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INDUSTRIAL RELATIONS AND SOCIAL DIALOGUE
CALL FOR PROPOSALS
2008

VP/2008/001
Type of Activity: Social Dialogue

Draft Proposal
European Builders Confederation EBC

« UNDER CONSTRUCTION II »
“Improving health and safety in SMEs of the construction sector”

DETAILED WORK PROGRAMME

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Introduction

Objectives of the project and links to the priorities of the budget heading

This proposal is resulting from the « Under Construction » project carried out by EBC with the support of DG Employment in 2007/2008, aiming at strengthening the sectoral social dialogue in the construction sector in the new Member States and especially improving the participation of SMEs associations in this dialogue.

This new proposal, while following the same pattern, focuses on a specific field that is crucial for the construction sector: **health and safety at work**.

Indeed, Small and medium businesses represent 82% of the total number of occupational accidents and 90% of the total number of fatal accidents. The construction, farming, transportation and health industries are among the sectors most affected, according to the European Agency for Safety and Health at Work (OSHA).

This is why OSHA has just launched a 2-year campaign (2008 & 2009) on risk assessment, entitled « Healthy Workplaces. Good for you, Good for Business ». This campaign focuses especially on high risk sectors such as construction, and on the needs of small and medium sized-enterprises. Risk assessment was made mandatory by the framework directive 89/391, which put an obligation on the employer to assess and prevent those risks that can occur in his/her company. Nevertheless, almost 20 years after the adoption of this directive, risk assessment does not seem to be systematically carried out by companies and especially by the smallest ones.

The major problem is to raise awareness, inform and assist millions of companies about why and how they have to assess and prevent risks. Indeed, considering the very large part of craftsmen and SMEs in the European construction sector (2.7 million) and their size (on average less than 4 employees), one of the most difficult tasks is to effectively inform the employer of his/her obligations in the field of health and safety at work, thereby helping to establish a prevention culture. Effective information and awareness raising campaigns are dependant on efforts by the professional federations representing craftsmen and SMEs of the construction sector. What must be reminded is that the construction sector is made of 2.7 million companies, 99% of which are SMEs (from 0 to 250 employees), and the total workforce represents almost 14 million people, 80% of whom are employed by SMEs.

In order for the OSHA campaign to be widespread among SMEs of the construction sector, and more generally, in order to improve health and safety in SMEs of the construction sector, this project's aims are the following:

- To contribute to the dissemination of the OSHA campaign tools in order to ensure a wide circulation among construction SMEs associations and ultimately among construction SMEs.
- To contribute to the European Week for Safety and Health at work (19-25 October 2009);
- To organise an exchange of good practices among construction SMEs associations about information and assistance to SMEs in the field of Health and Safety at work;
- To strengthen the sectoral social dialogue in the construction sector, through a closer cooperation between construction SMEs associations and trade unions in the field of Health and Safety at work. This is particularly needed in the new Member States and candidate countries.

This project gathers 13 construction SMEs associations, SMEs associations and trade-unions from 11 countries. 6 are from the new MS and candidate countries: Czech Republic, Hungary, Lithuania, Latvia, Romania and Turkey.

As it was the case for the "Under Construction" project, carried out by EBC last year, "Under Construction II" foresees the twinning of associations from old Member states (MS), enjoying the status of Social Partner and a long experience in sectoral social dialogue, and associations from new MS and one candidate country, either trying to be recognised as social partner or to reinforce their position as social partner. In addition, organisations from old Member States have generally more experience in Health and Safety campaigns towards their members. They are more developed and have the structure, which enables them to carry out vast campaigns.

This project is in line with the priorities of the budget heading and in particular with the following objectives:

- Measures by social partners which contribute to the implementation of the European Employment Strategy,
- Measures to strengthen the capacity of social partners in the MS related to the European Social Dialogue, with particular attention to the new MS and candidate countries.

Added value and lasting impact of the action

The added value of the project is twofold: it will result from a multiplier effect and a lasting impact of the action.

The multiplier effect will be provided by:

- The dissemination of the OSHA "Healthy Workplaces" campaign among the 13 project partners in the 11 countries covered by the project. For this campaign, OSHA has made available a wide variety of tools, translated into 22 languages, such as posters, fact sheets, PowerPoint presentations, good practice case studies, forums for sharing ideas and finding out what others are doing, cartoon videos with the popular figure Napo, links to related sites, etc.
- The exchange of good practices among construction SMEs associations about information and assistance to SMEs in the field of Health and Safety at work
- The networking of experts not only through the 13 project partners but also with different actors involved in the implementation of health and safety policies at the national and European level (social partners, national focal points (OSHA network), governments, labour inspection services, etc.).
- A wider dissemination of tools and results through the EBC website www.eubuilders.org.

The lasting impact will be ensured by the strengthening of the sectoral social dialogue in the new Member States resulting from a transfer of experience and know-how from the old Member States organisations to the new ones and Turkey. It will also result from a closer cooperation between construction SMEs associations and trade-unions, based on concrete activities targeting Health and Safety at work. They will have to identify and exchange the possible patterns of social partners' collaboration in tackling occupational H&S in construction in the long term and also outside the scope of the project. This aspect will be strongly facilitated by the membership to EBC of several project partners, which gives them the possibility to discuss these matters at regular occasions.

1. Project applicant and partners

Project applicant: European Builders Confederation EBC

EBC (European Builders Confederation) is a European professional organisation, which represents national organisations of craftsmen and SMEs from the construction sector. EBC was set up in 1990 and currently has eighteen member organisations and partners representing eleven countries (Belgium, France, Czech Republic, Hungary, Italy, Luxembourg, United Kingdom, Spain, Romania, Slovenia, Poland and Turkey) and approximately 600,000 craftsmen and small and medium-sized enterprises in the building sector. EBC has built a longstanding experience in Health and Safety, which shows its involvement with the subject. In October 2004, EBC published the “EBC Charter on Health and Safety at work in construction SMEs” and shortly thereafter signed the Bilbao Declaration “Building in Safety”. The work and commitment still continues with the EBC Health and Safety Working Group, where the experts from the member organisations meet twice a year to discuss and exchange points of view on the subject. This EBC Working Group will obviously be instrumental during and after the project in order to disseminate the results and multiply the effects of the project actions.

Two members of the EBC staff will be directly involved in the project:

Agnès Thibault – Secretary General as the project manager

Tim Krogel – Technical Advisor and Health and Safety coordinator as the project officer
(See 4. Timetable and Workload)

Partners

1.2.1 General presentation of the partners

The 13 Project Partners are: 9 national associations of construction SMEs, 2 associations representing SMEs in all sectors and 2 construction workers’ trade union.

The diversity of the partnership is very strong and enriching; the balance in the number of partners from the new MS and from the old MS is also a relevant and positive element of the trans-national dimension of the project, which is even wider, with the inclusion of a candidate country, Turkey.

| Organisation | Country | Type of Association | Social partner | Participants |
|------------------|----------------|---|--|--------------|
| 1- BOUWUNIE | Belgium | Construction SMEs Association | YES | 2 |
| 2- CAPEB | France | Construction SMEs Association | YES | 2 |
| 3- FILCA - CISL | Italy | Construction Trade Union | YES | 2 |
| 4- ANAEPA | Italy | Construction SMEs Association | YES | 2 |
| 5- FMB | UK | Construction SMEs Association | YES | 2 |
| 6- SDMSZS | Czech Republic | Construction SMEs Association | NO | 2 |
| 7- IPOSZ | Hungary | SMEs Association | YES | 2 |
| 8- Lithuanian BA | Lithuania | Construction SMEs Association | YES | 2 |
| 9- Latvian BA | Latvia | Construction SMEs Association | YES | 2 |
| 10- FOBC | Malta | Construction SMEs Association | NO | 2 |
| 11- UNPR | Romania | SMEs Assocation | YES | 2 |
| 12-INTES | Turkey | Construction SMEs association | YES | 2 |
| 13- LCA | Latvia | Construction trade union | YES | 2 |
| Coordinator EBC | EU | European confederation of construction SME associations | YES Observer status in the EC Committee | 2 |
| Total | 11 countries | | | 28 |

1.2.2 Detailed presentation and persons concerned

1. BOUWUNIE – Belgium

Flemish federation of construction SMEs – 7,000 members – Recognised social partner;
Persons involved: Hilde Masschelein – Secretary General
Luc Proesmans – Social Affairs advisor

2. CAPEB – France:

Confederation of construction Crafts and SMEs – 100,000 members – Recognised social partner;
Persons involved: Guy Bellier – Head of legal and social affairs
Valerie Guillotin – Social affairs assistant

3. FILCA/CISL – Italy:

Construction workers trade union – Recognised social partner
Persons involved: Secretary General
TO BE NOMINATED

4. ANAEPA – Italy:

Construction SMEs association – 76,000 members – Recognised social partner;
Persons involved: Andrea Marconi – Vice-president
Gabriele Ciriaco – Policy manager

5. FMB – United Kingdom:

Construction Crafts and SMEs association – 13,000 members – Recognised social partner
Persons involved: David Croft – Immediate past president
Geoff Lister – National president

6. SDMSZS – Czech Republic:

Federation of SMEs in Construction – Not recognised social partner
Persons involved: Ladislav Krocek – Executive Vice President
Ivan Voles – Deputy Director

7. IPOSZ – Hungary:

Association of SMEs – 12,000 members – Recognised social partner
Persons involved: Solti Gabor – Director
Tamas Rettich – Assistant

8. LBA – Latvia:

Association of Latvian construction SMEs – Recognised social partner
Persons involved: Liga Dimante – Office manager
TO BE NOMINATED

9. LiBA – Lithuania:

Free trade union confederation – Recognised social partner
Persons involved: Grazina Laurynaitiene – Senior consultant
TO BE NOMINATED

10. FOBC – Malta:

Association of construction SMEs – Not yet recognised social partner
Persons involved: John Scicluna – Administration manager
Tonio Farrugia – Company secretary

11. UNPR – Romania

Association of SMEs – Recognised as social partner

Persons involved: Marian Petre Milut – President
Nelu Neacsu – Brussels' Representative

12. INTES – Turkey

Association of construction SMEs – Recognised as social partner

Person involved: Sukru Kocoglu – Chairman
Necati Ersoy – General Secretary

13. LCA - Latvia

Construction workers trade union – Recognised social partner

Jevgenis Servut – President
Ilze Benke – Representative

2. Main Events

Overview

The planned events are the following:

- Launch conference in Brussels;
- 8 seminars;
- Closing conference in London.

Detailed presentation of events

Launch conference

a) Objectives

The start-up meeting aims at presenting to the partners:

- The general context of the project, i.e. the EU strategy for Health and Safety and the OSHA campaign,
- The objectives of the project: improving Health and Safety in SMEs of the construction sector
- The architecture of the project: events planned, working methods, practical aspects, etc.
- The respective role of the project applicant and the partners.

The start-up meeting will also give the opportunity for partners to present themselves and to express their specific needs and expectations. If some of the Partners know each other, since they are either members of the same European Organisation, EBC, or partners in the former project "Under Construction", this is not the case for all the partners.

b) Preparatory Phase and organisational aspects

EBC Management team will take care of:

- First contacts with partners and participants;
- Gathering of experiences, documents and translation of documents;
- Practical organisation of the event.
 - Booking the conference rooms and additional services;
 - Hiring interpreters;
 - Planning travel arrangements and invitations;
 - Drafting the agenda, inviting and coordinating the speakers
 - Preparing the working documents.

Location: Brussels

Date: February 2009 – 1 day

Participants and speakers: 35 people

- Project management team: 2 persons from EBC
- 26 National experts - 2 from each Project Partner.

Languages: French, English, Italian

External Speakers

European Commission: DG Employment

European Agency for Safety and Health at Work (OSHA)

European Social Partners

- UEAPME (European Union of Craft and SMEs), which is also the project supporter.
- EFBWW (European Federation of Building and Woodworkers)
- FIEC (European Federation of the Construction Industry)

c) Programme

Morning: general session

- Presentation of the general context:
 - o Facts and figures on accidents at work and work related diseases
 - o EU strategy for Health and Safety
- Presentation by OSHA of the Campaign “Healthy Workplaces. Good for you. Good for business”
- The role of the social partners in the implementation of the EU Health and Safety policy.
 - o Previous experiences in social partners’ collaboration to tackle the issue of Occupational H&S. The role of the European Social Partners in the Committee for Construction (FIEC and EFBWW).
- Presentation of the project partners (who they are, who they represent, their involvement in the national sectoral social dialogue, expectations from the project)
- Detailed presentation of the project phases

Afternoon: preparation of the twinning phase

- Final decision on twinning groups participants
- Preparation of the twinning groups meetings
 - Dates and locations
 - Objectives
 - Contents
 - Translation of Working documents
 - Expected outcome
 - Follow-up

See 2.2.2

Twinning groups meetings

a) Objectives

The project foresees the twinning of associations from old Member states (MS), enjoying the status of Social Partner and a long experience in sectoral social dialogue, and associations from new MS and candidate country, either trying to be recognised as social partner or to reinforce their position as social partner.

In addition, organisations from old Member States have generally more experience not only in social dialogue but also in Health and Safety campaigns towards their members. They are more developed and have the structure enable to carry out vast campaigns.

We planned the formation of 4 groups of countries

| | | |
|---------|----------------|--------------------------|
| Group 1 | Italy | Romania |
| Group 2 | Belgium | Latvia / Lithuania |
| Group 3 | France | Czech Republic / Hungary |
| Group 4 | United Kingdom | Malta / Turkey |

The objectives of the twinning groups meetings are threefold:

1. Implementation of the OSHA "Healthy workplaces" campaign;
2. Exchange of know-how, experience, and good practices between partners in the field of H&S;
3. Identify and exchange the possible patterns of social partners' collaboration in tackling occupational H&S in construction in the long term.

b) Preparatory Phase and organisational aspects

EBC Management team will take care of:

- Practical organisation of each meeting with the local partner
- Drafting the agenda
- Gathering preparatory documents and translation of documents

4 groups will be set up:

| | | |
|---------|----------------|--------------------------|
| Group 1 | Italy | Romania |
| Group 2 | Belgium | Latvia / Lithuania |
| Group 3 | France | Czech Republic / Hungary |
| Group 4 | United Kingdom | Malta / Turkey |

8 meetings (2 meetings per group)

Duration of each meeting: 1 day

Dates: 1st meeting in March 2009
2nd meeting in April 2009
3rd meeting in April 2009
4th meeting in May 2009
5th meeting in June 2009
6th meeting in July 2009
7th meeting in September 2009
8th meeting in September 2009

Languages: Language of the participants

Location: The capitals of 8 countries among the project partners

Participants: In addition to the project partners, the hosting country partner will have to invite national actors involved in H&S: trade-unions, national focal points (OSHA network), government's representatives, labour inspection services, etc.

c) Contents

For each twinning group, the same pattern will be applied.

1. Implementation of the OSHA campaign

Presentation by the National Focal point representative in the country where the meeting is organised.

National implementation of the OSHA campaign, presentation of tools:

- posters
- fact sheets
- Power Point presentations
- good practice case studies
- forums for sharing ideas and finding out what others are doing
- cartoon videos with the popular figure Napo
- links to related sites

Discussion and action plan on the **implementation by each partner in its country**. For instance, the partners can get engaged with the following activities:

- conferences, seminars and workshops,
- trainings,
- films, videos and multimedia,
- poster competitions and quizzes,
- suggestion schemes,
- exhibitions and open days,
- advertising and promotion campaigns,
- press conferences and media activities

Information about the **European Week 2009 for the Healthy Workplace Campaign** and discussion on how each partner can take part in this event at the national level.

2. Exchange of know how, experience, and good practices between partners in the field of H&S

Partners will explain:

- How they raise awareness amongst construction SMEs about the prevention of work accidents and work related illnesses.
- How they inform SMEs of the construction sector about their legal duties and responsibilities in the field of Health and Safety, as well as those of their employees.
- How they inform their members about the risks to which family members or close friends are exposed when participating in the activity of the enterprise without being covered by an adequate insurance.
- How they promote the exchange of good practice established in the small and medium-sized enterprises of the construction sector.

3. Identify and exchange the possible patterns of social partners' collaboration in tackling occupational H&S in construction

Discussion between social partners about a long-term action plan (5-years term) to improve H&S with quantitative targets.

d) Follow-up

- Report: minutes for each meeting and summary to be incorporated in the publication (See 3.2)

- Organisation of the Closing Conference in London:
 - o Visit to a construction site with particular and exemplar health and safety records

e) Detailed description of the twinning groups, including their typical features

GROUP 1: ANAEPa / FILCA (ITALY) – UNPR (ROMANIA)

Seminars: - 1st Rome, IT
 - 2nd Bucharest, RO

Group 1 presents the particular interest of including, as project partner, the Italian trade union representing construction workers, FILCA.

As far as Health and Safety is concerned, Italy has recently adopted a new law in order to address the Health and Safety at Work issue, including a risk assessment procedure. This document is now in its application phase and considering some new features it introduces, the focus on risk assessment and the particularly tragic situation of Health and Safety in Italy (figures show a death rate of 3 workers per day in all sectors), it is the right moment to integrate the OSHA campaign thanks to this project.

GROUP 2: BOUWUNIE (BELGIUM) - LBA / LCA (LATVIA) / LBA (LITHUANIA)

Seminars: - 1st Vilnius, LT
 - 2nd Riga, LV

Group 2 has a special feature compared to the others. Indeed LCA is the construction workers trade union of Latvia, sectoral social partner with LBA. One of the objectives of the project is indeed to invite to the workshops the representatives from the workers' side and allow a direct link between employers and employees associations of the new MS. This makes this group particularly oriented on the issue of recognising the potential social partners and building that kind of link and trust that creates or reinforces the social dialogue, most of all in its bipartite form, which is not so common in several new MS. This element is strengthened by the participation, also as project partner of the Latvian Builders Association, which is the organisation representing SMEs in the building sector, and already enjoys some forms of contact with Latvia Trade Union of Builders, LCA.

As far as Health and Safety is concerned, Bouwunie is member of the Belgian CNAC (National Committee for Health and Safety Action in the Construction sector). Bouwunie is particularly involved in this field and has developed practical tools for small construction businesses such as CD-ROMs, check-lists to assist monitoring activities in companies and on building sites, factsheets on how to handle products, equipments, etc.

GROUP 3: CAPEB (FRANCE) – SDMSZS (CZECH REPUBLIC) / IPOSZ (HUNGARY)

Seminars: - 1st Prague, CZ
 - 2nd Budapest, HU

Group 3 has a very typical feature: SDMSZS is not Social Partner yet and aims to become one. That is why an important objective of this group is to facilitate the inclusion of this national association of construction SMEs in the social dialogue of Czech Republic. This major goal, which can be achieved by reinforcing its political capacity and its representation, will be also pursued with the association's involvement in Health and Safety. In the Czech Republic, SDMSZS is cooperating with the Occupational Safety and Health and Fire Prevention Chamber.

As far as Health and Safety is concerned, the French CAPEB has recently created a specific new branch association (IRIS Research and Innovation Institute on Health and Safety at Work) specifically dedicated to the improvement of Health and Safety in Construction craft and small companies. In 2007, CAPEB launched an interactive campaign targeting risks specifically associated with work related traffic and moving plant. This is why CAPEB is the best partner for SDMSZS.

GROUP 4: FMB (UK) – FOI (MALTA) / INTES (TURKEY)

- Seminars:
- 1st Ankara, TK
 - 2nd Valetta, ML

The typical feature of Group 4 is implicit in the form of social dialogue existing in the United Kingdom. Indeed in the UK there is no legally binding collective agreement for the construction sector, but only agreements which have a contractual value for the workers who are employed by the member companies. For this purpose, the FMB and UNITE (workers' trade union) set up a standing negotiation committee, the Building and Allied Trades Joint Industrial Council (BATJIC). This committee negotiates wages and working conditions, signing agreements which are applied to 200,000 workers in the UK, constituting one of the main social dialogue agreements in the British construction sector. The FMB and the construction industry in the UK have been deeply involved for many years now in Health and Safety, through cooperation with the UK Health and Safety Executive. In addition to that, in 1995, the construction skills certification scheme (CSCS) was set up to help the construction industry to improve quality and reduce accidents. Health and safety tests are compulsory to get the CSCS card, which was also designed to ensure everyone working in construction has a minimum level of health and safety awareness.

Closing Conference

a) Objectives

- Organising an event during the European Week 2009 for the Healthy Workplace Campaign (19/10/2009 – 23/10/2009)
- Presentation of the outcome of the twinning groups' meetings
- Identifying the best practice examples of social partners' collaboration in the field of occupational H&S in the participating countries
- Presenting to the participants a building site in UK with exemplar and innovative ways of improving H&S records in construction
- Preparing an adequate media coverage (press conference)

b) Preparatory Phase and organisational aspects

EBC Management team will take care of:

- Booking the conference rooms and additional services;
- Hiring interpreters;
- Planning travel arrangements and invitations;
- Drafting the agenda, inviting and coordinating the speakers
- Preparing the working documents.

Location: London, UK

Date: October 2009 – 2 days (during the European Week 19/10/2009 – 23/10/2009)

Participants: around 50 people:

- EBC Representatives (Board Members and Staff)
- Partners' representatives (2 per partner organisation)

External Speakers

- UK Government or HSE representative
- European Commission: DG Employment

- European Agency for Safety and Health at Work (OSHA)
- European Social Partners
 - o UEAPME (European Union of Craft and SMEs), which is also the project supporter.
 - o EFBWW (European Federation of Building and Woodworkers)
 - o FIEC (European Federation of the Construction Industry)

Languages: French, English, Italian

c) Programme

The visit to the building site will take place during the first day. A construction site not far from London, with a particular feature and attention in tackling occupational H&S, will be found thanks to the UK partner, the FMB. (tbc)

- Press conference
- Report on the outcome of the twinning groups meetings
 - Presentation for each Twinning Group
 - Actions undertaken and results
- Official presentation and distribution to participants of the Final dissemination publication
- Official presentation, airing and distribution of the short film "... never lose the lesson!"
- Reactions from the European Commission, OSHA and European Social Partners (UEAPME, EFBWW)
- Further possible initiatives, perspectives, actions...
- General conclusions

3. Follow-up phase

Date: November and December 2009

Project evaluation - Questionnaires

A 2-page questionnaire will be handed out to all participants at the end of the implementation phase. It will be filled out in order to have an overall evaluation of the project (English). These questionnaires will feature questions on the development of the project, its outcome, its link to the stated objectives, its lasting impact and will be analysed by the project applicant, which will use them to draft the final report.

Final dissemination publication on the project

The main information dissemination instrument will be a 48-page publication. It will feature:

- a summary of the project actions
- an extensive report of the workshops - how they developed, how the participants interacted during the workshops, what was their collaboration during the period between the two workshops and how they prepared to the Closing Conference
- a collection of best practices
- a description of all the project partners

The booklet will be printed in 500 copies and distributed to social partners, relevant stakeholders, press, national SME associations (EBC members and EBC Board of Directors). In addition to the original English version, the document will be translated into the 7 languages of the project and will be made available on line.

Shooting, Editing and Producing a short film: "... never lose the lesson!"

This short film will be shot during the project duration, in 5 different moments:

1. Launch conference in Brussels
2. Rome twinning seminar
3. Ankara twinning seminar
4. Budapest twinning seminar
5. Brussels

The film will have its framework based in the project, but it will most of all be constituted on the research and presentation of 4 cases in 4 different MS participating in the project (2 from new MS and 2 from old MS) of how construction enterprises have dealt with accidents, from their risk assessment to lessons learnt after the accident. The film will be presented at the Closing conference in October 2009. It will be produced in 500 DVD copies, which will be distributed to partners, stakeholders, enterprises (most likely in combination with the final dissemination publication) and also made available online on EBC website, Youtube and others.

Preparation of the Final Report on the Implementation of the Action

This document, which must be submitted to the European Commission, will be drafted by EBC at the end of the action; it will answer the main questions that the European Commission asks and will provide all the information on this project. At this stage, an overall financial statement, with all necessary justifications, will also be prepared for submission to the European Commission, as foreseen under the agreements of the call for proposals.

Information dissemination

Several ways to publicise the operation are planned during and after the project:

- 1 Drafting and dissemination of the Final booklet in 500 copies and translated into 7 languages
- 2 Production and distribution of a short film "... never lose the lesson!"
- 3 EBC website
- 4 Project partners' websites
- 5 Monthly publications: EBC and Project partners' regular newsletters and specialised publications

4. Timetable and workload

Duration of activities: 12 months Beginning: 1st JANUARY 2009 - End: 31st DECEMBER 2009

| Months | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SEP | OCT | NOV | DEC |
|--|---|--|---------------------|--|---------------------|---------------------|-----------------------|--|--|--|---|---|
| A C T I V I T I E S | Begin preparations Organising the launch event First contacts | Launch Event Brussels | 1 st SEM | 2 nd SEM 3 rd SEM | 4 th SEM | 5 th SEM | 6 th SEM | Organise 7 th – 8 th SEM | 7 th SEM 8 th SEM | Closing conf. Site visit London | Evaluation questionnaire Collecting responses Film editing Draft dissemination booklet | Lay-out, print, disseminate booklet Draft final report Disseminate film |
| Work load (days) | MGR 4 OFF 12 | MGR 5 OFF 12 | MGR 4 OFF 12 | MGR 5 OFF 15 | MGR 4 OFF 12 | MGR 4 OFF 12 | MGR 4 OFF 12 | MGR 4 OFF 10 | MGR 4 OFF 13 | MGR 5 OFF 15 | MGR 4 OFF 15 | MGR 5 OFF 15 |
| Partners involved | ALL | ALL | UNPR ANAEP A | Bouwunie LiBA LaBA CAPEB SDMSZS IPOSZ | FOI FMB INTES | UNPR ANAEP A | Bouw. LiBA LaBA | CAPEB SDMSZS IPOSZ | FOI FMB INTES | ALL | ALL | |
| Social Partners OSHA EC | | UEAPME EFBWW FIEC OSHA Dg EMPL | | | | | | | | UEAPME EFBWW FIEC OSHA Dg EMPL | | |

MGR = project manager
OFF total workload = 155

OFF = project officer
MGR total workload = 52

SEM = twinning seminar

