

Brussels Capital Region, Belgium

0. BACKGROUND INFORMATION	
PROJECT TITLE	Brussels Sustainable Economy
Duration of project	September 2008 – December 2013: 60 months of project development (non-ERDF funded continuation to 2020 also foreseen)
Member State	Belgium (Brussels Capital Region)
Funding	Total budget: €1 962 338 ERDF contribution: €981 169 - €687 613 allocated to Brussels Environment (IBGE-BIM) - €704 725 allocated to Brussels Enterprise Agency (ABE-BAO) - €570 000 allocated to Groupe One
Cohesion Policy Objective	Regional Competitiveness and Employment 2007-2013
Main reason for highlighting this case	The initiative aims to generate economic activity and create jobs in the environmental sector, as part of the regeneration strategy for an inner-city area which has, in recent decades, experienced serious economic decline, physical degradation and accompanying social deprivation. It involves a valuable collaboration between the managing authority responsible for the operational programme and a partnership that brings together three agencies specialising in different but essential aspects of economic, social and environmental development. Cooperation between key economic interests and environmental actors represents a new step in developing an integrated and sustainable approach to urban (re)development in the Brussels region. Importantly, the project is based on a short to medium term vision, seeking quick wins within the funding period, but with 2020 as the ultimate horizon.
Key Contact person	Etienne Aulotte – Bruxelles Environnement/Leefmilieu Brussel Brussels Institute for Environmental Management eal@ibgebim.be – +32 2 775 77 30 The first point of contact is Etienne Aulotte, Project Coordinator at the Brussels Institute for Environmental Management. However, the three-agency partnership established to implement the project is founded on the principle of co-responsibility, and so the other two representatives operate as co-project leaders and can also be approached in relation to their particular roles in the initiative.

1. PROJECT DESCRIPTION	
Overall objective / goals	The objectives of the project are firmly linked to ongoing urban regeneration initiatives focusing on an inner-city area – identified as a Priority Intervention Zone (PIZ) by the regional authority. This former industrial area, which stretches along both sides of the canal (Brussels-Charleroi in the south and Brussels-Scheldt Maritime in the north) and extends across parts of seven municipalities, is the key focus of the Brussels Operational Programme. The Brussels Operational Programme 2007 – 2013, entitled ‘Objective 2013: Investing Together in Urban Development’, has three main objectives: 1. To achieve a balanced territorial development; 2. To increase economic activity and employment in the PIZ by developing environmental enterprise;

	<p>3. To enhance the attractiveness of, and quality of life in this zone.</p> <p>The project aims to implement a strategic plan to develop key economic sectors in the environmental field by pursuing the following four objectives:</p> <ul style="list-style-type: none"> • To establish a register (a 'state of play') of environmental industries and enterprises operating in the Brussels Capital Region; • To establish a 2020 vision for Brussels, set out in a strategic programme and action plan; • To reinforce existing green economic initiatives in Brussels by addressing identified weaknesses in the sector and by developing and consolidating optimised value chains for each initiative; • To identify interesting niche opportunities for new products and technologies and better structure the circuits in these fields.
<p>Description of activities</p>	<p>The real operational window of the (ERDF-funded) project started in 2009 and will terminate at the end of 2013. During this period, three main tasks are programmed:</p> <ul style="list-style-type: none"> • The production of a strategic plan to develop green economic activity in the Brussels region (2009-2013). The plan is designed to identify priority actions for implementation in six environmental sub-sectors, which are considered most likely to deliver green jobs, economic development and environmental added value; • The establishment of a strategic monitor for each sub-sector (to monitor technological opportunity and market conditions) (2009-2013); • The implementation of actions prioritised in the strategic plan (2010-2013). <p>Three phases of activity were determined: a preparatory phase, involving consultation and partnership building (2 months); a study phase, which would result in the development and approval of the plan (10 months); and an implementation phase, which would account for the remaining 48 months of project activity.</p> <p>A first and key step was to commission a private consultancy to undertake a study to support the drafting of the strategic plan. This study has taken longer than anticipated, with the result that the initiation of the implementation phase has been delayed by almost a year.</p> <p>As a result of preliminary consultations and inter-departmental, inter-agency agreement, it was initially agreed that the study would focus on seven green economic sectors (this was later reduced to six). On this basis, the methodology adopted was built on the following components:</p> <ul style="list-style-type: none"> - An assessment of the current state of play (desk-based review of data and study material existing in the Brussels Capital Region, SWOT analysis of the Brussels contextual framework, face-to-face interviews with 140 stakeholder representatives of the seven sectors), - A diagnosis of the six (definitively confirmed) green economic sectors, involving the identification and screening of 40 potential sub-sectors, an evaluation of the economic, employment and environmental situation, validation of initial conclusions with stakeholders across six focus groups, and a benchmarking of three comparable strategic initiatives carried out in France, Italy and the region of Flanders. - The selection of 19 priority sub-sectors and priority actions for the implementation phase, based on a multi-criterion analysis (market potential, strategic alignment, employment potential), resulting in the identification of 22 thematic actions and 120 individual actions. - The drafting of the strategic plan, using a multi-sector, 'octagonal' approach to determine and allocate general and transversal actions

	<p>across the six green circuits, as well as dedicated actions within each. The eight target fields set out in the octagonal structure provide a reference framework for developing actions in the fields of management, knowledge, infrastructure, iconic projects, enterprise, finance and investment, authorities, and branding & communication.</p> <ul style="list-style-type: none"> - The definition of an operational plan (with the approval of the responsible ministries – economy/employment and environment), based on the implementation of 40 priority actions. These were selected on the basis of their expected positive impact on business and job creation, the rehabilitation of the PIZ, synergies with other green economic sub-sectors etc. These actions have been further classified into three categories in order to steer the implementation process, which is now under way: fundamental actions; ‘quick wins’; and post-2012 actions. <p>The study provided guidelines for the project partners to intervene and co-produce the strategic plan, taking account of their particular entry points and specialisations. In this way, a wide consultation was achieved. Conclusions drawn from this, and validated by the focus groups, were used to refine the strategic and operational options.</p> <p>All three agencies have combined to make the best use of their individual capacities, whether it be in scoping green economic opportunities, liaising with research institutions and businesses, supporting high-tech enterprises to develop their activities in relation to the project, or coaching and encouraging bottom-up initiatives. With the implementation phase now under way, their activity patterns will intensify, in line with their specific roles in supporting green growth.</p> <p>The actions set out for the implementation phase are varied in scale and type and include: support for Greenbizz, a dedicated incubator; the creation of a BSE Science and Business Park; the treatment of roofs of public buildings; sustainable modernisation of the waste water network; the setting up of a BSE Academy; an intelligent delivery and transportation model; a BSE innovation fund.</p>
<p>Beneficiaries</p>	<p>The project targets six sectors in particular:</p> <ul style="list-style-type: none"> - eco-construction; - renewable energy; - waste; - water; - sustainable food; - green chemistry and green/white biotechnology. <p>Within these fields of operation, the direct beneficiaries are small, medium-sized and micro businesses, as well as start-up enterprises, in both high-tech and low-tech spheres. The project is, therefore, attempting to create employment by targeting the creation of new green economic activities and by providing support for existing companies. In this sense, the labour market in general, and local job seekers in particular, represent a secondary group of beneficiaries. Furthermore, the focus on action in the PIZ is also intended to benefit the local community as a whole, in terms of physical regeneration (new construction, infrastructure and functions, brownfield redevelopment etc.), environmental improvements (reduced energy consumption, green service provision etc.) and greater socio-economic opportunity.</p>
<p>Main results</p>	<p>As a result of the initial activity phase of the project (market research, scoping of subsidiary circuits, working with stakeholder focus groups etc.), 20 priority and ‘quick win’ actions have been identified, together with another 15 actions to be pursued between 2012 and 2020. On this basis, the results expected to be achieved by 2020 are as follows:</p> <ul style="list-style-type: none"> - the creation of 2 950 green jobs;

	<ul style="list-style-type: none"> - the creation of 578 green enterprises; - the creation of 572 new products and services.
Expected impact	<p>A fundamental ambition of the project is to raise awareness. While this is difficult to quantify, the composition of the partnership and the activities undertaken in the strategic planning phase have already managed to inform and involve a very wide range of stakeholders (authorities, institutions, representative organisations, the business community, young entrepreneurs etc.). Ultimately, the objective and expectation is that BSE will contribute to a major change in environmental policy-making at the Brussels regional level – recognising the transversal value and, therefore, mainstreaming environmental sustainability into wider policy development.</p> <p>On the ground, it is anticipated that the project will make a significant contribution to the revival of the PIZ by establishing new small to medium scale economic activities and creating ‘green jobs’. The initiative is highly applicable to this area, which has considerable potential (and need) for the location of new specialised firms and a low-skilled work force which can be specifically targeted by certain environmental circuits (i.e. waste treatment, recycling, food services, etc.).</p> <p>Using the PIZ as a development pole, concentrating support, training and capacity building, is also intended to provide a stimulus for research, development and related business models operating throughout the region.</p>
Gender equality and non discrimination	<p>There is no discrimination in terms of gender but also no specific targeting of women-owned businesses. Opportunities created by the project are open to all relevant stakeholders wishing to operate in Brussels. However, there is also no proactive initiative, or positive discrimination to improve gender balance.</p>
2. POLITICAL AND STRATEGIC CONTEXT	
	<p>The Brussels Capital Region came into existence in 1989, but even before this formal designation the territory, comprising 19 separate municipalities, was notable for the marked disparities that existed. The Brussels region accounts for nearly half of Belgium’s total GDP. In fact, according to Eurostat figures released in 2011, Brussels was the third-richest region in the EU, after London and the Grand Duchy of Luxembourg. It is an important location for the headquarters of international firms and organisations, and of course, the EU institutions. However, Eurostat also points out that ‘the GDP per inhabitant figures can be significantly influenced by commuter flows. Net commuter inflows push up production to a level that could not be achieved by the resident active population on its own’. So, on the downside, the region is also home to some of Belgium’s poorest urban districts, particularly in central municipalities such as Molenbeek, Anderlecht and Schaerbeek.</p> <p>In 2009, the OECD reported that Brussels was particularly affected by the recession in employment terms, with a 6.5% increase in the March unemployment rate in comparison to the same month in 2008. The crisis has undoubtedly exacerbated this territorial and socio-economic disparity, but the situation is not new. Added to this is the fact that approximately a third of the population is under the age of 25, with a high incidence of poor migrant groups – in which income, educational achievement and employment levels are disproportionately low – which are unevenly distributed across the city. Today, 25% of the population is considered to be living below the poverty line.</p> <p>Since its inception, this situation, and the concentration of multiple deprivation in specific parts of the city, has strongly influenced regional policy. Successive governments have attempted to develop a ‘city project’, through instruments like the Regional Development, Land-use and Housing Plans, Economic and Employment Contract, Environmental Plans, and the setting up of bodies like the Regional Development and Regional Enterprise</p>

	<p>Agencies, and more recently, the Brussels Capital Region Action Plan against Poverty.</p> <p>Since 1999, particular focus has been placed on the regeneration (economic and social) of the former industrial zone, which follows the spine formed by the canal across the very heart of the region, and takes in parts of seven municipalities (Anderlecht, the City of Brussels, Forest, Molenbeek, Saint-Gilles, Saint-Josse and Schaerbeek). The core area, which is now expanded and identified as the Priority Intervention Zone (PIZ), was an Objective 2 zone between 2000 and 2006 and benefited from URBAN 1 and URBAN II initiatives, as well as an ongoing multi-phase regional programme of ‘neighbourhood contracts’ (<i>contrats de quartier/wijk-contracten</i>) and special initiatives such as Platform Kanal. The emphasis has mainly been the reconversion of economic activity, supporting a mix of populations and functions, improving social cohesion and enhancing the attractiveness of the area. Prime Regional Development Poles (Tour and Taxis and West Station) and five potential brownfield development sites have been identified as key strategic locations for the redevelopment process.</p> <p>Brussels Capital Region has developed its socio-economic strategy in line with the National Reform Programme and the Contract for the Economy and Employment (C2E). The operational programme defined by the region reflects its contribution to the Strategic National Reference Framework and the Regional Plan for Innovation.</p> <p>This coherent approach by the region presents the opportunity to respond to a double challenge: the economic crisis and the need to establish a new growth and development model; and the ecological crisis (global and local).</p> <p>This twin-track approach is reflected in the unprecedented establishment of the ‘Employment-Environment Alliance’ within the governance structure of the region, and, more subtly, in the decision to change the name of the last waves of neighbourhood contracts to ‘sustainable neighbourhood contract’. Even the decision to formalise an economic unit within the Brussels Environment structure could be seen as further evidence of this reorientation.</p> <p>This new orientation is part of the operational programme ‘Objective 2013: Investing Together in Urban Development’, and Brussels Sustainable Economy is firmly fixed within this evolutionary policy context. The project is one of 37 selected by the Brussels government for ERDF support through the operational programme. All of these projects are located within the PIZ and the intention is to exploit synergy, create added value and promote multiple interventions.</p>
The planning context	<p>The project is set within a comprehensive planning framework, without being part of any particular strategic plan. It is one of a raft of measures initiated by the regional authority to advance and achieve objectives set out in documents like the Regional Development Plan, the Regional Land Use Plan, the Regional Innovation Plan, the Regional Housing Plan, thematic Environmental Plans (water, climate, waste, and noise), the Brussels EPB (energy performance of buildings) regulation etc.</p> <p>The most important operational aspect will be how BSE relates to the sustainable neighbourhood contracts, which aim to improve the quality of life in the PIZ, and within which there is the opportunity to promote eco-construction of affordable housing, the development of public open space and infrastructure, and social/cultural initiatives, which can also have an environmental component.</p>
3. IMPLEMENTATION	
3.1. PROJECT DESIGN AND PLANNING	<p>Project idea</p> <p>The project was instigated by the private office of Minister-President Charles Picqué in 2008, which at that time was also responsible for the</p>

	<p>'ERDF unit', officially the managing authority for the regional operational programme. Sustainable growth had become a key pillar of this programme and it was decided to institute a call for projects to establish a 'Green Development Pole' (a centre for urban development linked to the economic sectors of the environment) in the PIZ.</p>
	<p>Needs assessment or analysis</p> <p>The project does not appear to have been the result of a dedicated needs assessment or exploratory study, but rather a logical extension to the implementation of policy and initiatives in the region and the canal zone, which characterise the approach of the last 20 years.</p> <p>Both Brussels Environment and the Brussels Enterprise Agency had already identified a shortfall in green economic activity in the region, and had considered this as an opportunity to counter the crisis. This is likely to have had an input on policy formulation. Similarly, university studies and spin-off experience also contributed to decision-making on this issue.</p> <p>Selection by the managing authority</p> <p>All three of the partner organisations independently submitted proposals to create a 'Green Development Pole'. In a process of negotiation, during which ministerial responsibilities changed, it was decided that a consortium of the three organisations (Brussels Environment, Brussels Enterprise Agency and Groupe One) would be the most effective way of delivering the objective. A project brief was developed on this basis, which resulted in the presentation and cross-ministry approval of the Brussels Sustainable Economy project.</p> <p>Risk assessment</p> <p>The project was not perceived as involving any major risks. There has long been consensus that the PIZ is one of the major challenges for the region. In this initiative, therefore, the objectives of all stakeholders are aligned in the same direction – looking for new opportunities to create enterprises and reduce unemployment.</p> <p>Sustainability, exploitation of results and transferability</p> <p>The project is embedded in the goal of improving sustainability in the region, with anticipated knock-on effects on supply and value chains over a wider area. While the focus of the project is on neighbourhoods in difficulty, which constitute the PIZ, it is clear from its objectives that this exercise should function as a model intervention to stimulate development and economic activity in the region as a whole. It is evident that some businesses or activities, links in supply chains etc. are inappropriate for a city-centre location, but this should not negate opportunities to develop such activities in other more suitable areas of the Brussels Capital Region. Furthermore, the objective is not only to create, encourage and attract new enterprise but also to support existing companies, knowledge centres etc. which may or may not have a direct link to the PIZ at this point in time – but whose activities can help to build the coherence of the project. So a limited transferability is anticipated but there is not necessarily a conscious view that methodologies or practice could benefit other cities in Belgium or across the EU. In terms of results, the initial targets set by the project were fairly modest, and included the development of +/-100 new services or products, the creation of 16-24 new enterprises and 5 research and development opportunities, +/- 100 new jobs directly, and up to 500 indirectly. The expectation has evolved and become more ambitious with the development of the study and the consultations. The project is now fixed on a horizon of 2020 with a clear ambition that the activity of the funding period will continue after 2013 but on a mainstreamed and financially self-sustaining basis.</p> <p>Role of EU support and added value</p>

	<p>The project may have been initiated even without EU funding, through the motivation and experience of the regional authority, and by exploiting the activities of bodies like the Regional Development Agency, the Brussels Enterprise Agency or the relatively new department of Brussels Environment (Economy, Employment and Environment), but this is far from certain. It is highly unlikely however that the same scale or integrated partnership structure would have developed, which is one of the key positives of the project. It is much more likely that a sectoral approach would have persisted.</p>
	<p>Involvement of other EU funds</p> <p>No other EU funds apart from ERDF have been applied – at least not in any direct way.</p>
<p>3.2. MANAGEMENT, MONITORING AND EVALUATION SYSTEM</p>	<p>Selection of project manager</p> <p>As a result of the process of negotiation to bring the three partners together, there was a mutual agreement (between the employment ministry, the environment ministry and the three partners) that Brussels Environment would pilot and coordinate the project, having both the overview capacity and the ability to assure environmental relevance. However, the specific roles of the partners imply co-responsibility for the management of the actions and, therefore, co-production and co-leadership of the project.</p> <p>Project management system, management process and task distribution</p> <p>Brussels Environment is charged with leading and general coordination of the project, as well as ensuring conformity with the objectives and directives of the operational programme. It also has responsibility for the follow-up of the study and methodology of the strategic plan, in particular in relation to the fields of eco-construction and renewable energy.</p> <p>Brussels Enterprise Agency is a partner of Brussels Environment in developing the methodology of the strategic plan, specifically in terms of integrating the different economic dimensions. Furthermore, it assumes responsibility for following up the four remaining fields of action: green chemistry and biotechnology; water; waste, and sustainable food.</p> <p>Groupe One operates as an expert reference point, providing feedback and information on social and environmental aspects and needs, as well as on constraints and success factors in developing environmental projects across all six fields of action. It is also responsible for the technology monitor, and the animation and accompaniment of enterprises, both those of the Brussels Environment Agency and more grassroots initiatives.</p> <p>The management of the project is programmed to involve a permanent team (calculated at 4.73 staff equivalents) spread over the three partner organisations for a period of 5 years.</p> <ul style="list-style-type: none"> - 283.80 people-months - Total cost: € 273 468 <p>Steering process</p> <p>The project is guided by two steering groups:</p> <ul style="list-style-type: none"> - An Executive Committee – comprised of representatives of the Ministry of the Environment, Energy and Renovation; the Ministry of Economy and Employment; the Cabinet of the Minister-President; the social partners (trade unions etc.); the business sector (business, employers federations etc.), and the coordinator of the Employment Environment Alliance. - A Monitoring Committee – comprised of the three partner organisations and representatives from both responsible ministries (the Ministry of the Environment, Energy and Renovation and the Ministry of Economy and Employment).

	<p>The monitoring committee is effectively the operational steering group and, in the sometimes complex governance context in Brussels, this is an uncharacteristically small and focussed group (5 bodies). It is also planned to establish sector committees, to guide the concrete implementation of specific actions if necessary, with the steering group continuing to guarantee an integrated approach.</p> <p>Monitoring and evaluation</p> <p>At programme level the project is monitored by the managing authority, through the offices of Coordination and Management Unit 2007-2013. This involves the financial follow-up of the project, but also the monitoring of project implementation and results. The indicators used to assess implementation include: awareness raising and communication; training and support; the web; coaching and accompaniment; and green infrastructure. In terms of results, success criteria will be based on: the number of jobs created; the number of businesses created; and the number of new products and services established.</p> <p>At project level monitoring of the project relies on the principle of active steering, based on regular meetings of the monitoring committee. This is further supported by a quarterly reporting of general project progress, further broken down into the evaluation of individual activities using the following parameters: general progress; stakeholders; involvement of stakeholders; finance; planning and risk management. Each report should give an assessment of success factors and risks encountered during the reporting period. This ongoing evaluation was organised from the outset of the project.</p> <p>Unforeseen problems and how they have been overcome</p> <p>The project has encountered one major problem, related to the development of the study to underpin the strategic plan. This study was ambitious in its terms of reference and represented a relatively new approach within the Brussels context. As a result, it suffered serious problems in terms of meeting deadlines. Despite concern on all sides regarding this situation, there was no adaptation of the management structure. Rather, a decision was taken to persevere and bring the study to a satisfactory conclusion, notwithstanding the disappointment of the delay.</p> <p>Combination of different EU funds</p> <p>The project was only funded by the ERDF, so no cooperation with ESF was required.</p>
<p>3.4. GOVERNANCE: PARTNERSHIP, PARTICIPATION AND EMPOWERMENT</p>	<p>Composition of the partnership</p> <p>During the construction of the partnership, political responsibilities within the Brussels Capital Region were subject to a reshuffle. This meant that the managing authority function passed to the Ministry of the Environment, Energy and Urban Renovation. Coincidentally, the policy discussion on a 'new green deal' or 'green business development plan' as part of the response to the crisis had resulted in the innovative step of creating an alliance within the regional authority. This combined the forces of different ministries (and different political parties: Ecolo at environment and French speaking Christian Democrats at employment), agencies and organisations with a role to play in developing green economic activity.</p> <p>The first level partnership is therefore established in the monitoring committee, which brings together the responsible ministries and the three project partners.</p> <p>The second level partnership is the key to the operational, day-to-day running of the project and involves the three complementary organisations, the two governmental agencies: Brussels Environment (Environment Ministry) and the Brussels Enterprise Agency (Economy and employment Ministry), and the specialised NGO, Groupe One, which has experience in</p>

	<p>small business and start-up support, in both Belgium and the Democratic Republic of Congo.</p> <p>The third level of partnership is achieved through the activity of the project and involves both institutional stakeholders (universities and research centres, other governmental services such as the Brussels Development Agency, business groups, etc.) and the ultimate beneficiaries: small and medium-sized businesses; new high-tech start-ups; low-tech and grassroots start-ups, and local authority employment centres. This more informal partnership is supported by the outreach strategy of the project, building on the focus groups organised during the formulation of the strategic plan, and also on the relevant professional and social networks of the three principal project partners.</p>
	<p>Roles of the partners</p> <p>Each partner has been accorded a slice of the budget to cover operational costs and activities to be carried out during the funding period.</p> <p>Formally, the roles are as follows:</p> <ul style="list-style-type: none"> • Brussels Environment has responsibility for general management, for overseeing the study and the development of the strategic plan, and for coordinating the implementation of the resulting actions and activities. It is also charged with overseeing the technology monitoring and market research activity carried out for each of the six green economic sectors. • Brussels Enterprise Agency (BEA) is the coordinator of the study and the strategic plan, and is charged specifically with the market assessment of the six sectors. It provides proactive support to the implementation of actions, based on its particular areas of expertise. • Groupe One is charged with animating the strategic monitoring of the environmental circuits and, like BEA, provides proactive input to support the implementation, based on its particular areas of expertise. It is also expected to promote and broaden the partnership, especially at the local level. <p>This formal description only tells part of the story. There appears to be a certain overlap, which could at first glance be construed as a lack of efficiency. However, it seems more likely that this overlap only confirms the establishment of a real structure of co-production and co-responsibility for the entire project. On the other hand, the different entry points of the partners allow the project to benefit from a wide range of contacts, opportunities and a wide client base. It is clear, for instance, that BEA has better links to high-level research centres and traditional business models. This means that its principal target group in terms of starting new green businesses will be found more in spin-offs, high-tech activities and small start-ups promoted by highly-qualified entrepreneurs (young graduates, technical specialists etc.). Groupe One, on the other hand, fills an essential gap in dealing primarily with grassroots initiatives, low-tech opportunities and start-ups promoted by local and relatively untrained individuals. Together with the overarching role of Brussels Environment, the structure looks from the outside to be coherent and consistent.</p>
	<p>Involvement of the wider public</p> <p>The project first line target group is the business community or potential 'entrepreneurs' in the green economy. These beneficiaries will be involved through the outreach activities of the project and through the provision of services (foreseen as actions in the strategic plan) such as green incubators, the Brussels Sustainable Economy Academy, etc. Part of this outreach has already taken place with the development of the strategic plan – as part of its scoping exercise and through the involvement of focus groups.</p>
	<p>Role of the city administration</p>

The Brussels Capital Region is both a political and strategic initiator, and a sponsor of the project. It also represents a direct channel to EU funding as the managing authority for the operational programme. Until now, linkages with the local authorities affected by the project have been less developed and of a more informal nature – although pilot contact has been established to involve the Centre for Local Economy (support for the creation of enterprises) in the Municipality of Saint-Gilles and the intention is to spread this out to the other six municipalities.

Steering of the study and implementation process

The leadership of the project is assumed by Brussels Environment, and in particular by its Department of Economy, Employment and the Environment and its representative, Mr Etienne Aulotte. His economic background provides an important bridge between the economic and environmental disciplines. However, the project management is also ably supported by the other two partners and appears to combine strong independent input allied with close cooperation.

Political support

The project has experienced certain difficulties, with the main problem being the delay in the study. Because this took much longer to carry out than had originally been planned, questions have been raised concerning the accuracy of some of the base figures and forecasts underpinning the strategic plan. The change to a dual responsibility spread over two ministries probably also contributed to discussion and trade-off. For a certain period of time the project seemed to have lost credibility in the eyes of the regional authority. There was no publication of the study and the project had no dedicated website – only (very informative) entry points via each partner organisation.

However, with the finalisation of the plan and the identification of actions, the climate appears once again to be positive and support for the implementation phase is tangible.

It is also important to understand that the project is virtually a direct result of political agreement and support so the thematic focus is assured.

Innovative elements of the partnership

The partnership, in terms both of the dominant thematic sectors and the combination of project partners, is already innovative in the region. This is a clear realisation of the value of a more integrated approach, where complex challenges require multi-perspective responses. The fact that this project is under way at the same time as a new policy dynamic in this field is being explored ('the Alliance') makes the approach even more interesting. The co-production of the strategic plan using a strong methodology and involving focus groups is not necessarily innovative for Brussels, but it represents an application of good practice which has produced a clear strategic orientation.

4. INNOVATIVE ELEMENTS AND NOVEL APPROACHES

Management practices different from common practice

A departure from normal management practice in the Brussels project context is primarily to be found in the structure of the partnership, which virtually enforces a form of co-management. This appears to work well because of the close cooperation between the principal partners, the clear division of tasks and responsibilities bound to specialisations and capacities, and the very tight composition of the steering group (monitoring committee). Such a small and focused steering group in the Brussels system of governance is quite unusual, allowing wider consultation to take place within the project but enhancing management efficiency.

New approaches to communication and dissemination

	<p>The project is still relatively traditional in this respect, using the existing regional and local channels and publications. Brochures are circulated in town halls, schools and local economy/employment centres, and at job markets, while press articles are also used to announce project activities and encourage participation. The fact that the project has no dedicated web site is a constraining factor.</p>
	<p>New approaches to exploiting and transferring results</p> <p>This aspect is not yet fully developed and the project relies on its publications and the existing networking of the project partners (informally through their expert participation in developing their core disciplines, and formally through links to other initiatives – INTERREG, Energy Cities etc.). The partners also ensure a presence and publicity at relevant events within and outside the region.</p>
	<p>Initiators of new approaches</p> <p>It is not so much new approaches which are important but the fact that each partner brings their particular expertise and techniques and this can be moulded by the partnership into coherent and consistent patterns of activity. It is this juxtaposition of different but related actions, activities and events which represents a new approach – although certain actions themselves are new for the region i.e. Brussels Sustainable Academy or the Eco-Living-Village.</p>
<p>4.1. KEY IMPLEMENTATION CHALLENGES AND PROBLEM-SOLVING PRACTICES</p>	<p>Main challenges during project implementation</p> <p>It is still too early to evaluate the implementation phase of the project, although the complex governance context in Brussels is likely to impact on the speed and perhaps the effectiveness of implementation.</p>
<p>4.2. THEMATIC FOCUS</p>	<p>Europe 2020 sustainable growth</p> <p>The project can be comfortably categorised under this theme, although it also has relevance for, and if successful should also impact on, the fields of smart and inclusive growth.</p> <p>Brussels Sustainable Economy is an initiative designed specifically to foster sustainable growth, targeting the creation of economic activity in the environmental sector and thereby creating new ‘green jobs’. However, the most significant added value of the initiative is its ambition to transcend any narrow definition of sustainable growth. From the outset, the project management has been seeking both to close the circuit in each environmental sector under consideration and to use a top-down and bottom-up approach in unison to help regenerate a severely deprived area of the city and improve conditions for both business and the community at large.</p>
<p>5. FUNDING</p>	
	<p>Allocation of ERDF funding (€)</p> <p>Total budget: €1 962 338 ERDF contribution: €981 169</p> <ul style="list-style-type: none"> - €687 613 allocated to Brussels Environment (IBGE-BIM) - €704 725 allocated to Brussels Enterprise Agency (ABE-BAO) - €570 000 allocated to Groupe One <p>Leverage of private investment</p> <p>It is still too early to assess the extent of private sector involvement, as the project is only now in the operational phase. Greater private sector involvement is foreseen in the period after 2013, and the project has already established concrete links with private partners and research institutes to support the work of the Brussels Sustainable Academy (Triodos Bank, Solvay Business School, SME Management School etc.).</p>

	<p>Financial Instruments</p> <p>The application of financial instruments is not relevant at this stage.</p>
<p>6. PROJECT ASSESSMENT</p>	
<p>6.1. SUSTAINABILITY</p>	<p>Continuity after the end of the current programming period</p> <p>The project is programmed to continue to 2020 but without funding, or with funding reduced to an operational minimum, after 2013. This does not exclude an application for renewed EU funding in the next period, depending on project development or the expansion of activities.</p> <p>At the end of the programming period 2007-2013, the intention is to establish a scaled-down coordination unit, in association with the Greenbizz incubator that is being set up in the PIZ. This will ensure that support skills from organisations like Brussels Environment, the Brussels Enterprise Agency and the Brussels Development Agency can continue to be accessed, but it will then form an integral part of their core business and be based on their normal allocation of operational funds. The intention is also to build actions which are or become self-sustaining and attractive for private financing.</p>
	<p>Continuity from previous funding periods</p> <p>Brussels Sustainable Economy was completely conceived within the current programming period so there was no comprehensive initiative of this kind in a previous funding phase. However, the focus on the PIZ does mean that the project is operating within the framework of multiple previous interventions, which have characterised activity in this disadvantaged area of the city over the last +/-15 years. There is, therefore, considerable experience and additionality to exploit.</p> <p>Also, the construction of the project and the concentration on six sectors takes account of initiatives and ambitions under consideration or tested at local level, but on a more piecemeal basis (i.e. in eco-construction or sustainable food).</p>
	<p>Mainstreaming</p> <p>The project did not start as a pilot action or action plan (e.g. URBAN, EQUAL, URBACT) before being picked up by a mainstream ERDF programme.</p>
<p>6.2. TRANSFERABILITY</p>	<p>The approach has not been transferred or even widely disseminated at this point in time. In the current climate of environmental concern and economic recession linked to increasing unemployment (affecting the most vulnerable sectors i.e. youth, but also the middle classes) this project has a potentially valuable contribution to make to the region as a whole. In terms of the approach to building the partnership and the target area there is a certain specificity, but if the cooperation structure, awareness raising and methodology prove to be successful, then it also appears that this practice is eminently transferable even to other cities and regions outside Belgium. There would appear to be few regulatory or legislative obstacles to the adoption of a similar approach. Furthermore, acceptance of mutual interest across the themes of economy and environment demonstrates the value of political collaboration.</p>
<p>6.3 PROJECT RESULTS</p>	<p>The first session of the Brussels Sustainable Academy was organised in January 2012. This is a six-month coaching and support course designed to enable eight groups of three people to develop their business ideas. Selection is based on a call for candidates, who either come with their existing start-up proposal or develop a business plan during the course. The course targets young university graduates, employees and job seekers with a certain level of educational attainment.</p> <p>Most actions are at this embryonic stage at the moment, so quantifiable results of the project are difficult to evaluate.</p>

	However, the project is demonstrating that the work carried out so far is capable of initiating and supporting the planned actions.
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7. CONCLUSIONS: KEY SUCCESS FACTORS AND LESSONS LEARNED	
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	<p><u>Success factors</u></p> <ol style="list-style-type: none"> 1. Negotiated and well-considered partnership, representing key themes and specialisations essential to fulfilling the broad remit of the project. 2. Well-developed and participative methodology to identify actions for implementation. 3. High and wide-ranging levels of awareness raising through a consultative and participative outreach approach. 4. The promotion of a Full Lifecycle Approach, in combination with a top-down (high-tech), bottom-up (low-tech) strategy presents a real opportunity to involve the local PIZ community 5. Strong link to current orientation of regional policy. <p><u>Lessons learned</u></p> <ol style="list-style-type: none"> 1. The added value of a broad partnership allowed the project to benefit from multiple networks and a wide contact base, on both the demand and supply sides, and operating at different levels (high-tech – low-tech). 2. In view of the difficulties encountered in the study phase, in hindsight, an option to initiate certain actions at an earlier stage could have proved effective. In this way, the development of the strategic plan and part of the implementation phase, based on safe, easy-win actions, could have run concurrently, and perhaps even have provided a useful iterative value. 3. Real timescales determined by political, administrative, financial processes do not necessarily match initial forecasts. It is important to understand this while continuing to push for the respect of project deadlines and the efficient advancement of activities.
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8. MORE INFORMATION	
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	http://www.brusselsgreentech.be/fr/page.php?menu_ID=68 http://www.brussel.irisnet.be/files-fr/a-propos-de-la-region/sg/feder/brochure-erdf-brussels-2013
Name of expert who did the case study	Philip STEIN
Date	June 2012

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