

**Third Annual Report on the implementation of  
innovative measures under Article 6 of the European  
Social Fund Regulation**

**Presented to the ESF Committee on 5 December 2003**

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## LIST OF ACRONYMS

CSR	Corporate Social Responsibility
EES	European Employment Strategy
EPIC	DG Employment and Social Affairs' Internal Committee on Procurements and Contracts
ESF	European Social Fund
ICT	Information and Communication Technologies
IS	Information Society
LLL	Lifelong Learning
LSC	Local Social Capital
NAP	National Action Plan for employment
NGO	Non-Governmental Organisation
NUTS	Nomenclature of Statistical Territorial Units
SME	Small and Medium-sized Enterprise
VSE	Very Small Enterprise

# **Third Annual Report on the implementation of innovative measures under Article 6 of the European Social Fund Regulation**

**Presented to the ESF Committee on 5 December 2003**

## **1 INTRODUCTION**

This is the third Annual Report on the implementation of innovative measures under Article 6 of the European Social Fund Regulation<sup>1</sup>. This report fulfils the commitment that the Commission made in its Communication of 12 January 2001 on the implementation of Article 6 in the programming period 2000 – 2006<sup>2</sup> to produce an annual report "*in order to disseminate as widely as possible the results from the innovative measures*" and to present it to the ESF Committee<sup>3</sup>. In accordance with the Code of Conduct<sup>4</sup>, the report will also be forwarded to the European Parliament.

Building on last year's report, the main aim of this report is to provide an overview of the implementation of Article 6 measures since the beginning of 2003, thus focusing on actions launched and implemented under three calls for proposals:

- VP/2001/005: Adaptation to the new economy within the framework of social dialogue
- VP/2001/017: Local employment strategies and innovation
- VP/2003/021: Innovative approaches to the management of change

The Commission hopes that this report will provide useful information to the Member States and the Parliament. The report will also be made available more widely by publishing it on the Commission website<sup>5</sup>, where further detailed information on Article 6 innovative actions can be found.

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<sup>1</sup> Regulation (EC) No 1784/99 of the European Parliament and of the Council of 12 July 1999 on the European Social Fund, OJ L 213 of 13.08.1999.

<sup>2</sup> Communication from the Commission on the implementation of innovative measures under Article 6 of the European Social Fund Regulation for the Programming Period 2000-2006, COM (2000) 894 final, 12.01.2001.

<sup>3</sup> Communication paragraph 47

<sup>4</sup> Code of conduct on the implementation of structural policies by the Commission of 6 May 1999, OJ C 279 of 1.10.1999.

<sup>5</sup> [http://europa.eu.int/comm/employment\\_social/esf2000/article\\_6-en.htm](http://europa.eu.int/comm/employment_social/esf2000/article_6-en.htm).

## 2 CALL FOR PROPOSALS ON “ADAPTATION TO THE NEW ECONOMY WITHIN THE FRAMEWORK OF SOCIAL DIALOGUE”

### 2.1 Key policy messages emerging from the projects

The 35 projects selected following the call for proposals concerning "Adaptation to the new economy within the framework of social dialogue" in 2001 are in their final phase and most will complete their activities by the end of 2003.<sup>6</sup>

The projects address one or more of five themes, under the general heading of "Adaptation to the new economy within the framework of social dialogue", namely:

1. Anticipation of economic and social change;
2. Use of Information Society tools in the framework of social dialogue;
3. New approaches to Corporate Social Responsibility;
4. Modernisation of work organisation;
5. Promotion of lifelong learning.

The final seminar for the project promoters (see chapter 2.2.1), which was held on 10 October 2003, focused on the key policy messages emerging from the projects for each of the five themes.

#### 2.1.1 Anticipation of economic and social change

Rapid technological progress and globalisation of the economy require increased flexibility on the part of businesses and the workforce and therefore greater capacity for adaptation and anticipation.

- Adaptation and upgrading of skills must be a shared responsibility of employers, trade unions and the public sector and the emphasis must be on quality. While there is a need for quality assurance in the form of common standards for recognition of skills, these must be flexible and it is the role of social dialogue to establish a balance between standards and flexibility, encompassing company-based solutions.

A project led by the Technical University of Hamburg-Harburg in Germany deals with "**Opportunities and risks in the Information Society: the multimedia industry**". The project has been looking at the dynamics and structures of employment in the new media industry and focusing on inequalities in the labour market. It has been studying the situations in Hamburg and Berlin, comparing them to those in Amsterdam and London.

In the new media sector, there is not the surge of growth or influx of newcomers that there was previously. The project has shown that 'traditional' labour market structures have already appeared – women are under-represented, university qualifications are increasingly important, and areas of the industry such as ICT management are relatively stable, in contrast to more 'creative' areas.

The original objectives of the project were to record the employment dynamics and segmentation patterns in the new media sector, identifying risks and opportunities, and to trigger a strategic discussion between social partners and policy makers. These key objectives are still valid, but as the sector has experienced a severe crisis, analysis of processes of decline and reorganisation within the sector and their impact on the labour market has

<sup>6</sup> A list of the projects may be found in annex 1.

been added. The key questions explored are whether personal networks have a stabilising impact on career opportunities and the integration of new media tasks and jobs into the old economy.

The main findings of the project are that:

- Barriers of entry need to be abolished, particularly for women, in order to avoid the persistence of traditional patterns of inequality as well as future scarcity of labour supply. Women have to be motivated at an early stage to take up ICT education. At the same time, the work-life balance issue needs to be addressed through more flexible working time patterns;
- Jobs in the field of new media are primarily knowledge-based and require continuous adaptation to changing tasks. The creation of a knowledge and qualification infrastructure able to provide both a broad basis of knowledge and key qualifications such as curiosity, motivation, ability to learn, etc. is needed;
- Maintaining and updating specialised knowledge is of crucial importance throughout the career. An infrastructure with certification of training institutions by industry and labour association is needed;
- Social security systems need to be adapted to a volatile labour market. By international comparison, the German system has proved to be particularly inflexible and does not cover for the needs of freelancers, often working in a precarious situation.

[www.arbeitsmarkt-multimedia.de](http://www.arbeitsmarkt-multimedia.de)

- There is a need to create a dynamic labour market with opportunities for both young and older people based on a long-term vision for change and reform. This approach may be in conflict with the need to resolve short-term problems, but while this may result in a reluctance to accept the need for long-term reform, the longer perspective should prevail.

The **Proage** project is led by the Confederation of German Employers' Associations (BDA) in partnership with the Bertelsmann Foundation and the employers' confederations in Denmark (DA), Ireland (IBEC) and the Netherlands (AWVN). The aim of the project is to promote mutual understanding and exchanges of experience in the field of employment and labour market policy with regard to older workers.

**Proage** addresses what reforms are needed in areas such as labour law, employment promotion, wage agreements, corporate personnel policy, training and social systems. The tools used in the awareness raising campaign include transnational conferences, expert seminars, targeted PR activities, comparative transnational studies, best practice compendia and a practical guide for employers.

At a general level, **Proage** concludes that while countries are confronted with similar problems, policy priorities and framework conditions differ considerably. This is why each country needs to develop its own policy-mix and reforms to remove incentives to early retirement, to encourage workers to remain longer in the workforce and to remove barriers to the employment of older workers. Following the same logic, each company must find its own way, there is no standard formula. According to **Proage**, the best way to increase the employment rate for older workers is through a successful employment policy encompassing the entire workforce.

The main outputs of the project are a comparative transnational study and a best practice compendium:

The study entitled *"Employment opportunities for older workers: International comparison and recommendations for action"* provides international comparisons between the four partner countries as well as Finland, the UK, Switzerland and the USA. The criteria for selection of the countries studied is a combination of either remarkable progress in, or maintaining high activity rates for older workers, the existence of coherent reform packages and geographical proximity.

Empirical research has assessed the impact of policy measures to increase activity rates of older workers on labour supply and labour demand, respectively, looking at three key areas: pensions policies, organisation of the labour market (level of regulation), skills and qualification. Recommendations for action addressed at the German labour market have been defined in the areas of pensions policy, labour market policy, wage policy, labour market regulation and qualification (lifelong learning).

The best practice compendium entitled "*Successful with older workers*" demonstrates through case studies, mainly pioneering German enterprises, how older workers contribute to the continued productivity and innovative capacity of enterprises. Based on the case studies, seven action areas have been identified for enterprises that wish to address the changing age structure of their work force through forward-looking human resource and training strategies. The compendium has also identified some 100 tools that support the practical implementation of ageing strategies at enterprise level.

[www.proage-online.de](http://www.proage-online.de)

### 2.1.2 Use of Information Society tools in the framework of social dialogue

Social dialogue at all levels is a key instrument for managing change through co-operation. The challenge is to modernise social dialogue in response to changing needs, new working practices, forms of contract, places of work, etc. An important element is that of communicating using new channels and mechanisms.

- In order to engage the whole community in social dialogue – involving all actors and stakeholders – there is a need for faster and better uptake of new technology. In the face of “digital divides” the problem of accessibility of technologies, which particularly affects disabled people and other disadvantaged users, must be addressed.

The **SDV-NetJob** project, led by the Hjælpemiddelinstittet (HMI) - Danish Centre for Technical Aids for Rehabilitation and Education, has sought to take advantage of the promise of information and communications technologies to enhance job prospects for people with disabilities.

Extending the use of the Internet into all areas of working life is a priority objective for national and European policy makers and the social partners. To address this, the **SDV-NetJob** project has developed an innovative internet-based forum to support social dialogue between employers’ and employees’ organisations and citizens. The forum focuses on how people with disabilities, and other marginalised groups, can be trained in ICT and enter into employment. It is called the "Social Dialogue Vortal" (SDV), using the term vortal, which refers to an internet-based portal where endless amounts of information are made available on one specific topic.

The vortal, which operates in three languages, contains a Danish “best practice” vocational training programme for disabled people - NetJob® - and also includes interactive services like discussion forums, e-Learning, on-line surveys, best practice, articles and other information. The information and services comply with the Web Accessibility Initiative Content Guidelines to ensure accessibility for all citizens, including those with sensory and motor disabilities.

The project has established partnerships with the public and private sectors and NGOs in Greece to adapt and implement NetJob® for the Greek labour market and vocational training sector. The NetJob Hellas® scheme collaborates with private ICT companies to provide training and employment for disabled trainees. Lessons learned from the transfer process will be re-applied to training organisations in other countries. The Work Research Centre in Ireland is conducting an evaluation of the ability of NetJob® and the Social Dialogue Vortal to transfer information and skills to other regions, EU Member States and beyond.

To raise the awareness of private companies in recruitment and employment of people with disabilities, the Social Dialogue Vortal offers an e-learning programme for human resource managers in “diversity management,” based on EU policies and best practice. The vortal also offered transfer of best practice in vocational training methods for ICT workers.

[www.socialdialogue.net](http://www.socialdialogue.net)

- Information and communication technologies may, at the same time, be seen as a threat and an opportunity. Therefore, the use of ICTs in a lifelong learning perspective is crucial. Training

in the broadest sense plays an important role in the task of achieving more and better jobs and strengthening the social dialogue.

The **Europrofiles** project has focused on increasing the recognition of professional IT skills, with the ambitious aim of "certification of pan-European profiles".

**Europrofiles** has helped workers in the ICT sector to update their skills and opened up employment opportunities by aiming at providing workers with personalised training that is recognised at European level. By reaching agreement with employers over the recognition of qualifications, it also gave workers greater mobility and flexibility because it was easier for them to move between jobs.

The project identified shortages among the partner companies in ICT-related professional and technical skills and it was able to design a matrix that matched the most required 'professional profiles' with the corresponding competencies. (By June 2003, the project had undertaken a survey of skills shortages in the ICT sector in Europe and identified the 19 most required professional profiles).

A set of training modules was developed for employees, aimed at promoting lifelong learning, with each module individually certifiable according to agreed assessment criteria. Testing the modules on a number of pilot groups enabled employees' current competencies to be assessed and their training needs identified.

Employees were able to choose their own, tailored, training paths and attending the training sessions allowed them to have their competencies certified and to receive qualifications issued on behalf of the competent training agency.

The success of the project also relied on the local authorities, trade unions, employers' associations and other organisations with the aim of recognising the value and validity of the qualification/certification process. Promoting the model to additional organisations will make it even easier for ICT workers to market their professional profiles.

[www.ifo.it/europrofiles](http://www.ifo.it/europrofiles)

### 2.1.3 New approaches to Corporate Social Responsibility

As the concept of Corporate Social Responsibility (CSR) becomes more widespread, the issue of transparency and the need for a common understanding of what CSR represents become ever more pertinent.

- Policy measures in the area of CSR should not focus exclusively on control and standardisation but also provide guidance to, and stimulate, businesses in their efforts to be socially responsible and to take account of cultural diversity. Issues such as CSR in relation to the supply chain and new forms of employment must also be addressed.

The objective of the **Non Discriminating Firm** project has been to assist companies in encouraging the hiring of disadvantaged workers. The project has helped managers, workers and trade union representatives by developing a code of good practice, 'balance of skills' sheets, on-site training, guidance and placement services. Led by Comunità Capodarco Di Roma (I), it involves partners from Portugal, Spain and France, who have all adapted the project's products to their own language and national context.

The project kicked off by bringing together representatives of employers, trade unions, universities, NGOs and public employment services to design a code of good practice and guidelines on non-discrimination. The code provides protocols for placement services and training for this category of workers. The guidelines have helped companies implement the code and inclusion strategies in their every-day working environment. These are

particularly useful for companies applying for ethical certification and standards such as the SA 8000 certification. The code and guidelines were tested by a pool of employers in different countries to ensure their reliability in a multi-cultural context.

In parallel, a special logo for a “non-discriminating firm” was developed for use in certifying employers who fully implemented the code. To be awarded this logo, firms must regularly meet a series of conditions including access, selection and recruitment, maintenance, training and specially targeted assistance. Promotional activities have also been carried out to publicise the logo.

The project has also worked with local advice and placement services focusing on disadvantaged people. Services have been tailored to the specific needs of very different categories of disadvantaged workers including migrant workers, people with disabilities, ex-offenders and substance abusers.

Training has been provided for managers, workers and trade union representatives, with hands-on guidance about the non-discrimination of disadvantaged people at work. This involved both a local and an international dimension, including face-to-face sessions, online training and work placements abroad for employers. An e-learning website in Italian, Portuguese, French and Spanish assists participating organisations and companies through information sharing and customised online training sessions.

To tailor the non-discrimination code of good practice to companies’ daily working situations, a model “balance of skills” has been designed and piloted with several local agencies. The code and placement services will empower the agencies, making them ideal partners of employers wishing to adopt the code of good practice in their firms. Once the use of the code was validated by these agencies, all ten of the project partners put it to use. This model serves as a guidance tool for disadvantaged persons as well as for potential employers to assist them in recruiting, training and re-training individuals with special needs.

[www.nondiscriminatingfirm.org](http://www.nondiscriminatingfirm.org)

- A common reference framework to support research into CSR should be established, particularly in order to link CSR better with bottom line results, and to equip business managers and workers with the necessary skills and capacities to implement CSR and sustainable development.

The European Academy of Business in Society (EABIS) is part of the "**European Business Campaign on CSR**" project headed by CSR-Europe, in co-operation with The Copenhagen Centre and the International Business Leaders Forum. EABIS is an alliance of academic institutions, companies, business networks and autonomous governmental institutions, committed to integrating CSR into the heart of business theory and practice.

The Academy aims to:

- Shape and enhance the quality of debate on the role of business in society in Europe.
- Equip current and future business leaders with the mindset and capacity to put CSR at the heart of the way companies are run by integrating CSR into the mainstream of business research, education and training.
- Transform the way that business leaders, academics, policy-makers and others interact and communicate on CSR issues amongst themselves and with a wider audience.
- Inform policy-making and support the European Union's goals for CSR.
- Research and present empirical evidence on the business case for Corporate Social Responsibility.
- Integrate CSR into the mainstream of business education, helping deans and professors at business schools and universities promote new teaching models.
- Foster an ongoing dialogue and partnership between business leaders, business school leaders and other stakeholders.

The Academy has high aims. It claims to be "the largest European Network for interdisciplinary research to create a sound, accessible and business relevant body of knowledge on CSR" and wants to be "Europe's training gateway for best practice, learning resources and executive development programmes on CSR".

[www.csrcampaign.org](http://www.csrcampaign.org)

[www.eabis.org](http://www.eabis.org)

#### 2.1.4 Modernisation of work organisation

New forms of work organisation help firms to build new, long-term forms of competitive advantage based on innovation and versatility achieved through the more effective development and deployment of human knowledge and skills.

- A key factor facilitating the modernisation of work organisation is the sharing and exchange of information and operational decisions. Networking should therefore be both internal and external to individual enterprises and must respond to the globalisation of the economy and the introduction of new technologies.

The project 'Modernisation of Work Organisation and Knowledge Management' (**STRATEGI**), led by the Fundación Universidad Empresa Región de Murcia (FUERM) in Spain, focuses on companies' use of knowledge management strategies, with the aim of helping them modernise their working methods and increase their competitiveness.

The project has succeeded in making a wide group of Austrian, Portuguese and Spanish businesses aware of the importance of knowledge management and of how to implement appropriate systems.

There are three main elements to the project: publicity, training and advice.

A publicity campaign in the mass media has helped raise awareness of the project, and included personalised mailings to companies in each of the three participating countries. There were also conferences on knowledge management and intellectual capital.

The training element has involved courses for 36 companies in knowledge management and intellectual capital issues, tailored to the needs of the various staff (such as managers) and departments (such as human resources and information technology). It has also targeted business consultants, who were then given responsibility for auditing the companies that had already been trained, which they did using a five-stage approach:

- developing a company knowledge map
- undertaking a strategic analysis of the company
- identifying improvement mechanisms
- establishing key indicators
- agreeing concrete actions to be carried out

Additional support is being provided through the **STRATEGI** website, which provides information about knowledge management, intangible assets and strategic planning.

[www.kmstrategi.com](http://www.kmstrategi.com)

- Small and very small enterprises have particular needs as concerns access to training and appropriate tools. Therefore, processes that support access to and management of training that are adapted to the capacities of these enterprises must be developed. Simplicity and rapid implementation is imperative.

LENTIC, the Research Centre on New Technologies and Communication of the University of Liège, is spearheading a project entitled "**Re-lier**" to raise awareness of new forms of employment and organisation and their impact on industrial relations.

The project has partners in four countries - Belgium, France, Sweden and Spain - and consists of a network of academic experts, trainers and social partners. It operates by bringing to light new forms and structures of work and tools to sensitise employers to the problems that these changes create.

Recent changes include an increase in "distance" and "mobile" working and greater flexibility in working hours. There have also been big shifts in the status of workers, in payment methods and types of management, as well as a tendency to outsource company activities.

In this context of change, **Re-lier** has identified a need for change within the social dialogue to cater for the needs of all workers. The structure, role and way of operating of worker representation needs to be re-thought in function of new working situations, as there are: fading distinction between freelance and employee jobs, changing boundaries of workplaces and working time, a growing number of SMEs, etc. New levels and places of social dialogue, adapted to new forms of work organisation, should be encouraged. These could be e.g. on the level of networks of enterprises, the regional level or a specific industrial site. The aim is to avoid that a growing number of workers like independent or interim workers, or those employed by subcontractors, SMEs and VSEs (very small enterprises), are excluded from the social dialogue.

[www.relier.org](http://www.relier.org)

### 2.1.5 Promotion of lifelong learning

The implementation of coherent and comprehensive lifelong learning strategies is essential to ensure that individuals acquire the skills required of a modern workforce operating in a knowledge-based society.

- Lifelong learning strategies must focus specifically on SMEs and VSEs as well as 'not appropriately skilled' workers, including highly skilled workers, and take account of their particular training needs and difficulties. Also, the quality of training methodologies and materials must be improved.

The **Best Practices Across 3 Sectors** project, involving partners from the public, private and co-operative sectors, has made training more effective by identifying businesses' training needs and employees' learning preferences, and by enabling those who deliver training courses to accommodate different learning styles. Its promoter is the Academy of Learning in the UK, transnational partners are from Greece and Italy.

**Best Practices Across 3 Sectors** has focused particularly on the needs of small businesses and has built on existing sector-specific research. The project has sought to identify businesses' training requirements and how they can best be met by involving managers in developing models for lifelong learning that is relevant to the current and future needs of their businesses. Amongst small businesses' operational needs already identified by the project are business planning, finance, staff recruitment and retention, and promotional activities.

The project has also examined how people learn and work most effectively. It has looked at workers' motivations for learning, their preferred learning styles, whether those learning styles are affected by the particular sector they work in, and whether the ethics and culture of that sector affect people's motivation to learn.

The recruitment and training of mentors to support the learning process has proven to be a key aspect of the training. The project ensured they had credibility with the learners and that they could demonstrate a clear

understanding of business needs rather than focus on a particular business skill. The mentors also help make the link from the learning to the application.

The development of case studies made the learning very relevant to the trainees – they knew they were real and although the case studies went across the sectors and across Member States they were meaningful to all beneficiaries. "Learning materials that are developed for SMEs must be relevant and meaningful for the learning to be effective. The beneficiaries have to trust the materials", the project states.

Training models and materials have been developed to support the best practices identified in each sector and to enable cross-sector transfer. The project's immediate legacy are CD- and workbook-based support materials, which can be used by personnel and training departments, managers and employees, backed-up by a website. In the longer term, the outcome should be more successful businesses, employing staff who are capable, empowered and suited to their jobs.

[www.bestpractice3.com](http://www.bestpractice3.com)

- All stakeholders must engage in a broad societal dialogue to change attitudes towards, and ensure recognition of, lifelong learning.

The project entitled **e.pro\_competences** (European Evaluation of Vocational Competencies), led by the Ecole Privée Supérieure de Commerce et de Gestion (EPSECO), F, has helped improve the availability and recognition of workers' vocational qualifications. Businesses in France, Italy and Spain have benefited from this initiative.

The project has been based around the concept of using information and communication technologies - including the internet - to identify and develop workers' vocational skills. It has sought to make employers more aware of the talents within their offices and factories and to help staff obtain recognition for the knowledge acquired in the workplace. As much as adding value to the qualifications gained by employees, employers have also benefited by having a more highly-skilled workforce, and that clearly makes sound business sense.

The project has developed innovative computer-based tools for the recognition of vocational skills which, according to sector, has applications in memorising skill references, managing personalised follow-ups for employees, providing on-site and distance training, and assisting the management of human resources, including issues of salary scales and workers' individual situations.

Selected staff in companies from the three countries have been trained simultaneously for 40 hours to test the model developed. Participants - who have been provided with backup and ongoing personalised assistance - are expected to pass on their knowledge of the assessment system to help promote transferability of the model.

The intention is to introduce the system to 475 employees in 95 businesses before the end of the project. To allow the benefits of the project to be passed on and built upon, a teaching kit has been produced, comprising software for assessing professional competences by sector of activity and a 'methodological handbook' in French, Italian and Spanish.

[www.e-pro-competences.org](http://www.e-pro-competences.org)

## **2.2 Monitoring and evaluation**

In order to ensure that projects are implemented in a timely fashion and in accordance with the legal and financial rules of the European Social Fund, the Commission has put in place a range of support and monitoring mechanisms for individual projects and promoters. In addition, the Commission has engaged a team of external evaluators to carry out the on-going and ex-post

evaluation of the projects collectively, in order to measure the impact, innovation, effectiveness and transferability of the results obtained, as set out in the Article 6 Communication<sup>7</sup>.

### **2.2.1 Promoter seminar**

The third and final seminar for the project promoters took place in Brussels on 10 October 2003. The seminar focused on identifying the key policy messages emerging from the projects for each of the five themes addressed by the call for proposals (see chapter 2.1). In thematic workshops promoters discussed and agreed, based on the experience of their projects, on common key policy messages of relevance to the ESF and social dialogue. As preparation for the workshops, promoters had been asked to formulate and justify the key policy messages arising from their projects. Workshop moderators were representatives of the relevant Commission services and the rapporteurs were project representatives.

The conclusions of the workshops were presented to, and discussed by, an expert panel with representatives of the ETUC, UNICE, the CEEP, the European multi-Stakeholder Forum on CSR, and the UK Work Organisation Network. The discussion was moderated and summed up by a representative of the European Monitoring Centre on Change.

### **2.2.2 Reporting**

For its on-going monitoring of projects, the Commission requires all promoters to submit short, standardised progress reports on their project activities every four months. Project promoters have submitted up to five progress reports and these have provided valuable information for the Commission enabling it to monitor progress and detect any potential deviations from the work programme and/or timetable in time for appropriate solutions to be found.

At the end of 2002 and early in 2003, project promoters submitted their interim reports and interim statements of account. The interim reports gave the Commission a detailed insight into the development of the content of the projects, their way of working and the steps taken to ensure the on-going monitoring and evaluation of the projects. The importance of monitoring and evaluation had been specifically addressed in the promoters' seminar on 11 November 2002. The interim reports revealed that, while some projects had developed structured processes for collecting and assessing information in a systematic way and were well-advanced, others had barely started the process of setting up monitoring and evaluation mechanisms. Furthermore, a number of projects had opted for a rather informal, ad-hoc monitoring and evaluation process based on discussions amongst the project partners and other persons involved in project activities.

The majority of the final reports and final statements of account are due during the first quarter of 2004. In order to ensure that these are submitted in the appropriate format and with the required level of detail, the Commission issued a guidance note to promoters in August 2003 complementing and elaborating on the information contained in the grant agreement and the "Practical Guide for Project Promoters".

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<sup>7</sup> Communication, paragraph 37

### **2.2.3 Project visits**

In the course of the past year, the Commission has visited a further 13 of the projects, mainly participating in, and contributing to, transnational seminars and conferences. Where specialist expertise has been required, the ESF Article 6 team has tried to ensure the participation of colleagues from the relevant Commission services. Whenever possible, the Commission has also met with the partners to discuss project implementation and progress. Over the two-year life of the projects, the ESF Article 6 team will have visited about half of the 35 projects.

### **2.2.4 External evaluation**

As announced in the Communication, the innovative measures under each thematic heading are subject to on-going and ex-post evaluation. In January 2002, the Commission published an open call for tender to engage a team of external evaluators to undertake this task. Having received the positive opinion of the ACPC, a contract was awarded to a competent and experienced organisation to carry out this evaluation. The work on the external evaluation began in July 2002 and will end in September 2004.

The main purpose of the external evaluation is to analyse and assess the overall innovative outcomes, as well as the mainstreaming and sustainability potential of the innovative measures. While the key focus points of the evaluation are innovation (including the thematic dimension) and mainstreaming, these will be cross-referenced with the different operational factors such as partnership, transnationality and implementation mechanisms, providing an assessment of their effects on innovation and mainstreaming.

So far, the external evaluators have submitted two interim reports. These have been discussed with the Commission's steering committee for the evaluation. The interim reports provide information on the preliminary findings of the evaluation team, reflecting change and progress in relation to the established baseline situation. The findings are based on desk research of project applications, progress and interim reports and visits to, and participation in, project events and face-to-face interviews with the project promoters and their partners.

With regard to innovation, the evaluation has examined whether the projects generate new processes or products when addressing the issues in question as compared to the baseline situation - are they qualitatively new? - and whether the processes or products being developed are better or more effective than what already exists - do projects provide more effective solutions? In their preliminary findings, the evaluators assess that about one third of the projects can be considered highly innovative in terms of being 'qualitatively new' and that half the projects are innovative to some extent. In terms of providing 'more effective solutions', they consider half the projects to be innovative to a high extent.

The preliminary evaluation findings also look at the impact of the operational factors - partnership, transnationality and implementation mechanisms - on the successful achievement of innovation. Where project partners have previous experience of working together, half of the projects are considered highly innovative. This drops to 11% where partners have no previous experience of working together. Transnationality appears to facilitate innovation when the co-operation is intense and based on joint development of the content of the project rather than the mere exchange of information. The degree of innovation is reduced by implementation

difficulties such as the loss of key partners, inability to recruit target groups for piloting purposes and insufficient time for, or bad timing of, key project activities.

A second round of visits to the project promoters to complete the assessment of the projects, with particular focus on the mainstreaming of project outcomes, will take place in the spring of 2004. The draft final report with the conclusions of the evaluation is to be delivered in August 2004.

### 3 CALL FOR PROPOSALS ON "LOCAL EMPLOYMENT STRATEGIES AND INNOVATION"

The **aim** of the call for proposals on the priority theme of *“Local employment strategies and innovation”* is to support innovative actions in developing local employment strategies in order to support the implementation of the European Employment Strategy at a local level. The call for proposals, therefore, aims to co-finance innovative projects, which may include the following activities:

- Analysis of the existing local employment situation;
- Development of partnerships at local level which include relevant actors from different sectors;
- Relevant studies and research to prepare the local employment strategies;
- Development and implementation of the local employment strategies;
- Monitoring, benchmarking and evaluation;
- Exchange of information, dissemination and networking.

Given its **dual deadline**<sup>8</sup>, this call for proposals was published twice: for the first application round, in the Official Journal C 306 of 31.10.2001 and, for the second application round, in the Official Journal C 230 of 27.09.2002.

In 2002, a **total budget** of 34,06 M€ was allocated to 44 projects<sup>9</sup> funded under this call, while in 2003, the total budget earmarked for 41 projects<sup>10</sup> amounted to 29,76 M€. The Commission co-finances actions up to a maximum of 75% of the total eligible costs, between a minimum of co-financing of 300.000 € and maximum of 3 M€ over a two-year period.

#### **3.1 First application round: key findings**

The 44 projects selected under the first application round are halfway through their implementation period. In order to succeed, the process of finding and implementing innovative ways to promote local employment has to be open-ended and largely free of constraint. As a consequence, local employment strategies differ from each other in order to take account of their specific labour market situations. However, as projects have to contain a number of common elements in order to ensure a minimum consistency of approach across all of the strategies, they can be described according to certain common characteristics such as regional context, type of partnership, priorities and outcomes/results. It is this emphasis on coherence and consistency between different local/regional and national employment activities that transform ad hoc local/regional approaches into local/regional strategies.

##### **3.1.1 Regional contexts**

In order to be appropriate and to generate results, local employment strategies have to take into account different regional contexts. These contexts can be classified according to five regional

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<sup>8</sup> The two deadlines were 22 February 2002 and 31 January 2003.

<sup>9</sup> A list of projects is provided in annex 2A.

<sup>10</sup> A list of projects is provided in annex 2B.

clusters or groups developed by EUROSTAT<sup>11</sup> and consisting of NUTS 2 regions, grouped together by a set of economic indicators (productivity indicators, labour market indicators and human capital indicators). In general terms, developing an employment strategy becomes all the more challenging, the further the territory concerned moves from group 1 to group 5.<sup>12</sup> As a consequence, the challenges that project managers have to face differ sharply according to their regional setting.

The 44 projects cover all five regional groups and are distributed as follows:

	Group (type of regional context) <sup>13</sup>					Total
	1	2	3	4	5	
Number of projects	4	8	17	7	8	44
Number of projects (in %)	9%	18%	39%	16%	18%	100%
Population share	13%	30%	36%	16%	6%	100%
Funding share (ESF Article 6)	6%	20%	32%	20%	22%	100%

Measured against the respective proportion of population, economically disadvantaged areas (i.e. groups 4 and 5) receive proportionally more funding than territories with a more favourable context (groups 1 and 2). Thus, ESF Article 6 interventions help to bridge – albeit to a limited extent – labour market performance disparities at an EU regional level.

#### **Uusimaa, Finland (group 1 context)**

The Finnish capital Helsinki has joined forces with the cities of Espoo, Vantaa and several others in a project dubbed **LEMPI**<sup>14</sup> (Local employment strategies and innovation in the Uusimaa region) to develop local employment strategies in the prosperous Uusimaa region. Strategies are being put together for four (labour-marked based) sub-regions and feeding through to projects on the ground that the promoters say will boost local employment prospects and the local economy.

With the help of Sydväst Polytechnic, the project promoters are using good practice and innovations to develop collaboration models for local employment strategies and local partnerships. In this way, the strategies the local authorities and project promoters are working on should take closer account of new facts and changing trends in this busy area of southern Finland.

On a wider scale, these local strategies are also being streamlined with the European Employment Strategy and national guidelines. They will also help to encourage local decision-making on joint strategies.

The methodologies being used are many and varied. **LEMPI** project partners are busy looking for strengths and weaknesses in each of their corners, identifying strategic challenges in the Uusimaa region, drawing up project plans to cement key issues raised in the strategy with the help of direct input from companies, polytechnics and vocational training schools. They are also preparing local employment agreements or programmes that aim to give priority to employment projects, based on a shared employment strategy.

Apart from the tailor-made job strategies and plans for chosen strategic key projects in different areas, other results expected to emerge from the **LEMPI** scheme are local employment agreements and programmes to define actions and functional organisation models and new methods for local employment partnerships.

<sup>11</sup> European Commission, "Employment in Europe 2002", in particular chapter 4 "Performance gaps between European regions", p. 131, July 2002. The document is available for download at the following web address: [http://europa.eu.int/comm/employment\\_social/news/2002/sep/employment\\_in\\_europe2002.pdf](http://europa.eu.int/comm/employment_social/news/2002/sep/employment_in_europe2002.pdf).

<sup>12</sup> Two examples may illustrate this point: while productivity (1999) slides from 68.9 in group 1 down to 41.7 in group 5, the share of the low skilled in the working age population (1995) climbs up from 29.6 in group 1 to 68.3 in group 5.

<sup>13</sup> Percentages are rounded to the nearest full figure.

<sup>14</sup> The somewhat old-fashioned Finnish word *lempi* means "affection" or "love".

Apart from the economic benefits which the municipalities gain as a result of the promotion of employment, the primary objectives of the other players must also be taken into account in order to implement the local employment programme. The objectives include competitiveness in the national markets, equal opportunities for men and women in working life, securing a skilled workforce for the benefit of businesses, as well as safeguarding the livelihood and social participation of the unemployed.

[www.uudenmaanliitto.fi/9/lempi\\_eng.htm](http://www.uudenmaanliitto.fi/9/lempi_eng.htm)

#### **North Aegean Islands, Greece (group 5 context)**

Overcoming structural handicaps and making the most of natural beauty and cultural heritage is the double-edged sword that the **ORPHEAS** project promoters have to brandish in their quest for an integrated local employment strategy. And it must be one that fits the sustainable development bill in Greece's North Aegean region.

The **ORPHEAS** project is using its ESF grant to put together a local strategy to promote employment within the framework of a sustainable development policy. But it faces a number of obstacles, both structural and economic. In working out a long-term jobs strategy specifically designed for the needs of a remote island region that has a GDP rate of 80% of the EU average, the project promoters have to cope with this Aegean Sea region's limitations, such as its isolation from mainland Greece. On the other hand, they can build on the rich cultural and environmental resources that islands like Lesbos and Chios can boast.

The main aim of the project is to set up a local network to test new and innovative policy measures to help improve the employment situation, which has gone from bad to worse in recent years. Already suffering from high structural unemployment at 10-15%, North Aegean Islands' jobless percentage rose by 3.1% in 1999-2000 - the steepest increase in Greece over the period. Strategic partnerships are being formed, analyses and studies carried out, and training sessions held for local interests.

The project promoters are also collaborating closely with other national/Community initiatives, such as the EQUAL scheme for equal opportunities and the National Operational Programme for Employment and Continuous Training

By late 2004, the **ORPHEAS** project hopes to have produced a strategic plan for employment as well as an Employment Forum with wide local socio-economic representation.

[www.northaegean.gr](http://www.northaegean.gr)

### **3.1.2 Specific employment strategy partnership**

According to the call for proposals, "each employment strategy must be developed, refined and implemented by a specific partnership which includes representatives of as many of the relevant actors as possible." Therefore, applicants were strongly encouraged to establish a firm partnership even before submitting their grant request. Projects that followed this recommendation were operational and produced results much quicker than projects that still had to establish their partnership once the grant was awarded.

A partnership may be characterised by two different aspects: firstly, the size of the partnership and, secondly, the range of the partnership. While the numerical size gives some indication on, for example, the complexity of the co-operation mechanism and the degree of involvement, the range gives an idea of the real impact and backing the employment strategy may have in the territory concerned.

"Size" refers to the number of actors involved in a partnership. On average and including the promoter, the mean size of a partnership is 12 partners, irrespective of the project type. This

means that there are more than 500 corporate partners involved in developing local employment strategies within the framework of the first application round of this call. This also suggests that, extrapolated to the second application round, the call will have mobilised more than 1000 corporate partners across EU-15.

“Range” refers to the diversity of relevant actors.<sup>15</sup> A first analysis reveals that more than 50% of all partners involved are public corporate actors, i.e. public authorities, employment services and development agencies, while approximately 15 % of all partners represent social partner organisations, civil society and third system organisations. This might lead to the conclusion that the partnerships involve “much government” and rather little “governance”. However, a more in-depth analysis shows that the number of “governance partners” involved is much higher as they tend to interact with the project partnership in rather informal networks. This means that the societal range/impact of the individual project and its employment strategy is much higher than the raw figures would suggest.

Exactly half of the project partnerships can be characterised as low-range (involving three or fewer different types of actors), while the other half can be characterised as high-range (involving between 4 and 8 different types of actors). The preferred partnership is composed of social partner organisations, the business sector, chambers of commerce (or similar) as well as “others” clustering around a public promoter.

#### **Sardegna, Italy**

Under the auspices of the **Employability, Development and Adaptability (EDA) scheme**, The Regional Employment Agency of Sardegna seeks to assess and adapt the measures outlined in the EES and the National Action Plan (NAP) to specific conditions in its four provinces. Project success hinges on the active involvement of its main beneficiaries, the island’s labour market.

Aiming to define strategies and solutions for the development of employment throughout the island’s four provinces, the **EDA** project adopts a bottom-up approach. It intends to empower and engage a wide range of local players to define suitable regional models for economic development and job creation, tailored to specific provincial realities.

To achieve this, project leaders are drawing from the experience of the principal bodies at the provincial and sub-provincial level. These include provincial and local administrations and agencies, local employers, and the labour market. Throughout the life of the project, partners are actively involving the users and direct beneficiaries of the initiatives to ensure that changes in provincial employment strategies meet their needs.

The first step will be to analyse existing provincial methods, procedures and tools in order to determine their strengths and weaknesses. From this exercise will emerge common threads, which can be woven into a comprehensive regional model. This model will incorporate agreed tools and guidelines for more effective implementation of subsequent changes in provincial employment strategies.

The social impact of the newly devised model will be tested in the follow-up phase through a number of social enterprise pilot groups established in each of the four provinces. This will address, amongst a variety of issues, equal opportunities and social inclusion. In the testing of the regional model through partnership between these groups and the relevant local authorities, the **EDA** project is expected to establish a framework. This framework should improve communication and co-operation between regional and provincial employment administrators and relevant local agencies.

<sup>15</sup> For example: two partnerships may each have 10 partners; all of the partners involved in partnership A are public authorities, whereas partnership B includes the public promoter, one trade union organisation, one employers’ association, one university, one chamber of commerce, one social economy body, one private for profit organisation, one NGO, one financing institution and one training organisation. Both networks are identical in size, but differ substantially in range.

The project's results will be published in a manual of best practices in the field of social inclusion, which could serve as a blueprint for similar initiatives in other provinces. Moreover, a web portal and database concerning relevant employment issues is being created to further disseminate the results of the **EDA** project experiences. It will also facilitate the development of individual job creation strategies for each of Sardegna's four provinces.

[www.regione.sardegna.it](http://www.regione.sardegna.it)

### **Humberside (East Riding & Northern Lincolnshire), United Kingdom**

Matching job-seekers with employment opportunities in England's Humber region is the ambitious task the Humber Forum has set itself. Its project, entitled the **Humber Employment Framework** (HEF) is fostering a better understanding of just what goes on in theory and in practice on the job market in an area that is rapidly emerging from industrial decline.

The aim of the project is to link people with employment opportunities in the Humber sub-region and the wider region, which still suffers from considerable untapped human resources and what the project promoters refer to as "unfulfilled economic potential". Above all, they are hoping to meet the "jobs challenge of economic regeneration, renewal and modernisation". Humberside is currently a major focus of public expenditure and investment programmes and is attempting to attract both inward and indigenous investment. The Humber Forum is using its ESF grant to help provide the necessary local skills and 'job-ready people', drawing on the unemployed, new entrants and labour market returnees.

With economic regeneration well underway in an area harshly hit by the decline of the traditional shipbuilding and coal-mining industries, the emphasis is on skills, education, training and employment interventions. For instance, the Humber Forum is encouraging employers to devote more attention to human resources development and their own recruitment practices, while trying to make them more aware of the skills required for their workforce today and its adaptability for the future. Thus, it is hoping to improve the appreciation of future opportunities and threats alike, not least by sharpening local industries' response to plant closures and redundancies.

These objectives form part of a sub-regional employment framework that a steering group of key partners is currently working on. It has a 5-stage work programme, starting with the baseline position, then preparing an interim Employment Framework and holding a conference to launch it. This is followed by a programme of focused research, preparation of the final Employment Framework and organisation of partners' mentoring activities. Its findings will be disseminated widely via a website, newsletters, two conferences, research reports, information bulletins & summary briefings. Consultations will be carried out with groups of employers, individuals, organisations and employment agencies.

[www.humberforum.co.uk/framesetHEF.asp](http://www.humberforum.co.uk/framesetHEF.asp)

### **3.1.3 Project priorities**

Again, given their different regional contexts, projects set themselves different and often very specific priorities. However, projects can still be grouped according to their type of high-priority objectives, as these are the ones overarching the entire project family. These high-priority objectives also indicate how the common requirements of the call will be achieved by the projects on the ground. An in-depth analysis of project reports shows that seven high-priority objectives can be discerned:

High-priority project objective related to	Number of projects <sup>16</sup>
1. the development of a regional/local action plan	17

<sup>16</sup> It is important to keep in mind that, as this is a typology and not a single classification of projects, one and the same project may be assigned to more than one high-priority objective.

2. ICT measures	13
3. territorial targets (zoning)	9
4. social targets (specific target groups)	13
5. ageing population	9
6. business branches	7
7. public-private partnership and/or third system	9

For example, while the project from Massa-Carrara (I) combines all seven high-priority objectives in a complex pattern, there are projects that focus almost exclusively on just a single objective: on age-related objectives (such as the projects from Augsburg (D) and Gironde (F)), on public-private partnership and/or third system (such as the projects from Berlin (D) and Göttingen (D)). There are also projects that cannot be assigned to any of these high-priority objectives, which does not, however, imply any inferiority in innovativeness or added value. The project from Döbeln (D), for example, although not addressing any of these priorities, is nevertheless highly prominent if not unique in developing strategies of regional benchmarking, combining this feature with the call's overall objective of integrating the employment dimension in all local policies.

#### **Massa-Carrara, Italy**

Providing a consolidated approach to the promotion of opportunities for young unemployed people is the ambitious undertaking of the **GEO** partnership. The Active Local Interaction Strategy is building upon existing provincial job markets by equipping local employment agencies and the public with the necessary tools for co-operative action.

The project incorporates the efforts of provincial authorities, local job centres, businesses and the local youth population within a multifaceted framework of assessment, training and promotional initiatives. This framework is focused on the cultural, tourism and culinary industries of the partnering provinces.

From the efforts and experiences of project participants and partners, a model is emerging for local employment strategies and the enhancement of vocational qualifications. This can be reproduced in areas that share similar geographical and economic characteristics.

The starting point for the three provinces backing this project, Massa Carrara, Luca and La Spezia, is to combine local experiences, methods and expertise into a local markets and jobs database, which will be made available on the partners' websites. This is serving as a springboard for local job centre professionals to share best practices, more effectively match local employment opportunities to demand, and prevent the migration of vocational skills away from the local market.

Calling upon both the local business community and the local youth labour market to aid in identifying needs and opportunities, the project is helping to raise the awareness of stakeholders to areas of local support requiring immediate redress. Such areas include vocational requirements, support structures for SMEs (marketing, managerial, worker training), support for families (day care, transport, welfare), the potential for new market developments, and the revitalisation of declining market segments.

By empowering the youth labour market through small experimental focus groups, the project partners foresee the emergence of a growing network of self-motivated young talent fully prepared to meet the transitional challenges facing local economic development.

These laboratory initiatives will help to expand the scope of opportunity from that of existing local employment markets to levels of professional qualification that had previously been unavailable at a local level. In addition, the initiatives are also encouraging the development of new entrepreneurial endeavours in IT, leisure, environmental and welfare services, cottage industries, and tourism.

[www.provincia.ms.it/portali/lavoro/progetti/geo/](http://www.provincia.ms.it/portali/lavoro/progetti/geo/)

### **Döbeln, Germany**

"Learning from the best" is the rule the Saxon authorities are following in furthering the development of the Döbeln region's economy and labour market. The project is sponsoring empirical studies to improve understanding of the structural problems facing the job market in another region of eastern Germany that is struggling to throw off the shackles of industrial decline.

The Döbeln region suffers from a good many structural problems, not least because of its geographical position between the three Saxon industrial centres of Chemnitz, Dresden and Leipzig. Ten years after the two halves of Germany were reunited in 1990, this region still had an average unemployment rate of 11% and GDP rates below 75% of the EU average (as low as 66% in Chemnitz).

The two-year project, being run by the Döbeln Regional Parliament board in collaboration with the Federal Employment Agency, is seeking to compare the local job market structure with other similarly structured regions in Europe. In co-operation with those other regions, the benchmarking exercise will be used to map out a path towards an optimum employment strategy for Döbeln. The project promoters and partners have not only had to pick out suitable regions for comparison, but must also define appropriate parameters (indicators) for analysing the situation in each region.

In late 2004, a concluding bench-learning session will consider how to transfer the best-practice solutions identified during the course of the project and put them to use in defining a long-term employment strategy. A local action plan to combat regional unemployment will also be put together to form the basis, for what the Döbeln authorities hope, will be a reversal of the region's labour market trends.

[www.benchmarking-doebeln.de/](http://www.benchmarking-doebeln.de/)

### **3.1.4 Expected project results and outcomes**

Taking stock of what is being done in the region, looking for interfaces between activities formerly kept apart, finding synergies and complementary effects, these are some of the most important steps in developing an employment strategy. Thus, the strategic task for the projects consists in integrating formerly separate elements into a system, thereby strengthening a region's capacity to promote employment. However, projects differ in their priorities and combinations of results and outcomes as they have to be tailored to specific regional/local needs.

Whilst all of the projects are committed to building up additional implementation capacity by integrating regional/local policies and regional/local actors, projects differ in expected labour market outcomes as, for example, raising employment or improving employability. Almost half of the projects explicitly pursue positive labour market outcomes within the project's implementation period, while the others develop measures of active labour market policies.

Projects are not necessarily expected to commit themselves to achieving labour market improvements within their implementation period. It is a matter of realism, regional adequacy and strategic vision of a project's approach to decide what the expected outcomes within a given time frame should be. Projects that arrive at improving their region's capacity of employment promotion may be judged to be successful even if there are no improvements in employability indicators or in employment indicators during their implementation period. Depending on the causal time lag of policy interventions, outcomes may be measurable only well beyond the project's implementation period.

The external evaluation at programme level (see point 3.3.5) will take into account a variety of expected outcomes, with added partnership value and building up additional implementation

capacity being common to all the projects, whereas projects fall into different groups of immediate employment expectations.

### **Brugge, Belgium**

Local authorities from ten communities in and around Belgium's old merchant town of Brugge have joined forces under a project code-named **Werkkracht 10** in a bid to streamline and strengthen employment policy. More jobs, a better-quality labour supply and less social exclusion are the targets set by project promoters vzw PIOT (Partners in vocational training and employment).

**Werkkracht 10**<sup>17</sup> is aiming to improve co-operation between local governments from the communities of Damme, Oostkamp, Zuienkerke, Beernem, Jabbeke, Torhout, Knokke-Heist, Zedelgem and the towns of Blankenberge and Brugge itself with a view to making regional employment strategy stronger and more efficient. The idea is to bring together all people and organisations experienced in employment policy - social partners and local governments alike - to develop and implement a local and sub-regional action plan for the period from 2002 to 2005. The first draft Regional Action Plan will be developed after a series of workshops in October 2003. **Werkkracht 10** employees will try to detect points of particular interest by carrying out in-depth interviews among local policy-makers, entrepreneurs, businesses and educational institutions via the European Centre of Work and Society (ECWS).

The **Werkkracht 10** team sees this as more of a regional mission than just a plan. The mission is to brand the Bruges region, with its own identity and profile - a strong and dynamic economy with its own strengths, such as tourism, culture, and thriving port, metal industry and distribution sectors.

With the help of pilot projects, this will feed into a long-term sustainable employment and economic development policy, based on maximum participation of relevant stakeholders.

Apart from producing a yearly Regional Action Plan, the project promoters have set themselves a number of specific targets to meet by late 2004. They want to reduce the rate of social exclusion by 10% by guaranteeing all job-seekers a minimum integrated basic service in the search for work, or for career planning and life-long learning. The aim is to gradually raise the proportion of women, low-skilled workers, young and older people at work and improve the quality of labour in local enterprises as well as in local administration (with the help of a feasibility barometer).

On the funding side, they hope to increase the use of Flemish, Federal-level (Belgian) and European financial instruments, such as ESF and Equal programmes, by 10%.

[www.werkkracht10.be](http://www.werkkracht10.be)

### **Breisgau-Hochschwarzwald, Germany**

Through establishing a system of decentralised employment promotion units, the **project "Fachstellen für Beschäftigungsförderung" (FABE)**, seeks to strengthen the regional labour market while highlighting the role of existing employment services in job placement. It is targeted at disadvantaged groups and aims for an ambitious 30% placement rate.

The project's 10 partners, including six local authorities, used an existing model to develop a new local and district-based employment strategy. **FABE** have been set up in six town halls, staffed with project employees. Their task is to establish an integration plan, identify employment opportunities, case management, dispatch results-oriented advice, deliver post-placement coaching when necessary, and identify external training needs.

The project aims to reintegrate hard-to-place citizens who have been out of touch with the labour market - particularly the long-term unemployed, women and the elderly - regardless of whether they are receiving unemployment or social assistance.

**FABE** staff work to find jobs not listed by the local employment office through working closely with employers.

<sup>17</sup> = Workforce 10 in analogy to windforce 10, being close to the seaside.

who benefit from a tailored service. The mayors and local authority employees act as guides and “door openers.” Mayors participate in local co-ordination meetings attended by **FABE** staff and project leaders.

At district level, an Employment Strategy Steering Group oversees project management through regular meetings with project partners, a local authority representative, and the chambers of industry, trade and crafts, as well as trade union representatives. This Steering Group is also responsible for developing a comprehensive employment strategy for the district.

By engaging the local and regional labour market players, the project is creating a sustainable vertical and horizontal communication and co-operation matrix for the regional labour market, suitable for promoting future projects. It also serves as a model for employment promotion in other regions.

[www.fabe.info](http://www.fabe.info)

### 3.1.5 Networking

Networking amongst projects is a crucial precondition for benchmarking themselves against each other and for disseminating and mainstreaming the results into the ESF. Therefore, the Commission strongly encouraged project promoters at their first meeting in Brussels in December last year to network with each other. As a result, several project promoters have taken the initiative to launch (trans)national networks with other projects selected under the first application round of this call. Among others, the projects from Pesaro-Urbino (I), Navarra (E) and Häme (FIN) have put in place national networks, which, in the case of the Finnish network, has already expanded to the projects selected under the second application round. The projects from Oststeiermark (A) and East Riding and North Lincolnshire (UK), for example, have engaged in a fruitful transnational exchange of experiences with projects facing similar employment performance problems. While these networks are often built around conferences and seminars, they are maintained not only through regular visits and informal contacts, but also through dedicated online platforms.<sup>18</sup>

### **3.2 Second application round: examination and evaluation of proposals and analysis of the outcome**

127 proposals were received by the closing date of 31 January 2003. Following checks on the formal conformity of each application, eligibility of the applicant and eligibility of the proposal, 43 proposals were declared as non-conforming or ineligible, and were therefore excluded from the further evaluation process.

The quality of each of the remaining 84 eligible proposals was assessed by a group of external experts selected through a call for expression of interest<sup>19</sup>. Each proposal was evaluated against the quality assessment criteria announced in the call for proposals.

At the end of the evaluation procedure, 41 proposals were retained for ESF co-funding under the second round of this call<sup>20</sup>. The average total cost of a project amounts to 1.124.682 € and the ESF contributes on average 725.935 €, representing 64,55 % of the average total cost of a project.

<sup>18</sup> For example, the Italian projects have a common forum, which they can access via the following web address: <http://www.progettosisifo.it/home.asp>.

<sup>19</sup> Call for expression of interest n° AMI/INT/02 "Consultancy services in the field of employment, industrial relations and social affairs" published in the Official Journal n° S 108 of 7 June 2000.

<sup>20</sup> See the list of beneficiaries in annex 2 B.

The new innovative actions are just beginning at the time of the drafting of this report. Details on their implementation and qualitative and analytical findings will be included in future annual reports.

### **3.2.1 NUTS regions**

Of the 41 co-financed projects, 11 are implemented in NUTS 2 regions, while 30 cover NUTS 3 regions. Of the 11 projects implemented in NUTS 2 regions, 9 projects cover the entire NUTS 2 territory, while 2 projects only cover part of the territory.

In light of the call's specific nature, the Commission had hoped that territorial authorities at different levels would co-operate in order to submit the most comprehensive strategy possible. It pointed out in the Applicant's Guide that two applications that partially or totally covered the same territory would not be approved and that only the better one would be selected. Therefore, applicants were strongly advised to make sure, already at the planning stage, that the same territory would not be covered by separate applications from bodies at different, overlapping administrative levels (e.g. NUTS level 2 and NUTS level 3).

However, in several cases the Commission noted, as in the first application round, a lack of co-ordination not only between overlapping administrative levels, but also within the same administrative level. This might be due to divergent priorities, different political affiliation, unclear allocation of responsibilities, etc.

### **3.2.2 Project types**

Out of 41 co-financed projects, 28 are a type 1 project, i.e. developing and implementing a single strategy across the territory covered. The remaining 13 projects are type 2 projects, which develop and implement a coherent series of individual strategies at a lower territorial level, usually at the level of municipalities, within a NUTS level 2 or level 3 territory.

### **3.2.3 Partnership**

Each employment strategy must be developed, fine-tuned and implemented by a specific partnership, which includes representatives of as many relevant actors as possible.

On average, each project has 15 partners representing a variety of actors both at local/regional and national level, such as other relevant public authorities or employment services, development agencies, training organisations, universities and/or research organisations, social partners, businesses (including SMEs), NGOs and Chambers of Commerce and Industry.

Some partnerships build on pre-existing relationships between organisations at both a local/regional and national level and others have been established explicitly for the purposes of the project activities. While the former may have an added advantage in terms of already established communication and decision-making procedures and working practices, the latter may benefit from the advantage of a tailor-made partnership, where each partner has been chosen on the basis of its expertise in relation to the particular issues addressed by the project.

It has to be noted that the trend towards broader-based partnerships, already discerned in the context of the first application round of this call, has continued. This reflects the general recognition in labour market and employment policy, and practice, of the advantages of bringing together different actors to address issues of common concern thus benefiting from the special expertise and know-how of each.

### **3.2.4 European Employment Strategy**

Almost all of the 41 projects address all four pillars of the European Employment Strategy. As already noticed for projects co-funded under the first application round, there seems to be some preference for the employability pillar, closely followed by the adaptability one, while the entrepreneurship pillar is addressed to a lesser extent, although with regional/local variations.

As for the promotion of gender equality, the call requires that the gender dimension be integrated into the local employment strategies at all stages, including the baseline analysis and diagnosis of the territory. However, the degree to which the gender dimension is taken into account varies greatly from project to project, even within the same Member State. While some projects mention this issue in a very general way without including specific initiatives, others take it into account more explicitly and specifically. Some projects foresee special initiatives to encourage female entrepreneurship, or the creation of an employment and equal opportunities observatory, or the setting up of a women's network that will participate actively in the implementation of the local employment strategy.

### **3.2.5 Innovation**

The Article 6 Communication refers to three types of innovation:

- **Process-oriented innovation**, which covers the development of new methods, tools and approaches and the improvement of existing methods;
- **Goal-oriented innovation**, centring around the formulation of new objectives including the identification of new qualifications and the opening up of new areas of employment;
- **Context-oriented innovation**, which relates to political and institutional structures and systems development.

In relation to this typology, most projects follow the trend already discerned for projects co-funded under the first application round. They will be working towards developing and improving processes and/or contexts, i.e. mechanisms and structures for the co-operation and decision making of the different project partners.

## **3.3 Monitoring and evaluation**

As for the projects in the field of social dialogue, the Commission has put in place a range of support and monitoring mechanisms for individual projects and promoters.

### **3.3.1 Promoter seminars**

#### *3.3.1.1 First application round*

On 1 December 2003, a seminar was held with all project promoters to present the new overall political context (renewed European Employment Strategy) within which the projects have to be implemented, to give a status report on where the projects are as a group and to discuss and clarify administrative issues. In addition, promoters were given the floor to present their network efforts (see chapter 3.1.5) and the external evaluators presented their method and approach as well as timetable (see chapter 3.3.5). Finally, promoters were given information on activities done by the Directorate-General for Employment and Social Affairs in the field of local development.

#### *3.3.1.2 Second application round*

A seminar was held in Brussels for all project promoters on 2 December 2003. The seminar introduced the promoters to the policy framework in which their projects will be working. It also addressed issues of a more technical nature, notably financial management, the on-going monitoring and evaluation to be carried out by the project themselves and the on-going and ex-post evaluation done by external evaluators (see chapter 3.3.5). Finally, it served as a first forum for project promoters to establish national and/or transnational networks among themselves and with promoters of projects selected under the first application round.

Similar events will be organised at regular intervals throughout the two-year duration of the projects.

### **3.3.2 Reporting**

To help the Commission monitor the projects effectively, each promoter has to send the Commission a short progress report on its project every four months. These reports are meant to allow the Commission to detect and address problems, such as serious delays in the timetable of the project, substantial deviations from the work programme or difficulties in collecting the co-financing promised by the project partners.

The Commission has issued a "Practical Guide for Project Promoters" as well as some additional guidance notes to help promoters in the management of their projects. The guide and the notes contain information on the requirements to be met and the procedures to be followed.

At the end of 2003, promoters from the first application round will each have submitted two progress reports and an interim report, while promoters of the second application round will have to draft their first progress report to be submitted early in 2004.

### **3.3.3 Project visits**

In 2003 the Commission visited six projects, mainly participating in, and contributing to, transnational seminars and conferences. Whenever possible, the Commission has also met with the partners to discuss project implementation and progress. In addition, about a dozen promoters have come to Brussels to discuss individual project-related issues with the respective project

managers at the Commission. Over the two-year life of the projects, the ESF Article 6 team will have visited about half of the 44 projects.

### **3.3.4 Self-evaluation**

Each promoter is required to undertake on-going monitoring and evaluation of the project in order to provide information on results and outputs, to understand to what extent the objectives of the project have been met, and to provide information that can be mainstreamed into the European Social Fund.

Therefore, each promoter had to describe in the proposal the quantitative ways of measuring, and qualitative ways of judging, whether the broad objectives of the project have been achieved and to specify the indicators that will be used to measure the effects and results of the project.

The Commission requested that benchmarking methods and tools be developed in order to compare local employment strategies and promote emulation between geographic areas. The monitoring and evaluation indicators used must be compatible and consistent with those used by national authorities to monitor and evaluate the National Action Plans.

The monitoring and evaluation by individual projects will feed into the overall ongoing and ex-post evaluation conducted by the Commission with the help of external evaluators.

### **3.3.5 External evaluation**

The Commission published an open call for tender<sup>21</sup> to select a team of external evaluators to carry out this evaluation, which will cover projects selected under both application rounds. Following a positive opinion of the EPIC, the contract to carry out this evaluation was awarded to a competent and experienced consortium.<sup>22</sup>

The external evaluation started in June 2003 and will end by August 2006, in order to take into account the final reports from the projects selected in the second round, which are all scheduled to end no later than 30 November 2005. The external evaluators will assess the projects individually, as well as collectively, in the context of the objectives of the call for proposals and wider policy objectives within the European Social Fund and the European Employment Strategy. The external evaluators will also undertake an in-depth analysis of a number of key characteristics of the projects, namely innovative elements, the partnership, dissemination of the results, multiplier effect and mainstreaming into policy areas co-financed by the ESF.

Last October, the Commission approved the inception report fine-tuning the approach and methodology to be used. This report commits the contractor to constantly revise and update the evaluation approach, in order to take account of available evaluations and materials relating to local actions. Also, a set of criteria and indicators has been elaborated out in line with the evaluation questions of the call for tender.

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<sup>21</sup> Official Journal S 137 of 17 July 2002; reference number: VT/2002/077.

<sup>22</sup> Official Journal S 134 of 16 July 2003; contract number VC/2003/0173.

The evaluation will analyse the common elements of projects, their self-evaluation mechanisms, local networking and innovative elements, dissemination and mainstreaming and potential impact. It will also identify good practice examples and provide policy lessons and recommendations.

Six main sources of information are used to collect data: project proposals and budgets; self-evaluation materials from projects; projects progress, interim and final reports; questionnaires and interviews during projects visits; questionnaires and interviews at policy level (local and/or national); classifications and observations by the national evaluation experts.

During the two one-day seminars in December, the Commission introduced the external evaluators to the project promoters asking for their collaboration and outlining the main characteristics and deadlines of the evaluation exercise.

## 4 CALL FOR PROPOSALS ON “INNOVATIVE APPROACHES TO THE MANAGEMENT OF CHANGE”

### **4.1 Key characteristics of the call**

As announced in the 2002 annual report, the Commission has opted for a single, overarching theme for the remainder of the programming period, 2004-2006, in order to strengthen the coherence of the innovative actions.

European societies are faced with far-reaching changes – globalisation, enlargement of the Union, economic and monetary union, technological change and the transition to a knowledge-based economy, changing employment and labour markets, demographic change and new balances between family, work and education. The Lisbon strategy embraces change and sees it as a key factor for economic and social renewal. Managing change underpins sustainable improvement of living conditions, and quality of life, and thus helps create more and better jobs. Managing change should also help anticipate change and thereby reduce the cost of adapting to change both in economic and social terms.

Against this background, "*Innovative approaches to the management of change*" was considered a timely and relevant theme for Article 6 to contribute to, and support, the development and testing of innovative actions to anticipate and manage change. Under this overarching theme, innovative actions will focus on two more specific sub-themes:

- *Management of demographic change*, with the aim of supporting innovative initiatives to promote active ageing and to raise the employment rate of older workers. Age management practices must change in order to maintain, and to ensure investment in, the continued employability and productivity of older workers and to adapt work processes and make working arrangements more flexible.

In this context, the call for proposals aims to support the development, peer review and dissemination of labour market and workplace strategies for age management that promote the retention of older workers in employment and/or their re-integration into work. Particular emphasis will be given to substantive and permanent improvements in the workplace.

- *Management of restructuring*, with the aim of supporting innovative solutions to restructuring by enhancing the capacity for adaptation and anticipation of workers, enterprises and public authorities. Economic change and restructuring may stem from problems that are linked to the characteristics of a geographic area or caused by changes in the industrial set-up. Therefore, the impact of restructuring should be addressed from different angles: the industrial relations, territorial and corporate perspectives.

Consequently, the call for proposals aims to support the development, peer review and dissemination of anticipation mechanisms and strategies for the management of restructuring processes that promote a partnership approach, with particular emphasis on prevention and limitation of the negative effects. For each of these two sub-themes, a series of priority issues to be addressed by the innovative actions has been identified.

A proposal may concern only one sub-theme and applicants may present only one proposal under each sub-theme. Proposals must be transnational in scope, i.e. involve co-operation between organisations in at least two of the current 15 Member States.

Eligible applicants are social partner organisations operating at European, national, regional or local level, public and private companies, non-profit organisations, education and training bodies, as well as public authorities and administrations operating at NUTS level 3. Applicants must be located in the EU15 Member States.

Following the negotiations on enlargement, it has been decided that no innovative measures will be implemented in the acceding countries/new Member States<sup>23</sup> during the current programming period 2000-2006. Therefore, while the involvement of organisations from these countries is strongly encouraged, their participation will be limited to seminars, conferences and exchanges of personnel taking place in, and organised by, project promoters in the EU15 Member States.

Proposals must be developed and implemented by a specific partnership involving a range of relevant actors. While partnerships will differ depending on the type of actions proposed, the involvement of the appropriate social partner organisations is strongly recommended.

Eligible actions include pilot projects as well as projects aimed at exchanging information and transferring experience and good practice. However, projects must have a clear focus and should concern (a) peer review as part of a structured comparative or benchmarking process, (b) transfer and adaptation of existing approaches, instruments and good practice and/or (c) development and piloting of new model approaches.

The annual budget available for ESF Article 6 measures during 2004-2006 will be a maximum of 40 M€. The Commission will co-finance actions up to a maximum of 75% of the total eligible costs, between a minimum grant of 300.000 € and maximum grant of 3.000.000 € over a two-year period. The applicant will be required to make a financial contribution to the action.

Around 5% of the annual budget available in 2005 and 2006 will be reserved for dissemination measures aimed at supporting the mainstreaming of ESF Article 6 innovation and good practice. The dissemination measures will be stand-alone, one-off activities such as conferences, seminars, studies and analyses intended to promote and facilitate the transfer and exploitation of past and present ESF Article 6 project results. The dissemination measures will be the subject of a separate call for proposals.

The call for proposals was published in the Official Journal C 262 on 31 October 2003. There are three application deadlines on 18 February 2004, 26 January 2005 and 25 January 2006. It is foreseen that grant agreements with successful applicants will be signed in September or October of the year of application, and projects must start during the two following months. Projects may run for a maximum of 24 months.

All the documentation relating to the call for proposals, including the Applicant's Guide, the Grant Application, the Budget Estimate and other annexes, is available on the following library website:

[http://forum.europa.eu.int/Public/irc/empl/vp\\_2003\\_021/library](http://forum.europa.eu.int/Public/irc/empl/vp_2003_021/library)

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<sup>23</sup> The Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia

## **4.2 Evaluation of proposals**

For the call for proposals "*Innovative approaches to the management of change*", the Commission launched a call for applications to establish a list of experts who may be called upon to evaluate the proposals received for each of the three application rounds<sup>24</sup>.

The task of the experts will be to assist the Commission in evaluating the proposals, with reference to the objectives of the programme, the priorities and the criteria laid down in the call for proposals and in the Applicants' Guide.

A trilingual online application form<sup>25</sup> has been developed in order to facilitate the management of applications and speed up the selection procedure.

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<sup>24</sup> **Call for applications No AC/2003/001**, for inclusion on a list of experts to evaluate the proposals received pursuant to the call for proposals *VP/2003/21 "Innovative approaches to the management of change"*, OJ C242 of 09/10/2003.

<sup>25</sup> The application form can be accessed at the following web address:  
[http://europa.eu.int/comm/employment\\_social/calls/2003/ac\\_2003\\_001/manex.cfm?lang=en](http://europa.eu.int/comm/employment_social/calls/2003/ac_2003_001/manex.cfm?lang=en).

## 5 CONCLUSIONS

The implementation of Article 6 in the current programming period is well under way. Both thematic fields announced in the 2001 Commission Communication have been implemented (35 projects in the field of social dialogue are nearing the end of their activities, while 85 projects in the field of local employment are under way), and the new call for proposals on “Innovative approaches to the management of change” covering the remainder of the programming period was launched at the end of October 2003.

The external evaluation foreseen in the Communication is progressing as planned for both the projects in the field of social dialogue and the projects in the field of local employment strategies.

Sustained monitoring efforts are reflected in quarterly reporting by projects, project visits and the organisation of seminars for project promoters.

Transparency is systematically sought through the publication on the Commission's website of all relevant information, in particular as regards the procedures and outcomes of calls for proposals and calls for tender. In addition, the Commission is actively encouraging the creation of networks between project promoters and the dissemination of project results and outcomes.

With the aim of promoting more frequent and better exchange of information on Article 6 innovative actions, the Commission will continue to inform both the Member State authorities responsible for the European Social Fund and the various ESF monitoring committees of the outcome of the calls for proposals launched under Article 6 and on the progress of the selected projects. In this respect, the Commission is pleased to acknowledge that more and more Member States are involving Article 6 projects in activities organised in the framework of the mainstream ESF.

CALL FOR PROPOSALS "Adaptation to the New Economy within the Framework of Social Dialogue"				
List of beneficiaries				
Name of organisation	Title of project	Countries participating	Total cost €	Max grant €
SIEMENS CORPORATE PERSONNEL	<b>COSORE - CORPORATE SOCIAL RESPONSIBILITY WITHIN SMEs</b>	D, B, I, P	656.440	494.039
EBLA - ENTE BILATERALE LAVORO E AMBIENTE FEDERLAZIO, CGIL, CISL, UIL	<b>NASCO - NEW APPROACH FOR SMEs TO COMPANIES' SENSE OF SOCIAL RESPONSIBILITY</b>	I, E, EL, F	600.000	450.000
FIC - FAGLIGT INTERNATIONAL CENTER FOR UDDANNELSE	<b>LIFELONG LEARNING AT WORK</b>	DK, I, IRL, UK	769.730	560.730
ISTUD - ISTITUTO STUDI DIREZIONALI S.P.A.	<b>REBUS - RELATIONSHIPS BETWEEN BUSINESS &amp; SOCIETY</b>	I, D, F	1.013.759	749.963
FAR - FONDATION ANDRÉ RENARD	<b>PLATE-FORME D'ÉCHANGES ET DIALOGUES SOCIAL INTRA-GROUPES</b>	B, A, E, F	542.780	398.081
VER.DI - VEREINTE DIENSTLEISTUNGS-GEWERKSCHAFT e.V.	<b>INT.UNITY - BUILDING UP AN INTERNATIONAL TRADE UNION COMMUNITY IN THE NET</b>	D, B, UK	1.445.382	966.427
MKB NEDERLAND	<b>EUROPEAN LABOUR MOBILITY</b>	NL, D	893.637	567.300
UEAPME - UNION DE L'ARTISANAT ET DES PETITES ET MOYENNES ENTREPRISES	<b>FUTURISME II - THE FUTURE OF WORKING RELATIONS AND SOCIAL DIALOGUE IN SMEs II</b>	B, A, D, F, I, NL, P, S, UK	1.424.740	999.415
ECIPA - ENTE CONFEDERALE DI ISTRUZIONE PROFESSIONALE PER L'ARTIGIANATO E LE PICCOLE IMPRESE	<b>STEP - STOCKS AND TRENDS IN EUROPEAN PROFESSIONS</b>	I, D, F, FIN	853.872	610.872
FECOHT CC.OO. -FEDERACIÓN ESTATAL DE COMERCIO, HOSTELERIA Y TURISMO DE COMISIONES OBRERAS	<b>PROYECTO ETHOS</b>	E, F	440.866	329.064
CECOT - FUNDACIÓ PRIVADA CECOT FORMACIÓ	<b>CONCERTA</b>	E, D, NL	1.115.698	810.684
TUTECH - TUHH-TECHNOLOGIE GmbH	<b>CHANCEN UND RISIKEN IN NEUEN ARBEITSFELDERN DER INFORMATIONSGESELLSCHAFT: DAS BEISPIEL DER MULTIMEDIA-BRANCHE</b>	D, NL, UK	423.394	309.303
CEA - CONFEDERACION DE EMPRESARIOS DE ANDALUCIA	<b>RETECNOPROF – RECURSOS TECNOPROFESIONALES PARA LA NUEVA ECONOMIA Y EL DIÁLOGO SOCIAL</b>	E, F	857.702	638.941
FETCHTJ-UGT - FEDERACION ESTATAL DE TRABAJADORES DE COMERCIO, HOSTELERIA-TURISMO Y JUEGO DE UGT	<b>EMPLEOS DE FUTURO EN EL SECTOR DEL COMERCIO</b>	E, D, I	457.360	322.088
FUERM - FUNDACION UNIVERSIDAD EMPRESA REGION DE MURCIA	<b>STRATEGI - MODERNIZACION EN LA ORGANIZACION DEL TRABAJO Y GESTION DEL CONOCIMIENTO</b>	E, A, P	945.119	629.533
ACADEMY OF LEARNING	<b>BEST PRACTICES ACROSS 3 SECTORS</b>	UK, EL, I	883.479	637.418
ERASMUS UNIVERSITY, ROTTERDAM SCHOOL OF MANAGEMENT	<b>EUROPEAN SUSTAINABLE BUSINESS FRAMEWORK FOR CSR: CSR MODEL AND RELATED TOOLS</b>	NL, B, FIN, I, IRL	699.777	485.327

BIC OF ATTIKA - EUROPEAN COMMUNITY BUSINESS INNOVATION CENTRE OF ATTIKA	<b>PRO-DIALOGUE</b> - ENHANCING AND PROMOTING SOCIAL DIALOGUE IN THE AGRICULTURAL SECTOR, INCLUDING INDUSTRY, BY DEVELOPING INNOVATIVE ACTIVITIES WITH REGARD TO EMPLOYMENT AND SUSTAINABLE BUSINESS PATTERNS	EL, E, F, I, P	2.368.563	1.691.163
ETUCO - EUROPEAN TRADE UNION COLLEGE	<b>DIALOG-ON</b>	B, D, E, F, FIN, I, P, S, UK	3.518.480	2.990.976
LENTIC - LABORATOIRE D'ÉTUDES SUR LES NOUVELLES TECHNOLOGIES DE L'INFORMATION ET DE LA COMMUNICATION	<b>RELIER - RESPONSABILITÉ DU LIEN SOCIAL DANS L'ENTREPRISE RÉSEAU</b>	B, E, F, S	782.057	577.950
BDA - BUNDESVEREINIGUNG DER DEUTSCHEN ARBEITSGEBERVERBÄNDE	<b>PROAGE</b> - DIE DEMOGRAPHISCHE HERAUSFORDERUNG MEISTERN: INNOVATIONSFÄHIG MIT ALTERNDER BEVÖLKERUNG	D, DK, IRL, NL	498.040	368.952
I FOA - ISTITUTO FORMAZIONE OPERATORI AZIENDALI	<b>EUROPROFILES</b> - CERTIFICAZIONE DI PROFILI PAN-EUROPEI NELL'INFORMATION SOCIETY	I, E, F, UK	910.381	660.381
UHCC - UNION OF HELLENIC CHAMBERS OF COMMERCE	<b>EWOSD</b> - EMPLOYER'S AND WORKER'S ORGANISATIONS IN A SOCIAL E-DIALOGUE	EL, F, I, UK	1.763.084	1.201.453
HMI - HJÆLPEMIDDELINSTITUTTET (DANISH CENTRE FOR TECHNICAL AIDS FOR REHABILITATION AND EDUCATION)	<b>SDV-NETJOB</b> - PROMOTING ACCESSIBLE SOCIAL DIALOGUE AND INNOVATIVE TRAINING PRACTICES. TOWARDS AN INFORMATION SOCIETY FOR ALL	DK, EL, IRL	2.563.681	1.943.509
FESALC - FEDERACIÓ DE SOCIETATS LABORALS DE CATALUNYA	<b>INNOVACIÓN Y TRABAJO</b>	E, B, I	1.615.022	1.092.334
GIVE DAGHØJSKOLE	<b>ENVIRO-CIRCLES</b> – ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT THROUGH SOCIAL DIALOGUE	DK, E, UK	720.204	427.279
COMUNITA CAPODARCO DI ROMA	<b>THE NON DISCRIMINATING FIRM</b>	I, E, F, P	1.076.668	771.154
EPSECO – ECOLE PRIVEE SUPERIEURE DE COMMERCE ET GESTION	<b>E.PRO_COMPETENCES</b> – EVALUATION EUROPEENNE COMPETENCES PROFESSIONNELLES	F, E, I	805.231	585.131
FIFEDE - FUNDACION CANARIA INSULAR PARA LA FORMACION, EL EMPLEO Y EL DESARROLLO EMPRESARIAL	<b>HACIA LA EXCELENCIA DEL MERCADO LABORAL</b>	E, I, P, UK	1.112.741	774.524
CÁMARA OFICIAL DE COMERCIO E INDUSTRIA DE JAÉN	<b>DSI - DIÁLOGO SOCIAL EN LA SOCIEDAD DE LA INFORMACIÓN</b>	E, P	533.169	397.940
LOURDES DEVELOPPEMENT	<b>PACTE</b> - PROGRAMME D'APPUI CROISE ET DE TRANSFERT ECONOMIQUES	F, E, FIN	603.191	353.191
CSR EUROPE – THE NETWORK FOR CORPORATE SOCIAL RESPONSIBILITY	<b>EUROPEAN BUSINESS CAMPAIGN ON CSR FOR SUSTAINABLE GROWTH AND HUMAN PROGRESS</b>	B, DK, E, EL, F, FIN, I, IRL, NL, P, S, UK	2.506.770	1.729.975
FPS - FONDEN PROJEKTSEKRETARIATET	<b>TIDE</b> - DEVELOPING THE EXPERTISE OF OFFICIALS IN TRADE UNIONS AND EMPLOYERS' ORGANISATIONS	DK, D, I, IRL	727.869	535.562
SINTESI - ASSOCIAZIONE SINERGIE TECNOLOGICHE IN SICILIA	<b>NET CODE</b> - SETTING UP A THEMATIC NETWORK FOR CONTINUOUS COMPETENCE DEVELOPMENT WITHIN THE INFORMATION SOCIETY	I, D, E, S	551.018	395.858
GREP - GROUPE DE RECHERCHE ET D'ETUDE PROSPECTIVE	<b>REGARDS CROISÉS SUR LA GESTION COLLECTIVE DE L'EMPLOI</b>	F, D, DK	1.442.503	1.023.198
<b>Grand Total:</b>			<b>38.122.407</b>	<b>27.479.715</b>

**Annex 2 A**

Call for proposals “Local Employment Strategies and Innovation”						
List of Beneficiaries (first application round)						
MS	NUTS Code	Region(s) covered	Project Promoter	Project Title	Total Budget (in €)	EU Grant (in €)
A	AT224	Oststeiermark	Regionalmanagement Oststeiermark	GO BEST: Gemeinsame Oststeierische Beschäftigungsstrategie	1.187.552,60	841.252,60
B	BE251	Brugge	Subregionaal TewerkstellingsComité Brugge (vzw PIOT)	Werkkracht 10	987.468,62	445.127,45
D	DE132	Breisgau-Hochschwarzwald	Landratsamt Breisgau-Hochschwarzwald	BFB: Bündnis für Beschäftigungsförderung im Landkreis Breisgau-Hochschwarzwald	1.174.628,71	601.415,01
D	DE271	Augsburg, Kreisfreie Stadt	Stadt Augsburg	AGIL: Strategie für Beschäftigungsentwicklung und Innovation in den Versorgungsdienstleistungen der Gesundheits- und Sozialwirtschaft unter dem Gesichtspunkt des demographischen Wandels	2.799.575,68	1.799.575,68
D	DE300	Berlin	Berlin - Senatsverwaltung für Stadtentwicklung	BEST: Berliner Entwicklungsagentur für soziale Unternehmen und Stadtteilökonomie	497.378,72	372.984,04
D	DE915	Göttingen	Stadt Göttingen - Amt für Beschäftigungsförderung	Instruments & Facts	860.676,27	636.518,27
D	DED31	Leipzig, Kreisfreie Stadt	Stadt Leipzig	Lokale Beschäftigungsstrategie in Leipzig: Leipzig - Neue Wege	725.934,00	538.564,00
D	DED33	Döbeln	Landratsamt Döbeln	Benchmarking regionale Wirtschafts- und Beschäftigungsförderung	476.074,00	356.074,00
D	DEG0	Thüringen (entire region)	Thüringer Ministerium für Wirtschaft, Arbeit und Infrastruktur	MEN: Mikroensembles	1.179.803,09	777.803,09
E	ES114	Pontevedra	Diputacion provincial de Pontevedra	Ciudades y empresas pro empleo empleocities	1.508.590,87	1.067.144,87
E	ES13	Cantabria (entire region)	Gobierno de Cantabria - Consejería de Industria, Trabajo y Desarrollo Tecnológico - Dirección General de Trabajo	E.L.E.CAN.: una estrategia de trabajo en red para la creación de partenariados territoriales y capital social.	1.007.757,13	746.728,93
E	ES22	Comunidad Foral de Navarra (entire region)	Dirección General de Trabajo del Gobierno de Navarra	Red de planes locales para más y mejor empleo en navarra	2.374.573,46	1.625.419,19
E	ES41	Castilla y Leon (entire region)	Consejería de Industria, Comercio y Turismo de la Junta de Castilla y Leon	Desarrollo local a partir de una estrategia integrada de empleo	2.485.141,56	1.736.227,56
E	ES423	Cuenca	Excelentísima Diputación Provincial de Cuenca	Proyecto NACE	666.203,47	467.053,21
E	ES43	Extremadura (entire region)	Servicio Extremeño Publico de Empleo	Estrategias locales de empleo en agrocidades	705.820,50	501.989,25
E	ES51	Cataluna (entire region)	Generalitat de Catalunya - Departament de Treball	ECO: Estrategia Catalana per l'ocupació - Stratégie catalane pour l'emploi	1.891.003,58	1.265.058,79
E	ES612	Cadiz	Instituto de Empleo y Desarrollo Tecnológico de la Excelentísima Diputación de Cádiz	TRÍPODE: Tres Inciativas por el desarrollo y el empleo	1.383.498,56	883.660,43
E	ES614	Granada	Diputación de Granada	ALE-GRA: Acción local por el empleo en Grenada	1.789.132,75	1.202.351,72
E	ES615	Huelva	Diputación Provincial de Huelva	Emplea Huelva	1.716.787,04	956.787,04
EL	GR13	Dytiki Makedonia (entire region)	Region of Western Macedonia	Operational and regional employment strategies for integrated development approach - Region of Western Macedonia	2.379.148,09	1.654.148,09
EL	GR23	Dytiki Ellada	Regional Development Fund of Western Greece	Western Greece region integrated strategy for employment stimulation	731.573,77	479.246,77

		(entire region)				
EL	GR25	Peloponnisos (entire region)	Prefecture of Peloponnisos	Development of local employment strategies and innovation in the prefecture of Peloponnisos	411.689,78	300.000,00
EL	GR41	Voreio Aigaio (entire region)	Region of North Aigaio	ORPHEAS - Local strategy for the promotion of employment within the framework of sustainable development	2.012.006,04	1.354.872,04
F	FR612	Gironde	Conseil Général de la Gironde	GISEMENT	580.049,32	405.049,32
FIN	FI151	Pohjois-Pohjanmaa	Pohjois-Pohjanmaan työvoima- elinkeinokeskus	Aluekeskusten Kehitystä Tukevat Työllisyysstrategiat	379.618,00	277.618,00
FIN	FI161	Uusimaa	Uusimaa Regional Council	Local employment strategies and innovations in Uusimaa region	870.234,25	611.152,25
FIN	FI173	Kanta-Häme	Regional Council of Häme	OPTIMI	886.122,09	633.760,09
I	IT11	Piemonte (entire region)	Regione Piemonte	RETI - sostegno alle reti di operatori e di servizi coinvolti in iniziative integrate rivolte a persone e imprese in programmi di politiche attive del lavoro e di sviluppo locale	630.960,70	430.960,70
I	IT133	Genova	Provincia di Genova	GELAP - Partnership in progress for the local action plan for employment of the province of Genoa	680.342,08	471.442,08
I	IT205	Milano	Provincia di Milano	SINERGY	586.499,10	436.499,10
I	IT207	Brescia	Provincia di Brescia	Sviluppo d'area e occupazione	640.140,34	424.144,87
I	IT511	Massa-Carrara	Provincia di Massa-Carrara	GEO: Giovani e occupazione	1.207.323,08	819.980,42
I	IT516	Livorno	Provincia di Livorno	IN ADVANCE	503.897,54	354.458,99
I	IT517	Pisa	Provincia di Pisa	OSPEL: Osservatorio di studi e progetti per l'economia ed il Lavoro	618.336,45	430.836,45
I	IT521	Perugia	Provincia di Perugia	Umbria Network sistema lavoro	1.927.480,76	1.227.480,76
I	IT531	Pesaro e Urbino	Provincia di Pesaro-Urbino	SISIFO - Développement d'un système intégré de formation/information visant à l'amélioration de l'employabilité dans le territoire de la province	1.405.398,84	962.094,88
I	IT60 (partially)	Lazio - only: IT601 Viterbo IT603 Roma IT604 Latina	Regione Lazio	Litorale attivo	1.396.398,43	1.008.398,43
I	IT931	Cosenza	Provincia di Cosenza	S.L.O. CS - Strategie locali per l'occupazione in provincia di Cosenza	1.065.584,00	673.944,00
I	ITB0	Sardegna (entire region)	Agenzia Regionale del Lavoro della Sardegna	E.D.A. Employability, development and adaptability	1.898.842,33	930.342,33
IRL	IE024	South East	South-East Regional Authority	SEEDS: South-East employment development strategy	418.145,94	300.169,94
NL	NL32	Noord-Holland (entire region)	Province of North-Holland	European strategy locally locked	855.481,21	590.551,21
S	SE023	Östergötlands län	Länsstyrelsen i Östergötland	LEGS: Local employment and growth strategies	2.368.554,95	1.512.968,95
UK	UKE1	East Riding and North Lincolnshire (entire region)	The Humber Forum Limited	A strategic framework for employment action in the Humber	632.125,04	422.772,04
UK	UKF23	Northamptonshire	Northamptonshire County Council	NILES: Northamptonshire Integrated Local Employment Strategy	857.659,97	526.328,21
<b>Grand Total:</b>					<b>51.361.212,71</b>	<b>34.060.955,05</b>

## Annex 2 B

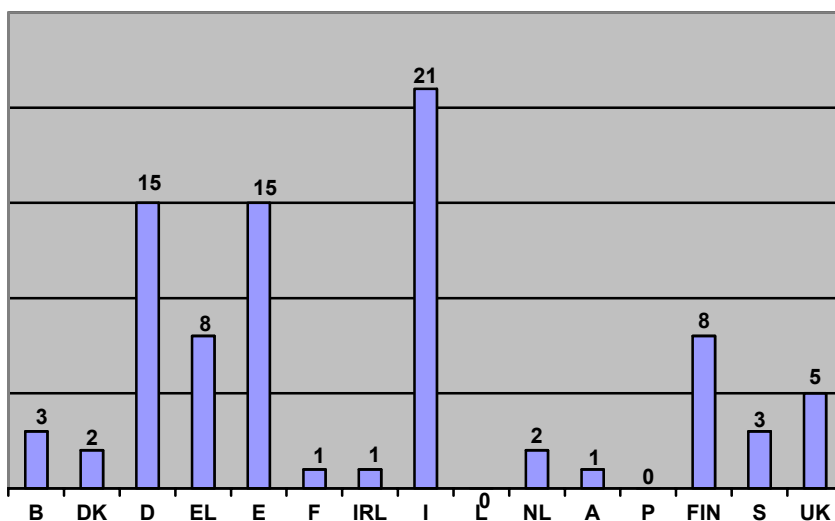
Call for proposals “Local Employment Strategies and Innovation”						
List of Beneficiaries (second application round)						
MS	NUTS Code	Region(s) covered	Project Promoter	Project Title	Total Budget (in €)	EU Grant (in €)
B	BE10	Région Bruxelles-Capitale	Office Regional Bruxellois de l'emploi	Prospection Coordonnée des Entreprises Bruxelloises	2.067.411,31	1.331.363,61
B	BE212	Mechelen	Partners in tewerkstelling	GO-FOR-IT	1.639.395,48	560.209,77
D	DE407	Elbe-Elster	Landkreis Elbe-Elster	Arbeit in der Region Elbe-Elster (aree)	842.567,17	627.567,17
D	DE600	Hamburg	Freie und Hansestadt Hamburg, Behörde für Soziales und Familie	Beschäftigung in der Wachsenden Stadt - Neue Chancen für Benachteiligte	948.111,00	707.265,31
D	DE713	Offenbach	Stadt Offenbach am Main	Gründungsstadt Offenbach	374.920,87	274.096,29
D	DE911	Braunschweig	Stadt Braunschweig – Beschäftigungsbetrieb	Babs - Braunschweiger Arbeitsmarkt- und Beschäftigungsstrategie	484.894,69	360.021,94
D	DE936	Osterholz	Landkreis Osterholz	Beschäftigungsförderung in der Lernenden Region Landkreis Osterholz	1.302.408,25	874.114,00
D	DED1	Chemnitz	Regierungspräsidium Chemnitz	InnoJobs - Innovative Aktionen und Entwicklung einer Strategie für jugendorientierte lokale Beschäftigungspolitiken in Südwestsachsen	1.610.194,78	1.018.364,78
D	DEE22	Burgenland	Burgenlandkreis	Lokale Innovationsstrategie für mehr Arbeit Im Burgenlandkreis (L-I-S-A. Blk )	696.757,25	444.507,25
D	DEE31	Magdeburg	Landeshauptstadt Magdeburg	Lokales Arbeitsmarktmanagement - Ressourcenmobilisierung	883.491,87	593.491,87
DK	DK006	Storstrøm	AF-Storstrøm	The Regional Labour Market, the Future Economic Development, and the Regional Social Capacity (ares)	817.476,34	608.080,34
DK	DK00E	Viborg	Viborg Amt	Education and Social Responsibility - Clusters As Frame for Innovating Employment Strategies in Viborg County	894.339,52	660.788,84
E	ES111	A Coruña	Diputación Provincial de A Coruña	Asociar Estrategias Urbanas y Rurales para Conquistar el Empleo	927.773,72	657.318,27
E	ES12	Asturias	Consejería de Industria y Empleo	Una Estrategia Regional de Empleo	1.074.689,32	588.195,87
E	ES53	Palma de Mallorca	Conselleria de Treball i Formació	Ocupació XI - Modelo de Gestión Compartida de las Políticas Activas de Empleo en las Islas Baleares	1.114.725,14	739.062,03
E	ES613	Córdoba	Diputación de Córdoba	Políticas de Empleo Local (corplem)	858.456,59	528.698,58
E	ES618	Sevilla	Diputación Provincial de Sevilla	Modernización Rural, Innovación y Empleo en Torno a Productos Locales: la Aceituna de Mesa	1.648.157,83	1.140.527,83
EL	GR111	Evros	Prefectorial Department of Evros	Employment and Enterprising Stimulators in Evros Prefecture	1.678.775,49	978.025,49
EL	GR12	Kentriki Makedonia	Region of Central Macedonia	Innovative Cooperation for the Development of Strategic Employment in the Region of Central Macedonia	1.057.829,32	461.579,32
EL	GR14	Thessalia	Regional Authority of Thessaly	Local Employment Strategy for West Thessaly	1.212.028,80	711.085,80
EL	GR30	Attiki	Region of Attica	Odisseia (Operational Development Integrated Strategic Scheme of Employment in Attica)	2.031.515,40	1.155.265,40
FIN	FI132	Pohjois-Savo	Pohjois-Savon liitto	Pohjois-Savo Learning Employment Strategy	714.139,40	489.139,40
FIN	FI133	Pohjois-Karjalan	Pohjois-Karjalan liitto	Pohjois-Karjalan Työllisyysstrategia 2005 -2010	486.711,46	356.711,46
FIN	FI144	Keski-Pohjanmaa	Keski-Pohjanmaan liitto	Mutti (menetelmiä Uusien Työllistämisen Toimien Innovoimiseksi)	456.974,85	337.384,85
FIN	FI17 (partially)	Etelä-Suomi	Employment and Economic Development Centre for Southeastern Finland	Future in Innovative Service	807.529,00	532.529,00
FIN	FI174	Tampere	Pirkanmaan työvoima- ja elinkeinokeskus	COLLABORA	573.173,40	422.948,40

**Call for proposals "Local Employment Strategies and Innovation"**

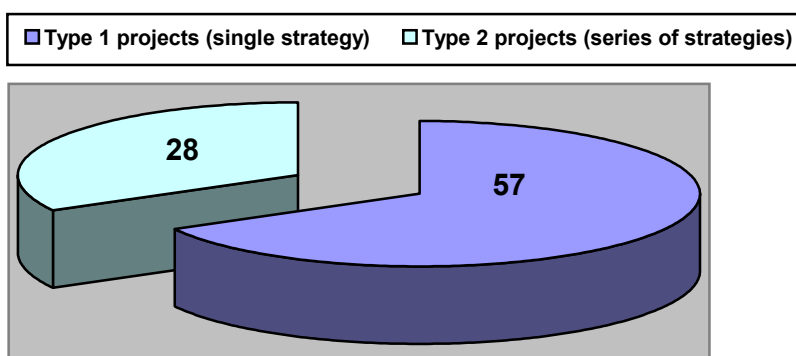
**List of Beneficiaries  
(second application round)**

<b>MS</b>	<b>NUTS Code</b>	<b>Region(s) covered</b>	<b>Project Promoter</b>	<b>Project Title</b>	<b>Total Budget (in €)</b>	<b>EU Grant (in €)</b>
I	IT201	Varese	Provincia di Varese - Job Policies and Vocational Training Department	New Methods of Analysis for Improving Labour Market Functioning Mailabour	396.830,02	291.830,02
I	IT722	Campobasso	Provincia Di Campobasso	A.C.T.I.O.N. - Azioni Comuni sul Territorio per l'Innovazione, l'Occupazione e il Network.	1.646.461,89	1.127.533,60
I	IT80	Campania	Assessorato alla Cultura, Istruzione e Formazione, Lavoro e Politiche Giovanili, Problemi dell'Immigrazione - Regione Campania	Comment - la Conoscenza Come Motore Del Cambiamento	2.704.745,96	1.727.865,51
I	IT91	Puglia (partially)	Regione Puglia	4s: Strategie Di Sviluppo Socio-Economico E Sostenibile	1.602.675,25	1.095.275,25
I	IT912	Bari	Amministrazione Provinciale di Bari	I.D.E.A. Terra Di Bari 2003 (Innovation, Development & Employability in the Area of Terra Di Bari)	1.879.886,42	1.095.886,42
I	IT932	Crotone	Provincia di Crotone	Un Piano Strategico Per l'occupazione Nella Provincia Di Crotone	920.586,01	560.586,01
I	IT933	Catanzaro	Amministrazione Provinciale di Catanzaro	Towards An Integrated Approach of Combatting Undeclared Labour	932.225,77	685.225,77
I	ITA04	Agrigento	Provincia Regionale di Agrigento	C.O.N.Te.N.T.: creare Occupazione Nel Territorio Con le Nuove Tecnologie	566.967,65	414.967,65
I	ITA08	Ragusa	Provincia Regionale di Ragusa	MTI (Marketing Territoriale Ibleo)	1.075.306,03	775.251,03
NL	NL21	Overijssel	Provincie Overijssel	Ratio in Progress (provincie Overijssel Generates Regional Employment Strategies)	782.970,83	556.338,58
S	SE081	Västerbotten	Länsarbetsnämnden i Västerbottens Län	Lokala sysselsättningsstrategier i Västerbottens län / Local Action Plans in Progress - LAPP	1.101.994,14	821.157,14
S	SE091	Jönköping	Länsarbetsnämnden, Jönköpings län	Projekt Kompetensförsörjning	2.821.714,58	1.806.218,56
UK	UKJ32	Southampton	Southampton City Council	An Integrated Employment Strategy for Southampton	997.445,20	713.445,20
UK	UKK23	Somerset	Somerset County Council	Innovative "Market Towns" Labour Market Strategies	647.498,44	449.476,44
UK	UKM25	Edinburg	City of Edinburgh Council	Working Together for Employment and Inclusion in Edinburgh	830.206,48	483.965,08
<b>Grand Total:</b>					<b>46.111.962,92</b>	<b>29.763.365,13</b>

**Figure 1:** *Local employment strategies and innovation: distribution of projects co-funded by MS*



**Figure 2:** *Local employment strategies and innovation: distribution of projects by type*



**Figure 3:** *Local employment strategies and innovation: distribution of projects by NUTS level*

