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URB ACT ManagingMigrationAnd IntegrationAtLocalLevel CitiesAndRegions

Developing Action Plans for Operational Programmes: Active Inclusion Measures for Labour Market Access

Synthesis Report II

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The Mile project has received funding from ERDF within the URBACT Programme.

FOREWARD

It is a pleasure to present the Second MILE (*Mile Managing Migration and Integration at Local Level - Cities and Regions*) Project Synthesis Report, a document that gives an idea of the challenging work that nine European cities with their Managing Authorities are developing in experimenting new ways to deal with migration and integration.

There is a clear progress in the work done under the second sub theme, “Active inclusion for labour market access”, compared to the outcomes achieved under the first sub theme “Enterprise development and support”.

In fact, project partners are capitalizing the action learning methodology adopted by the project and the local working groups are improving their capacities to pass from the problem analysis to the solution identification and to action plan development.
This is a result of the exchange of knowledge between cities and of the support given to cities by the experts through a tight calendar of conference calls and a intermediate evaluation of draft action plans.

As concern the involvement of stakeholders and institutions from different levels of government, partner cities are helped in their credibility by the positive results that Mile project is producing.

Last but not least, the Managing Authorities partners are participating more actively in the project and most of them participated in the transnational meeting held in Brussels in November 2008 where Local Action Plans on the second sub theme have been presented.

Please consider that all the documentation produce by the project is available on the URBACT web page at the following address: www.urbact.eu/mile .

City of Venice – European Policies Directorate

The Mile project has received funding from ERDF within the URBACT Programme.

1. INTRODUCTION

1.1 About this report

This report details the actions and outcomes of the second sub-theme of the *Managing migration and integration at a local level* (MILE) project; active inclusion of migrants.

The report begins with an introduction to the MILE project; its aims, intended outcomes and the partners which make up the MILE network. In section two, the report gives a brief overview of active inclusion; what is meant by active inclusion, the current trends and issues in active inclusion, what the current evidence says about the effectiveness of active inclusion approaches, and some possible indicators for measuring active inclusion projects. Section three presents the methodology used by the MILE project partners to develop their work on the theme of active inclusion. Section four summarises the issues for active inclusion of migrants and ethnic minorities in each of the MILE partner cities/regions. In section five, the action plans for active inclusion measures which have been developed by each MILE partner are summarised (the full action plans are included in Appendix Four of this report). Finally, section six presents a selection of the case studies and other resources which were produced to support MILE partners to develop the action plans for active inclusion measures.

1.2 Aims of the MILE project

MILE is a fast track pilot project within the Regions for Economic Change initiative. Regions for Economic change is a new proactive policy tool offered to Member States, regions and cities to help them implement the renewed Lisbon agenda through actions aimed at economic modernisation. It aims to draw on the experience and best practice of high performing regions and to transfer this to regions wishing to improve. Funding for the MILE project is from the URBACT programme which supports the exchange of experience between European cities on all issues related to sustainable urban development.

The MILE project has established a network of nine cities with the aim of improving practice in relation to the issues of migration and integration, through an integrated exchange programme. The MILE network is made up of the following partners:

- City of Venice
- City of Rotterdam
- City of Vantaa
- City of Turin
- City of Timisoara
- City of Komitini
- City of Seville
- City of Amadora
- Municipality of Nea Alikarnassos

1.3 MILE project themes

The intended outcome of the MILE project is that partner cities will develop good practice project proposals for possible funding from European and national funding programmes. Within the overall theme of *managing migration and integration at local level*, the MILE project is focused on three sub-themes:

- Sub-theme 1: Enterprise development and support;
- Sub-theme 2: Active inclusion for labour market access;
- Sub-theme 3: Access to key services (education, housing, health) and intercultural dialogue.

The process and outcomes achieved by the MILE project under the first sub theme are reported in *Developing Action Plans for Operational Programmes: Enterprise Development for Migrants and Ethnic Minorities*, October 2008. This report is of the process and outcomes achieved under the second sub-theme: active inclusion for labour market access. The process and outcomes of the third sub-theme, access to key services and intercultural dialogue, will be reported in a separate report, due in mid-2009.

1.4 Action learning methodology

The MILE project is using an action learning methodology. Action learning is a dynamic learning process through which participants review their own actions and experiences in order to improve performance and outcomes. Action learning usually takes place in groups, as is the case in the MILE project, and encourages participants to learn with and from each other.

For the active inclusion theme, each partner established an action learning set (ALS), bringing together key actors to develop an action plan for this theme. The ALS is made up of relevant members of the Local Support Group, along with active inclusion experts and practitioners, which may include elected representatives, practitioners, companies, community organisations, along with the Managing Authorities for structural fund programmes in each city/region.

The detailed methodology which ALS followed to develop an action plan for active inclusion is presented in Section Three of this report.

The Mile project has received funding from ERDF within the URBACT Programme.

2. ACTIVE INCLUSION MEASURES FOR LABOUR MARKET ACCESS

2.1 Trends in active inclusion

'Active Inclusion' is the term used to describe policies and programmes which aim to bring into the labour market those people who are furthest from it. Active inclusion is where the fight against poverty and social exclusion comes together with the goal of economic growth. Active inclusion is a key means of achieving one of the European Union's main economic goals (increasing the number of jobs and people in work) and one of its primary social goals (lifting individuals out of poverty through employment).

Active inclusion fits readily within the EU framework of the Lisbon Strategy for Growth and Jobs. The Lisbon Strategy, now relaunched as the Partnership for Growth and Employment, was relaunched in 2005 with just two headline targets:

§ To achieve total investment of 3% of Europe's GDP in research and development by 2010;

§ To achieve an employment rate of 70% by 2010.

Each Member State is working through their National Reform Programme (the Member State level programme for delivering the European Employment Strategy) to achieve these targets.

In parallel, the establishment of a comprehensive approach to social inclusion using the open method of co-ordination, has set the framework for the National Action Plans for social inclusion (NAP-inclusion), now streamlined with social protection measures resulting in the 2006 submission by Member States of the first National Reports on Strategies for Social Protection and Social Inclusion.

Active inclusion also fits within the more recently adopted 'flexicurity' approach to managing labour markets. Flexicurity is one model for achieving a balance between flexibility in the labour market and security of income and social position for citizens. Member States are expected to develop comprehensive policy strategies covering the four components of flexicurity, which are:

§ *Flexible and reliable contractual arrangements* through modern labour laws, collective agreements and work organisation

§ *Comprehensive lifelong learning strategies* to ensure the continual adaptability and employability of workers, particularly the most vulnerable;

§ *Effective active labour market policies* that help people cope with rapid change, reduce unemployment spells and ease transitions into new jobs;

§ *Modern social security systems* that provide adequate income support encourage employment and facilitate labour market mobility. This includes broad coverage

of social protection provisions (unemployment benefits, pensions and healthcare) that help people combine work with private and family responsibilities such as childcare[1].

The Commission recognises that despite being one of the richest regions in the world, social exclusion remains a substantial problem for the European Union:

§ 16% of Europe's population is at risk of financial poverty;

§ 20% live in sub-standard housing;

§ 10% of the population live in households where nobody works[2];

Active inclusion is intended to support the labour market integration of those who are excluded from or experience disadvantage in entering the labour market. This generally includes the following groups of people:

§ Older people (aged 50 and over)

§ Women

§ Young people (aged 15 to 24)

§ Migrants and ethnic minorities

§ Lone parents

§ People with disabilities

§ People with no skills or qualifications

Active inclusion combines three main strands of activity:

1. Ensuring the adequacy of **minimum income schemes** through recognition of the basic right of individuals to have sufficient resources to live in dignity, and by practical implementation of this right.

2. Realising the potential of **inclusive labour markets** by breaking down barriers to the labour market for people who are excluded from it, by reviewing incentives and disincentives from the tax and benefits systems to make sure that work pays, and by supporting the inclusion of disadvantaged people in the labour market by tackling demand side barriers including through anti-discrimination legislation.

3. Improving **access to quality social services** by ensuring that services are accessible (available and affordable). This strand covers all public services and

[1] Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. *Towards Common Principles of Flexicurity: More and better jobs through flexibility and security*. Brussels, 27.6.2007

[2] European Commission, ibid

particularly social security and health services, plus services which play a preventative and socially cohesive role and facilitate social inclusion, including support services people facing personal challenges (e.g. unemployment, debt, alcohol or drug addiction), services to ensure that people are able to integrate into society and the labour market (e.g. language training for migrants), and social housing.

The Commission sees the EU financial instruments, particularly the European Social Fund (ESF), playing a key role in delivering active inclusion policies. The Commission is encouraging the use of ESF programmes to support active inclusion in three ways:

a) Developing and testing integrated pathways to active social and economic inclusion

b) Mainstreaming innovative integration approaches that have a clear advantage over current practices

c) Disseminating and transferring good practice in promoting social inclusion across all Member States.

A 2006 overview of reports by national independent experts on social inclusion[3] highlights two key common trends across the Member States in social inclusion approaches. Firstly, a shift towards holding individuals more responsible for their well being. This can be seen in increasing conditionality in relation to the eligibility of cash benefits, but also in other spheres. For example, the German Immigration Act has made language courses for immigrants compulsory. A second trend is in focusing anti-poverty strategies more sharply on specific groups. Immigrants are a specific target group in many Member States, while child poverty and pensioner poverty are also frequently targeted groups.

2.2 Issues for active inclusion

The European Commission's Communications[4] on active inclusion have been subject to a two stage, wide ranging consultation taking place in 2006 and in late 2007/early 2008.

The Commission's Communications on active inclusion have been broadly welcomed by a range of European-level networks and agencies which represent the interests of people who face barriers to entering the labour market, including the European Anti Poverty Network (EAPN) [5], the European Federation of National

[3] Iain Begg, Jos Berghman and Eric Marlier, Trends, Recent Developments, Active Inclusion and Minimum Resources: Key Lessons, October 2006, European Commission DG Employment, Social Affairs and Equal Opportunities
[4] Communication from the Commission to the Council, the European Parliament, the European Economic and Social Committee and the Committee of the Regions. Modernising social protection for greater justice and economic cohesion: taking forward the active inclusion of people furthest from the labour market. Brussels, 17.10 2007
[5] European Anti Poverty Network. Yes to active inclusion based on fundamental rights: EAPN's response to the Commission's Active Inclusion consultation. Brussels. 26 February 2008.

Organisations working with the Homeless (FEANTSA)[6], European Network Against Racism (ENAR) [7], the European Trade Union Confederation[8], and the Council of the European Municipalities and Regions (CEMR)[9].

The active inclusion approach has been welcomed as providing a much needed balance to the economic-growth focus of the Lisbon Strategy. Many agencies had expressed concerns that the Lisbon Strategy's prioritisation of economic goals was at the expense of the European Union's social goals. There have also been concerns that the flexicurity approach places too much emphasis on labour market flexibility to encourage economic growth, and neglects the social dimension. Active Inclusion is seen as an approach which puts social concerns back into labour market policies. However, there are concerns that the connections between social inclusion policy and the National Reform Programmes are unsatisfactory in many Member States.[10]

A number of issues arising from the active inclusion approach have been raised during the consultation process, including the following:

§ Active inclusion is being delivered through the Open Method of Co-ordination (OMC). OMC is a relatively new means of developing and promoting policy implementation in the European Union, based on the voluntary co-operation of Member States. OMC relies on mechanisms such as guidelines, indicators, benchmarking and sharing of best practice. There is no specific legislative basis for the policy, and no official sanctions for Member States which do not comply. Rather, the OMC approach decentralises the implementation of policies to Member States which are expected to voluntarily take them on. The OMC is being used in various policy areas, where it operates at different levels within each Member State. The OMC for Active Inclusion is taking an inclusive approach to civil society by engaging NGOs as stakeholders in this policy area, which has been a welcome approach.

§ The Commission acknowledges the role that social partners play in the active inclusion approach, including regional and local authorities, service providers and NGOs. These social partners consider that active inclusion can only be effectively achieved through regional and local-based solutions, and that detailed frameworks should be agreed at regional or local level.

§ There are strong concerns that there is insufficient funding committed to the implementation of active inclusion programmes. The European Commission envisages that the European Social Fund (ESF) will be a key financial instrument for delivering active inclusion. For the 2007-2013 programmes, around €75 billion of ESF funds will be distributed to the 27 Member States. However, additional

[6] FEANTSA. FEANTSA's response to the Commission Communication "Concerning a consultation on action at EU level to promote the active inclusion the people furthest from the labour market. Brussels. 19 April 2006

[7] European Network Against Racism. Consultation action at EU level to promote 'active inclusion' of the people furthest from the labour market: Response of the European Network against Racism. April 2006

[8] European Trade Union Confederation. http://www.etuc.org/a/652

[9] CEMR response to the public consultation on the active inclusion of people furthest from the labour market. Brussels. February 2008.

[10] Iain Begg, Jos Berghman and Eric Marlier, Trends, Recent Developments, Active Inclusion and Minimum Resources: Key Lessons, October 2006, European Commission DG Employment, Social Affairs and Equal Opportunities

funds will be required to support active inclusion activities, and there are no indications of where this funding will come from.

§ There is no common set of indicators for measuring progress in achieving active inclusion. Without a common approach to defining and measuring active inclusion activities, it will not be possible to assess what progress is being made by Member States in this policy field.

§ Benchmarking should be a fundamental aspect of active inclusion, with close monitoring of the impact of active inclusion policies on the target groups they are aiming to work with. In practice this means setting targets and monitoring the take up of services for different ethnic groups, by gender, by age and by disability.

2.3 What works in active inclusion?

There is a mass of evidence about what works in active inclusion, and particularly about what works in terms of active labour market policies. Evidence suggests that;

§ A strategy of 'mutual obligations' has played a central role in achieving greater mobilisation of labour resources in some countries. Governments have assumed a duty to provide jobseekers with effective re-employment services, counselling, training and financial incentives to enable them to find work – the 'rights' side of the approach. Beneficiaries, in turn, have had to take active steps to find work or improve their employability, or else face the risk of benefit sanctions – the 'obligations' side of the approach[11].

§ Lifelong learning can contribute to high economic growth, while also reducing poverty and mitigating inequality. There is strong evidence that trained workers have better employment prospects than those who have not received training. Also, training facilitates transitions from temporary work arrangements into stable employment. But access to training is distributed very unequally over the adult workforce in all countries: those with the least education and skills participate much less in training[12].

§ Relatively simple and cost effective initiatives designed to improve matching and enhance job search appear to have a significant impact in terms of helping participants to move more quickly into employment…Training programmes produce employment outcomes which are often no better than job-search-focused initiatives. They also often fail to boost hourly earnings and are far more expensive. There is no convincing evidence that work programmes improve the employment chances of participants, and recruitment subsidies are a very expensive way of boosting employment and often suffer from low take up[13].

[11] Organisation for Economic Cooperation and Development. Boosting Jobs and Incomes: Policy Lessons from Reassessing the OECD Jobs Strategy. OECD, Paris, 2006.
[12] OECD, ibid.
[13] Peter Robinson, IPPR. Active labour market policies: A case of evidence-based policy making? Oxford Review of Economic Policy, Vol 16 No 1, 2000.

§ It is estimated that a 10% increase in active labour market policy spending per unemployed person reduces by 0.4% the unemployment rate. Early intervention cuts the long term costs of unemployment, associated ill health and social exclusion[14].

Examples of good practice in social inclusion which are highlighted in the 2006 overview of reports by national independent experts on social inclusion[15] include the following:

Good practice in reaching marginalised groups:

- The 'joint responsibility' initiative in Denmark;
- Social integration centres in Poland;
- Dutch initiatives for the homeless and drug addicts which involve volunteer work and subsidised labour;
- Spain's Active Insertion Benefit.

Good practice in supporting excluded families:

- A family support programme implemented in Latvia from 2005-06, targeting unemployed parents;
- A Czech Republic project, The Effects of Family Upbringing', which focused on providing work opportunities to people from dysfunctional families.

Good practice in local initiatives:

- The German federal programme 'Local Capital for Social Purposes'. Financed by ESF, the programme gives small grants of up to 10.000 to local projects which foster social activation. The programme acts in areas that cannot be reached by the central ESF programme.
- The Job Forum unit in Bergsjon in Sweden. All individuals seeking social assistance and who is able to work has to follow a programme of agreed job training, education etc with the Job Forum. Social assistance payments are conditional on fulfilling the agreement which individuals make with the Job Forum.

[14] Commission of the European Communities. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Towards Common Principles of Flexicurity: More and better jobs through flexibility and security. Brussels. 27.6.2007.

[15] Iain Begg, Jos Berghman and Eric Marlier, Trends, Recent Developments, Active Inclusion and Minimum Resources: Key Lessons, October 2006, European Commission DG Employment, Social Affairs and Equal Opportunities

2.4 Indicators for active inclusion

Although there is not yet a common set of indicators for Active Inclusion, many of the indicators for the European Employment Guidelines are relevant here. The European Employment Guidelines form one element of the European Employment Strategy, which sets the three year EU level plan for job creation, within the framework of the Lisbon Strategy. The European Employment Guidelines indicators are also being adopted for the flexicurity approach.

The European Employment Guidelines indicators which are most relevant to Active Inclusion, and which may be appropriately measured at regional and local level are shown below. The full set of indicators can be obtained from http://ec.europa.eu/employment_social/employment_strategy/docindic_en.htm.

Table 1: European Employment Guidelines (2005-08) - monitoring indicators

Monitoring indicators	**Definition**
Employment rate	Persons in employment
Employment growth	Annual percentage change in employed population
Unemployment rate	Unemployed persons
Activity rate	Share of employed and unemployed as a proportion of total population in the same age group
Youth unemployment ratio	Total unemployed young people (15-24 years) as a share of total population in same age group
Gender pay gap	The difference between men's and women's average gross hourly earnings as percentage of men's average gross hourly earnings (for paid employees)
Average exit age from the labour force	The average age of withdrawal from the labour market,
Long term unemployment rate	Total long term unemployment (12 months or more) as a proportion of total active population
Preventative services	Share of young/adult unemployed becoming unemployed in month X, still unemployed in month X+6/12, and not having benefited from intensive counselling and job search assistance
New start	Share of young/adult unemployed becoming unemployed in month X, still unemployed in month X+6/12, and not having been offered a new start in the form of training, retraining, work experience, a job or other employability measure
Youth education attainment level	Percentage of the population aged 20-24 having attained at least upper secondary education
Early school leavers	Percentage of the population aged 18-24 with at most lower secondary education and not in further education or training
Life long learning	Percentage of the adult population aged 25-64 participating in education or training (over the four weeks prior to the survey)

To facilitate a more coherent assessment of how national targets are being delivered at regional and local levels, the UK government introduced a new, single set of national indicators in October 2007. This single set of 198 indicators replaced the 1200 indicators which had previously been in use by local authorities. From April 2008, every local authority must select up to 35 indicators from the national set which are most relevant to local priorities (plus 17 statutory indicators on educational attainment), and report their annual progress on these. Each indicator measures contributions towards the achievement of national targets.

The UK national targets which are most relevant to the UK National Reform Programme and the indicators which are used to measure progress on these are shown in Table 2.

Table 2: Relevant targets from the UK national indicator set

UK national targets	**Indicators**
Maximise employment opportunities for all	Overall employment rate
	Working age people on out of work benefits
	Working age people claiming out of work benefits in the worst performing neighbourhoods
	People falling out of work and on to incapacity benefits
Increase the number of children and young people on the path to success	16 to 18 year olds who are not in education, training or employment
Improve the skills of the population on the way to ensuring a world-class skills base by 2020	Working age population qualified to at least Level 2 or higher
	Working age population qualified to at least Level 3 or higher
	Working age population qualified to at least Level 4 or higher
Increase the proportion of socially excluded adults in settled accommodation and employment, education, or training	Offenders under probation supervision in employment at the end of their order or licence
	Adults with learning disabilities in employment
	Care leavers in employment, education or training
	Adults in contact with secondary mental health services in employment
Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief	Fair treatment by local services

Finally, the background indicators which are relevant for flexicurity are shown in Table 3.

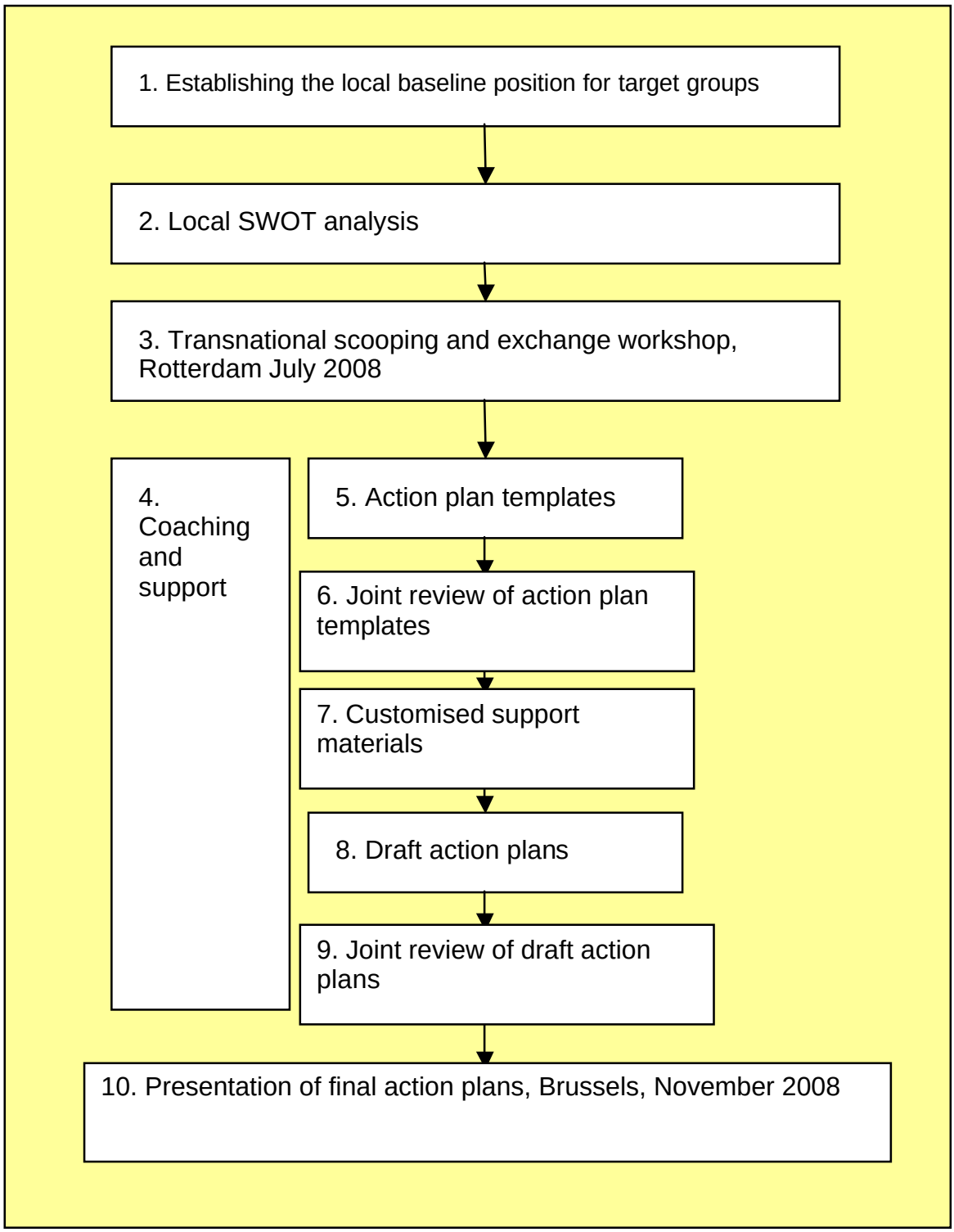
Table 3: Background indicators relevant for flexicurity[16]

Indicator	Data source for measurement
Flexicurity component: Flexible contractual arrangements	
Strictness of employment protection, total, for permanent and non-permanent employees	OECD
Diversity of and reasons for contractual and working arrangements (EUROSTAT)	EUROSTAT
Flexicurity component: Comprehensive lifelong learning strategies	
Percentage of the adult population between 25 and 64 participating in education and training	EUROSTAT
Educational attainment of age cohorts 45-54 and 25-34 (share of the population with at least upper secondary education)	EUROSTAT
Flexicurity component: Effective active labour market policies	
Expenditure on active and passive labour market policies as a percentage of GDP	EUROSTAT
Expenditure on active and passive labour market policies per unemployed person	EUROSTAT
Number of participants in active labour market policies, by type of measure	OECD
Share of young or adult unemployed not having been offered a job or an activation measure within 6 or 12 months respectively	EUROSTAT
Flexicurity component: Modern social security systems	
Net replacement ratios in the first as well as after 5 years	OECD
Unemployment trap, seen as a measure of benefit levels	OECD-EUROSTAT
General labour market outcomes	
Employment rate, total, for women, and for older workers	EUROSTAT
Youth unemployment ratio (15-24 years)	EUROSTAT
Long term unemployment rate	EUROSTAT
Growth in labour productivity	EUROSTAT
Quality in work	Under construction
At risk of poverty rates	EUROSTAT

[16] Commission of the European Communities. Ibid

3. METHODOLOGY FOR THE ACTIVE INCLUSION LEARNING SET

The following methodology was employed for developing active inclusion proposals through the action learning approach:



The Mile project has received funding from ERDF within the URBACT Programme.

Step1: Establishing the local baseline position for target groups

The target groups for the MILE project were identified by all partners at the outset of the programme as migrants and ethnic minorities, particularly; new arrivals, early school leavers, single parents, migrant women, Roma people. Based on desk research, the baseline position for each target group was identified and reported in relation to the three MILE sub themes (enterprise, active inclusion, intercultural dialogue).

Step 2: Local SWOT analysis

Drawing on the baseline research, each ALS conducted an analysis of strengths, weaknesses, opportunities and threats (SWOT analysis) for the active inclusion position for each target group within the partner city/region. The key findings from the SWOT analyses are presented in Section 4 of this report.

Step 3: Transnational scoping and exchange workshop

The transnational scoping and exchange workshop on active inclusion took place in Rotterdam on 9 – 11 July 2008. The aim of the workshop was to exchange knowledge and experience on approaches to active inclusion of migrants and ethnic minorities, with contributions from experts on this subject. The intended outcome of the workshop was for each ALS to begin to define and scope a city/region proposal for actions to address weaknesses or opportunities identified in the SWOT analysis; that is, to begin to shape an active inclusion project for one or more of the target groups. The workshop programme is attached as Appendix One of this report.

Step 4: Coaching and support programme

From July to October 2008, ALS partners were helped to develop their active inclusion project proposals through a programme of support from active inclusion experts and through peer exchanges via telephone conferencing. The actions included within the coaching and support programme are detailed in steps 5 to 9 below. The coaching and support programme timetable is attached as Appendix Two of this report.

Step 5: Action plan templates

Each partner completed a template outlining a proposed action plan for an active inclusion initiative. Written feedback was given on each template, aimed at helping partners to develop the templates to the next stage.

Step 6: Joint review of action plan templates

Through a series of telephone conferences, partners learned what active inclusion project each ALS proposed to develop, and shared ideas from their own experience about how these projects could be developed. Active inclusion experts contributed their ideas to this process.

Step 7: Customised support materials

Each partner received a package of support materials to help develop their initial idea for an active inclusion measure into a detailed proposal. The support materials included good practice case studies, links to relevant research reports, information on EU funding programmes, risk assessments, and other materials which were customized to the specific project proposals put forward by each partner.

Step 8: Draft action plans

Each partner completed a draft action plan, using the Active Inclusion Plan Methodology (this is attached as Appendix Three of this report). These action plans developed the proposals set out in the action plan templates (stage 5). Written feedback was given on each draft action plan.

Step 9: Joint review of draft action plans

A further series of telephone conferences took place through which partners learned how each ALS was developing their action plan proposal. These telephone conferences also explored possibilities for joint development and possible future joint actions in this area.

Step 10: Presentation of final action plans

The presentation of final action plans took place in Brussels on 12 -13 November 2008.

4. ISSUES FOR ACTIVE INCLUSION OF MIGRANTS IN THE MILE PARTNER CITIES & REGIONS

From the baseline research and the SWOT analysis, each ALS established a clear understanding of the issues and actions for the target groups in relation to active inclusion. An overview of the position for target groups in each MILE partner city/region shows some strong similarities in key areas, although there are of course many areas of difference. The strongest area of current action is in relation to early school leavers, where all partners have experience through pilot projects. The lack of co-ordinated services for new comers is also common to most MILE partners, with fragmentation in the existing services and lack of services in many areas (housing, legal advice, employment support etc). For MILE partners in areas with sizeable Roma populations, there are both strengths and weaknesses in the current approaches to supporting active inclusion for Roma people. The need to involve Roma people in the development of active inclusion strategies is widely acknowledged, as are concerns that there is insufficient political will to address active inclusion of Roma.

A composite of the SWOT analyses is shown in the table below.

Strengths	Weaknesses	Opportunities	Threats
Early school leavers			
1. Partnerships between public institutions, private companies and NGOs for the inclusion of early school leavers in the labour market **2.** Considerable experience acquired through pilot projects in some cities **3.** Experience acquired in targeting Roma children in Romania **4.** TIP (transfer information point) office grouping city education department, attendance officer, youth care, police, social services, unemployment offices, schools and other stakeholders working together in Charlois-Rotterdam **5.** Evaluation project of basic services from the point of view of youth financed by the Finnish Ministry of Social Affairs	**1.** High drop-outs among migrant children and Roma before completing compulsory education **2.** Monitoring and follow-up services inexistent or insufficient **3.** Access to secondary and higher education is very low **4.** Female registration at schools lower in migrants and Roma communities	**1.** Increasing knowledge about early school leaving phenomena by setting up efficient monitoring and knowledge management systems **2.** Tackling the socio-economic difficulties leading to early school leaving	**1.** Services depending on ocasional external funding which can be cut **2.** Specialisation of services could lead to more fragmentation **3.** Needed resources might not be assigned

New comers			
	1. Information services for new comers fragmented and insufficient **2.** Lack of training services **3.** Residence permits put restrictions on the type of jobs and territory in some cases **4.** Access to adequate jobs for highly qualified migrants is difficult	**1.** Providing efficient information services for new comers to avoid exploitation **2.** Removing work permits restrictions on mobility of migrants within the territory and the different kind of professional activities **3.** Improving the validation procedures of academic accreditations	**1**. Services depending on ocasional external funding which can be cut **2.** Specialisation of services could lead to more fragmentation **3.** Needed resources might not be assigned
Single parents			
1. Positive action favouring single parents in some cities	**1.** Lack of specific services and financial support in most cities **2.** Lack of child care in most cities **3.** Lack of information dissemination about existing services **4.** Family re-union takes too long	**1.** Facilitating family re-union procedures **2.** Increasing support for single mothers by providing child care services and increasing cultural and linguistic mediation services	**1.** Services depending on ocasional external funding which can be cut **2.** Specialisation of services could lead to more fragmentation **3.** Needed resources might not be assigned
Migrant women			
1. Specific programmes for victims of gender violence and human trafficking in some cities	**1.** Difficult access to mainstream services and lack of specific programmes **2.** Validation of academic accreditations is an obstacle to access to employment **3.** Reconciling family and work life still difficult **4.** Isolation of some women	**1.** Customize the available services to the specific and varied needs of women instead of using a generalized approach **2.** Greater actions to prevent the isolation of migrant women	**1.** Services depending on ocasional external funding which can be cut **2.** Specialisation of services could lead to more fragmentation **3.** Needed resources might not be assigned
Roma community			
1. Experience in working with Roma community mainly in the cities of Seville and Timisoara **2.** Elaboration of programmes for new Roma migrants in Seville	**1.** Most interventions with Roma did not have a significant impact on their situation	**1.** Changing the current situation of Roma community by developing separate strategic plans which involve Roma in the decision making processes and planning	**1.** Political will to deal seriously with Roma issues may not happen

5. LOCAL ACTION PLANS FOR ACTIVE INCLUSION

Summaries of the action plans for active inclusion initiatives developed by each ALS are presented below. Full versions of each action plan are in Appendix Four of this report.

5.1 Venice

The proposal from Venice is for the development of a test action on active inclusion as a means of improving the knowledge and capacity of public and private sector agencies to implement active inclusion measures. The Venice action plan addresses the particular issue in Italy of the fragmentation of public sector responsibilities in the employment and training sectors. Competences at regional, provincial and city level mean that there are overlapping responsibilities, leading to fragmentation of services, lack of co-ordination between services, and lack of any overall strategy for developing and implementing active inclusion measures.

The Venice action plan presents a series of activities which will promote joint working between different departments and agencies. The joint working will centre on the development of a test action to support labour market inclusion of 40 migrant women. In addition to supporting 40 migrant women into employment, the test action will help to highlight areas of difficulty faced by public and private civil servants in implementing active inclusion measures, and identify ways of overcoming these difficulties. The activities will be evaluated, and operational methodologies will be tested, so that successful approaches can be identified and widely promoted.

5.2 Rotterdam

The Rotterdam 'social index' measures the strengths and weaknesses of different neighbourhoods. This index shows that the sub-municipality of Charlois has a low score on the main issues of capacities, environment, participation and social inclusion. A number of initiatives have been developed to address key issues in Charlois, and particularly to bring services closer to citizens. In May 2008 the Service Centre Pendrecht opened, providing a centre where local people can access services in housing, welfare and employment. Another initiative is the Vraagwijzer (Questiondesk), which provides physical service desks in different locations, plus a website, telephone service and mailbox which citizens can use to ask questions and get the help they need on welfare, care and housing issues. A new Service Desk is due to open in 2009 in Charlois Noord.

The action plan proposal from Rotterdam is to add a case management function to the new Service Desk in Charlois Noord. The case managers will be able to provide an integrated service for clients, bringing together the different agencies which a client needs to deal with, rather than leaving the client to negotiate separately with each agency. The integrated, case management approach will be particularly valuable for groups which are generally neglected in relation to integration support, including:

- So called NUGgers (unemployed people who are not entitled to a social security allowance);

- Migrant women;

- Young people who have left school with no formal qualifications.

This is an innovative approach to supporting the needs of these target groups. As such, the initiative will be closely evaluated to identify the additional value which the case management approach brings to the Service Desk model.

Rotterdam will be seeking funding of around €500.000 to implement this initiative. Potential funding sources are ESF and PROGRESS.

5.3 Vantaa

The City of Vantaa is aiming to ensure that the needs of migrants are fully addressed through a major employment support initiative which will be delivered with ESF support. Vantaa has a high unemployment rate (6%) with a significant proportion of migrants within the unemployed and long term unemployed population. The TARMO project is a key measure to tackle unemployment in Vantaa. Supported by ESF, TARMO includes job coaching, vocational work placements, subsidised employment, and intermediate labour market opportunities. Vantaa's action plan proposes to focus on the needs of migrants on the TARMO programme through a series of actions which include:

- Production of a guidebook for familiarisation into the TARMO project, in a simplified Finnish language form which will be accessible to migrants;

- Using simplified Finnish language in all communication and information;

- Developing ways to measure soft outcomes and distance travelled.

The Vantaa action plan proposals will be implemented over the period 2009 to 2010, adding value to the TARMO project, which has already secured ESF support.

5.4 Turin

The Turin proposal targets young people (aged 15 to 25) who are excluded from access to information and services, particularly early school leavers. Research in Turin has shown that young people do not access the existing information services (on education, careers, employment opportunities etc.). Turin's action plan proposes to develop an 'infobus' for young people. This mobile information service will carry information on vocational training, employment, job opportunities, scholar orientation, voluntary work, events etc. The infobus will take information to places where young people already are; meeting places, suburbs, learning places etc. Additional strands to this proposal include the development of territorial networks for

information and services, and involving young people themselves within the territorial networks as peer informers.

This proposal build on a successful pilot scheme carried out in Turin over a four month period. Evaluation of the pilot scheme showed that this is a successful approach to engaging excluded young people and recommended its continuation.

5.5 Komitini

The proposal from Komitini aims to address the lack of localised co-ordinated action on employment and active inclusion. The proposal is to establish a local employment and entrepreneurship office. The office will co-ordinate actions of the Municipality of Komitini and other agencies to provide targeted services aimed at increasing employment and entrepreneurship. The office will bring together services for clients (that is, people seeking work) with services for employers who are seeking to fill vacancies. The target groups for this action are re-settlers, migrants, Roma population and the Muslim population. The role of the local employment and entrepreneurship office will be to develop and manage services which match job seekers from target groups with job vacancies including, for example, on-line job brokerage services. Along with this job brokerage activity, the office will gather intelligence on labour market needs, and co-ordinate activities of other public and private agencies in this area.

The City of Komitini will be seeking ERDF funds to develop the technology infrastructure to deliver this proposal, and ESF funds to implement the labour market intelligence and job brokerage services.

5.6 Seville

The proposal from Seville is to develop a job brokerage service which brings together support services for migrant job seekers with support services for local companies. The action plan is particularly focused on three target groups; new arrivals, migrant women, and migrants who are having difficulties finding work. The support services for migrants will include development of personalised action plans, support with job search, and pre-employment training in areas identified by employers. The support services for employers will include actions to raise awareness of the benefits of workforce diversity, and recruitment support for vacancies which employers are finding hard to fill, including through the development of pre-recruitment and customised training schemes.

This is a new approach in Seville and the approach will be closely evaluated to identify good practice and the potential for replication in other areas. The action plan proposal has already secured in principle funding support from the local authority.

5.7 Amadora

The proposal from Amadora is to develop an innovative and ambitious programme aimed at young people, particularly migrants and ethnic minorities living in the most deprived areas of Amadora. The initiative, called 'You are an Ace', aims to detect excellence amongst young people and to promote its linkages to the education and qualification system and to the job market.

'You are an Ace' will launch a competition to identify young people with talent in a range of fields; arts, IT, communication, sports, fashion etc. The competition will serve to engage young people in this initiative, identifying those who are motivated and who have talent and potential. The young people who are selected through the competition will be matched up with a trio of 'reference persons'. This reference triangle will be made up of a mentor (a reference person who can be a positive model to the young person), a company (a company which will sponsor the young person's university education or vocational training and provide employment after this is complete), and a university. The young person will be "adopted" by the reference triangle and supported by the triangle until their education is complete and they have taken up the job within the reference company.

The first two years of the project will be developed in Amadora as a pilot project, to test the transferability of this model. After that it will be replicated in the Lisbon region. A high level of interest has already been generated in this initiative and a number of large employers are committed to taking part.

The project has already secured some funding commitment from the private sector. Public funds will be needed to develop the pilot project and will be sought from ESF, and possibly from LEONARDO in a joint pilot development with Torino and other possible partners.

5.8 Nea Alikarnassos

The Nea Alikarnassos proposal will develop a strand of activity within the context of a wider strategy for active inclusion of migrants and ethnic minorities being developed for the Nea Alikarnassos area. The wider initiative is the creation of an Education and Culture Centre as a one-stop-shop for migrants, Roma and other minorities living and working in the area. The Education and Culture Centre will provide a range of functions and services, including; information and advice services for target groups; Greek language courses and vocational training; co-ordinating the work of all agencies working with migrants and ethnic minorities.

The strand of activity proposed in the Nea Alikarnassos action plan is for a programme of work with local employers. The aim of this activity is to gain a better understanding of employers' views on employing migrants and Greek Roma, and to identify any barriers from employers in this field. The first stage, therefore, will be research into the views and attitudes of employers. The second stage will use the research findings to develop a local campaign aimed at promoting the benefits to employers of employing migrants and Greek Roma.

5.9 Timisoara

The project proposal from Timisoara is to address the problem of early school leavers. Romania has the highest rate of early school leaving of all the new EU Member States. The problem is particularly prevalent amongst the Roma population, children whose parents have migrated to other parts of Europe to work, and children from families with severe problems (such as alcohol abuse and domestic violence).

The activities proposed in the Timisoara action plan are to increase the capacity of existing day care centre and counseling services for children aged 3 to 18 years, enabling the existing services to support an increased number of children. The action plan also includes measures to create additional day centre services in disadvantaged neighbourhoods. The day centres will work with local schools to identify children at risk of early school leaving. They will be staffed by social workers, psychologists and teachers, and will provide services which support the children to continue their school education.

6. RESOURCES FOR DEVELOPING ACTIVE INCLUSION MEASURES

A selection of the resource materials which were developed to support the Action Learning Sets to develop their action plan proposals are included here. They include case studies, links to research reports, and information on funding sources.
They are presented under the following headings:

- Active inclusion of young people;
- Working with employers;
- Active inclusion of new comers;
- Pre-recruitment and customised training;
- Job brokerage;
- Reaching excluded and hard to reach people;
- EU funding for active inclusion measures.

6.1 Active inclusion of young people

YOUTH ACTION PROGRAMME
Netherlands

The Youth Action Programme has been developed by the Municipality of The Hague and will be implemented over the period 2006-2009. The programme has been developed to address problems of young people leaving school with no qualifications who are then unable to find jobs.
The programme has three aims:

* To prevent young people leaving school without qualifications (dropping out);
* To return drop outs to school;
* To help young people who are no longer in school to find employment.

The Youth Action Programme works with young people up to the age of 27, in anticipation of the State government's expected introduction of compulsory work/education for young people up to 27 years old. The Programme uses a range of measures to meet its aims, working closely with schools to help prevent early leaving, and with the Youth Office to place young people into work programmes in which working, learning, guidance and mediation are central. Monitoring and

evaluation of the Youth Action Programme show significant success for the programme, including;

* 13% reduction in school drop outs between 2005/6 and 2006/7 (from 2,145 to 1,840);

* 39% of the 5,349 existing and new school drop outs in 2005/6 were re-entered into the education system; 40% of the 4,440 old and new school drop outs in 2006/7 were re-entered;

* The number of young people aged 18-27 receiving benefits declined from 2,200 in January 2007 to 1,520 in January 2009; a reduction of 30%.

This integrated approach to tackling school drop out, returning young people to education, and supporting young people into employment offers a successful model which could be replicated in other contexts.

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THE KARROT PROJECT
United Kingdom

The Karrot project was jointly developed and managed by Southwark Council and the Metropolitan Police. It began in 2000 in response to research in Southwark which showed a high level of need to tackle the large number of children who were not attending school, to deal with the high number of young people involved in crime, and to find ways of encouraging positive behaviour among young people. Southwark is one of the 32 local authority areas in London. Southwark's population is around 274,000 people, of which about 40% are Black and ethnic minority. Southwark is one of London's most deprived areas, with high unemployment rates, high levels of poverty, and high levels of crime.

There are several strands to the Karrot project, including a rewards programme (through which young people earn rewards for good behaviour) and an activities programme (which includes sports, arts and cultural activities). Thousands of young people each year take part in the Karrot project.

A central strand of the Karrot project has been the development of a mobile internet facility, called the Karrot café. The Karrot café was built from scratch in a disused bus. The café houses 12 flat screen PC monitors, a 'smart board' (a touch screen computer for interactive learning), and is equipped with a powerful satellite dish which enables broadband access from all locations. Young people can use the Karrot café facilities for on-line learning, homework, job applications, internet access,

and to access the on-line Karrot reward system. The Karrot café visits various sites in Southwark between 3pm and 9pm every day. It is hugely popular, and new arrangements for use have had to be developed to prevent long queues from building up outside the café.

The Karrot project started out with a three-year grant from a UK government funding programme. From the early stages of the project the project team has been securing extra funding from the private sector. The project has received funding from multinational companies including PricewaterhouseCoopers, McDonalds, Nestle and Barclays, as well as from smaller, local businesses. In total the project has secured over £2 million, mostly from private sector companies.

For more information go to:
http://www.publicservice.co.uk/pdf/home_office/autumn2002/p38.pdf

EDELWEISS
Romania

The annual Edelweiss Talent Competition (Floare de Colt) is a national competition to identify talented children who live in Placement Centres in Romania. The competition demonstrates that talent can flourish in the most difficult terrains.

The competition is open to children aged 14 to 18 years from disadvantaged backgrounds, including children from the protection system, children from families with financial difficulties and children with disabilities.

The contest is promoted in all schools in Romania. At each county level, the most talented children are selected in nine categories including literature, music, dance and sport. County winners then go on to compete at national level for the chance to receive funding for tuition in their chosen talent.

The competition is organised by the National Authority for the Protection of the Child's Rights in partnership with the Romania Ministry of Education and Research and with the Children's High Level Group (a UK charity set up to support the one million children across Europe who live in residential care institutions).

More information is available from:

http://www.chlg.org/our-initiatives-edelweiss.asp

THE EUROPE AND CENTRAL ASIA (ECA) YOUTH CONFERENCE GRANTS COMPETITION

The ECA Youth Conference Innovation Grants Competition and Showcase took place in Rome, Italy in May 2007. The competition was organised by the World Bank in partnership with Nokia.

The main objective of the competition was to identify and support innovative, small-scale, cutting-edge projects developed and implemented by young people aged 15 to 24. Young people entering the competition submitted proposals for projects aiming to achieve better opportunities and outcomes for young people, and tackling problems associated with unemployment, poverty and social exclusion of young people. Project proposals had to be targeted in one of the ECA countries.

Ten competition winners were awarded small grants worth from € 5,000 to €10,000, sponsored by Nokia and the World Bank Small Grants Programme, to implement their project proposals. They also received mentoring support, capacity building and networking opportunities as part of their prize.

As well as initiating youth-led projects, the competition provided an opportunity to emphasise and demonstrate the importance and potential of young people as active participants in development; to showcase good practices; and to allow all participants to interact and share ideas and knowledge, in an environment conductive to building partnerships and acquiring new sponsors.

More information is available from:

http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTCY/0,,contentMDK:21248617~menuPK:396453~pagePK:64020865~piPK:51164185~theSitePK:396445,00.html#Introduction

THE PRINCE'S TRUST United Kingdom

The Prince's Trust was founded by the Prince of Wales in 1976 to improve the lives of disadvantaged young people in the UK. The Prince's Trust is now one of the UK's leading youth charities, providing a range of services and support for young people.

The Prince's Trust runs different programmes which help disadvantaged young people to find work, start their own business, or find their feet when leaving care or leaving prison.

The Prince's Trust uses high profile Ambassadors - people who are well known in film, TV, music and sports. These Ambassadors publicly endorse work of the Prince's Trust, helping to raise its profile, attract funding, and provide role models for the young people the Trust wants to reach. The Prince's Trust Ambassadors include

footballer Rio Ferdinand, singers Bryan Adams and Leona Lewis, and the film actress Thandie Newton.

The Prince's Trust also provides mentoring support to young people, including through the EVOLVE project (an EQUAL funded project which has now finished) which supported disadvantaged people in Kent into jobs. The Prince's Trust mentored young people on the project and supported them into higher education. This case study from the EVOLVE project illustrates The Prince's Trust approach.

Zainab, a 17-year-old refugee from Afghanistan, had poor written and spoken English language skills as a result of having been held back a year at school. Subsequently he left school at 16 without having finished his GCSEs. His sole aim was to gain sufficient language skills to enable him to access college in September. The Prince's Trust Evolve project managed to secure him a place at Concorde English Language School for £700, instead of the usual £5,000. Zainab is also attending the Open College Network course in January aimed at improving his presentation skills and has a mentor for support. His social worker recently commented: "Thanks for all your help with Zainab. Your service was prompt and relevant to the needs of my client. It was useful that you liaised directly with both client and the college, which led to an efficient, speedy service."

More information is available from:

http://www.princes-trust.org.uk/

6.2 Working with employers

DIVERSITY WORKS FOR LONDON
United Kingdom

Diversity Works for London is the Mayor of London's flagship programme, based within the London Development Agency, to enable businesses to benefit from London's unique access to diverse customer and labour markets. Diversity Works' objective is to improve business performance through good diversity management. London has one of the world's most diverse populations. Londoners speak over 300 languages and belong to at least 14 different faiths. Around 30% of London's population is from black and ethnic minority groups and over the next 10 years they will account for 80% of the increase in London's working age population. Yet, there is strong evidence of existing inequality of opportunity in the London labour market:.

Diversity Works aims to remove barriers and discrimination faced by working people and entrepreneurs on the basis of age, disability, faith, gender, race and sexuality, whilst at the same time enabling businesses to harness diversity to improve their economic performance.

Diversity Works has developed a range of products and services, including:

* An easy to use online tool that allows companies to self-assess their current diversity performance, and identify areas where further support may benefit the bottom line;
* High quality, subsidised consultancy services from workforce diversity specialists, including a one-stop advisory service on compliance with equality related legislation, and a telephone helpline;
* Leadership programmes for Boards, Chief Executive Officers and senior managers that supports their role as the driving force for change;
* A range of training and development programmes, including apprenticeship and secondment schemes;
* Best practice guides, developed in conjunction with the business community and equality experts, which steer companies through the maze of issues that might prevent them from reaping the rewards of a diverse workforce.

Diversity Works supports business to diversify not only their people but also their supply chain, and enables companies to put diversity at the heart of business philosophy. The strength of Diversity Works is the underlying principle that diversity benefits all; not only is diversity good for people, but it is good for business, and good for London.

For further information contact:
Diversity Works for London Team
London Development Agency
Email: diversityworksforlondon@lda.gov.uk
http://www.diversityworksforlondon.com/server/show/nav.006

Researching workplace diversity

Diversity in the workplace – research report

This is a report of research which was carried out for the Diversity Works for London unit in London in early 2008. The research was based on telephone interviews with 30 companies. The researchers asked companies for their views on 'workforce diversity'. http://www.diversityworksforlondon.com/server/show/ConWebDoc.725

New Zealand Equal Employment Opportunities Trust – research reports

The New Zealand EEO Trust conducts a research study every two years which looks at how companies view workforce diversity. The research is conducted on-line, with around 500 companies taking part in each study. Here is the weblink to the EEO Trust http://www.eeotrust.org.nz/research/diversity.cfm. All the research reports can be downloaded from this website.

The Mile project has received funding from ERDF within the URBACT Programme.

GLA ECONOMICS: identifying labour market needs
United Kingdom

GLA Economics is the economic observatory for the Greater London area. It is part of the Greater London Authority which provides governance for the Greater London region. GLA Economics researches, studies and analyses London's economy to provide high quality and up to date information for policy makers and service providers across London, including London's 33 local authorities. GLA Economics reports are usually very clearly written and can be understood by people without a background in economics.

Here are links to just two reports from GLA Economics. One is the most recent edition of a regular publication called 'London's Economic Outlook' which provides an analysis of the current economic position and forecasts future developments. The second is a report on borough-level employment projections to 2026. This report uses data on the size and growth trends of each employment sector in each of the 33 London boroughs to make forecasts for employment growth by sector by borough. The report is particularly helpful for Economic Development teams in each borough which are planning employment and training interventions, as these forecasts can help them to identify which sectors are likely to require additional skilled workers.

London's Economic Outlook, Spring 2008

http://www.london.gov.uk/mayor/economic_unit/docs/LEO-spring-2008-web.pdf

Borough–level employment projections to 2026

http://www.london.gov.uk/mayor/economic_unit/docs/current-issues-note-13.pdf

6.3 Active inclusion of new arrivals

NEW ARRIVALS PROJECT
United Kingdom

The New Arrivals project is run by Quest for Economic Development (QED), a non-government organisation based in Bradford in the North of England. The project helps people to improve their job prospects and is open to people who have been in the UK for less than 18 months. Participants are offered training and advice over an 18-week period in a broad range of skills including English language, IT, writing CVs and job applications.

"Many of the people who move to Bradford are highly educated," says project Development Officer Mohammed Imran. "Yet most end up working in taxis and restaurants. We aim to find work appropriate to their skills, to help them learn English and settle in."

In three years New Arrivals has helped 400 people from countries as diverse as Pakistan, Thailand and Poland. Working in close partnership with leading local businesses has helped to create a successful placement scheme. To date the project has helped 123 participants into jobs.

When Muhammed Ismail Javed Khokar arrived from Pakistan he joined the New Arrivals course. After completing a work placement he successfully applied for a job with the Environment Agency where he was taken on as a trainee Rivers Operator. After a year he was offered a permanent job. "A lot of people applied for this job and I was successful. You need to read and write English," says Ismail. "The New Arrivals course definitely helped me – I learned interview techniques and took English classes. It was very useful."

For more information about the New Arrivals project, visit the QED website http://www.qed-uk.org/nsp.php

6.4 Pre-recruitment and customised training

Pre-recruitment training schemes involve identifying job vacancies – sometimes within a single company, or sometimes in a group of businesses offering similar jobs – and training people to the point where they are able to apply for the vacancy because they have the skills required for the job. The people who take part in the training are usually unemployed and lacking the skills, confidence, motivation or experience to apply for the jobs which are available. Pre-recruitment training is usually developed and delivered by specialist employment-support organisations, working closely with the companies which have job vacancies available.

Examples of recent pre-recruitment training schemes in the UK include a programme commissioned by London Underground to fill 200 vacancies for Customer Service Assistants. London Underground worked with an organisation called Fair Cities to develop a pre-recruitment programme to fill these vacancies. Fair Cities designed a pre-recruitment programme aimed at building confidence and improving skills (including literacy and numeracy). Over 200 people from the most disadvantaged area of Brent, in North West London took part in the pre-recruitment training, 85 per cent were from ethnic minorities. All those who completed the training were guaranteed a job interview with London Underground, resulting in a large number of job offers.

Similar pre-recruitment training schemes are run by an organisation called Work Solutions, based in Manchester in the North West of England. Work Solutions run pre-recruitment programmes which are tailored to meet large scale recruitment needs. They identify candidates with potential and train them to meet the selection

requirements of particular companies. Courses last for one to ten weeks, depending on the skills levels required for the jobs. Employers provide guaranteed interviews for candidates who complete the training. The pre-recruitment training helps to assist unemployed people who would not normally be considered for these job vacancies, and employers who want to recruit people with the skills needed for these jobs.

More information about Work Solutions is available from www.work-solutions.org.uk

The Fair Cities programme has now ended but reports of the initiative are available in a web archive at www.faircities.net

NATIONWIDE ETHNIC TRANSPORT TRAINING
United Kingdom

Nationwide Ethnic Transport Training (NETT) is a Sheffield-based company set up to increase the number of ethnic minority people working in the road haulage industry.

NETT helped Lester Miller into full time work after he had been unemployed for several years. Lester joined a NETT course that combined the practical aspects of large goods vehicle driving with theoretical work. This training was followed by 10 days of intensive driver training ending with a practical driving test at the Driver Standards Agency testing station. Lester passed his test first time, qualifying him to drive an 18 ton truck. NETT's final task was to find Lester a job. Using its database of potential employers, NETT put Lester in touch with a haulage company. After an interview, Lester was offered a job as a driver's mate.

Norman Mason, NETT's General Manager says, "Throughout the course, Lester showed the enthusiasm and energy of a man on a mission. Before coming on the course he had been unemployed for a long time. The new qualification has rekindled his enthusiasm to stay in employment well into the future."

More information about NETT is on their website at http://www.nettraining.org.uk/

6.5 Job brokerage

The term 'job brokerage' refers to activities or services which help match the needs of people who are looking for jobs with companies which are looking for workers. Job brokerage services are usually set up to help unemployed people and other disadvantaged people to get jobs. Many job brokerage projects have been set up in EU member states with funding from the European Social Fund.

This report on good practice in job brokerage service contains some useful information on what works well in job brokerage measures. *Just the Job: A good*

practice guide to organisations providing job brokerage services http://www.lda.gov.uk/upload/rtf/job_brokerage.rtf

BUILDING FUTURES
United Kingdom

The Building Futures project was jointly developed and delivered by the Black Training and Enterprise Group (a small NGO working with black and minority ethnic communities) and Talent Recruitment Ltd (a private sector recruitment agency), with funding from the UK government's Invest to Save Budget. The project ran from 2006 to March 2008 and aimed to help ethnic minority people in east London to get jobs. The Building Futures project operated in the London boroughs of Brent, Hackney, Haringey, Newham and Tower Hamlets. This area of London has a total population of 1,122,792, of which 48% are ethnic minorities (compared with 29% of London's total population) (Census 2001). The UK employment rate for ethnic minorities is 60%, over 14 percentage points below the overall employment rate of 74.4% (UK National Reform Programme: Update on progress, 2007). The Building Futures project targeted people from the ethnic minority groups which have the lowest economic activity rates: Bangladeshi, Pakistani, Somali and Caribbean.

In an ambitious and innovative project, Building Futures put together a network of small NGOs working with unemployed ethnic minorities, with a private sector recruitment agency able to find job vacancies in that part of London. The organisations were linked together through a single Client Management System – a database where details of the job vacancies and job seekers were posted. Staff in the NGOs (already experienced employment advisers) were trained to operate the Client Management System in order to match their clients to appropriate job vacancies. Once a client was matched, their details were sent through to the employer and a job interview arranged. The project also offered support for clients in their first few days in the new job, as well as a follow up review after 6 months.

The project was a highly successful way of increasing the capacity of NGOs working with unemployed clients, by providing them with a flow of job vacancies which their clients could be matched to. The project's partnership arrangements meant that the NGOs could focus on their area of expertise (supporting clients) while the recruitment agency could focus on its area of expertise (meeting employers recruitment needs). The project placed over 1,200 ethnic minority people into jobs over a two year period.

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6.6 Reaching excluded and 'hard to reach' people

OPENING PATHWAYS
Spain

To help tackle social exclusion, the City Council of Lugo in Spain established a programme called Opening Pathways offering training and employment support to the area's most marginalised groups. The programme ran from 2002 to 2005 with funding support from the European Social Fund of approximately €840,000.

The level of economic activity in the city and region of Lugo in North West Spain remains low compared to the rest of Galicia and Spain. Unemployment in the city is particularly high (14% in 2004), and those over the age of 45 are the most affected (30%). Women are also poorly represented in the labour market.

"We owe our success largely to the level of participation of the most marginalised groups, and to the individual attention given to their employment skills," says Isabel Villamor, one of the coordinators from the City Council of Lugo.

The project provided a series of courses which trained participants to deliver social services to people with special needs such as children, the elderly, the sick or people with disabilities.

During the first year, 210 people were involved in the programme, of which 194 completed the training and 93 found work. Around 90% of the participants were women, and nearly 18% were over 45.

In addition to training and counselling services, Opening Pathways offered participants advice about how to become self-employed or to set up a business. To help them get started, the City of Lugo teamed up with a local financial institution to provide micro-credits to local enterprises created as a result of the programme. Three such enterprises have now been established, mainly offering services to the elderly – a growing niche market due to the city's ageing population.

Contact for more information
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www.concellodelugo.org

HEART
United Kingdom

The HEART project was developed by Wandsworth Borough Council to help tackle the high unemployment rate in Roehampton in South West London. Roehampton has a population of around 9,300 people. Despite being located in one of the wealthiest parts of England, the area has an unemployment rate which is approximately twice as high as the London average, and an economic activity rate which is well below national and regional averages. A large proportion of Roehampton residents live in high rise tower blocks, there is very little local employment, and public transport links to other parts of London are poor. There is a very high number of lone parents and the teenage pregnancy rate is the highest for this part of London. Numbers of people on sickness benefits are far higher than the London average. Many people feel trapped in the local area and have lost the motivation or confidence to look for work.

Wandsworth Borough Council set up the HEART project in 2004 using ESF funding and working in partnership with a local further/tertiary education college, an enterprise support agency, and the local branch of the national employment service (Job Centre Plus). The project also developed a network of employers in South West London to give advice on what jobs they had on offer and the skills they were looking for in job candidates.

The HEART project aimed to work with the 'very hard to reach' who were not using the national employment support service. This included lone parents, people on sickness benefits, and people who lived in households where no one had ever worked. To encourage people to use the service, HEART operated from premises on the main shopping street in Roehampton and offered a flexible, drop in service which enabled anyone to turn up, without an appointment, to see an employment adviser. The project also did outreach work on the local estates, knocking on doors to tell people about the HEART employment service.

The HEART employment service provided one to one support with a trained employment adviser. Support was flexible, with each client having as many sessions as needed and covering whatever aspects of support needed, including writing a CV, practicing for interviews, identifying where to apply for jobs etc. Through the partnership arrangement, employment advisers were able to refer clients to training courses at the college, to self-employment support, or on to national employment support programmes. Through the employer network, they were also able to place some clients directly into work.

The HEART project came to an end in 2006 when the funding ceased. Over the two year period, the project had provided one to one support to 280 hard to reach clients, helping 44 of these to find jobs and 7 of them to start up their own business.

HEART represented a relatively low cost approach to helping those furthest from the labour market. As a small scale, local initiative, HEART was able to operate a flexible service which quickly became well known within the local community, and therefore

attracted people who lacked the confidence or motivation to use the national employment service. Another successful element of the HEART approach was due to the personal relationships which employment advisers established with their clients (again, enabled by the flexibility of the project) which gave many the support they needed to take steps to find and secure a job.

Unfortunately, the HEART project also exemplifies another feature of employment support initiatives. That is, they tend to depend on external funding and once the funding comes to an end, all too often the project also has to end.

Contact for more information
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6.7 EU funding for active inclusion measures

EU STRUCTURAL FUNDS

The Structural and Cohesion Funds are the European Union's main instruments for supporting social and economic restructuring across the EU. They are by far the largest sources of funds for projects. They account for over one third of the European Union budget and are used to tackle regional disparities and support regional development through actions including developing infrastructure and telecommunications, developing human resources and supporting research and development.

The European Council of December 2005 agreed a total Structural and Cohesion Funds budget of €308 billion for 2007-13.

The Structural and Cohesion Funds are divided into three separate funds:
- European Regional Development Fund (ERDF);
- European Social Fund (ESF);
- Cohesion Fund.

These are used to meet the three objectives of the EU's Cohesion and Regional policy, of which the Structural Funds are an instrument: Convergence (ERDF; ESF and Cohesion Fund), Regional Competitiveness and Employment (ERDF; ESF) and European Territorial Co-operation (ERDF).

The European Regional Development Fund (ERDF)
The ERDF will support programmes addressing regional development, economic change, enhanced competitiveness and territorial co-operation throughout the EU. Funding priorities include research, innovation, environmental protection and risk prevention, while infrastructure investment retains an important role, especially in the

least-developed regions. The ERDF in some regions supports enterprise and business start up support programmes, often for disadvantaged people.

The European Social Fund (ESF)
The ESF will focus on four key areas: increasing adaptability of workers and enterprises, enhancing access to employment and participation in the labour market, reinforcing social inclusion by combating discrimination and facilitating access to the labour market for disadvantaged people, and promoting partnership for reform in the fields of employment and inclusion.

The Cohesion Fund
The Cohesion Fund contributes to interventions in the field of the environment and trans-European transport networks. It applies to Member States with a Gross National Income (GNI) of less than 90% of the Community average, which means it covers almost all of the new Member States as well as Greece, Portugal and Spain on a transitional basis.

Structural funds are managed by each Member State. The following link is for the managing authorities in each Member State:

http://ec.europa.eu/regional_policy/manage/authority/authority_en.cfm

NON STRUCTURAL EU FUNDS

The two major sources of non structural EU funds are PROGRESS and the EU Lifelong Learning Programme.

PROGRESS programme for employment and social solidarity

The European Commission has a budget of over €700 million for PROGRESS from 2007-2013. It will provide support for three types of activities:

- **Analytical activities** that improve the understanding of the Social Policy Agenda's issues, contribute to its effective implementation and help to improve coordination with other EU policy areas and strategies (e.g. collecting and disseminating data, carrying out studies, analyses and impact assessments, developing statistical and evaluation methods).

- **Activities involving mutual learning**, exchanges of information, awareness-raising, identifying and promoting good practice and measures related to monitoring and evaluation (e.g. peer reviews) that help to establish the state-of-play in Member States and, in this way, improve the application of Community rules.

- **Activities that support the main stakeholders** in order to promote the exchange of good practice, the sharing of information, preventive awareness-raising measures, as well as discussion processes (e.g. setting up working parties of national officials, developing networking at EU level or funding networks of experts in the different areas).

The programme is divided into five broad areas:

- employment;
- social protection and social inclusion;
- working conditions;
- anti-discrimination and diversity;
- gender equality.

PROGRESS is open to public and private bodies and relevant actors and stakeholders. It is geared towards Member States, local and regional authorities, public employment services and national statistics offices. It is also open to candidate countries. Specialised bodies, universities and research institutes, as well as the social partners and non-governmental organisations are also able to participate in the programme.

Implementation of the programme is through calls for tender and calls for proposals providing a maximum of 80% of co-financing for projects.
Information about the calls can be found on
http://ec.europa.eu/employment_social/emplweb/tenders/index_en.cfm

EU Lifelong Learning Programme (LLP)

The programme is the main funding programme in the field of education and training. Running from 2007-2013, the programme covers learning opportunities from childhood to old age. It has a budget of €7 billion to support projects and activities that foster interchange, cooperation and mobility between education and training systems within the EU.

Grants and subsidies will be awarded to projects that enhance the trans-national mobility of individuals, promote bilateral and multilateral partnerships, or improve quality in education and training systems through multilateral projects encouraging innovation, for example. It consists of four sub-programmes:

Comenius - for schools;

Erasmus - for higher education;

Leonardo da Vinci - for vocational education and training;

Grundtvig - for adult education.

A transversal programme complements these four sub-programmes in order to ensure that they achieve the best results. Four key activities focus on policy co-operation, languages, information and communication technologies, effective dissemination and exploitation of project results. These actions are complemented by the new **Jean Monnet** programme, which supports institutions and activities in the field of European integration.

Some parts of the programme are managed from Brussels and some at national levels. Some programmes are especially helpful in that they will provide financial support for you to do partner searches and visits to and from possible partners in other EU member states. For larger scale projects (which are up to about 400,000 Euro over two years for transanational projects involving partners in two or more EU member States) the typical co financing rate is 75%. You can find your national reference agencies by looking at the link on http://ec.europa.eu/education/programmes/llp/national_en.html

They can explain to you how the programme works and whether you need to get in contact with the support agency in Brussels.

7. CONCLUSIONS: IMPACT AND FUTURE OF LOCAL ACTION PLANS

The key impacts of the MILE project have been at local level. The action learning process has enabled local partners to focus on a specific theme (active inclusion of migrants) through a framework which supports identification of key issues, planning actions to address these, developing partnerships to implement these, and establishing the links between national and local contexts. The outcomes of this approach are apparent in all local areas, and can be seen particularly in the strength of new partnerships which have been developed through the action planning process. These partnerships have been developed within localities, often by bringing public authorities together with NGOs (as in Komitini), or with the private sector and universities (as in Amadora). Partnerships have also been forged between local and regional public authorities, notably in Venice, where the difficulties arising from overlapping competencies between the City and the Provincial authorities in this field have been greatly improved by close cooperation engendered by the ALS approach.

The longer term outcomes from the local action plans are likely to include the establishment of new services to support labour market inclusion of migrants. All the local partners are committed to securing resources to implement their local action plans and have established strong partnerships to take this forward.

The local impacts and planned outcomes of the local action plans are highlighted below.

7.1 Venice

In Venice, the ALS involved the Deputy Mayor for Social Policies and the Province of Venice, which has competences for training of linguistic-cultural mediators and operators. Venice also involved key social operators in the development of the local action plan, through a questionnaire designed to gain a wider understanding of the roles of the social operators and their views on barriers to active inclusion of migrants. The ALS also received a presentation from Veneto Lavoro on how competences on active inclusion and migrants are distributed across the region and on the sources of data which can be used to support work in this area.

The local network is now working together to find a way to finance the actions set out in the local action plan. One strand of activity in the local action plan has already secured funding of €300.000 ESF to integrate 70 women from the Province of Venice (including 15 from the City of Venice) into working activities.

The key impact at local level is the improvement of relationships between different institutions. The City of Venice and the Province of Venice have developed a stronger and lasting partnership. The two authorities are now working together on a proposal to integrate social services between the Province and the City of Venice.

7.2 Rotterdam

In Rotterdam, the ALS held meetings with local decision makers in order to establish as wide a consensus as possible for the local action plan. These meetings also helped to secure support and cooperation from local organizations which will be key in the implementation of the local action plan.

The Rotterdam local action plan activities are a good fit with ESF priority 1, action A, and will be in a good position to secure ESF funding. This has been confirmed by the ESF Managing Authority who were very enthusiastic about the outreaching approach proposed in the local action plan. The next application round for ESF will be in October 2009. However, opportunities for funding from national and city budgets have also been identified and these will be pursued. An unexpected outcome of the MILE project has been the necessity to learn about both European and national funding programmes.

7.3 Vantaa

In Vantaa, meetings were held with the Managing Authority and stakeholders from the City of Vantaa to discuss the development of the local action plan. The Director for Citizen Services in charge of employment affairs gave a presentation about Tarmo and Vantaan Valo (Vantaa House for Intermediate Labour Market) in a meeting held in the National Research and Development Centre for Welfare and Health. The Centre, in conjunction with the Ministry of Social Affairs and Health, has launched an experimental 'work bank' where different models created for employing long term unemployed in rehabilitative work are 'deposited'.

The Tarmo project will be officially launched in January 2009 when the new building hosting Vantaan Valo is opened. The 20 staff required for the project are currently being recruited.

The Finnish Ministry of Employment and the Economy and the Economy/Employment and Economic Development Centre in Southern Finland have made a decision to grant fund the Tarmo project for the years 2008 to 2010. Support for migrants on the Tarmo project will be developed and delivered by two specialist job coaches with substantial experience in this area.

The local action plan has helped to establish new and lasting partnerships between different institutions. For example, a joint meeting was held in mid-December 2008 between partnership organizations and City of Vantaa officials. Vantaan Valo is a new way of working together and therefore project development is needed at different levels. Cooperation between participant organizations is needed and has been established over the past months. A network of social enterprises operating in the intermediate labour market is also essential for all actors in the field of employment. Possibilities for cooperation at the national and international levels are also being explored.

7.4 Turin

Partners in Turin are still in the process of developing the information bus which will support young people, particularly disadvantaged young people with information, advice and guidance. In addition to the direct services which the information bus will provide, it will help young people to access existing mainstream services. The continuing development of this initiative is being managed by a City-wide partnership of agencies working with young people. This partnership approach has helped to bring a more ambitious approach to the local action plan and has also brought new agencies into planning specifically for European Social Fund projects.

The action learning approach of the MILE project has brought opportunities for creativity and innovation in the development of local active inclusion measures.

7.5 Komitini

The ALS in Komitini has held extensive public consultation on the Local Office for Employment and Entrepreneurship in order to promote the Office and to engage key stakeholders in its development. The ALS has also promoted the Office through local press and specialist journals. This promotion activity has resulted in a large number of enquiries about the Office, both by telephone and via the Office website.

The Komitini ALS is working closely with the Managing Authority to secure funding for the local action plan from the ESF programme for Eastern Macedonia and Thrace.

The process of developing the local action plan has facilitated the development of new partnerships between the public authorities in Komitini, and between the public authorities and NGOs.

7.6 Seville

The ALS in Seville has been very successful in bringing together the local and regional authorities along with experts on labour market inclusion, to focus on addressing issues for the target group of migrants. The ALS and the local action plan have provided a forum and a framework for improving co-ordination and joint working between agencies in this area.

The main impact of the local action plan has been in the improved co-ordination between the economic development department of the City Council of Seville, and the corresponding department in the regional authority. This co-ordination has had wide ranging benefits, both for the council officers, and for the target group of migrants, who will be receiving better services to support their insertion into the labour market. The improved co-ordination will continue beyond the MILE project.

The actions detailed in the local action plan are certain to be implemented with funding for a six year period secured from the co-financed European Social Fund. The partnerships created through the ALS will have a long term role in managing the

project's implementation, particularly in working together to ensure that the project adds value to existing services, and that separate services are integrated to provide a seamless labour market support service for migrants.

An additional impact of the local action plan has been in raising the profile of the problems faced by migrants. This has been done through an exhibition, and through press and radio coverage. This publicity has helped to create more positive attitudes towards migrants.

The MILE project has laid the foundations for a new approach to co-ordinated action for migrant support in Seville which will see very long term benefits for migrants and employers in Seville, and which will help achieve positive benefits in cultural diversity and social cohesion.

7.7 Amadora

The ALS in Amadora has facilitated close working between the City Council and the region to develop the *You are an Ace* project. Amadora city Council has also worked very closely with private companies, non-governmental organizations and universities to develop the project proposal and on the details of project implementation. The *You are an Ace* project, even at this early proposal stage has had a strong local impact in terms of building local partnerships and mobilizing local stakeholders to address issues concerning young people's integration to the labour market. Key partners already confirmed include the Caloust Gulbenkian Foundation, the CCDRLVT, and an urban and immigration sociology research unit specializing in young people, which will evaluate the impacts of the action plan activities. Partners are also in discussion with a major TV channel to secure their participation in the initiative.

The Amadora partners expect the local partnership created to develop and implement this model to expand and strengthen as the proposals become further developed and once funding has been secured for its delivery. Positive discussions about corporate sponsorship have been held, although no firm commitments from the private sector have yet been made. The partnership intends to involve the National Centre of Support to the Immigrants and the Jesuit Service to the Refugee and Immigrants Association as part of its mainstreaming approach which will help to disseminate information about labour market integration of young people, and embed the *You are an Ace* approach within these national services.

The MILE action plan approach is contributing to the establishment of new and lasting partnerships in Amadora and to the reinforcement of existing ones. The triangulation methodology which is being developed through this action plan presupposes the establishment of new partnerships between the public authorities, private enterprises, universities and young people. This partnership approach between the public sector, the private sector and the universities was already tried through the action plan for the ALS for theme one of the MILE project (enterprise), through the Social Entrepreneurship Municipal Programme, which Amardora intends to keep and consolidate through the current and future initiatives. In addition to strengthening partnerships and creating new partnerships, the MILE project has had

a strong impact in Amadora in helping to focus on migrant issues and in bringing migrant support organizations in to the partnerships for planning local policy and actions in this area.

7.8 Nea Alikarnassos

In Nea Alikarnassos, the ALS delivered briefings on the MILE project and the local action plan to the Head of the Managing Authority of the Operational Programme 'Human Resource Development' (Greek Ministry of Employment). The Managing Authority of the Region of Crete has been actively involved in the whole process of planning, developing and presenting the ALS local action plan. There has also been extensive local consultation through meetings with representative organizations for the Bulgarian, Albanian and Roma communities, and through the Nea Alikarnassos official website (http://www.nea.alikarnassos.gr).

The key impact of the MILE project at local level has been the acceleration of the procedures to establish the Education and Culture Centre. The Municipality of Nea Alikarnassos is currently organizing a public procurement process to commission a technical study for the reconstruction of a two-floor building in the centre of the city (financed by the Local Government Development Programme 'THESEAS'). Moreover, publication of articles for the MILE project in New Alikarnassos official newspaper and websites, and in other local papers, has helped to promote social awareness about the needs and rights of ethnic minorities.

The proposed activities in the local action plan for Nea Alikarnassos fit well with the General Objective 9 of the National Strategic Reference Framework (ESPA) 2007-2013, which includes the goal to ensure equal access for all inside the labour market and to prevent marginalization and exclusion. However, because Greece is still organizing technical issues regarding co-financing of projects within the 2007-2013 programming period, there are currently no calls for proposals and so it is not currently possible to seek ESF funding for the activities proposed in the local action plan. The most promising route for implementing the local action plan is by mainstreaming the proposed activities through the Office of Social and Support Services of Nea Alikarnassos (financed by the Operational Programme 'Health – Care' 2000-2006).

The local action plan for Nea Alikarnassos contributed to reinforcing and strengthening existing partnerships, such as between the working group and local services (Socio-Medical Centre for Roma, Office of Social and Support Services, Adult Training Centre) and the Managing Authority in Crete, as well as establishing new ones at a national level.

7.9 Timisoara

The Timisoara ALS created a stakeholder group to develop the initial ideas presented in the local action plan. The stakeholder group was formed from public sector agencies, private service providers and representatives of the Roma community, the target group for the local action plan. The stakeholder group has

been engaged in discussion around the issue of early school leaving amongst Roma and other migrant groups, and has been critically important in analyzing the problems, identifying interventions, and planning the implementation of the local action plan. The stakeholder group has also provided a forum for local networking, gathering and sharing information and for sharing good practice.

The Timisoara ALS expect that the stakeholder group will play a key role in the longer term implementation of the local action plan, in providing a multi-agency partnership for collaborative work on prevention of early school leaving within migrant communities.

APPENDIX ONE Scoping and exchange workshop programme

Date: 08-11 July 2008
Place: Charlois, Rotterdam (the Netherlands)
Venue: **Creative Factory**
Metrostation Maashaven
Maashaven Zuid Zijde 2
3083 CW Rotterdam
Tel: +31 10 2030203

Tuesday 08 July

Arrival of participants

16:15 – 19:30 Departure by bus from the Eurohotel to local actors and projects - District of Charlois
20:00 Dinner at Sultan Restaurant

Wednesday 9 July

09:00 Welcome by:
- Lionel Martijn, *deputy chairman of the Board of the District of Charlois, Rotterdam*
- Paola Ravenna*, European Policies Department Manage, City of Venice (lead partner)*

09:40 **Active Inclusion: context and the objectives - the Action Learning Set**
Haroon Saad, Mile Thematic Expert and QeC director

10.00 **Barriers facing migrants/immigrants in the labour market: Policy, trends, challenges, case studies**
Liz Mackie, Expert in Economic Development and Active Inclusion, The Gilfillan Partnership Ltd
Questions and answers

10.45 Coffee break

11:15 Case study 1: **You can be whatever you want! Teen mothers empowerment and job assessment project**
Jorge Miranda, Head of Department for Educational and Cultural Affairs of Amadora City Council & Ana Tavares, City of Amadora (Portugal)
Questions and answers

11:45 Case Study 2: **Job coaching as an example of active inclusion in Vantaa**
Sanna Malin, Job Coach, City of Vantaa ***&*** *Terhi Juntunen, Senior Planning Officer, Employment and Economic Development Centre for Uusimaa (Finland)*
Questions and answers

12:15 **Introduction to working groups**
Yamina Guidoum ***&*** *Liz Mackie*

12.30 **3 Parallel Working Groups**

13:30 Lunch-Buffet at the Venue

14:30 **Continuing Working Groups (including a Coffee Break)**
Improving employment opportunities; Improving quality and access to support services
Facilitators: Liz Mackie, Yamina Guidoum, Haroon Saad.

17.00 **Feedback from the working groups and discussion**

17:30 End of day 1

19:30 Optional: accompanied walk from hotel to dinner venue

20.00 Dinner at Hotel New York

Thursday 10 July

Morning session will be open to the public 08.30-13.30

08:30 **Active Inclusion: Dutch Policy and Practice- Rotterdam City Council**
Dominic Schrijer, Alderman of the city of Rotterdam on Labour, Social Affairs and Urban Policy
Questions and answers

09.30 **Charlois programme for active inclusion**
Wouter de Jong, Bureau Frontline, Mother & Child project Manager
Questions and answers

10:00 **Local employment development, corporate social responsibility and active inclusion**
Sue Bird, Policy Coordinator, Directorate-General for Employment, Social Affairs and Equal Opportunities, European Commission
Questions and answers

10:45 Coffee Break

11.15 **What managing authorities have done in active inclusion: results of last funding period and goals for the present period**
João Afonso, Operational Programmes Officer. Regional Development and Coordination Commission of Lisbon and Tagus Valley
Questions and answers

11:45 **What managing authorities have planned for active inclusion: goals for the present period 2007-2013**
Adela Dorobantu, Counselor, ESF Coordination Directorate- Managing Authority for Sectoral Operational Programme: Human Resources Development (Romania)
Questions and answers

12:15 Lunch-Buffet at the Venue

13:15 **Introduction to Action Learning Sets Planning**
*Yamina Guidoum **&** Liz Mackie*

13:30 **Action Learning Sets Planning Sessions**
Including coffee break

15:45 Feedback from the ALS Planning Sessions

16:45 **Conclusions, Evaluation & end of Workshop**

18:00 Departure by bus from the hotel to the China Boat

18:30 Departure of the China Boat

Friday 11 July

Departure

APPENDIX TWO: COACHING AND SUPPORT PROGRAMME TIMETABLE

ACTION	TYPE	MEANS OF COMMUNICATION	DATE
1	Completed Action Plan Template to be sent by partners	E-mail	till 25 July
2	Feedback from Experts: What to do next?	Email + telephone	25-30 July
3	HOLIDAYS	HOLIDAYS	1-31 August
4	Action Plan development with continuous experts' support (individually and/or group)	E-mail+ telephone + video/teleconferences (to be determined)	1-30 September
5	Partners will send First Draft of Action Plans	E-mail	1 October
6	Individual and group Feedback from Expert on Draft Action Plans	E-mail+ telephone + video/teleconferences (to be determined)	**2-10 October**
7	Partners continue to work on action plans	E-mail	**10-26 October**
8	Sending Final Version of Action Plans	E-mail	27 October
9	Individual and Group Feedback of Expert on Final versions of Action Plans	E-mail+ telephone + video/teleconferences (to be determined)	27-31 October
10	Preparation of Final presentations with continuous support of Experts (individual and/or group)	E-mail	3-11 November
11	Presentation of Final Action Plans in Brussels	Slides	13 November

The Mile project has received funding from ERDF within the URBACT Programme.

APPENDIX THREE: ACTION PLAN METHODOLOGY

Steps for developping a local action plan on active inclusion measures for labour market access

A number of steps need to be taken in a systematic way for a Local Action Plan to be successful. These are:

Step 1 Building the evidence base: Find out what is happening to the target groups affected by the problem, identifying all the actions by possible stakeholders that affect the situation of the target groups and identifying what is working and what is not.

This step corresponds to the mapping reports that you have already produced in phase I. You can complete them with more data if you whish to

Step 2 Stakeholder analysis: Identify who are the stakeholders and what are their interests. Stakeholders are all those affected or have an interest in the action plan. These include the beneficiaries (target groups), employment agencies, employers, local government, etc…

The members of your ALS are already some of the stakeholders. You can identify more stakeholders

Step 3 Problem and option analysis*:* Identify all the problems and the way they are linked to causes and effects. This can be obtained from step 1 and discussions with stakeholders.

- **You have already undertaken the analysis of the problems in the working groups in Charlois meeting.**
- **You have already undertaken option analysis with the members of your ALS during the ALS planning sessions in Charlois meeting.**

Step 4 Option analysis and strategy formulation: identify the different strategy options that may be available and then make choices between them in order to fix on a strategy. This can be completed in stakeholders meeting

- **You have already selected a strategy during the ALS planning sessions in Charlois meeting.**
- **You are now completing the strategy by consulting your local stakeholders and filling in the Action Plan template**

Step 5 Intervention logic – going from themes to activities: the purpose of this step and the following is to develop the details of your action plan. Here you have to work on the overall goal, the objectives, the outputs and the activities of the action plan.

Step 6 Adding indicators, setting targets and working out means of verification: the purpose here is to define indicators and the sources of data (qualitative/quantitative) to verify that the targets set have been reached. The definition of indicators needs to be carried out with the stakeholders.

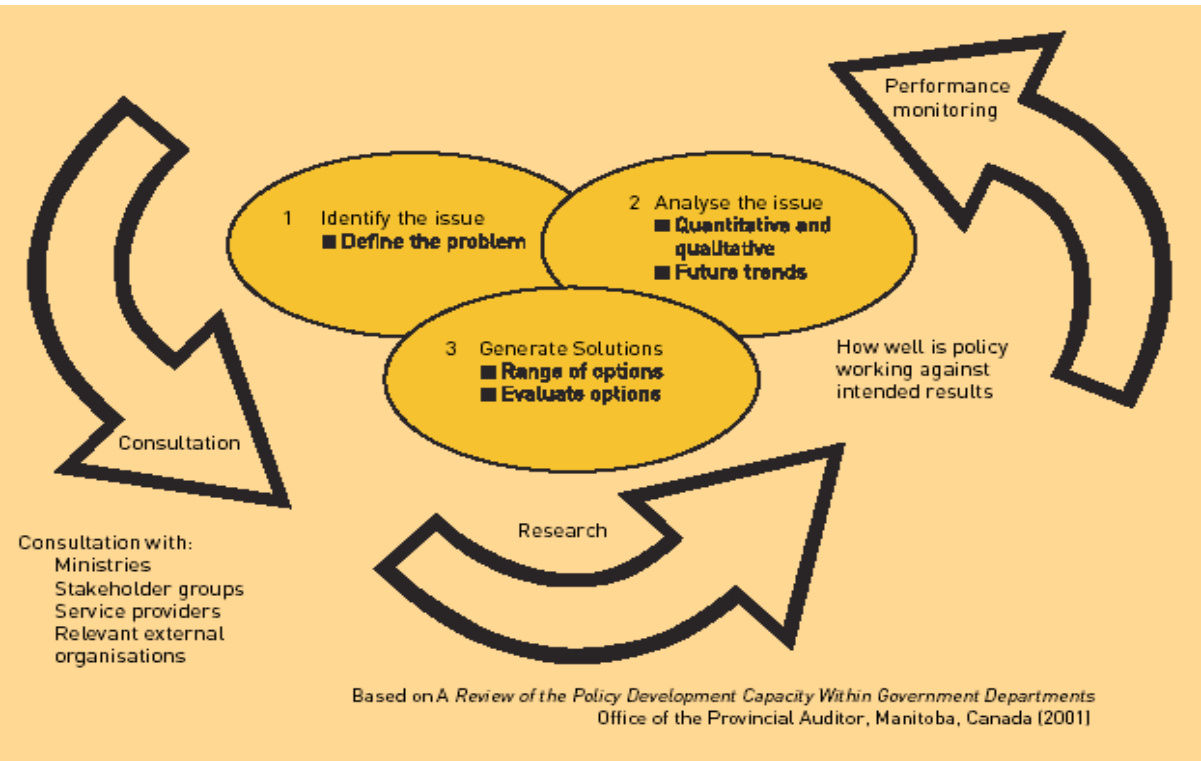
Step 7 Risks and assumptions: identify the risks or threats that may affect the action plan and the assumptions on which the action plan depends. This needs to be carried out with key stakeholders.

Step 8 Bringing it all together and achieving coherence by using an adapted logical framework: this is to assemble all the parts you have been working on above and put them together in a single matrix, which is called the Logical Framework. This is to ensure that the action plan is coherent.

Step 9 Structuring the Local Action Plan Report: the purpose is to bring together the work carried out in steps 1 to 8 in a single document which outlines the most important elements to secure funding from PROGRESS and /ESF/ERDF funds.

Step 10 Formal signing of the inclusion framework by all the partners: if you action plan is agreed at high level, or if you succeed to obtain financing for the implementation of your action plan, then it is important to signal it to the outside world by publicising it.

The diagram below illustrates the circular nature of the project cycle:



Step 1: *Building the evidence base*

Purpose of the step: to find evidence to find out what is happening to target groups affected by the problems
Main technique: desk research

This phase involves desk research to find out as much as possible about the nature of the problems facing the target groups that you are thinking of tackling.

Policy mapping

Identify what agencies are already doing to address the problems and map it out to look at coverage. Policy mapping needs to identify all the actions by possible stakeholders that affect the situation of target groups. These actions may be quite tangential. For example in a strategy to increase school staying on rates it may be important to look at private and public sector recruitment practices. Young people may be leaving because they think that qualifications will make no difference in a labour market where discrimination is not curbed.

Identify what is working and what is not working

Much delivery focuses on doing the things that have always been done. The discussion with partners works much better if there is some externally generated evidence (for example evaluations or reviews) that inform discussion and provide an evidence base so that criticism is not seen as one person's opinion but is firmly rooted. It is also helpful to map the level of coverage of existing actions. Often there are good practices but they only operate for some communities or as pilot projects. If possible the cost of different approaches should be identified.

Summary of key questions to help build the evidence base:

- What does the quantitative evidence base suggest have been the trends of the relevant target groups in relation to social exclusion in your local area or region over the past few years and beyond?
- What appears to be the nature of the social exclusion in your local area?
- How does your chosen goal represent an opportunity for tackling this form of exclusion?
- What are the barriers (or market failures) underlying these trends that are holding back the target groups in your local area or region?
- What previous policy efforts have been tried and tested? Which did and did not work and why?

Step 2: *Stakeholder analysis*

Purpose of the step: to identify who the stakeholders are and what are there interests
Techniques: desk research and analysis

Stakeholders can be defined as all those that have an interest (or stake) in an activity, project or programme – in our case the action plan. This includes intended beneficiaries, and intermediaries, winners and losers and those involved or excluded in the decision making process ***(DFID 2004***).

The Mile project has received funding from ERDF within the URBACT Programme.

Stakeholders are frequently divided into primary stakeholders who are affected by the policy – either positively or negatively and secondary stakeholders – those that have an intermediary role including delivery agencies, policy makers, and field workers. Some versions limit the number by defining some of each group as Key stakeholders otherwise the potential numbers can be limitless.

Stakeholders have different interests so it is useful to define what their involvement is with the project and how their interests differ. By systematically analysing the stakeholders it is also possible to see whether there are any missing voices. The exclusion of the client group is perhaps the most frequent missed voice. It is also important to assess the capacity of different stakeholders to engage in the process. A common failure of consultation exercises is to assume that one size fits all and fail to adapt approaches to particular groups. For example the private sector finds very long agendas and meetings frustrating and attendance drops away. Women are often not consulted even when the subject is highly relevant to them Sometimes special meetings are necessary to capture the voice of a particular group. Table 3 below sets out a format for analysing different stakeholder interests.

Table 3 Stakeholder interests for a hypothetical local employment project

Stakeholders	Interests and how affected by the problem	Capacity and motivation to bring about change	Possible actions to address stakeholder interests
Primary stakeholders			
Potential employers	Believe that grants may be available	Important to understand barriers and solutions	Meetings with employers to discuss incentive mechanisms
Local unemployed and inactive people	The direct beneficiaries who should access work as a result	Important to test whether new approaches work and to secure "buy in" of users	Focus group meetings and research to deepen understanding of barriers
Representative organisations of the unemployed	Their members are affected directly	Important consultees	Strategy meetings
Secondary stakeholders			
Employment agencies	Threatened by criticism, looking for funding	Resistant to change	Implementation of new outreach policies
NGOs interested in employment creation projects	Possible implementing bodies, looking for funding	Important for future delivery of plan and policy innovations	Commission pilot projects
Local government	Possible implementing	Statutory responsibility for	Engage as commissioning body

	body	economic and social benefit. Local knowledge but limited involvement in employment	
Government ministries	Funder and policy maker	Interested in 'what works' but little local knowledge	Create long term funding mechanism

Step 3: *Problem analysis*

Purpose: to identify all the problems and the way that they are linked to causes and effects
Techniques: Summarise evidence from step 1 followed by stakeholder meetings and analysis (stakeholder meeting may be combined with step 4)

The Local Action Plan should include a clear outline of the nature and scale of the problem in the Local Action Plan area. A fresh and comprehensive understanding of the existing situation and the problems that exist is essential to enabling the right solutions to be found.
Stakeholder involvement in this stage will expand the way that the problem is perceived and ensure that problems are not merely 'agency' views. It is particularly important to involve the users or beneficiaries (the primary stakeholders) in problem and needs analysis.

The action plan needs to recognise that problems facing the groups are complex, intractable and inter-connected. No simple solutions are likely to work and 'business as usual' approaches by existing agencies need to be challenged because it is the nature of the problems facing the groups combined with the inadequacy of social policy responses that have created the problems found today.

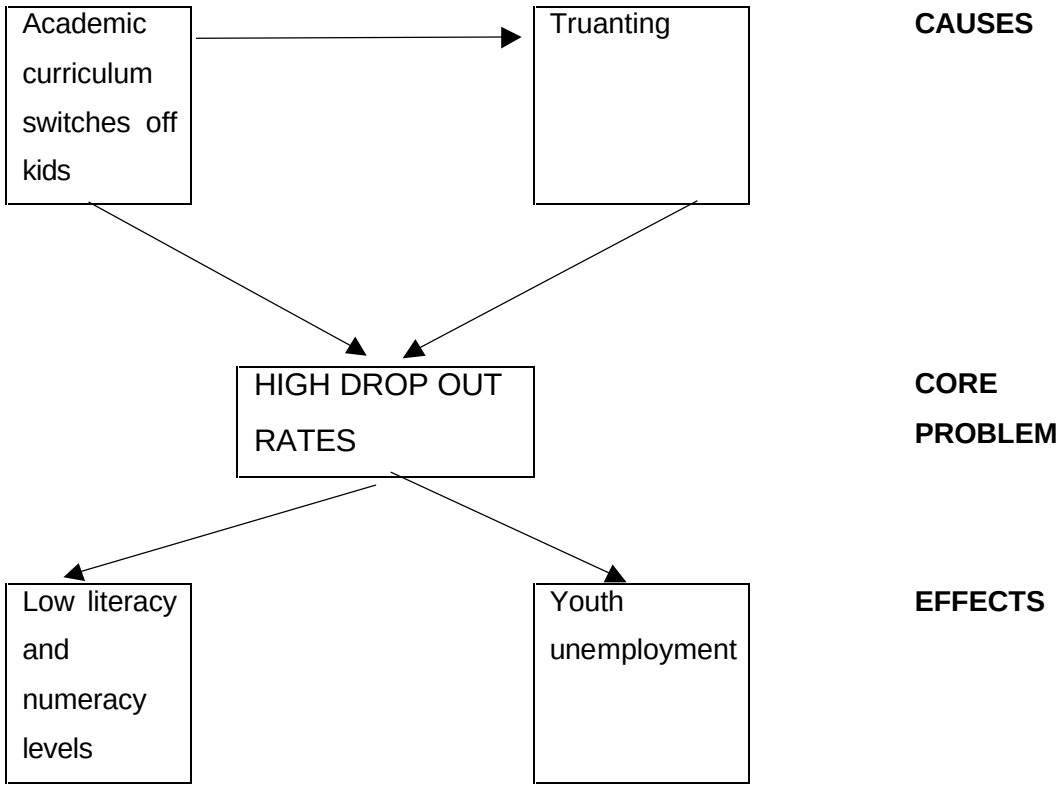
There are many different ways of viewing the same problem. Depending on the perspective different solutions will be deployed. The choice between different options is assisted by research evidence.

One well established technique for working with problems in a group setting is to make a problem tree. This is a simple graphical representation of the problems, their causes and effects.

Stages in drawing up a problem tree

- List all the problems that come to mind. Problems need to be carefully identified: they should be existing problems, not possible, imagined or future ones. The problem is an existing negative situation, it is not the absence of a solution
- Identify a core problem (this may involve considerable trial and error before settling on one).
- Determine which problems are "Causes" and which are "Effects." Arrange in hierarchy both Causes and Effects, i.e., how do the causes relate to each other - which leads to the other, etc.

Figure 3 Example problem tree on School drop out



Bring evidence to the stakeholder meeting

Understanding the problem needs evidence to inform the discussion. This evidence can be from statistics and studies that you have commissioned and collected at the start of the work in step 1. There may be a need to commission fresh research, although the long lead times for research may make this unfeasible. Normally it is best to commission an outside consultant or one of the partners to do a quick review of available and relevant published studies and 'grey' literature – reports that have not been published.

It is also useful to analyse data on the problem and to look at existing data in new ways – for example by breaking it down into small spatial units to see where the problems are concentrated geographically. Data should also be presented to illustrate the relationships with demographic characteristics, economic circumstances and other issues that affect the target groups

Table 4 Problem and solution table for High School drop outs

Problems	Possible Solutions	Where is best or good practice?
Too many young people dropping out of school at 16 because inflexible curriculum	Make curriculum more interesting	Finland – most successful education system with low drop out and high average achievement
Lack of teachers able to teach new curriculum	Train existing teachers and recruit new ones.	Not known
Many students truanting in final years and not reachable by school	Develop outreach programme and offsite provision	Not known
Drug and alcohol abuse is affecting students	Work on drug prevention programmes	Netherlands
Teenage pregnancies are making girls drop out	Better sex education, outreach provision so that girls can stay in touch during pregnancy and after	Netherlands
Teenage counter culture and 'cool' street culture do not encourage students to work hard at school	Work with role models to challenge slacker culture	Nowhere yet

Step 4: *Option analysis and strategy formulation*

Purpose: to identify the different strategy options that may be available and then to make choices between them in order to fix on a strategy.
Techniques: Stakeholder meetings and analysis (stakeholder meeting may be combined with step 3)

Be explicit about the options available

Strategy development involves making choices between options. Even if the only counter example is the 'do nothing' option or retain the status quo. It helps in drawing up the action plan to be explicit about policy options and to look for evidence based ways to select between them. However, it should be noted that the evidence-based approach is often better at rejecting options than selecting them.

A range of solutions can solve any problem. For example reducing unemployment can be addressed by increasing the 'employability' of the unemployed, and/or by creating jobs for people to go into. Often a combination of different supply side and demand side measures are needed to create long-term change.

Strategy is about deciding the particular policy mix and balance of resources that best addresses the problems in a particular area. Sometimes less is more – concentrating resources on a few effective actions is better than spreading the jam too thinly by supporting too many under funded initiatives. Many partnership based strategies fall into the trap of doing too much and supporting too many actions by trying to satisfy all the stakeholders. This is a particular risk in partnerships where

The strongest partners are horizontal stakeholders that supply of services to the target groups and have a vested interest to use the action plan to lever resources.

Examine research to find out what has worked elsewhere

Because exclusion is so intractable fresh ideas are needed to tackle it. There is some truth in the adage 'there is nothing new under the sun' Most solutions have been tried somewhere – sometimes in other parts of Europe sometimes in the USA or the developing world. These approaches should be examined and where appropriate adapted for use in your locality or region

Step 5: *Intervention logic – going from goals to actions*
Purpose: to work on the goals, objectives, outputs and activities of the action plan and to ensure that the intervention logic connecting them is explicit and clear.
Techniques: This step is best done with the stakeholders in a facilitated meeting

The step is set out in four sections:

a) From themes to Objectives
b) From Objectives to Outputs
c) From Outputs to Activities
d) Activities

a) From themes to Objectives

The next stage is to define an objective that the action plan will focus on. The Objective should be achievable over a known time period.
It will be a more limited and more specific version of the theme. One way of thinking about the Objective is to vision the changed situation that you would wish to see at a future time. We suggest that the plan should focus on a 5-year time horizon but you can make it longer. The Objective may also be more specific, for example by only focusing on one target group or on one service.

Table 6 shows some examples of possible objectives based on the five themes.

b) From Objectives to Outputs

Here we focus on what outputs need to be delivered by the action plan partnership in order to deliver

the objective. In our child poverty example the outputs could be achieved by raising of parental incomes as a result of helping single parents into work and ensuring that the tax and benefit system supports this move. Some changes might be outside the control of the action plan partnership – for example tax changes by central government. These will be built into the plan later as assumptions and risks.

c) From Outputs to activities

The final stage moves us from outputs (what we want to achieve) to activities (how we will achieve the outputs). This is the crucial place where incoherence can creep into plans as partners try to ensure that their projects are included as

	Theme	Examples of possible objectives
1	Employment	X% of current numbers of long term unemployed and inactive people are in permanent work by 2011
2	Access to services	Full access to primary care medical services for Y% of the Roma community by 2011
3	Education to work transition	School drop out rates are reduced to Z% of current levels
4	Social exclusion and children	Child poverty among children of single parents is reduced by W%
5	Immigrants and ethnic minorities	Somali refugees have the same unemployment levels as the host community

activities regardless of whether they contribute to critical outputs. Activities that do not contribute to outputs can be excluded or revised now or later when the indicators are drawn up.

d) Defining activities

The key is to ask what activity is required to deliver each output

Working out the actions to be pursued is not entirely a top down activity. Partners have ideas about the activities that they wish to pursue in order to meet the action plan objective. What is needed is an iterative and at times negotiated process to bring appropriate activities into the activities table while excluding those that do not make significant contributions to the objective. An activities table is set out below in table 7 below:

Table 7 Activities table

Lead partner	Description of activity	Intended outputs	Timescale start and end	Resources
City of somewhere				
Benefits office	Improving welfare to work pathways for single parents	Changes to local benefit rules to ensure that work is incentivised	Start at end of Year 1 ongoing	€400000
Training organisation / colleges	Training and coaching for young parents in basic and vocational skills	Number of training places	Year 2-5	€200000
Community based NGO	Job link organisation to place residents in jobs	One stop shop for training, advice and guidance and job placement	Up and running by end of year 1 Ongoing	€500000 Secondee from govt training agency
Business one stop shop	Encouraging self employment among young parents	Training programme, awareness raising, business support	Up and running by third quarter ongoing	€200000

Step 6: *Adding indicators, means of verification and setting targets*

Purpose: to add indicators, means of verification and set realistic targets to be achieved
Techniques: The development of indicators is a technical task carried out by analysts in close consultation with stakeholders

The next step is to attach indicators to the objective, outputs and activities. As well as identifying the indicators the sources of data to verify that the target has been reached are also identified in the third column: means of verification

In general we would suggest using local data where available as this may have shorter time lags to publication than national data as well as being more suited to the local objectives. Where possible it is best to adapt existing data collection systems that agencies. However some one-off surveys carried out by research institutes or foundations may be necessary despite being expensive to implement.

Our suggestion is that for the Action Plan objective and the outputs you identify indicators and means of verification. This means that you do not need to work on indicators at the level of themes or activities.

For each indicator you should identify sources of information that enable you to verify that the Objective has been achieved or that the outputs have been delivered. The table below summarises what the indicators are trying to do.

Table 8 Summary of how to relate indicators to intervention logic

Intervention logic	**Indicators**	**Means of verification**
Overall theme: Superior strategic theme for the action plan (based on one of the five themes) Action Plan Objective: The changed situation which the action plan is trying to bring about	How to recognise that the action plan objective has been achieved by qualitative and quantitative judgements	Sources of information to show progress towards objective
Outputs: Products services and other deliverables generated by the action plan partnership to deliver the objective	What kind and quality of outputs and by when will they be produced?	Sources of information and methods used to show delivery of outputs

Table 9 below illustrates how the indicators can be build into the table using a worked example of reducing social exclusion among refugees and ethnic minorities

Table 9 Worked example of indicators for measuring reduction of social exclusion among refugees

Quantifying the indicators

Intervention logic	Indicators / reference targets	Means of verification
Overall theme from themes: e.g. Reducing social exclusion among refugees and ethnic minorities		
Action Plan Objective: To raise the income levels of refugees by increasing their employability and helping them start enterprises	How to recognise that the action plan objective has been achieved by qualitative and quantitative judgements Refugees have higher levels of income because of higher employment and self employment	Sources of information to show progress towards objective Ideally survey data on the refugee community – but this might be too expensive - some proxy might be needed
Outputs: improved language skills, vocational skills, job placements,	What kind and quality of outputs and by when will they be produced? Language and vocational qualifications by refugees, Quality courses delivered, numbers placed into jobs.	Sources of information and methods used to show delivery of outputs Number of courses completed by refugees, one to one business advice sessions, Analysis of Monitoring data of employment agency and business start up agency showing job placements and enterprise starts
Activities language classes, training programmes, enterprise advice, incubation centre focused on refugee community	This space is used for resources, inputs and timescales (see activities table)	

Once the indicators and means of verification have been defined and agreed the next stage is to quantify the indicators and decide how much progress the plan aims to achieve. These are the explicit quantitative or qualitative achievements to be achieved by the action plan. They should be achievable but challenging at the same time. There is a danger with quantified indicators, which is that they can induce 'perverse' behaviour. For example in the UK in order to achieve a government target for family doctors of seeing 80% of patients within 2 days of seeking an appointment some doctors surgeries refused to allow patients to book appointments more than 2 days in advance. This was inconvenient for patients that had to work and organise appointments around a busy schedule.

In some policy areas quantified indicators can be very political. Setting an over ambitious target and then failing to achieve it can have serious effects.

You may wish to relate the quantified indicators to 'reference targets' that appear in some NAPs Inclusion at national level.

Summary on indicators and methods of verification

Indicators are essential but painful. The advantage of the indicator matrix is that it forces you to link your indicators to your intervention logic. At the same time it allows considerable freedom to select indicators that are relevant to what you want to measure

- Use as few indicators as possible – they are expensive to collect and process.
- Use a variety of indicator types and remember to measure quantitative and qualitative change – qualitative change can be more useful
- Find indicators that relate directly to the outputs and objectives, this will often mean creating local indicators

Step 7: *Risks and assumptions*
Purpose: to identify the risks that may affect the action plan and the assumptions on which the plan depends
Techniques: Analysis checked in consultation with the key stakeholders

Action plan partners can only control their own behaviour. Inevitably the action plan is at risk from other partners not delivering, from changes in the external environment including other higher levels of government making changes that worsen conditions for the target groups. An example of an external risk would be where refugee status is changed so that social security benefits, the right to work or the right to remain in the country are weakened. This would be a national change that would impact negatively on the position of refugees in a local community.

It is possible to identify three types of risk:

- Internal risks that you can control (e.g.design, management systems, performance)
- External risks others control (e.g. national legislation)
- External risks no one controls (e.g. natural disasters)

Table 10 Connecting the assumptions to the objectives, outputs and activities

Intervention logic	Indicators	Means of verification	Assumptions
Overall theme: Reducing social exclusion among refugees and ethnic minorities			
Action Plan Objective: To raise the income levels of refugees by increasing their employability and helping them start enterprises			Refugee status is not changed by the government – refugees are able to work and claim benefits and tax credits
Outputs: improved language skills, vocational skills, job placements,			Partners are able to resource activities and deliver
Activities language classes, training programmes, enterprise advice, incubation centre focused on refugee community			Refugees can be recruited on to courses and programmes

Key questions to uncover the assumptions

If the partnership successfully delivers all of the activities what are the assumptions about external risks that need to be made if the outputs are to be delivered?

If the partnership successfully delivers all of the outputs what assumptions about external risks need to be made if the objective is to be delivered?

Risk management

Identifying the assumptions on which the action plan depends is a passive exercise. The next step is to identify whether some of these risks can be managed.

In risk management there are three ways of handling risk:

- Risks are transferred – this can be done by forms of insurance – so that another agency bears the risk (insuring parties against rain is a common way of dealing with bad weather in the UK)
- Risks are tolerated - if it is difficult to do anything about the risk, then it may be best to take no action – especially if the cost of action is disproportionate
- Risks are treated - usually the intention is to contain the risk at an appropriate level.

Step 8: *Bringing it all together and achieving coherence by using an adapted logical framework*

Purpose: to ensure that the action plan is coherent – i.e. that the actions will lead to the outputs, the outputs will lead to the objectives and the objectives support the theme
Techniques: This can be done either as a technical exercise or as a participative exercise with the stakeholders.

The final act is to assemble all the parts that you have been working on above and put them together in a single matrix, which is called the Logical framework.

The table below shows a Logical framework or log frame that has been adapted for use with an action plan containing a number of activities rather than for a single project. Log frames are helpful in developing action plans that are coherent with their objectives. However, the traditional approach can be daunting for a group that is not trained in their use.

If you have gone through all the steps above then you can combine all of it into a single log frame that looks like the one in table 11 below.

Table 11 Adapted version of Logical framework table for URBACT 2 Local Action Plans

Intervention logic	Indicators	Means of verification	Assumptions
Overall theme: Superior strategic theme for the action plan			
Action Plan Objective: The changed situation which the action plan is trying to bring about	How to recognise that the action plan objective has been achieved	Sources of information to show progress towards objective	Matters outside the action plan which must happen if the objective is to be achieved
Outputs: Products services and other deliverables generated by the action plan partnership	Major characteristics of the outputs	Sources of information and methods used to show delivery of outputs	Matters outside the action plan which must happen if the Outputs are to achieved

Activities table

Title of activities to achieve the outputs	Lead partner	Brief Description of activity	Intended outputs	Timescale start and end	Resources

Step 9: *Structuring the Local Action Plan Report*

1. Action Plan Title
2. Problem analysis
3. Overall aim
4. Specific objectives
5. Main target group (s)
6. Activities to be undertaken
7. Methodology
8. Equal opportunities
9. Financial resources required
10. Timetable for implementation
11. Complementarity with priorities in ESF/ERDF National/Regional Operational and/or PROGRESS

Step 10: *Signing the Accord*

Purpose: to signal to the outside world that the action plan has been agreed at high level, to gain publicity
Techniques: Hold a reception and invite the 360 degree stakeholders that have contributed to the plan

It is important that the completed plan should be signed off at the highest level by the partners involved. This event should be high profile and include a press release and an appropriate ceremony and reception.

APPENDIX FOUR: ACTION PLAN METHODOLOGY

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ManagingMigrationAnd
IntegrationAtLocalLevel
CitiesAndRegions

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