

**THE ADAPT AND EMPLOYMENT COMMUNITY INITIATIVES
INNOVATIONS SERIES N°1**

FORGING STRONG

LOCAL PARTNERSHIPS

FOREWORD

I am delighted to have the opportunity to contribute to this very useful publication by the European Commission which draws together in a very readable format the experiences of local partnership development across 12 Member States.

The concept of local partnerships has, I believe, won widespread acceptance amongst a broad constituency. Partnerships can provide the continuing dynamic process to influence the way Government and European programmes and initiatives are delivered to address the issues of economic and social cohesion. In Northern Ireland the emergence of the district partnerships under the EU Special Support Programme for Peace and Reconciliation adds a democratic dimension to the building of peace.

There is no blueprint for partnerships nor will any particular model be guaranteed to work in every region. Partnerships are flexible tools which harness a variety of skills, experiences, resources and key individuals to meet a common goal. Effective partnerships are based upon relationships of trust. Like all good relationships, they must be built upon honesty and respect for the contribution that each brings to it.

This publication distills the experiences of 12 Member States and offers a template based on a set of guiding principles. Finally, I am delighted that the Training and Employment Agency and PROTEUS, the national support structure in Northern Ireland, have played such a prominent role in the production of this publication. Congratulations to all.

Tony WORTHINGTON, MP
Minister for Training and Employment

THE BACKGROUND

The EMPLOYMENT Community Initiative targets groups which face special difficulties in the labour market and will operate until the end of 1999. It has four inter-related strands: NOW for women; HORIZON for disabled people; INTEGRA for socially excluded people; and YOUTHSTART for disadvantaged young people. A first call for project proposals was launched in 1995 and, as a result, 2380 EMPLOYMENT projects were selected throughout the European Union.

In December 1996, the European Commission and the Member States decided to capitalise on the experience of some of these EMPLOYMENT projects, with a view to helping promoters of projects which would be selected in the second call for project proposals in 1997. Five themes were chosen and on each of these themes a Work Group of between 12 and 20 projects was established. In each group, one Member State agreed to lead and coordinate the joint work.

1. NOW:	business creation by women in future growth sectors, led by Italy
2. HORIZON:	the role of employers in providing jobs for the disabled, led by Ireland
3. INTEGRA:	specific routes to education, training and work for the most vulnerable groups, led by Sweden
4. YOUTHSTART:	the comprehensive pathway approach, led by the United Kingdom (gb)
5. TRANSVERSAL:	integrated local partnership approaches, led by Northern Ireland

It was also decided that the findings of these Work Groups would be published, at European level, in a series entitled Innovations. The series is primarily intended to assist project promoters in EMPLOYMENT and in parallel Initiatives or Programmes to develop their activities, but the publications may also be of interest to decision-makers working in related fields. This issue of Innovations reflects the outcomes and views of the projects in the Work Group on Integrated Local Partnership Approaches.

The theme of local partnerships was chosen for two main reasons. Firstly, the bottom-up approach is one of the five guiding principles of the EMPLOYMENT Initiative, as it is at local level that needs can best be identified and the most effective solutions can be found. Secondly, it has increasingly become evident that successful labour market integration programmes require close communication and cooperation between a wide range of different services and agencies. Such partnerships ensure that the combined knowledge and experience of all the parties involved can be focused on the development of new forms of training, guidance and employment provision.

The authorities in Northern Ireland offered to lead the Work Group on this theme, because of the importance which they place on local partnerships in the Initiatives and because there is also a considerable amount of experience of partnership building in other national and Community programmes in Northern Ireland. So, Proteus, the National Support Structure, acting on behalf of the Training and Employment Agency, organised and hosted meetings of the Group, produced working documents and drafted this final text.

The projects which were members of the Work Group are quoted or referred to throughout the text. These projects reflect experience from 12 Member States.

The Commission would like to acknowledge with gratitude the assistance received from the Northern Ireland Authorities and Proteus, and the contributions which were made by all the participating projects.

CONTENTS

1. Helping People towards Employment - 10 Reasons why a Partnership Approach can make your work more effective
2. A Definition of Partnership
3. Models of Partnership
4. Guiding Principles for Partnership Work
5. Checklist
6. Conclusions
7. Members of the Working Group
8. The EMPLOYMENT Community Initiative
9. National Support Structures

HELPING PEOPLE TOWARDS EMPLOYMENT

10 Reasons why a Partnership Approach can make your work more effective

- 1** **Involving new actors, especially from industry and commerce**
*The idea for the project was developed by ATEC, our training centre, but from the very start intensive contacts were made with partners from the business community because their involvement was the best guarantee of success - **OSCAR**.*
- 2** **Empowering people**
*The partnership started with a real gamble, that of involving the target group in the development of a programme adapted to the needs that only they could identify. This resulted in more positive solutions and the target group, because of its involvement, is now the driving force behind the project - **JANUS**.*
- 3** **Ensuring that there is no duplication of effort**
*There is a concentration of expertise and a reduction in the risk of overlap or duplication, particularly in developing new methods and materials for those working with the mentally ill - **ACCEPT**.*
- 4** **Making your case more effectively**
*Since the obstacles are so formidable, a partnership approach is essential. It combines our strengths, gives us support and opens up links between the public and private sector. The higher education partner gives us specialist expertise and gives the project credibility - **FORUM**.*
- 5** **Sharing existing resources**
*In practice, the resources are pooled such as financial resources, personnel, information, knowledge and experiences. The partners are all convinced that by putting experiences and other resources together the advantages will become available through networking, developed methods for vocational rehabilitation, exchange of ideas, knowledge and skills - **PINEL**.*
- 6** **Providing a more coherent or holistic service**
*We have assisted the emergence of an improved and integrated delivery of public and community services designed to meet the educational, training and employment needs of people with disabilities - **AIM**.*
- 7** **Improving the access of disadvantaged groups to opportunities**
*Our partnership involves both voluntary agencies and education services and together we have been changing attitudes and giving basic knowledge and skills to many individuals from teachers to janitors - these are the staff who can make the changes which ensure that people with disabilities will really access further education - **ENTRÉE 2000**.*

- 8 Assessing and redirecting your work**
*The feedback from partners on our joint activities and the feedback from the local community on the acceptability of these activities is the most important mechanism to ensure that we are on course - **IRIDE**.*
- 9 Anticipating the future**
*We use the Delphi technique and what we call Future Factories to brainstorm with young people future possibilities for work, education and entrepreneurial action. The outcomes are then discussed with the political decision-makers and if they show potential they are implemented - **ADVANCE**.*
- 10 And finally, and perhaps most importantly, a partnership can inject a fresh impetus into developments in your community, town or region**
*A local integrated partnership with the systematic involvement of the key actors was a cost effective method of enhancing the indigenous human and economic potential of our rural area - **AURORA**.*
- The partnership includes big organisations but it has been developed on the basis of personal relationships. The fact that it is built on personal networking means that you can act much more quickly than normally and at the same time, include the public institutions which are crucial if long term change is to be achieved - **ERMA**.*
- The involvement of our partnership goes beyond an isolated project implemented with the help of European money. It is closely integrated into the strategy for the development of the region - **AAR**.*
- Our partnership provides employment services for young people under 20. The way of doing it is new because these services are normally provided by national agencies. The way of providing it is also new because different departments of the municipality, especially youth, health and social services are working closely together - **KOHO**.*
- The effect of the partnership was like a stone being thrown into the water. Since then the ripples have spread releasing creative innovations and nurturing a commitment to a common goal - education for all young people in Cologne - **INNOVATIONSDISTRIKT**.*

A DEFINITION OF PARTNERSHIP

The ten reasons why you might consider forming a partnership are a reflection of the experience of the 14 projects which came together to develop the theme of Integrated Local Partnership

Approaches. Obviously partnerships can be formed for more than one reason and can have many different objectives. So, to help you understand the nature of partnerships, a definition is provided and the three main functions which partnerships perform are identified.

The definition is built on a formulation contained a study which had been published in Northern Ireland.¹

A partnership is a process involving a variety of different players from a variety of sectors coming together in a common purpose to work towards an agreed goal. The process is based on democratic principles, operates with clearly defined support systems, and involves continuous evaluation, to produce outcomes which will add value to your current provision.

To see what this means in practice and so that you get an immediate feel for the work of partnerships, two relatively short examples are included of partnerships which have different approaches and objectives.

FORUM - European Tradeswomen's Network

This is a NOW partnership project which aims to make it easier for women to train and work in the construction industry. The industry has a high level of segregation by sex. In the UK, less than 1 % of skilled craft workers are female and this is typical of all EU countries. The barriers to access are formidable and so a partnership approach is essential.

The project focuses on Greater London and brings together the public, private, higher education and voluntary sectors. London Women and Manual Trades (LWAMT) is a small non governmental organisation concerned with promoting women into the skilled manual trades and was an appropriate body to bring together different partners around the common aim.

The project steering group which evolved from these consultation meetings has worked extremely well. Decision making is by consensus, and members actively contribute to the planning of all the training, events and products. The benefits of the group are that: the project makes use of the skills and resources of all the partners, way beyond what was envisaged; there is a sense of communal ownership of the project, which is creative and gives energy; with user participation being so high, the training provided is extremely relevant and the partners use their own networks to widen the project's impact.

Underpinning the partnership is not an explicit clearly defined contract but rather a shared understanding that collaborative work builds confidence and makes us all stronger and more effective. For this model to work well, information sharing is vital. The project coordinator continually feeds information to the local partners. Keeping the project on course and on schedule is also the coordinator's role.

¹ "A Partnership Approach to Regeneration" - by Roisin McDonough : published by Making Belfast Work, Belfast, 1995

The project is an awareness raising and dissemination project and has successfully held a number of public events. We have adopted the strategy of aiming our events at a wide range of actors - public and private sector employers, employer's organisations, trade unions, training providers, researchers and tradeswomen. At the same time, we have made sure to invite the management of all the local partners to these events, so that there is maximum communication exchange, and so that we keep aboard the higher management of the local partners. This is essential for our project because we aim to influence policy makers at all levels, not just the big players but also the policy makers within our own partnership bodies.

We are concerned that tradeswomen themselves have a voice and the elected tradeswomen's representatives are increasingly taking on public speaking roles. As we move to the final phase of the project, and gather our evidence into a final report and good practice guide, the task of influencing will take centre stage.

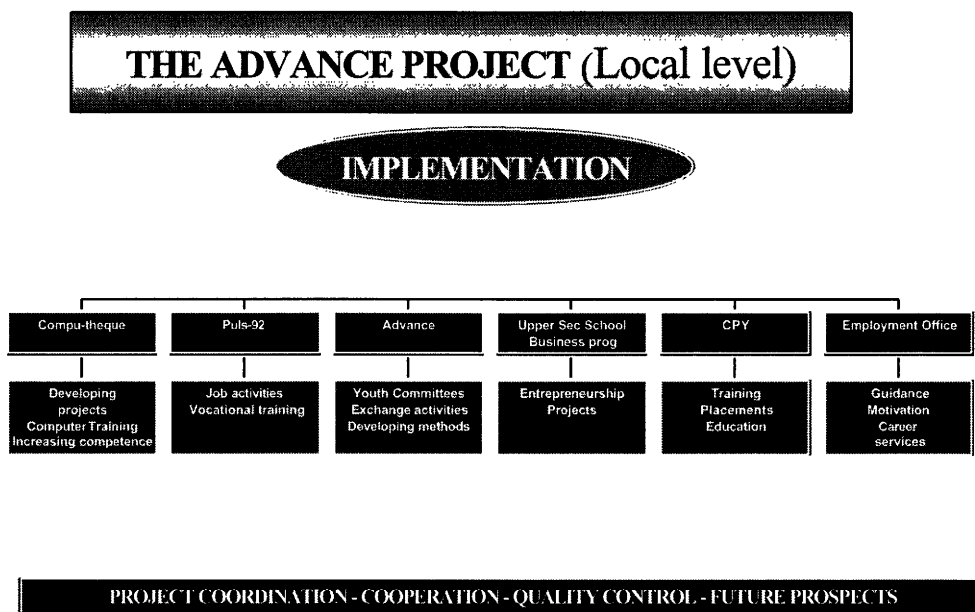
ADVANCE - Association for the Development of Vocations and New Creative Employment

This YOUTHSTART project covers the whole of the County of Norrbotten, a sparsely populated region in the far North of Sweden. The County has a high rate of unemployment and so the idea behind the project is to develop new work opportunities for young people, together with new ways in which they can become self-sufficient

The project operates at both a regional and a local level with the experience gained in six local municipalities being used as the basis for a regional analysis. At the same time, the regional partners make sure that the local partnerships have access to innovative ideas and information to help them extend their work.

The regional partnership involves representatives of each of the six Municipalities, the County Labour Board, the County Administrative Board and the organisation responsible for the project management which is called the Institute Ungdom och Framtid (IUF) or in English, Institute for the Future. The University of Luleå also helps with project evaluation and analysis.

At local level, the partnerships comprise a range of different agencies which are responsible for the delivery of local and national training programmes, employment and guidance services, secondary education, youth services and work placements. These local partnerships or collaboration groups are assisted and advised by staff members of IUF. The partnership in Jokkmokk, one of the six localities, looks like this.



Compu-theque is a national programme focusing on project-based computer training
Puls 92 is a local programme for re-entry to mainstream education or training or the development of small enterprises
CPY is the municipal programme of guidance for the under 20s, and the Employment Office caters for older young people

At the local level, the partnership or collaboration group decides on its own functions and works in a democratic and open way, with everyone having equal rights and a sense of common ownership based on the general interests or mission of the group. This mission is to develop existing activities, to try out and test new methods, to create new opportunities and to extent practical cooperation between all of the various agencies and activities. This is then reflected at regional level in the stress placed on generalising those methods which have proved to be successful or have shown potential and of transferring them to the normal labour market or to further education. But both levels share this vision and the objective of stimulating creativity and entrepreneurship.

MODELS OF PARTNERSHIP

The two previous project descriptions show very clearly that there are many different aspects to partnerships and that partnerships are structures which can work effectively at both local and regional level. In the EMPLOYMENT Initiative, there are almost as many approaches to partnerships as there are individual projects – though there are common models. A typology which had been developed for an evaluation of the pilot Programme for Economic and Social Progress, in Ireland² proposes three models:

- the delivery approach;
- the agency approach;
- and the brokerage approach.

The DELIVERY approach

This approach is usually a response to a lack of locally-based services, or insufficient mainstream provision. In such a situation, the partnership designs, develops, funds and **runs** the service, usually on a time-limited, pilot or demonstration basis. **KOHO**, the Finnish project, is an example of such an approach in action. It has developed measures which were needed to help to solve the problem of youth unemployment.

***KOHO** set up a pilot scheme to motivate young people to be active and responsible for their own lives, with the ultimate aim of returning to the normal system of education or to the labour market. **KOHO** will run for three years and after this experience, the Municipality will hopefully take over this approach to employment and guidance services which is based on very individualised work with young people.*

The Flemish project **OSCAR** is another example which was set up to create job opportunities for disadvantaged people.

The aim of the project was to create a new enterprise in the field of computer recycling. Therefore a partnership was created, with a limited time frame. The partnership designed the structure of the whole project. It defined how to train the trainees, how to set up and run the enterprise and how to use the strengths and overcome the weaknesses of the target group.

² An article by Sarah Craig in "Progress through Partnership" : published by the Combat Poverty Agency, Dublin, 1994

Because it was a small and flexible partnership, changes could be made easily. An additional aim of **OSCAR** is to set up a demonstration project that can be disseminated across Europe.

The AGENCY approach

This approach is also characterised by a response to an identified need, but with the response being more concerned with **designing, or sometimes with allocating resources** rather than a direct involvement in the actual delivery of services to the target group.

*Our Youthstart project, **INNOVATIONSDISTRIKT**, managed to **design** a new community-based, future-orientated system of vocational training, closely linked to the needs of the target group. As a response to poor results and to cuts within the centrally organised system of vocational guidance, the project came into its own. The young migrants' office organised meetings with some of the existing network of social services and a variety of schools and vocational training services. Two points were striking: firstly, everyone was surprised that they had not met earlier; and secondly, there were two excellent examples of new forms of vocational guidance, based on the personal commitment of some teachers and social workers, which no one knew about. In evaluating these examples of good practice, a new model of vocational guidance for early school-leavers was devised. To put this into practice, partnerships between schools, social services and the vocational guidance office were established. The local school authority now supports the action by **allocating** a teacher to each of the 7 schools involved. The social service department **guarantees** a pool of social work hours, to be shared among the schools, each of which gets 2 days' worth. The vocational guidance office **supplies** the relevant counselling, which is adapted to the changing needs of the project.*

The BROKERAGE approach

This approach provides a support structure to local agencies and groups. Here the main roles are **planning, coordinating, supporting, facilitating and lobbying**.

Good forward **planning** and **coordination** are essential elements in any successful partnership and sometimes a special group or sub-committee is established to undertake these important tasks - as is the case in the **ERMA** project, in Denmark.

*The national management appointed a development group consisting of educators, advisers and others who could contribute to the development of courses for immigrants and refugees. This group comes up with ideas on how to make employers aware of the qualifications of immigrants and refugees and what they can contribute to companies. The development group **plans** how to use the regional networks in connection with surveys, marketing and the organisation of courses. The group is also **planning** a conference on the barriers which exist on the labour market.*

IRIDE a Greek INTERGA project plays more of a **supporting** role.

***IRIDE supports** a large number of organisations in Athens which have different ways of working, and come from different areas (local authorities, central government services, private vocational training and productivity centres, clubs organised by target group members). Working together, they created a steering committee which:*

- *is responsible for the decision - making process;*
- *builds the framework for the partners' common work;*

- keeps written minutes of all meetings and decisions;
- controls the consequences of each partner's contribution for the project's outcomes;
- represents the collective responsibility of all partners.

The Spanish **AAR** project also **supports** a number of local organisations and activities.

*The technical team and the infrastructure of our regional Association are not only available to regional projects but also **support** activities run by local authorities and local organisations. Also, this common infrastructure **assists** the work of the sectoral associations, in terms of the leasing of premises and the use of the technical and administrative staff of our Association.*

In Austria, the NOW project **AURORA**, is supported by a group of partners which is concerned with **facilitating** and **lobbying**. This NOW project aims to create jobs with and for rural women.

*An informal platform of partners from Political Parties, District Labour Office, Chamber of Commerce, Municipalities, Farmers' Union, Information Technology providers, and Tourism Services were **brought together at "round tables"** which focused on those aspects of the project relevant to the partners' official roles. As a result the twenty platform partners represented their institutions within the project and ten of them agreed to work more closely on the project. Some offered their expertise to help with monitoring and evaluation at project level, and some to be mentors for beneficiaries. Thus beneficiaries started building up their own network, relevant to their own business ideas.*

Of course, many partnerships cannot be placed in a single category as they contain elements of two or three of these approaches.

*The core of our work is to **design** and develop a series of training courses which will support the key staff within the Institute to **deliver** a service to students with a disability. However, there is also a **brokerage** element included, which involves developing a partnership with organisations who are stakeholders in the work with specific groups of disabled people. - **ENTRÉE 2000**.*

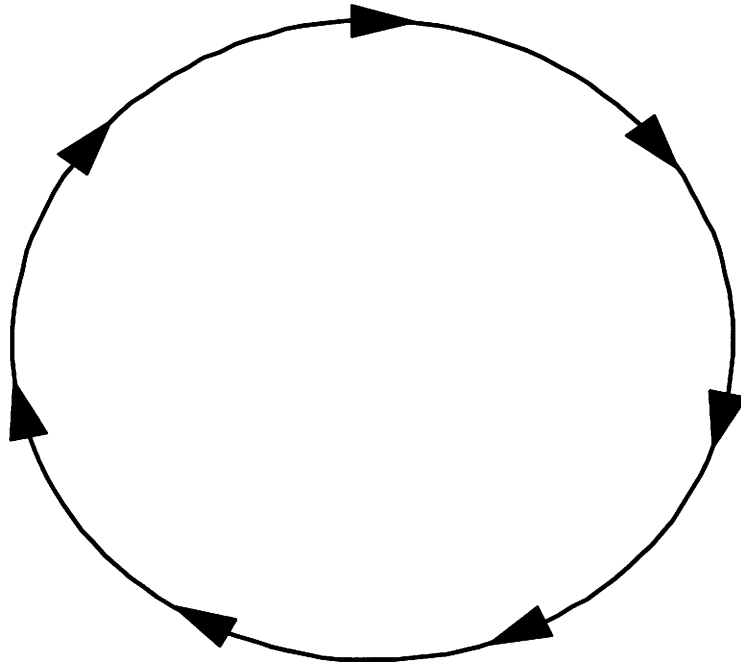
*In Calvados, a wide partnership has been created, under the aegis of ACSEA Training. This grouping has brought together politicians, local business people, local government departments and social workers in order to establish a "Charte pour des Chantiers Solidaires" (a charter for the building sites or projects which are based on the principle of solidarity). The implementation of a "solidarity approach" has enabled disparate actors, coming from different origins, to work on a common task **which has several purposes**. - **JANUS**.*

It would seem, that classification is not as simple as the typology would suggest, and that many partnerships, perhaps reflecting the diversity of actors involved, are able to operate simultaneously in a variety of different modes.

GUIDING PRINCIPLES FOR PARTNERSHIP WORK

The following diagram illustrates the life of a partnership and this section concentrates on explaining how the terms used inside the circle below have been translated into action.

In its contribution to this discussion, the **AIM** project outlined what it saw as being the necessary preconditions for a partnership - *commitment, trust, energy, openness, vision, hard work, and positive personal relationships* - a demanding set of qualities. However, the following examples will illustrate how partnerships can be successfully created and managed, often by individuals with no previous experience of such an approach.



CREATING A COMMON VISION AND COMMITMENT

Every partnership should have a sense of vision and commitment which is shared by all the partners. But bringing together a group of actors who may not have worked collaboratively before is a challenging and often time-consuming task. A partnership will only really begin to function effectively when the partners involved:

- understand one another's aims, and appreciate the key factors and limits underlying their activities;
- understand one another's working culture and commercial contexts;
- are familiar with one another's organisational structures and procedures;
- have agreed and tested means of communication;
- have established good personal relationships.

In some cases, previous contacts may "cloud" partners views of each other, and, wherever possible, intended partners should be encouraged to leave any "baggage" behind and to start their partnership work with a clean slate. Individuals need to be able to step outside their normal job roles and to have a positive attitude towards the other people in the partnership. The whole issue of the quality of personal relationships is not only crucial to the management of partnerships, it can also be the stimulus to their creation.

*Initially, professionals in the mental health field met occasionally at workshops and conferences. Personal contacts were made and networks were developed. In the next phase, information and documentation were exchanged and common goals were formulated. After a year, this resulted in the formation of a national platform which coordinated activities and we all became actors in the **PINEL** partnership.*

Apart from engendering good personal relationships, partnerships can also be instrumental in breaking down barriers between organisations, particularly between those in the voluntary and statutory sectors.

*The very nature of voluntary groups suggests that they emerge from a background of discrete provision, often advocating the rights of specific client/user groups... They can have an antipathy to large organisations, especially those funded entirely by government. This antipathy needs to be addressed and agreements reached about how services are delivered. There is a need for small organisations to be given reassurance about their place in a partnership... Building trust within the partnership must not be left to one side in order to progress with "the main business" - **ENTRÉE 2000.***

The **AURORA** project has also removed some stereotypes.

Partners went beyond their traditional roles:

- the labour office, a traditional provider of employees' qualifications has invested in the training of future entrepreneurs;
- the Chamber of Commerce, which traditionally safeguards trade laws, has begun to reduce bureaucratic obstacles for new business starters;
- the private sector has been experimenting (hesitantly) with new part-time and flexible working hours;
- some mayors are considering new child care facilities – initiated by **AURORA** – in spite of additional bureaucracy and tight budgets;

- *farmers (very hesitantly) are beginning to co-operate with **AURORA** participants (who are from a non-farming background), for the sake of developing new job opportunities in selling farm products and creating nature walks.*

Much can be achieved by the partnership, as long as it has come to an agreed mission statement or vision, with a working understanding of common goals, which encapsulates the collective nature of the individual partners' aspirations. Otherwise, partners continue to operate on their own single-issue agenda, or an element of competition might be introduced, both of which would be to the detriment of the work of the partnership. That is not to say, of course, that the mission statement is agreed once and for all – it must continue to evolve and be redefined as the partnership grows and develops.

*When our partnership began, we had a project outline, with aims and objectives. However, as the partnership has progressed, we have together filled out and amplified the project outline. Our partnership is a creative and dynamic process and our activities are going beyond what was at first envisaged - **FORUM**.*

The benefits of any project may outlive the partnership. The partnership may even continue in a different form after the end of the project or be a catalyst for future action. However, it has to be realised that at the beginning, people and organisations will be unwilling to sign up to a long-term commitment.

Working together in partnership can also create a balance between "utopia" and "reality", a necessary prerequisite to effective joint work and your joint vision.

*The balance between utopia and realism is linked to the "top-down" versus the "bottom-up" struggle within the project. The decision-makers have some utopian views, in terms of the partnership being an answer to youth unemployment. But the project workers at grass-roots level think the partnership – and the project – serves simply to push the young trainees to take the first step on the pathway from passivity to activity. One motto of the partnership is "It is better to try to reach utopia than to sink into apathy". There should always be space for dreams! - **KOHO**.*

The **PINEL** project produced the following pointers to partnership formation based on its experience which is a useful summary of this section:

- *get to know your partners, as relations must be based on mutual trust and confidence;*
- *each partner must make a cost benefit analysis before entering a partnership;*
- *personal relations are important especially at the start, but without the commitment of the respective organisations including the management level, the base is very fragile;*
- *there will always be strong and weak partners, and leaders and followers. The main issue is to find a common objective and decisions at policy level, based on the democratic principle of consensus;*
- *ensure the involvement of end users at the different levels of decision making processes in the project. Without their commitment and feeling of involvement, a project can be considered a failure (this issue is considered in more detail in the next section).*

REPRESENTATION

There are a number of issues which need to be considered when setting about forming a partnership:

- the size of partnership;
- what each partner can contribute;
- the relevance of each prospective partner in contributing to the overall goal;
- the balance of power in the partnership.

When identifying the actors who will represent each organisation, it is important to select people who are enthusiastic, who will transfer the learning from the partnership to their own work situations, who are sufficiently flexible to respond to the challenges of working in partnership, and who are not motivated by material gain.

Small organisations can add legitimacy to their work by including a powerful partner but it may be necessary to "woo" partners to come on board.

*The project's aim is to provide vocational training for people with mental illness, to assist their return to the labour market. Initially promoted by one voluntary sector organisation, it was quickly realised that the project would be enhanced by the participation of statutory bodies, and also of other organisations representing ex-offenders, homeless people, and employers' groups. The partnership finally comprised 17 organisations, and appointees to the management committee were of sufficient seniority to ensure full involvement and to guarantee resolution of any problems which arose. The partnership was also instrumental in providing a "new" platform for enhanced cooperation between the public and voluntary sectors, which is already providing benefits across a range of other programmes. - **ACCEPT.***

The ultimate success of a project can often be predicated on the level of involvement of the end beneficiaries in the planning, design or management of the project or its activities.

*The **AIM** project assumed a secondary role in its response to an identified need to work with parents and carers of people with disabilities in running workshops. This work began a process which helped to examine how to support people with disabilities during the transition to employment. Our role was to design the workshops and allocate resources so that it happened, but the "hands-off" approach gave ownership of the work to the parents, carers and service providers involved.*

The process of involving the end-users needed to be transparent and inclusive, and the Swedish model is interesting in this respect.

*Policy Delphi extends and clarifies every participant's responsibility. The young people formulate and define the problem and bring suggestions for possible solutions. Approximately 50 young people from each municipality have been involved. Their attitudes and views are explored. The answers are compiled and presented to the participants and to politicians and civil servants. The profits are the illustration of the youth group as an important resource, and each participant is taken seriously - **ADVANCE.***

The **FORUM** project is another illustration of a mechanism through which the views of the ultimate beneficiaries can be taken on board.

The combination of blue and key white collar workers is particularly beneficial. The blue collar workers are elected tradeswomen's representatives who come together with white collar workers who are linked into management. There is, therefore, a way of feeding in tradeswomen's experience on the ground to strategic management, a means to influence policy in ways that are relevant to tradeswomen.

ROLES AND RESPONSIBILITIES

Once the partnership has agreed to the broad terms of a mission statement and to the representative nature of its activities, the next step is to clarify responsibilities, in order to ensure that everyone knows what everyone else's role actually is.

*For us in **AURORA** it was rather grassroots, if not to say guerrilla work, which was time and energy-consuming, but we managed to convince people that the concept of "Job creation for rural women" was an issue of transversal importance. After individual meetings between the project co-ordinator and local players, round tables were organised which focused on those aspects of AURORA's work that were relevant to the partners' official roles.*

Official Role	Task allocated
Socialist Party chairwoman (district level)	Social / women's affairs; EU
Head of District Labour Office	Work placement laws / benefits
Head of Chamber of Commerce	Business and Trade laws
Two local Mayors	Rural living conditions
Manager of regional platform	Defining regional demand; EU funds
District Farmers' Chairwoman	Farm diversification
Head of Regional IT provision	Rural IT application
Chair of '98 Land exhibition	Green tourism and employment

Decision-making processes need to be agreed, to be inclusive of all partners, and to ensure that all decisions are taken on the basis of collective responsibility. Processes need to be particularly respectful of small partners who may have fewer resources to contribute to the partnership but which still have a right to "have their say". Issues which need to be considered include co-ordination, finance, staffing, resource management and evaluation. Sharing "ownership" of these various elements of the partnership's work is vitally important, if all the partners are to feel valued.

The **ENTRÉE 2000** project from Belfast emphasised this point:

Where specific goals and time frames are given, and local partners are allocated different roles, then good progress is seen. For example, in organising the opening conference, one of the partner organisations was given the role of chairing the conference sub-committee. They participated fully and felt "ownership" of the conference. There were clear lines of responsibility and involvement in decision-making, all of which led to a definite outcome which was clearly evidenced by the success of the event.

The **OSCAR** project stressed the need for having clear roles:

Our cooperation was set up with only one aim in mind - to collect old PCs, recondition them and provide them to non-profit organisations at low prices. The actual project plan was drawn up and for each phase someone was appointed as being responsible. The responsibilities were very clearly described and demarcated.

As did the **PINEL** project:

The steering group is responsible for the budget, integration and placement of participants in the labour market, strategy, development of vocational rehabilitation methods, organisation of conferences and monitoring and evaluation of the project. The project tasks are divided between the partners at regional level, and working groups are organised. At the start, a work plan was prepared and put in a time frame. Partners committed the respective in- and outputs on a contract basis with the project management.

In order to meet the project's objectives, the partnership needs to agree time-frames and deadlines. It will be necessary to keep track of achievements against targets and spending against budgets. Systems will need to be open and transparent and comply with any contractual arrangements the project may have adopted. Dealing up-front with financial issues, for example, within a partnership means that individual players often come away with a much clearer idea of resource issues within their own organisation. Sorting out finances with external partners can sharpen the critical faculties and can help to put a price on time and expertise, particularly if this is something individual partners have not been in the habit of doing.

RELATIONSHIPS

Democratic principles

Partnership working can be a creative process involving new forms of action which will contribute to the emergence of new models of European citizenship - a process which is also aided by the opportunities provided by the transnational partnerships in the EMPLOYMENT Initiative.

*Our expectations naturally also include the wish to make Europe a true experience by the exchange of youth groups. Both the young people and the project staff are motivated in a very special way by exchange - **INNOVATIONSDISTRICT**.*

Democratic principles are essential in all types of partnership if good working relationships are to be developed. However, theorising on democracy is not enough. Mutual respect and participation must be given real expression within the partnership. This will lead to effective partnerships where all voices are equal and heard. Sufficient diversity creates energy, leading to synergy and then to positive outcomes.

The Future Factory is a process suited for solving single issues or a limited set of issues and resembles a "brainstorming". The sessions take place over a period of one or two whole days and might include 25/30 participants. During the Inventory Phase each participant submits negative and positive remarks concerning the theme. Special techniques are used in order to guarantee democratic principles, so that all people might make their voices heard, and that nobody might hold the upper hand over any other participant...The process continues with the

*Fantasy Phase... A Future Factory ends with the Strategy Phase... The benefits of this method are the speed, the concentrated activity and the fact that all the participants have an equal voice - **ADVANCE.***

The democratising effect of the partnership is particularly important when the partnership includes groups of differing maturity. Some established groups may have evolved into bureaucracies which are more autocratic than democratic. Working together with emerging groups, which may operate on more democratic principles, can have the effect of making the established groups take a look at their own systems. The former, on the other hand, can learn from the experience of the latter, and this cross-fertilisation is one of the more fruitful outcomes of partnership work.

Working in partnerships allows barriers caused by status to be broken down. Often people at a senior level in their own organisation will engage in activities, for the common good of the partnership, which they would never undertake in their own working environment. One thinks of Chief Executives making coffee or doing photocopying, often for the first time in years ! Partnership is a great leveller !

Legitimacy and recognition

Involving all the actors in an inclusive way and making a project's outcomes as visible as possible will add legitimacy to a project, and bring recognition to the work of the partnership. *The partnership has reached out to the social partners. We have the support of the unions and the employers' bodies. We have been careful to invite these actors to participate in our public events. This has brought tangible benefits. We managed to get the Association of Direct Labour Organisations and the Local Government Management Board to sponsor the public launch of our research report. Since we want to influence employers, the involvement of employer bodies gave credence to our report and recommendations - **FORUM.***

In Finland, this involvement of a variety of actors is seen as vitally important for success.

*In this partnership, there have been new ways for the municipality to link different administrations – youth affairs, social services and public health care. The task has not been easy in every case and a certain level of caution has been necessary. Including all the main actors creates strong legitimacy for the partnership. Also politically, with the project situated under the nose of the city government's power-brokers, legitimacy is guaranteed - **KOHO.***

While it is obviously important that your project should gain legitimacy and recognition in the eyes of decision-makers, it is equally if not more important that members of your partnership and the people which you seek to serve also have confidence in its work. So, it is often a good idea to plan to achieve a concrete result early in the life of the project, as this will help to engender confidence and team spirit and will create a sense of momentum in your work.

*The re-construction, in partnership, of social housing (accommodation for individuals or families in need) is a stimulus for greater activity. It is an operation which can be planned in advance and so the result becomes tangible very quickly. It is often necessary to create some form of reference points if the dynamic of the project is to be sustained. These reference points demonstrate in some way both the reality and the intention. They are living symbols of progress and they can be very different in nature. In a neighbourhood it might be a mini- playground for children, in a training centre it might be new equipment or materials, or in a village it might be the organisation of a fête or a festival - **JANUS.***

Hopefully as the partnership grows and the work of the project develops, the benefits of the cooperation will become evident to all !

*One of the achievements of this partnership approach is that both the business community and the welfare community consider the project as a success. Business because a profitable company has been created and the welfare sector because the target group now have real jobs. Additionally, the computers are used in schools where generally speaking it would be impossible to fully equip computer classes. This creates a win/win situation for all parties involved - **OSCAR**.*

Creating space for issues

Ground rules are essential to allow space for discussion of issues which arise, and these rules need to be agreed at the outset. Some degree of conflict is to be expected as the partnership develops, but it does not need to be feared. As long as everyone agrees on procedures, both formal and informal, for conflict resolution, it should be possible to move matters forward. The downside of not clarifying roles at the beginning is that partners can come into conflict about basic matters, like money !

*While some involvement in training delivery did take place, there was a need for a more specific contract to be drawn up setting out expectations from the **ENTRÉE 2000** management and clarifying the actual money to be paid to the agencies. With regard to being involved as training participants there were some examples of this, but again a more formalised agreement would have been prudent... There is a need to have informal mechanisms to resolve conflicts and to give an opportunity for feedback to formal meetings.*

The Flemish project **OSCAR** also comments on the need to clarify procedures.

The company which we work with has a different approach in dealing with the target group. The company manager had sympathy for these people but the result was that he often did not treat them as "normal" employees. Because in the long run, this would have had a counter-productive effect on their employment prospects, we reacted, and after long discussions with the company manager, it has become clear that strict agreements are much more satisfying for everybody.

Communication

The partnership needs to agree a clear strategy for communicating **externally** the outcomes of its work, using the most appropriate media for the task. **Internally**, the partners need to agree a system of information flows, to ensure that everyone is kept up to date with meetings, minutes, decisions and work-plans. Individual partners should also take steps to ensure that the outcomes are disseminated internally within their own organisations. Several strategies or methods can be used and some of these are illustrated by the following project examples³.

We have established a Workshop on Unemployment as part of our political public relations. It was convened by the Lord Mayor of Cologne at our suggestion and includes all the important

³ Other communication methods and strategies are explained in greater detail in the guides which have been produced for promoters of EMPLOYMENT projects on Public Relations and Transnationality. These are available from your National Support Structure or from EUROPS (see addresses on back cover).

local protagonists at the decision making levels, and especially the economic actors -
INNOVATIONSDISTRIKT

*To guarantee a continuous flow of information to all the women beneficiaries of our project, we regularly bring together the various groups of students. For all the others, we produce 3,000 copies of a quarterly free newsletter called La Voz del Condado (The Voice of Condado). This newsletter is also sent to the institutions and organisations which are associated in some way with our project - **AAR**.*

*Making a homepage on the Internet for the project enables everyone to be updated at any time and place, and makes the manager of the project very visible. Using electronic mail makes communication easier. An electronic conference can give you consensus in developing and managing the project. Video conferences can also be an important additional tool for maintaining a network, in that they can save time-consuming journeys - **ERMA**.*

The communication strategy should also be extended to include mainstreaming or in other words, the wider use of the products or recommendations of your project. Several projects addressed this issue, and demonstrated how they had approached it, in many cases by using existing partners or by involving other agencies in the work or activities of the partnership. The fact that the **FORUM** experience of legitimising the partnership led to potential mainstreaming (see page x) is something which was also highlighted by **ENTRÉE 2000**.

*In order to look towards future mainstreaming as an exit strategy, the Staff Development Unit was centrally involved. Access to this Unit was crucial if this strategy was to be successful, as was the use of pockets of expertise within other departments such as Resource Based Learning, Health and Social Science, Students' Union and the School of Foundation Studies. The main profit was the development of an **ENTRÉE 2000** network within the Belfast Institute of Further and Higher Education which served as a model of good practice. The legacy of course, for the organisation, is to be able to mainstream these services and training courses at the end of the funding period.*

The Flemish experience is also worth noting in this context, as it, like the **FORUM** project, involved a link between the voluntary and business sectors.

*It is not always easy to have a certain impact on the economic sector. In this partnership, this problem was overcome by very powerfully describing the additional goals, as well as refining and phasing them. One employers' federation feels that the project is so successful that they want to create a spin-off in the French speaking part of Belgium. Other organisations in Spain and the UK want the company to open branches there. The work has given us a profile which we did not have before and an acceptance by the business community that we have a role to play - **OSCAR**.*

In Austria there are already plans to continue the cooperation.

*All the partners represented their institutions and started building their own networks. To mainstream and disseminate results, it is envisaged to institutionalise this partnership body - **AURORA**.*

So the existence of effective local, regional and even transnational, partnerships can make all the difference in terms of whether the results of your hard work will simply be lost in the mists of time or will live on to influence the future practice or policies of others.

A **Partnership** involves both people and organisations. It needs the complementarity and commitment of both, but this means that it must accommodate what can often be seen as two competing sets of needs and interests:

Personal	Organisational
<ul style="list-style-type: none"> mutual learning vision commitment consensus responsibility synergy stake holders ownership value base how to measure quality insight bottom up target group needs 	<ul style="list-style-type: none"> added value planning agenda decision-making process role definition vested interests share holders corporate identity business culture graphs / statistics / quantity profit / Quality Management top down turn over / throughput figures
<p>So, a successful partnership requires not only well-developed methods of problem solving but also a continuous process of action, reflection, learning, amending and renewing.</p>	

CHECKLIST

So, if you have been interested or stimulated by what you have read so far and would like to create or expand a partnership, the checklist below highlights the points which you should bear in mind in the five different phases of setting up and running your partnership.

SETTING-UP PHASE

IDENTIFY the institutions and personalities you need to make your project work.

SEARCH for partners who are able and willing to make a long-term commitment.

MAKE CONTACT using your personal network, but don't forget to involve the institution, as well as the person.

MAINTAIN a balance in the profile of the partners.

DECIDE on the objectives of the partnership together at the earliest appropriate moment.

CLARIFY roles and responsibilities within the partnership either formally, or informally.

EVALUATE the partnership from the first moment of its creation.

OPERATIONAL PHASE

MONITOR continuously the needs and expectations of your target group.

ESTABLISH clear time frames for all your work.

CONSERVE resources by avoiding unnecessary bureaucracy and by sharing or pooling skills, expertise, equipment, buildings, and money.

TAKE DECISIONS democratically.

COMMUNICATE regularly and clearly your results and intentions internally to partners, to each of the partners' own organisations and to representatives of the project's target group, and then externally, to interested agencies or to those which might help you to mainstream your results.
RESPECT the different cultures and working practices of your partners.
BUILD the partnership in an atmosphere of confidence and understanding.
THANK partners regularly for their contributions.

PROBLEM-SOLVING PHASE

SOLVING problems means defining them first.
BE PREPARED to criticise your own work and to listen to other's criticism.
REMEMBER that a good idea which is isolated quickly becomes a bad idea which is forgotten.
RELY on a sense of humour when all else fails.

MAINTENANCE PHASE

DEVELOP mutual respect, and appreciate the different pace of the partners.
CHECK continuously that objectives remain common to the partnership, and that everyone is still on board the same boat.
LISTEN before acting and take your time, even if you are under pressure.
PROVE by action the value of the partnership to everyone, not least to the target group.

EXIT STRATEGY PHASE

TRY to integrate your project into mainstream programmes.
MAKE TIME to explain your project and its value to others.
REMEMBER that though your project may be good, it will certainly become better if it is adopted and used, by others.
SELL yourself and your project to the decision-makers who have the power and money to replicate your work.
AND FINALLY **DON'T FORGET TO CREATE AND TO TAKE EVERY CHANCE TO CELEBRATE** your successes with your partners !

CONCLUSIONS

There is no right or wrong model as far as partnerships are concerned. Each model must arise from, and respond to, clearly identified local needs in villages, neighbourhoods, towns and cities throughout the European Union. Everyone has things to teach to other people, and everyone can learn from others and it is in this spirit that the following conclusions are offered.

To those who are interested in establishing partnerships for labour market integration:

- partnership is not simply a new structure, it is a new philosophy for your work which should produce a more open and cooperative mind set on the part of all involved;
- there may be more potential partners than you initially might imagine, so explore and exploit the wide range of organisations operating in your area;
- the main objective of your partnership is to get people into employment, so employers have a contribution to make in terms of advice, work experience placement opportunities and finally jobs, and trade unions can also promote the interests of your target group.

To those who can promote or support such partnerships, particularly local and regional authorities:

- the difficulties which people face in accessing employment can only be overcome by departments and services working together - education and training, and guidance and placement agencies. Housing, health and social services have also an important contribution to make because, in a number of instances, individuals have to resolve other pressing personal problems if they are to be able to take part in training or to seek a job;
- the development of area-based rather than separate service-led approaches can be supported by corporate management structures, joint in-service staff training and staff exchanges, and theme-based seminars involving members of staff from different departments who work in the same locality. Such initiatives can promote a shared understanding of needs and stimulate new cooperative approaches to meeting these needs;
- the contribution of voluntary organisations should not be neglected. These organisations work at grass roots level, reaching out to disadvantaged or marginalised groups and helping them to articulate their views. They can ensure the bottom-up nature of the partnership thus giving it a better chance of success. They can also provide quicker and more flexible ways of testing new methods and approaches, as they are not subject to the same legal or procedural requirements to which local authority departments have to adhere.

To those who have the resources to fund labour market integration programmes or projects:

- all the experience of the EMPLOYMENT Initiative, in all of its four strands, suggests that if individuals are to make a smooth or successful transition from unemployment to employment, they require an understandable and structured pathway. Such a pathway can only be built on the active cooperation and involvement of many different agencies and services. Thus, evidence of the existence of an effective local partnership could be introduced as one of your criteria for the allocation of grants to programmes or projects.

Whatever happens in the future, the European Commission is convinced of the value of partnerships and is committed to their development. In March 1997 at the Centre for European Policy Studies, Commissioner Flynn highlighted the importance placed on partnerships in the new Structural Funds proposals for the next century:

"The principles on which the European Social Fund operates are desirable in themselves. The partnership system has brought a new dimension to delivery systems in a number of Member States, where such co-operation and involvement were previously unknown. The need to involve people outside public authorities in decision-making processes has been a novelty in some countries. But in these days when we are all increasingly aware of the need for, and usefulness of, transparency in public life, it is a novelty that is well worth having".

MEMBERS OF THE WORKING GROUP

MEMBER STATE	PROJECT
Contact address	

BELGIUM

(INTEGRA)

Leen Verbist
ATEC

OSCAR
Tel: + 32 3 / 272 23 73

MEMBER STATE	PROJECT
---------------------	----------------

Contact address

Duinstraat 102
B - 2060 Antwerpen

Fax: + 32 3 / 235 58 89
e-mail: atec@tornado.be

DENMARK (INTEGRA)

Ib Jespergaard
Udviklingscenter for undervisning af voksne
indvandrere
Vesterskovvej 4c
DK - 8660 Skanderborg

EU Refugee and Migrant Advice &
Guidance into Employment (**ERMA**)
Tel: + 45 / 86 51 23 50
Fax: + 45 / 86 51 24 60
Mobile: + 45 / 20 85 32 51
e-mail: uvi@post3.tele.dk

GERMANY (YOUTHSTART)

Ludger Reiberg
Stadt Köln-RAA
Deutz-Kalker-Str. 18-26
D - 50679 Köln

INNOVATIONSDISTRIKT
Tel: + 49 221 / 221 92 94
Fax: + 49 221 / 221 91 66
e-mail: not yet

GREECE (INTEGRA)

Mitiades Kavrakos / Efi Mitsiades
Assoc. for the Development of Western Athens
Ethnikis Antistaseos 65
GR - 12134 Peristeri

IRIDE
Tel: + 30 1 / 574 58 26
Fax: + 30 1 / 575 95 47
e-mail: mkavrakos@asda.gr
emitsiadi@asda.gr

SPAIN (NOW)

Sebastian Lozano Mudarra
Asociación para el desarrollo Rural de la
Comarca de "El Condado" Jaen
Plaza Mayor 16
E - 23250 Santisteban Del Puerto, Jaen

(ARA)
Tel: + 34 53 / 40 12 40
Fax: + 34 53 / 40 14 14
e-mail: not yet

FRANCE (INTEGRA)

Jean Michel Gadrat
Association Calvadosienne pour la Sauvegarde
de l'Enfance et de l'Adolescence
57, Boulevard Herbert Fournet
F - 14100 Lisieux

JANUS - Les Chantiers Solidaires
Tel: + 33 / 231 62 62 00
Fax: + 33 / 231 62 08 13
e-mail:

IRELAND (HORIZON)

Mary C. Sheehan
Tallaght Partnership

AIM- Accessing into Mainstreaming
Tel: + 353 1 / 451 25 76 / 459 79 91

MEMBER STATE	PROJECT
Contact address	
Unit 5 Village Square Tallaght IRL - Dublin 24	Fax: + 353 1 / 459 79 91 e-mail: talstart@iol.ie
NETHERLANDS	(HORIZON)
Arthur M. Notermans Stichting Overlegorgaan Geestelijke Gezondheidszorg Postbus 23115 NL - 3001 KC Rotterdam	PINEL Tel: + 31 10 / 436 75 77 Fax: + 31 10 / 436 72 73 e-mail: sogg@euronet.nl
AUSTRIA	(NOW)
Judith Cerwenka Frauenstiftung Steyr Verein Frauenarbeit Am Platzl 15 A - 4451 Garsten	AURORA Tel: + 43 7252 / 533 45 Fax: + 43 7252 / 533 45/47 e-mail:
FINLAND	(YOUTHSTART)
Riikka Laitinen City of Turku (Koho Project) Torninkatu 1a A1 FIN - 20100 Turku	Drop-in / KOHO Tel: + 358 2 / 262 31 26 Fax: + 358 2 / 233 42 34 e-mail: riikka.laitinen@turku.fi
SWEDEN	(YOUTHSTART)
Göran Sjöberg Institutet Ungdom och Framtid Skarsvagen 1 S - 95532 Ranea	ADVANCE Tel: + 46 924 / 554 43 Fax: + 46 924 / 108 37 e-mail: goran@iuf.se
UNITED KINGDOM - GB	(NOW)
Iris Lyle / Anne Matthews London Women & Manual Trades 52/54 Featherstone Street G.B. - London EC1Y 8RT	FORUM - European Tradeswomen Network Tel: + 44 171 / 251 91 92 / 364 70 29 Fax: + 44 171 / 251 91 93 / 364 70 66 e-mail: lwamt@dircon.co.uk/~lwamt

UNITED KINGDOM - N. Ireland (HORIZON)

Clarke Frampton
BIFHE
Brunswick Street Building East
G.B. - Belfast BT2 7GX

ENTRÉE 2000

Tel: + 44 1232 / 26 50 10
Fax: + 44 1232 / 26 50 01
e-mail: david@entree.dnet.co.uk

UNITED KINGDOM - N. Ireland (HORIZON)

Cecil Graham / Derek McCleave
I T O
Knockbracken Healthcare Park
Saintfield Road
G.B. - Belfast BT8 8BH

ACCEPT

Tel: + 44 1232 / 40 37 26
Fax: + 44 1232 / 40 37 27
e-mail: 106032.3071@compuservi.com

N.B. The abbreviations in brackets are not normally used by these projects but have been introduced to ensure that it is easier to make references to the projects in the main text.

In addition, the following were also involved in the work of producing this guide:

PROTEUS

Pat Donnelly
Michael Hegarty
Liz McLean
Gail Reilly
Margareth Smith
Edgewater Office Park
8 Edgewater Road
G.B. - Belfast BT3 9JQ

Tel: + 44 1232 / 37 10 23
Fax: + 44 1232 / 37 10 24
e-mail: peace@proteus.dnet.co.uk

TRAINING & EMPLOYMENT AGENCY

Billy Gamble
Clarendon House
Adelaide Street 9-21
G.B. - Belfast T2 8DJ

Tel: + 44 1232 / 25 76 56
Fax: + 44 1232 / 25 76 46
e-mail:

EUROPS

Allen Mercer
Place du Luxembourg 2/3
B - 1050 Brussels

Tel: + 32 2 / 511 15 10
Fax: + 32 2 / 511 19 60
e-mail: allen.mercer@europs.be

THE ADAPT AND EMPLOYMENT COMMUNITY INITIATIVES

THE EMPLOYMENT INITIATIVE AT A GLANCE

EMPLOYMENT is a European Union Community Initiative funded by the European Social Fund which targets groups which face specific difficulties in the employment market. It has four strands - **NOW, HORIZON, INTEGRA and YOUTHSTART** - and will operate until the end of 1999. The European Union's indicative contribution to the overall budget for **EMPLOYMENT** is 1,835 million ECU.

THE TARGET GROUPS

EMPLOYMENT caters for target groups related to each of its strands: women in **NOW**, young people without qualifications in **YOUTHSTART**, disabled people in **HORIZON**, and people excluded or at risk of exclusion from the labour market in **INTEGRA**.

AIMS & PRINCIPLES

EMPLOYMENT aims to identify new solutions to the problem of unemployment in the European Union by funding pilot projects: to contribute to the development of human resources; to improve the working of the labour market; to promote social solidarity and equal opportunities.

The principles underpinning **EMPLOYMENT** are:

- **transnationality**: projects must be partnered with **EMPLOYMENT** projects in other Member States which are focused on similar or complementary priorities;
- **innovation**: in the context of national and regional practice and priorities, this involves experimenting with new ideas or methods, or with new combinations of existing ideas, methods or collaborators;
- **local involvement**: projects should involve a wide range of local individuals and organisations, both public and private, so that this combined knowledge and experience can be focused on the development of appropriate training, guidance or employment provision;
- **multiplier effect**: the programme's experiences should be recorded, evaluated and widely disseminated through expert and professional networks and to the public;
- **complementarity**: with related European Union initiatives and programmes.

MEASURES

There are four measures within **EMPLOYMENT**, each one serving the Initiative's objectives in a different way:

- training, guidance and counselling systems;
- provision of training and placement;
- assisting job creation;
- information, dissemination and awareness activities.

HOW EMPLOYMENT WORKS

Member States operate **EMPLOYMENT** in partnership with the European Commission. National Support Structures (NSS) have also been established in each Member State to assist in the

implementation of EMPLOYMENT, and the European Commission has additionally established a technical assistance office at European level, entitled EUROPS.

All EMPLOYMENT projects are financed jointly by the European Commission and by the Member States with funding from public and/or private sources. EMPLOYMENT is being implemented in two phases: 1995-97 and 1997-99, involving two waves of projects, each project usually lasting 2-3 years.

Projects have been selected and approved in each Member State from applications received after a call for projects. **There will be no further calls for proposals during the life-time of EMPLOYMENT.** However, if you would like to find out more about the products and results of projects in your country, contact your National Support Structure (see back cover).

WHO PARTICIPATES ?

Promoters come from a wide variety of backgrounds, including those below.

General promoters:

- local and regional authorities
- trade unions and other workers organisations
- firms and employer's associations
- technical colleges
- local development agencies
- universities or research centres
- training, guidance and employment centres

NOW-specific:

- women's groups
- organisations promoting equal opportunities

HORIZON-specific:

- NGOs for/of handicapped people
- functional rehabilitation centres

YOUTHSTART-specific:

- youth organisations and agencies
- youth information and counselling services

INTEGRA-specific:

- NGOs for/of disadvantaged groups
- solidarity organisations/centres for migrants, refugees and ethnic minorities;
- functional and social rehabilitation centres for disadvantaged groups.

The contents of this publication do not necessarily reflect the opinion or position of the European Commission, Directorate-General for Employment, Industrial Relations and Social Affairs.