

ANNEX 1

Database of Good Practice Projects

Definitions

A: Supporting enterprise

Local employment development projects under this category refer to local partnerships that have successfully employed a range of measures to encourage new enterprise creation and development at a local level. These initiatives focus on the provision of specialist business or financial support for SMEs, development of business networks and associations, business incubators, micro-credit schemes and business advisory schemes.

B: Developing routes into employment for disadvantaged groups

Good practice projects under this classification mainly include holistic local employment initiatives which create 'routes to employment' for long-term unemployed and socially excluded people. Often these routes start off with basic skills training and confidence building programmes and then move on to providing vocational training and work placements. Providing support for the project participants during each step along the route is central to these projects. Approaches under this category also include projects that create positive relationships with local employers and tackle employer prejudices. The projects therefore have a longer term impact on the employment of disadvantaged groups.

C: Addressing skills shortages and promoting life-long learning

Approaches under this measure include local partnerships that have acted as a bridging agency between local employers facing skills gaps or labour shortages and local residents with the capacity to fill these gaps. These initiatives often focus on specialised vocational training courses and work placements. Projects under this measure also cover initiatives that aim to improve recognition of skills, prior learning and qualifications gained abroad.

D: Social enterprise

These projects include social economy approaches to the labour market (re)integration of unemployed people. Social enterprises are particularly good at involving people who have been excluded from the labour market for different reasons. Social enterprises have played an increasingly important role in local economic development, particularly in declining industrial regions.

E: Empowering local communities

This category includes local community and partnership projects which have promoted active citizenship, enabled local people to participate in local decision-making and encouraged local communities to work together in a spirit of co-operation for mutual benefit, supporting the best possible outcome for all concerned.

F: Diversifying the local economic base

These projects include local partnerships that have successfully built community capacity and contributed to the diversification of the local economic base, consequently reducing economic dependency on declining sectors or heavy dependency on one individual sector. Adopting diversification strategies and action plans have been of particular relevance to many rural regions that have reduced their dependency on agriculture by investing in tourism development. Many larger cities and old industrial areas have engineered an urban renaissance based on arts, culture, tourism and leisure industries and the development of associated infrastructure. Successful initiatives under this theme also include projects that address local service gaps, often in the field of neighbourhood services, the 'domestic economy' and the health sector.

A: SUPPORTING ENTERPRISE

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
ISI e.V - SELF-EMPLOYMENT FOR FEMALE IMMIGRANTS - Berlin, Germany	The project is run by an independent organisation (ISI e.V). The project is funded by the Berlin Senate and ESF.	The project aims to help immigrant women into self-employment as it is difficult for them to be integrated into the formal labour market and they rarely have the knowledge on how to enter self-employment. The Turkish population is particularly involved in the project.	<ul style="list-style-type: none"> - ISI is a project run by immigrants for immigrants; 1 year training is organised for immigrant women to help them into self-employment. - The project is unique as there are no other projects in Berlin that target immigrant women. - Results: 15% of participants have become self-employed, 75% have found a job in the formal economy or have begun vocational training and 10% of the participants are at home due to family circumstances. 	Ms Gönül Nar / Ms Remziye Ünal ISI e.V. Reichenbergerstr. 175 10999 Berlin,Germany Tel. +49 30 611 3336
ADVICE AND TRAINING CENTRE FOR IMMIGRANT ENTREPRENEURS – Berlin, Germany	Europäisches Migrationszentrum (EMT) delivers the project. There are loose ties to the chamber of commerce and the investment bank of Berlin, but in a form of a partnership.	To give the unemployed immigrants and immigrant recipients advice and guidance on establishing a business. Advice is also given to micro businesses.	<ul style="list-style-type: none"> - Activities include courses specifically relevant to immigrants as well as general business advice: courses on the economic system of the EU and Germany, information on the organisations involved in start-ups, explanation of specific terminology, creation of a business plan, accounting, taxation and contracts. - Advice is not only given on how to start a business but also on how obtain additional experience (internships etc.) - The project does not only measure results of the activities in terms of the number of enterprises started but also in terms of businesses not started due to the entrepreneur's realisation that adequate knowledge is lacking. 	Mr Ahmed Ersoez EMZ (Europäisches Migrationszentrum) Schliemannstr. 23, 10437 Berlin, Germany Tel: +49 30 4465 1065 Ahmed. Ersoez@emz-berlin.de
INFORMATEKET / SHOP CONSULTANT – Nørrebro district, Copenhagen, Denmark	Informateket is a part of the overall Urban Regeneration Project "Kvarterløft Nørrebro Park" in Copenhagen. The project partnership consists, among others, of different Danish labour market organisations, business and	Five community consultants are based in a centrally located information centre, 'Informateket', who all provide integrated, qualified counselling to self-employed business owners. The project has a special emphasis on ethnic business	<ul style="list-style-type: none"> - The project has supported numerous small ethnic businesses. Small business owners have benefited from counselling, advice and training (health and safety, accounting, computing, sales, shop design etc.) Information and training has been delivered in a number of different languages - Arabic, Urdu, Turkish and Serbo-Croatian. - The project has shed a positive light on ethnic 	Mr Shahriar Shams Ili / Rene Larsen Informateket Kvarterløft Nørrebro Park Stefansgade 3 2200 Copenhagen Denmark

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	trade associations, local district council etc.	owners. The goal is to increase the professionalism of the shops and restaurants and thereby increase their competitiveness and strengthen their image.	entrepreneurs in the neighbourhood. - Copenhagen municipality has granted funds to expand the project by employing four more outreach advisors and the project is going to be mainstreamed into ordinary business advisory services of the municipality. Long working hours and lacking tradition for seeking advice outside the ethnic network impede the shop owners' capability to develop their businesses - Outreach business advisors can overcome these barriers by visiting the shops.	Tel. +45 3587 4521/4522 www.informateket.dk

B: DEVELOPING ROUTES INTO EMPLOYMENT FOR DISADVANTAGED GROUPS

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
HEDEF – Delfshaven, Charlois, Feijenoord and Hoogvliet districts of Rotterdam, The Netherlands	The project was cooperation in financial sense between the Ministry of Social Affairs and Employment and the Municipality Rotterdam. The overall control lay with the relevant authority in Rotterdam. Local aid agencies are also integrally involved in the project.	The aim of the Hedef project is to stimulate access into employment and connectedness into the labour market for immigrant groups in Rotterdam. The target groups are Antillians, Kaapverdianen, Moroccans and Turks	- Activities consisted of drawing up 150 route plans into work, education and care per year. Each agency involved took a different role and therefore the project has been successful in targeting the plurality of problems and has achieved an integrated route into work/ education/care. The counsellors gave personal/social support. The social service consultants ensured necessary financial assistance and help with debt problems and activities aimed at social activation, and the regeneration consultant organised targeted education and job hunting, often working with employers. - Central control and supervision combined with cooperation between several organisations on the ground overcame boundaries between organisations and encouraged transparency and efficient implementation. - Employers are now more aware of the language	HEDEF – Delfshaven, Charlois, Feijenoord and Hoogvliet districts of Rotterdam, The Netherlands

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			<p>and culture of the target groups and because of this are more easily open to discussion and the resolution of problems.</p> <ul style="list-style-type: none"> - Demand-led working, involving both employers and employees offers more chances for the target groups. 	
<p>JOBEXPRES - Høje-Taastrup, Copenhagen, Denmark</p>	<p>Leader organisation is Høje-Taastrup Kommune. The project partners are: Arbejdernes Kooperative Boligselskab (AKB - Housing society), 3 private companies, Postdanmark and Lokalcenter Tåstrupgård. (Local institution)</p>	<p>The project aims to bring down unemployment in a secluded housing estate (some 2,600 residents) by establishing a local employment programme. The target group is residents who have never been employed in Denmark, particularly different immigrant groups. Job consultants with a high level of commitment to the objectives of the project have been employed to deliver the project.</p>	<p>During the first 8 months of the project, a total of 233 persons have been in contact with Jobexpres, of which 165 have found employment. Approximately 60% of the project participants are either refugees or immigrants.</p> <p>Key success factors:</p> <ul style="list-style-type: none"> - The fact that both job consultants and employment & social benefit officers are located in the neighbourhood and have a tacit knowledge about the area and its residents, have helped the jobseekers to overcome the obstacles that used to prevent them from entering employment - Full use of all legislative employment-enhancement instruments, most notably: wage-supplement programmes and trainee-programmes. - The focus of attention in relation to this specific target group must be the obstacles that prevent the individual from being motivated for employment. The successful job consultant must advocate the advantages of regular employment, be willing to accept assignments such as arranging transport calls in order to overcome practical obstacles and engage in close cooperation with the employers, doctors and social benefit officers. - The importance of good project leadership: the approach, work methods and efficiency of the project leader have been of great importance to the success. 	<p>JOBEXPRES - Høje-Taastrup, Copenhagen, Denmark</p>
<p>ASCENT 21 - The Haggerston, Acton and Stonebridge estates –</p>	<p>Ascent 21 us a small charity based in Hackney and partly financed by the London</p>	<p>To help local residents (hard-to-reach groups) to return to employment and match the</p>	<ul style="list-style-type: none"> - Ascent 21 supports local residents with every stage of the job search process through a series of intensive 13 and 26 week customised employment 	<p>ASCENT 21 - The Haggerston, Acton and Stonebridge</p>

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London borough of Hackney, UK	borough of Hackney. Local residents are now on the management board and employed within the organisation.	expectations of employers with the skills and qualifications levels of the local residents. The project also aimed to find solutions for local problems from the community itself.	<p>training programmes. They also facilitate Open Days and support groups such as Bengali Women's and Turkish Parent' s Support Groups and encourage residents to set goals and complete an Individual Action Plan that details the tasks they need to complete in order obtain employment. As a part of the project Customised Employment programmes have also been developed reflecting the Skills Tests and interview requirements set by employers. Since March 1996, over 500 residents have been supported in finding paid employment.</p> <ul style="list-style-type: none"> - The project has taught many lessons for the project organisation. For instance, it was learnt that long-term unemployed people respond to help best on a one to one basis - each person must be treated as an individual. It was also essential for the project to target employers who put less emphasis on formal qualifications and more emphasis on competency based testing as part of the candidate selection process. - It was crucial to first gain the trust of just a few people within the local community and then through them make contact with the wider community. The "community ice breakers" (fun activities) had a real impact on the local community and enabled people who may not normally approach employment organisation have access to services in a more informal setting. - "community led model" of regeneration often poses problems for funders - funders tend to see programmes in 12 month cycles and want to see results within this time. 	estates – London borough of Hackney, UK
ETMO - MULTICULTURALISM AS A RESOURCE IN A WORKING COMMUNITY	The project is led by Kiljavan Opisto. 12 key partners including: regional Employment and Economic	The project aims to tackle employer prejudice and to improve opportunities for immigrants in Helsinki to find	- 16 companies/organisations are involved in the project. Each company has set up their own “Working culture bridge group”, of which members include both native Finns and immigrants, and both	Anneli Sintonen Kiljava Institute Kotorannantie 49 05250 Kiljava,

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- HELSINKI, FINLAND	Development Centre, Ministry of Labour, trade unions and immigrant representatives.	employment. Both Finns and immigrants, employers and employees, learn from one and another, through a joint learning process, to see things from the point of view of other cultures, and to dispel prejudice caused by a lack of knowledge at both sides.	employees and employers. The aim of the working group is to develop new methods and tools which help to increase equality and tolerance in individual companies and in the Finnish labour market. - Overall, the activities of these working groups have led into greater appreciation of foreign employees and greater tolerance in the workplaces involved in the project. New tools have been developed, a network of people competent to deal with issues related to multiculturalism has been established, and research has been carried out on the topic.	Finland Tel. +358 9 276 251 Fax. +358 9 276 2770 anneli.sintonen@ki o.fi
EQUAL CHANCES IN COMPANIES - Vienna, Austria	The project was developed by a partnership of which leader organisation is Wien Integration Fund.	The project aims to improve the position of migrants in the labour market by changing the structure and business ethics of enterprises and organisations. The access to enterprises as well as promotion within enterprises is to be improved.	- The project has created a database of good practice companies in Vienna, handbook and project planning guidelines for the development and implementation of Codes of Conduct, produced screening instruments that facilitate the assessment of discrimination within companies and Info-Platform for entrepreneurs and employees who intend to reduce discrimination within their company and take remedial action. - Studies on racial discrimination in the labour market of Vienna	Volker Frey Wiener Integrationsfonds, Mariahilferstraße 103 1060 Wien, Austria Tel: +43 1 4000 81536 Fax: +43 1 4000 81510 v.frey@wif.wien.at
TERRITORIAL EMPLOYMENT PACT - Brussels, Belgium	The project is led by a partnership, made up of: Social partners, ORBEM, Bruxelles Formation, the cabinet of the Brussels minister for employment, Centre for Equal Opportunities and Anti-discrimination, Social and Economic Council, Brussels federation for socio-economic integration, Federation of	The project aims to promote employment and fight against racial discrimination in recruitment as a horizontal priority. The principle of partnership and the bottom-up approach formed the bases of the approach.	- Seminars “Diversity Management: a challenge for Business!” were organised as a part of the project aimed at raising awareness among different labour market actors on issues of non-discrimination in recruitment. - A training guide on non-discrimination in recruitment was produced. - The project has helped to increase a range of training and raise awareness among regional employers on the importance of this issue.	Luc Schingtienne Chargé de mission, Pacte territorial pour l'emploi en région de Bruxelles Capitale, Boulevard Anspach 64, 1000 Bruxelles, Belgium Tel. +32 2 505 14 39

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	Employment Agencies and the Brussels Labour Market and Qualifications Observatory.			Ischingtienne@orbem.be
REFUGEES INTO JOBS – Brent and Harrow, London, UK	Refugees into Jobs works in a partnership with local hospitals, health authority, local authorities, education departments and local schools.	<ul style="list-style-type: none"> - To empower refugees through employment. - To help refugees overcome the barriers preventing them accessing the job market 	<ul style="list-style-type: none"> - The project has helped more than 3000 clients from 74 nationalities - 35% of the participants have been helped into employment. - Special programme to help health professionals, specifically refugee doctors, to register their qualification in the UK – Project has also helped 100 refugee medical doctors into employment. - Refugees into jobs also run a job search training programme, job club, medical journal club, teachers' club and careers advice as well as grant scheme which is addressing the individual needs as well as assessing the beneficiaries and referring them to training. 	Dr Anba Ali Refugees into Jobs, 3-7 Lincoln Parade, Preston Road, Wembley HA9 8UA Middlesex, UK Tel. +44 2089 084433 Fax. + 44 7976 012148 anba.ali@brent.gov.uk
PRESET - Newham, Ealing, Islington, Hackney and Haringey boroughs of London, UK	Preset is a charity based in London. Preset works as an enabling body in partnership with numerous other organisations (e.g. Youth Justice Board).	Purpose is to provide opportunities for disadvantaged young people, particularly those from the ethnic minorities living in the inner cities, to fulfil their educational potential and to provide the guidance that will help them to obtain meaningful and sustainable employment.	<ul style="list-style-type: none"> - Community Mentoring scheme combined with career-focused training that will increase awareness of further education opportunities for young people living in the areas of deprivation, address key skills relating to employability. The project also provides ESOL courses (English for Speakers of Other Languages), basic skills training for young offenders, Leadership Programme that equips young people (16-26) with skills that increase leadership abilities to enhance career prospects <p>Particular successes:</p> <ul style="list-style-type: none"> - Preset has been able to continuously establish new partnerships, which enable development of new initiatives and tools that help more disengaged young people access education and to develop employment skills. - There is no 'one size fits all' model of social engagement. New approaches are being adapted and developed for every new situation and continuing learning can be achieved through by sharing 	PRESET Charitable Trust 2nd Floor Offices 201 High Street, Acton, London, W3 9DD, UK Tel. +44 20 8992 5202 Fax. +44 20 8992 0887

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URBAN COMMUNITY INITIATIVE: AULNAY-SOUS-BOIS – Paris, France	Leader organisation are the municipal authorities in Aulnay-Sous-Bois, which draw on the support from the Association of Local Businesses, La Caisse des Dépôts et Consignations and local employment service (ANPE).	The approach adopted by the authorities was based on pragmatism, with a particular emphasis on the following elements: - Undertake activities that generate sustainable employment rather than directly create jobs (which may not be sustainable); - Involve and engage with the business community in the choice of priorities, identification of test initiatives and in the management of certain activities.	experiences and working in partnership. - Set up a local Centre for Employment and Enterprise which provided a one-stop shop for the needs of both employers and potential employees, and therefore proved a useful meeting point. - The coordinators also built relationships with employers from the principle growth poles which could be found within about half an hour of Aulnay: Roissy Airport, Garonor and Parinor 2 and supported the employment of people within these areas through a variety of methods of assistance including training, mobility. - At the end of 1999, 2067 people had been helped into work in the northern districts of the municipality (the original programme aimed for 1.500); Maison de l'Entreprise et de l'Emploi was opened in 2001 at the core of the targeted area; and opening of the Hôtel d'activités business centre in 2002, 50 new businesses (with 200 employees) were located to the target area. - The project found that concentrating public interventions on a single neighbourhood or a single category of the population can engender a sense of rejection among on the part of other inhabitants and an increased level of stigmatisation on the part of employers. It is better to develop methods to promote equality and fight discrimination within wider initiatives to develop and improve the image of local areas.	Stéphane Girard Aulnay Expansion Maison de l'Entreprise et de l'Emploi 1, rue Auguste Renoir, 93600 Aulnay-sous-Bois, France Tel. +33 1 48 19 36 22
ACCEDER - Madrid, Spain	The Asociación Secretariado General Gitano (ASGG) is the managing entity and it works in a partnership with local employment offices and municipalities.	Acceder is 'Access to employment programme' that aims to fight against racism and integrate Roma/Gipsy population into the labour market.	- The project started off as a local project in the southern district of Madrid in 1998-1999 but has now been implemented in 34 municipalities in Spain. - The project has helped to improve the image of the Roma/Gypsy people, spread their cultural values in an inter-cultural society, and created employment for many members of the Roma/Gipsy communities	Emilio Conejo ASGG Antolina Merino 10, 28025 Madrid, Spain Tel. +34 91 422

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			who used to work in informal economy.	0960

C: ADDRESSING SKILLS SHORTAGES AND PROMOTING LIFE-LONG LEARNING

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
STOCKHOLM (KISTA) MATCHING – (Kista) Stockholm, Sweden	The project was developed and still co-ordinated by the Kista District Council. Current partners are 15 district councils, 4 surrounding municipalities, Integration unit within the Stockholm Municipality, Bureau of business affairs and Central social service administration within the Stockholm municipality.	The purpose of the Stockholm Matching project is to develop methods that help to find work for unemployed people who depend on social benefits - Partnership arrangement with local employers, job seekers, social workers and employment offices makes it possible to allow the mapping of training and skills needs in the region and development of tailor made training programmes that match the local labour market demand and the needs of the local job seekers. Some 90% of the participants are of foreign origin.	<ul style="list-style-type: none"> - One of the successful outcomes of the project is the development of the “Job matching tool” - After local labour shortages have been identified, interviews are held between jobseekers and employers before the suitable applicants are sent on short vocational courses in order to ensure a stable long-term match and guarantee employment after the course. 270 unemployed residents attended Stockholm Matching during 2002-2003 of which 193 (73%) successfully obtained employment. - The project started off in one of the Stockholm districts, Kista, in 1998. The success of the project led into a significant expansion in Stockholm and the project has also been implemented in Copenhagen. There are also plans to mainstream the project into a regular activity of Stockholm municipality - to substitute the vocational training programme with vocational courses within the ordinary school system for adults. - The project has showed that establishment of contacts with companies and employers require a detailed planning process and continuity. These contacts have strengthened the linkages between the public and private sectors in the society. 	Ms Parto Vahabi Manager Address: Stockholm MatchningBOX 7049164 07 KistaTel. +46 8508 01270 / +46 7047 01270 Email: parto.vahabi@kista .stockholm.se

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<p>JOB MATCH -Kongens Enghave, Copenhagen, Denmark</p>	<p>Partnership arrangement with representatives from mainstreaming labour market agencies, Roskilde University centre and local employers. Also social partnership contracts with the local communities.</p>	<p>The overall purpose of the project is to establish access to the labour market for long term unemployed residents by developing new methods within the frame of a cooperation agreement Project is based on an empowerment strategy. A large majority of the project participants have been immigrants.</p>	<ul style="list-style-type: none"> - The project idea is to ensure the best possible match between local employers and jobseeking immigrants through a close co-operation with local businesses that are experiencing skill or labour shortage. The Job Match project was inspired by the success of the tool developed by the Stockholm (Kista) Matching project. Approximately 76% of the project participants have found secure employment as a result of their participation. - The project enables a local bottom up approach, giving local residents and officials the opportunity to discuss job opportunities at an equal level, but also makes it possible to include local groups and ethnic minority associations into the employment initiative. - The project matches the need of the chosen enterprises so well, that they have all signed partnership contracts for the future. 	<p>Toni Matz Family and Employment Unit, City of Copenhagen, Det Gronne Jobhus Sybanestien 6, 2450 Copenhagen V, Denmark Tel. +45 33 17 44 27 Fax. +45 33 17 43 08 toni.matz@faf.kk.dk</p>
<p>LEGITIMATION.NU - Gothenburg, Sweden</p>	<p>Partnership arrangements have been central to the project. The project partners include Västra Götaland's County Labour Board, Region Västra Götaland, Göteborg University, regional universities and the Validation Centre of Göteborg Region.</p>	<p>The focus of the project is to create quicker ways of validating the qualifications of asylum seekers and immigrants with healthcare qualifications, and help them learn Swedish, find jobs in their own professions and to provide these opportunities regardless of participants' countries of residence or family situations.</p>	<ul style="list-style-type: none"> - The project has helped some 280 asylum seekers and immigrants to validate their medical qualifications in a significantly shorter period than normally. As a result of the project, a significant majority of the participants have found employment in the own occupation. The project offered intensive, customised Swedish language training and support for the official examinations. As an example, the validation process for doctors was shortened by 5 years. - The project has also developed distance-learning courses to offer more flexible and individually tailored solutions for those who have problems accessing local universities – the project has demonstrated that asylum seekers and immigrants are well suited to take distance courses although there used to be a widespread opinion that foreign nurses and doctors had to have traditional classroom teaching. 	<p>Ulla Ekström Västra Götalandsregionen Regionens Hus S-462 80 Vänernsberg, Sweden Tel. +46 521 275330 or +46 708 776171 ulla.ekstrom@vgregion.se</p>

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			<ul style="list-style-type: none"> - Co-operation with similar projects from Stockholm and Malmö have helped to achieve a structural change: a new system is now being proposed by the government to speed up the registration process. 	
QUALIFICATION EMPOWERS – Vienna, Austria	Leader organisation is the Vienna Integration Fund and the Development Partnership consists of further 9 organisations.	The project is on one hand aimed at migrants and on the other hand adult education staff and relevant employment policy makers. ‘Qualification empowers’ aims to enforce the potential and the opportunities of adult migrants within the system of vocational education and to support re-integration of immigrants into the labour market.	<ul style="list-style-type: none"> - The project has developed a Combined Language- and Qualification portfolio - an assessment tool that has a clear and job-oriented structure, which can better be integrated into the courses. - Project has also developed a website for migrants and advisors, a new didactical concept for learning a technical language, Criteria-Catalogue for vocational education institutes to promote equal access and participation of migrants and basic qualification for women who were exposed to domestic violence and therefore based in women shelters in order to prepare them for the labour market re-integration. - Information and training aimed at adult education staff and relevant employment policy makers – in order to highlight the skills and capabilities of migrant workers. 	Elisabeth Assmair Vienna Integration Fund Mariahilfer Strasse 103 1060 Vienna, Austria Tel. +43 1 4000 81 534 Fax. +43 664 42 56 071 e.assmair@wif.wien.atphone
SKILLS AUDIT – Leicester, UK	The project was led by NIACE (National Organisation for Adult Learning). Leicester City Council and the East Midlands Consortium for Asylum Seekers Support (EMCASS) were the key partners.	The aims of the project were to: <ul style="list-style-type: none"> - Discover the skills and qualifications of asylum seekers in Leicester and present these in a positive way and consider how they might be used for the benefit of the local and regional economy; and Provide referrals for advice and opportunities necessary for recognising these skills for employment, and education. 	The project demonstrated that carrying out a Skills Audit among asylum seekers and refugees provides a starting point for: <ul style="list-style-type: none"> - Discovering if the refugees/asylum seekers have skills relevant to the region; - Integrating refugees in to the labour market and education systems; - Enabling refugees to fulfil their potential by taking steps to gain recognition for overseas qualifications and drawing up skills portfolios; and - Encouraging people working in the field of accommodation for refugees and asylum seekers to record information on the qualifications, skills and 	NIACE Renaissance House 20 Princess Road West Leicester LE1 6TP United Kingdom +44 (0)116 204 4200 +44 (0)116 204 4201 enquiries@niace.org.uk

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			previous work experience of individuals as this is essential information for forward planning.	

D: SOCIAL ENTERPRISE

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
LOCAL PARTNERSHIP / CO-OPERATIVE – Wedding District of Berlin, Germany	Members of the local partnership are representatives of the public, private and voluntary sector with the voluntary sector being the most dominant one.	The project aim is to support those activities that create jobs for socially excluded residents, immigrants and women and at the same time improve the living conditions of all residents. The project combines employment development with measures aimed at the stabilisation of the social environment in the district. The Communal Forum Wedding has supported neighbourhood activities in the local district since 1988.	<ul style="list-style-type: none"> - The Local Partnership Wedding was under the management of the Kommunalforum Wedding. On the one hand, the partnership was a discussion forum that offered the participating organisations the opportunity to exchange views. The partnership approach was put into practice with the help of a number of projects, among others “work and neighbourhood” which aimed to help disadvantaged people in the district (long-term unemployed as well as immigrants) into work through training and exploration of new employment opportunities in the district. Some new firms were created as a part of the project. - The local partnership discontinued its work in 2000 but subsequently re-emerged as the “district co-operative” (Stadteilgenossenschaft), a social enterprise that is a network of local businesses (primarily painting and decorating businesses as well as electricians) aiming to create jobs and support local businesses. One of the aims of this co-operative is the economic inclusion of immigrants with some of the initial members of the co-operative being previously unemployed immigrants. Moreover, the co-operative is now focusing on including local ethnic businesses into the co-operative. 	Mr Hans-Georg Rennert / Mr Willy Achter Tel. +49 30 465 07355 kom.forum.rennert@web.de

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
TRINIOVE FOUNDATION – Trinitat Vella, North Zone of Barcelona, Spain	Project participants are: volunteers, public administrations and principally the government of Catalonia. Other partners: the City of Barcelona, Municipal Council, private companies and entities from the Civil Society.	The project uses a strategy of local development to support access to training, employment and community participation of persons in a situation of social exclusion in the territory of Barcelona (particularly in neighbourhoods within the North of the city).	<ul style="list-style-type: none"> - The project has set up a training centre for unemployed persons, office of Orientation and labour intermediation, developed programmes of training and insertion beneficiaries of "Rentas Mínimas", Insertion Enterprise, workshops of professional training for young people in situation of risk and other community activities (information centre, workshop - radio station, actions of recuperation of green places). - The projects have had a strong social impact on the territory, across a ‘family’ of interventions and Trinijove Foundation is now considered as a ‘centre of help’ by the disadvantaged population. - Successful collaboration with private companies in two different ways – both as sponsors for the project, and places for the employment insertion of persons in difficulty 	Ignacio Parody Nunez, Fundacion Trinijove, Turo de la Trinitat 17, 08033 Barcelona, Spain Tel. +34 93 345 92 21 direccio@trinijove.org

E: EMPOWERING LOCAL COMMUNITIES

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
BETET SKARA PROJECT -Neighbourhood in the North of Antwerp, Belgium	The project arose from an exchange of know how with managers from the private sector, press agents, website designers, organisers of interior design exhibitions and fashion consultants. Currently involved in the project are the Assyrian community, different local and regional public organisations, the Fashion museum and Design academy	Betet Skara started as an employment program - originally created in 1998 as a European social integration program for refugees. Betet Skara is now a full socio-economic enterprise offering its services to fashion and interior design companies in Europe. The project shows the importance of recognising ‘hidden’ skills amongst immigrant communities, and the	<ul style="list-style-type: none"> - Betet Skara is a weaving house in Antwerp, Belgium. Betet Skara means ‘weaving house’ in Aramese language and consists of a working place (“atelier”) in the centre of Antwerp. The project develops designs and produces fine hand made fabrics, using the “Assyrian” method: a technique which the weavers brought from their home country South east Turkey. Before the project, the Assyrian community in Antwerp found it difficult to find work and integrate in society. Together with the grassroots organisation PSC, the coordinator realized that weaving was the main ‘professional qualification’ 	Aldegonde Van Alsenoy Betet Skara Bisschopstr. 18 2060 Antwerpen, Belgium Tel. +32 3 226 49 51 Fax. +32 3 226 49 51 Aldegonde.bs@pandora.be

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	of Endhoven	opportunities for creating links between local job seekers and niche metropolitan markets such as the fashion industry.	possessed by the group. The interested parties sat down together and the idea of founding a weaving workshop was launched. - Key success factors and transferable elements of the project: the importance of skills, location, combining different elements, good timing, building trust, starting with an organisation which has a long-term relation with the target group, always incorporating respect, involving the target group as much as possible, looking for passionate co-workers, board members and volunteers, believing in what you are doing, being proud and having guts!	
NETWORK OF TURKISH ENTREPRENEURS - Neukölln, Berlin, Germany	The partnership is a network comprising of Turkish businesses, local entrepreneur associations in Neukölln and local civil society organisations.	The network wants to encourage closer co-operation between Turkish and German businesses in the area in order to open up employment and training opportunities for the businesses of Neukölln. Strong emphasis is placed on joint working with German businesses.	- The actual project finished at the end of 2003 but the project was regarded as so successful that it is still being run by its participants. - The project has organised information events, common celebrations of religious holidays between German and Turkish businesses, activities leading towards opening up the employment potential in local businesses.	Mr Öner Birant, Türkischer Unternehmerverband Neukölln e.V. Tel: +49 30 7407 3384 Fax: +49-30-7407-3385 Birant@wua.de

F: DIVERSIFYING LOCAL ECONOMIC BASE

PROJECT NAME AND LOCATION	PARTNERSHIP	PURPOSE, TARGET GROUP AND OBJECTIVES	ACTIVITIES AND SUCCESSES	CONTACTS
PROGRAMME FOR EMPLOYMENT – Stockholm, Sweden	The project partners are the Integration Department of the City of Stockholm, the local Employment offices, Stockholm City Administration and different District Councils.	The programme started in year 2000 when Stockholm was facing a labour shortage in some occupational fields, especially in the elderly care services. At the same time the number of unemployed immigrants and refugees was very high. The	- The Program for Employment contains Introduction, Apprenticeship and Evaluation periods. During the apprenticeship period the participants learn work routines and tasks by following their facilitator. Tailored Swedish Language Skills Training courses were also developed to match the language used in the elderly care services. - Almost hundred percent of the participants who	Magnus Axell Integrationsförvaltningen, City of Stockholm, Box 9143, 102 72 Stockholm, Sweden Tel. +46 8 508 33

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		<p>Program for Employment was designed to fit the needs of refugees, immigrants and elderly care services. Today the programme also focuses on other trades experiencing labour shortages.</p>	<p>completed the programme achieved work after participating the Program for Employment The project started off as a local project in two District Councils of Stockholm, but due to the good results and political support, the programme was introduced in all 18 District Councils of Stockholm.</p> <ul style="list-style-type: none"> - Key success factors were careful analysis, structured project organisation, setting goals that participants can easily understand, strong engagement from the program staff, continuous evaluation and development work, timing. 	<p>273 Fax. +49 8 508 33 290 magnus.axell@integration.stockholm.se</p>
<p>QUALIFICATION AND INTEGRATION OF IMMIGRANTS (XENOS) - Berlin, Germany</p>	<p>The project is led by Privatinsitut Hogan. The regional network consists of a wide range of partners such as SMEs and economic associations.</p>	<ul style="list-style-type: none"> - Encourage the development of the service sector (“domestic economy”) with the help of continuing training of unemployed foreign residents. - Equal achievement in learning and training while at the same time reducing prejudice, clichés and negative opinions about other cultures and religions. 	<ul style="list-style-type: none"> - Activities include: vocational training, evaluation, working groups, intercultural training, mediation, advice and guidance and recognition of ethnic diversity. - Inter-cultural activities are to be integrated in existing and future labour market policies in the area of domestic services. - The project has helped to open up new jobs in private households and helped to reintegrate disadvantage social groups into the regional labour market (domestic services). 	<p>Frau Dr. Hogan PRIVATINSTITUT HOGAN Georgenstr. 25 10117 Berlin, Germany Tel. +49 30 3086 7310 Fax. +49 30 3086 7311 projekt@institut-hogan.de</p>