

Local action for employment matters

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This handbook is a product of the “Local Action for Employment Matters” [EULEAP] project, which is co-funded (75%), by the European Commission, Employment and Social Affairs DG [Budget Line: B5-5030]. The project commenced in December 2001 and will run for two years. The content reflects the authors’ views and the Commission is not liable for any use that may be made of the information contained herein.

The EULEAP project

The EULEAP project falls within the framework of the European Commission's strategy to encourage local employment measures. The project has two aims; first to disseminate information on 'good practices', in support of employment at a local level in the seven partner countries. Secondly to establish co-operation between the practitioners involved in these member states through involvement in employment promotion and training activities at regional and local levels.

The ten partner organisations have identified best practices within their countries, designed to promote local employment. They have also established a Network to disseminate information on these activities. The dissemination of this information has been achieved through study visits, seven international conferences, this Best Practice Handbook and the interactive web-site www.euleap.org, which is used as a tool for the exchange of information.

The partner organisations are located in Achaia and Attica in Greece, Piedmont in Italy, Limburg in The Netherlands, North West England in the UK, Vasterbotten in Sweden, Saxony in Germany and Ireland. The active participation of the local authorities and social partners in each of the regions involved in the project has been secured.

The transnational approach has identified how different systems and approaches can solve similar problems and contribute to common goals. In this project the different regions are united by a shared view of their problems and in their ambition to improve and develop an employment strategy, despite varying organisational systems and local conditions.

The project promoter European Profiles S.A., Greece, provides consulting services to national and international organisations and public sector institutions in: planning of integrated development programmes, monitoring and evaluation, institutional strengthening, regional development, human resources development and information technology. The project co-ordinators and handbook editors are Dr. Dimitris Bakolas and Ms. Calliope Mastora.

The project partners are:

FAS, the Training and Employment Authority (Ireland), was established in 1988, under the Labour Services Act, 1987. The functions of FAS include the operation of training and employment pro-

grammes, the provision of an employment and recruitment service, an advisory and support service for Industry and the Services sectors, together with assistance for community-based enterprise and development. The Board of FAS is a tripartite one consisting of representatives from Trade Union, Employer and Youth interests along with representatives of FAS Employees and the Government Departments of Education and Science, Enterprise, Trade and Employment, Finance, and Social, Community and Family Affairs. FAS has a staff of approximately 2,300. Mr. Pat O'Toole and Ms. Margaret Barry were responsible for the research.

Foreningen Urkraft (Sweden), is an NGO which works mainly with young unemployed people. Its main activities are alternative education in various areas such as the economy, media, information technology, marketing, design and transport. Those responsible for the research were Mr. Göran Sjöberg and Mr. Jorgen Bergwall.

The Piedmontese Consortium for Training in Foreign Trade (Italy), was established in 1982 by the Foreign Trade Centre of the Piedmontese Chambers of Commerce. As a non-profit organisation it has more than 600 members, including small, medium and large-size companies from different economic fields, as well as public and private-sector organisations. Those responsible for the research were Ms. Anna-Lisa Gamba and Ms. Aida Shiroka.

The Employment Confidence Pact for Limburg (The Netherlands), aims to mobilise labour market players through an integrated strategy which makes better use of regional strengths. It also seeks to apply a medium and long-term perspective to labour market policy. Ms. Susan Boltong was responsible for the research.

The Centre for Employment Initiatives (UK), is a not-for-profit company limited by guarantee. Its main focus is the implementation of training and organisational strategies to promote local labour market development. Mr. Barry Keightley was responsible for the research.

Arbeit, Technik und Bildung GmbH Chemnitz (Germany) provides consulting, research, vocational training and coaching services, in the fields of organisational development, personal development, and integration of technologies. Ms. Uta Thiel was responsible for the research.

The Institute of Labour of the Greek General Confederation of Labour and the Organisation of Workers of the Public Sector (Greece) seeks to involve trade unions in the provision of labour market studies and research, trade union education and training, the compilation of socio-economic statistics, publications, conferences and social dialogue. Mr. Philipp Poulastides was responsible for the research.

Local Union of Municipalities of Achaia County (Greece), co-ordinates and represents the local authorities of Achaia country. It provides technical assistance, support and training to local authorities and the promotion of new opportunities for local development. Mr. Theodor Kaberos was responsible for the research.

Integration Vocational Training Centre (Greece), focuses on improving the employability of the labour force. It has implemented various surveys in this field and is active as a knowledge broker among industrial companies, regional partners and employees. Those responsible for the research were Ms. Dimitra Christoglou and Ms. Christina Gkogkou.

Key evaluation issues

The main objective of this project is to identify actions that support employment at local level and to select good practices for wider dissemination.

The goal of the project evaluation is to present the practices, methods, tools and instruments which may be transferable, and can be developed further as well as contribute to the design of Local Employment Strategies in the future.

In order to identify 'best practices' in local employment promotion, both desk and field research surveys were undertaken by the project partners. The aim of the desk research was to provide an overview of the structures and an inventory of legislation and other policy instruments and measures currently in place in the seven project countries, which provide a policy framework for the development of local employment actions.

As a result of the information gathered in the desk research, about 2,700 newsletters were sent to organisations in the partner countries inviting them to participate in the fieldwork. Following this, 290 questionnaires were sent to organisations active in local employment promotion. The aim of the field research, undertaken during the period May - August 2002, was to collect information on specific local actions that promote local employment and job creation. The methodology used for the field research was based on a questionnaire, designed for interviewing local authorities and other bodies (public or private), involved in the implementation of local actions for employment. The geographical coverage of the research included Ireland, Italy, Greece, Sweden and Germany, the Province of Limburg in The Netherlands and the North West of England. Eventually 117 completed questionnaires were received describing local employment actions across the partner regions. These were distributed as follows: Ireland 20, Italy 30, Sweden 15, Greece 21, Germany 14, Holland 10 and the UK 7.

The practices in use in the partner's local labour markets vary greatly including the conditions of their implementation, the partners involved, thematic approaches, specific objects and activities. This variation is a result of the priorities, needs and available resources in each country, as well as the extent of the involvement of local bodies and organisations in employment matters at a sub-national level. For this reason, the best practices have been selected from among the projects submitted in each country, without making any comparison to the programmes implemented in the other partner countries. As a result, the criteria of uniform representation for each country was not adopted in the process of selecting the best practices.

The main evaluation criteria for the selection of these best practices was based on the priorities and recommendations contained the local dimension of the European Employment Strategy, they are the following:

- ▶ The extent of the local partnership and the active involvement of local organisations.
- ▶ The effectiveness of the "bottom-up" approach and its contribution to the empowerment and mobilisation of local organisations. (The Guidelines of the European Employment Strategy underline the special role of local authorities and social partners in developing local employment strategies).
- ▶ The implementation of integrated actions and strategies. This integration may take various forms and may be achieved through a variety of working models. The main characteristics of the integrated actions are the development of an inclusive strategy, which combines economic development and job creation, as well as the implementation of comprehensive and multi-dimensional activities developed to cater for a wide variety of needs.
- ▶ Adopting an innovative approach when identifying new employment opportunities for the creation of new jobs, the use of new tools and practices to improve employment and in the dissemination of new methodologies and approaches.
- ▶ The extent of the dissemination of the implemented actions and their potential impact at local, national and European level, (especially the prospect of incorporating these actions into the National Development Plans (NAPs) or into the European Employment Strategy).
- ▶ The contribution of these actions to the design of future local employment strategies. As a result

of the evaluation process, 28 local actions were selected for inclusion in the project Best Practice Handbook. These actions cover employment and also activities which help promote social inclusion, economic development, innovation, the information society, the social economy and gender equality. The diversity of the field of intervention is reflected in the diversity of projects. Very few are directly comparable one with another. Their operating contexts, methods of work, and variety of specific aims and objectives are different, as are their results. This has had a number of consequences for the evaluation outcomes.

First, the results need to be seen as illustrating the potential of innovative local actions to promote employment and job creation, rather than providing specific quantifiable outputs and answers to all the problems encountered. Secondly, the experiences of individual projects are rarely directly comparable with others and should be examined in isolation rather than as representatives of wider experience. Finally, in some projects there was shortage of evidence on the lessons to be learned from the experience of implementing these actions.

Despite the discrepancies between the different actions, the evaluation process has sought to identify patterns and common elements wherever possible, and to illustrate the wider relevance of these actions for the member states and local organisations. It also sought to identify the comparative advantages that local activities may offer over alternative approaches, both in relation to employment activities and service delivery.

Summarising the above, local people and organisations possess very valuable expertise in employment matters. Building on past experience in this field is essential for the development of well-designed and efficiently implemented and focused local employment strategies.

The principal objective of the evaluation has been to identify the best practice in the projects submitted by the project partners, which addressed employment issues, directly or indirectly.

The Handbook includes a presentation of the results and the direct and indirect results of the selected employment actions implemented at local level. The results were analysed according to following criteria:

- ▶ The effects on individuals (target groups) who benefited from the intervention,
- ▶ The impact on the performance of systems,
- ▶ The effects on job creation,
- ▶ The impact on economic and social development.

It is important to note that the Commission intends to encourage the developments wherever possible, of local employment strategies which are consistent with the National Employment Action Plans of the member states. During the evaluation process a strong correlation was observed between the implemented activities and the priorities and thematic areas of the European Employment Strategy (and National Action Plans). Therefore, the selected best practices in this handbook are classified into four broad categories which follow the four Pillars of the European Employment Strategy, as well as into several sub-themes relevant to the main Guidelines of this Strategy. It should be noted that the majority of the actions cover more than one Pillar or thematic area, and in these cases the actions are classified according their main orientation and the goals identified in the evaluation process.

The scientific co-ordinator is Dr. Maria Ketsetzopoulou.

Improving employability

1

Italy
Italy

The Netherlands
The Netherlands

Germany
Germany

Greece
Greece

United Kingdom
United Kingdom

Sweden
Sweden

Ireland
Ireland

Italy: PES

1. General information

Managing organisation: BIC Toscana S.C.p.A. (Business Innovation Centre)

Location of action: Tuscany and Basilicata (areas with high employment)

The PES project recognises the central importance of Employment Public Services. The main aim is the research and identification of regional partners and the implementation of strategic actions and innovative tools within a regional partnership to improve the operation of these services.

2. Condition of implementation

PES is a partnership created between Tuscany Region, Basilicata region and BIC Toscana (operative body). The PES project sought to balance labour supply and demand through co-ordinating the activities of the local development bodies. The intention has been to test a prototype employment services system in each of the regions involved. In doing so, particular emphasis was placed on identifying practices which favoured human resource development and the creation of synergies with external service providers. The route followed by the PES project involved both the construction of a model of the services to be provided and the subsequent implementation phases. These phases included the definition of the organisation, of the practices to be employed and the installation of a control system based on certifiable quality systems. It also included the reclassification of users according to an assessment of their real needs.

The period during which the project was undertaken was 1999-2001.

3. Description of the action

The PES project originated from the need to modernise Public Employment Services, in the Partner Regions of Tuscany and Basilicata. This was done by testing and introducing new services which would help balance the local supply and demand for labour. The main objectives of the project were: A) the creation of a model which would provide innovative services B) the introduction of an operational quality system.

The activities of the PES project were subdivided into 4 phases:

Phase 1: Analysis of the of the public employment services in the partner Regions in the areas selected for testing. Transnational activity

Phase 2: Elaboration and formalisation of a model for the quality delivery of the service. Planning and initiation of a programme for the development of the human resources necessary for the management of the service. Planning and development of an interactive communication system

Phase 3: Testing of the model

Phase 4: Evaluation of results and the drawing up of manuals and procedures.

The total budget of the action is €1,006,000.

4. Direct outputs and results, indirect outcomes

The beneficiaries of the project were 350 unemployed people and 250 businesses.

The immediate objective of the project was not the creation of new jobs, but was directed mainly at defining a route for the optimal delivery of public employment services. It allowed the collection, of adequate and sufficiently structured data, thereby offering the chance of supplying a rapid response to a job offer. The following aims were pursued using this methodology:

- ▶ When an offer of work comes up, preselect possible candidates and supply the list to the company.
- ▶ Consult the candidates to verify in more detail their suitability and availability for that job.
- ▶ If required accompany the person when they go to the employer.

The same staff members must carry out all of these roles. The necessary processes and techniques had to be developed to provide a rapid and precise response. The possibility of creating software tools that are simple and easy to use but at the same time effective could be considered, provided the software tool did not replace the operator's experience and analytical ability.

During the pilot testing phase all these methods were activated by creating, both in Tuscany and in Basilicata, specific interventions for matching demand and supply which have been introduced into the normal services of the Job Centres. The PES can therefore be seen as an Organisational Model for the Job Centres based on a Quality System for supplying matching services between the demand and supply of work. This model does not replace or juxtapose the existing operating tools (databases and software systems), but it places them in an organisational context integrating them into the operating procedures. The Model is an instrument for improving the efficiency of the service (level of utilisation of resources) and above all, a necessary method for defining standards and measuring the degree of achievement of objectives: it therefore acts as a continual enhancer of the effectiveness of the service. Two operating procedures were planned and put into practice, together with the paperwork and job statements needed by the agents which described the procedures by which the Job Centres will supply their services:

- ▶ PO 02: Assistance to businesses and survey of job placements;
- ▶ PO 03: Identification of professional profiles and supply-demand matching.

The procedure for surveying job placements starts from the time of the visit of the Job Centre representative to the company. On this first visit the range of services that the Centre is able to supply to the company is outlined. Once the company accepts the service, it can choose between four specific varieties:

- ▶ Public Advertisement
- ▶ Basic preselection
- ▶ More thorough preselection
- ▶ Specialized preselection

All four methods outline the nature of the job on offer. However, subsequent phases differ according to the service required. In particular, in the case of the specialised preselection the Centre along with the company begins the phase of detailing the skills and attitudes that the company wants from the potential candidate. Specialised preselection is based on the survey conducted directly both of the work provider and the job seeker, highlighting, analyzing and classifying the specific skills that the person will need to carry out his or her duties. As part of this process participating employers are sent a regularly updated newsletter, *Newsletter on the World of Work*.

In this case the aim is to change the Job Centre's communication channel for vacant posts from a passive (publishing vacancies on a notice board) to an active one by sending a periodical memo to

companies with information on the professional profiles available from the Centres' databases of candidates eligible for preselection.

5. Innovation, added value and transferability

The project has had two main objectives: the first objective was to create a model which would supply quality services. The pivotal concepts underpinning this objective were innovation and quality. Innovation involved identifying and supplying services that had previously not been provided.

The second objective was to determine and introduce a quality working system that presupposed:

- ▶ service planning on the basis of clients' requirements
- ▶ the standardisation (proceduralisation) of services so that they could be repeatable, i.e. always available to anyone with the same characteristics, and measurable, through quality control.
- ▶ an orientation towards the client, through supplying services to the satisfaction of the client
- ▶ continuous monitoring
- ▶ the creation of a self-improving system, i.e. one that can be continuously implemented following monitoring and analysis of the results of the activities undertaken.

The creation of a management and operating guide (the so-called "Quality Manual"). This included the objectives, organisational guidelines, procedures and control systems necessary to provide the new services.

This Project was intended to create and implement a method for supplying high quality employment services based on modern services management techniques. The development of the project followed a quality planning route, which itself became part of the procedures foreseen by the Quality System implemented during the course of the project.

The methodology referred to is that of the **Quality Circle** : this is an organisational approach which allows the activation of systems for satisfying the expectations of clients, which evolve into more efficient and effective systems. This means that the supply of services occurs more rapidly and with the optimum utilisation of the resources involved while at the same time satisfying the people who benefit from it. The methodology is based substantially on a continuous process of self-improvement where the organisations involved learn from their own mistakes or deficiencies in order to bring the about the required corrective measures to the service.

The new system of employment services represents a central element of public policies (both National and Regional) to support new employment routes. The European Employment Strategy and the Italian National Action Plan for Employment of 1999 both aimed to prevent unemployment through the provision of modern and innovative services.

The PES project aimed to support these policies by testing and researching new services and delivery methods. It adopted a wide range of active measures which sought to integrate the supply and demand sides of the local labour market and maximise co-operation between the local development bodies. These objectives are already a priority in the development strategies of the regions concerned.

For Tuscany examples are: the working formulation of Regional Law 52/98, which governs the regional employment system, the Regional Plan for employment policies and active work policies, and the Plan of Regional Interest (PIR) "Regional system of services employment". These examples do not eliminate the need for constant innovation in the provision and delivery of services.

This has meant persevering with the implementation of those policies, actions and instruments which support the development of employment services in accordance with European, national and local policies.

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Drop-Out Prevention Pilot Project

1. General information

Managing organisation: Drop-out Prevention Office Parkstad Limburg

Location of the action: Limburg (rural-urban, industrial reconversion area)

The project aimed to improve the range of education provided for at-risk pupils and to prevent pupils dropping out and commencing their career without a starting qualification.

2. Condition of implementation

The main partner in this partnership is Parkstad Limburg. Parkstad Limburg is a formal organisation in which the 8 municipalities in this region work together at various levels on various policies and projects. In this project they work together with the education and care institutions of Parkstad Limburg. In particular, the Parkstad Region Limburg (local authority) was responsible for the design of the actions, the co-ordination of the activities and the monitoring and evaluation of the project as a whole. In order to provide guidance for the project at a strategic level, a steering committee representing the various different municipalities was also set up. A project group consisting of two policy officers and the project manager carried out the tactical guidance. Various programme supervisors carried out supervision of the various groups. The action covered the period 1 April 1999 - 31 March 2000.

3. Description of the action

In recent years, there has been an increase in the number of young people who can no longer be placed within secondary education, either due to a lack of motivation or delinquent behaviour. However, they are still required to attend school. Preventing them from leaving school prematurely or doing so without a starting qualification has been one of the main thrusts of national policy since 1994. In that year, the Ministry of Education, Culture and Science set up the Regional Co-ordination Centres, which are intended to collaborate with the parties concerned to prevent pupils from dropping out. In 1998, the municipalities, which make up the Parkstad Limburg region decided to intensify this policy by setting up a Drop-Out Prevention Office.

The activities developed by the programme mainly concerned the provision of guidance and counselling, awareness, information and publicity services. They also involved the development of collaboration between the eight municipalities of the region and local education institutions in order to tackle effectively the problem of pupils' dropping-out. The programme mainly involved young people without initial qualifications.

The main aim of the project was to assist drop-outs into training which would offer them the prospect of a job, or to assist them in getting a job or a combination of work and training by:

- ▶ arranging specific, goal-oriented individual programmes with a planned success rate of 80%;
- ▶ developing a model programme based on lessons learned for drop-outs aged between 12 and 23;
- ▶ dealing with the behavioural problems which prevent drop-outs from acquiring an initial qualification and finding a job.

Within this context the following activities were developed and implemented:

- ▶ determining the target group covered by the pilot project;
- ▶ deciding on a structure for collaboration between school attendance officers and intermediary programme supervisors;
- ▶ determining concrete guidelines for intermediary programme supervisors when placing dropouts in jobs or training programmes;
- ▶ developing a clear working model for programme supervision;
- ▶ discussing actual cases so as to be able to evaluate procedures, programmes and methodology.

In terms of financing the total cost of the programme was €272.000. The main financial sources of the programme were the local authorities and the European Union.

4. Direct outputs and results, indirect outcomes

The direct outputs and main results of the programme can be briefly summarised as follows:

- ▶ A total of 50 people without initial qualifications under the age of 26 benefited from the programme.
- ▶ The pilot project has made a significant contribution to the establishment of a central registration point for drop-outs. Important measures have also been identified for a comprehensive approach to drop-outs in the Parkstad region. On the basis of the results of the pilot project, the municipalities involved have decided to set up a *Drop-out Prevention Office*. A number of significant results have been achieved:

- successful reintegration of more than 350 school leavers;
- the reporting system for drop-outs turned out to be effective;
- the pilot project gave schools support in caring for drop-outs by mediating with the car and social work institutions;
- there has been effective collaboration between social workers and schools through the appointment of programme supervisors at specific schools;
- work will be carried out to improve the system for registering young people in school up to age 23;
- the placing of drop-outs in a work situation has been partly successful owing to the deployment of job coaches by the programme office. At the request of the intermediary programme supervisors, the job coaches supervise drop-outs for the first few weeks or months of their first job;
- existing activities will continue and will be co-ordinated by a project office.

A local network has been developed between the municipalities, the schools and a variety of care and social work organisations, which take part in the programme in the Parkstad Region Limburg.

5. Innovation, added value and transferability

The programme certainly increases the employability of young people who left school early, since it helps them to increase their qualifications by giving them a second chance to go back to education. This will probably have a positive impact on the employment prospects of these people and will help them to increase their income and to improve the quality of their life. Young people who drop out school before achieving the initial qualification are usually socially excluded. This programme not only contributes to increased levels of education and employability but also speeds the social re-integration of the participants.

The project was innovative in that it identified the need for a qualified intermediary supervisor who would act as a go-between between schools, the care and social work system and school attendance officers, without taking over the tasks of these bodies. The job of the intermediary supervisor was to determine the problems which played a role in each individual case and to decide which body or institution could play a role in solving them.

A switch-over was also made from curative to preventive reporting. The approach, which is increasingly applied, is intended to report potential drop-outs so as to prevent them actually leaving school. This has made it possible to reduce the number of drop-outs by tackling these problems before they escalated.

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Germany: --- Local Action for Employment

1. General information

Managing organisation: Christian youth-welfare association of Germany (CJD)

Location of the action: Chemnitz (Objective 1 area of the new federal states of Germany)

This local action for employment is a programme, which gives a second chance to early school leavers to finish their secondary education in order to allow them to start a professional training.

2. Condition of implementation

Five organisations took part in the action: The Employment Office of Chemnitz (public authority), BBJ Servis gGmbH (enterprise), the Saxon Ministry of Education and Cultural Affairs - (public authority), the Regionalschulamts Chemnitz (regional education public authority) and the Jugendamt Chemnitz (youth welfare office of Chemnitz - public authority). Both the Employment Office of Chemnitz and the BBJ Servis gGmbH were responsible for the evaluation of the action, while the BBJ Servis gGmbH also controlled and calculated the other costs. The Sächsisches Staatsministerium für Kultus

was responsible for the confirmation of the measure while the Regionalschulamts Chemnitz examined the admission preconditions of the participants for the external secondary school certificate based on the documents which had been submitted and assigned the participants to the examining secondary schools. Finally the Jugendamt Chemnitz certifies the measure.

The action covered the period 2000-2002.

3. Description of the action

The programme was designed to support unskilled young people who had not received a secondary school qualification. These people were estimated to make up 10% of those of school-leaving age. This group faced a lot of problems because the secondary school qualification is seen as evidence of their ability to meet the theoretical requirements of a professional training. Moreover, in addition to their lack of education and qualifications, these young people usually have social and behavioural problems.

The aim of this project was to help young people to achieve the secondary school qualification in Saxony within two years, in order to have the opportunity to begin a professional training. To help them achieve this goal, the programme included the following elements: guidance, reception, orientation, counselling for the school leavers, as well as training for teachers, trainers and staff involved in the project.

The organisation of the project consisted of a combination of education and work practice (work and learning). In the educational part the participants were prepared to achieve the secondary school certificate and with it the chance to significantly improve their employment and training prospects. The work practice component served two functions. On the one hand it contributed to the job orientation and preparation of the young people. On the other hand the regular income enabled them to earn their own living. That was important because the target group were young adults aged between 18 and 25 years who already had to support themselves economically.

The fundamental aspect of the educational element was the official secondary school curriculum. In the first year, the young people had 22 lessons per week and in the second year 21 lessons. The subjects taught were German language, maths, English language, physics, biology, geography, history, social studies. The educational component was approved by the Saxon State Ministry of Education and Cultural Affairs.

The work practice element consisted of the young adults working in plant nurseries. This allowed them to apply their theoretical knowledge in practice by calculations of the properties of soil, planting, production of wooden goods such as seats in the garden, nesting of boxes or pots for plants etc. The presence of a specialist social worker was essential to the success of the working and educational elements. In co-operation with the specialist teacher, the social worker supported the young people when problems arose and was able to provide extra tuition when required. The social worker was able to identify individual strengths and weaknesses so as to help those taking part successfully pass the secondary school qualification examination.

The total budget of the project was €799.000. The programme was financed by both European Community and the national government.

4. Direct outputs and results, indirect outcomes

The direct outputs and main outcomes of the programme can be briefly summarised as follows:

- ▶ A total of 20 people have benefited from the programme activities.
- ▶ Between 50% and 70% of the young people have been placed in a job or have benefited from further training measures

- ▶ By giving early school leavers a second chance to obtain a secondary qualification, the programme helps to give those who are socially excluded the opportunity to continue with their professional training and to increase their future employment prospects. This will allow them to earn higher incomes and enjoy an increased standard of living in the years ahead and help them become more self- confident and socially integrated.

5. Innovation, added value and transferability

Most of the young adults in this Programme had given up learning and had to get reacquainted with learning at school on a step -by -step basis. In order to create a positive learning attitude the principles of learning were based on comprehensiveness, context and activation. Comprehensiveness is the principle of learning through embedding the contents in comprehensive associations. For instance, task sequences are to be shown as part of a whole subject. Context is strongly connected with comprehensiveness and means that the contents are not only parts of the teaching process, but are also part of the participants' consciousness and learning process. Activation means that the lessons are planned over a long period and include the participants playing an active part in them. That does not mean a relapse to activism but is directed at learning with head, heart and hand (Pestalozzi). In addition to these principles, realistic contents, motivation and easy-to-use adult-specific materials also play an important role. The programme provided for the creation of an organised learning method, with the contents being adapted to meet the specific learning needs of the participants. The presentation of the contents was also directed towards encouraging greater independence among the participants and this was achieved by several forms of group or project work.

The project is a good example of how the linking of education and work practice, gives early school leavers a chance to complete their education and to develop work experience and new skills, which improves their access to the labour market.

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Germany: _____ Consultation centre for young people Skills development for disadvantaged people in the Region

1. General information

Managing organisation: Stadtmission Chemnitz e.V.

Location of the action: Region of Chemnitz (rural-urban area, with high unemployment)

The main priority of the action was to integrate disadvantaged people into the labour market through the development of new skills.

2. Condition of implementation

The local Chamber of Commerce and Industry and the Jugendamt Glouchau, which is a public authority and operates as the local youth welfare office, were the main partners in this measure. The co-operation with regional companies, the Chamber of Commerce and Industry, the district government, schools, public offices and young people was been very important, although there were no written co-operation contracts (except between the partners mentioned above).

3. Description of the action

As with many rural East German areas, the region of Chemnitz/Hohenstein-Ernstthal has had to face the economic consequences of the political changes in 1989/90. Whole industrial areas closed down. Small companies are fighting for economic survival. Because of this situation the training of apprentices seemed to be insecure. Consequently the number of apprenticeships and jobs decreased.

The objective of the project was to find company apprenticeships, which are suitable to for young people. The companies provide young people with a professional qualification and training for a real job position. The target groups-beneficiaries included unemployed young people (aged below 25 years).

The objectives were implemented as follows:

- ▶ Preventive work: early consultation to offer support in choosing a career in time and getting into contact with potential employers.
- ▶ Direct support of secondary school pupils. There is a growing need for support in life planning and professional development. Long-term support using group work for the self-determination, training of social and communicative competencies, life planning and finding jobs.
- ▶ Individual long-term support: This make it possible to discover intentions, talents, strengths or weaknesses quite early enabling the project to react in time. These findings lead to the opportunity to influence motivation, improve learning behaviour and support independence and self-confidence.
- ▶ Follow-up support: the project remained a contact point even after the successful placement of the young people in training. This prevented them from dropping out of apprenticeships.
- ▶ Individual support was given to apply for training courses or jobs along with seminars and presentations on occupations and professions from companies.
- ▶ Participation in and/or organisation of parent-teacher meetings, project days and information events for professional orientation.
- ▶ Close co-operation was fostered with regional partners, companies and personal contacts to firms in the region.

The total budget of the action was €86,500 in 2001. The main sources of financing were the European Union, the local authorities and own financial resources.

4. Direct outputs and results, indirect outcomes

The number of beneficiaries was about 900. The intensive individual support had a positive influence on the personal development the young people who participated. Their individual intentions and talents were recognised so they could get the right job or training. Project days and practical training reinforced the individual support, enabling participants to plan their own careers.

Within the framework of the programme, internal networking was developed which included projects and consultations with youth welfare organisations. External networking was established with

regional institutions, organisations, and associations relevant to the project topic.

The organisation managing the action considered that it is of great importance to ensure equal opportunities for both males and females. For this purpose the following measures were approaches were implemented:

- strengthening the self-esteem and self confidence of young women
- reductions in the number of female dropouts through strengthening their motivation practical training
- teamwork and project days for teaching social and communication skills
- targeted support for the young people applying for a training course or a job.

5. Innovation, added value and transferability

The project adopted the following innovative approaches:

- preventive approach
- individualised support
- follow-up support
- close regional co-operation
- individual contacts and co-operation with regional companies.

In general, the action illustrated the potential of local partnership in improving the quality of educational and training system, including the provision of appropriate guidance in the context of initial on-the-job training and professional orientation.

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Delta Plan For Work: Three Routes to Lower Unemployment

1. General information

Managing organisation: The Municipality of Roermond

Location of the action: Roermond (town with high unemployment)

The main priority of the programme was to help job-seekers to fill existing or new vacancies and provide a follow-up service to ensure that they remained at work on a permanent basis.

2. Condition of implementation

The Delta Plan for Work was a partnership between the municipality of Roermond (local authority), the Centre for Work and Income (CWI), the employment services body implementing employee insurance schemes (UWV), the Province of Limburg (regional public authority) and trade unions and employers associations. Under the auspices of the Employment Confidence Pact for Limburg, the various partners agreed on the Delta Plan for Work, a comprehensive strategy for tackling the problem of unemployment in Roermond. In particular the Municipality of Roermond was responsible for the co-ordination of the activities, the monitoring and the evaluation of the programme, the collection of data and the design of the actions. The province of Limburg also took part in the design of the action and it also monitored the collection of data. The CWI was responsible for the implementation of the actions. The action covered the period October 1999 - May 2001.

3. Description of the action

Compared with the rest of the Province of Limburg and the Netherlands overall, the municipality of Roermond has exceptionally high unemployment. This percentage is all the more remarkable given that Roermond has the highest employment index in the whole of Limburg. Within the context of the Employment Confidence Pact for Limburg, trade unions, employers associations, municipalities, the CWI and benefit agencies agreed to co-operate in drawing up a comprehensive strategy to tackle the problem of unemployment in Roermond. This ultimately led to the Delta Plan for Work.

The main activities developed by the programme concerned the provision of assistance to job seekers in order to fill existing or new job vacancies and to follow them up in order to ensure that they remain in work on a permanent basis. The target group of the programme were unemployed and people with disabilities of all ages.

As far as the general and specific objectives are concerned, the Delta Plan for Work aimed to decisively tackle the problem of unemployment in Roermond. This was done by means of a three-pronged strategy:

- ▶ the provision of comprehensive programmes for all unemployed job-seekers;
- ▶ reinforcement of the regional economy;
- ▶ reinforcement of the socio-economic structure of the city's problem districts.

The following operational targets were formulated for the project:

- ▶ reduce the number of unemployed job-seekers by 400 during the period of the project;
- ▶ minimise the number of new benefits recipients;
- ▶ improve methods for training and activation;
- ▶ enhance collaboration between the various institutions and organisations concerned;
- ▶ provide guidelines for perfecting and improving labour market policy for Roermond and the region overall;
- ▶ make recommendations for the necessary investment in the local and regional labour market infrastructure.

The following activities were undertaken by the programme:

1. Comprehensive programmes were provided for unemployed job-seekers. These programmes consisted of a wide range of training, guidance and work experience activities at all levels. Unemployed job-seekers were provided by the CWI, UWV, Municipal Social Services Department and training institutions etc. They did so on the basis of the following principles:

- ▶ "you can choose, but you can't not choose": all those taking the programme were required to select an occupational field;

- ▶ "grab hold and don't let go": within their programme, the job-seekers were closely supervised. There were intensive contacts between the partners forming the network that focused on the particular job-seeker (reintegration firm, benefits agency, training institutions etc.);
- ▶ "chain of services": all employment-oriented activities carried out by the various partners were co-ordinated in such a way as to create a chain of services.

In order to carry all this out, the following instruments were developed:

- ▶ Gateway programmes: clients who were very much removed from the labour market were "taught" to function within a normal working environment by means of an activation programme, for example by providing them with a work experience place;
- ▶ Work island meetings: job-seekers who were unable to find work on their own were specifically directed to vacancies at companies requiring workers (primarily temporary employment agencies);
- ▶ Theme jobs markets: a number of theme jobs markets were arranged for young people in the technical and administrative sectors; starting with these jobs markets, specific programmes were arranged and implemented to lead them into work in these sectors;
- ▶ Programme coaching: the most successful means of effectively leading job-seekers into work was a guidance tool embedded within the work processes of the organisations involved which provided a continuous service for the client (= comprehensive approach), including the imposition of sanctions. A comprehensive approach of this type ensures that the chains of work, income and care are closely linked, both internally and externally. Local government is the appropriate institution to join up the loose links into an unbroken chain of service.

2. Improvements to the socio-economic structure in various districts. Part of the Delta Plan was an integrated approach to the problems of three problem districts of the municipality. The objective was to co-ordinate the urban renewal and revitalisation projects in these districts. Creating new job opportunities for local residents played an important role such as reinforcement of the economic structure involved and for example, upgrading the range of shops in the districts concerned.

3. Reinforcement of economic structure. A Regional Development Company was set up within the framework of regional economic development as the one-stop shop where companies can arrange everything that has to be done in order to establish a branch in the Roermond region. The municipality collaborated with this company in order to provide new businesses with staff (taken from the body of unemployed job-seekers within the municipality).

4. Agreements were made with companies on the work conditions to be provided, (for example childcare and flexible working hours) this would increase the demand for labour as well as reinforce the regional economy and the socio-economic structure of problem districts.

In terms of financing the total cost of the programme was €1,030,000, which came from both European Union and the local authorities.

4. Direct outputs and results, indirect outcomes

The direct outputs and main outcomes of the programme can be briefly summarised as follows:

- ▶ A total of 400 unemployed persons of all ages, including people with disabilities were helped to find a job during the first year of the programme. Over the period of the project as a whole, the unemployment level in Roermond fell by 28%, resulting in a drop of 892 in the numbers of unemployed people in Roermond.
- ▶ 250 unemployed people have found full time employment.

In order to ensure the quality and the sustainability of the jobs created, agreements have been reached with companies setting up a branch in Roermond. These agreements stipulated that the companies should take on a percentage of unemployed job-seekers and also cover working conditions (for example child care and flexible working hours).

A local network was created between the representatives of benefit agencies, trade unions and employers associations, the municipality, and the Province. They all belong to the steering committee of the Delta Plan for Work organisation.

After the end of the programme, a plan was also produced for the future development of the Delta Plan for Work, whereby the Delta Plan for Work organisation has become an organisation of the municipality of Roermond.

5. Innovation, added value and transferability

The strength of this project is to be found in the fact that a number of different partners worked together in an integrated manner to: (1) reduce the number of unemployed job-seekers by improving the methods of training and activation of job-seekers, (2) reinforce the socio-economic structure of problem districts and (3) strengthen the economic structure. The Roermond Delta Plan for Work was the impetus behind a number of new basic principles which were applied to the implementation of employment activities as follows:

- ▶ "you can choose, but you can't not choose": all those taking the programme were required to select an occupational field. This means that it is not the job-seeker alone who is required to choose but also the municipality when encouraging people to take active part in society: The municipality is responsible for the social activation both of clients who are receiving benefit and those who are not entitled to benefit. The external partners have been encouraged by an output-oriented approach.
- ▶ "grab hold and don't let go": individual supervision is necessary in order to produce a reliable output. Case management involving an intake interview was used to determine which programme was best for the particular client concerned;
- ▶ implementation and progress monitoring was carried out within specific consultation structures involving the various partners;
- ▶ the progress of the projects was monitored by means of progress reports. All the results achieved were reported on every two months, resulting in a high level of detailed information (the number of people involved in a particular programme and the results achieved). This meant that necessary action could be taken in time to make changes in the project. In general, the unorthodox three-pronged policy and the activities and instruments developed in this connection have led to a 28% reduction in unemployment in Roermond during the period of the project.

The programme shows how the innovative measures which include both the improvement of existing methods and the development of new methods and tools, combined with the reinforcement of socio-economic structures can reduce unemployment. In addition, the programme adopted the principle of social responsibility for the social activation of unemployed people leading to the strengthening of social cohesion.

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Greece: _____

Integrated intervention against unemployment in the Prefecture of Grevena

1. General information

Managing organisation: Regional Authority of Western Macedonia

Location of the action: Grevena region (rural-urban area with high unemployment)

The aim of this action was to implement an integrated local employment strategy (according to the main priorities of the Greek NAP), combating high unemployment and promoting partnerships with all players concerned to exploit the possibilities of job creation at local level.

2. Condition of implementation

The local partners involved in this action were: Regional Authority of Western Macedonia (co-ordination, design, implementation, evaluation), Grevena Chamber of Commerce & Industry (design, implementation), Trade Association of Grevena (design, implementation), Federation of Greek Industries - Dept. of Grevena (design, data collection), Labour Centre of Grevena (design, data collection).

The action will run for 36 months from 2001 to 2004.

3. Description of the action

The integrated action of the prefecture of Grevena includes the following activities:

- The establishment of a support structure which includes the representatives of the social partners and the local authorities who contribute to employment promotion. The support structure adopts an individualised approach to each unemployed person with respect to the demands of specific working positions and the suitable existing business opportunities.
- The vocational training of at least 500 unemployed people with the aim of creating a pool of specialised manpower in line with the changing demands of labour market.
- Subsidising local enterprises to create 1,500 long-term jobs in the private sector.
- Subsidising 1,500 unemployed people to establish their own business or to have a share in a new business venture.

The scientific and technical support provided in the framework of the project, includes the following:

- Analysis of the social and economic data in the prefecture of Grevena.
- Design of the general action plan for the integrated intervention.
- Registration of unemployed and of local enterprises.
- Design of specific action plans for each unemployed person based on the principles of the individualised approach.
- Training of those who are involved in the performance of integrated intervention.
- Design of the vocational training according to the labour market needs.
- Awareness raising, information and mobilisation of the local society against unemployment.
- Monitoring and evaluation of the intervention activities.

The intervention is funded by the Greek Manpower Employment Organisation (O.A.E.D) with a total budget of €37m.

4. Direct outputs and results, indirect outcomes

Securing appropriate employment for 3,000 unemployed people at reasonable salaries and with decent prospects is the goal of this large intervention.

The initial data concerning the activities of the first 6 months of the integrated intervention are as follows:

- About 2,000 unemployed people expressed an interest in participating in the programme
- More than 1,850 unemployed people have developed their own action plan
- About 270 enterprises have declared their intention to create 400 new jobs
- About 330 unemployed people have started the appropriate procedures for the establishment of 220 new enterprises, mostly in the services sector.

An extensive study of the local labour market has already revealed the strengths weaknesses, opportunities and threats of the labour market of Grevena. This SWOT analysis takes into account all of the socio-economic characteristics, the qualifications and the disadvantages of the unemployed persons of the prefecture of Grevena as well as the needs, requirements and prospects of local companies. The results of the above analysis have defined the crucial implementation elements of the intervention that will lead to the high quality and sustainability of the jobs created. These are:

- ▶ Identification of the economic sectors which can provide significant numbers of long-term employment opportunities.
- ▶ The installation of a permanent monitoring system for the results of the intervention, based on the statistical analysis and subsequent employment history of those assisted by the programme.

5. Innovation, added value and transferability

It is expected, that the intervention will promote employment growth in the prefecture through the mobilisation of all relevant players at regional and local level.

The development of a Local Employment Strategy is based on the local socio-economic situation and labour market prospects and addresses the creation of a favourable environment for the promotion of employability, entrepreneurship, adaptability, gender equality and social inclusion of vulnerable groups. The integrated intervention addresses local organisations involved in employment promotion and the key beneficiary organisations are partners in the project.

The programme is a good example of the implementation of an integrated action involving many players in a large multidimensional intervention, relating to wide variety of thematic fields (access to labour market, business creation, improvement of employment services, etc.).

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The Vaggeryd model

1. General information

Managing organisation: The Municipality of Vaggeryd

Location of the action: County of Småland (rural-urban, industrial reconversion area)

The Vaggeryd model develops methods of co-operation with local players to create new job opportunities through placements.

2. Condition of implementation

The Vaggeryd model is based on a common engagement by employers, the employment office and the municipality. It is developed in such a way that there is not a single “owner” of the project. All the partners have a responsibility for their input. The model as a whole is run by one organisation, namely the municipality or the employment office or a company. When education starts, one of these partners takes the leading role. The local employment office takes responsibility for labour market training, for proposing participants and for providing training allowance. The participating employers are responsible for the education at the work place, with the involvement of a mentor. There is also an “educational godfather” whom the students in question can turn to. An educational co-operator is assigned to run the administrative elements. A managing group consisting of the previously mentioned partners, with the exception of the educational co-operator who has an observing role, make all decisions.

3. Description of the action

The Vaggeryd model’s aim is to “build bridges” by creating foundations for discussion with trade and industry concerning the regional labour market policies and the way they are carried out. The model is built on intense contact, often involving breakfast or day meetings, evolving around a certain topic and common activities.

The “Vaggeryd model” is based on education/training in the work place. It can be described as follows: Every participant attends a theory course once a week (plus one more day if there is need to improve their Swedish language skills). The remaining four days, the training takes place in a company participating in the model. Every 5-8 weeks the participants change companies. This is done to create a broad network for the participants and to facilitate both participants and companies to find the right work place and person. The curriculum is decided upon through an evaluation by the managing group, of the company and the individuals training needs. Each participant has an individual educational plan. The educational co-operator’s primary assignment, is to visit the companies unannounced, and make sure that the agreed number of mentors are there, that the educational plans are being followed and that the trainees are carrying out their assignments properly. The results of these visits are presented at the next managing group meeting. If it shows that any problems have occurred, appropriate measures are discussed. Whether or not the trainees are managing to follow the plan is also discussed, if not it will be revised, possibly with a lower aim, but without violating the ideal of achieving a functional competence (employability).

The number of participants is based on the recruitment needs of the companies for the following 6-9 months.

4. Direct outputs and results, indirect outcomes

In total, 1200 people have participated in the project. According to the data of re-registration at the employment office, 90% of the participants have subsequently been employed.

The project has also managed to support the employers with competence development for their own employees and in some cases, for themselves. This is particularly relevant in small companies where the employer generally is skilled in his productive role but needs help with his administrative competence.

5. Innovation, added value and transferability

The Vaggeryd model illustrates the key role that the co-operation of municipalities with public employment services can play in promoting new models of training. It is an example of how local organisations can be more pro-active in employment promotion. The model implemented brings employment and training services closer to job seekers' needs and the needs of the enterprises. The role of the municipalities and the employment services is not limited to matching labour supply and demand but extends to encouraging the participation of local actors in the employment strategy itself.

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Bury Community Safety Wardens Project

1. General information

Managing organisation: Bury Metropolitan Borough Council

Location of the action: Bury (urban, industrial regeneration area)

The aim of the Community Safety Wardens (CSW) project is to provide training and work experience to unemployed people to assist their re-integration into the labour market.

2. Condition of implementation

The project relies on a working partnership between Bury MBC and other organisations including Greater Manchester Police, Bolton & Bury Chamber of Commerce, Government Office for the North West, and the North West Development Agency. During the pilot phase a private sector partner, Q-Mat Ltd employed the wardens and was the main training provider. However, after 3 years and at

the request of Q-mat and following mutual discussions, the wardens have now been transferred to the staff of Bury MBC. There is also close liaison with job centre staff in order to utilise their experience in identifying beneficiaries who meet eligibility criteria and who have the potential to become reliable wardens through training. Although not a specific partner, the Home Office has a representative on the Project's Executive Steering Group. Further partnership arrangements have been developed during the expansion of the project, particularly an arrangement to allow free public transport on Metrolink, First Bus and the East Lancashire Railway. Most recently a quick response clean up "Techno Team" has been added to resolve environmental problems.

In addition to the partners above, a wide range of public and private sector organisations have contributed to the success of this project. To serve as examples the Wardens utilise free public transport throughout the borough, which is provided by several local transport operators.

3. Description of the action

The Community Safety Wardens project provides unemployed with training and work experience to assist their re-integration into the labour market. For successful participants, there is an opportunity to re-enter the employment market and establish a work record that can show a future potential employer that they are worth recruiting. The programme enhances the participants' basic social, communication and literacy skills, gains nationally recognised qualifications and in many cases increases their level of confidence and self-esteem beyond recognition. The project provides a real stepping stone to a new future if the opportunity is taken and participants benefit from knowledge and information that flows within the local employer network.

The CSW project was developed with the intention of having eight Wardens (now extended) at any one time patrolling an operational area. The Wardens work in pairs, wear distinctive and immediately recognisable uniforms and carry radios, which are capable of communicating with Supervisors and the Police, CCTV Control and local retailers. Their key objectives and duties are to:

- Help reduce crime and improve overall community safety by maintaining a visible presence
- Be the 'eyes and ears' of the Council and other bodies, reporting issues and passing on information
- Act as 'ambassadors' for Bury by promoting good public relations
- Initiate environmental improvements and regeneration
- Take positive and preventative action where necessary.

Initially the project targeted people who were unemployed for more than two years and over 20 years of age. The selection process involves an initial two week recruitment and selection induction period. This allows applicants to participate in a range of ways designed to test their punctuality, tolerance to stress, an alien environment and their commitment to gaining a full-time place on the scheme. It also includes classroom situations, basic training and skills and guidance sessions in social skills and behaviour.

After the initial induction, a number of individuals are selected to complete a further three-week job-training programme to enable them to learn the basic skills required to perform their duties as a warden. Wardens receive a contract at the beginning of this phase and benefit ceases.

The rates of pay are above the national minimum wage and a uniform and all training is provided. The current annual spend for a team of 16 wardens and associated support is approximately €462,000 per year.

4. Direct outputs and results, indirect outcomes

The project provides beneficiaries with both basic and job-specific skills. It also attempts to deal with any other personal issues which can detract from their working life e.g. childcare, financial planning etc. The overall aim is to enable individuals to reach a point where they are able to access further employment opportunities, while providing a vital service for the Borough. Beneficiary confidence and job satisfaction is extremely high and sickness levels incredibly low (2.94% 2000/01, 3.39% 2001/02).

During the period December 1998 to June 2002, 70 beneficiaries were recruited. 82% gained permanent employment post-project. The project enables participants to access the wider labour market and those who have completed the project have found permanent employment in a wide range of sectors.

A great deal of work has been carried out to enable the CSW Project to be adapted by other organisations in the UK, to prevent other practitioners from 're-inventing the wheel'. As well as dissemination through the transnational partnership, the pilot project has helped to inform a national wardens scheme. The Community Safety Manager has provided help and advice to the National Neighbourhood and Street Wardens Programme, has contributed advice for new practitioners and has hosted visits for new and emerging practitioners. Several of the wardens have also been involved in national dissemination work including conferences and media coverage. A warden exchange was also undertaken with colleagues in Holland.

The project has been evaluated as extremely successful. It has been identified nationally as an example of good practice and has helped to inform a National Programme of Neighbourhood and Street Wardens. The scheme received a national award at the first national wardens conference in November 2001 for its activities within the business community. An external evaluation of the project carried out in June 2002, concluded that "the project provided beneficiaries with 'excellent' work experience and training, and improved personal development, qualifications, skills, knowledge and experience which enable them to enter the job market with confidence."

The project continues to develop. A new Techno Team dealing with environmental issues has been added and from the 1st April 2002 the Council has established a Community Safety Service, which is underpinned by the CSW Intermediate Labour Market Model.

Nationally, regionally and locally the CSW Project has been instrumental in establishing a variety of network groups, which now provide a basis for widespread national development. To serve as an example, the CSW Project held the first UK conference on the subject of Wardens in December 1999, it has contributed to the work of the National Practitioners Group and established the first regional networking group in the North West, which now has 70 members. The CSW Project also provides advice and guidance to new practitioners and has hosted over 200 visits to Bury.

5. Innovation, added value and transferability

At the time the project started, the concept of Community Safety Wardens was completely new to the UK, although recognised elsewhere in Europe. The Bury CSW Project was therefore a national pilot scheme, which has now been extended into a national scheme, which is receiving substantial national government support via The Neighbourhood and Street Wardens Programme.

The project has been very effective in assisting unemployed individuals to develop essential work-related skills and access the labour market. Public satisfaction with the service has also been very positive.

In general, the programme is an example of matching job creation for long-term unemployed with an activity needed by the city and its people.

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Labo(u)ratorium

1. General information

Managing organisation: The Skellefteå municipal labour market department

Location of the action: Skellefteå (town, with youth unemployment)

The Labo(u)ratorium programme aimed to create a forum on labour market activities for young people.

2. Condition of implementation

Two organisations at local level took part in the action: The municipality labour market department of Skellefteå (local authority) and The Employment office (public authority). The former was responsible for the co-ordination and implementation of the activities as well as for the collection of data. Both organisations co-operated in the design of the actions, the monitoring and the evaluation of the programme. This co-operation was very important given the different perspectives of both organisations. The employment office looks at labour market policy from a national point of view, while the labour market department has a local perspective. A steering committee monitored the project.

The action covers the period 2001-2002.

3. Description of the action

Skellefteå is a municipality in the northern part of Sweden with a total of 73 000 inhabitants. In recent years there has been a significant drop in population, due to the labour situation. Most of those who have left have been young people. Decreasing population leads to less local tax income, which makes it harder to maintain good schools, health care etc. This makes it hard to attract companies to the community and the result is fewer employment openings for the inhabitants.

The target group of the programme was unemployed people under 25 years old. The aim of the Labo(u)ratorium was to create a forum that collected good examples of labour market activities for young people. A great deal of the work was carried out by the young people themselves, including evaluations, research, collecting data, disseminating information in such a way as to create a bot-

tom up engagement. The goal was to create an awareness and engagement among youth and decision-makers.

The idea was that the young people themselves with guidance, identified and tested methods for collecting and disseminating good examples of labour market activities for young people, and the needs and demands of employers.

The total cost of the programme is estimated to have been €86,600. The main providers of funding were the European Union and the local authority.

4. Direct outputs and results, indirect outcomes

The direct outputs and main outcomes of the programme can be briefly summarised as follows:

- ▶ In total 31 unemployed people took part in the programme. 23 of them have obtained work, 3 have started higher education and 5 have left for other reasons.
- ▶ All of the education and training activities given to the participants have been co-ordinated with the local employers. For example, an education called “Healthcare introduction for young people” was planned by young people in co-operation with the University College of Health Science, the Employment Office, the Labour Market Department of the Municipality and the municipal department responsible for the care of old people. The same procedure was used regarding education/training in communication, information and marketing.
- ▶ A local network has been created between the municipality, the employment office and the upper secondary school. These formed the programme’s steering group. A reference committee was also developed with the participation of representatives from the university, the municipality, the employment office, the tertiary sector and local companies. The aim of these networks was to find ways to work together when it comes to finding new models and methods to combat unemployment.

The project aimed for an even allocation of men and women in both the steering committee and the reference committee. Every activity, product and service created in the project attracted both women and men.

5. Innovation, added value and transferability

The programme can be the first step in the development of co-operation between all the parties involved in employment and education matters so as to co-ordinate their efforts and competencies and work together. It is of the utmost importance that the people concerned have a chance to make their voices heard.

The main innovation of the project was the fact that almost all of the work was done by young people for young people. This ensures that the information is understandable for everyone.

Through this programme the young people discovered for themselves how the labour market operates and what the labour market demands and needs. This can be much more effective than attending a training course. This self-learned knowledge is in fact a great motivator.

The programme was an example of how young people can be mobilised and be involved in the process of improving their employability and access to labour market.

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Interpraktik

1. General information

Managing organisation: Foreningen Urkraft

Location of the action: Skellefteå (town with youth unemployment)

The Interpraktik scholarship is a Swedish labour market programme, which helps young unemployed people get valuable work experience abroad.

2. Condition of implementation

Three local organisations take part in the action: The Association Urkraft (education - training organisation), the Local Employment office (public organisation for employment services) and the Labour market department of the municipality (public authority). The Association Urkraft is responsible for the design and the implementation of the actions, the co-ordination and monitoring of activities, the data collection and the evaluation. The local employment office and the Labour market department in Skellefteå refers young people to training vacancies at the "Preparation courses" supplied by the Education/training organisation (Urkraft).

The action started in 2001 and its duration is dependant on future government decisions.

3. Description of the action

The Interpraktik scholarships give young unemployed people an opportunity to get valuable work experience abroad. The aim of the scholarship is to help young people to improve their competence and strengthen their position in the labour market through gaining experience outside Sweden. The experience can provide better language skills and a deeper understanding of other cultures. This in turn improves their opportunities of getting employment in Sweden as well as abroad.

The main activities developed by the programme concern guidance, counselling and training of participants. The target groups of the programme are unemployed and people with disabilities aged 20 - 30 years old.

The applicant arranges a placement on his/her own in a country outside Sweden. The placement should be carried out according to the intentions of the scholarship i.e. the tasks should be meaningful and educational so that after a successfully completed practice period, the young person has

gained more experience/knowledge than he/she had before the placement. The placement can be within companies, organisations (even non-profit ones), institutions, the public sector or even as voluntary work in developing countries.

It is requirement for all applicants to explain their choice of placement since applications are dealt with on an individual basis. The scholarship can be awarded to young people 20-30 years old who have been unemployed for a long period of time. The local employment office judges if the applicant fulfils the long-term unemployment and age criteria before the application is sent to the Programme Office. The scholarship covers travelling costs to and from Sweden to the country of placement, full insurance coverage and basic living costs. The value of the scholarship varies depending on the cost of living in the placement country. The scholarship is awarded for a maximum period of six months.

There is no obligation on the hosting organisation/company to give the trainee any financial contribution. If the hosting organisation/company voluntarily decides to compensate the trainee in any way, the Swedish International Programme Office should be notified since that might affect the value of the scholarship which the trainee receives.

In order to support participation in the programme and to encourage disadvantaged people to take part, preparation courses lasting 12 weeks have been developed. These courses and the programme in general are characterised by the following key points:

- ▶ Individual guidance and support and the development of an action plan
- ▶ Support for the information research carried out by the participants themselves
- ▶ Education in fields that are important for the personal development
- ▶ Preparatory work in the practical details prior to departure
- ▶ Risk Assessment
- ▶ Theoretical training, such as: language, IT, culture and social studies, own economy, communication
- ▶ Continued help and support during the period of the placement

The total cost of the programme is estimated to be about €113,000 per group of 12 participants. The action is financed by both national government and local authorities.

4. Direct outputs and results, indirect outcomes

The direct outcomes of the programme can be briefly summarised as follows:

- ▶ A total of 40 people have benefited from the programme activities.
- ▶ According to an evaluation of the programme, 75% of the participants, find a job or begin to study, within 90 days of the end of the working period abroad.
- ▶ The development of a special model comprising preparation courses of 12 weeks and job placement abroad helps disadvantaged groups, who are under-represented in existing training programmes, to use mobility to increase their labour market prospects.
- ▶ Several networks at regional, national and European level have been developed to promote the programme activities. In particular:
 - A local network was created between the employment office, labour market department and the association Urkraft, where local companies and organisations provide placements for two days a week for five weeks in order to prepare the participant for work placement abroad. The aim is also to establish contact between the employer and participant in order to strengthen the participant's position at the labour market.
 - A national network of different municipalities in Sweden to develop preparation models and to recruit participants.
 - A European network of companies and organisations to help provide work placement abroad for the participants.

- ▶ In terms of gender mainstreaming, studies show that young women are more likely to use programmes for studies, trainee jobs and work within the EU than young men. In this regard, the Swedish programme tries to recruit 60-40 % in advantage of young men in this project. Special attention is also given to young single mothers.
- ▶ Similar models of preparation for work placement abroad are to be found in 24 cities around Sweden.

5. Innovation, added value and transferability

A new model has been developed for the preparation and operation of international placements. The model is adjusted for people in difficult/different life situations who are usually underrepresented in the existing trainee programmes.

The programme directly contributes to the promotion of the free mobility of persons. The programme particularly focuses on the integration of disadvantaged groups in a European dimension by giving them opportunities for study, work-experience and employment within the EU.

The programme contributes to the decrease of long-term unemployment since it mainly targets long-term unemployed young people. It also has a positive impact in terms of combating exclusion from the labour market among disadvantaged groups and especially people with disabilities. The participants become more employable through the increase of their knowledge and competencies. As a result of the programme, the participants become self-confident and independent and more capable of finding a new job in the future.

The programme is innovative mainly in terms of its goal-oriented measures which relate to tackling youth unemployment, promoting occupational geographical mobility and improving access to labour market.

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Ireland: --- Westmeath Employment Pact (WEP)

1. General information

Managing organisation: Westmeath Employment Pact Ltd

Location of the action: Westmeath (rural-urban area)

The Westmeath Employment Pact (WEP) develops strategic and collaborative policies and programmes to reduce unemployment and social exclusion within County Westmeath. The WEP defines its role as working in partnership with local players in the County, who seek to address both economic and social development through innovative pilot actions and strategic policy development.

2. Condition of implementation

The Westmeath Territorial Employment Pact (WEP) was established under the EU Community Initiative for Territorial Employment Pacts launched in 1997. The Territorial Employment Pacts arrived on an already crowded local development arena in Ireland, and the need to establish both a distinct identity and role were recurring issues throughout the EU funded pilot phase. The WEP is a countywide body whose main concern is to promote collaboration between agencies concerned with labour market and social inclusion issues. The WEP has secured some €609,000 for approved actions between 2001 and 2003 from the Government-sponsored Area Development Management Limited (ADM) under the Social Inclusion Programme of the National Development Plan.

The main partners working with of the WEP are the Westmeath County Development Board, Athlone Community Taskforce (ACT), a non-profit organisation, providing support for disadvantaged groups and FAS, the national Training and Employment Authority.

3. Description of the action

The target group/beneficiaries of the WEP include: long-term unemployed (in urban and rural areas), low-income farm households, early school leavers, lone parents, people with a disability, members of the travelling community, people who are homeless and people from differing ethnic backgrounds.

The aims of Westmeath Employment Pact are the following:

- ▶ To assist people in accessing employment and/or other appropriate progression routes, for example further education and training.
- ▶ To identify and address, through specific research, emerging target groups and related issues and to further identify appropriate responses, so as to ensure these groups participate fully in all aspects of society.
- ▶ To facilitate and develop further inter-agency co-operation in the delivery of services to the unemployed.
- ▶ To address in co-operation with other agencies, the continuing strain on the local labour market in terms of skills shortages.
- ▶ To work in partnership with other agencies to develop alternative employment opportunities for the unemployed and socially excluded in County Westmeath, for example, through the Social Economy Programme.
- ▶ To develop relationships with employers which facilitate a process whereby the WEP links unemployed people with jobs in the local labour market.

The following actions and activities have been implemented or directly managed and/or funded by the WEP.

Westmeath Employment Network (WEN) Ltd

The WEN Network is a limited company and an initiative of the WEP to network agencies delivering services to the unemployed. It is core funded annually by the WEP on the basis of an agreed work programme. Members of the Network include: FAS, the Westmeath Vocational Education Committee, ACT, the Construction Industry Federation, Westmeath Community Development Ltd, the Department of Social Community & Family Affairs, Westmeath Employment Pact and Kilbeggan Area Employment Services. The number of clients last year was 186.

Reality Therapy

A pilot initiative to provide a pre-development intervention for clients of WEN and the Adult Education and Employment Centres, who display psychological problems associated directly to their unemployment status. Managed by the WEP, the project has a caseload of 20 clients.

Bridging the Gap between Employer and Jobseeker

This is an initiative to increase the rate of successful placement for clients exiting the second chance education and vocational training programmes. It is delivered by the WEP and the Westmeath Vocational Education Committee, this initiative will be further developed under the Westmeath EQUAL Programme.

The WEP as a Conduit for Good Practice

The WEP seeks to promote the ongoing dissemination of best practices via the WEP web-site and through 'issue' conferences as identified by practitioners, such as a recent Conference on Depression and Suicide.

Ongoing Research

This represents a refocusing of the WEP to take on a research/policy role which to date has covered the following areas.

- (a) Social Economy. Research was jointly funded by WEP, the Dublin Employment Pact, Area Development Management Ltd and Clann Credo to map out a process whereby policy and legislative blockages to the development of the Social Economy in its broadest sense were identified and removed.
- (b) Employers' Research. Originally viewed as a means to conduct a baseline study of employer needs in the county, this will be expanded with EQUAL
- (c) funding to look at employer attitudes in relation to the employment of disadvantaged groups.

Programme for 100 Long-Term Unemployed in Mullingar

A joint initiative with the Department of Social Community & Family Affairs and Westmeath Community Development Ltd to identify progression paths for 100 very long-term unemployed clients, i.e. clients who are over 3 years unemployed. Initial assessments will be carried out by an external agency with local agencies taking responsibility for individuals once a progression plan has been identified.

Employers Forum

A significant number of local SME employers are not involved in organisations such as Chambers of Commerce etc, the WEP intends to establish a mechanism for engaging with these employers through the establishment of focus groups.

Project Skills Exchange

The WEP supports the provision of skills training to organisations delivering services to the unemployed. This support is provided either by the WEP co-ordinator directly or through limited provision of external facilitation.

The Mullingar Senior Traveller Training Centre

The WEP chairs an inter-agency Management Committee whose aims are to consolidate and link this project into a wider set of supports for travellers in order to ensure that the training centre is proactive in placing travellers in employment.

The following descriptions refer to the involvement of the WEP in the work and activities of its three main partners.

(a) Westmeath County Development Board

As part of the reform of local government initiated at the end of the 1990s, a decision was made to link local development and local government. This was to be achieved through the establishment of County or City Development Boards. The WEP has a close working relationship with the County Development Board (CDB), as until the establishment of the CDBs the WEP was the only countywide body bringing together agencies concerned with labour market and social inclusion measures.

Westmeath County Development Board was established in March 2002 and brings together local government, local development, the State agencies active at local level, and the social partners, to agree and implement a Strategy for the Economic, Social and Cultural Development of County Westmeath. The WEP is a member of Social Inclusion Working Group which is key part of the overall County Development Board structure.

The activities implemented together with the CDB include the following:

- Actions to address educational disadvantage
- Support for Lone Parents
- Local transport initiatives
- Front Line Staff Training

(b) Athlone Community Taskforce (ACT)

ACT is a Rotary Club initiative, which was established in 1992 as a company limited by guarantee. While ACT employs its core staff directly, it relies on programmes such as the FAS Community Employment Scheme (CE) and/or the Jobs Initiative Scheme to deliver a significant proportion of its work programmes.

The Westmeath Employment Pact has engaged with ACT around a number of projects, including the following:

- (i) The Open Door Men's Project: In 1999, Athlone Community Taskforce, FAS, the Department of Social Community & Family Affairs and the Midland Health Board established the Open Door project as a means of engaging with a core group of unemployed, marginalised men who were not accessing existing interventions and programmes. Later the Open Door Management Committee was expanded to include the Probation and Welfare Service, the Westmeath Employment Network (WEN) Co-ordinator and the WestMeath WEP co-ordinator, who became the chairperson of the Management Committee in May 2000.
- (ii) The CAIT Programme (Community Access to IT): This is an initiative of the Irish Government's Department of Public Enterprise. It aims to overcome digital exclusion by facilitating access to, and use of IT by disadvantaged groups. The WEP provided funding to ACT, which operates the Programme, to extend its life to September 2002 when it becomes eligible for funding under the second round of the CAIT Initiative. The project provides free access to IT and individualised training to users. In a typical month the project has 42 users.

(c) FAS- The Irish Training and Employment Authority

(i) Referral Network: The Manager of the local FAS Training Centre in Athlone, is a member of the Board of the WEP. One of the joint activities between the local FAS employment service and the WEP was the development of a Pilot Client Referral Network. The aims of this Referral Network are:

- ▶ to maximise support for the client by adopting an inter-agency approach,
- ▶ to ensure the client is getting a consistent approach to his/her case,
- ▶ to agree the most appropriate agency or combination of agencies for a client to engage with at a specific moment in time,
- ▶ to create a professional structure for effective and credible referrals,
- ▶ to share professional learning across a variety of organisations,
- ▶ to support colleagues from other participating agencies by acting as a peer support referral network.

(ii) Digital Inclusion Project: While welcoming the above CAIT (Community Access IT) Initiative, FAS and the WEP were concerned that it did not address one fundamental need i.e. access to, and ownership of IT hardware for disadvantaged groups. A pilot project involving FAS, the Midland

Health Board, the WEP and the Tullamore Wider Options Group, was established to investigate the refurbishment and restoration of old PCs to make them available at a nominal or no charge to disadvantaged groups/individuals.

4. Direct outputs and results, indirect outcomes

It is not possible to place a precise figure on the number of beneficiaries resulting from the activities of the WEP as it is not directly involved in the creation of jobs, although this may change as it takes on a greater role in the development of the Social Economy and mechanisms to fund and resource Social Economy projects.

The Open Door project has succeeded in accessing a group of marginalised men that no other agency in the county has managed to access. There are an estimated 80+ users of the Open Door and on a monthly basis there are 42 users of the CAIT project.

It is difficult to quantify the number of beneficiaries of the Referral Network and the Digital Inclusion Project as they are still in the pilot phase. It is anticipated that 50 clients will benefit from the policies of the Referral Network and 30 individuals will benefit from the Digital Inclusion Project.

As already noted, the Westmeath Employment Pact participates in the work of a number of local networks, the most significant of which is the Westmeath CDB, as this forum provides the WEP with a means to raise and pursue policy issues with a view to affecting and changing local practice. The only fora the WEP currently participates on at a national level involves the other Territorial Employment Pacts and Area Development Management (ADM). In these fora the WEP is currently: (1) negotiating its role and identify within the Social Inclusion Programme as distinct from the role and identities of other local development initiatives funded via ADM; (2) identifying which working groups, advisory bodies (within ADM) it wishes to participate in. At a European level the WEP is participating in two EQUAL networks.

The WEP promotes equality between men and women by identifying gender linked barriers to participation in economic, social and educational activity and by putting in place supports to ensure that both men and women in Westmeath are facilitated to maximise their participation in society. The WEP recognises the important role it must play in ensuring that at policy level gender issues are raised and addressed. In addition to the above, the WEP has played a key role in developing the Equality Proofing mechanisms, which will be incorporated into the operations of the Westmeath EQUAL Development Partnership. The action plan for this project contains the following objectives.

- ▶ The Westmeath EQUAL Development Partnership will ensure that the target groups emerge from the EQUAL Programme with the capacity to pursue their respective equality agendas.
- ▶ Full membership of the EQUAL Development Partnership requires organisations to E-Quality Mark their own employment practices in terms of recruitment, progression, retention and organisational culture.

5. Innovation, added value and transferability

The Open Door is one of the most innovative projects in which the WEP participates and the willingness of sponsoring organisations to take risks in connection with this project has been critical to its success.

The Referral Network is an innovative project in that it formalises a great deal of work that was already happening on an informal ad hoc basis and provides a variety of agencies with a shared client database. The project was created specifically to progress difficult, multi-disadvantaged clients and to provide staff in support agencies with a means to articulate their concerns about policy issues and receive peer support.

The Westmeath Employment Pact is quite a small organisation in terms of staff and resources and by steering clear of direct service provision it is not in competition with other local development agencies. By taking on a role which includes facilitation, research and the piloting of new approaches, the WEP has an impact beyond its size within the County. Its role within the Westmeath County Development Board is also considerable in proportion to the size of the organisation and this is reflected by the fact that the WEP has chosen to align itself firmly with this new structure and plays an important and active role in the Social Inclusion Measures Working Group of the Westmeath CDB. In particular, it has contributed to a framework document and protocols on "The Co-ordination of Social Inclusion Measure at Local Level". The WEP contributes to all the above major themes and majority of sub-themes relevant to the National Action Plan for Employment.

A key concern of the WEP has been in linking and networking with the various providers of services to the unemployed across the county, and the encouragement of the sequencing of agency interventions for multi-disadvantaged clients. The WEP has two priorities for the future, the first concerns rural development and the need to match and analysis actions with a constantly changing labour market. The second concerns the need to develop further a legal and policy framework within which the Social Economy can deliver on its promise, as well as the need to recognise the potential of the Social Economy in its broadest sense and to resource it in terms of putting a supportive and enabling legal and financial framework in place.

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Ida (Integration, Participation and Work)

1. General information

Managing organisation: The Social Services Administration, Olofström

Location of the action: Olofström (deteriorated urban area)

The IDA, - Integration, Participation and Work programme, is aimed at supporting disadvantaged people with great difficulties in entering the labour market such as immigrants, people with disabilities, poor education, low skills and other marginalised groups to obtain employment.

2. Condition of implementation

Three local organisations participated in the action: The labour office Blekinge Väst (public authority), the Komvux in Olofström (educational provider) and the social insurance office in Blekinge (public body). The Komvux was responsible for the theoretical part of the project while the two other organisations participated in the steering group, which was responsible for following up on the results of the programme (quality and quantity).

In order to combine theory and practice a recruiter, a mentor/interpreter and a teacher were employed in the project to help people who faced great difficulties in entering the labour market.

The action covered the period 9/2000 to 9/2002.

3. Description of the action

The purpose of the action was to increase the employment chances of persons with great difficulties in entering the labour market, these include immigrants, people with work disabilities, low education and other marginal groups. The aim was that 50% of the participants should move ahead to employment or competence developing studies. The IDA-project was developed from an earlier Objective 3 project, SMIDA, which was aimed at long-term unemployed people.

The main activities developed by the programme concerned guidance, counselling and training of participants. In particular the following:

- ▶ Occupational therapy
- ▶ Theoretical education
- ▶ Physical exercises
- ▶ Work practice
- ▶ Special support activities, for example study and career guidance
- ▶ Supplementary education in i.e. driver's license theory
- ▶ Special support at the workplace with mentors and language interpreters.

In terms of financing, the total budget of the programme was an estimated €570.000. The programme was financed by the European Union and local authorities.

4. Direct outputs and results, indirect outcomes

The main results of the programme can be briefly summarised as follows:

- ▶ The total number of beneficiaries was 105. Fifty-one participants found employment and six moved ahead into education. About ten persons have either a protected occupation or supported employment (wage shares). The remaining persons are either still in IDA, have moved, switched to another occupation or have a disability pension of some kind.
- ▶ The programme helped and supported a very difficult target group: such as the physically challenged, various marginalised groups, immigrants, and people with low education, to enter and re-integrate into the labour market.
- ▶ A broad range of contact with entrepreneurs has been built through the programme. The network has developed co-operation with various organisations and authorities.

5. Innovation, added value and transferability

The programme has the following innovative characteristics:

- ▶ It focuses on a very difficult target group i.e. persons with great difficulties in getting a job or an education. For example the physically challenged, various margined groups, immigrants, people with low education, etc.
- ▶ It follows-up the participants and makes frequent checks at the work places to ensure a qualitative introduction.
- ▶ It is increasing the inputs to prevent the marginalisation of, for example, immigrants (approx. 75% of the participants are immigrants).

- ▶ It uses interpreters at follow-ups sessions in the work places to for example, elucidate work instructions and avoid misunderstandings.
- ▶ It builds on a broad network of entrepreneurs, with whom the programme has co-operated for a long time.
- ▶ It has created a broad network and enjoys a good co-operation with various authorities and organisations.

The action is an example of how the implementation of coherent measures can contribute to the integration of a variety of disadvantaged groups into the labour market.

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Development of an integrative employment institution

Altes Wasserwerk

1. General information

Managing organisation: Soziales Förderwerk e.V.

Location of the action: Chemnitz (rural-urban area, with high unemployment)

The main aim of the project is to identify new employment opportunities and to integrate disadvantaged people into the labour market by creating new jobs and developing new skills.

2. Condition of implementation

The main partners include Landwirtschaftlicher Integrationsbetrieb Erzbegirge GmbH, a private organisation specialising in consultancy and marketing, FAF gGmbH, a social economy enterprise organisation and Landesarbeits-gemeinschaft Sächsischer Integrationsbetriebe, an organisation providing support for disadvantaged groups.

The period covered by this action was March 2002-February 2003.

3. Description of the action

Following discussions with local social welfare bodies, employment agencies and organisations providing housing for handicapped people, it was discovered that there are many people with health problems or chronic diseases which are not generally accepted as handicaps. These people suffer from considerable social handicaps.

The objective of the project was the construction and operation of an institution enabling disadvantaged people to participate in working life. This institution would operate in the agriculture and related

services sector. The beneficiaries were unemployed people with disabilities aged between 25 and 50.

The main objectives were:

- ▶ Individual orientation of the participants
- ▶ Demand oriented qualifications
- ▶ Re-integration of participants into the normal labour market
- ▶ Creation of part-time and full-time jobs
- ▶ Providing training in ecological farming and livestock breeding methods with participants receiving a certificate on completion.

The following activities were undertaken:

- ▶ Analysis to determine specific demands together with local advice centres for addicts
- ▶ Contacts with regional working groups (to provide working opportunities for handicapped people and addicts)
- ▶ Creation of the preconditions necessary for planning the project.
- ▶ Development of the concept after financial negotiations with the organisation responsible for rehabilitation
- ▶ Preparation of work places for professional trainers and social educators
- ▶ Financial planning for the programme.

The project consisted of a network of profit and non-profit companies which aimed to develop regional economic and employment structures.

The total budget of the action was an estimated €244,700.

4. Direct outputs and results, indirect outcomes

Twenty-four jobs were created (12 for mentally disturbed people and addicts). All participants received support from experts and specialists in social skills and professional circumstances.

The project participated in local networks which provide the following assistance:

- LIB GmbH - the utilisation of marketing structures and assistance with supplies and farm leasing
- Landesarbeitsgemeinschaft der Integrationsfirmen in Sachsen (an association of integrative companies in Saxony)- consultancy and contacts services and the transfer of expertise
- Erzgebirgisches Bildungswerk e.V. (an educational centre in the region of Erzgebirge) - co-operation and support for the partner organisations in the development of qualifications.
- FAF gGmbH - consultancy. Deutscher Paritätischer Wohlfahrtsverband (German parity welfare association)- consultancy services and the exchange of experience and networking.

5. Innovation, added value and transferability

The innovative approach of the project can be seen in three areas:

- 1 There had previously been no employment facility which could create new jobs for handicapped people between the entrance level of a workshop for handicapped and the normal job level of a company
2. A similar situation applied to addicts reaching the end of their therapy
3. The combination of several financial benefit institutions aimed at client- centred rehabilitation was also new.

4. The project assisted the development of new fields of economic activity, the development of flexible work models and the implementation of new financial mechanisms.

The programme illustrated the potential for local partners to create employment in new sectors which included support for the integration of disadvantaged groups into the labour market.

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The Netherlands: ---

Renewed confidence in the future

1. General information

Managing organisation: Renewed Confidence in the Future Foundation

Location of the action: Schimmert (rural-urban, industrial reconversion area)

"The Renewed Confidence in the Future" Programme has a twofold purpose. On the one hand, it is intended to prevent asylum seekers, (who are ultimately granted asylum status) from becoming unnecessarily alienated from the labour market and on the other hand, it aims to help asylum seekers, (who are ultimately not granted asylum status) acquire basic qualifications which will enhance their position in their country of origin.

2. Condition of implementation

Trade Unions and employers associations together with the Regional Training Centres (ROCs), the Centre for Work and Income (Centrum voor Werk en Inkomen, CWI), the Co-ordinating Body for Asylum Seekers (Coördinerend Orgaan Asielzoekers, COA), companies and temporary employment agencies are responsible for implementing the master plan. In 2001, in order to support the labour market projects belonging to this master plan, the Renewed Confidence in the Future (Hersteld Vertrouwen In de Toekomst) Foundation (HIT) was set up on the initiative of Limburg municipalities, the Province, trade unions, employers, and the COA, under the banner of the Employment Confidence Pact for Limburg (Vertrouwenspact Werkgelegenheid Limburg). The action covers the period January 2000 -December 2004.

3. Description of the action

The main programme activities deal with training and assistance in entering the labour market. The programme generally deals with unemployed people of all ages emigrating from other countries and seeking asylum.

To help asylum seekers enter the labour market, the partners in the Employment Confidence Pact for Limburg have decided to take an integrated approach. They have developed a master plan for the 2000-2006 period. The purpose of the plan is twofold. On the one hand, it is intended to prevent asylum seekers (who are ultimately granted asylum status), from becoming unnecessarily alienat-

ed from the labour market and on the other hand, it aims to help asylum seekers (who are ultimately not granted asylum status), acquire basic qualifications which will enhance their position in their country of origin.

In other words, the master plan provides for integrated assistance with regard to adult education and occupational training and assistance in entering the labour market, which is achieved by setting up and executing a demand-driven training programme for asylum seekers, whose intention is to ensure rapid integration into Dutch society or better prospects for an independent existence in their country of origin.

The main aims for the period 2003-2004 are the following:

Approximately 500 persons are to undergo a Personal Profile Analysis, of whom:

- 84 will take a transition course;
- 350 will enrol in an occupational training programme;
- 33 will take an introductory course in setting up their own business;
- 33 will enrol in a higher vocational training programme.

These persons will subsequently receive help finding appropriate trainee places or jobs. A further 130 persons will be assisted in entering the labour market in the following sectors: the catering, transport logistics and processing industries, the building, care, metal and electronics trades.

The cost of the programme is estimated at €5,017,000. The programme is financed by the European Union through the EQUAL Programme, the local authorities and also some private organisations.

4. Direct outputs and results, indirect outcomes

The direct outputs and main impacts of the programme can be briefly summarised as follows:

- ▶ In 2000/2001, 466 asylum seekers took transition/basic courses (Dutch language lessons). Out of these, 193 asylum seekers enrolled in an occupational programme. Training and assistance were provided by specialist institutes, the staff of which were required to have special teaching and social skills.
- ▶ A local network has been developed between the partners of the project. This includes the municipalities of Heerlen, Maastricht, Venlo, trade unions and employers associations (LOZO, LWV, FNV), the COA, and the Province of Limburg. Within this network, projects are carried out by the regional training centres, while job placement takes place with the support of the trade unions, employers associations and trade & industry.

5. Innovation, added value and transferability

The innovative nature of the programme is its goals. The fact that training and assistance are provided by specialist institutes, whose staff are required to possess special teaching and social skills guarantees the quality of the jobs created. The participating organisations will be screened with respect to know-how, skills and competence in this specific problem area.

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Developing entrepreneurship 2

Ireland
Ireland

Italy
Italy

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Greece

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Sweden

The Netherlands
The Netherlands

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I.R.D. Kiltimagh

1. General information

Managing organisation: IRD Kiltimagh

Location of the action: Co. Mayo (rural, rejuvenated area)

The mission of IRD Kiltimagh is the development of the economic potential of Kiltimagh and its hinterland to the fullest and in a way which will benefit the whole community.

2. Condition of implementation

IRD Kiltimagh is a rural community development organisation, which employs 7 officers, 23 community employment workers, 20 Board volunteers and an additional 20 working group volunteers. The activities described below took place during the period 1989-2002.

The main partners of IRD Kiltimagh include the following:

- FAS, the Training and Employment Authority, which offers Community Enterprise Programmes and provides assistance with project management.
- Enterprise Ireland provides assistance to new enterprises within a designated workspace which it part-funds.
- Mayo County Council which supplies the necessary services in IRD Kiltimagh, creates partnerships for additional work activities and part-funded the Enterprise Workspace.

3. Description of the action

A survey was undertaken in Kiltimagh in 1988 which showed that 75% of the young people were forced to emigrate to find employment, 40% of the buildings in the town were derelict and suitable for demolition, with the remaining 60% suffering from a lack of investment. A group of 10 people devised a model for the long-term rejuvenation of the town and sought financial contributions from the local community in the form of a regular door-to-door collection. A full-time manager and secretary were employed in 1990 and a business plan was drawn up.

The following activities have been implemented by I.R.D Kiltimagh.:

- ▶ The Market Square has been restored, the rivers and lakes developed as a tourist attraction, tourism groups were formed, a product development company was set up and an innovative Community Knowledge Initiative persuaded the National University of Ireland, Galway to support an outreach campus in Kiltimagh.
- ▶ The Enterprise Centre itself was developed with 15,000 sq ft of workspace and relationships were built with relevant agencies to assist the development of new enterprises within the Centre. Other projects such as village renewal were highly successful, with derelict sites brought back to life, the Kiltimagh Museum and exhibition Centre was opened by the President of Ireland and a sculpture park, forge, theatre and artists retreat were developed.
- ▶ By the end of the first development phase in 1994, 200 people had been assisted into employment, the population decline had been halted, economic activity had increased by 16% per annum, 140 people had been trained in various skills and training programmes for the unemployed were established through IRD Kiltimagh.
- ▶ Three units of social housing were also provided on a derelict site and tourism was developed with a caravan park and a tourism information point in the town.

- ▶ An ambitious programme of activity was prepared for the period 1994-1999 with new businesses attracted to the town. The total number employed in projects and business based in IRD Kiltimagh workspaces was 81 in 1999.
- ▶ A further 22 units of social housing was provided, as well as a lighting programme and sewerage scheme which was undertaken with Mayo County Council, a children's fun park was developed, the Kiltimagh Resource Centre was established, and an arts manager was employed to provide an extensive programme of opera, ballet, art and exhibitions within the town.

The total budget for this action is estimated at €700,000 per annum. The main sources of financing are the European Union, the National Government, local authorities, private donations and traded income. IRD Kiltimagh also has other assets such as the Enterprise Centre, social housing, a theatre, conference and exhibition centre, and a children's playground, which are worth 6 million. These are managed on behalf of the community and operate as socio-economic businesses in so far as they generate a return both in a financial and a social sense to the local community, as well as making a contribution to the funds of the parent company which is then reinvested in other new projects.

4. Direct outputs and results, indirect outcomes

Since it commenced, the project has resulted in the creation of 400 jobs and 53 enterprises in the areas of tourism, joinery, food, information technology, engineering, general services, distribution and retail businesses.

Other results of the work of IRD Kiltimagh include:

- ▶ 14% increase in population since 1996.
- ▶ 30.2% annual increase in local economic activity.
- ▶ 6% increase in school numbers annually.
- ▶ 6 million in community owned assets.
- ▶ The opportunity for young people to live and work in Kiltimagh.

Kiltimagh has a policy of maintaining a focus on the needs of its community and not losing sight of their aspirations. It is involved in a long-term consultative process with the community, which has been conducted over the past year and this includes workshops for members of the community to express their choice of priorities for the future work plans of IRD Kiltimagh.

To promote the area for job creation IRD Kiltimagh participates in the following networks:

At local level: through Meitheal Mhaigh Eo, the local LEADER Group and the County Development Board.

-At National level: through State agencies such as FAS and Enterprise Ireland, whose role is to transfer national policies to the local level.

-At European level: through the LEADER, Phare and Leonardo Programmes and the Food and Agricultural Organisation (FAO).

5. Innovation, added value and transferability

The processes employed are innovative, in so far as the local Kiltimagh community are responsible for their own destiny, they choose to seek good relationships and work with agencies which can assist them in the development of their locality. The back-up support provided through IRD Kiltimagh is very comprehensive. Few communities in Ireland of the size of Kiltimagh have come from such a low poverty base and given freely of their time and scarce financial resources to rebuild their town and invoke such a strong sense of community spirit and pride.

IRD Kiltimagh has a policy to work co-operatively with its enterprises and projects. It will guide and

assist them through any difficult stages in their start-up and development cycle and is constantly seeking other opportunities which might benefit the area. It also actively seeks suitable external linkages for its businesses in terms of networking for the growth of its enterprises. It also seeks opportunities where additional funding for capital, staff or operational costs can be sourced to benefit its companies. To facilitate this IRD Kiltimagh has established excellent links with the state agencies and funding bodies such as LEADER Groups, Partnership Companies, Enterprise Ireland and the local County Enterprise Board. IRD Kiltimagh as the owner and manager of the Enterprise Centre has a policy to seek job creation, through suitable enterprises, which have a local basis, and are compatible with the enterprises currently working in the facility. This selection process takes into consideration not only the skills of the local community as potential employees, but also the skills and compatibility of the employees that the enterprises could attract. IRD Kiltimagh works on the policy of ensuring that Kiltimagh itself is a place where people chose to live through building a strong sense of community identity, making the town a bright, lively location full of character. The company also provides suitable recreational and social services for individuals and family members of all ages.

In general, the activities implemented by IRD Kiltimagh are an example of new approaches to corporate social responsibility regarding economic development and employment strategies. The activities combine job creation objectives and economic development, as an integrated intervention, which brings together the dimensions of social and economic needs at local level.

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Territorial Pact Val Bormida Alta Langa

1. General information

Managing organisation: Societ Consortile Langhe Monferrato Roero

Location of the action: The provinces of Cuneo and Asti (rural, least developed areas)

The action aims to support local micro-entrepreneurship and is focused on the utilisation of local resources in the 59 municipalities in these two provinces.

2. Condition of implementation

There are fourteen local SMEs participating in this partnership. Each partner contributes to local economic development according to its operating sector. The activities promoted are strictly linked to specific areas and include typical product commercialisation, craftsmanship and tourist services. Each partner specialises in a particular field, and aims to satisfy many local needs and contribute to the economic development of the region. The promotion and the development of local entrepreneurship (and of micro entrepreneurship) are seen as an indispensable element for the development of the whole area.

The period covered for by this action is 1999-2003 (with the possibility of an extension).

3. Description of the action

The area involved in the Territorial Pact “Valle Bormida and Alta Langa” is composed of 59 Municipalities: 46 in the province of Cuneo and 13 in Asti. Fifty-five Municipalities are sited in rural disadvantaged areas and they are subdivided among the consortiums of communes in the mountain areas “Alta Langa Montana”, “Langa delle Valli Bormida and Uzzone” and “Langa Astigiana Val Bormida”. The four remaining Municipalities do not belong to any Community Objectives, but they are involved in the Pact because they are culturally and economically linked to the area. Furthermore they also represent potential development opportunities capable of interacting positively with the rest of the area.

The general aims were:

- 1 indigenou economic development;
- 2 the improvement of local culture;
- 3 social integration, particularly through the provision of training.

In order to reach the overall objective of promoting entrepreneurship, specific intervention sectors have been identified, in particular:

- ▶ tourism, this is considered one of the area’s fundamental resources;
- ▶ agriculture and livestock breeding;
- ▶ handicrafts and small local industries;
- ▶ the marketing of typical local products.

The total budget of the action amounts to €1,378,000 and the main sources of funding are the National Government, the local authorities and private organisations.

4. Direct outputs and results, indirect outcomes

The total number of beneficiaries is 14 enterprises, with the creation of 53 new jobs in such areas as the commercialisation of traditional products, craftsmanship (stonework, boot making) and tourist services.

The project aims not only to create and maintain employment, but also to promote a series of actions to improve social and economic conditions. Particularly utilising the following strategies:

- the creation of a positive image of the area and the provision of service facilities which will improve the quality of life of the inhabitants;
- scenic beauty and environmental quality, promoting activities which will improve the region’s environmental resources and facilitate sustainable development.

The project activities aim to foster and support entrepreneurship by promoting new models of development, particularly those which maximise female employment and involve new economy activities. The key function of the project is a promotional one, mainly aiming to develop all local resources. Most investment proposals are for activities that develop local micro-entrepreneurship and exploit local resources.

5. Innovation, added value and transferability

The Pact is a process: the promoters begin with promotional activity which uses the “Pact project” as a starting document. The presented projects must meet the criteria of sustainable development and conform with to the area’s development and environmental policies.

These are:

- ▶ respect for the high quality of the local environment, its eco-system, landscape, river system and field patterns;
- ▶ development of the region's rich network of historical centres;
- ▶ utilising the area's many farms, castles, towers and terracings, which are of great cultural, landscape, productive and recreational value;
- ▶ tapping into the region's extensive historical knowledge, handicraft, artistic and cultural traditions to develop a strong local identity and establish a unique local "development style".

The Pact provides an example of how the local small enterprises can contribute to the local employment strategy.

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Ireland: _____

Dublin Employment Pact (DEP)

1. General information

Managing organisation: Dublin Employment Pact Limited

Location of the action: Dublin City

The Dublin Employment Pact was established in 1998 to tackle employment issues and economic development policy in the Dublin Region.

2. Condition of implementation

The Dublin Employment Pact was established as a result of a commitment agreed under the National Partnership 2000 Agreement for the Funding of Territorial Employment Pacts under the Irish Government's National Development Plan.

The agenda for Dublin has changed significantly in recent years. The economic boom has transformed the city's economy, increasing its size by 100% since 1991. It has also impacted in different ways on the labour market and other issues affecting the quality of life of its citizens. Most importantly, Dublin and the Greater Dublin areas have emerged as an identifiable city economy. Population planning and labour market developments, housing, social inclusion and spatial planning have now to be tackled at a regional economic level. This is the emerging context for the work of the Dublin Employment Pact (DEP) as it seeks to develop Dublin-wide initiatives to benefit the development of the capital across a range of employment and social inclusion measures.

Representatives of over 100 organisations are involved in the Dublin Employment Pact (DEP), including the Dublin local authorities, the local development and community sectors, the social part-

ners, the relevant Government Departments and statutory agencies, as well as elected representatives of the Dublin City and County Councils. While the DEP's principal Board members are representatives from the Department of the Taoiseach (the Prime Minister's Office), the Dublin Chambers of Commerce, the Dublin Regional Authority and the Dublin local authorities.

The following are some of the other partners involved with the activities of the DEP: The eleven Dublin Area Partnership companies; Enterprise Ireland; FAS The Training and Employment Authority; the Government Departments of Social; Community & Family Affairs; Education & Science and Enterprise Trade & Employment; Dublin City & County Enterprise Boards; Dublin Docklands Development Authority; Dublin City & County Vocational Education Committee's; Inner City Enterprise; Dublin City & County Development Boards; Ballymun Job Centre; Small Firms Association; the six Local Dublin Employment Services; the Dublin LEADER company; the National Youth Council of Ireland; Pavee Point Traveller Centre; Dublin City and County Councils; the Irish Congress of Trade Unions; Centres for the Unemployed and Irish Business Employers Confederation (IBEC). The period covered by the actions described below is 1998-2003.

3. Description of the action

The DEP was established in 2000 and it is funded under the Irish Government's National Development Plan as an independent non-profit development company. The DEP facilitates a wide range of organisations in tackling employment issues and develops innovative and sustainable solutions to address these issues. Over 70 organisations, participating on a voluntary basis, contribute to it's work. The success of the DEP is testimony to the value of the partnership approach to tackling problems and developing solutions.

The aims of the DEP are the following:

- To highlight the development needs of Dublin, with a particular emphasis on promoting economic growth, employment and social inclusion across the region.
- To promote practical solutions at a Dublin-wide level to the problems of urban disadvantage and social exclusion, long-term unemployment, early school leaving and equality of access to the labour market.
- To encourage new approaches to quality training and life-long learning so as to develop sustainable quality employment in the public and private sectors and in the social economy.

The four key action areas of the DEP are: addressing long term unemployment, promoting employment and education, the social economy and the development of Dublin-wide policies and the co-ordination of systems to address the above issues.

The DEP focuses on:

- Promoting links between education and employment; the quality of access to the labour market; the development of the social economy; regional development and enterprise and skills issues.
- It facilitates the collaboration of practitioners, experts and policy-makers at local community and Dublin-wide level in developing policy responses to employment issues.
- It develops, disseminates and seeks to mainstream best practice and
- It seeks to promote the integration of local initiatives with national policy approaches.

The DEP works through a range of Working Groups to tackle the issues arising under the above areas. Each Working Group has been involved in a wide range of policy developments, local initiatives, pilot projects and research work. The DEP utilises funding received under the National Development Plan to support a number of these dynamic projects developed in association with its Working Groups. The DEP's partners can also submit their own project proposals, these are assessed and the most innovative selected for funding and development. Often these projects are promoted by the DEP as a way of developing demonstrative responses to the problems associated

with long-term unemployment and after an evaluation of their success in achieving their aims, selected "best practices" are transferred throughout the social systems and services of the Dublin Region.

The following are some examples of the above projects.

- ▶ Social inclusion indicators - A joint project with Dublin City Council in the Euro-Cities Programme focusing on the analysis and development of social inclusion indicators employed in different European Cities. The aim of the Euro-Cities Employment and Social Welfare Committee is to build links, foster best practice and impact on E.U. employment, social and urban policies.
- ▶ Integrated Local Labour Market Services - Several pilot projects were conducted in 2001 in the Dublin areas of Ballymun and Finglas/Cabra, culminating in the production of two research documents which included a list of recommendations to develop effective interagency integration in the delivery of local labour market services.
- ▶ Best Practice in Pathways to work - This project examined best practice in 'pathways to work' in local and national programmes, for groups excluded from labour market. The study resulted in a budget being allocated to a major work on Employment Services for Disabled People in Dublin.
- ▶ Dublin Local Employment Action Plan - The DEP is developing an application under Innovative Measures, financed under Article 6 of the European Social Fund Regulation (Budget heading B2-1630) "Local Employment Strategies and Innovation". The representative organisations involved with the DEP will be partners in this city-wide application.
- ▶ Local enterprise and the social economy - This initiative involves conducting a social investment evaluation by identifying and examining sources of social finance in the Greater Dublin Area, then identifying models of good practice internationally which could be transferred to Ireland. Future activities will include a seminar and the publication of a Social Economy Workbook for community and voluntary organisations.

The DEP has a research and advisory function. It undertakes studies and research into issues such as an employment strategy for Dublin, preventing early school leaving and upcoming research in the area of "Digital Dublin". The DEP runs seminars and conferences to raise awareness on issues relating to employment and unemployment in the Dublin area. For example in November 2001, a conference was held on promoting the development of an inclusive economic strategy for Dublin called "Promoting the Dublin Economy". The DEP also assists in the creation of effective partnerships and collaboration between practitioners, experts and policy makers at local and Dublin wide level. An estimate for 2001-2003 of the total budget of the DEP is €1,333,224.

4. Direct outputs and results, indirect outcomes

As the DEP operates mainly at a policy and advisory level it is not possible to quantify the number of the ultimate beneficiaries of its activities. However, the following categories are the eventual beneficiaries of its activities: the long-term unemployed, early school leavers, lone parents, people with a disability, members of the Travelling community; people who are homeless and people from differing ethnic backgrounds.

Planning across a wide range of fields such as infrastructure, inward investment, labour market development, housing, social inclusion, spatial planning have to be tackled at a regional economic level. This is the emerging context for the work of the DEP as it seeks to develop Dublin-wide initiatives to benefit the development of the capital across a range of employment and social inclusion measures.

In comparison to the other three Irish Territorial Employment Pacts, the DEP is a process and policy-orientated organisation. It has an emphasis on achieving learning, co-ordination and mainstream policy improvement.

The DEP has recently produced a publication on 13 innovative projects that were implemented in Dublin between 1999 and 2001. These projects include: - Jobmatch the Employers Advice and Recruitment Service (E.A.R.S.), which was developed and piloted 1999-2001. The mainstreaming

of the activities of the Northside Partnership Business Network (formally Jobmatch), which resulted in the National version of A National Employers Guide - Employment Incentives and Supports Explained (2002) funded by the DEP, the Department of Social & Family Affairs and IBEC (the employers organisation).

The innovative approach of the DEP was also responsible for a Core Skills initiative, which commenced in 1999 as a pilot project. This was implemented by the Blanchardstown Area Partnership (BAP) through the Learning Development Agency (LDA). It involved the piloting of a Core Skills initiative with the long-term unemployed, in order to identify the individual training and skills needs of people marginalized from the labour market. This initiative was mainstreamed in the Blanchardstown area and FAS, the National Training and Employment Authority, is currently considering its implementation nation-wide.

The following are specific examples of recommendations from the DEP publications, seminars, and projects, which have been or are intended to be mainstreamed.

- ▶ The development of three Pilot Projects linking education and the workplace in the Northside, Tallaght and Clondalkin Partnership areas, arising from recommendations outlined in Dr. Mark Morgan's Report "School and Part-time Work in Dublin: the Facts" (DEP Policy Paper No.4).
- ▶ The integration of the labour market services in Ballymun and Finglas/Cabra. Recommendations concerning inter-agency co-operation and local labour market data are to be highlighted through a conference to be convened in March 2003.
- ▶ A Study of the Social Economy (2002), with recommendations on assisting Social Economy projects to access funding is to be mainstreamed through the publication of a Social Economy Workbook.

The DEP is involved in two European employment networks, Euro-Cities and Metronet. The Euro-Cities network centres on local authorities in over 100 European cities. It focuses on building links, fostering best practices and impacting on E.U. employment, social and urban policies. Metronet is a network of large city Employment Pacts created under the E.U. Territorial Employment Pact Initiative. It focuses on joint activities and the transfer of good practice between cities in the run-up to a proposed E.U. Local Development Forum in 2004.

5. Innovation, added value and transferability

The DEP has been innovative in a number of aspects, including the following:

- The development of a comprehensive information service on employment and unemployment in Dublin.
- Raising awareness of the future employment needs of Dublin.
- Promotion of greater integration of effort in tackling key employment and local development issues.
- Piloting innovative measures in relation to education and lifelong learning, local employment strategies, skills development and the social economy.
- The promotion of good practice in all relevant areas, both horizontally and vertically, between practitioners and policy makers.
- The development of close links and co-operation between the DEP partners in Dublin and their counterparts in other European cities.

The DEP provides an example of how integrated action, (meaning activities based on a relationship of interdependence between different actors), helps partnership to formulate a strategic approach which addresses economic, social and occupational issues at local level.

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Venezia Orientale Pact

1. General information

Managing organisation: Comune di Fossalta di Piave

Location of the action: Venezia Orientale (rural-urban, least developed area)

This Territorial Pact aims mainly at the development of the traditional sectors and the creation of small and medium sized enterprises in the Venezia Orientale region.

2. Condition of implementation

Forty partners participate in this action, including local authorities, employers' organisations, co-operatives and trade unions. The Municipalities provide the help and assistance required to accelerate authorisations and permissions to enable the realisation of all public and private interventions previewed by the territorial pact.

The Conference of the Mayors:

- Carries out and facilitates the delivery of authorisations and all necessary documentation needed for the implementation of all actions and activities related to the Pact;
- Proceeds, in co-operation with the Trade Unions and with the Entrepreneurial Associations that have signed the Pact, with the creation of strong and stable partnerships with other territorial bodies and institutions, paying particular attention to the development of forms of co-operation and collaboration between the North and South of Italy;
- Co-ordinates in the best way possible, the actions of the various organisations so as to make possible the effective implementation of the activities envisaged in the Territorial Pact.

The Veneto Region co-finances the infrastructure interventions of the Pact and co-ordinates in the best way, the actions of the other participants with the aim of facilitating and fostering the implementation of the Pact.

The Province of Venice provides the necessary services for the operation and successful implementation of the pact.

The employers' organisations:

- Put their own organisational and logistic structures at the disposal of the Pact, in order to facilitate the start up of the telematic one stop information shops, aimed at supporting the existing SMEs and the new entrepreneurial initiatives planned by the Pact;
- Promote the creation of consortiums between the SMEs, in conformity with the objectives

of the Pact, particularly those aimed at supporting the internationalisation process of local enterprises;

- Co-operate with the associate enterprises with the aim of developing training initiatives that foster and support professional training programmes to reduce the existing gap between the school and the workplace and co-ordinate activities with the Pact of Nebrod.
- In order to maintain a stable labour market for the area, undertake all necessary initiatives to promote employment and assure practical feed-back for the Pact;
- Co-ordinate their activities with the other participants so as to facilitate the implementation of the Pact.

The Trade Unions:

- Co-operate with the entrepreneurial organisations with the aim of promoting training initiatives to support new forms of employment and enable the reintegration of the unemployed into the labour market;
- Support the necessary initiatives for the implementation of the Pact for Labour, subscribed to on the 28th of May 1997;
- Work to enable the successful realisation of the Patto dei Nebrodi partnership and to create the proper conditions for the implementation of training interventions, aimed at co-ordinating the labour offers and requests in the areas involved in the Pact;
- Co-ordinate their actions to facilitate the implementation of the territorial pact;
- Operate in co-operation with the other associations for the achievement of the Pact's objectives and its complete implementation.

The Territorial Pact is part of a larger regional programme which aims to economically and socially rehabilitate the area, with the emphasis on the development of small-to-medium sized enterprises and tourism.

The period covered by this action is 1999-2003.

3. Description of the action

The economic, occupational and social problems of the Venezia Orientale area are not solvable by individual Communes, by single sectorial interventions or by single partial measures at the municipal or regional level. For this reason, a common approach from the institutional, economic and social local entities was indispensable. This "union of strengths" must become the engine for local economic and social development.

The Pact considered the many potential threats for the Region. These include:

- ▶ The absence of other regions with similar conditions which made it more difficult to devise suitable measures to deal with the Pact's problems;
- ▶ Inadequate training of the local workforce to adapt to continuous technological changes and changes in the labour market.
- ▶ Weaknesses in the region's entrepreneurial fabric;
- ▶ Insufficient development of the services needed to support local enterprises;
- ▶ The non-optimal use of the endogenous potential, particularly tourism,
- ▶ Insufficient intersectoral integration

However, the region also has many strengths. These include:

- ▶ the diffused entrepreneurial tendency (in the manufacturing, tourism and services sectors), which is fundamental for economic self-propulsion.
- ▶ the integration of typical craft activities (as well as agricultural ones) with the tourist sector, which can work to their mutual advantage;
- ▶ the environment resources.

It is clear that much more work needs to be done to maximise the potential of local SMEs and to improve the services available to them. The identification of the strengths of the Veneto economy, must be followed by the identification of the weaknesses of the production fabric that are closely linked to the limited capitalisation of the local enterprises and to their limited investment in research and innovation.

The objectives of the participants in the territorial pact of Venezia Orientale are as follows:

- 1 the restructuring and the empowerment of the local production system with the creation of new productive units, to be added to the already existing ones
- 2 the enlargement and the modernisation of the enterprises operating in the territory
- 3 support for the creation of new counselling, research and training societies
- 4 the improvement of all activities linked to the transport sector.

The Pact aims mainly at strengthening tourism and small and medium sized enterprises. In particular:

- ▶ the development of the tourism sector;
- ▶ supporting new business start-ups and the greater integration of existing enterprises;
- ▶ promotional services which support enterprises, employment and the development of the region: this will help avoid the “haemorrhage” of the most innovative and vital local entrepreneurial initiatives.

The Pact identifies the Venezia Orientale as a place where various interests are connected: a territorial micro-system whose success depends on the global promotion of every single entrepreneurial activity taking part in it.

The Pact mainly offers support to SMEs. In particular, the Pact will be implemented on the basis of three specific types of intervention:

- Restructuring and enlargement of the local productive fabric, through the improvement and modernisation of the existing structures and the creation of new entrepreneurial activities;
- Development and improvement of the tourism structure, through the modernisation of the receptive system;
- Creation of an information system to make all data on the region publicly accessible.

The total budget for the action is estimated at €12,137,000.

4. Direct outputs and results, indirect outcomes

The total number of beneficiaries of the action is 184. The variety of benefits can be summarised as follows:

- Local public interests;
- Local private interests which may emerge thanks to the conditions of mutual support and interaction created by the territorial pact;
- Interests of the employers associations which use the opportunities offered by the territorial Pact;
- Benefits for the entrepreneurial and trade union associations that, on the basis of the territorial pact, may develop various forms of trans-regional co-operation between the north and the south.

One initiative of the Pact is focused on the infrastructure sector and the other 38 on the productive sector. 82% of the initiatives related to the manufacturing sector and the creation of new job places while 18% related to the development and improvement of the tourism sector. This policy and these initiatives are thought to have resulted in the creation of 183 new job places. The tourist sector,

which up to now had not been appropriately exploited will be one of the major beneficiaries of the Pact.

In accordance with the principle that the whole territory must benefit from measures initiated under the Pact, several services (enterprise canteens and day nurseries) for working women with children have been previewed, which will enable greater female workforce participation.

5. Innovation and transferability

All the initiatives taken under the Pact are characterised by the following features:

- They are the best expression of the productive fabric of the Territorial Pact area and they fit the Pact's objectives for restructuring and strengthening the local production system;
- They are the basis for the creation of industrial development strategies.

The Pact is not simply a new financial instrument aimed at supporting enterprises, but a methodology that permits the reorganisation of the development process from the bottom up, bringing it nearer to the organisations and individuals concerned. The territorial Pact, by being based on local growth and co-ordination, represents the basis for the development of the territory and will become an indispensable and permanent element in the development of region.

The Pact is an example of promoting partnerships amongst a large number of local organisations and the active involvement of these bodies in the process of local economic development and job creation.

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Italy: _____ Canavese Territorial Pact

1. General information

Managing organisation: Ivrea Comune

Location of the action: Canavese Region (deteriorated area)

The Canavese Territorial Pact is an integrated intervention Plan (entrepreneurial initiatives and infrastructure actions) which aims to support employment and economic development in the region.

2. Condition of implementation

On March 1997 the City Council of Ivrea began the process for the definition and the implementation of the Territorial Pact. The Canavese Territorial Pact was subscribed to by 123 Communes of the Turin Province, 5 Mountain Communes of the Turin Province, the Turin Province, the Piedmont

Region, 58 Entities and Organisations and other 115 enterprises. Each of the organisations is involved in a specific aspect of the intervention.

The Canavese Territorial Pact has adopted the organisational form of a company where the role of the chief executive is carried out by the Turin Province while the Ivrea Commune has assumed the role of the company's President. The activities of the Pact are sub-divided among specific groups, closely linked to the socio-economic development of the territory.

The Co-ordination group acts as a Board of Directors. The co-ordination group also represents the decision making body of the territorial pact. With contributions from local bodies and from various associations and trade union organisations, the co-ordination group is able to identify new regional, community and public resources with the aim of funding new initiatives that may strengthen and further complete the framework of intervention that derives from the territorial pact.

In order to strengthen and render more efficient the Co-ordination groups, new groups have been created to examine specific themes, directly linked to the socio-economic development of the territory. The new co-ordination groups operate in the following fields: training, one-stop-shop for production activities, credit and guaranteed systems, Social Economy and welfare policies, Structural Funds, equal opportunities, etc.

3. Description of the action

The implementation of the territorial Pact started at a moment of a profound crisis for the most important industry in the territory, the Olivetti Group. The development and implementation of the Pact has accompanied and given birth to a new SME system that, currently, represents the region's most valuable economic resource. The content and implementation of the Pact is closely related to the territory and its enterprises and the existence of this relationship has given birth to a growing number of employment opportunities in the territory.

The local entities and all social parties involved in the Territorial Pact of the Canavese, have identified the Territorial Pact as the most appropriate instrument for putting into practice an integrated intervention Plan with the aim of supporting employment and socio-economic development in the Region. A careful analysis of the territory and a consultation process has permitted the identification of "Communication" and "Innovation" as the key ideas behind the social and economic development of the territory covered by the Pact. The principal aim is the integrated development of the economy, trying to build a positive relationship between agriculture, industry, commerce, tourism and tertiary services. Also limiting industrial decline by identifying areas of excellence in specific product areas.

All socio-economic organisations involved in the Pact have identified specific sectors to be examined, with the aim of contributing to the socio-economic development of the territory and to the creation of new employment opportunities in the following sectors:

- Agriculture: promote a greater integration between agriculture, crafts, tourism and agritourism; place greater value on the bio-diversity and introduce new technologies to agricultural production.
- Enterprises: (1) Foster a new entrepreneurial culture in the Canavese Region through strengthening the support given to SMEs. (2) Support the internationalisation process with the creation of new services for the enterprises. (3) Create a close and direct link between the research activities and enterprises with the aim of accelerating the technological innovation process. (4) Adopt a system of initial and life long learning and training to meet the needs of enterprises. (5) Identify internal resources for the implementation of a territorial marketing programme in the Canavese Region.
- Tourism: derive greater value from the local tourist sector and the region's rich architectural heritage.
- Labour market: experiment with new measures for matching the supply and demand for labour, reduce the level of unemployment and promote employment in different produc-

tion sectors.

- Social economy: foster the development of the social economy, a sector that can contribute to the maximum use of the territory's internal resources and create a model of social innovation for an area experiencing serious industrial decline.
- Equal opportunities: foster all forms of educational and vocational orientation processes which permit the diversification of people's choices, foster all initiatives aimed at supporting family responsibilities, and support sustainable skills development for women.

The budgets of the actions are: Canavese Territorial Pact: €210,345,000, Canavese Territorial Pact of Fishing and Agriculture: €6,970,000, Integrated Project in the Canavese Area; Measure Nr.6 97/99: €14,601, "Pays-sage" integrated project in the area of Anfiteatro Morenico della Serra: €16,704,000. The European Community, the national government and local authorities have also provided financing.

4. Direct outputs and results, indirect outcomes

Up to September 2002 with the support and contribution of the enterprises, 584 new job places were created in the framework of the Canavese Territorial Pact and another 2 within the framework of the Agriculture and Fishing Territorial Pact.

Particular attention has been paid to equal opportunities. The measures undertaken in this field can produce positive effects in the medium-term period not only by increasing the quantity but also the quality of women's employment, mainly by supporting initiatives to reconcile professional and family commitments. The Canavese Territorial Pact has been involved in three projects concerning equal working opportunities for men and women.

Particularly important have been the results of the Integrated Area Project (composed of 9 interventions and financed by the Unique Programming Document of the Piedmont Region 1997/1999) as well as the Integrated Area Project "Pays-sage" financed by the Unique Programming Document 2000/2006 of the Piedmont Region. The latter was composed of 53 interventions and has pursued two main aims: the increase in value of cultural and tourism interest sites as well as support for internationalisation and the innovation needs of enterprises situated in the territory.

The Canavese Territorial Pact has made possible the implementation of three different kinds of relationships:

- Those between socio-economic organisations in the region and with other territorial pacts of the Turin Province
- With territorial pacts in the Central-Northern of Italy
- During the period 2001- 2002, the socio-economic actors of the Pact have had meetings with delegations from Bulgaria, Bosnia Herzegovina, as well as with the Hungarian employment centre, with the aim of deepening the technical skills and knowledge related to the territorial pact.

5. Innovation, added value and transferability

The Technical Training Group, created with the participation of local entities, trade union organisations, training bodies, the Turin Polytechnic and the University of Turin, operates with the aim of improving and innovating the training on offer so that it can respond better to the territory's needs. Innovation, as well as communication, represents the main objectives of all activities and initiatives undertaken by the Co-ordination Groups of the Territorial Pact.

The concept for the implementation of the Territorial Pact is an innovative one. The bottom-up method has been applied since the first phase of the project in March 1997. All of the interested partners were involved in the successful implementation of the territorial pact.

The Canavese Territorial Pact is an excellent example of an integrated and multi-dimensional action. The integration is achieved at two levels: First, it brings together all local organisations (including private enterprises) and secondly, it combines economic development with job creation. The multi-dimensional approach is achieved by the implementation of activities across a wide range of thematic fields - employability, entrepreneurship, and adaptability. In general, the Territorial Pact can be characterised as a global strategy, which incorporates the employment dimension into the policies of all local actors.

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Territorial Employment Pact (TEP) of Imathia

1. General information

Managing organisation: TEP Imathias Administrative and Co-ordinating Civil Agency

Location of the action: Imathia region (rural-urban, deteriorated area)

Since the mid 90's, Imathia has been a region undergoing industrial decline. This has affected in particular the low paid and women, and led to economic decline and depopulation. The mission of the TEP Imathias Administrative and Co-ordinating Civil Agency is to develop strategic and collaborative policies and programmes to reduce unemployment and social exclusion in the Region.

2. Condition of implementation

In September of 1998 the Articles of Association of the new organisation were signed, entitled: “Administrative & Coordinative Civil organisation of the T.E.P. of Imathia” by the 15 Organisations that played a leading part in the design and implementation of the Operational plan, as well as by the 5 new Municipalities that became Members in 2000.

These Organisations are: the Prefectorial Administration of Imathia, the Municipalities of Veroia, Alexandria, Naousis, Melikis Eirinoupolis, Plateos, Verginas, Antigonidos, Makedonidos, Dovra, Anthemion & Apostolou Pavlou, the Chamber of Imathia, the Workers’ Centre of Veroia - Alexandria, the Unions of Farmers Co-operatives of Veroia, Naoussa and Alexandria, the Development Agency of Imathia S.A. and the private firm EUROFARM S.A. This new organisation has its headquarters in an area granted by the Chamber of Imathia and is self-financed through the contributions of the Shareholders, with a capital stock of €44.000.

The organisation has also entered into Co-operation Agreements with Organisations providing approved services and technical assistance for a fee. The aim is to create a dynamic model of co-operation and action.

3. Description of the action

The whole region has been consigned to the “Regions in Decline” Programme. Since the mid 1990s, Imathia has been suffering from the decline of existing industrial activities and unemployment is higher than the national average. To address this decline the pilot actions of the Territorial Pact are:

- ▶ **Supporting the employment structures of disabled people**
Implementing organisation of this project is the Development Agency of Imathia. The main objective is the establishment of an advice and integration centre for disabled people.
- ▶ **Organisation and operation of a centre providing services to elderly persons**
Implementing organisation of the project is the Municipal Agency of Veroia. The new scheme developed is called “ESTIA”.
- ▶ **Active intervention in schools programme**
Implementing organisation of the project is the Municipal Agency of Veroia. At the end of the study hours, young students can attend the various creative classes, e.g. drawing, music, computers and gym classes, within a fully supervised area.
- ▶ **Support to various alternative forms of tourism**
Implementing Organisation of the project is the Municipal Agency of Veroia with the intermediary organisation being the Municipal Tourism Agency. Its aim is the systematic identification of all opportunities for alternative tourism. The “Alternative Tourist Information Kiosks” operating in Veroia and in Naoussa are fully equipped and staffed.
- ▶ **Employment support structures and vocational training centre**
Implementing organisation is the Labour Institute (IN.E.) of the General Collective Employment Agreement (GSEE), with intermediary implementing organisation being the branch of Central Macedonia. Its aim is the systematic study of the problems of the unemployed and the design of employment support programmes.
- ▶ **Vocational programmes for persons employed in the above actions**
Implementing Organisations were the two vocational training centres (K.E.K) of the County: K.E.K. of the Labour Institute of GSEE, with headquarters - branch in Veroia and the private K.E.K. “GNOSI”. Its objective was the training of 60 unemployed people. Following the training activity the trainees have been employed in the actions referred to above.

4. Direct outputs and results, indirect outcomes

The total number of beneficiaries is 120. About 90% of the new work placements of the TEP are occupied by women aged 25-45 years. Following the organisation of training programmes by the KEK 95% of the trainees have been employed in TEP's actions.

5. Innovation, added value and transferability

The TEP puts into practice a "bottom-up" approach to regional development. The TEP of Imathia began with a network of 15 partners and now has 20. Its objective is to have 30 partners within two years by inviting large private-sector organisations to become members. In addition the Imathia TEP played the leading part in the creation of a "Greek TEP network" in 2000 and is a founding member. It participates in the European network of the 89 TEP of the "first phase" and it is a candidate member of the EBN (European BIC's Network), since one of its medium-term objectives is to mutate into a Business Innovation Centre (BIC), with main its main activity concentrated on employment creation and economic development.

The main strengths and innovation of the Imathia TEP is the mobilisation and extensive participation of all local authorities and social partners. In addition, the job creation and provision of goods and services linked to local needs by the support of local organisations is a new approach in Greek employment policy.

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Territorial Employment Pact (TEP) of the County of Magnesia

1. General information

Managing organisation: TEP Co-ordination Secretariat of Magnesia

Location of the action: Magnesia (rural-urban area of industrial rehabilitation)

The aim of this TEP is to support employment in social economy jobs and to reduce the economic and social costs of restructuring.

2. Condition of implementation

The main aim of the partnership created for the management and the implementation of the TEP actions was the greatest possible collaboration with and representation of local society. It currently consists of:

- The Prefectorial Administration of Magnesia, which presides over the TEP Co-ordination Secretariat
- The Municipality of Volos
- The Centre for Workers-Employees of Volos
- The Association of Manufacturers of Thessalia and Central Greece
- The Chamber of Magnesia
- The Employment Agency of Volos of the Greek Manpower Employment Organisation (OAED).

The above organisations participated in the assessment phase of local needs as well as in the design and implementation of the specific actions. As part of this process two related studies were prepared, one by the Development Agency of the Municipality of Magnesia (ANEM) and the other by the private firm PETA.

The actions were implemented under the general supervision of the Co-ordination Secretariat and the technical support (support - management - infrastructure) of ANEM. The period covered by the action was 1999 - 2001.

3. Description of the action

The County of Magnesia has encountered great economic problems with intense de-industrialisation since the end of the 1980s. This process has resulted in high unemployment levels. Technicians, manual workers, women and young people aged between 20 and 29 have been particularly badly affected. In view of these structural problems, the County of Magnesia became one of the seven Greek regions where TEP were developed on a pilot level.

Given the geographical location of the county and its cultural heritage, tourism was the sector offering the greatest development opportunities. There is also some potential for small-scale traditional industry and of specialist agricultural production.

Within this framework, the general objectives of the TEP were:

- The support of private sector and social economy employment
- The reduction of the financial and social cost of restructuring the main branches of production
- Greater labour market access for young people, women and persons with disabilities.

The following actions were implemented:

► **Training of guides for Middle Height mountain trails**

The aim of this action was the exploitation of the natural beauty of the region (mainly of Pilio and Alonnisos) and the prolongation of the tourist season through the development of alternative forms of tourism. The action included the training of 25 unemployed persons as tourist guides. This action was implemented in parallel with the rehabilitation of the Network of Trails, targeting the relevant track routes in Pilio and Alonnisos and also with the support of the association of Hotel Managers.

The total budget of the action amounted to €176,000.

► **Pilot Support Centre for agriculture and farming businesses**

Aim of this action was the support of agricultural and farming businesses as well as the small-scale production of agricultural products in the area. This was done through the provision of technical support and consultancy. The services provided by the centre included:

- Development of a database of agricultural and farming businesses
- Information and support concerning fund raising from national and EU programmes

- Support and consultation on production issues
- Advise and assistance on marketing, promotion, packaging, etc.
- Creation of an archive of relevant national and European legislation
- Studies - project proposals (Leader etc.)
- Organisation and participation in related exhibitions on behalf of the Prefecture

The total budget of the action amounted approximately to €770,000.

► **Development of employment initiatives in the social and health sectors**

The aim of the action was the creation of the necessary conditions for the development of the social economy sector (health - welfare, home care) and the creation of new job placements in this sector. In this framework, two actions were implemented:

- “Help at home”: 25 unemployed women, most of them in the older age group, were trained as social helpers with the objective of creating a network of home care services on a regular but not daily basis. These services are of a reciprocal nature and, with the participation of the Municipalities of Volos and Agras and of the Prefecture, a new agency (Diapolis) was set up in charge of the organisation and functioning of the network.
- “Primary health care services network”: This action was implemented on a pilot level in the Municipality of N. Ionia through the training of 15 unemployed holders of degrees in the medical professions and the supply and set up of the appropriate equipment in a space especially provided for by the Municipality. The aim of this action was to provide the local population with primary health services and to connect with other sanitary and health services.

The total budget of the action amounted to €277,000.

► **Training in silver and as a goldsmith**

The aim of this action was the creation of a support network for the improvement of the competitiveness of a traditional sector of the County. The action consisted of training 12 unemployed silver and goldsmith technicians, their employment by businesses, and the creation of a laboratory to design new products through the use of new technologies.

The total budget of the action amounted to €187,000.

► **Training in the provision of catering services**

The aim of the action was the creation of a viable partnership of 15 unemployed women from the region and the development of a modern catering production unit (1000 portions daily). Among the objectives was the absorption by the Municipality of N. Ionia of an important part of the production for the provisioning of Municipal Centres for the Recreation and Protection of the Elderly (KAPI) and nurseries etc. In this framework, 15 unemployed women were trained and a new modern production laboratory was set up.

The total budget of the action amounted to €179,000.

► **Centre for Tourist Information of the Municipality of Volos**

The aim of this action was the creation of a structure for informing and directing tourists visiting the county, as well as its staffing with specialised personnel. This structure would help promote tourist movement within the county and would network with other tourist businesses or organisations (museums, expo centres, tourist agencies etc.). The action comprised the erection of a building complex in the centre of the town of Volos to accommodate the Centre and the training of 25 unemployed young people as cultural guides possessing the relevant theoretic training.

The total budget of the action amounted to €275,000.

► **Creation of a Product co-operative for women**

The objectives of this action were the development and promotion of traditional products through the creation of a co-operative for trading the products.

The total budget of the action amounted to €120,000.

► **Employment subsidies**

This involved increased subsidisation of employment by the Greek Manpower Employment Organisation as a result of the new work placements and new freelance professions created from all the other actions of the TEP.

In total, the budget of the TEP was: €1,983,000.

4. Direct outputs and results, indirect outcomes

There were 162 beneficiaries of the TEP activities. 73 people have been employed (24 full-time). A Product co-operative was created by women, as well as a products showroom in Pteleos. In the Pilot Support Centre, nearly 400 agricultural and 100 manufacturing businesses were registered and received information, whilst almost 100 farmers and 15 manufacturing businesses made use of some of the services of the Centre.

The implementation of the TEP has been characterised by an unprecedented degree of co-operation between local organisations, despite the small scale of the private sector in the region.

5. Innovation, added value and transferability

The creation of new jobs combined with the provision of new goods and services at local level can be considered an innovative aspect of this project.

However, the implementation of the TEP actions constituted the most important incentive for the achievement of an expanded collaboration in the area and for the development of a culture of partnership between the participating organisations, since it was the first time that these particular organisations collaborated on such programmes.

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Limerick Territorial Employment Pact (TEP)

1. General information

Managing organisation: PAUL Partnership (People Action against Unemployment Limited)

Location of the action: Limerick (industrial reconversion area with high unemployment)

The PAUL Partnership (People Action against Unemployment) is a local development company, which promotes social inclusion in Limerick city. The Limerick Territorial Employment Pact (TEP), is one of the initiatives of PAUL and focuses on the development of employment opportunities for the disadvantaged areas of the city.

2. Condition of implementation

The PAUL Partnership is a company limited by guarantee with charitable status. It is comprised of community, statutory, voluntary, social and democratic partners and it implements a range of developmental programmes in the areas of employment, enterprise, education and training, family support and community development. The Irish Government funds the Partnership. The Limerick TEP operates as a sub-group of PAUL. The TEP, working particularly with the private sector, supports a number of innovative locally based employment generating actions, a sample of which are outlined below. PAUL was established in 1989 and the Limerick Territorial Employment Pact was established in 1997.

The main partners of the Limerick TEP are the PAUL Partnership, the City of Limerick Vocational Education Committee (VEC), FAS, Shannon Development, Limerick City Council, IBEC (the employers association), the Mid-West Regional Authority, the Local Employment Service, Limerick City Enterprise Board, Moyross Community Enterprise Centre Ltd, SIPTU, (a trade union), Limerick Youth Services and the Limerick Enterprise Network - LEN (non-profit organisation providing support for disadvantaged people). The TEP was originally funded by the EU and the Irish Government, but is now funded as part of the Local Development Programme of the Irish National Development Plan, it has a total annual budget of €300.000.

3. Description of the action

The main sub-actions of the Limerick TEP are:

(i) Limerick Enterprise Development Partnership -LEDP

In 1998 the French company Moulinex decided to close its factory in Limerick, which had been operating since 1965. The closure meant the loss of 500 jobs and with them an income over 8m to the local communities. The plant was located between two of the most socially excluded areas in the city. The plant was very large - 170,000sq ft of buildings in need of upgrading and concern developed locally that it would be sold for warehousing with very low levels of employment. Led by a local businessman, a group of local people and organisations came together to consider the future ways of developing the site - these included Limerick City Council, Limerick City Enterprise Board, Limerick Enterprise Network, PAUL Partnership, the Catholic Diocese of Limerick, Shannon Development, and the former managing director of Moulinex. A public/private partnership was established and a charitable trust company formed called the Limerick Enterprise Development Partnership. With financial contributions from each of seven shareholding organisations, the Department of Enterprise, Trade & Employment and a local Trade Union, the plant was purchased. It was subsequently re-furnished to meet the needs of prospective clients.

The aims of the Limerick Enterprise Development Partnership (LEDP) include:

- To develop a multi purpose use for the plant.
- To combine private industrial use, public service provision, education/training and community involvement.
- To ensure the continuation of a significant employment source.
- To enable local communities to participate in and benefit from the project.
- To provide second chance and complementary learning services.

To date LEDP has had significant success in developing the site. Over 78,000 square feet. is occupied by employers providing over 450 jobs. Both FAS (the National Training and Employment Authority) and CERT (the National Catering and Tourism Training Authority), have taken space and are providing training to 480 people annually. A number of community projects are also located on site. One of the outcomes of the LEDP has been the development of a number of subsidiary partnerships concentrating on individual elements of the work. An education partnership, which draws together a range of educational providers in the city, is currently developing a plan for education provision on site. The South City Parish Forum has been established which brings together community activists from the four parishes adjacent to the plant with a view to strengthening community links with LEDP. The LEDP intends to play a key role in the future development of the social and economic infrastructure of South Limerick City by working in partnership with key statutory and community organisations.

In identifying client companies to occupy the plant, the LEDP has focused on growing rather than declining industries and particularly on companies, which have a long-term commitment to the area. Investment in staff training and development is also crucial. The presence on site of FAS the National Training and Employment Authority provides access to a wide range of training and upskilling opportunities. The LEDP is also conscious of the need to provide on-site auxiliary services, which make employment on the site attractive and improve retention rates for on-site employers. To this end the LEDP is currently preparing plans for the provision of a full day childcare facility which will meet the needs of both employees on the site and those accessing education and training opportunities. Considerable focus is also being placed on the provision of IT training which will enable local people to access jobs as they are created.

The total budget to date is 5m of direct capital investment. The operating costs of the LEDP are met by income generated from rent of space and by a grant from the Territorial Employment Pact, which is funded by the government under the National Development Plan with a contribution from the local authority.

(ii) Micro Business Units

Moyross Community is an area on the Northside of Limerick City, which was developed, in the early seventies as a large-scale local authority housing estate. Initially it consisted of 1,100 houses with little or no social and economic infrastructure to support the population. In common with many such areas across Europe, there were high levels of unemployment in the 1980s, which were particularly severe in the area. This together with a lack of infrastructure provision meant that the area very soon displayed indications of social and economic disadvantage, which by the late-1980s measured 10 on the Haase index. However, side by side with the social and economic deprivation a high level of community activity developed. From the mid-seventies community initiatives were begun which sought to bring together local people to identify their own needs together with State agencies which had the responsibility for the provision of services. PAUL Partnership supported these initiatives and involvement in PAUL provided a forum for community representatives of Moyross to directly interface with State agency personnel. Moyross Partners, Moyross Development Company and Moyross Community Enterprise Centre were established and together they developed a range of both economically and socially focused activities. These included a community enterprise centre, a community playground, a community childcare facility and a range of community education programmes, an innovative security and a probation project meeting the needs of young people at risk, a community development project and a locally based employment service.

In 1999/2000 seven derelict bungalows were due to be demolished by Limerick City Council. However, Moyross Partners with the support of the Limerick TEP and the City Council reached agreement on the leasing of the bungalows with a view to developing them as a series of micro business units. (The lack of local employment opportunities had always been a key issue in Moyross). The City Council, Limerick TEP and Moyross Partners agreed to co-fund the refurbishment of the bungalows. Seven micro business units were provided, all of which are now in use. Two units have been taken by Moyross Crèche which needed to increase its capacity, one provides a home for the national newsletter of the Community Development Programme, one is occupied by a hairdresser (the first in the area), one is occupied by an upholsterer, one is being used as a base for a community based enterprise support service and the last one, which until recently was occupied by the new national RAPID (Regenerating Areas by Planning, Investment and Development) Programme on a short term basis, is about to be re-let. An estimation of the total budget of the action is €60,000 (plus the value of the site).

(iii) Fusion

In 1998/1999 as part of the initial development plan of the Limerick Territorial Employment Pact, a craft initiative to promote Limerick as a centre of excellence for crafts was launched. A network of about 150 craft workers was established through which information was exchanged and the isolation often felt by craft workers was overcome. As a result of a survey of training and education needs several short courses were designed and delivered. A corporate craft image for the city and county was developed and the name "Fusion" became accepted as an indicator of good quality, locally produced craftwork. Under the Fusion name craft workers were given support to participate in national and local craft fairs and exhibitions and a number of products such as a calendar displaying local crafts were produced.

The project was initially a Limerick TEP managed project with active involvement from the two Local Enterprise Boards, Shannon Development and the craft workers. However, the long-term objective, as part of the Fusion Strategic Plan, was the creation of a strong craft workers association covering the city and county with only a support role being played by the TEP and the other agencies. During 2001 work was focused on the establishment of the craft workers association, the adoption of a strategic plan and the development of a strong management committee.

The association has now appointed a full-time manager and has acquired city premises, which will be used as a showcase for the work of the association members. A corporate gift catalogue has been produced, a newsletter established, and an ongoing programme of exhibitions developed. The support of the Craft Council of Ireland has been secured and a number of individuals with enterprise and expertise in the establishment and running of craft enterprises have been invited onto the management committee.

(iv) Southill Garden Centre

Southill is an area of high social and economic exclusion on the south side of Limerick City. The community, created in the late 1960s, has a similar geographic profile to Moyross and suffers from many of the same infrastructure deficits. However in contrast to Moyross, there has been a history of enterprise in the locality with business units provided by Shannon Development adjacent to the community. At an early stage the local community identified the need to create more jobs in the local area and at the same time to provide local services. Southill Development Co-operative was formed to support the development of local enterprises, which included, a grass-cutting initiative servicing both the private and public sector markets, a childcare facility providing full day care, Montessori and pre-school facilities, an embroidery business, and the Southill Garden Centre.

The Southill garden centre began primarily as a horticulture/landscaping training project, but quickly identified the potential to become a commercial entity. The centre developed model gardens, plant displays areas, poly tunnels and a pumped water system. The need for a secure store facility and a shop were identified and funding was secured from Limerick City Council which owned the site, to provide these. The project addresses two needs in the local area - first the need for employment and skills development and secondly the need for locally produced fresh fruit, vegetables and

plants. Partners in the project include Southill Co-operative Society, Southill Community Services Board, FAS, the Limerick Territorial Employment Pact and PAUL. An estimate of the 2001 budget for the action is €51,232.

4. Direct outputs and results, indirect outcomes

(i) Limerick Enterprise Development Partnership -LEDP

The total number of beneficiaries of the LEDP projects is 800 annually. 600 jobs have been provided predominantly in the telecommunication industry. Training is in catering skills, trade skills and IT skills. There is a high level of female participation in the workforce of the companies on the site. All training places are open to both men and women and the community projects reflect the high level of female participation in local and community development, which is evident in Ireland as a whole. LEDP and the PAUL Partnership are involved in the promotion of gender equality, particularly in the area of decision-making.

(ii) Micro Business Units

The total number of direct beneficiaries is 25. Three new small businesses have been created - a printing/publishing business, a hairdressing business and an upholstery business. Two are for profit, private enterprises providing locally needed services, the other is an extension to the existing community crèche.

Seven of the jobs created are based on locally needed services and the jobs created, while small in number, will be sustainable because of a high level of demand for such services and the fact that no similar services exist in the local community. It is likely that employment will actually increase in these enterprises over time. The enterprises have access to advice through the enterprise support unit and to low cost loan funding through linkages with the Limerick Enterprise Network.

The extension of the Moyross Creche, which now occupies two of the units, is an important development in the area of equal opportunities. The existence of good quality, affordable, accessible childcare is crucially important in enabling parents to access the labour market, either directly through employment or indirectly through accessing education and training opportunities. Childcare is even more important for parents who come from a socially and economically disadvantaged background, as in the case of Moyross. Another demographic feature of the local area is a high number of families headed by lone parents, a group which suffers high levels of exclusion and poverty. The affordability of the childcare services ensures that such parents have equal access to it.

(iii) Fusion

The total number of direct beneficiaries is 150. The project has focused on supporting those currently working in the craft area rather than specifically creating new jobs. As many craft workers work part-time, it is likely that over time, with the necessary support and increasing markets developed by Fusion, some craft workers will move into working full-time in their specialised field.

The whole project is about the sustainability of the craft industry in the area. Craft workers skills are in the production of high quality products and not in the area of marketing, management and finance. It is therefore essential that these supports are provided and that is what Fusion provides. The provision of outlets for display and sales, the organization of events and the facilitation of necessary training are all essential if the employment of craft workers is to be sustainable.

(iv) Southill Garden Centre

Five jobs and one enterprise have been created as a result of this project. Because the enterprise grew out of a training programme, those who have been employed on it have benefited from a high level of upskilling. In addition to the specific skills necessary for the work, participants on these FAS funded programmes have benefited from personal development, job seeking and IT skills training. Staff employed also have access to the services of the Local Employment Service - (Obair), which

has a local office in Southill House and a mediator who works with clients to identify their training needs and job opportunities. The nature of the business provided and the lack of similar businesses in the surrounding area ensures that the probability of long term success is high.

5. Innovation, added value and transferability

(i) Limerick Enterprise Development Partnership -LEDP

The project can be described as innovative in its structure and activities. The public/private partnership concept, which while not totally new, has taken on a new approach and depth in the context of LEDP. The active engagement of the private sector, the church and the city authorities, with local development organisations and the local community has made the project successful. This engagement was helped by a history and track record of partnership in Limerick City since the late 1980s and by the vision of an individual who saw the potential of the project. The company operates in an open and inclusive way and is keen to involve the local community at every level. The provision of information through newsletters is an important element here.

The activities provided include an innovative mix of employment, training, locally required services and community development. In particular the loan fund operated by Limerick Enterprise Network-LEN, which is located on the site, and is one of the partners in the project, provides seed capital for new small business entrepreneurs, particularly those who would not be able to find this support from mainstream financial institutions. The activities supported by the LEDP reflect the European focus on employability, entrepreneurship and equal opportunities. Local, socially excluded people are being provided with a range of training opportunities thus improving their employability and overcoming discrimination in the market place. Support is being provided to new and existing entrepreneurs and financial resources are being made available where appropriate. A number of the community activities could be described as social economy activities and the childcare facility when completed will be a third sector enterprise providing fully commercial and subsidised childcare places.

(ii) Micro Business Units

The project is viewed as promoting the development of social capital, as evidenced by the fact that the hairdressing enterprise attracted support from the Limerick Local Social Capital Programme (an ESF-funded pilot).

Both in terms of gender and social equality, the provision of the Moyross childcare service is an important aspect of this action. The primary focus of this action however, is to facilitate and promote access to employment and locally needed services and businesses for the residents of the Moyross estate, through locally generated enterprise activity. This is an interesting example of an employment strategy operating at local level.

The model of development used, whereby the local community interacts directly with the local authority and is supported by other agencies, is one which is clearly transferable to other locations. It is of course dependent both on the goodwill of the parties involved and the capacity of the community group to lead the process. The learning from this action, particularly in the area of trust and relationship building, should and will be shared throughout the networks already mentioned. Because the Territorial Employment Pacts originated as a result of the EU Employment Strategy, the lessons learnt in this project could be transferred transnationally.

(iii) Fusion

The Limerick Art and Crafts Association is innovative, in that while initially it was a Limerick TEP initiative with involvement by the craft workers, it is now a craft workers owned and managed project with support from the Limerick TEP and other agencies. This transfer of control to the craft workers will ensure that long-term ownership is vested in the craft workers. The development of Fusion as a management and marketing instrument is also a novel approach to retailing in the craft context.

The continued involvement of the relevant agencies in a practical support role, as well as in a funding role is also important for the success of this project.

In general, the Limerick TEP's activities are examples of an integrated strategy and intervention, which brings together the economic development and job creation in a disadvantaged local area.

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Le Cheile Westside Ltd

1. General information

Managing organisation: Le Cheile Westside Ltd

Location of the action: Galway City (urban area with high unemployment level)

Le Cheile is a training enterprise and a social and cultural community organisation aiming to promote the total development of the Westside area.

2. Condition of implementation

Le Cheile has been in operation in Westside, Galway since 1982. The Westside area includes 12 corporation housing estates with a population of 5,000 people, within a community of 8,500 people. The years since 1982 have been a long development process for the community. However, the efforts made by the Westside Community in developing their local area have paid dividends in terms of improved services and facilities put in place through partnerships with the local authority and state agencies. The willingness of these bodies to be involved in the community has shown what can be achieved at the local level.

The main partners involved in the action are:

- ▶ Galway City Vocational Education Committee (VEC) which was the first state agency to support the work of Le Cheile, it funds the salary of the co-ordinator of the organisation.
- ▶ The local FAS office in Galway, which provides Community Employment Schemes with Le Cheile and a Social Economy programme which focuses on "age inclusion" for members in the community who are over 55 years.
- ▶ Galway City Council who built the Enterprise Centre and provide 1,000 square feet rent-free to Le Cheile, as well as the Centre in Corrach Buí which is also rent-free. Le Cheile works in partnership with the City Council on the upkeep of areas in the Council estates, providing painting and grass maintenance services for the elderly residents.
- ▶ St. Anthony's & Claddagh Credit Union, a financial co-operative involved in funding local building developments.

In addition, Le Cheile works in partnership with a range of other partners, such as the local police (the Gardai), the Western Health Board, which provides financial assistance in the form of grants and assistance to the elderly population, and the business community, which has offered business advice, accountancy services and guidance to Le Cheile since its establishment.

3. Description of the action

Le Cheile has a Board of Directors of 10 people drawn from the business community and local residents. It employs 8 officers, 9 voluntary management, 2 placement students, 12 community employment workers, 3 social economy workers, 4 trainees, 50 volunteers and 30/40 social action movement volunteers.

The aims of Le Cheile are:

- 1 together with local people to design and initiate programmes which will cater for the community's social, educational, cultural and economic needs,
- 2 to promote the total development of the area and its people,
- 3 to identify and develop the talents of the local people.

The beneficiaries of these activities are the unemployed, employed people with low qualifications, people with disabilities, lone parents, travellers, and refugees.

Over the years Le Cheile have been responsible for facilitating many new services. The Western Health Board's Neighbourhood Youth Project was initially housed with Le Cheile. Le Cheile offers extra tuition through a Homework Assistance Project. Adult Education classes are provided for the more mature community members. An example of the classes offered include: computers, personal effectiveness, machine knitting, town gardening, adult literacy and numbers, stress management, budget cooking, art, parenting, set dancing and the Irish language. When computer classes were first offered in 1998 over 200 applicants applied for 6 places. The course was then repeated every morning during the week for an eight-week period to give the applicants an chance to take the class. Le Cheile now has 40 computers in three separate training suites to cater for the demand for courses.

Phase II of the development was Ballard House, a high-tech Information Technology Centre for employment and training activities. This was developed through a three-way partnership between Galway Corporation, private enterprise and the local community.

Phase III is a 14,000 sq ft facility for 17 Enterprise Units, called Fionterlann Enterprise Centre, facilitated through a partnership with St. Anthony's and Claddagh Credit Union, Galway Corporation and Le Cheile.

Galway Corporation built a Community Centre in Corrach Bui which it gave to Le Cheile to manage. This Centre has a pre-school and young person's services project which received support from Galway City Vocational Education Committee (VEC). A third project called BRIS funded by the Department of Justice and managed by Le Cheile and the local Gardai, is also located there.

Initially the Department of Social Welfare funded the Westside Resource Centre. However in 1991, Le Cheile set up Galway Community Development Ltd with the objective of establishing an Enterprise and Training Centre in Westside. This would identify and assist in the establishment of new businesses and create a link between the business community and the unemployed people of Westside through active job placement. A project manager was appointed in 1994. The group was approved for a FAS Community Employment scheme and also received funding from an EU NOW project. Galway Corporation put together a financial package to fund the building of 6,800 square feet of Enterprise Units. The Centre was completed in 1997. Both St Anthony's and Claddagh Credit Union and Galway City Partnership have given substantial support to the activities and development of Le Cheile.

Le Cheile takes a community development approach to its work. It becomes aware of a need in a particular area and then assesses the problem and agrees a structure or framework to meet the need or solve the problem. A local management committee agree on the actions to be carried out. Performance is reviewed at the monthly meetings and modifications are made if necessary. Financial management of the projects are the responsibility of the Committee.

4. Direct outputs and results, indirect outcomes

The beneficiaries of the action are 140 community employment participants, 4,000 participants attending adult education classes, 760 children through the homework clubs. Over 140 part-time and 80 full-time jobs have been created and 30 enterprises and self-employed businesses have been developed in industry and services.

Le Cheile has a policy to promote new enterprise creation for local entrepreneurs as well as support for enterprises that will employ local people. It offers a support structure, including meeting with entrepreneurs twice weekly to work through their business plans with them. There were over 60 applications for the first 12 Enterprise Units. These were tightly monitored and the selection process was extremely tough. Of the original 12 enterprises that started in 1997, only one has not continued in the Centre.

The intention of the organisation and its management committee is to stop the "Black Economy" culture, which permeates around small businesses often operated from people's homes. It assists these small enterprises to set up business procedures such as bookkeeping and plan for their expansion if appropriate. At the beginning only manufacturing enterprises were considered for the Enterprise Units, however now this has been widened to include service enterprises in order to respond to changing market demands.

Le Cheile is a hard working community which has been dedicated to ensuring that the Enterprise Units, and the businesses they support, succeed. It took over seven years to set up the Units, however the community's commitment and strength in their ability ensured that the dream was realised.

Le Cheile is involved within the following local groups and networks: the Gardai, the local Vocational Education Committee, Ragoon Family Centre and at a national level with the: BRIS network, National Active Retired, the FAS Supervisor's network. It also hosts a large number of visiting groups and organisations on study visits, including European and Russian guests.

5. Innovation, added value and transferability

The policy of Le Cheile is innovative in its openness of approach. The Management Committee will respond to any challenge in its local area. It is flexible and willing to try new working partnerships with agencies which might have the financial support or services availability to meet the need in question. Le Cheile has an open agenda and it's Board, committee and staff members are prepared to try to seek solutions and methods to help the people in their community. This included inviting a Prime Minister to a meeting to discuss the proposal to establish the Enterprise Centre. The close link with the local clergy has increased Le Cheile's ability to respond to genuine needs from members of the community who might not be confident enough to vocalise their requirements at a community meeting.

The relationship between Le Cheile and the local Credit Union is a unique one, in that the Credit Union built the third building, which houses the Enterprise Units. Several other community groups and credit unions have visited Westside to see how this was implemented. It is a best practice example of two organisations coming together to successfully develop an enterprise facility for a community and was the first such venture in Ireland. FAS, Galway City Council and Galway City

Partnership all promote Le Cheile as a best practice example of good community development and effective enterprise support, and management within a local community.

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Livsrums - Local Social Economy

1. General information

Managing organisation: Municipality Board of Development in Helsingbor

Location of the action: Helsingborg (town with high unemployment)

Livsrums aims at the development of social entrepreneurship and the integration of disadvantaged groups into the labour market.

2. Condition of implementation

Three organisations at local level take part in the action: the Municipality Board of Development (local authority), the local Employment Office (public authority) and Framtidsutbildning (private company). The Municipality Board of Development is responsible for the design of the actions and the evaluation of the programme while all partners participate in the co-financing of the activities developed within the programme.

The projects within the local social economy act in accordance with a contract between the Municipality Board of Development and the partner who implements the action. The activities are organised, controlled and supported by two persons working part-time. The Employment Office is responsible for the greater part of their pay costs and has, from time to time, contributed to the financing of activities. The project action started in 1999.

3. Description of the action

The project came about as a consequence of the structural changes in the labour market during the 1990s. In Helsingborg, the changes led to a higher unemployment rate than the Swedish average, which, in turn, led to a corresponding increase in social welfare assistance, particularly among immigrants.

The Livsrums programme has been created to support unemployed people having difficulties finding a job, especially disadvantaged groups, such as immigrants, poorly educated people, those over 50, disabled people and people with physical disabilities.

Livsrums is a generic term for a publicly financed development investment, aimed at the develop-

ment of social entrepreneurship in Helsingborg. The entrepreneurship consists of citizen-run projects and companies, creating new job openings in the non-profit sector.

The local social economy, which the Municipality Board of Development has developed since 1998 is charged with creating job opportunities for those who, regardless of the economic situation, have difficulties in competing for jobs in the public and private sectors. At the same time, some employers have problems in finding competent workers to fill some of their vacancies.

The idea of the project is to create more employment opportunities by supporting the development of social entrepreneurship such as co-operatives and useful activities run by NGO's - a third labour market which exists apart from both private and public activities.

The main activities supported included the creation of SMEs, personal support for individuals and the promotion of a transitional labour market. The Municipality Board of Development, which was the owner of the programme, has given and gives occupational grants (co-financed) as well as a consultative support to certain activities, which conform to its criteria.

The budget for Livsrums for the years 1999-2001 was approximately €1,011,000 and it was financed mainly by local authorities.

4. Direct outputs and results, indirect outcomes

The direct results and main outcomes of the programme can be briefly summarised as follows:

- ▶ Approximately 400 people have benefited until now from the programme activities. In 2001 there were 270 participants.
- ▶ 58 persons, who had been long-term unemployed, have found full-time permanent employment in the social economy.
- ▶ 280 employment opportunities have been created within the local social economy. 23 of these are part-time positions. Four new companies have been created. One fifth of the participants have found employment.
- ▶ A total of 93 different documented ideas have been discussed by the project's secretariat. The idea creators have, together with the secretariat, developed 75 of these ideas into functioning concepts while in 41 cases they have resulted in an application for financing to Livsrums board. The board has rejected 23 applications and approved of 18. Today 7 of these still exist within the framework of the local social economy. The others have been outsourced having completed their task. 11 of the approved projects have been or are run by NGOs, 4 by financial organisations, 1 by a municipal company, 1 by a board and 1 by a church organisation. The size of the activities being supported varies widely with the largest having 100 work places, while the smallest at the moment has just 10.

The projects within the local social economy act in accordance with a contract between the Municipality board of development and the project promoters. Each project accepts a certain number of participants who are allocated to the projects by the Municipality Board of Development and the Employment Office.

5. Innovation, added value and transferability

A number of methods have been developed and used in order to ensure the efficiency and success of the programme. These include:

- ▶ Meaningful co-operation focusing on the participants needs
- ▶ Guidance with social and educational competence
- ▶ A well thought-out job application and development strategy with clearly defined individual aims
- ▶ A strong network where the projects can obtain support.

Through offering meaningful work assignments and competence development, the projects within the social local economy function as a transitional labour market for people who have difficulties in entering the permanent labour market. Through the projects run by organisations, an important number of employment opportunities have been created. Those who were long-term unemployed are today engaged in the local social economy as entrepreneurs, employees and contributors.

The programme also contributes to the promotion and support of entrepreneurship among immigrants as a means of helping them integrate into Swedish society.

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Care Sector Labour Market Framework Plan 2001-2003

1. General information

Managing organisation: Provincial Care Federation Limburg

Location of the action: Limburg (rural-urban, industrial reconversion area)

The purpose of this Care Sector Labour Market Framework Plan was to use a financial impetus to encourage labour market projects focusing on training in the care sector.

2. Condition of implementation

The Provincial Care Federation (PZf), a partnership between care institutions in Limburg (as of 01/03/02 known under the name of Zorg aan Zet), implements the framework plan and works to broaden the scope and increase the depth of the various different projects in order to arrive at a coherent and complete labour market policy in the care sector.

Virtually all of the care institutions in Limburg are members of PZf and in joining have indicated that they wish to share responsibility for implementing a coherent provincial labour market policy in their sector. The managing directors have decided to involve as many staff of these institutions as possible in the projects undertaken. The PZf office offers the committees and working parties professional assistance to set up.

The care institutions participating in the PZf also contribute to financing and implementing the programme along with the trade unions and the Province of Limburg. On 1 March 2002 a bipartite foundation of employers and trade unions was set established. The foundation called the Labour Market Policy in the Care Sector (STAM-zorg), is the implementing body for Zorg aan Zet. The management of STAM-zorg meets every month, with the managing director of Zorg aan Zet acting as the official secretary. This action covers the period 1st Jan 2001 to 31st Dec 2003.

3. Description of the action

The Provincial Council passed a resolution to adopt the Care Sector Labour Market Framework Plan for 1998-2000 in July 1998. The purpose of this plan was to provide a financial impetus (approx. €389,437) to encourage projects focusing on the labour market and on training in the care sector. PZf has acted on this plan by carrying out various projects in order to achieve a coherent and comprehensive labour market policy in the care sector.

The framework plan for the following years (2001-2003) was built on the structure and the instruments that had been created. This period will be specifically geared towards creating Target group policy. The tight labour market is making it difficult for care institutions to hire adequate staff. PZf therefore wishes to tap into those target groups marginalized from the labour market who do not participate as much as they could in the labour market such as the unemployed, the “silent reserves”, the “REA Act” candidates, border workers and young people.

The overall and specific objectives of the programme can be summarised as following: The six projects set up under the framework plan for 2001-2003 all focus on broadening the scope of or increasing the depth of projects carried out under the 1998-2000 framework plan. With the labour market being as tight as it is, the Target group project has formed the main focus of attention. The specific aim of this project is to assist 1215 people to enter the care sector via non-mainstream training activities. By targeting certain specific groups, the sector intends to promote the intake and mobility of staff and to prevent skilled staff from leaving the sector. The PZf expects to “activate” the following numbers during the project period (the quantitative goal being a total of 1215): 372 participants entering short/part-time programmes qualifying them as carers/nurses; 360 pre-transition participants up to level 2/3; 240 participants taking refresher courses for care/nursing staff; 150 participants taking part in a training experiment for asylum seekers; 90 participants from ethnic minorities (not asylum seekers). In addition, an effort will be made to recruit a further 30 German nurses and 17 student nurses in a parallel recruitment project. The qualitative goal is to promote the intake of trained staff, train new staff and to retain suitable staff.

The activities undertaken to achieve this are the following:

- 1) Target group policy: promote the intake and mobility of target groups into the care sector by setting up training activities other than the mainstream (initial) programmes. In other words, to create employment opportunities in the broad sense for the target groups, in order to prevent staff shortages in the care sector.
- 2) InterMediCare (mobility centre): to arrive at an all-round approach to meeting staffing needs by means of a structured system of mediation, focusing on absence and staff turnover monitoring, replacement, secondment, counselling, care management, child care, career planning and sickness monitoring.
- 3) RegioMarge (labour market analysis): the RegioMarge simulation model is used to draw up an annual analysis of the supply and demand aspects of the labour market in the care sector, in order to understand the quality and quantity of staff required and how the institutional departments interpret these requirements (in the form of qualifications provision). Special attention is paid to part-time positions and the increasing diversification of the care services available.
- 4) Image improvement: initiating, and co-ordinating activities to promote the positive reputation of the care sector in order to retain staff and to increase staff intake. The key activity is an annual image campaign geared to the labour market situation.
- 5) Training (initial education): bringing together individual care institutions so that they can determine a shared viewpoint, prepare decisions and share information concerning all nursing and care professions, and determine the application and selection procedures for occupational training under a day release system.
- 6) Secondary education: structuring and optimising the provision of information between the care sector on the one hand (i.e. care institutions and training centres) and secondary education on the other hand (deans, special subject teachers and pupils).

The total cost of the programme was €2,674.000. The whole programme was financed by local authorities and other sectoral funds.

4. Direct outputs and results, indirect outcomes

The main outcomes of the programme can be briefly summarised as follows:

- ▶ In total 1,215 unemployed and employed people with low qualifications of all ages will have benefited from the programme by the end of 2003.
- ▶ The action specifically promotes and stimulates employability by using the structure and instruments developed through the detailed implementation of the six separate projects covered in the framework plan. For the project participants, this is a way of entering the labour market, developing their opportunities and perhaps improving their personal circumstances.
- ▶ Through this programme a local network has been developed. This is the STAM-zorg Foundation, which has both employer and employee representatives as members and enables these two groups to shoulder their shared responsibility for developing a coherent provincial labour market policy for the care sector. The Zorg aan Zet Foundation implements the policy set out by STAM-zorg. STAM-zorg and Zorg aan Zet co-ordinate their actions on a structured basis, with the managing director of Zorg aan Zet acting as the official secretary of STAM-zorg. The network structure of Zorg aan Zet, in which the management represents the care institutions, guarantees the basis of support and legitimises the collective approach. What is inherent to Zorg aan Zet's network structure is that permanent co-ordination takes place with its members and with the other organisations in the sector (including the municipalities, Regional Training Centres, Employment Service, etc.). One of the ongoing topics at meetings is the necessity of achieving breadth and depth in all activities and fostering a general basis of support as a result.

5. Innovation, added value and transferability

Because they are interrelated, the six projects, described above will promote an integrated approach to the staffing problems of the care sector and are intended to create a balanced labour market. The added value of the projects comes from their collective approach as they are being carried out for the six segments that make up the care sector: hospitals, nursing homes, care homes, disabled care, mentality disabled care and home care.

The plan also makes the institutions concerned aware of the necessity of training their current staff on an ongoing basis, which is an important means for promoting staff intake and mobility and limiting the number of staff leaving the sector.

The various new and existing instruments are structural in nature and designed in such a way that they will be useful in the long term. For example, the **RegioMarge** project and instrument for labour market research, involves an annual labour market study which can provide an understanding of the quantitative and qualitative trends in staffing requirements for nursing and care staff in the years ahead. The most recent labour market study carried out with this instrument shows that the care sector has taken steps to minimise the consequences of the impending staff shortages. This was demonstrated by a tangible increase in the number of available training places. Extra funding made available by the Province of Limburg has made a vital contribution to the (financial) resources that care institutions require to increase their training capacity.

The **Image Improvement** project is also increasingly structural in nature. Depending on the target to be achieved and the intended target group, this campaign can either focus on the image of the sector or can serve as a recruitment tool. The **InterMediCare** project focuses on the mobility and the retention of staff by matching supply and demand and through promoting staff mobility and counselling. In particular, by encouraging staff mobility in the care sector this instrument prevents staff from leaving the sector altogether. It helps to combat the "revolving door effect" and makes job diversification possible. The model is proved to be very successful since a growing number of can-

didates are making use of its services. The **Secondary Education** project gives pupils the opportunity to “have a peek behind the scenes” of various care training programmes and professions.

The **Training project** involves making reciprocal agreements between care institutions vocational education establishments. The most important aim is to develop a regional training policy.

The **Target group policy** focuses on training projects in the non-initial education area, with such target groups as ethnic minorities and people re-entering the workforce. Special tailor-made projects are developed for them leading to rapid intake and deployment.

The programme is a good example of how care institutions have joined forces to combine social and economic goals to respond to new societal needs.

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Encouraging adaptability **3**

Ireland
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Blackwater IT Services

1. General information

Managing organisation: Blackwater Resource Development

Location of the action: Co. Cork (Rural-urban mainly agricultural)

The aim of this action is to improve the quality of life in rural areas, through providing equitable IT access and lifelong learning opportunities, to prevent people and communities from becoming further disadvantaged through lack of access to the benefits of the Information society.

2. Condition of implementation

The action's managing company, Blackwater Resource Development Company, established the "North Cork Training and Education Forum" which comprised local service providers, statutory bodies and local communities. The group recognised the need for a flexible response to IT training in rural areas and decided to develop a small social enterprise to deliver on this need. The Blackwater Resource Company is a partnership committed to advancing a social justice model of self-help, inclusion and respect. In July 2001 Blackwater IT services was established as a subsidiary of Blackwater Resource Development. It is a limited company with a Board of Directors and representatives from community groups, training agencies and local development organizations drawn from the North-Cork Training and Education Forum.

Blackwater IT Services also has the following partners: Avondhu Development Group, who were one of the original members of the North Cork Training and Education Forum and administer the Local Development and Social Inclusion Programme in the area. Avondhu Development Group act as community access facilitators and career advisors for those participating in training provided by Blackwater IT Services. The following Statutory Organisations are also partners to this action, Cork Vocational Educational Committee (VEC), FAS, the national Training and Employment Authority, and TEAGASC the Agriculture and Food Development Authority. These partners are committed to developing training and employment opportunities for all members of society and they already offer a wide range of training and employment services in the area, FAS for instance while not a member of the Board, provides ongoing support and is responsible for training tutors for Blackwater's IT courses.

3. Description of the action

Over recent years some disparities have occurred with regard to the growth of the IT sector in Ireland. While the sector has improved communication infrastructure and job and business opportunities in urban areas, this has not been the case in many rural areas of the country. These disparities are not just geographical but trickle down to gender, occupation and social class. A recent community consultation study coupled with a detailed social, economic and demographic profile of this area, has revealed that North Cork generally could be considered a "late adopter" of new technology, and this late adoption particularly affected rural women and people who are experiencing disadvantages in their circumstances.

The current action has arisen from an understanding of the needs of the communities in the villages and rural areas in North Cork, which is based on the experience of Blackwater Resource Development in the implementation of its original IT training programme, together with that of the statutory service providers, under LEADER II. It is also based on the consultations carried out with

over 4,000 people in rural communities and with the statutory service providers across the area, in the preparation of the Strategic Plan for this Social Economy action.

As a Social Economy Business, Blackwater IT Services was established to address the lifelong learning needs of the local rural communities and to ensure that social disparity was not increased as a result of the development of the Information Society. Its objectives are the following:

- To ensure that all members of society can participate fully in the information society.
- To improve the skills base in the area.
- To encourage community participation and ownership of the activities implemented.

The main activities of Blackwater IT Services are providing IT training, the training of trainers, awareness raising and information and publicity. Career guidance for those participating on the IT training courses is also available from Avondhu Development Group and Blackwater Resource Development is currently working with local communities to develop local community websites.

Blackwater IT Services provides courses on the Internet for beginners, as well as courses on computerised Small Business accounts and Web design. These courses are provided in a mobile (portacabin) classroom (similar to a Computer Gym). It stays in a local community for an extended period of time and then moves on to a new area. The mobile training unit is wheelchair accessible, featuring a hydraulic lift to encourage equal participation from all members of society. The portacabin is vandal proof and has 10 IMAC Computers, printers, it is networked and has a file server.

To date the mobile unit has visited seven communities for between six and ten weeks at a time. As well as the scheduled training courses, there is public access for local schools/communities and opportunities for people to revise online a course they are completing or have completed. In addition to the mobile IT unit there is also a Rural Computer Training Programme. A tutor travels in the North Cork area with 10 laptop computers and offers a range of courses. This laptop programme supplements the mobile unit, as it is in a position to offer training to meet additional demands after the mobile unit has left a particular area.

Blackwater IT Services are committed to offering inclusive training wherever possible to prevent segregation of certain groups in society. It is proposing to develop preparatory training as part of an EQUAL project called "Rural Options," which will be offered to certain people i.e. the disabled or those with learning/literacy problems, in advance of the training/access programmes reaching their area. FAS has a special budget available for specialized and customized training for people with disabilities under its "customized training programme".

In order to ensure that all people can benefit from the information society, particularly excluded groups, this action includes the following elements:

- Some form of technical assistance,
- Flexible opening hours (much of the training takes place in the evening),
- Access to IT training through the use of mobile units,
- Developing the capacity of local people to manage and sustain a Social Economy action.

The total budget for the action is €764,299 for 4 years from 2001-2004.

4. Direct outputs and results, indirect outcomes

The total number of beneficiaries since October 2001, amounts to 1,300 people. Expected results over a three-year period are as follows:

- 3,456 people accessing the Internet, e-mail and computer facilities.
- 4,446 people trained in basic computer skills, with many trained to ECDL standard.

Facilitating the development of an Information Technology sector is central to the local development plan for the area. The benefits of the sector to the region are many-fold and it has the potential to address many of the economic and social needs of the area. Access to and use of new technology can greatly enhance citizenship and social rights, as people can acquire new skills and improve their economic independence. Access to IT can result in greater participation of people with disabilities in the economy and in society and can help overcome the traditional disadvantages of geographic isolation.

5. Innovation, added value and transferability

This action is concerned with increasing the employability of people living in isolated rural communities and those who have disabilities. It is part of the Irish Government's policy to increase IT literacy and promote the Information Society throughout the country. The experiences of using an IT mobile training unit to reach isolated communities in order to give them access to the benefits of IT training, is a very successful and transferable model of a flexible and adaptable approach to the delivery of training in a rural context.

This action is an excellent example of an innovative approach to anticipate the economic changes leading to a knowledge-based economy, as it promotes access to life-long learning, as well as promoting social inclusion by supporting the integration of disadvantaged groups and isolated communities.

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Ireland: _____

Local Development Training Institute of Ireland Ltd

1. General information

Managing organisation: Local Development Training Institute of Ireland Ltd

Location of the action: Dun Laoghaire, Co Dublin

The mission of the Local Development Training Institute (LDTI) is "to build up and strengthen local development organisations through training, co-operation and sharing models of good practice, thereby improving the quality of life of the disadvantaged in the community. To provide professional training that is flexible, intensive and based on the needs of under resourced community organisations".

2. Condition of implementation

Community development with its focus on participation, on achieving positive change and on building solidarity, has achieved significant progress in addressing exclusion and inequality. However, the skills capacity of those involved in community development need to be continually reinforced, otherwise community development will not achieve high standards of quality and it could lose its rel-

evance in an ever-changing environment. The LDTI's contribution lies in the area of capacity building. It's aim is to develop skills for people to sustain jobs, initially in the local community development sector, but also in the private sector.

The LDTI was originally part of the Southside Area Partnership Company (SSP) and became a limited company in its own right in March 2002. The Institute is run by a Board of Directors and the manager of the SSP is chairperson of its Board. The SSP, which has a funding and policy role in relation to the activities of the LDTI, is one of 38 Area Partnership Companies in Ireland and is responsible for the local development and inclusion activities in it's area. A company called Area Development Management (ADM), established by the Irish Government to manage the Area Partnership Companies, is a member of the LDTI Advisory Group and it funds the activities of the LDTI through its funding of the SSP.

ADM manages the 38 Local Area Partnerships in Ireland and is responsible for promoting social inclusion and equality and countering disadvantage through social and economic development. Other LDTI Board members includes representatives from the Dublin Vocational Education Committee (VEC), the PLANET Area Partnership, Tallaght Partnership, the Adult Education Centre and the National Adult Literacy Agency. FAS, the Irish training and employment authority is also represented on the board, as the LDTI is a social economy project sponsored by FAS which has a role in monitoring and funding its activities. The period covered by the action is from 2002-2003.

3. Description of the action

The LDTI provides relevant workshop training for individuals and groups involved in local development such as:

- Community development organisations and groups.
- Voluntary groups.
- Statutory agencies.

The LDTI is a social economy enterprise and part of the Government's Social Economy Programme, which in turn arose out of the report and recommendations of the Social Economy Working Group set up under the National Partnership 2000 Agreement. The distinguishing feature of the Social Economy is broadly defined as that part of the economy between the private and public sectors which engages in economic activity in order to meet social objectives.

The LDTI employs one manager and five administrative staff and it is the only institute of its type in Ireland. The learning approach of the LDTI is through participative workshops rather than direct lectures. It has a panel of highly skilled tutors from which it selects the most appropriate to meet the learning needs of specific groups. LDTI courses fall under the following themes:

- ▶ Basic Skills in Local Development, such as facilitation and negotiation skills.
- ▶ Developing Strategies for Local Development, e.g. campaigning, lobbying, etc.
- ▶ Managing Local Development Effectively, e.g. constructing business plans, seeking funding etc.
- ▶ Working Together for an Equal Society, e.g. disability awareness, engaging youth in local development.
- ▶ Routes to Accreditation e.g. project management and development, counselling and community leadership skills.

4. Direct outputs and results, indirect outcomes

The LDTI's contribution lies in the area of capacity building. The number of beneficiaries from the different courses run by the LDTI is 800 per year. The demand for its work is testimony to the importance that is accorded to its provision. This is a welcome signal that people involved in community

development see the need to invest in capacity building and that the capacity building agenda established by LDTI meets real needs.

Equality is a key part of the capacity building agenda of LDTI. New national equality legislation established an equality agenda that covers the nine groups of gender, marital status, family status, age, disability, sexual orientation, race, religion and membership of the traveller community. It places new obligations to observe equality regulations and standards on those involved in community development whether as employers or service providers and it affords a new resource to those involved in community development in their pursuit of a more equal society. Equality is therefore defined as a key area of need in relation to capacity building.

LDTI has been working with practitioners and academics in Belgium and Ireland on a project known as CREADEL (Centre de ressources et d'accompagnement en développement local). A "Toolkit on Community Development", has been totally funded and supported through this project. LDTI has also collaborated with the National Institute for Research and Spatial Analysis (NIRSA) at Maynooth University on this publication. It has also recently published an Evaluation Report on its 2002 Summer School.

5. Innovation, added value and transferability

The Local Development Training Institute (LDTI) has become firmly established as one of the most professional providers of quality training to the community and voluntary sector in Ireland. LDTI shares the community development focus on participation, on achieving positive change and on building solidarity in communities.

The activities implemented by the LDTI illustrate an innovative dimension in terms of empowering local development actors and promoting the factors for the success of local development and employment strategy implementation.

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Strengthening equal opportunities **4**

Italy
Italy

Italy: _____

WELL - Women Entrepreneurs Learning to be Leaders

1. General information

Managing organisation: APID Imprenditorialità Donna (SMEs Association, Division of Women's Entrepreneurship)

Location of the action: Turin (urban, industrial reconversion area)

The aim of the partnership was to promote actions that raise a large number of trained and qualified women to decision-making levels.

2. Condition of implementation

The partnership consisted of: APID (SMEs Association, Division of Women Entrepreneurship), UEAPME - (European Association of Craft, Small and Medium - Sized Enterprises), AEM/FEMENP (Spanish Federation of Business and Professional Women), BUNDESVERBANDUFH (Association of Women's Craft Enterprises), C.M.B.V CEZOV (Women Enterprise Development), CONFAPI (Italian Confederation of Small and Medium Sized Industries), ILO Centro Internazionale di Formazione (The International Training Centre of the International Labour Organisation).

The involvement at the initial phase, of the national partner CONFAPI and the use of its structures increased the likelihood of achieving good results at the end of the project and of disseminating its contents through the national APIs (Associations of Small Medium Sized Enterprises). Other local/national partners of the project have been the ILO and the Bari section of APID. The collaboration with the Turin ILO led to the creation of a solid partnership at the transnational level. The involvement of the APID of Bari was particularly important and relevant because it encouraged significant involvement from the southern regions of Italy, where the active participation of women and their introduction to the higher decision-making levels is particularly difficult. All of the local and national partners were involved in the project's co-ordination. The co-operation with the UEAPME was especially important.

The period covered by the action was 7/1997-6/1998.

3. Description of the action

APID was set up in 1989 in Turin and has more than 300 partners in Piedmont. It conducts development programmes which seek to raise the skill levels of female entrepreneurs. One of its main objectives is the introduction of women entrepreneurs into the leading positions of enterprise associations, both at the local and national level.

The experience of APID is that when there is a clear policy within employers' associations to raise women's skills, the integration process is easier and they face a less hostile environment. It is thus necessary to create better conditions inside the employers' organisations which will increase female participation. Only by doing so, will these organisations obtain the benefits of greater female involvement in their activities.

Key figures of the project are the women entrepreneurs, invited to carry out leading roles and functions. Each partner organisation identified a certain number of participants with the required characteristics. After this first phase, other entrepreneurs became involved and were informed of the project's contents. Subsequently, information and awareness raising seminars were organised on the

topic of raising womens' participation within business and employer organisations.

The total budget of the action amounted to €100,210.

4. Direct outputs and results, indirect outcomes

The WELL project achieved the desired results: to introduce highly qualified women, who are active within enterprises, into the decision-making processes of the participating organisations.

All the female entrepreneurs who participated in the seminars reached decision-making positions within the participating organisations. The participation of women at senior levels within these organisations will introduce greater balance into their activities. The aim of the project was to give these women new abilities and capacities to enable them to hold decision-making places and positions (external to the enterprise to which they belong) and to become important reference figures in the business world.

5. Innovation, added value and transferability

The success of the WELL project in raising the number of women reaching senior decision-making within employers' and business organisations can also serve as a model for other organisations in which women are currently under-represented.

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Annex

General context
General context

GERMANY

The number of the unemployed in Germany increased by 326,400 to 4,289,900 in January 2002. In the previous year, there were 196,700 more unemployed. The unemployment rate was 10.4 per cent; the seasonal EU-standardised unemployment rate was 8.1 per cent. According to temporary valuations from the Federal Office of Statistics, the number of the gainfully employed people fell by 15,000 in November due to seasonal adjustments.

Despite the high unemployment rate there is a shortage of skilled labour, especially in the automotive industry. According to the Chamber of Industry and Commerce a large proportion of enterprises are forced to reject orders. In order to provide relief for the labour market the government has decided to introduce so-called combination wages. From March 1st onwards unemployed people who are willing to work in low paid jobs receive financial support depending on their income.

The national economic, financial and employment strategy of the Federal Government aims to create new jobs. Therefore, growth and employment dynamics have to be strengthened in order to achieve a decisive and long-term effect. Considering the challenges that arise from further European integration, globalisation and the development of a knowledge-based economy, this requires the modernisation of economy and society at all levels.

Faced with increasing interdependence within European economic and monetary union Germany must tackle this challenge together with its European partners. The Federal Government shares the conviction within the EU that the key to higher growth and employment lies in co-operation between European countries, the adoption of growth-orientated policies and structural economic reforms.

During the 1990s employment in Greece increased by 315,000 people and during the same period the labour force increased by 505,000 resulting in an increase in unemployment of 190,000. This increase brought the rate of unemployment from 7% in 1990 to 11.1% in 2000 (or 491,080). There are however signs of improvement in the rate of unemployment, which fell from 11.7 % in 1999 to 11.1% in 2000.

This increase in unemployment, particularly long-term unemployment, is one of the most serious problems facing the Greek economy.

Total unemployment rates vary considerably according to region, age and gender. In all regions female rates of unemployment are much higher than the corresponding rates for men (except in the case of Ionian Islands where the difference is very small). The age group, which suffers the most from unemployment is 20-24 years old (a 27.53 % unemployment rate).

The national employment policy is contained in the National Action Plan for Employment which is designed to implement the European Employment Strategy. The Greek NAP follows the European Commission's guidelines closely. These fall under the four pillars. The NAP attempts to systematise all preventive interventions designed to support and promote employment including subsidised new jobs, education and training programmes, local employment initiatives etc, while at the same time trying to increase labour market flexibility and reduce unit labour costs.

At local level employment initiatives have been institutionalised in the form of Territorial Employment Pacts (TEPs). In Greece the creation of such TEPs started in 1997 following an EU initiative. The initial design was for a three-year pilot implementation of the TEPs in seven territories with high unemployment. The TEPs primarily but not exclusively promoted, active and preventive employment policies within a legislative framework (L.2639/1998, Art 4).

In designing and selecting the interventions to be placed in the TEPs an effort was made to adopt a bottom-up approach. However, due to a lack of time for submitting the proposals, the identification of the local needs and of capacity of local authorities to implement actions did not take place. The proposed interventions were been prepared at the national level and were limited to traditional sectors of the social economy. There were, however, some interventions to support the entrepreneurship and co-operative type productive actions.

The total cost for the seven TEPs amounted to €12.820.888. An important factor in the financing of the TEPs of Greece was the fact that private businesses did not participate.

In April 2000, the Commission launched the campaign "Acting locally for Employment". In this framework five Local Action Plans for Employment (LAPs) have been developed in Greece by five Greek Municipalities. The Plans followed the structure of the European Strategy for Employment, focused on co-operation with local actors and based on the development potential of each region.

IRELAND

The phenomenal growth experienced in the Irish Economy over the last decade subsided in the latter half of 2001. By the end of 2001 there were 1.866 million people in the Irish labour force, 50,500 more than in the previous year, but employment growth was slower than in recent years. Less favourable economic conditions led to a slowdown in the demand for labour by the end 2001 and the numbers of unemployed increased for the first time since 1993, with an unemployment rate of 4.1% at the end of 2001, up from 3.7% in December 2000. However there was a reduction in the rate of long-term unemployment at 1.2%, a third of what it was three years ago. The rise in unemployment impacted on some Irish regions more than others. In 2001, unemployment increased in the Border, Mid-West and South-West Regions, with no change in the West and Dublin regions and decreases in the remaining three regions. The Irish labour force will grow more slowly in 2002 due to factors such as static female workforce participation rates and reduced inward migration. While employment is forecast to increase marginally (0.7%), unemployment will increase with an estimated unemployment rate of around 4.7% by the end of 2002.

The Irish National Development Plan 2000-2006 (N.D.P.) identifies balanced regional development as a key objective. While the unprecedented economic growth experienced from 1994 to 2000 is evident across the country, the rapid pace of growth and the pattern of development have led to an imbalance between and within Regions in the distribution of national economic and social progress. The regionalisation arrangements negotiated by the Irish authorities in the context of the E.U. Agenda 2000 Agreement- the designation of the country into two NUTS II Regions - were part of the response to this imbalance, as was the fact that almost one third (30.6%) of E.U. Structural Fund Assistance under the N.D.P. has been allocated to Regional Programmes. These Programmes will be mainly implemented under the Local Infrastructure; Agriculture and Rural Development; Enterprise Development; and Social Inclusion and Childcare Sub-Programmes of the N.D.P. The employment aspects of these were delivered at local level by state agencies such as FAS - the state training and employment authority; County Enterprise Boards, whose role is to stimulate local economic activity; Community groups and local Partnerships Companies. The latter are managed by Area Development Management Ltd (ADM), whose role is to promote co-operation, linkage and co-ordination between state agencies and local communities and to counter disadvantage through integrated local social and economic development. ADM also assisted in the implementation of the Task Force Report on The Integration of Local Government and Local Development Systems. This led to the establishment of County and City Development Boards, where key players at local level, such as State agencies, social Partners, the farming, community and voluntary sectors are brought together to engage in a process of long term planning and to agree to implement a strategy for the economic and social development of each Irish county and city for the next ten years.

The 4th Irish Employment Action Plan, developed within the co-ordinating framework of the EES and reflected in the N.D.P strategy, will also have a major role in promoting an integrated approach to social inclusion at regional level, as under the headings of entrepreneurship and employment, an important aspect of policy is equitable regional distribution and local development. This will involve not only an enhanced role for local government in economic and social development, but a balanced investment in physical and human infrastructure, as well as the promotion of the Social Economy to support community and voluntary groups in the development of social economy enterprises for the economic and social regeneration of the community as whole. Other important players involved in the promotion of local employment actions are the four Irish Territorial Employment Pacts in Dublin, Westmeath, Limerick and Louth. In Ireland these Pacts are mainstreamed under the Social Inclusion Programme in the National Development Plan and funded under this measure by ADM.

ITALY

In 2001 the Italian labour supply increased by 0.4% or 90,000. The number of those employed increased by 248,000 or 1.2% to 21.698 million. This employment growth represented a deceleration compared to performance of the previous three years. The decrease in employment growth was due to falls in industrial and agricultural employment which were offset by increases in construction and services employment.

The National Employment Policy is embodied in the Employment Placement Plans which has the aim of providing young people in Italy and, especially in the South and other depressed areas, with work experience. For the implementation of these plans, special agreements between the national authorities, the regions and the trade associations have been signed. The young people who are the beneficiaries of these plans, receive an hourly wage, partly paid by the State and partly by the host firm, and since 1998 there has also been an incentive for geographical mobility.

Particular attention has been paid to the increasing importance of part-time and flexible employment. The "clause elastiche" ("elastic clauses") are particularly significant for organising work shifts on a more flexible basis, as well as "lavoro supplementare" (extra hours) to permit employees to work longer than originally agreed.

THE NETHERLANDS

In the Netherlands, the combination of economic growth and low unemployment have given the country names like 'Poldermodel' or 'Dutch model'. At the beginning of the 1980s, the Dutch economy was in poor shape, but over the last 17 years, the Dutch labour market has seen a series of developments designed to promote greater flexibility. The two other essential ingredients that compose the Dutch model are a strict budget policy and a tight monetary policy. The forecast for 2002 indicates that economic growth will slow down a little and return to the long-term average. However, the demand for labour will remain high.

The Labour shortage in Limburg has some significant quantitative and qualitative features. The labour market information system and additional research have revealed that about 127,000 new workers will be required over the next few years. About 34.000 people were unemployed at the end of 2001. Some of these people can be called upon to meet the need for workers but it is becoming increasingly difficult to employ this group. Compared with the rest of the Netherlands, Limburg's non-working job seekers are mostly "old" and "incapacitated". Forty percent of this group can be characterised as not yet employable. A lot of job seekers are inadequately educated and 40% lack working experience. Moreover, even if they were employed, there would still be excess demand for labour. Creative solutions to this labour shortage in Limburg are required through accessing previously untapped labour sources, an improved educational infrastructure and increased employability.

In 1997, three Territorial Employment Pacts (TEP's) were initiated in the Netherland, this in response to the call for proposals issued by the then president of the European Commission (EC), Jacques Santer. These three TEP's are the Noord-Brabant pact, the Flevoland Pact and the Limburg Pact. The last one is known as the Confidence Pact on Employment Limburg. These pacts are not just a programme of projects but are also an instrument to improve co-ordination.

In the TEP Brabant the province and regional administration, employers and unions combined their efforts to create more jobs and to fight unemployment. The various regions in Brabant differ considerably as to how and to what extent the different parties work with one another in the field of employment. All the regions set up Regional Economic Action Programmes. The TEP Flevoland has attempted to use existing structures and contexts to encourage collaboration in new labour market projects. The main focus of the TEP Flevoland is to bring together parties at regional level and to analyse and solve labour market problems. These aims are achieved by working together.

In TEP Limburg municipalities, employers and unions, social security agencies, the Centre for Work and Income, the education sector and the province are represented in the Confidence Pact on Employment Limburg (TEP). These parties have joined forces and agreed to the collective harmonisation of policy and the co-ordination of resources.

SWEDEN

The Swedish labour market experienced severe turbulence during the 1990s. It was characterised by a heavy fall in employment between 1990 and 1993 followed by a partial recovery. The decrease of the number of gainfully employed was uniform across most parts of Sweden. However, the increase in employment after 1993 was very unevenly distributed.

How well the 100 local labour markets (municipalities or groups of municipalities) recovered after 1993 was dependent on their size. The big population areas (Stockholm, Göteborg and Malmö) recovered most if not all of their employment losses.

In most of Sweden it was the regions with more than 50 000 gainfully employed that coped best. However, in southern Sweden it was the small and mid-sized regions (up to 50 000) which recovered most strongly.

In January 2002, Sweden had an unemployment rate of 7.1% out of a labour force of 4,381,000 people. The unemployment rate varies considerably according to age, regional differences, gender and competence.

In Sweden the numbers leaving the labour market exceed those entering. This disparity, skills shortages and regional variations are the major problems that must be solved.

The Swedish National Action Plan for Employment of 2001 states that the four pillars of the European Employment Strategy guidelines are an expression of the different areas of policy which must be co-ordinated to increase growth and employment. The creation of employment and increasing competence levels are the foundation of Swedish Labour Market Strategy.

The Swedish NAP has taken a number of measures to implement the EES. These include the labour market training programme, the adult education initiative, the youth guarantee, the activity guarantee, and the employment subsidy. At local and regional level a number of measures have also been taken to promote employment.

Every county has regional competence councils which aim to identify areas where there is a need for special measures. There are also a number of local competence councils in the different municipalities. They work within the regional growth agreements which were established in 1988 with the aim of developing co-operation between regional operators. These regional growth agreements are the foundation of a new area of policy, regional development policy. The government has also proposed "regional co-operation and government administration." Labour market boards exist in every municipality. Their task is to participate in shaping the activities of the labour market policy according to local needs and conditions.

The Swedish organisation of local authorities gave funds in December 2000 to develop LAP-E's in 6 municipalities. The Swedish organisation of local authorities develops the EU's local dimension by emphasising municipalities' role as a central labour market operator. The municipality of Helsingborg has participated in a LANE-project with 5 other European cities, where every city has stated that they would draw up a LAP-E. Sweden has 6 different territorial Employment Pacts. One of them involves co-operation between 2 member states. Sweden and Denmark.

Over the past thirty years the economic structure of the UK has undergone a substantial transformation. Formerly an industrial economy, manufacturing now contributes less than 20% of total output and employs 4.5 million fewer people than in 1964. Conversely, service industries now outstrip both industrial and manufacturing industries both in terms of output and employment. Many of the jobs that have disappeared were highly skilled jobs requiring training over a protracted period of time. The jobs created by the replacement industries required new and very different skills to be acquired and done so quickly. At the same time the new industries were primarily located on green field sites in the south and southeast. The old industrial regions have experienced many difficulties in attracting new investment. However much hard work has been done and aided by substantial European funding, much regeneration of these regions has been achieved.

The UK Government has taken a number of actions to implement the European Employment Strategy. The UK Government has taken up the four Pillars of Action under the National Action Plan in line with those agreed with other member states. The four pillars are: Improving Employability, Developing Entrepreneurship, Encouraging Adaptability of Businesses and their Employees, and Strengthening Equal Opportunities Policies for Women and Men. The report provides some brief account of the actions taken by the government under each of these four headings. For example, £5.2 billion is being invested over five years in Welfare to Work and the New Deal for Young People has been a key element in the government meeting its pledge to assist 250,000 young people into jobs.

An extremely important element is the attention that has been focussed on encouraging a culture of Lifelong Learning among employers, trade unions and individuals as a means to improve employability and to address the problem of low basic skills in the UK.

Actions taken under the Strengthening Equal Opportunities for Women and Men has resulted in 68% of women of working age being in employment, which exceeds the target set at the Lisbon Special Summit.