



# Linking Local Actors

## 58 good practices in local employment development

***Linking Local Actors* was a project supported by the European Commission's Employment DG in 2006-7 which identified 58 good practices in local employment development across Europe.**

These are presented below classified into five major approaches:

- business support
- ICT for jobs
- job support for disadvantaged groups
- new roles for public actors
- new sources of jobs

The cases were chosen because they were innovative in their context. This was taken to mean that they took a risk to achieve a goal, and involved a new combination of resources, new objectives, new methods or processes, and/or new actors or partners.

## 8 success factors for local employment development

At an expert workshop, the project identified eight success factors for local employment development: *governance, vision, strategic planning, market approach, partnership, capacity building, communication* and *mainstreaming*. Their main elements are shown below.

### ***Governance:***

- participation & involvement of local actors (private & public)
- involvement of local authority / government (BUT... leadership, not ownership)
- interest / involvement of public actors
- participation & governance not only of organisations & structures, but of citizens
- capacity to improve democracy

### ***Vision***

- highly motivated promoters
- active, respected leader / initiator of action to implement
- vision – charismatic leader ('x factor')
- based on shared diagnosis & vision

### ***Strategic planning***

- need led
- motivation of partners – real needs, potential benefits for target group
- some sort of local action plan / strategy
- based on strategic thinking
- based on strong commitment (from actors) to implementation
- think about sustainability / exit strategy from the start
- participative analysis of local employment situation

### ***Market approach***

- sensitivity to 'market' conditions
- oriented towards global / non-local market
- funding opportunities

### ***Partnership***

- partnership working
- based on co-operation, trust, partnership
- waterhole approach (building trust in an informal setting)
- trust: vertical, between governance levels
- trust: horizontally, between partners at local level

### ***Capacity building***

- quality of human resource. capacity building
- combination of expertise & management skills
- capacity building (individual & community level)

### ***Communication***

- transparency
- communication
- permanent animation & communication (horizontal & vertical)
- being 'wired up' (connected) with other levels
- community support & information circulating properly

### ***Mainstreaming***

- capacity to bring new solutions
- capacity to bring about global changes
- influence on the legal framework & context (if necessary)
- sound regulatory framework
- framework that balances accountability with flexibility / freedom

## The 58 good practices

Name	Keywords	Summary
<b>Approach 1 – Business creation and support</b>		
<a href="#">BIC Lazio: Prestiti d'onore</a> (IT)	microcredit young people	A combination of grant and loan makes self-employment a real possibility for young people.
<a href="#">Centre for Business Initiatives Beira Aquieira – IEBA</a> (PT)	third sector management development	Gaining the members' active participation is the key factor in improving the performance of third sector organisations.
<a href="#">Stara Zagora Regional Economic Development Agency – REDA</a> : centres for entrepreneurship promotion and employment initiatives (BG)	entrepreneurship retraining	Business training and partnership institutions are key in turning round Bulgaria's troubled mining regions.
<a href="#">Sud Luberon local employment committee</a> ( <i>comité de bassin d'emploi</i> ) (FR)	business support social dialogue	France's local employment committees foster employment and enterprise development at the local level.
<a href="#">Concordia, Jakobstad</a> (FI)	mentoring	Sensitivity and a good local network are needed to match entrepreneurs with the right mentor.
<a href="#">National Development Institute, Jaunimo Verslumo Centras</a> (youth entrepreneurship centres) (LT)	youth neuro-linguistic programming	A Swedish-Lithuanian project helps young people to start their own businesses on their home turf.
<a href="#">Sliabh Beag, Knockatallon Development Company</a> (IE)	tourism social economy	Voluntary effort has paved the way for private investment in a war-torn area with high tourism potential.
<a href="#">Mettersi in Proprio – MIP</a> , Turin (IT)	business support	The province of Turin has brought a range of specialist partners together to offer high-class business support that generates sustainable new companies.
<a href="#">Young Farmers' Cross-Border Diversification Programme, Family Farm Development</a> (UK)	rural diversification participation	An EU-supported programme that combines cash with advice is helping 150 farmers along the Irish border to diversify out of farming and improve their livelihoods.
<a href="#">Casas da Iniciativa Local – CIL, Associação Nacional de Oficinas de Projectos – Desenvolvimento e Educação – ANOP</a> (PT)	social economy	Proactive teams of animators stimulate local initiative in northern Portugal.
<a href="#">In Loco, Serra do Caldeirão</a> (PT)	local animation	Animators help all sorts of things to happen in the rural Algarve.
<a href="#">Boutique de Gestion 71</a> , Saône et Loire (FR)	rural business support	France's Boutiques de Gestion fill a gap in business support, by targeting small early

		stage projects nursed by individual entrepreneurs and groups.
<a href="#">J'entrepren@sBruxelles</a> , Groupe One (BE)	ethnic minorities business simulation game	A local economy initiative in inner-city Brussels uses a simulation game to teach economic literacy.
<a href="#">Tourism and Support Services Training Programme, Malta Tourism Authority</a> (MT)	tourism training	Malta takes a holistic approach towards training and human resource development in tourism.
<a href="#">München Kompetent</a> (DE)	incubator women	A bottom-up approach to business support brings opportunity to Munich's women entrepreneurs.
<a href="#">Erhvervscenter for Etablering, Vækst og Udvikling – EVU</a> (Business Centre for Start-up, Growth and Development), Copenhagen (DK)	ethnic minorities	Copenhagen's Knowledge Centre for Ethnic Entrepreneurship offers outreach business advice to ethnic minorities.
<a href="#">BizFizz, New Economics Foundation &amp; Civic Trust</a> (UK)	outreach coaching community participation	'Barefoot business advisers' are a cost-effective way of stimulating entrepreneurs in the most unlikely circumstances.
<a href="#">Union Gewerbehof</a> , Dortmund (DE)	co-operative business centre	A German business centre combines principles with economic self-sufficiency.
<a href="#">Inicjatywa Mikro</a> , Kraków (PL)	Microfinance	Microfinance is a unique lifeline for micro-businesses looking for the capital they need to start and grow.
<b>Approach 2 – ICT for jobs</b>		
<a href="#">JAKK: NaisWay</a> (FI)	women training	Sisterly solidarity is helping women to start up on their own in the traditionally male field of goods haulage.
<a href="#">North Aegean Innovative Actions and Support – NAIAS</a> (EL)	innovation tourism corporate social responsibility	In the islands of the north Aegean, partners including the chambers of commerce and the university have built the information infrastructure that will enable local businesses to thrive in the information age.
<b>Approach 3 – Job support for disadvantaged groups</b>		
<a href="#">North Nottinghamshire College</a> (UK)	training migrants	New training courses are helping Polish immigrants in England to integrate into the food processing industry.
<a href="#">Basta Arbetskooperativ</a> (SE)	drug addicts self-employment	Basta Arbetskooperativ enables drug addicts to rebuild their self-respect by starting their own self-supporting businesses in a supportive environment.

<a href="#">Manoguru</a> (LT)	drug addicts work integration social enterprise	A salad bar in Vilnius gives young drug addicts a way to rejoin society, and is piloting a form of social enterprise that is new to Lithuania.
<a href="#">Regeneration, Utenos</a> (LT)	skills networks community capacity building	A Lithuanian region has developed three good practices to address the problems of 'poverty pockets'.
<a href="#">Driving lessons, Roma Information Centre</a> , Vilnius (LT)	Roma	Success in gaining a driving licence can open the way for success in the jobs market.
<a href="#">Société pour le Développement de l'Industrie et de l'Emploi – SODIE</a> (BE)	venture capital corporate social responsibility social partnership	An initiative in the Belgian town of Liège is on track to replace the 2,700 jobs lost in a steelworks closure.
<a href="#">Nadácia Škola dokorán</a> (Wide Open School Foundation) (SK)	Roma education	Teacher assistants help Roma children succeed at school.
<a href="#">Regionálna Rozvojová Agentúra Senec-Pezinok – Senec-Pezinok RDA</a> (SK)	youth training	A training course turned young unemployed people from the Bratislava region into EU project managers who could help local actors.
<a href="#">Professional Start, Bulgarian Industrial Capital Association – BICA</a> (BG)	youth tutoring	Individual tutoring allows young specialists to grow into their careers.
<a href="#">Kunstwerk(t), Stichting Philadelphia Zorg</a> (NL)	disability communication skills social enterprise	Theatre and song can instil the confidence and communication skills that help disadvantaged people make a success of work.
<a href="#">Fédération Nationale Familles Rurales – FNFR</a> (FR)	rural childcare	Three areas in rural France mobilise to create nursery facilities.
<a href="#">Groupement Local d'Employeurs – GLE</a> , Nord-Vienne (FR)	inter-firm co-operation seasonal work	Local Employers Groups provide employers with a flexible labour force while safeguarding employees' job security.
<a href="#">Atout Ages, Comité de Bassin d'Emploi – CBE</a> , Nord-Pas de Calais (FR)	older workers	An age management instrument for SMEs.
<a href="#">Borsodi Romák Innovatív Társadalmi és Gazdaságfejlesztési Programja</a> (Innovative Social and Economic Development Programme of the Roma of Borsod County), – BRIDGE, Autonómia Alapítvány (HU)	Roma	A foundation is helping Roma people in Hungary to gain craft skills and set up social enterprises.

<a href="#">Fundacja Pomocy Wzajemnej "Barka"</a> (Barka Foundation for Mutual Help), Poznań (PL)	disability work integration social economy	Poland's social economy centres combine work integration, housing and business start-up for disadvantaged people.
<a href="#">Fair Play for Older Workers, Balear de Desarrollo y Formación</a> , Balearic Isles (ES)	older workers diversity	As demographic trends bite, companies need to learn the benefits of a more diverse workforce.
<b>Approach 4 – New roles for public actors</b>		
<a href="#">Projekt Kompetensförsörjning, Jönköpings län</a> (SE)	skills strategy	A comprehensive employment strategy is needed to head off impending labour and skills shortages.
<a href="#">CityLinks, Foundation for Local Government Reform FLGR</a> (BG)	local economic and employment development (LEED) strategies	39 Bulgarian towns have learnt local economic and employment development techniques through a twinning programme with the USA. Mayors have learnt how instrumental their own role can be.
<a href="#">Online skills portfolios, Central Uusimaa Partnership</a> (FI)	participation inter-firm co-operation	Online skills portfolios and an annual job market help jobseekers and employers in Central Uusimaa in Finland to find each other easily.
<a href="#">Stimulators</a> , Evros (EL)	community participation women	Women and unemployed people benefit from a new chain of employment and entrepreneurship stimulator offices.
<a href="#">Works bus service, Idelux</a> (BE)	labour mobility	Something as simple as a works bus service enables redundant workers to take new jobs.
<a href="#">Falugondnokok – village caretakers</a> (HU)	rural social services mobility	Hungary's 800+ village caretakers reduce rural isolation by offering a wide range of social and community services.
<a href="#">Symbiose, Chapelle-lez-Herlaimont</a> (BE)	poverty local development	Local authorities initiate an 'integrated social plan' to rebuild social cohesion.
<a href="#">Cross River Partnership</a> , London (UK)	skills shortages local recruitment	Workplace Co-ordinators keep employers and local residents in touch with each other, and help local people get jobs.
<a href="#">Medical cluster, National Centre for Biomedical Engineering Science – NCBES</a> , Galway (IE)	rural training	A cluster of top medical technology companies have located in the Galway area, showing how knowledge and innovation have transformed the Irish economy.
Innovation Car Opportunity – <a href="#">ICARO, Centro de Empresas e Innovación de Navarra – CEIN</a> (ES)	industrial restructuring anticipation	Three regions formed a network to keep on top of changes in the automotive sector.
<a href="#">Planes de Concertación Local</a> ,	social dialogue	Building local networks is a slow but

<a href="#">Cantabria</a> (ES)	local employment pacts	essential step in creating territorial employment pacts.
<a href="#">Ressort, Diputació de Barcelona</a> (ES)	corporate social responsibility	Social responsibility can work in small firms too.
<a href="#">Consorti per l'Ocupació i la Promoció Econòmica del Vallès Occidental – COPEVO</a> (ES)	local development	A consortium of public sector and social partners takes an integrated approach to local development.
<a href="#">Agencia de Desarrollo Local de Paterna</a> (ES)	local development public-private partnership	Paterna's local development agency works with local businesses to create the services they need.
<b>Approach 5 – New sources of jobs</b>		
<a href="#">Eco-Conseil</a> (BE)	environment training	A Belgian institute is building a key profession of the future by training unemployed graduates as environmental advisers.
<a href="#">Centres d'Initiative et de Gestion, Objectif Plein Emploi</a> (LU)	social and solidarity economy	Luxembourg's network of Initiative and Management Centres support training and community economic development.
<a href="#">RCYCL, Eupen</a> (BE)	bulky waste recycling work integration social enterprise	Collecting and sorting bulky refuse produces healthy savings for local authorities.
<a href="#">Somogy Természetvédelmi Szervezet</a> (Somogy Provincial Association for Nature Conservation) – SPANC (HU)	Roma tourism nature conservation	Employment and nature conservation go hand-in-hand in the wetlands of southwest Hungary.
<a href="#">Heide Service, Doberschütz</a> (DE)	local service co-operative	A service co-operative creates jobs and fights rural depopulation in Saxony.
<a href="#">Stadtteilgenossenschaft Sonnenberg</a> (DE)	neighbourhood co-operative	A new type of neighbourhood co-operative creates jobs in Chemnitz.
<a href="#">Kulturbahnhof, Institut für regionale Innovation und Sozialforschung – IRIS, Wittichenau</a> (DE)	youth media social economy	Even in poor areas, bringing the right skills and resources together means new markets and jobs can be created.