



Universidad  
de Alcalá

MID TERM EVALUATION UPDATE OF THE OBJECTIVE 2  
PROGRAMME FOR MADRID, 2000-2006

*Final Report*



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## **1. EXECUTIVE SUMMARY**

The *Mid Term Evaluation Update of the Objective 2 Programme for Madrid, 2000-2006* has pursued four priority objectives, according to what is established in Document 9 of the European Commission:

- Evaluate the advance of the SPD in financial and physical terms on the 31st of December 2004.
- Value the fulfilment possibilities of the objectives established in the programme, both from a financial and physical standpoint.
- Estimate the macroeconomic impact of SPD over the main regional magnitudes.
- Pave the way of the 2007-2013 programme taking as reference the guide lines observed in the programming and execution of the SPD, the region's economic, social and territorial reality and the Community directives.

Its analysis has allowed answering some questions that can guide the reading of this evaluation document, which is detailed, in more depth, the reasons and explanatory elements of the results shown below.

### **Evaluation of the advance of the SPD (2000-2004)**

#### **Is the absorption capacity shown by the SPD appropriate?**

- 1) The financial effectiveness of the SPD of the region of Madrid, for the period of 2000-2004, has reached a 75,5% level. This result represents a 6,5 points increase compared to the period of 2000-2002, and highlights the **favourable pace of execution** achieved in recent years.
- 2) The larger execution of the SPD during 2003 and 2004 and the progressive adequacy of the planned objectives to the regions reality, together with the experience accumulated by the managers during this time, **have allowed the improvement of the financial and physical efficiency levels of the SPD of Madrid.**

- 3) Relating to the management bodies, the central and regional administrations of the SPD of Madrid have shown a **satisfactory absorption capacity** since then beginning of the programme –at this time, both have executed roughly an 80% of the programmed commitments-. The rest of the management bodies, once established their **programming**, have already started to execute payments; however, we should point out the local governments, given its larger absorption capacity (54%) over the rest of bodies.
- 4) The main players, by Axes, have been the actions addressed to the **Development of Communication Networks and Energy -Axis 4-** (94% efficiency), **Local and Urban Development -Axis 5-** (81%) and in favour of the **Knowledge-based Society -Axis 3-** (79%). The region of Madrid has understood the strategic importance of these sorts of investments, given the regional needs and its multiplying effects over the whole economic system, considering as well the main priorities for the next programming period.
- 5) The most effective measures are the 2.5, 4.4, 3.1 and 5.9 –provided that they have all overcome the programming assigned to this period-, and the measures 2.2, 3.3, 3.6, 5.5 y 5.6 as its absorption capacity exceeded 90% for the same years. **Moreover, only 8 of the SPD measures have a financial efficiency for 2000-2006 below 45%.**
- 6) Among the causes of the increased absorption capacity of the SPD and the positive financial efficiency level of its Axes, some factors should be pointed out:
  - The experience accumulated by the managers –in the regional and local part- in the previous funds application period, and the application of the recommendations of the mid term evaluation in that sense, has allowed to speed up the execution pace of the SPD.
  - The launch of diverse projects whose maturity and execution time frame is longer, and had not started yet to show results in the first years (in particular, Axis 2 ones).
  - The important duty developed by the *Subdirección General de Fondos Europeos* (Structural Funds’ Directorate General of Madrid), in all the aspects related to the Funds control and management and its vital role of coordination and information to the management bodies.

**Are the physical objectives annualised to 2004 being fulfilled?**

- 7) The physical efficiency level reached in these five execution years can be considered as **satisfactory**. The structural intervention is resulting in considerable achievements and is benefiting, especially, both the productive sector –in terms of beneficiary companies, induced investment and subsidized technological centres-, and the active population –Thanks, mainly, to the jobs created- and the population as a whole, given the good results of the water supply actions and the tighter control over the environmental contamination.
- 8) The level of these actual effects can be considered as **appropriate**. Only 35% of the assessing physical indicators with execution do not reach 45%. Most of the indicators are situated on physical efficiency levels over 45%, and a significant part within these, 43%, already exceeds the execution forecasts for all the programming.
- 9) The measures whose physical results have shown, from the available data, higher levels of efficiency are 1.5 (Promotion Abroad), 2.1 (Water Supply Infrastructures), 2.5 (Environmental contamination), 3.3 (Scientific and technical equipment), 3.5 (Investigation centres), 3.6 (Information Society), 5.1 (Rehabilitation and Equipment of Urban Areas) y la medida 5.5 (Tourist/Cultural Infrastructures).
- 10) Consequently, the realized expenditure has translated into a various range of realizations and physical results related, fundamentally, and with the support of the private companies, to the R+D promotion and the improvement of the environment and the local and urban development.
- 11) These larger advances are closely related to the fields of economic policy regarded as key by the Commission, in its Working Document N° 9, as the business initiative, innovation and the environment protection of the Lisbon Agenda and the Gothenburg Strategy.
- 12) Specifically, the improvements achieved in the joint physical efficiency of the SPD are due to several elements, among which should be pointed out:
  - The application of the Mid Term Evaluation recommendations regarding the better quantification of the physical indicators objectives –50% of the indicators have seen its goals altered-, as it has allowed, compared to the previous period (2000-2002) a more appropriate valuation of the actions physical efficiency.

- The incorporation of a high number of physical indicators (27% of all the indicators) in Axes 2, 3, 4, 5 and 6 of the SPD, which has allowed to improve the monitoring capacity of the actions developed by the latter.

**Are the actions carried out by the SPD of the region of Madrid being efficient?**

- 13) The efficiency of the SPD of the region of Madrid can be described as **acceptable**. In fact, the actions that contribute, in a more intense way, to the achievement of its main goals have not registered significant deviations.
- 14) The analyses carried out conclude that 75% of the SPD measures have reached efficiency levels between 90% and 110%.
- 15) The calculation of the unit costs as a benchmark has focused on those measures in which the use of this indicator presents a higher reliability. From this point of view, the actions directed to **support companies** have been the more efficient.

**Valuation of the established objectives fulfillments possibilities**

**Will the objectives established in the financial programming be fulfilled? Is it possible to execute all the planned expenditure keeping the current pace of execution?**

- 16) Due to the good operation shown by the SPD since the beginning, possible absorption problems of almost the 829 millions assigned are not foreseen.
- 17) The results obtained show the growing effort developed in recent years, during which the **expenditure has speeded up significantly**. Should this trend be kept, the forecast for the execution results up to the end of the period allows expecting the fulfillment of the financial objectives established for the end of 2007.
- 18) The fact that practically all the axes keep a high execution pace makes possible that the fulfillment expectations of absorption its financial assignments are high.

- 19) According to the previous point, it does not exist an appreciable risk of undergoing breaches in the application of **the N+2 rule**. Only from the analysis and opinion of the management bodies would it be necessary to act in order to improve the 4.7 measure performance –in the permanent zone- and to be aware of the 3.5 measure development.

**Will all the physical goals set in the current programming period be fulfilled?**

- 20) The estimation of the results to be reached, once the whole of the SPD's resources are applied, reveal the **high capacity** of the latter to achieve the objectives that have been set. Specifically, approximately three quarters of the physical indicators will exceed 90% of the objectives that they have established.
- 21) In this sense, the following Axes stand out: Axes 1 (Strengthening of the productive sector competitiveness), Axis 2 (Environment), Axis 3 (Modernization of the technological basis) and 5 (Local and urban development).

**The effects of the SPD and its macroeconomic impact**

**Which ones have been the achievements for the improvement of the infrastructure equipment?**

- 22) The SPD has invested, roughly, €13 million in construction and rehabilitation of infrastructures –environmental, cultural and transport-. Those resources have been channeled through Axes 2, 4 and 5.
- 23) These expenditures have allowed, among other things, the construction and/or upgrade of 5,202 supply networks to urban centers and the installation of new secondary sewage treatment plants; actions that have benefited to about 9% of the population of Madrid. Also, 206 RSU thematic containers have been installed, 113,000 m<sup>2</sup> of green areas have been recovered and 27 environmental control stations (noise, air, water) have been created, which have benefited, among others, 25% of the citizens of Madrid.
- 24) Such progresses have allowed addressing the important needs relating to the region's wastewater treatment and waste management, elements of growing importance given the increasing population.

- 25) On the other hand, the construction of 3 multimodal transport centers and the improvement of nearly 251,000 meters of road/pavement, stand out for its remarkable contribution to reducing the transportation problems in Madrid.
- 26) In respect to the actions carried out for the urban equipment –rehabilitation, improvement, creation and installation, etc-, these actions have favoured 24% of the population in Madrid. Also, the improvement/creation of 184,748 buildings/infrastructures tourist and cultural and the creation of 1,044 hotel rooms have benefited 47% of the tourist flows in the Community of Madrid and the 9,5% of the region’s accommodation facilities.
- 27) In this regard, it is necessary to point out the creation of a new measure (5.7 measure) *Infrastructures and social equipments* –with a budget of approximately €151,000- whose objective is to reinforce these sort of actions in the transitory zone.
- 28) The more modest results in terms of installed power using renewable energies suggest the need to reinforce these actions, especially taking into account the fulfillment of the objectives set by the Strategy of Gothenburg.

#### **Which have been the achievements in the field of business network?**

- 29) The measures that, in a direct or indirect way, pursue this objective are included in Axes 1 and 5. This way, the SPD has invested €98.5 million to support the productive network in with two essential objectives:
- Improve the competitiveness of the regional economy, in order to achieve a sustainable and job-generating economic growth.
  - Promoting traditional activities and diversification of new activities in rural areas.
- 30) 22,197 companies have received support, which represents the 5,09% of the manufacturing in Madrid and the 4,59% of the SME (0-249 employees) in the region. In this respect, it should be pointed out the influence on the results of the region’s important economic dimension, whose figures seem to diminish the actual effect of the co-financed actions. However, the results have also been influenced by the absorption problems highlighted in the measure 1.1 *Support to Industrial business, Crafts and Service companies*.

- 31) The impact of the SPD is stressed in terms of jobs maintained, given the fact that actions, in this regard, have affected 6% of the region's employees.
- 32) On the other hand, the lower effectiveness of the actions relating to induce private investments suggests the need to boost the performance of the related measures (1.1 and 1.2 measures). However, the approximately €1,026 million of generated investment have represented a 2,3% of the region's total investments.

**Which have been the achievements in the field of innovation, technological development and the Information-based Society?**

- 33) The SPD is a very important instrument for the promotion of the technological progress, not only from a sectoral point of view, but also as a horizontal principle. The measures linked to this field of action are framed in Axis 3 of *Knowledge-based Society*, which concentrates 37% of the Programme aids, having executed half of the assigned funds (€156 million).
- 34) Thanks to the European financing, 192 networks in Public Administrations were created –benefiting nearly 200,000 users-, the access of 5,800 companies to new services was improved and 473 R+D+I projects were co-financed. These actions have gathered over 6,000 researchers and have attracted over €120 million of private investments.
- 35) The high effectiveness, as a whole, of these aids has had a larger impact – within the innovative a research-supporting nature of the Madrid region- in the development of R+D researchers (28%) and in the companies' investments (5%).
- 36) The increased involvement of the manufacturing in Madrid in innovating processes, and in the growing use of new technologies not only have helped to consolidate the privileged position that the region holds within Spain, but have allowed the region to advance in these aspects.

**Which have been the achievements regarding the employability objectives and the human resources qualification improvement?**



- 37) The achievements reached have been satisfactory, having assigned to this field €33,126,618 between the years 2000 and 2004 (5% more than what was programmed for that period). This amount was concentrated in one only ESF Measure: 3.1 *Reinforcement of the human potential in research, science and technology*.
- 38) The priority objective in this action is the investment in human capital in the field of research, science and technology, with the final purpose of making the knowledge and technology transfers to the productive sector easier.
- 39) The actions developed are divided into employment aids and the development of researching staff, representing the latter the bulk of them (78%). Within the first ones, it is necessary to point out the results of the aids to small and medium sized companies whose beneficiaries have obtained, in 52% of the cases, a permanent contract; opposite of what happened in the case of the employment aids (91.5% of the beneficiaries have obtained a temporary contract of more than a year). In respect to the development aids, it should be stressed the high number of modules given regarding the Information-based Society –70% of pupils have received this module-.

#### **What is the macroeconomic impact of the SPD?**

- 40) The estimation of the Programme's macroeconomic impact –through the Hermin macroeconomic model- has demonstrated the better results that the economy of Madrid will reach, thanks to the SPD aids, in terms of production, employment, productivity and public and private capital stock.
- 41) Specifically, the application of this investment policy –Communitarian and National- involves an increase of the GDP growth rate of 0.02%, during the period of 2000-2006, compared to what would be reached in absence of the SPD. This positive effect over the GDP growth rate results into a 28-euro increase for the income per capita.
- 42) The total effects of the SPD investments will generate or maintain, in average during the period 2000-2006, 3,343 more jobs than in the absence of the intervention. Thus, in this regard, a reduction of 0.073% of the unemployment rate and a loss 0.006% lower in the reduction of the work apparent productivity would be attributable to the Programme.

- 43) The private capital stock annual accumulative growth rate will be 0.11% higher thanks to the SPD, whereas the corresponding to the infrastructures stock will be 0.05% higher.
- 44) It would be necessary to point out, finally, that the estimated average growth rate for the period of 2000-2010 is situated at 3,32%, slightly above the objectives settled in the Lisbon Agenda. However, the agenda's objectives in the field of employment seem more ambitious, so it would be necessary to carry out bigger efforts in this field.

**What advances have been achieved in respect to the environment and equality of opportunities horizontal priorities?**

- 45) The creation of a Unit of Gender for the actions co-financed by the ESF - constituted by experts in the matter and with the participation of several General Directorate of the Comunidad de Madrid that manage European Funds- has meant an important impulse in the effective and transverse application of the equality of opportunities principle within the SPD.
- 46) The creation of a protocol for the funds managers in respect to the co-financed activities –so far operative in the case of the actions co-financed by the ESF, and pending in the case of the ones co-financed by the ERDF- mean an appropriate and useful tool for its application and, therefore, a remarkable improvement in the Equal Opportunities Principle within the Programme.
- 47) With this same purpose, the training programme on the transversality of the Equal Opportunities Principle –put in practice by the equal Opportunities Thematic Group since 2004- and given, fundamentally, to the management bodies of the Madrid region, represents another additional element of the large efforts carried out in order to enhance the applicability of this horizontal principle.
- 48) The *Cooperation with the State and European Affaires General Directorate* has arranged several conferences through which it informs the managers about the procedures, phases and relevant bodies in the application of this Horizontal Principle, guaranteeing the application of the Equal Opportunities criteria within aids management processes.

- 49) Nevertheless, despite the important advances in the application of this principle and the general improvement in the relative context situation, it is regarded as necessary to continue promoting women access to job markets, through the application, for instance, of measures that allow reconciling professional and personal life, among other things.
- 50) Also, the effects of the programming over the environment are significant thanks to the efforts carried out, specially in Axis 2 of *Environment*, and in the SPD's remaining Axes, from a integration of this horizontal principle standpoint.
- 51) Three new measures have been incorporated in Axis 2: measure 2.6 "*Recovery of degraded areas*", measure 2.5 "*Surveillance and control of environmental contamination*" (both in the Permanent Zone) and measure 2.1 "*Existing infrastructures improvement, water supply to population*" (Transitory Zone).
- 52) The actions developed hold a clear coherence with the environmental priorities established by the European Commission, obtaining remarkable achievements and advances, in the environmental integration, of diverse nature (increased availability of water resources; drainage, waste water treatment; higher quality of the urban environment; promotion of energy savings and renewable energies; aids to small and medium sized companies to improve the environment preservation, among others).
- 53) In the execution of subsidized projects and actions the applicable European, national and regional environmental rules have been thoroughly fulfilled – both the one related to the environment impact and the specific sector legislation-.

### Proposal for the basis of the Programming 2007-2013

**How is the SPD contributing the European Employment Strategy?**

- 54) The SPD of Madrid has formulated its strategy keeping complete connection with the EES objectives (high employment rate, employment quality and productivity and social cohesion and inclusion) and with the directives in which this is articulated.
- 55) Axes 1, 3, 4 and 5 are the ones that take into account, some of them more than others, the EES objectives. The greater impact of the Programme is over the employment quality and productivity, and the Axes that contribute the most to the Strategy are Axes 1 and 3.
- 56) In financial terms, the importance of the EES is evidenced by the fact that 71.5% of the planned expenditure for the period of 2000-2004 has a clear connection with some of the ten directives that these objectives rest on.
- 57) The EEE directive that has a greater budgetary importance within the SPD is the fourth one *Promoting human capital development and permanent training*, upon which falls 33.5% of the Programme. Its nature contributes to the employment quality improvement. Furthermore, it is through these actions how the region expects to improve its competitiveness. These actions are framed in Axis 3, and have drawn up, so far, 35% of the executed expenditure (roughly €156 million).
- 58) The remaining SPD's actions related to EES directives belong to Axis 1 – whose budget to boost job creation and reinforce the spirit of enterprise totals over €128 million-, and to a part of Axis 5 that, with an executed expenditure of nearly €78 millions, has contributed in diminishing the existing regional disparities in the field of employment.
- 59) The achievements in the field of job creation stand out above the ones regarding job upkeep, in particular, due to the actions carried out to create infrastructures.

**How is the SPD contributing to the Lisbon and Gothenburg Strategic priorities?**

- 60) The Programme's significant contribution to the objectives established by the Lisbon Agenda and the Gothenburg Strategy has favoured the improved relative position of the Community of Madrid, specially, in the field of environmental infrastructures and productive environment.

- 61) In financial terms, the programmed expenditure for the period of 2000-2004, which is closely linked to the Lisbon and Gothenburg objectives, adds up to €447,138,678 (98% of the programming total expenditure). The priorities that receive a more important support are the ones relating priority 2 *Competitiveness* (39%) and priority 1 *Information-based Society* (33,5%).
- 62) Nevertheless, despite of the advances in these fields –thanks to the region’s greater compromise to advance in the fulfilment of the Lisbon and Gothenburg objectives-, both R+D expenditure and women incorporation into the job market, are issues that, given the results obtained, should be stressed by the Madrid region.

**Which are the main challenges the Madrid region must face for the next programming period?**

- 63) The next programming has to tackle the needs detected in the Madrid region and strengthen the opportunities generated thanks to the transformations that the region’s environment has undergone.
- 64) Despite the important advances achieved through the development of the regional policy, several obstacles, which are the pending challenges that the Madrid region has to overcome in the future, still persist:
- Social and Territorial obstacles: the high population density which translated into a greater pressure on natural resources –specially, water ones- and entails tighter requirements in issues such as waste and other contaminant elements management.
  - Obstacles related to the economic growth model: fundamentally it was detected a greater need of a higher expenditure level–public and private- in R+D, and also the R+D specialization in regional strategic sectors; according to what happens in other countries.
- 65) It becomes necessary to count on new favourable factors for the regional growth located in the base of the EU territorial disparities. Consequently, for the Madrid region it lies ahead, among other relevant matters, the need to improve its competitive position among its peers –both in a national, European and worldwide basis- and to reinforce the factors that promote its competitiveness.

- 66) Without question, the future dimension of the Communitarian co-financing and the regional budgetary effort will condition the soundness of the future development strategy.

**Which ones should be the main priorities of the development strategy in the Madrid region?**

- 67) The region's priority objectives outline should be focussed, given the main pending challenges, to promote and dynamize the regional economy, favouring a sustainable development in the whole territory, increasing the productive network competitiveness and strengthening the basic factor that determine the human capital quality. With this objective some possible actions have been suggested, which are based on the following fields:

- Knowledge-based economy and innovation
- Access facilities and general economic interest services
- Environment and risks contingency plans.
- Improvement of the local governments institutional capacity in the management of Structural and Cohesion Funds
- Employees adaptation capacity
- Employment offer, drawing special attention the one related to physically impaired people

- 68) The main strategic aim of the region's future Economic, Social and Territorial Development Plan should be consolidating the conditions already created –stressing the key competitive factors- in order to convert the region into a prime economic and social area, both within Spain and Europe, taking into account the differential features that it presents. To that end, among other strategies, it is proposed:

- Innovation and R+D promotion, among other things, strengthening the relationships between the small and medium sized companies and the basis of knowledge, supporting networks and group of companies or improving the small and medium sized companies' access to advanced technologies and innovation services.

- Promotion of the spirit of enterprise, among other things, supporting this way the creation of new companies from the university and from the existing ones or creating new financial instruments and improvements forecasts.
- Secondary networks and road connexion to the TEN-T, but also regional railway connexions, airports and multimode platforms and railway sections that guarantee the radical connexion with the main railway lines.
- Information-based Society. For instance, equitable access and utilization of networks and broadband Information and Communication Technologies (ICT) services, and ICT access promotion for the small and medium sized companies.
- Investment in infrastructures related to Natura 2000 that contribute to the sustainable economic development.
- Promotion of cleaner technologies and measures that prevent the contamination produced by small and medium sized companies.
- Rehabilitation of industrial abandoned areas.
- Support the measures focused on preventing natural and technological risks.
- Promotion sustainable public transport in urban areas.
- Development and utilization of renewable energies.

**Which instruments should be boosted by the future SPD in order to advance in the achievement of such priorities?**

- 69) The approach upon what should rest the future strategy is based on two essential factors:
- Regional competitiveness
  - Employment
- 70) This priorities redefined give an impulse to a model more focused on innovation and investment in intangibles, with a strict respect to the environment and driven to the social integration.
- 71) In respect to regional competitiveness, a range of alternatives are proposed in connection with the different lines of action:
- Innovation and knowledge based economy

- Reinforce the business development systems: promoting business cooperation, boosting relevant information services for the improvement of decision making processes in companies, creation of virtual business forums, etc.
- Coordinate actions for consolidating a social environment that recognizes the companies' work and stimulates, among other factors, shared visions and programming in the medium and long term that favour behaviors in advance (so anticipating, not reacting, to actions carried out by competitors).
- Continue promoting business technological innovation -favouring innovative projects the access to financing under advantageous conditions-, through: design and development of new products, development of more efficient production phases, business management techniques and creation of patents and prototypes.
- Continue working for the improvement of the companies competitiveness and innovation –specially the small and medium sized companies, given their importance within the region-, through the promotion of technological transfer actions: technological centers, technological consulting services to companies, offices of research results transfer (university-company), etc.
- Regarding the point above, it is required the definition of a coherent strategy that considers the region's technological needs and plans investments coherent with the common policy's own objectives in R+D.
- Access facilities and services of general economic interest.
  - Complete the basic access network from outside to the main urban centres and the areas where the economic activity is more prominent.
  - Keep up the effort to improve the secondary road network
  - Adapt the more important regional transport facilities (logistic and combined transport centers) to the growing existing needs
  - Continue the advances towards a more sustainable transport model, favouring the “soft traffic”, especially in urban areas, improving the public transport system and designing effective mobility plans.
  - Guarantee and consolidate its advantageous relative position in Spain through basic communication infrastructure resources, selecting correctly the most profitable and advantageous option.



- Make the effort profitable by expanding the application possibilities and using such telematic networks in companies and other socially important areas such as healthcare, education or the administration itself.
- Environment and risks prevention
  - Focus the greater efforts on the promotion of energy efficiency and renewable energies production, as well as the promotion of the biodiversity related to infrastructures development, the Natura 2000 network, the sustainable urban public transport and the development of plans and measures regarding natural risks prevention and management.
  - Continue exploring the generated synergies between companies and the environment, aiming the promotion of a economic growth that ensure profits increase and reduce the environmental damage.
  - Promote actions focused on improving the state of knowledge and the technological development over the human activities impact on the environment, natural resources and human health:
    - State, management and use of natural resources.
    - The environment state.
    - The impact of economic sectors and activities on the environment and the human health.
    - The arrangement and sustainable use of the territory.
    - Clean technologies (clean production, recycling).
    - Production and efficient use of energy.
  - Reinforce monitoring and control elements regarding environmental integration in the Programme execution, aiming to verify that, actually, planned measures are carried out and, even, that they prove themselves effective for the purpose they were formulated.
- Improvement of the national and regional governments institutional capacity in the management of Structural and Cohesion Funds:
  - Improve the coordination among the different authorities that hold competence over co-financed actions in the region through the creation of a funds (including non Structural) general coordinating instrument.

- Continue supporting the development of managers, as well as intensify the arrangement of work meetings and seminars about the development of co-financed actions, favouring the exchange of ideas and, even, the possible incorporation of international practices.

72) Regarding employment, it is suggested:

- Employees adaptation capacity:
  - Stress technological contents within the skills of unemployed people
  - Promote the specialization in these sorts of skills among the active population and among the supporting entities that participate in the insertion channels.
  - Pay special attention to management personnel development and training –particularly, in micro companies and small sized companies-.
- Job offer and physically impaired people:
  - Regarding the young workers access to the job market, the synchronization between Employment Services and Guidance Centres in, for instance, schools, must have a priority nature.
  - Further deal with the integration of the horizontal priorities in the field of management. To that end, it would be of great interest to continue coordinating the efforts carried out by the administrative bodies involved, specially, in the methodological field.
  - Intensify the participation of business and trade union organizations, as well as certain associations and citizens communities that, because of its activity or representation power, can carry out important contributions in these fields.
  - Increase the efforts directed to improve the workforce employability through the creation of stable employment aids.
  - Creation of infrastructures and equipments (such as nurseries) that allow compatibility between professional and personal life as well as promoting respect awareness advertising campaigns.