



European Employment Strategy

The Mutual Learning Programme (MLP)

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1. What is the Mutual Learning Programme (MLP)

What is the MLP?

- Mutual + Learning + Programme:
 - ✓ Learning: about discussing good (or bad) practice
 - ✓ Mutual: from country to country
 - ✓ Programme: with Commission support
- Supporting activity to the Employment Committee (EMCO)

What is the MLP? – in practice

- Several types of learning **workshops**
 - Conferences
 - Peer learning/Peer review (10 countries)
 - Small ad-hoc events (2-3 countries)
- **Database** of relevant practices (ec.europa.eu/social/mlp)
- **Ad-hoc** actions: **information packs**, support to discussants at surveillance

Events in 2016

- Feb London: ad-hoc exchange on e-services for employment services
- Feb Stockholm: minister level ad-hoc exchange on youth employment
- Apr Paris: Peer Review on youth employment
- May Madrid: Peer Review on asylum seekers
- Jun Dublin: Peer Review on skills forecasting
- Jun Brussels: Conference on refugees
- Sep Brussels: ad-hoc exchange on youth employment
- Oct Berlin: Peer Review on long term unemployment
- Nov Warsaw: Peer Review on skills mismatches
- Dec Brussels: conference - end of 4-year cycle of the MLP

An example – Madrid 23-24 May

- Peer review on integration of asylum seekers
- Based on practical experience by Spain
- 10 participant countries: AT, BE, CZ, EE, FI, DE, LV, NO, SE and FYROM
- For each country:
 - One official appointed by their government
 - One independent expert identified by the MLP
- Duration 1,5 days:
 - Short formal open
 - Roundtable with NGOs and practitioners on the ground
 - Most time working in informal small groups

Peer reviews: key aspects

- Closed doors = Open discussion
- Small groups = Real interaction
- No peer review, but peer learning
- Final report on lessons learnt, but no blame & shame

Another example: End-of-cycle seminar

- Key note speakers:
 - Ms Ylva Johansson, Minister for Employment, Sweden
 - Mr Peter Pogačar, State Secretary, Ministry of Labour, Family, Social Affairs and Equal Opportunities, Slovenia
 - Both personally involved in former MLP events
- Plenary panels to discuss past work & future actions
- Workshops to analyse how mutual learning has worked for 4 topics:
 - Youth
 - Skills
 - Migration
 - Service delivery and provision (PES, segmentation)

Conclusions of the end-of-cycle analysis

- Keep most of the MLP just as it is
- Inevitable conflicting goals, e.g.:
 - Maximize dissemination vs small groups
 - Top level decisioners vs on the ground knowledge
- Still, some lessons learnt and suggestions for the future, e.g.:
 - Reinforce dissemination after each event
 - Follow-up events

Other MLP actions

- **Info packs**
 - Summary of existing information in the MLP library
 - Selection based on a topic (eg. skills)
 - Intended particularly to help discussants at EMCO mutual surveillance
- **Database** of labour market cases
 - 47 cases in the database
 - Good practice as claimed by Member States
 - Quality control by the MLP
 - Repository after peer reviews, source for more peer reviews



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2. Is there any value in mutual learning?

My worst nightmare

- 1 peer review = 80.000 eur
- better than direct subsidies to unemployed people?

Value of mutual learning

- For sure you learn:
 - ✓ Real practitioners + real experts
 - ✓ Small groups
 - ✓ Frank discussion
 - ✓ *Aha! That's how you do it!*
- Key question: actual transfer into guests policies?
 - ✓ Importance of follow up
 - But impossible to perform conterfactual analysis



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3. Lessons learnt

DOs and DON'Ts

DO

- Choose topics that matter (supply + demand)
- Involve real practitioners
- Better if you are a community
- Ensure a follow up
- Plan the transfer of lessons learnt
- Keep a repository of cases at a public web site
- Involve other mutual learning organizations

DOs and DON'Ts

DON'T

- Send somebody who is just available
- Put the knowledge learnt in a drawer
- Expect that others will do something with the results
- Expect that others will volunteer to host a workshop

Some [counterintuitive] lessons learnt

- Providing funds is not enough
- The host country is who learn the most
- The countries who needs mutual learning *most* tend to use it *least*

Open issues

- What is good practice?
- Who drafts the papers?
- How to monitor implementation?
- Peer visit report – fast executive summary



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