3.8	1	3.8	10	38.5
	<i>Meets national needs</i>	3	11.5	10	38.5	3	11.5	0	0.0	0	0.0	10	38.5
Event organisation	<i>Value for money</i>	1	3.8	7	26.9	4	15.4	6	23.1	3	11.5	5	19.2
	<i>Meets national needs</i>	7	26.9	10	38.5	2	7.7	1	3.8	1	3.8	5	19.2
Promotional giveaways	<i>Value for money</i>	2	7.7	8	30.8	9	34.6	2	7.7	1	3.8	4	15.4
	<i>Meets national needs</i>	5	19.2	10	38.5	5	19.2	2	7.7	0	0.0	4	15.4
PR and media support activities	<i>Value for money</i>	0	0.0	5	19.2	6	23.1	4	15.4	2	7.7	9	34.6
	<i>Meets national needs</i>	2	7.7	6	23.1	4	15.4	5	19.2	1	3.8	8	30.8
Website support	<i>Value for money</i>	1	3.8	4	15.4	2	7.7	1	3.8	1	3.8	17	65.4
	<i>Meets national needs</i>	2	7.7	5	19.2	2	7.7	0	0.0	1	3.8	16	61.5

Survey Analysis Tables

B

From your experience with the campaign so far, what has been the impact of the move to a two-year campaign model to the following elements of the campaign?

Options	Very positive		Quite positive		No impact		Quite negative		Very negative		No opinion		Total	
	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%	N _o	%
Preparation for the campaign	11	42.3	13	50.0	2	7.7	0	0.0	0	0.0	0	0.0	26	100
Networking/partnerships building	10	38.5	12	46.2	4	15.4	0	0.0	0	0.0	0	0.0	26	100
Quality of campaign material	5	19.2	4	15.4	16	61.5	0	0.0	1	3.8	0	0.0	26	100
Quality of campaign activities	6	23.1	11	42.3	9	34.6	0	0.0	0	0.0	0	0.0	26	100
Capacity to reach target audience	8	30.8	13	50.0	5	19.2	0	0.0	0	0.0	0	0.0	26	100
Following up on activities to increase impact	9	34.6	11	42.3	5	19.2	0	0.0	0	0.0	1	3.8	26	100

Has the switch to a two-year campaigning period been beneficial?

Options	N _o	%
Yes	21	80.8
No	2	7.7
Don't know	3	11.5
Total	26	100.0

How well is the second year of the campaign going?

Options	N _o	%
Very well	6	23.1
Quite well	16	61.5
Not very well	2	7.7
Not well at all	0	0.0
No response	2	7.7
Total	26	100.0

Overall, how well has the first year of the Healthy Workplaces Campaign gone?

Options	N _o	%
Very well	9	34.6
Quite well	14	53.8
Not as well as hoped	1	3.8
Not well at all	0	0.0
No response	2	7.7
Total	26	100.0

Survey Analysis Tables

B

National Focal Points Survey (2nd round)

How do you evaluate the overall organisation of the campaign by the Agency?

Options	Excellent		Quite good		Neutral		Not very good		Not good at all		No response		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
Planning	7	31.8	12	54.5	2	9.1	0	0.0	1	4.5	0	0.0	22	100
Information provided	5	22.7	11	50.0	5	22.7	0	0.0	0	0.0	1	4.5	22	100
Follow up	3	13.6	15	68.2	3	13.6	0	0.0	0	0.0	1	4.5	22	100
Reporting	2	9.1	16	72.7	3	13.6	0	0.0	0	0.0	1	4.5	22	100

In your view, was the decision to run the 2008-09 Campaign over a two-year period appropriate?

Options	N _e	%
Yes	21	95.5
No	1	4.5
Don't know	0	0.0
Total	22	100.0

How would you rate the Agency's campaign website in respect of the following?

Options	Very useful		Quite useful		Neutral		Not very useful		Not useful at all		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
Ease of use	4	18.2	12	54.5	5	22.7	1	4.5	0	0.0	22	100
Source of information on Campaign theme	6	27.3	10	45.5	6	27.3	0	0.0	0	0.0	22	100
Quality of material provided	5	22.7	12	54.5	4	18.2	1	4.5	0	0.0	22	100
Usefulness as an awareness raising tool	6	27.3	8	36.4	6	27.3	2	9.1	0	0.0	22	100
Appropriateness for main target groups	1	4.5	9	40.9	9	40.9	1	4.5	2	9.1	22	100
Overall support for national campaign	5	22.7	8	36.4	7	31.8	2	9.1	0	0.0	22	100

Survey Analysis Tables

B

In your view, how effective were the following European aspects of the campaign in promoting awareness of safety and health at work and the role of the Agency?

Options	Very effective		Quite effective		Neutral		Not very effective		Not effective at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
HWC launch event	3	13.6	10	45.5	7	31.8	2	9.1	0	0.0	0	0.0	22	100
Good Practice Award	10	45.5	8	36.4	3	13.6	0	0.0	1	4.5	0	0.0	22	100
GPA journalist excursions	3	13.6	6	27.3	8	36.4	3	13.6	1	4.5	1	4.5	22	100
GPA event with Czech EU Presidency	6	27.3	7	31.8	8	36.4	0	0.0	0	0.0	1	4.5	22	100
Certificate of Participation	3	13.6	6	27.3	5	22.7	5	22.7	2	9.1	1	4.5	22	100
Closing event	8	36.4	9	40.9	4	18.2	0	0.0	1	4.5	0	0.0	22	100

Was there a national Good Practice Award scheme in your country?

Options	Nº	%
Yes	20	90.9
No	2	9.1
Don't know	0	0.0
Total	22	100.0

Please rate the contribution of **SOCIAL PARTNERS** to the European Campaign in your country

Options	Very effective		Quite effective		Neutral		Not very effective		Not effective at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Increased the visibility of the Campaign	7	31.8	9	40.9	2	9.1	3	13.6	0	0.0	1	4.5	22	100
Involved their affiliated organisations in the Campaign	6	27.3	10	45.5	4	18.2	1	4.5	0	0.0	1	4.5	22	100
Helped reach more workplaces by disseminating information	5	22.7	12	54.5	1	4.5	3	13.6	0	0.0	1	4.5	22	100
Facilitated trans-national cooperation	1	4.5	4	18.2	8	36.4	2	9.1	5	22.7	2	9.1	22	100

Please rate the contribution of **ALL OTHER PARTNERS** to the European Campaigns in your country

Options	Very effective		Quite effective		Neutral		Not very effective		Not effective at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Social partners (overall)	4	18.2	12	54.5	5	22.7	1	4.5	0	0.0	0	0.0	22	100
Government authorities / Public institutions	7	31.8	10	45.5	3	13.6	0	0.0	2	9.1	0	0.0	22	100
Private sector organisations	1	4.5	8	36.4	7	31.8	3	13.6	3	13.6	0	0.0	22	100
Universities / Academic institutions	4	18.2	6	27.3	2	9.1	4	18.2	6	27.3	0	0.0	22	100
NGOs	1	4.5	1	4.5	8	36.4	4	18.2	7	31.8	1	4.5	22	100

Survey Analysis Tables

B

To what extent do you think that the KEY OBJECTIVES of the Campaign were achieved in your country?

Options	Fully achieved		Nearly achieved		Neutral		A little achieved		Not achieved at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Encourage stakeholders at all levels to actively participate in a decentralised pan-European campaign	2	9.1	11	50.0	6	27.3	3	13.6	0	0.0	0	0.0	22	100
Raise awareness of the legal responsibility and the practical need to assess risks in the workplace	4	18.2	13	59.1	4	18.2	1	4.5	0	0.0	0	0.0	22	100
Promote a simple stepwise approach to risk assessment	6	27.3	12	54.5	2	9.1	1	4.5	1	4.5	0	0.0	22	100
Demystify risk assessment and the process of carrying out risk assessment.	5	22.7	9	40.9	6	27.3	2	9.1	0	0.0	0	0.0	22	100
Encourage enterprises (particularly micro-firms and SMEs) to carry out their own risk assessment	1	4.5	15	68.2	3	13.6	2	9.1	1	4.5	0	0.0	22	100
Promote the idea that risk assessment is inclusive and is the responsibility of everyone in the workplace	5	22.7	11	50.0	5	22.7	0	0.0	0	0.0	1	4.5	22	100
Support employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving risk assessment	5	22.7	12	54.5	4	18.2	1	4.5	0	0.0	0	0.0	22	100
Communicate that risk assessment is the first step towards systematic OSH management	5	22.7	12	54.5	2	9.1	3	13.6	0	0.0	0	0.0	22	100
ACHIEVEMENT OF OBJECTIVES OVERALL	1	4.5	15	68.2	5	22.7	1	4.5	0	0.0	0	0.0	22	100

Survey Analysis Tables

B

To what extent were different TARGET GROUPS in your country reached by the Campaign activities?

Options	Very successfully		Quite successfully		Neutral		Not very successfully		Not reached at all		No response		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
Workers	0	0.0	11	50.0	8	36.4	3	13.6	0	0.0	0	0.0	22	100
Employers	1	4.5	16	72.7	5	22.7	0	0.0	0	0.0	0	0.0	22	100
Trade Unions	5	22.7	13	59.1	4	18.2	0	0.0	0	0.0	0	0.0	22	100
Safety representatives	6	27.3	13	59.1	2	9.1	1	4.5	0	0.0	0	0.0	22	100
OSH practitioners	7	31.8	12	54.5	3	13.6	0	0.0	0	0.0	0	0.0	22	100
OSH prevention and insurance services	5	22.7	10	45.5	6	27.3	1	4.5	0	0.0	0	0.0	22	100
Others providing assistance and information at workplace level	2	9.1	7	31.8	10	45.5	3	13.6	0	0.0	0	0.0	22	100
SMEs in general	1	4.5	7	31.8	10	45.5	4	18.2	0	0.0	0	0.0	22	100
Micro-firms	1	4.5	3	13.6	10	45.5	4	18.2	4	18.2	0	0.0	22	100
Policy makers	5	22.7	6	27.3	9	40.9	2	9.1	0	0.0	0	0.0	22	100
NGOs	0	0.0	5	22.7	7	31.8	4	18.2	4	18.2	2	9.1	22	100

How effective were CAMPAIGN ACTIVITIES in raising awareness/promoting good practice?

Options	Very effective		Quite effective		Neutral		Not very effective		Not effective at all		No response		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
Conferences, seminars/workshops, training events, etc	10	45.5	11	50.0	1	4.5	0	0.0	0	0.0	0	0.0	22	100
Exhibitions, special events and activities	4	18.2	6	27.3	8	36.4	1	4.5	1	4.5	2	9.1	22	100
Workplace visits	6	27.3	5	22.7	7	31.8	1	4.5	0	0.0	3	13.6	22	100
PR activities	2	9.1	10	45.5	8	36.4	1	4.5	0	0.0	1	4.5	22	100
Risk assessment publications (guidelines, booklets etc.)	4	18.2	13	59.1	4	18.2	1	4.5	0	0.0	0	0.0	22	100

To what extent could the Campaign achieve the same impacts in your country had it been carried out only at a purely national level?

Options	N _e	%
Not the same impact at all	3	13.6
Not nearly the same impact	9	40.9
Neutral	4	18.2
Almost the same impact	4	18.2
Just the same impact	2	9.1
Total	22	100.0

Survey Analysis Tables

B

Have the campaign activities been more/less extensively covered in the media than in previous years?

Options	N _e	%
Significantly more	2	9.1
More	6	27.3
Same	12	54.5
Less	2	9.1
Significantly less	0	0.0
Don't know	0	0.0
Total	22	100.0

How important have the following factors been in contributing to the success of the campaigns?

Options	Very important		Quite important		Neutral		Not very important		Not important at all		No response		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
European nature of the campaign	5	22.7	13	59.1	2	9.1	2	9.1	0	0.0	0	0.0	22	100
Contribution of national network partners	7	31.8	12	54.5	3	13.6	0	0.0	0	0.0	0	0.0	22	100
Support of the Agency	9	40.9	11	50.0	2	9.1	0	0.0	0	0.0	0	0.0	22	100
Support of Media Consulta	3	13.6	3	13.6	5	22.7	6	27.3	3	13.6	2	9.1	22	100

How likely is it, do you think, that the results of the Campaign will be sustained in your country in the future?

Options	N _e	%
Very likely	4	18.2
Quite likely	12	54.5
Neutral	6	27.3
Not very likely	0	0.0
Not likely at all	0	0.0
Total	22	100.0

How would you rate cooperation with your national Media Consulta Partner?

Options	Very good		Quite good		Neutral		Not very good		Not good at all		Total	
	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%	N _e	%
Professionalism of services provided	5	22.7	7	31.8	4	18.2	4	18.2	2	9.1	22	100
Substantive quality of services provided	5	22.7	6	27.3	5	22.7	4	18.2	2	9.1	22	100
Quality of cooperation and support provided	6	27.3	5	22.7	7	31.8	2	9.1	2	9.1	22	100
Joint working to tailor activities to national circumstances	4	18.2	5	22.7	6	27.3	3	13.6	4	18.2	22	100

Survey Analysis Tables

B

Network Partners Survey

Please indicate what best describes your organisation

Options	No	%
Company	4	5.2
OSH specialist	12	15.6
Trade union	12	15.6
Employer organisation	9	11.7
Government body	30	39.0
University / Research organisation	5	6.5
Other	5	6.5
Total	77	100.0

How appropriate is the theme of Risk Assessment to priorities in your country?

Options	No	%
Very appropriate	37	48.1
Quite appropriate	32	41.6
Neutral	5	6.5
Not very appropriate	2	2.6
Not appropriate at all	1	1.3
Total	77	100.0

As a result of your involvement in the 2008-09 campaign, did your organisation take any action to improve risk assessment practices?

Options	No	%
Yes	59	76.6
No	9	11.7
Don't know	4	5.2
Not relevant	5	6.5
Total	77	100.0

Survey Analysis Tables

B

To what extent do you think that the KEY OBJECTIVES of the Campaign were achieved in your country?

Key Objectives	Fully achieved		Nearly achieved		Neutral		A little achieved		Not achieved at all		No response		Total	
	N ^o	%	N ^o	%	N ^o	%	N ^o	%	N ^o	%	N ^o	%	N ^o	%
Encourage stakeholders at all levels to actively participate in a decentralised pan-European campaign	7	9.1	25	32.5	26	33.8	16	20.8	2	2.6	1	1.3	77	100
Raise awareness of the legal responsibility and the practical need to assess risks in the workplace	11	14.3	32	41.6	17	22.1	15	19.5	2	2.6	0	0.0	77	100
Promote a simple stepwise approach to risk assessment	7	9.1	40	51.9	17	22.1	9	11.7	4	5.2	0	0.0	77	100
Demystify risk assessment and the process of carrying out risk assessment.	6	7.8	31	40.3	29	37.7	7	9.1	4	5.2	0	0.0	77	100
Encourage enterprises (particularly micro-firms and SMEs) to carry out their own risk assessment	7	9.1	28	36.4	21	27.3	18	23.4	2	2.6	1	1.3	77	100
Promote the idea that risk assessment is inclusive and is the responsibility of everyone in the workplace	8	10.4	32	41.6	19	24.7	16	20.8	2	2.6	0	0.0	77	100
Support employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving risk assessment	15	19.5	32	41.6	21	27.3	6	7.8	3	3.9	0	0.0	77	100
Communicate that risk assessment is the first step towards systematic OSH management	10	13.0	29	37.7	26	33.8	11	14.3	1	1.3	0	0.0	77	100
ACHIEVEMENT OF OBJECTIVES OVERALL	8	10.4	27	35.1	28	36.4	10	13.0	1	1.3	3	3.9	77	100

Survey Analysis Tables

B

To what extent were different TARGET GROUPS in your country reached by the Campaign activities?

Target Groups	Fully reached		Almost reached		Somewhat reached		Reached a little		Not reached at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Workers	5	6.5	18	23.4	23	29.9	22	28.6	4	5.2	5	6.5	77	100
Employers	3	3.9	31	40.3	26	33.8	10	13.0	3	3.9	4	5.2	77	100
Trade Unions	11	14.3	33	42.9	20	26.0	5	6.5	2	2.6	6	7.8	77	100
Safety representatives	14	18.2	37	48.1	18	23.4	3	3.9	1	1.3	4	5.2	77	100
OSH practitioners	15	19.5	40	51.9	12	15.6	4	5.2	1	1.3	5	6.5	77	100
OSH prevention and insurance services	9	11.7	33	42.9	19	24.7	8	10.4	2	2.6	6	7.8	77	100
Others providing assistance and information at workplace level	2	2.6	26	33.8	28	36.4	12	15.6	2	2.6	7	9.1	77	100
SMEs in general	3	3.9	23	29.9	23	29.9	18	23.4	4	5.2	6	7.8	77	100
Micro-firms	1	1.3	16	20.8	23	29.9	16	20.8	14	18.2	7	9.1	77	100
Policy makers	9	11.7	23	29.9	27	35.1	8	10.4	3	3.9	7	9.1	77	100
NGOs	2	2.6	16	20.8	28	36.4	14	18.2	5	6.5	12	15.6	77	100

Which CAMPAIGN ACTIVITIES were most effective in raising awareness/promoting good practice?

Campaign Activities	Very effective		Quite effective		Neutral		Not very effective		Not effective at all		No response		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Conferences, seminars/workshops, training events, etc	18	23.4	40	51.9	12	15.6	5	6.5	0	0.0	2	2.6	77	100
Exhibitions, special events and activities	5	6.5	33	42.9	22	28.6	10	13.0	0	0.0	7	9.1	77	100
Workplace visits	15	19.5	29	37.7	19	24.7	8	10.4	1	1.3	5	6.5	77	100
PR activities	6	7.8	18	23.4	34	44.2	9	11.7	0	0.0	10	13.0	77	100
Publications	10	13.0	35	45.5	19	24.7	7	9.1	2	2.6	4	5.2	77	100

How satisfied were you with the support you received from EU-OSHA/the Focal Point in relation to the campaign and with your involvement in the planning implementation of the campaign?

Options	EU-OSHA		Focal Point	
	Nº	%	Nº	%
Very satisfied	18	23.4	18	23.4
Quite satisfied	27	35.1	32	41.6
Neutral	24	31.2	14	18.2
Not very satisfied	1	1.3	4	5.2
Not satisfied at all	1	1.3	1	1.3
No response	6	7.8	8	10.4
Total	77	100.0	77	100.0

Survey Analysis Tables

B

How, in your opinion, did the campaign compare with earlier campaigns in terms of preparation, implementation, impacts, etc?

Options	Nº	%
Much better than before	11	14.3
A little better than before	35	45.5
The same	27	35.1
A little worse than before	1	1.3
Much worse than before	0	0.0
No response	3	3.9
Total	77	100.0

Was it an advantage to run the campaign over a two-year period?

Options	Nº	%
Yes	59	76.6
No	7	9.1
Don't know	11	14.3
Total	77	100.0

Good Practice Award Participants Survey

Please indicate what best describes your organisation:

Organisation	Nº	%
Public Body	1	5.0
Lobby Group	0	0.0
Non-Governmental Organisation	0	0.0
Trade Union	0	0.0
Employers Association	0	0.0
Research Institute	2	10.0
Statutory Insurance Organisation	0	0.0
OSH Service Provider	1	5.0
OSH Service Intermediary	0	0.0
Public Company	5	25.0
Private Company	11	55.0
Journalist	0	0.0
Labour Inspection	0	0.0
School / University	0	0.0
Total	20	100.0

Survey Analysis Tables

B

Please indicate the area that best describes your sector of activity:

Sector	Nº	%
Public Administration and Defence	1	5.0
Agriculture, Hunting and Forestry	0	0.0
Fisheries	0	0.0
Mining and Quarrying	2	10.0
Manufacturing	7	35.0
Electricity, Gas and Water Supply	0	0.0
Wholesale and Retail Trade	0	0.0
Repair of Motor Vehicles and Consumer Goods	0	0.0
Construction	2	10.0
Hotels and restaurants	0	0.0
Transport, Storage and Communication	0	0.0
Financial Intermediation	0	0.0
Real Estate, Renting and Business Activities	0	0.0
Compulsory Social Security	0	0.0
Education	1	5.0
Health and Social Work	4	20.0
Cross Sectoral	3	15.0
Not given	0	0.0
Total	20	100.0

Please indicate the size of your organisation:

Size	Nº	%
1-9 employees	1	5.0
10-49 employees	1	5.0
50-249 employees	1	5.0
250 or more employees	17	85.0
Total	20	100.0

In which country do you work?

Country	Nº	%	Country	Nº	%
Pan-European Organisation	1	5.0	Latvia	0	0.0
Austria	1	5.0	Lithuania	1	5.0
Belgium	1	5.0	Luxembourg	0	0.0
Bulgaria	0	0.0	Malta	0	0.0
Croatia	0	0.0	Netherlands	1	5.0
Cyprus	2	10.0	Poland	1	5.0
Czech Republic	2	10.0	Portugal	0	0.0

Survey Analysis Tables

B

Denmark	1	5.0	Romania	0	0.0
Estonia	2	10.0	Slovakia	0	0.0
Finland	1	5.0	Slovenia	0	0.0
France	1	5.0	Spain	1	5.0
Germany	0	0.0	Sweden	0	0.0
Greece	1	5.0	Turkey	1	5.0
Hungary	0	0.0	UK	1	5.0
Italy	0	0.0	Other	0	0.0
Ireland	1	5.0	Total	20	100.0

Was your entry selected at a national level (through a national good practice award scheme or any other procedure) for forwarding to the European level competition?

Options	Nº	%
Yes	20	100.0
No	0	0.0
Total	20	100.0

How did you first find out about the European Good Practice Award scheme?

Options	Nº	%
National good practice scheme	8	40.0
Campaign event (e.g. conference)	0	0.0
A government body	2	10.0
GPA Official Call	0	0.0
Other organisation participating in the scheme	1	5.0
European campaign website	5	25.0
European campaign publication	2	10.0
National Focal Point	1	5.0
Labour inspector visit	1	5.0
TV, Radio, Press	0	0.0
Total	20	100.0

Did you get any information from your National Focal Point or European Campaign website on the Good Practice Award scheme?

Options	Nº	%
Yes	17	85.0
No	3	15.0
Total	20	100.0

Survey Analysis Tables

B

If yes, did you think that the materials successfully addressed the needs of your organisation?

Options	Nº	%
Yes	17	100.0
No	0	0.0
Total	17	100.0

Did you have enough time to prepare the application for the Good Practice Award scheme?

Options	Nº	%
Yes	17	85.0
No	3	15.0
Total	20	100.0

Do you think that the application and selection process was clear, fair and transparent?

Options	At the national level		At the European level	
	Nº	%	Nº	%
Yes	20	100.0	15	75.0
No	0	0.0	5	25.0
Total	20	100.0	20	100.0

What did you hope to gain from participation in the Good Practice Award scheme? In the case of objectives sought, please let us know whether you achieved this.

Options	Reason for participating		Achieved	
	Nº	%	Nº	%
Improved understanding of how well the business is doing in safety and health at work	11	55.0	10	90.9
A useful internal exercise in thinking about safety and health at work	12	60.0	12	100.0
Publicity for the organisation at regional and/or national level	9	45.0	8	88.9
Publicity for the organisation at a European level	7	35.0	6	85.7

Do you think that participation in the Good Practice Award scheme has been worthwhile?

Options	Nº	%
Yes	20	100.0
No	0	0.0
Total	20	100.0

Survey Analysis Tables

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Would you enter the competition again?

Options	Nº	%
Yes	20	100.0
No	0	0.0
Total	20	100.0

Please rate the following aspects of the campaign:

Options	Excellent		Quite good		Average		Not very good		Poor		Don't know		Total	
	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%	Nº	%
Publicity for the competition	2	10.0	11	55.0	5	25.0	2	10.0	0	0.0	0	0.0	20	100
Publicity for winners	0	0.0	12	60.0	5	25.0	1	5.0	0	0.0	2	10.0	20	100
Competition guidelines	4	20.0	8	40.0	5	25.0	1	5.0	0	0.0	2	10.0	20	100
Timing of the competition	3	15.0	14	70.0	1	5.0	0	0.0	1	5.0	1	5.0	20	100
Feedback received on competition entries	3	15.0	9	45.0	5	25.0	2	10.0	0	0.0	1	5.0	20	100

Certificate of Participation Survey

Please indicate what best describes your organisation:

Organisation	Nº	%
Public Body	24	11.9
Lobby Group	2	1.0
Non-Governmental Organisation	4	2.0
Trade Union	4	2.0
Employers Association	4	2.0
Research Institute	0	0.0
Statutory Insurance Organisation	1	0.5
OSH Service Provider	13	6.4
OSH Service Intermediary	0	0.0
Public Company	17	8.4
Private Company	107	53.0
Journalist	5	2.5
Labour Inspection	1	0.5
School / University	20	9.9
Total	202	100.0

Survey Analysis Tables

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Please indicate the area that best describes your sector of activity:

Sector	Nº	%
Public Administration and Defence	10	5.0
Agriculture, Hunting and Forestry	0	0.0
Fisheries	0	0.0
Mining and Quarrying	2	1.0
Manufacturing	32	15.8
Electricity, Gas and Water Supply	10	5.0
Wholesale and Retail Trade	6	3.0
Repair of Motor Vehicles and Consumer Goods	2	1.0
Construction	44	21.8
Hotels and restaurants	0	0.0
Transport, Storage and Communication	10	5.0
Financial Intermediation	0	0.0
Real Estate, Renting and Business Activities	5	2.5
Compulsory Social Security	0	0.0
Education	29	14.4
Health and Social Work	33	16.3
Cross Sectoral	16	7.9
Not given	3	1.5
Total	202	100.0

Please indicate the size of your organisation:

Size	Nº	%
1-9 employees	32	15.8
10-49 employees	29	14.4
50-249 employees	48	23.8
250 or more employees	86	42.6
Not applicable	7	3.5
Total	202	100.0

In which country do you work?

Country	Nº	%	Country	Nº	%
Pan-European Organisation	8	4.0	Latvia	2	1.0
Austria	0	0.0	Lithuania	3	1.5
Belgium	3	1.5	Luxembourg	0	0.0
Bulgaria	3	1.5	Malta	1	0.5
Croatia	0	0.0	Netherlands	1	0.5
Cyprus	0	0.0	Poland	6	3.0

Survey Analysis Tables

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Czech Republic	0	0.0	Portugal	6	3.0
Denmark	0	0.0	Romania	14	6.9
Estonia	1	0.5	Slovakia	1	0.5
Finland	0	0.0	Slovenia	0	0.0
France	4	2.0	Spain	15	7.4
Germany	2	1.0	Sweden	0	0.0
Greece	1	0.5	Turkey	2	1.0
Hungary	0	0.0	UK	91	45.0
Italy	22	10.9	Other	11	5.4
Ireland	5	2.5	Total	202	100.0

How did you hear about the Healthy Workplaces Campaign on Risk Assessment Certificate of Participation? (Multi-response possible)

Options	Nº	%
Specialist press	37	18.3
Campaign website	119	58.9
A government body	24	11.9
Campaign publications	46	22.8
Campaign event	21	10.4
Health and safety /labour inspector visit	12	5.9
TV	2	1.0
Radio	0	0.0
Newspaper	7	3.5
Other	22	10.9

When you signed the Certificate of Participation you indicated that you had undertaken one or more health and safety related activities. Please indicate, firstly, which activities you undertook and secondly, which of these you would probably have undertaken anyway, even without the Certificate of Participation?

Options	Undertaken		Would have done even without CoP	
	Nº	%	Nº	%
Risk Assessments	173	85.6	129	74.6
Safety demonstrations, displays and exhibitions	105	52.0	58	55.2
Training events, seminars and workshops	140	69.3	89	63.6
Poster competitions and quizzes	79	39.1	31	39.2
Film, video and multimedia	66	32.7	37	56.1
Advertising and promotion campaigns	79	39.1	35	44.3
Partnerships between enterprises and schools/colleges/training centres	54	26.7	33	61.1
Good neighbour schemes" between large and small enterprises	36	17.8	28	77.8

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Suggestion schemes	55	27.2	31	56.4
Hazard spotting	86	42.6	52	60.5
Inspection days	87	43.1	61	70.1
Building risk awareness and prevention into other activities	93	46.0	62	66.7
New policy or prevention initiatives	73	36.1	48	65.8

Have you told any of your affiliated organisations (e.g. suppliers, clients, etc) about a) the Certificate of Participation b) Healthy Workplaces Campaign on Risk Assessment?

Options	CoP		HWC	
	Nº	%	Nº	%
Yes	131	64.9	130	64.4
No	64	31.7	46	22.8
No response	7	3.5	26	12.9
Total	202	100.0	202	100.0

Did you sign the On-Line Charter/Certificate of Participation that was part of the European Week 2004, 2005, 2006 or 2007?

Options	Nº	%
Yes	75	37.1
No	76	37.6
Don't know/no response	51	25.2
Total	202	100.0

Were you in touch with the European Agency's National Focal Point?

Options	Nº	%
Yes	44	21.8
No	126	62.4
Don't know/no response	32	15.8
Total	202	100.0

Were you aware of other Healthy Workplaces Campaign on Risk Assessment activities?

Options	In your country		At the European level	
	Nº	%	Nº	%
Yes	129	63.9	71	35.1
No	54	26.7	75	37.1
Don't know/no response	19	9.4	56	27.7
Total	202	100.0	202	100.0

Survey Analysis Tables

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If 'yes' to above, how relevant did you find the campaign to health and safety issues in your organisation?

Options	Campaign activities in your country		Campaign activities at the European level	
	Nº	%	Nº	%
Very relevant	62	48.1	33	46.5
Quite relevant	41	31.8	23	32.4
Somewhat relevant	18	14.0	13	18.3
Not very relevant	6	4.7	1	1.4
Not relevant at all	0	0.0	0	0.0
No response	2	1.6	1	1.4
Total	129	100.0	71	100.0

Overall, how useful do you think the Certificate of Participation was as a way of promoting health and safety at work?

Options	Campaign activities in your country	
	Nº	%
Very useful	77	38.1
Quite useful	71	35.1
Somewhat useful	36	17.8
Not very useful	10	5.0
Not useful at all	2	1.0
No response	6	3.0
Total	202	100.0

End Users Survey

Please indicate what best describes your organisation:

Options	Nº	%
Public Body	228	20.3
Lobby Group	1	0.1
Non-Governmental Organisation	46	4.1
Trade Union	27	2.4
Employers Association	17	1.5
Research Institute	37	3.3
Statutory Insurance Organisation	20	1.8
OSH Service Provider	89	7.9
OSH Service Intermediary	5	0.4
Public Company	70	6.2

Survey Analysis Tables

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Private Company	491	43.6
Journalist	3	0.3
Labour Inspection	19	1.7
School / University	69	6.1
Other/no response	3	0.3
Total	1125	100.0

Please indicate the area that best describes your sector of activity:

Options	No	%
Public Administration and Defence	153	13.6
Agriculture, Hunting and Forestry	18	1.6
Fisheries	1	0.1
Mining and Quarrying	18	1.6
Manufacturing	234	20.8
Electricity, Gas and Water Supply	42	3.7
Wholesale and Retail Trade	28	2.5
Repair of Motor Vehicles and Consumer Goods	10	0.9
Construction	100	8.9
Hotels and restaurants	19	1.7
Transport, Storage and Communication	59	5.2
Financial Intermediation	17	1.5
Real Estate, Renting and Business Activities	14	1.2
Compulsory Social Security	8	0.7
Education	99	8.8
Health and Social Work	153	13.6
Cross Sectoral	132	11.7
Other/no response	20	1.8
Total	1125	100.0

Please indicate the size of your organisation:

Options	No	%
1-9 employees	116	10.3
10-49 employees	118	10.5
50-249 employees	239	21.2
250 or more employees	602	53.5
Not applicable	45	4.0
Other/no response	5	0.4
Total	1125	100.0

Survey Analysis Tables

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In which country do you work?

Country	Nº	%	Country	Nº	%
Pan-European Organisation	11	1.0	Latvia	4	0.4
Austria	13	1.2	Lithuania	3	0.3
Belgium	46	4.1	Luxembourg	7	0.6
Bulgaria	16	1.4	Malta	11	1.0
Croatia	2	0.2	Netherlands	31	2.8
Cyprus	6	0.5	Poland	5	0.4
Czech Republic	1	0.1	Portugal	59	5.2
Denmark	8	0.7	Romania	37	3.3
Estonia	1	0.1	Slovakia	18	1.6
Finland	21	1.9	Slovenia	4	0.4
France	46	4.1	Spain	189	16.8
Germany	80	7.1	Sweden	32	2.8
Greece	22	2.0	Turkey	14	1.2
Hungary	5	0.4	UK	169	15.0
Italy	95	8.4	Other	110	9.8
Ireland	59	5.2	Total	1125	100.0

Were you aware of the Healthy Workplaces Campaign on Risk Assessment in your country?

Options	Nº	%
Yes, I was aware	695	61.8
No, I didn't know of this campaign	430	38.2
Total	1125	100.0

The following 5 questions were asked only of those that gave a positive response to above.

Overall, how relevant were the campaigning themes and activities to your organisation and the needs of its members/employees?

Options	Nº	%
Very relevant	160	23.0
Quite relevant	243	35.0
Neutral	174	25.0
Not very relevant	79	11.4
Not relevant at all	16	2.3
Don't know / no response	23	3.3
Total	695	100.0

Survey Analysis Tables

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Did you participate in any activities or receive any information offered by EU-OSHA or its Focal Point in your country as part of the campaigns? (Multi-responses possible)

Options	No	%
Conference or seminar	192	27.6
Workshop	58	8.3
Training event	68	9.8
Exhibition	35	5.0
Workplace or school visit	32	4.6
Good practice award schemes and other competitions	87	12.5
Signed the 2007 / Certificate of Participation	45	6.5
Video competition	75	10.8
Saw or heard advertising in the press, TV or radio	79	11.4
Accessed campaign website	364	52.4
Saw the campaign materials	287	41.3
Other activities	69	9.9

If you participated in one or more of the above activities/received information in another way, how useful was this in raising awareness of OSH issues in your organisation?

Options	No	%
Very useful	130	18.7
Quite useful	226	32.5
Neutral	153	22.0
Not very useful	54	7.8
Not useful at all	30	4.3
Don't know / no response	102	14.7
Total	695	100.0

Did you get any assistance directly from your National Focal Point?

Options	No	%
Yes	154	22.2
No	507	72.9
No response	34	4.9
Total	695	100.0

If you answered 'yes' to the above question, did you think that the information received successfully addressed the needs of your organisation?

Options	No	%
Yes	128	83.1
No	26	16.9
Total	154	100.0

Survey Analysis Tables

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If you did not participate in a campaign conference, seminar or workshop, please tell us why you did not attend (multi-responses possible).

Options	No	%
I was not aware of any such events taking place	540	48.0
Inconvenient time of seminar	72	6.4
Inconvenient location of seminar	129	11.5
Too busy	175	15.6
Subject not interesting	23	2.0
Other	66	5.9

Has your company or organisation carried out any of the following occupational health and safety related activities in the past two years?

Options	No	%
Risk assessments	817	72.6
Safety demonstrations, displays and exhibitions	430	38.2
Risk identification and assessment	799	71.0
Awareness-raising information including publications, posters, videos and electronic information	654	58.1
Training events, seminars and workshops	758	67.4
Other	78	6.9

To what extent did the campaigns provide the incentive for carrying out the health and safety related activities listed above?

Options	No	%
All activities were carried out as a result of the Healthy Workplaces Campaign	49	4.5
Most activities were carried out as a result of the Healthy Workplaces Campaign	79	7.3
Some activities were carried out as a result of the Healthy Workplaces Campaign	307	28.4
None of the activities were carried out as a result of the Healthy Workplaces Campaign	596	55.2
No response	49	4.5
Total	1080	100.0