

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 |
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| <p>SARL CITE DE L'INITIATIVE - Roubaix, Nord Pas du Calais, France</p> | <p>The Cite operates as a French association under the Law of non-profit organisation managed by a limited company (SARL) in the UES (Social Economy Union). The initiative involves a wide range of partners including the local authority, region, Department, urban community, national government, EU, consular bodies, European networks, schools and training institutions, trade associations and professional unions, major customers and funding bodies.</p> | <p>The Cite de l'Initiative (established July 1994) is an association of 26 enterprises - based in the Roubaix employment catchment area in the north eastern part of the Lille urban area - engaged in complementary activities in the textiles and clothing sector. The initiative aims:</p> <ul style="list-style-type: none"> - to restore the dynamic of a professional production chain by sharing tools, making it possible to share costs - to adapt traditional expertise to the needs of the market - to re-establish the dynamism of a "sensitive urban area" - to mobilise local private and public partners and institutions on various levels <p>The companies also undertake to prioritise the employment of long-term unemployed and young or handicapped people - with 37% of those employed at the site from these target groups.</p> | <p>The basic principle of the initiative is the sharing of resources, including techniques, technologies, management and communication tools and human resources - in order to reduce the enterprises' fixed costs and enhance their competitiveness and access to new markets. The SARL Cite de l'Initiative organises activities in partnership with the participating enterprises including:</p> <ul style="list-style-type: none"> - Information activities - Communication activities - Training activities - Quality process - Transnational exchange <p>The initiative has created a dynamic between enterprises which has led to an overall 50% increase in total turnover between 1995 and 1996, 180 jobs on the premises of which 37% are reintegration jobs, and feeding into 300 outside jobs through sub-contracting. There has been a positive impact on the structure of the socio-economic fabric, and industrial players increasingly operate as partners going beyond the traditional relationship between customers and sub-contractors.</p> | <p>Annie Favrie Director Cite de l'Initiative, 1 rue des Ecoles, 59 100 Roubaix, France Tel: +33-3.20.69.92.70 Fax: +33-3.20.69.92.75 Email: root@citedelinitiati ve.com</p> |
| <p>PLATO - Leuven, Belgium</p> | <p>The PLATO tool depends on</p> | <p>This tool seeks to better meet the</p> | <p>The tool includes two main elements of activity:</p> | <p>Peter van Cleef</p> |

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| | partnership between the regional/local authority, regional business support organisations (e.g. the Chamber of Commerce), larger companies and SMEs. | development support needs of SMEs (with between 5 and 100 employees). In particular, the tool seeks to: <ul style="list-style-type: none"> - To enhance SME competitiveness - To contribute to the growth of SMEs by providing know-how from outside - To enable SME managers to break through their isolation - To stimulate and improve collaboration between SMEs | <ol style="list-style-type: none"> 1. Development of SME networks which benefit from supported workshops involving specialist speakers and discussion of topics such as strategy, marketing and management 2. secondment of senior managers of large companies ('godparent companies') to SME beneficiaries when required <p>The tool allows SMEs to analyse specific issues facing them with the support of tutors and senior managers from large companies. A methodology has been developed for the selection of participating companies, network development and the organisation of workshop and counselling sessions.</p> | <p>Strategish Plan Kempen Slachthuisstraat 68 2300 Turnhout Belgium</p> <p>Tel: +32 14 40 19 45 Fax: +32 14 42 89 41 Email:plato_coordina@spk.be</p> |
| GRÜNDUNGSPAKET ("START-UP PACK") - Graz, Austria | This project forms part of the Graz URBAN II programme. The project is based on links between the City Council, universities, business and local development agencies. | The project seeks to build on the potential for innovative SME start-ups in Graz West area by improving access for SMEs to business support and making links to other projects. | The project includes four different modules: the development of a "coaching point"; information about the criteria for SME participation in URBAN II; an incubation centre, developed in close cooperation with universities; and a one-stop-shop, which makes it easier to contact the administration and other actors involved in supporting start-ups. | Magistrat der Stadt Graz DI Hansjörg , Luster Europaplatz 20 A-8020, Graz Österreich Tel.: +43 3 16872 4200 Fax: +43 3 168724209 E-Mail: stadtentwicklung@graz.at Urban Link |
| GIB - GESELLSCHAFT FÜR INNOVATIVE BESCHAFTIGUNGSFÖRDERUNG NRW - | | The aim of the project is to promote the setting up of new business enterprises by granting low-interest credits and releases | This initiative is identified as a 'Best Financial Measure for SMEs' by the REACTE network. The measure involves a regional investment bank working with the GIB, counselling agencies and a | Bernward Brink GIB Iro Blankenfeld 4 46238 Bottrop |

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| Northrhine Westphalia, Germany | | from liability (guarantees). The initiative targets employment initiatives - including individuals and groups who are either unemployed or looking to move into self-employment. | regional lending committing to grant applications for loans by entrepreneurs. These loans are made by the applicant's bank on the basis that this is refinanced by the regional investment bank and a handling commission granted by the state. The regional lending committee decides on release from liability up to 75% of the total credit. The key strengths of the project are the access to loans for unemployed individuals and entrepreneurs. The model developed has acted as a model for further initiatives. | Germany Tel: +49-2041-76.70 Fax: +49-2041-76.72.99 G.I.B.@t-online.de |
| STARTERSADVIESPUNT (STAP) (STARTERS ADVICE DESK) - Enschede, Netherlands | This project forms part of a co-ordinated approach to municipal initiatives in Enschede in the field of employment - brought together under a public-private foundation and private company (Activa). The project is based on a partnership approach involving the private sector, policy makers, and other public sector partners including the Chamber of Commerce and Employment Service. | The Activa concept focuses on the implementation and refinement of an integrated system for addressing employment issues. The Starters Advice Desk represents an example of an effective measure for dealing with employment issues. The Advice Desk seeks to support would-be entrepreneurs in developing their business ideas - particularly in deprived areas of the City. | The service offers individual, process-oriented supervision and advice including: - Information desk - Information morning - Individual advice and supervision - Process supervision and client tracking - Courses and theme meetings - IT working stations - Networking opportunities The project has achieved success with 70% of clients becoming entrepreneurs within a year of the supervision process. Key strengths of the scheme identified by clients are that it is demand-based, accessible, involving intensive, on-going support, the level of knowledge provided and the facilitation offered. The project is identified by the REACTE network as a best practice example. | Joop Wikkerink Activa Ondernemersadvies Boulevard 1945 - 326A 7511 AJ Enschede tel. 053-481 4426 fax. 053-481 4403 http://www.activa.nl |
| YOUTH INTO ENTREPRENEURSHIP (JUGEND IM UNTERNEHMERTUM) - Leipzig, Germany | This project forms part of a wider body of activity in Leipzig undertaken as part of the Leipzig URBAN II programme to regenerate the inner areas of the City. This | To support young people into self-employment | An innovative initiative which organises 5 sets of activities to encourage young people to set up business for themselves: training to translate business ideas into practice, introduction to the technology potential offered by information society, the running of "practice companies" for pupils, | Karsten Gerken Stadt Leipzig Amt für Stadtsanierung und Wohnungsbauförderung Prager Straße |

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| | programme draws together a partnership of the City, the Chamber of Commerce and the Crafts Council. | | coaching and pupil information office, delivery of practice-oriented entrepreneurial knowledge through internships and trainee programmes. | 26 D-04103 Leipzig Tel.:+49341/12354-19 Fax: +49341/12354-12 Email:kgerkens@leipzig.de |
| JOBCENTRE PROJECT - Genoa, Italy | Partnership between the municipality of Genoa and the employment service. This project forms part of the Genoa URBAN I initiative. | To support unemployed individuals into self-employment | An initiative led by the Municipality of Genoa and the employment service to support unemployed people in setting up their own business. An example of good practice identified by the Cite de Metiers and Reves networks. Key strengths of the initiative identified are its efficiency, effectiveness and long-term sustainability. | Claudio Oliva Email: coliva@comune.genova.it |
| COUVEUSES D'ENTREPRISE A L'ESSAI (E.S.P.A.C.E.) - Valle de la Lys, France | A transnational partnership initiative (Third System and Employment Pilot Action) involving the ESPACE 'Boutique de Gestion' and network partners in France (SMTS Co-operative), MENTOR in Germany (economic development agency), G.I.B. in Italy (Federal State Public Company), CODEX in Spain (Limited liability co-operative) and CEDEL. This project forms part of the activities of the Roubaix- | The project aims to establish a structure for enterprise development which enables long-term jobseekers to test and develop their business ideas. | The project has involved the establishment of two business incubators (in Roubaix and Oignies). Long-term unemployed jobseekers with business ideas are offered a period of initial training in financial management, resource planning, accounting and business strategy. Following this period, projects may pass to the second phase lasting one to nine months, during which the individual takes responsibility for managing the development of their business. During the final phase the business leaves the incubator. During the first year of the project approximately five businesses were created leading to the creation of around ten new jobs. | Christiane Lecocq, E.s.p.a.ce. Nord-Pas-du-Calais, 2, rue Ducourouble, F-59000 Lille Tel: +33-3 20 30 0000 Fax: +33-3 20 57 97 71 Email: espacereg@nordnet.fr |

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| | Tourcoing Territorial Employment Pact. | | | |

B: DEVELOPING ROUTES INTO EMPLOYMENT FOR DISADVANTAGED GROUPS

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| PLAN D'INSERTION DE L'EMPLOI (PLIE) - Lille, Nord Pas du Calais, France | A strategic partnership managed by <i>Réussir, Le Plan Lillois d'Insertion</i> and involving the <i>Departement, Région</i> and the City Council. These partners oversee the <i>Operateurs d'insertion</i> , who integrate individuals into the labour market, for example through intermediary employment (Associations Intermédiaires, Entreprises d'Insertion, Entreprises de Travail Temporaire d'Insertion, etc.) and training providers. | The PLIE seeks to support the reintegration of long-term unemployed people or disadvantaged groups in target areas defined by municipalities. | <p>The 'Plan Local de L'Insertion et de l'Emploi' (PLIE) are local programmes for inclusion and employment which are nationally established and recognised - usually for three years. Local action plans are developed which mobilise the partnership and support of different tiers of local government (the local, department and region). Finance is provided from various sources including local national and ESF Objective 3.</p> <p>The Lille PLIE's innovation consists of the co-ordination and joint-working between all the institutional, social and economic partners; a territorial approach to tackling long-term unemployment; the integration of this approach into wider local economic development.</p> | <p>Madame Marie Dominique Lacoste, Directeur du Plan d'Insertion de Emploi de Lille, 3 Rue Jean Maillotte, 59000 Lille, France</p> <p>Tel: +33 (0)3.20.14.85.50</p> <p>Email: plie@reussir.asso.fr</p> |
| GLASGOW WORKS - Glasgow, Scotland, UK | A local public/private partnership of South East Glasgow, Jobcentre Plus, the Scottish Trades Union Congress, the European Social Fund, and other local agencies and enterprises. | An initiative of the Glasgow Development Agency to reintegrate 500 unemployed people per year into the labour market. The initiative targets unemployed individuals who have predominantly been | Glasgow Works is managed by a team of managers and qualified project guidance workers on contracts with the Glasgow Development Agency. Contracts are made with a number of local public agencies to offer a contract of employment to unemployed individuals for 6 months to a year. These individuals receive waged employed for a year | Glasgow Works Scottish Enterprise Glasgow Atrium Court 50 Waterloo Street Glasgow G2 6HQ Tel: +44(0)141 204 |

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| | | <p>unemployed for a year or more. (Under 25 year olds may be unemployed for 6 months or more).</p> | <p>alongside personal advice and guidance, jobsearch and follow-up support for at least six months after training. Employment is offered in a range of sectors (e.g. ICT, childcare, leisure and health sectors) - currently via 13 projects under contract via 10 organisations. An evaluation undertaken in 2003 indicated that 62% of beneficiaries move into employment and 72% of these remain in employment for at least 12 months. The programme is a model of best practice at UK and European levels - most recently highlighted in the OECD urban review of Glasgow.</p> | <p>1111 Fax: +44(0)141 242 8322 E-mail: glasgow.works@scotent.co.uk</p> |
| <p>GROUP TERRE - Wallonia, Belgium</p> | <p>The Terre Group is made up of three non-profit associations and four commercial companies defined as socially-oriented enterprises. Partnership has also been developed with a European network of similar organisations, private enterprise (as distributors Terre's products) and public authorities (as purchasers of some of the Group's activities e.g. waste collection).</p> | <p>The Terre Group seeks to address unemployment in Wallonia by creating employment in the salvaging and sale of textiles and paper and a wide range of complementary activities (e.g. the manufacture of insulation materials, mechanical welding and metallic carpentry, the manufacture of urban furniture). The Group targets those most disadvantaged in the labour market, offering them personal development, training and employment opportunities.</p> | <p>A large number of posts (280 in the first 18 years) have been created in the collection, recycling of textiles, paper and non-ferrous metals. The activities include:</p> <ul style="list-style-type: none"> - Collection of textiles and paper - Sorting of clothing - Sales of clothing, used paper and non-ferrous metals - Production activities (e.g. production of insulation using paper) | <p>Salvatore Vitro, External relations and communications director Groupe Terre Rue Celestin Demblon, 14 4683 Vivegnis Belgium</p> <p>Tel: +32(0)42405858 Fax: +32(0)4 2405879</p> |
| <p>VITAMINE T GROUP - Nord Pas du Calais, France</p> | <p>The Group involves five non-profit enterprises and industrial partners. The industrial partners offer finance, contribute to the</p> | <p>The Vitamine T Group is a non-profit organisation consisting of five work-entry companies and three other work-entry structures which cover a large spectrum of</p> | <p>By 1998, the Group had benefited 700 individuals and had achieved a job placement rate of 54% in 1997.</p> | <p>Gilles-Lauarent Rayssac, Director of development Vitamine T Group</p> |

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| | management of the Group and offer advice and services. The Group also has referral links with social workers. | activity sectors (horticulture, car washing, different services to companies, second-hand white goods). The group seeks to offer a path into employment to people who have great difficulty in accessing work, by assisting them in acquiring the necessary and sufficient personal skills to integrated back into social, family and economic life. | | 51, rue Tremiere 59 650 Villeneuve d'Ascq France Tel: +33(0)3 20617070 Fax: +33(0)3 20617071 |

C: ADDRESSING SKILLS SHORTAGES AND PROMOTING LIFE-LONG LEARNING

| PROJECT NAME AND LOCATION | PARTNERSHIP | PURPOSE, TARGET GROUP AND OBJECTIVES | ACTIVITIES AND SUCCESSES | CONTACTS |
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| MARINHA GRANDE TERRITORIAL EMPLOYMENT PACT - Marinha Grande, Portugal | A partnership led by the Marinha Grande town council, involving key local industry representative, trade unions and the 'Institut pour l'Emploi et la Formation Professionnelle' (IEFP) | The Territorial Employment Pact emerged from a local partnership - led by the local authority - which formed to develop a strategy to increase the competitiveness of the local glassmaking and mouldings industry thereby safeguarding and creating local employment | The partnership' has developed a framework of integrated co-operative activities involving the local authority, entrepreneurs and other socio-economic actors. An action plan was developed involving 14 projects. The projects included: <ul style="list-style-type: none"> - The creation of organisational structures for employing individuals disadvantaged in the labour market (e.g. people with disabilities) - Vocational training for the glass industry (CRISFORM) - A schools project offering industrial work placements for school children (Pense Industria) | Excmo Sr. D. Álvaro Neto Órfao, Sr. Presidente de la Camara Municipal de Marinha Grande Camara Municipal da Marinha Grande, Praça Guilherme Stephens, 2430 - 960 Marinha Grande, |

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| | | | <ul style="list-style-type: none"> - A business incubator project (OPEN) - Regional advertising and promotional campaigns <p>Key successes are the partnership developed, the strength of the needs analysis, the strength of the projects delivered and the change in image of the region (from one affected by social conflict).</p> | <p>Portugal</p> <p>Tel: + 351 244 573 300</p> <p>gap@cm-mgrande.pt</p> |

D: SOCIAL ENTERPRISE

| PROJECT NAME AND LOCATION | PARTNERSHIP | PURPOSE, TARGET GROUP AND OBJECTIVES | ACTIVITIES AND SUCCESSES | CONTACTS |
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| COMMUNITY ENTERPRISE STRATHCLYDE (CEIS) - Scotland, UK | Community Enterprise Strathclyde (1984-) is a Glasgow based charitable company, limited by guarantee, offering business solutions to social economy organisations in Scotland. CEiS works in partnership with a range of public sector funding organisations and private enterprise. | CEiS seeks to develop the potential of a wide range of community enterprises operating within the social economy to provide services and job opportunities that are targeted at disadvantaged communities and groups. | CEiS works with around 70 social economy organisations each year to create or sustain jobs and to develop services. A range of services are offered including business planning, human resources, financial management, income generation and governance arrangements. During 2000 365 jobs were created or sustained at an average cost of £2,800 each. | CEiS Legal House, 101 Gorbals Street, Glasgow, G5 9DW Tel: +44(0)1414298089 Fax:+44(0)141429 6003 Email:ceis@ceis.org.uk http://www.ceis.org.uk/ |

F: DIVERSIFYING LOCAL ECONOMIC BASE

| PROJECT NAME AND LOCATION | PARTNERSHIP | PURPOSE, TARGET GROUP AND OBJECTIVES | ACTIVITIES AND SUCCESSES | CONTACTS |
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| <p>TASK-FORCE ON EMPLOYMENT POLICIES IN COMPANIES - Valles Occidental, metropolitan region of Barcelona, Spain</p> | <p>This project forms part of the activities of the Valles Occidental Territorial Employment Pact which targets the ‘Western Valleys’ area of the metropolitan region of Barcelona. The Pact is made up of a partnership of the local authority, regional representation (from the Generalitat of Catalonia), trade unions, private companies, universities and consular bodies.</p> | <p>The overall aim of the Territorial Employment Pact is to make better use of partners’ resources to create new jobs. Priority areas of action:</p> <ul style="list-style-type: none"> - Developing infrastructure to facilitate economic activities in compliance with the criteria of sustainability and territorial balance; - improving the competitive environment of small companies, especially those involved in local production, support for stable job creation and for business recruitment policies, - developing vocational training measures geared at the long-term and “structural” unemployed; - encouraging demand and setting up new businesses in the sectors offering new sources of jobs; - support for activities linked to the information society; and - developing initiatives and co-operation between institutions and agents in the area. | <p>A good practice example of the Pact’s activities identified (DG Employment and Social Affairs website) is the “Task-force on employment policies in companies”.</p> <p>This project or tool has been designed to encourage company managers to sign agreements with social partners with a view to the creation of new jobs and improving the conditions and quality of work within business undertakings.</p> <p>This would involve enabling the establishment of new forms of organisation of work under the legal framework in force and capitalising on job creation incentive measures.</p> <p>Target companies were those experiencing recruitment difficulties, large and medium-sized companies and companies in sectors of particular significance to the area’s economy (textiles, metallurgy or chemistry).</p> <p>The TEP has achieved a close level of co-operation between public and private partners which has enabled them to arrive at a consensus on employment issues and to identify innovative solutions. Agreements signed in the first year involved the negotiation of 1000 jobs over five years.</p> <p>The Catalan Strategy for Employment (ECO) - an initiative of the Generalitat of Catalonia - which has</p> | <p>Olga Gonzalez, Coordinator, Consell Comarcal del Valles Occidental, P.O. Box: 08220, Terrassa (Spain) Tel: +34 937273534 Fax: +34 937271969 Email: promoeco@ccvoc.org</p> |

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| | | | responsibilities regarding the development of employment policies - is a tool developed to transfer and consolidate the previous experiences of the Western Vallès county TEP and 20 territorial pacts developed in Barcelona to the rest of the Catalan territory. | |
| EMPIRIC CULTURE, EMPLOYMENT AND THIRD SYSTEM - Barcelona, Spain | The project (Third System and Employment Pilot Action) was led by Interarts Observatory and implemented by five transnational partners: Chorley Borough Council; Systeme Friche Theatre, Marseilles,; Stadt Olbernhau, Saxony; Camara Municipal de Palmela; Diputacio de Tarragona | <p>The project sought to test the hypothesis that developing local partnerships between local authorities and third system operators can promote and consolidate cultural development and employment.</p> <p>The project consisted of five sub-projects in five localities which sought to activate the participation and commitment of third system agencies for arts and leisure in the development of local cultural programmes.</p> | <p>The methodology adopted by local partners in creating local networks varied. The types of activities carried out included:</p> <ul style="list-style-type: none"> - Setting up local partnerships - Identifying financial mechanisms for Third System organisations - Developing heritage sites and - Coming into contact with Third System organisations and promoting their cultural activities <p>The project helped raise awareness within the local authorities involved of the importance of the third sector in promoting local development and local employment through cultural activities and via partnerships with the public sector. In particular the project identified the strengths of third sector cultural provision which lie in:</p> <ul style="list-style-type: none"> - The bottom-up grassroots approach and the ability of Third System organisations to respond to the cultural needs of local people and to give individuals and minority groups a platform for artistic expression and democratic participation: - The value of the third sector as a transitional phase from voluntary to professional status for most artists | Interarts Observatory, 81, Pral Rambla Catalunya, Barcelona E-08008 Spain Tel: +34-3 4877022 Fax: +34-3 4872644 Email: interart@aleph.pan gea.org |

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| | | | <p>- The creativity and innovation that characterizes Third System production</p> <p>Following on from this project, the Interarts Foundation, which is an independent private cultural foundation that works with public, private and third sector agents to solve problems of local unemployment and encourage entrepreneurship, is working to develop creative industries clusters in Barcelona.</p> | |