

Annex:

**Examples from partner cities
and workshop results**

WP 1 - Finance and cooperation

1. Status quo on municipal finances

ALTENA:

The financial situation in Altena is very bad. The city has a budget deficit of 10 million Euro per year (out of 14 million). Unlike Leoben, Altena did not invest during more prosperous times. The city wants to cut the budget but this is very difficult due to the low number of inhabitants. A first attempt to reduce the costs was to reorganise the public administration. It has now fewer employees and the accounting system was modernised. The municipality acts now like a private company and co-operates with a neighbouring town. It has target equity holdings and engages opportunities by credit management without providing guarantees. National and regional governments keep providing Altena with less money and this creates unclear and pessimistic financial conditions for the future.

ANCONA:

The city suffers largely because of the economic crisis and the main industrial and commercial sectors face big problems (especially the maritime industry and the retail and trade shops in the city centre). Higher rates of unemployment compared to the past, fewer opportunities for the young generations and few options for the future are the resulting consequences. The city government also deals with a bad situation because of the cuts from the central government. The sectors suffering the most because of this difficult situation are the social and cultural ones. The local authority lacks innovative ways of financing, except applying to the EU funds. Public-Private partnerships are missing at all in the management of city services and this aspect should be improved, but at the moment it is far away.

DABROWA GORNICZA:

The budget of the city is an annual financial plan based on incomes, expenses, revenues and outgoings and is passed by city council for one budget year, which is a calendar year. Financial economy is based on budget resolution. The difference between incomes and expenses may be defined as surplus or budget deficit. The budget deficit in Dąbrowa Górnicza is financed by revenues that come from credits, loans and others free financial resources.

One source of municipal revenue is general subsidies. They are divided into the compensatory, balancing and educational part. The size of educational subsidies is dependent on models of schools, school's types, degree of professional advancement of teachers and number of pupils in schools. Balanced subsidies are mechanism so that communities with lower incomes may supplement them by financial means of others communities. Compensatory subsidies include tax revenue per capita compared to the national average tax revenue for all municipalities. Dąbrowa Górnicza gets most subsidies for education, repairs, maintenance, protection and management of national and provincial roads within cities with county rights. In prospect grants for municipalities are assigned for tasks of government administration, removing direct threats to public safety and order, removing the effects of floods and other natural disasters, execute own tasks of local government units. Dąbrowa Górnicza receives the largest grants on education, health, public security and fire protection.

The government gives grants for current expenditures purposefully, when it comes to financing or co-financing investments grants appear sporadically. Mostly the tasks have to be fulfilled at regional level - with no additional money for them. Funds from the EU help and these are allocated to city budgets. At the end of September 2011, funds provided from the European Union are ca. 17 million PLN. This year, the district's investment expenses make over 34% of all budget expenses.

The City needs to ask a bank for funding which in turn creates a lot of city debt. This influences national budgets, too. In 2010 Dąbrowa Górnicza got a credit from European Investment Bank on water and sewage system modernization as well as culture infrastructure. Public-Private partnerships are also a good answer on how to finance big investments and avoid creating public debt. The city has started the procedure for selecting the private partner in a competitive dialogue for an enterprise 'Construction, operation and maintenance of transport system with the aim of communicating with the

Tucznowa investment area' in Dąbrowa Górnicza. The Ministry of Regional Development has provided support for this project.

EBERSWALDE:

There are few effects of the economic crisis perceptible in Eberswalde; however there are problems linked to the budget reduction due to the shrinking population. Here again, the city services suffering the most due to the budget cuts are the social and cultural ones. At the economic level, the housing sector is in crisis because there are too many houses for always fewer people.

An innovative solution underway in Eberswalde is the sponsorship of cultural activities by local companies. No solutions are envisaged at the moment for the social services, these are just being reduced.

HEERLEN:

The financial situation of the city is not great but not bad either. Heerlen received funds from the central government for the further prevention of structural problems on empty housing/buildings and restructuring for all of Parkstad (2010-2020). The City of Heerlen already has some experience with cost resistance. Costs are going down slower as does the income of a city. Heerlen calculated this for the sewer system and public green areas. The city needs more financial support from the national government and adjustments in the rules and laws are needed, too. The financial difficulties are mostly reflected in the stagnating housing market.

Because of the small budget at disposal, the cultural and social services of the municipality are not developed enough, even if there aren't big changes and the situation is not getting worse because of the economic crisis. The main difference for the social sector is that the companies involved in social housing have now to pay taxes, where before they were exempt. To save money, the municipality starts to share some services with other neighbour municipalities: for example there is a common service for the waste collection and management (shared with other 8 municipalities).

More people appear to need financial assistance from the city and loss of income influences participation in community activities. There is an increase of entrepreneurs (without employees) but a reduction of the gross domestic product. The low level of education and housing stock is uniform throughout the city. The city also uses national and European subsidies like ERDF. It has put up a co-financing fund based on a multiplier aim and can be implemented for projects that fit within the economic priorities of the city.

LEGAZPI:

The financial situation in Legazpi is delicate for the year 2011 and greater budget cuts are foreseen for the year 2012. The municipality will finish 2011 with no debts; all the expenses will be covered but some mayor cuts on the budget have been made during this year.

The town is dependent on provincial financing, as 65% of the town's budget comes from the Provincial Government, who is in charge of collecting main taxes. Due to the economic crisis, income from taxes has decreased considerably, that means less money going back to the municipalities. So far, the first attempt to content the costs during 2011 has been to decide not to accomplish new infrastructures and investment projects and reduce the budget for cultural, language, sport, etc. issues. The municipality has made an effort to maintain the quality of Social Services delivered till now with no restrictions in the budget (home delivery services, day care centre, elder people housing, and youth)

Nevertheless, the situation will change for the year 2012. The Municipality foresees 10% of decrease in the incomes from the Provincial Government for 2012. The town will have to cut the budget to cover the expenses and still there is no clear proposal on what type of services will be prioritized.

LEOBEN:

The city is dependent on national measures for financing but is developing alternative income resources. The city provides guarantees to companies so they settle there. Leoben is on its way to a cost-economic recovery but needs to spend now on regional government. Overall, Leoben is relatively well off compared to other cities in the region. The future aim is to keep young people in the region by supporting 'creative' industries. The building law system, which is described in the chapter of Good

Practices, is not so much a financial instrument but an instrument for the management of the city's properties. Revenues can only be gained through payments for the right of utilisation of the property. What is more important is that the supervision of what is done with a real estate or a building remains within the city as this property is not sold. This is a necessary aspect for urban planning and development. When the right of utilisation expires, the property falls immediately back to the city property. The advantage for the "user" is that his financial risks are minimized and the bank accepts the utilisation right of a real estate or a building as collateral for a loan. The innovative aspect of this instrument is that normally in Austria the real estate together with the building is seen as one property, but here the properties are split.

NAGYKALLO:

The single biggest employer company relocated from the town; this resulted in the loss of jobs and consequently in the reduction of tax revenues.

NOTODDEN:

Generally, social welfare payments are too high in Norway compared to work incomes - as a result, young people after finishing school decide to live on social support instead of getting a job. This results in a gradual loss of taxpayers.

2. Good Practice examples

During the workshop in Leoben the partners and the thematic expert presented good practice examples in the field of new financing methods and cooperation:

- Building Law System (Leoben/Austria)
- Equity interest management or a municipal holding structure (Altena/Germany)
- Budget for Environmental Projects (Eberswalde/Germany)
- Bürgerkredit – Citizen loan (Quickborn/Germany)
- Statt – Aktie (Stadt Langen / Germany)
- Valuation of municipal budget (Leipzig/Germany)
- Intracting method (Stuttgart / Germany)
- Energy Performance Contracting (EPC) (Prague/ Czech Republic)
- Public Private Partnership Model (Dąbrowa Górnicza/Poland)
- Start-UP Center - Building a Start-UP Centre for young entrepreneurs on the premises of the former Brewery Reininghaus as a PPP (Graz/Austria)
- Porto com Pinta PPP model (Porto/Portugal)
- Espace grand rue PPP model (Roubaix/Lille – France)
- INKOBA - inter-communal settlement of companies (Upper Austria)
- Cooperation of municipal administration in Oberhünigen and Zäziwil (Switzerland)

BUILDING LAW SYSTEM (LEOBEN/AUSTRIA)

Main objective(s):

- Retention of municipality's properties
- Limitation of the utilisation of the building
- Property can be utilised by contractor but stays in the asset of the municipality

- Project description:* Whenever new businesses are established, the company owners need properties. The municipality offers properties but does not want to sell its properties. The special building law system that Leoben uses, guarantees that the property stays in the asset of the municipality but the contractor can use the property for a minimum of 10 and a maximum of 100 years. When the contract ends the property still belongs to the municipality. Historically the Catholic Church and the state have used this system to keep their assets and give entrepreneurs the opportunity to use the property with some defined restrictions.
- Process management:* The municipality tries to offer the contractor the best disposition for the property. The utilization is contractually limited by the municipality this way the urban development is controlled. The contractor has more legal securities with this system in comparison to legal or rental agreements. The municipality has more control over the property in case the owner goes bankrupt. If the owner buys the property the municipality would have no further control over the utilisation of the building. If the contractor does not pay the fee for two years in a row the contract can be terminated by the municipality. The advantage for the contractor is that the bank accepts the contractor as owner of the property and provides loans if needed. The contractor has a tax benefit in which he would not have if he would buy the property.
- Results and impacts:* Most of the municipality's properties are leased in the framework of this legal building system like for example the LCS shopping mal.
- Barriers and conflicts:* The municipality also tried to use this system for private property owners but they did not accept this system. Most people rent or buy houses. It is not common in the region to use other forms of ownership. In some cases especially in times of economic downturn it can be better to sell a property instead of using the building law system to boost the revenue but this is only seen as a second option.
- Lessons learnt:*
- Better planning of urban development
 - Property assets stay within the municipality
 - Contractors have more legal securities

EQUITY INTEREST MANAGEMENT OR A MUNICIPAL HOLDING STRUCTURE (ALTENA/GERMANY)

- Main objective(s):* - The equity holdings should be better controlled with this new tool.
- Project description:* Although Altena is a small town, there is an equity interest structure involving three local companies (equity holdings), equity interest in four companies and four associations, of which one is a savings bank. One of the local companies additionally holds three sub-partnerships (utility companies, among others).
- Balance sheet volumes: ca. 200 million Euro
 - Annual expenditure: ca. 60 million Euro
- Process management:* With the changeover to operational accounting, all equity holdings have to be combined into a consolidated balance sheet in 2011. All the various balance sheets and accounts shall be analysed and compared.

The main stakeholders are business economists in holding companies and administrative positions, auditors and decision makers in administration and municipal politics.

- Costs: Setting up a consolidated balance sheet costs approx. 15,000 – 20,000 Euro, the running costs are not yet known.

- Results and impacts:* - Trial balance sheets for 2008 and 2009 have been set up.
- The first balance sheet for 31.12.2010 is being prepared.
- Barriers and conflicts:* Non-identical bookkeeping systems and software is the main problem.
- Lessons learnt:* - The system is still too new to deduce lessons learnt. Further information is only possible after further implementation in practice (at the end 2011).

BUDGET FOR ENVIRONMENTAL PROJECTS (EBERSWALDE/GERMANY)

- Main objective(s):* - Using cities' budgets to directly meet the needs of the citizens
- Activate civil engagement in cities with their ecological environments

Project description: This is a project fund for environmentally motivated projects in the area of the city of Eberswalde with a total budget of 4800 € per year, which has been available since 2008. With this fund, the citizens of the city or private and public institutions can apply for projects with an environmental background, and a maximum budget of 1000 € per project. The funds can be applied for different reasons. There are projects for public or private land for enhancement with plants in front of shops or buildings, creation of a nature trail, and the construction of several "insect hotels" realized in kindergartens. It is important that the public can participate in this variety of improvements. The city only takes over the cost of administrative expenses and can support the applicant in certain administrative issues relating to the construction procedure. A very important consideration is that the construction and maintenance must be completed by the applicant. Thus, the city tries to conduct self-reliant citizens by improving the urban infrastructure and simultaneously giving the citizens a stronger influence in shaping the aesthetic of the city. Furthermore, the project funds can be spent for environmental education projects. Thus, schools, daycare centers, and civil organizations can issue topics which are important for the city, and relate to environmental topics like courses and information sessions. In this example, action days were conducted wherein children and their families received information about bats and their habitat while at the same time they were building nesting boxes.

Process management: Citizens or public and private organizations and companies can apply in compliance with the conditions (which are available on the Internet) at any time. Important rules to follow include describing the content of the project and the potential costs, the realization process and how the public could benefit from the project. It is also important that civil engagement is connected to the project. For example, parents will support children in greening infrastructure or planting new plants. The applicant can be informed in advance about options and application requirements via the responsible entity in the respective city, and also receive guidance during the application process. Once a

year, the projects are presented by the political representatives of city projects.

Results and impacts: A total of 21 projects have been implemented by the project fund in the last 3 years. So far, through the cooperation between citizens and the city, almost all projects have been completed and during this period the “green infrastructure” has been improved and has contributed to a greener character of the city. In addition, various training courses were held for citizens of all ages. This also demonstrates that even in difficult budgetary situations, with the help of political will, citizens can actively contribute to urban development and money can be spent for citizens' needs.

Barriers and conflicts: Although interest in the project fund is already large, a further increase in the number of applications is desirable. Other (usually typical) problems have not arisen in most of the small projects because of the direct contact between the applicant and the city. A sustainable approach to the created infrastructure could be obtained for most projects. To expand rules relating to the sustainable use, the application process could become too complicated and could harm the course of the project or perhaps to deter new applicants.

Lessons learnt:

- Small projects and budgets can also help to improve the image of the city
- Better urban conditions can result from the involvement of the citizens in city development

BÜRGERKREDIT – CITIZEN LOAN (QUICKBORN/GERMANY)

Main objective(s): - Financing of the renovation and construction of a school and a fire station

Project description: As the municipality had too less money for the renovation and/or new construction of the school and the fire station they had the innovative idea to borrow money from the citizens to avoid another very expensive municipal bond. This would have made the municipality, which was already suffering from reduced communal budget because of a declined income caused by the economic crisis, even more dependant of external financiers. During an open council, one citizen had the idea to lend the municipality money.

Process management: The contract for the citizen loan was written on a simple A4 template without a bank as operator. The interest rate was fixed with 3% and the loan was for 1 year. The minimum amount of one citizen to lend the municipality was € 5,000. Citizens phoned the municipality to inform them that they were willing to lend money and told them the exact amount.

Results and impacts:

- 75 citizens loaned their municipality 4 million Euro – and this only within two days. The municipality stopped the initiative at 4 million, because this was exact amount they needed. But many more citizens would have been willing to lend their money.
- Not only citizens from Quickborn participated, but also from Kiel and Lübeck.

- The interest rate was lower than when investing in stocks, but higher than for a saving deposit at a bank. The municipality saved a lot of money, because the interest rates for a credit at a bank would have been much higher.
- In a 2nd phase the bwi-Bank had to be involved. There are now two possibilities: Citizens can invest their money for 2 years at an interest rate of 1.5% (the municipality gained 1 million euro) or for 5 years at 2.6% (investors gave 65,000 euro so far).
- The 2nd phase was still successful but not as financially lucrative as the 1st phase, as the bank asked for fees and the interest rates were not so attractive anymore.
- Other municipalities (Wiesbaden, Willich, etc.) are already interested to adopt this financial model.

Barriers and conflicts: As the collection of money on which interest is charged is a banking transaction that has to be officially approved, the Federal Agency for Financial Market Supervision forbade the continuation of this model without a real bank as operator.

Lessons learnt:

- By creating a win-win situation for both, the citizens and the municipality, the initiative was a big success in the first phase.
- Citizens are involved in communal tasks and identify with the problems of the local authorities. There is a real interaction between the administration and the population.
- The financing model is absolutely transparent and the loans are earmarked. Citizens therefore know exactly what their money is for.
- Costs for the municipality are much lower than with traditional municipal bonds.

STATT – AKTIE (STADT LANGEN / GERMANY)

Main objective(s): - Support at the maintenance of public social services

Project description: With the purchase of a “Statt-Aktie” the citizens support the voluntary communal tasks in the field of social services, culture, services for senior citizens and young people, sport and environment, for which the municipality is only allowed to spend very little money. Because of legal obligations to a balanced budget, voluntary tasks are strictly limited within an imbalanced administrative budget. Nevertheless much expenditure in the field of social services is not dispensable because of social and local politics reasons. Especially these fields determine the quality of living in a municipality. As “soft factors” they make a location more attractive in the competition with other municipalities.

Process management: Citizens can buy a share with the value of € 10, €20 or € 50. As this is no loan and the municipality will not pay back any money, there is no contract needed. The sponsors only get a charter.

Results and impacts:

- In 2010, 400 citizens have bought shares amounting to € 10,000.
- It was also possible to abolish the fees for the public library for children and young people totally with the help of these shares.
- The municipality did not have to reduce their social services so far or to raise the fees or taxes.

Barriers and conflicts: - As the amounts for one share are very low, it takes a long time to collect some money.

Lessons learnt:

- Citizens are involved in the social services of the municipality.
- When buying a share, citizens will become members of the Stadt Lange AG.
- Citizens are willing to support their commune when they know what will be done with their money without getting anything back.

VALUATION OF MUNICIPAL BUDGET (LEIPZIG/GERMANY)

Main objective(s): Linking of the municipal budget to the objectives of the development concept for the city

Project description: Since 2010, a new methodology to link and optimize the municipal budget to the objectives of the Integrated Urban Development Concept (IUCD) is currently under development and being tested. This methodology evaluates mid-long term city planning investments and values them based on the objectives and plans within the IUCD to be either a "conform", a "priority" or a "conflict" for the implementation of the IUCD. It also shows how many of the investment is spend for actions in the focus areas. The judgement is based on the objectives and plans and the written explanations within the IUCD and is accompanied by regular inter-sectoral working groups on different levels, where it is discussed. As the value of investment does not necessarily correspond to the impact of an action, there is a qualitative evaluation given as a result. This all builds a basis of discussion for the mayor/deputy mayors and the city council when they decide upon the future expenditures. This will be further refined and expanded during the next years.

Results and impacts:

- A more interdisciplinary discussion on the allocation of budgetary resources occurred. This process of discussion and the results of the evaluation contributed to greater transparency within the administration.
- Active participation of the relevant departments by using the established I.U.D.C. participation structures.

Barriers and conflicts:

- Very short processing times because of the narrow timeline for budgeting
- The budget so far lacks the spatial allocation of measures to I.U.D.C. areas

Lessons learnt:

- A significant portion of investment has relevance for urban development
- The I.U.C.D. focus areas must be more engaged,
- The focus areas are considered very different and only some of the investment used here correspond to the intended objectives,
- Not all measures can be estimated due to the existing financial management (e. g. flat-rate city-wide measures),
- It is not sufficient to consider only investments as non-investment measures constitute in some cases a significant proportion, especially in social or cultural issues

INTRACTING METHOD (STUTTGART / GERMANY)

(Source: ADEME Convention for Energie-Cités, 2006)

- Main objective(s):*
- Energy Efficient Retrofitting of a Swimming Pool – Implementation of a Cogeneration Plant
 - Achieve self-supply in heat and electricity in the swimming pool
- Project description:*
- At the “Sonnenberg” indoor swimming pool in Stuttgart a cogeneration gas engine was installed. The plant produces 5,800 hours/year in cogeneration, out of which annually approximately 300,000 KW electricity and 570,000 KW heat. The static payback period (calculated by taking into account the technical life-time of the equipment) represents 6.5 years. The project started in 2000. The investment costs of the cogeneration plant were about EUR 94,000.
- Process management:*
- In 1995 the Stuttgart Environmental Protection Department in close cooperation with the Financial Department developed the “intracting” method for financing energy saving projects.
- This method is based on the idea of contracting but operates entirely within the city administration. It consists of a special budget item (a revolving fund) to which the cost savings are later returned. The Environment Department thus grants an earmarked, interest-free loan to the host department. The amount of the loan depends - as with the conventional Contracting - on the energy and cost saving potential. Today, the annual “intracting” budget represents approximately EUR 1.3 million in Stuttgart.
- Results and impacts:*
- The annual savings obtained from the projects sum up to 13.900 MWh savings on heating, 1.850 MWh savings on electricity and 31.700 m³ savings on water. The implemented measures lead to a total annual cost saving of EUR 1.1 million.
- Barriers and conflicts:*
- Calculation of the investment costs can lead to misleading profitability forecasts.
 - Cost estimation was delivered by an external engineering company. This turned out to be too high, and thus provisions showed no profitability for half of the economic lifetime, therefore the “intracting” was evaluated as unfavourable. By using a rescheduling and cutting back on the technical side, costs were reduced and “intracting” approved.
- Lessons learnt:*
- No additional costs of possible risks and no interest charged on the invested capital.
 - Lacking an external contractor, transaction and administration costs of contract management are substantially reduced.
 - Small volume projects can be promoted as well, which otherwise would not be attractive enough for an external Contractor. “Intracting” also offers the possibility for partial financing of projects.
 - The preparation period is minimised by the internal completion of the process, so that energy conservation measures can be implemented in a shorter time.

CONTRACTING METHOD (ESPECIALLY USED FOR ENERGY SAVING PROJECTS)

Generally: A private company invests in modern energy technology und re-finances its costs through reduced energy costs or through the margin between buying and selling of energy performance.

Currently there is a differentiation between two models:

- a) Energy contracting: The contractor gets paid for the delivered energy to a fixed prize. The municipality saves costs because they do not have to pay for the system and the fuel. The contractor bears the risk alone.
- b) Energy saving contracting: The contractor optimizes the energy efficiency of a public building. He plans, finances and organises the energy saving measures. He gives a fixed saving guarantee. He re-finances the work through a contracting-rate, which derives from the reduced energy costs.

ENERGY PERFORMANCE CONTRACTING (EPC) (PRAGUE/ CZECH REPUBLIC)

(Source: ADEME Convention for Energie-Cités, 2006)

Main objective(s): - Energy and cost saving

Project description: 4 primary schools were refurbished within a project running from 2000 until 2006.
Using the EPC method, the private company (Siemens) invested into energy efficient measures, such as temperature sensors for radiators and replacement of windows.

Process management: In the Czech Republic there is a law on energy efficiency in place. In 2005, with legal assistance of the EBRD a law enabling PPP investments, making them more simple and transparent was implemented. The Czech Ministry of Industry is also promoting EPC by subsidising the preparation phase. This subsidy is at the disposal of municipalities, schools or buildings serving for health services. The successful applicants are able to cover 75% (up to 5.000 EUR) of the costs required for the preparation phase of the EPC by using the subsidies they obtained.

Results and impacts: - Due to the investments, the energy consumption, thus energy costs of the four buildings decreased min. by 20%.
The city can keep a fraction of the financial savings achieved, and a percentage of the financial savings serves for the repayment of the installed technology and work carried out by the ESCO.

Barriers and conflicts: Via more careful planning and establishing a stronger negotiation position, the city could have eventually achieved a better position against the ESCO company, benefiting of a higher amount of the financial savings.

Lessons learnt: - The municipality could finance this operation via an off-balance method, without the need to make any upfront investment. The selection criteria of the ESCO contractor were the payback time as well as the rate of guaranteed savings, which guaranteed foreseeable results.
- Up to 36% yearly savings was achieved during the project lifetime. The surplus savings were shared 50-50% between the municipality and

the ESCO. The ESCO reinvested 50% of its share, i.e. 25% of the total surplus savings were re-invested into partial change of windows in one school building, new hydraulic layout of heating pipelines etc.

- The project lifetime (6 years) is relatively short, thus giving an opportunity for the municipality to benefit from the savings longer, without any necessary upfront investments right after the end of the project.

PUBLIC PRIVATE PARTNERSHIP MODEL (DĄBROWA GÓRNICZA/POLAND)

A choice of a Private Partner for an enterprise called 'Construction, operation and maintenance of transport system with the aim of communicating with the Tucznawa investment area' in Dąbrowa Górnica.

Main objective(s): Improve the transit services and to open the biggest investment area in Southern Poland /260 ha for the investors, which, consequently, will influence the growth in the value of the investment in the region.

Project description: - Construction works, according to the project documentation, are due for the years 2012-2014.

- As part of the completion of the subject of the Order, the private partner is obliged to perform the following duties and tasks: to be an investor, to rebuild the section of the road according to the existing track, to build a section of the road according to a new track, to build rain inlets, to repair, renovate and build passes, to build and rebuild street lighting, to rebuild or secure colliding unfamiliar devices, to renovate and repair or rebuild already existing draining devices or build new ones as well as devices channelling rain waters and melting snow, to build facilities needed for environmental protection, to mark all the traffic security devices with vertical and horizontal signs (e.g. energy-intensive barriers and barriers for pedestrians), to install acoustic screens.

- Having finished the construction works and technical acceptance of the road, the private partner will be obliged to perform the following tasks connected with the operation on it as well as its maintenance: the maintenance of the surface of the road, the pavements, the road engineering facilities, devices ensuring proper road traffic, and other facilities connected with the road, to coordinate the renovation works in traffic lanes, to perform government assisted employment, maintenance and protecting works, to prevent any unfavourable or adverse transformations of the environment which can arise or have arisen as a consequence of the construction or maintenance of the road.

- Management and maintenance of the road within the period of the agreement, along with current and periodical road repairs and then handing the road over to the municipality in accordance with the technical conditions of the road agreed upon in the Agreement, mentioned above.

Process management: - The form of cooperation is assumed as BOMT system – Build – Operate –Maintain - Transfer

- The private partner is obliged to complete the project for the remuneration and pay all the costs connected with its completion / internal funds or obtained from banks and/or financial institutions.
- The remuneration has to be paid by the municipality for the private partner on account of executing the public-private partnership agreement, in a form of a payment for making the road available, the amount of which will depend on the private partner complying with the standard of the road required by the municipality within the period of time indicated in the agreement. The remuneration is due each year of the public-private partnership agreement starting from the period of road operation, i.e. the day of opening the road.
- The payments for the partner will be quarterly. The criterion of the choice of the partner, i.e. the most beneficial and profitable partner will be: the remuneration, the period of the operations on the road, the period of the road construction works as well as the division of the tasks and risks connected with the project between the municipality and private partner.
- The Remuneration must include any costs connected with the comprehensive workmanship and execution of the subject of the order: all the investment expenditures, financial costs, maintenance costs and operation costs of the road as well as the profits from private partner's investment.

<i>Results and impacts:</i>	The first approach to the project did not work out because the amount of investment in relation to the risk assumed by the private partner was too low. Now with the additional support from the Ministry of Regional Development we are going to prepare the new proceeding.
<i>Barriers and conflicts:</i>	<ul style="list-style-type: none"> - Lack of experience in the implementation of public-private partnership in Poland - Implementation of the project involves high risk of contract in the context of the full protection of public interests - Legal problems from the government due to changes in the Public Finance Act, - Lack of appropriate procedures for co-financing from EU funds
<i>Lessons learnt:</i>	- To focus more on investors' needs and better estimating costs for its requirements.

START-UP CENTRE REININGHAUS (GRAZ/AUSTRIA)

(Source: Public Private Partnership in urban regeneration - A guide to opportunities and practice)

<i>Main objective(s):</i>	- Building of a start-up centre for young entrepreneurs on the premises of the former Brewery Reininghaus
<i>Project description:</i>	The Start-Up Centre (SUC) for young entrepreneurs in Graz was a key component of the city's sustainable economic development strategy for the western part of Graz. The city wanted the SUC to help transform western Graz from a mono-functional industrial area into a more attractive mixed use district, whilst BBAG (the private partner) saw it as an opportunity to develop a focal point for development of their remaining property holdings. The project involved the redevelopment of a former brewery of the Steirerbrau / BBAG (Brau Union) into workspace for new start companies, along with the provision of

management services. It was the first project in Graz that was realized as a PPP model.

- Process management:* Both parties agreed that the involvement of a third partner (Innofinanz/SFG) to provide management and support services would enhance the project and help create a more attractive and sustainable centre.
This centre for founders is meant to attract mainly young, innovative and technology oriented enterprises and to help them with its equipment and design. An additional impetus to position the western part of Graz as a technology and science zone was given by the foundation of this centre.
- Results and impacts:*
- The Start-Up Centre was built in time and is since then almost throughout fully booked.
 - The use of public subsidy to support running costs of the centre and rental costs for the new tenants
 - The sharing of risk between the various partners, and the selection of partners that brings different but complementary interests to the project.
- Barriers and conflicts:*
- The main difficulty identified was the slower decision making processes of the public sector which led to some delays in project implementation.
- Lessons learnt:*
- The project partners could be won over by clearly defining personal added value yielded to each individual and specifying assignment of roles and competencies in an unequivocal manner.
 - Identification and agreement on the specific roles and responsibilities of each partner as a learning point. This helped to develop trust between partners who had not previously worked together
 - The use of contracts that extend beyond the initial building phase created long-term confidence and viability.

PORTO COM PINTA PPP MODEL (PORTO/PORTUGAL)

(Source: Public Private Partnership in urban regeneration - A guide to opportunities and practice)

- Main objective(s):*
- Porto com Pinta is a PPP established by Porto city council to improve and renovate important facades and monuments in the historical city centre.
- Project description:*
- A company largely owned by the city (APOR -Agência para a Modernização do Porto SA) was used to bring together building owners and sponsor companies and establish contracts between the two parties whereby the building owner allowed the sponsor company to advertise outside their building for a six month period, in exchange for the sponsor company paying the majority costs of restoring the building facade. The city facilitates this process by exempting the sponsor company from paying local advertisement taxes and the owner from paying rates due on the building road frontage.
- Process management:*
- In the scope of PORTO COM PINTA, APOR is responsible for several activities: acting on its own initiative or recurring to the analysis of applications, APOR has to select the buildings subject to intervention; to carry out the working programmes and costs estimates; to license the

operation in the Porto City Council; to adjudicate the work upon the launching of a restricted request for tenders; to get the financing entity; to draw up a contract with the contractor, the owner and the financing entity; to supervise the work and to manage the operation financial process. APOR undertakes these activities in articulation with the other partners, according to their participation, but it is the leader of this project. Porto City Council's role is to license the work in time and exempt it from the rates imposed to both traffic ways occupation and publicity. The owners of the buildings are responsible for their respective quota in the costs and also, although not very relevant, for conditioning the technical works. The financing entities shall conceive and produce the advertisement to place on the fence and hold responsible for their quota in the general costs of the operation.

Results and impacts:

- PORTO COM PINTA has already intervened in more than 50 monuments and buildings in Porto. There are still a lot of other cases waiting, which according to the financing availability are gradually subject to intervention.
- The Porto com Pinta case study identified a new way of working and an innovative method of bringing together the different interests of various partners.
- Other positive issues identified include the availability of public subsidy to help smooth the process, the importance of effective contracts, and the leadership role of the city council.

Barriers and conflicts:

- A lack of greater public subsidy which meant that the project focused on buildings that could be renovated relatively quickly and cheaply - which were not always the ones that were most worthwhile.

Lessons learnt:

- The participation of the public sector guarantees the transparency of the process and its quickest administrative framing.
- The participation of the private sector guarantees a better management of procedures and resources.
- The participation of both sectors gives rise to many advantages which should reflect upon the quality of the project.
- The constraint to the practice of public-private partnerships lies essentially in the trust between the partners, which is not always clear, because they fear being deceived from their specific goals.
- The creation of public-private partnerships demands a prior work in order to clear up which advantages each partner has in participating in the process and which the relation cost-benefit is.

ESPACE GRAND RUE PPP MODEL (ROUBAIX/LILLE - FRANCE)

(Source: Public Private Partnership in urban regeneration - A guide to opportunities and practice)

Main objective(s):

The project was launched to revitalise part of the Roubaix city centre.

Project description:

The arrival of the McArthur Glen designer outlet in 1999, combined with the completion of metro line 2, provided the opportunity and impetus for the revitalization of Roubaix city centre. The Espace grand rue project, constructed between 2000 - 2003, includes 32,000 sq mtrs of new retail, commercial and office development combined with extensive street enhancements and public realm.

- Process management:* The project was undertaken as a PPP involving Roubaix City Council, Lille Métropole Communauté Urbaine, several private sector organisations and the Caisse des Dépôts et Consignations - a unique French institution that is part banker / financier and part implementer of public policy in urban renewal, SME /jobs growth, sustainable communities, and social cohesion.
- Results and impacts:*
- The integrated use of several financial instruments was a learning point that was essential to the success of the project.
 - The enabling role played by the Caisse des Dépôts in attracting private finance.
 - The financial instruments included the French urban development zone or ZAC (which allowed the public sector to undertake site assembly and public realm improvements, including the use of ERDF), Société d'Economie Mixte or SEM (a local public/private company that undertook direct development and also contracted with the other partners including the city, developers and end users)
 - The ability of the public sector to make development land available at a discounted price well below market value.
- Barriers and conflicts:*
- Delay caused by bureaucracy and slow public sector decision making.
- Lessons learnt:*
- The public sector should spark the interest of private investor by investing in public space and also in making sites available to potential investors. Without this new impetus and without a strong political support, projects would fail to make a success.
 - Political engagement and backing of projects by the public partner is necessary to attract new investors.

Some examples for good practices in the field of municipal cooperations:

INKOBA - INTER-COMMUNAL SETTLEMENT OF COMPANIES (FREISTADT/AUSTRIA)

- Main objective(s):* INKOBA is the attempt of several municipalities to act as one region to facilitate location management and the attraction of new investors.
- Project description:* Because of the very small economic structures of the region and almost no industry, the region cannot offer many job opportunities. Many inhabitants of the local municipalities therefore have to commute to bigger cities. 26 communes of the region therefore decided to cooperate to make a concerted land use development and location management possible. The main tasks for the INKOBA are:
- Ensuring of availability of locations / business sites
 - Planning of the business site areas
 - Planning and realisation of developing of the ground
 - Marketing and promotion measures
 - Decision on the settlement of businesses
 - Coordination of the economic support within the developed business sites
- Process management:*
- The participating communes cooperate as an unincorporated association.
 - The real estate for a business site often is not purchased but assured by option contracts of € 10,-/m² for a longer period.

- The costs for the development of the area are partly financed through regional and EU funds, the rest is passed on to the new companies with 35% or € 5,-/m2.
- The 8 municipalities divide the revenue according the following key: 20% for the municipality that provides the real estate, some municipalities get 12% and other get 10% (according to a certain pre-defined key).
- The yearly costs for operating INKOBA are divided with the same scheme.

Results and impacts:

- Up to now there are 13 inter-communal cooperations for the settlement of companies in Upper Austria
- This means that more than 100 municipalities work together in one of these 13 cooperations
- All in all they offer ca. 150 ha of fully developed business land

Lessons learnt:

- Financing is easier because of the cost sharing.
- Conflicts and competition between the municipalities are avoided because of a common development of the projects and a common decision-making.
- The Provincial Government of Upper Austria supports the building of these INKOBAs.

COOPERATION OF MUNICIPAL ADMINISTRATION IN OBERHÜNIGEN AND ZÄZIWIL (SWITZERLAND)

Main objective(s):

- Reducing of costs for municipal tasks
- Strengthening of the stability of the communes
- Improvement of the personnel situation of Oberhünigen

Project description:

The overall administration of the municipality of Oberhünigen is now made by the municipality of Zäziwil.

Process management:

- The cooperation is regulated by a contract.
- Both municipalities stay politically independent and have both their own councils.
- Oberhünigen pays a small compensation to Zäziwil and the administrative employees work for both municipalities.

Results and impacts:

- Cost advantages, because there is no separate municipal office in Oberhünigen.
- Optimized capacity utilization
- Team work is now possible, because before the cooperation there was only one employee at the municipal office of Zäziwil (difficulties when this person was ill or on holidays). Now there are 4 employees and the tasks can be divided.
- Increased know-how of the municipality of Zäziwil
- The municipal office is now open all day

Lessons learnt:

- With this cooperation costs were reduced.
- There is no disadvantage for the inhabitants of Oberhünigen in closing down their municipal office because most of them do work in Zäziwil anyway.
- For those persons who are not able to come to Zäziwil, there is a mobile service of the communal administration.
- Jobs could be secured and even more jobs were created.

WP 2 - Social inclusion

This section presents an overview on case studies from URBACT and INTEREG projects. Those cases already being included in the baseline study are not presented here.

The case studies deal with the following aspects being relevant for WP 2:

- social inclusion of young people and/or young adults
- strategies for elderly people
- social inclusion of migrants

The following examples were derived from

- two EU programmes (URBACT, INTEREG)
- examples from Op-Act partners

1. URBACT

ANTWERPEN (BELGIUM): THE C-STICK

Target group(s): young adults

Field of action(s): support to enter labour market, create (self-)confidence

What:

Digital portfolio on a USB flash drive. The C-Stick is a central database where young people can gather and store all kinds of relevant information, it provides them with a framework for personal development plans and it contains a tool to create adjusted CVs in a very quick and easy way. In the C-Stick the main focus is on the identification and development of key competencies. The C-Stick is also connected via the Internet to a server, in order to keep a backup of the data. It's also linked to an administrative system by which tutors can send files and competence assessments to their pupils.

Innovative elements:

- Encourages lifelong learning,
- facilitates transition,
- creates a link between different learning environments (school, work, leisure time activities).

ANTWERP (BELGIUM) : ACCOMPANIMENT IN AN INFORMAL SETTING TO PREVENT SCHOOL DROP-OUT

Target group(s): youth

Field of action(s): prevent school drop-out, create (self-)confidence

What?

The Antwerp case describes an experiment developed in a partnership between the Antwerp study guide and the Antwerp Youth Competence Centers. The target of this partnership is the prevention of school drop-out due to providing youngsters assistance in the informal setting of the youth competence centers on how to make a study choice, about the fields of study they can choose and what kind of jobs they can do after graduating. By picking up the youngsters at an early age the project wishes to prevent negative study choices and long-term less unqualified school leavers.

Innovative elements:

- Combining the expertise of different organizations in the youth/education fields to help the young to make choices of education.
- Linking different networks prevents double work.
- Focus is on learning how to choose and talent recognition in an informal setting.
- Promoting accurate information about all the options in the educational system (in all forms of education, i.e. including adult education) and possible routes to the labour market.

BIRMINGHAM (UK): A WORLD WORTH LIVING IN

Target group(s): young adults

Field of action(s): informal education, create (self-)confidence and responsibility

What?

The Program seeks to engage NEET (not in education, employment or training) young people and providing them with positive outcomes. The “World Worth Living In” program is deliberately designed to use an informal educative approach to learning within a holistic framework. It is split into three elements, each of which has creative tasks that are run in a way that links with a young persons learning style. The elements are:

- My Inside World – addressing issues of identity, self-esteem, managing emotions, values and beliefs etc
- My Outside World – addressing issues of citizenship and living in community, interpersonal and relationship skills, team work etc.
- My Future World – educational, training and work based skills, dealing with conflict, time management, budgeting skills, independent living, interview skills, writing a CV, assertiveness skills etc.

Innovative elements:

- Utilising an online portfolio for the young people to record their own learning
- The development of the learning tasks happens in relation to their learning style
- Within the framework young people can bespoke their own program
- An integrated, community based, informal educative and holistic form of intervention
- Combination of 1:1 mentoring and developmental group work
- Entrepreneurship training ad development (micro business)

GDANSK (POLAND): THE COMPLEX OF COMMUNICATION SCHOOLS IN GDANSK – SECONDARY TECHNICAL SCHOOLS

Target group(s): youth

Field of action(s): include technical training into formal education

What?

The whole cooperation system is working on the basis of training activities. Students are practicing on the real modern machines lent by cooperating companies. The same companies are also giving a trainings for school teachers, organizing knowledge and skills competition for students and finally offer a part time paid job during education process. Students of the second grade start practical classes on lent modern machines in a school building. Teachers are already trained by experienced workers

form the company. The third grade is already a chance for students to improve their skills on the work site – companies' buildings – workshops. During school holiday they are offered a paid part time job. Finally the fourth grade students have to declare their specialisation – profession (IT specialist, electronics engineer, telecommunication expert, tele/IT specialist) and in the same time they choose a company which provides the additional obligatory training at the work site in the company.

Innovative elements:

- Very close connection between school, business and universities – still unique in Polish conditions
- Very practical approach; training in and with companies
- Innovation solutions in telecommunication are produced together with all partners in cooperation (competitions for skills and projects)

GLASGOW (UK): “GET READY FOR WORK”

Target group(s): young adults

Field of action(s): prepare for labour market, informal and vocational training, create (self-)confidence

What?

The GCSS “Get Ready for Work” initiative is a pioneering approach to tackling socio-economic exclusion for young people, particularly NEET's living in areas of multiple deprivation or who face inequality in access to services and support. “Get Ready for Work” provides an intensive, person led support mechanism through which young people can “re-engage” with learning and/or employment or training.

“Get Ready for Work” is a structured employability, personal development and vocational skills programme. The objective of which is to promote and encourage inclusion and participation leading to further education, sustained employment and lifelong learning opportunities. The initiative achieves this by putting young people at the heart of the activities and providing them with a supported learning environment through which they can highlight and address the disadvantages that prevent them from positive transition into the labour market or further education.

Innovative elements:

- All of the distinct features of this programme are innovative in the manner in which they are embedded and delivered as part of the core of the programme.
- To deliver to this the underlying causal factors and barriers to positive progression have to be addressed, whether those relating to the young persons views, aspiration and behaviour or external factors such as family circumstance. This is provided through dedicated staff and a structured time bound process to delivery to the needs of young people as identified.
- This coupled with partnership approach delivered in line with the local and national strategic objectives for this target group, provides a sustained and cohesive delivery mechanism through which to maximise support and success.

GÖTEBORG (SWEDEN): THE POSITIVE POTENTIAL OF INFORMAL KNOWLEDGE

Target group(s): youth, young adults

Field of action(s): formal and informal education, create (self-)confidence and responsibility

What?

The case study is a preliminary attempt to summarize a few different perspectives on the positive potential of informal learning among the youth in Göteborg. The purpose to acknowledge and validate informal learning is to make visible the entire scope of knowledge and experiences an individual possesses, irrespective of where and how these were acquired. Rather than providing simple answers to how this can be executed, a range of questions has been posed to enable further discussion. This is only a first step towards breaking the invisibility of informal learning and many more steps are needed ahead to improve our mutual understanding in regard to the positive potential of informal learning.

Lessons learnt:

- Focus on actual knowledge rather than formal qualifications
- Formal and informal learning in harmony and balance
- The need for a variety of methods, alternatives and competences
- Adult support is crucial
- Responsibility, trust and challenges

PATRAS (GREECE): CONSULTING AND SUPPORT ACTIONS FOR YOUNG PEOPLE – DRASYNA

Target group(s): youth and young adults

Field of action(s): prepare for labour market, create (self-)confidence

What?

Through the organized personal or/and working into teams and into group of volunteers, networking and promotion actions, young people are supported to their effort for vocational guidance, entrance to the labour market and active social participation which prove to be of vital importance to their professional life. The beneficiaries are young people living within the broader area of the old part of the city of Patras and special emphasis is put to those who are:

- unemployed or semi-employed
- members of vulnerable groups of population facing social exclusion

“DRASYNA” includes the provision of consultancy (information about the job market, consultancy sessions (individually and into groups), information about training and education programs, information about team working in which young people might discover their professional skills and references to specialised institutions), networking (utilisation of modern technology applications, “e-Anopolis”, organisation of events) and sensitization-promotion services (related to means of publicity such as workshops and conferences, posters, radio & tv spots, participation into local TV discussions, leaflets, magazines, production of CD-ROM and DVDs, etc).

Innovative elements:

- The multi level approach
- Not only counselling actions but also event organisation, volunteerism promotion, education as well as new technology applications
- Networking activities play a very crucial role in the project implementation
- The involvement of beneficiaries in many events and actions so as to feel being part of a broader initiative and boost their self-confidence

RIGA (LATVIA): THE OPEN DOOR WEEK IN COMPANIES OF LATVIA

Target group(s): youth and young adults

Field of action(s): prepare for labour market

What?

The objective is to promote effective integration of youth in the labour market. The organization implements complex programs in order to promote professional orientation of the young and develop cooperation between youth and employers. Projects providing an opportunity for face-to-face meetings between youth and employers are at the core of its agenda: TV show “Where Are You Going?”, camps “Career Academy”, lectures at schools, web portal www.prakse.lv, catalogue “Formula of Fortune” and “The Open Door Week” are the most vivid examples. However, it’s not just “Youth Consulting” developing “The Open Door Week”. The project unites more than fifty employers, four hundred educational institutions and five thousands young people from all the country each year. Thus the main actors of ODW are companies of different size from diverse industries, secondary and professional schools, colleges and universities, students and pupils. Still, while designing methods and strategies for the project, the team has been focusing on the needs of the main target group – students and pupils.

Innovative elements:

- The most technical innovative element is the application procedure – a handy form integrated into a web page. Portal www.prakse.lv gives a possibility for a company to create its personal account, as well as to look through CVs and motivation letters of each candidate for an excursion. A company can also publish information about its activities and use the portal as a communication platform.
- In their search for an excursion program students or pupils can select industries and individual companies they want to explore. Before choosing an excursion, they can also look through personal profile of a company. Schools, colleges and universities can submit applications for groups of students/pupils (usually 20 to 30 persons). They can also create an account for the whole institution, a class or a course.

ROTTERDAM (THE NETHERLANDS) : THE COMMUNITY SCHOOLS

Target group(s): youth

Field of action(s): formal and informal education, create (self-)confidence and responsibility

What?

The main question is how can young people with complex problems be encouraged to study and gain work experience. The aim of the project is to help young people to recognize their own problems and find ways to solve them for themselves.

The development phase was focused on bringing together the appropriate stakeholders and on creating a mix of methods; the output is designed to offer more guidance, counselling, support and care for future Community School students:

- Specially adapted educational routes with additional support
- Practical information about various aspects of life such as health care, finance and addiction
- Proactive guidance and care at school

The youths that will receive support are tenacious Rotterdammers between 16 and 23 years old that dropped-out from regular education repeatedly. They have no fixed or regular work and the support is required in at least three areas of life: from health, housing, working, financial situation, social environment, leisure to safety, justice and police. The new thing is that once identified, a young person with complex problem that doesn’t fit with the Community School profile (e.g. age, severe personality

disorders or heavy drug use) won't be just sent away. Together with other institutions, the city will find a suitable place for him/her.

Innovative elements:

The Community School tries to make tailored made programmes for each student because everyone has his/her own problems and talents. The main idea is the development of one plan for one person and this makes the project so special; the flexibility, interactivity, constant communication with the young and the innovative combination of methods are the lines followed. Then, part of the responsibility is given to the student himself. He/she signs a contract similar to a working one, which assures that the specialists will have constant contact with him/her; the vacations are not extended like in the normal education system.

TIRGU-MURES (ROMANIA): EMPLOYMENT OPPORTUNITIES FOR THE YOUNG – OPPORTUNITIES AND TACTICS WITHIN THE TOURIST GUIDE PROFESSION

Target group(s): young adults

Field of action(s): job creation tailored to local needs

What?

The Agora organisation has as objective the training of young people (unemployed, fresh graduates, those needing professional retraining) for the top domains of the local economy and also that of finding employment for the trained people. In this respect the organization maps the needs of the local business community based on available statistics elaborated by competent bodies or questionnaires elaborated by the organisation itself.

The Agora non-governmental organization aims to link on one hand the needs of an identified business community, willing to offer employment for the young and on the other hand the expectations of a target group constituted of freshly graduated students or young unemployed people looking for jobs. In this case study the identified company willing to cooperate was a local travel agency "Best Tours" that works with several tourist guides and tour operators. The concrete action taken was a training course combining theoretical and practical aspects, meaning that each informational part was followed by concrete examples. The participants enriched their know-how on tourism in general and had better understanding of the complex activity of a tourist guide. The most effective task, representing the selection itself, consisted in simulating the tourist guide role on a previously determined travel route.

Innovative elements:

The project itself is a positive example of good cooperation between the business community and nongovernmental organisations that have as result the improvement of the quality of life of the identified target group, respectively of the young people. It has been concluded that the young unemployed and freshly graduated generally lack the experience and know-how necessary for the jobs they apply for. In this respect it is considered necessary and most helpful to provide a previous training session within the requested domain.

VALENCIA (SPAIN): VALENCIA FOR ENTREPRENEURSHIP

Target group(s): young adults

Field of action(s): create entrepreneurship, support young entrepreneurs

What?

The focus of the project, a joint action between the Youth Department of the Valencian City Council and the Association of Young Entrepreneurs, is fundamentally based on offering young people all the tools necessary for launching their business ideas in a way, which covers each and every need for every entrepreneur to implement their business ideas. By using an individual classification approach

the needs of each entrepreneur are easier to define. Some fundamental points to note when classifying the entrepreneur:

- Opportunistic entrepreneur; those who work around a business opportunity in which they have found and have created a market for the product or service they have discovered. They have a clear idea but they need help bringing it into fruition.
- Entrepreneur out of necessity; those who set out because they have no other choice, usually given their employment situation (unemployed or poor). Generally they don't make a preliminary business plan, they embark on it out of necessity.
- There are various services carried out from the Office, such as Initial advice, monitoring the business, setting up a business, business tutorial programme, training in setting up businesses and the guide for the entrepreneur.

Innovative elements:

- Transferability: How one office can inform entrepreneurs of everything they need to know.
- Accompaniment. Keeping the young entrepreneurs informed about what they have to do and accompanying them when they do it .
- Categorizing the Entrepreneur: Making it easier to know in advance the actions and support needed.
- Low failure rate: Statistics show that the Programme has low figures of business failure rates, even in times of economic downturn.

MARIBOR (SLOVENIA): LINKING A SENIOR CITIZENS HOME TO THE SOCIETY

Target group(s): elderly people

Field of action(s): social services, "linking" elderly home to society

What:

The retirement home in Tezno is a public social welfare institution providing institutional social care which includes basic personal care of seniors, accommodation and organized meals, as well as social and medical care according to existing healthcare regulation. The main innovative tool is: "outreach to society" (i.g. events) and cooperation with other social facilities.

Lessons learnt:

- To improve and enhance this kind of services that have a significant impact on family home-care burden
- To sustain an effective integration at local level among the different social actors
- engaged in helping elderly people in non-medical assistance – creation of local network
- To share resources and information is a crucial point in managing this kind of services
- To promote a public participation in funding these activities, at the moment completely realized on a voluntary base

ROME (ITALY): “HELP TO PERSON”: A SOFT HOME-CARE SERVICE TO SUPPORT ELDERLY PEOPLE IN THEIR DAILY LIFE

Target group(s): elderly people

Field of action(s): improve social services partly through voluntary work

What:

The main aim of the project is to provide families with an effective support to the daily burden due to elderly people non-medical care needs. The practice has a significant impact on family home-care burden and on the creation of local network based on participation and voluntary work.

Main activities and steps:

- Connection with a public network “The house of voluntary workers” that represents
- the main reference point for elderly people living in Rome (67% of users)
- Connection with a local network of social actors engaged in supporting elderly people and their families (13% of users)
- Training of volunteers on helping elderly people to face at their daily commitments
- Offer an in-home assistance concerning company and spiritual assistance
- Offer an out-home assistance concerning carrying out little commitments, bureaucratic matters, accompaniment etc...

Lessons learnt (success conditions):

- a centred- person approach based on unconditional positive regard, empathic understanding, congruence. This approach views the elderly people as their own best authority on their own experience, as being fully capable of fulfilling their own potential for growth.
- The promotion of a network approach to home care services which involves the different social actors engaged in helping elderly people in non-medical assistance

PRAGUE (CZECH REPUBLIC): SOCIETA - SOCIAL SERVICES IN PRAGUE

Target group(s): elderly people, disabled people

Field of action(s): improve social services for elderly people, include disabled people into labour marker

What:

SOCIETA is an NPO that provides services for disabled and elderly people. The inspired principles of the project are the mutual assistance, the employment of disable people and the improve of social services. The company is founded on the principle of mutual aid and employment to disabled citizens. SOCIETA employs persons with disabilities, paraplegics, people with visual and hearing impairments.

Main activities:

- transport of disabled and elderly people
- dispatching
- social therapy workshop and care services
- personal assistance
- emergency care
- guide and reading services
- support for independent
- centers of daily care
- centers of weekly care
- care homes for elderly people
- care homes for disabled people

- social services

Lessons learnt (success conditions):

- The model - the model is based on employer engagement, job support, requalification of workers with disabilities and a dynamic centred approach for a high quality of transportation and care services.
- Strong leadership - Continued strong and effective leadership by workers of the NPO and local authorities
- Funding commitment - a clear commitment is needed to consider how funding can become sustainable and long term to increase stability, forward planning and integration to provide more and better job outcomes. This includes consideration of realigning existing funding streams.
- Welfare benefits - advice on welfare benefits and financial capability arrangements must be an integral part of the project.

EDINBURGH (UNITED KINGDOM): SUPPORT FOR ALCOHOL CONSUMPTION BY OLDER PEOPLE

Target group(s): elderly people

Field of action(s): reduce alcoholism

What?

The over 65 population of Scotland will increase considerably will make up roughly 55% of the adult population and by 2031 the number of people aged 75+ is projected to increase by 75%. Additionally, drinking surveys have shown that the levels of alcohol consumption within the older population have been rising steadily over the past 20 years.

On this background the project has the following aims:

- Involved people in issues of alcohol consumption
- Establish how and why alcohol is an issue
- Develop awareness raising campaigns
- Reduce alcohol consumption and dependency

Action taken: research to steer actions.

Lessons learnt (success conditions):

- Development of age based sensible drinking guidelines. Age based sensible drinking guidelines are essential to ensuring a healthier and more independent population of older people.
- Development of alcohol information/resources for older people. Older people have provided their thoughts and ideas on the style and types of resources which could have the most impact with the older population which ensure they are accessible and engaging without being condescending.
- Placement of information in areas identified as being most relevant to older people.
- Delivery of alcohol awareness sessions for older people. It is recommended that sessions are delivered at groups and clubs attended by older people based on the feedback received by older women on their experiences of having alcohol awareness information delivered within a discussion group setting.
- Raise awareness among health professionals on the importance of discussing the possible effects of alcohol and medication.

- Work with carers. Work on awareness raising training should continue to be developed in this area to ensure we reach those older people.
- Explore options for further development work and awareness raising training.

BELFAST (NORTHERN IRELAND): TALK-IT DIVERSITY AND EQUALITY PROGRAMME

Target group(s): migrants

Field of action(s): integration, improve language skills and employability

What:

Allstate Northern Ireland was established in Belfast in 1998 and provides high quality software development services and business process outsourcing solutions in support of its U.S parent's global operations. Allstate NI has developed a comprehensive programme to support the integration of migrant workers and their families into the company and into Northern Ireland society with the overall aim to promote equality and diversity in the workplace and the society.

Specific objectives:

- Design a “Work-IT” programme which supports migrant workers to acquire the English language skills they need
- Successful integration of overseas staff into the organisation
- Augment the cultural life at ANI
- Enhance the ANI & NI workforce by improving the employability skills of those who do not have English as their first language

Activities:

- Allstate NI has developed a comprehensive programme to support the integration of migrant workers and their families into the company and into Northern Ireland society. Allstate NI's initial welcome pack for newly recruited migrant workers includes flight assistance, airport pick up, Allstate NI meet & greet, sourced rental accommodation with 1 month's free rent provision, assistance with setting up a local bank account and a 1 day accompanied tour of Belfast providing directions to the office, local shops and amenities, emergency services etc.
- 'Allstate NI Welcome to Northern Ireland' booklet, which reiterates much of this information and provides local maps, details of restaurants, reliable taxi firm numbers etc.
- Allstate NI engaged a local training organisation GEMS NI to support the development and delivery of “Language for Work” classes for all overseas workers

Lessons learnt:

- Learning has been applied to everyday lives – dealing with personal affairs and promoting relationships at neighbourhood and community level.
- Value to the company from investing in the integration process – leading to increased billable days for staff and enhanced reputation within the Allstate group in terms of performance.

BELFAST (NORTHERN IRELAND): SOUTH BELFAST INTEGRATION PROJECT

Target group(s): migrants (and non-migrants)

Field of action(s): integration, reduce racism and prejudices

What:

The South Belfast Integration Project is designed to develop a positive and inclusive response to the changing face of the city of Belfast. It recognizes the range of new migrant communities and

individuals who, along with the indigenous communities and established minority ethnic communities, make up the population of South Belfast. The project involves interventions across 3 target groups - Level one – Individual level, Level two - Community Group Level – Community and Level three – Corporate.

Specific objectives:

- To run a “Belfast Friendship Club” which will provide a safe shared cultural space for a range of individuals from diverse backgrounds to meet others, socialise and build strong positive relationships.
- To hold a South Belfast Inclusion Festival which will bring together local communities, minority ethnic communities and local businesses to work in partnership to promote and celebrate diversity and inclusion.
- To recruit a team of South Belfast volunteers from the corporate sector to undertake Habitat for Humanity builds in NI and overseas.
- To introduce and embed both a local and global sense of interdependence to engender a sense of belonging and common purpose.
- To challenge and reduce sectarian and racist attitudes and behaviour in South Belfast at a range of levels, individual, community and corporate.
- To promote volunteering and provide opportunities for those who may feel excluded to participate and engage with wider society and to come into contact with those from other communities.

Activities:

- Individual level - Belfast Friendship Club meets informally one evening each week at Common Grounds Café and, while open to individuals from all communities, aims to have a particular welcome for newcomers.
- Community Group Level – Annual Inclusion Festival with a global dimension involving minority ethnic communities and local businesses work in partnership and a range of activities are planned to promote trust and mutual understanding and to develop and or strengthen relationships.
- Corporate - Individuals from a range of backgrounds working in private sector take part in Habitat for Humanity builds both within Belfast and overseas to alleviate poverty housing. Team building initiatives will be undertaken prior to the trip where participants will explore the theme of good relations and community cohesion

Lessons learnt:

- Need for a dedicated project officer to co-ordinate the various integration activities. The project officer provides a continuous link, is known to everyone and is thus able to make introductions, welcome new members, provide signposting to services as necessary and carry out the background organisation needed for events.
- The informal nature of the Belfast Friendship Club helps to welcome newcomers and to make first steps in engagement process.
- Local community is willing to engage when a safe vehicle for engagement is provided. There are many “indigenous to Belfast” attending to get to know those who are new to the city.
- Equality is a key component for integration
- Social contact can facilitate people in being signposted to other services not only by the project officer but by other members who support and take an interest in each other.
- Coordination and making involvement easy is key to groups engaging. Groups were able to identify local needs and hold events that were appropriate to their constituencies. The coordinator was able to facilitate contact between local and minority ethnic groups.

BILBAO (SPAIN): INTER-CULTURAL SOCIAL MEDIATION SERVICE

Target group(s): migrants (and non-migrants)

Field of action(s): integration, reduce racism and prejudices and support tolerance

What:

The service operates free of charge in co-ordination with other organisations and players in performing intercultural social mediation work. It is intended to help achieve adaptation and intercultural coexistence through joint efforts to construct new forms of social relationships in rich, multicultural contexts, pursuing social cohesion and the integration of all citizens on an equal footing. It is based on a broad concept of mediation that goes beyond conflicts to become a methodology for improving human relations and communication. The service acts within and in connection with the municipal services provided by Bilbao City Council. Its application within the network of resources and services provided in the city through social and institutional initiatives is being considered. The target groups include residents of the municipality of Bilbao, including both foreign immigrants and locals. However, the programme potentially reaches out to everyone who lives in the municipality: intercultural coexistence is something that must be constructed by society as a whole, so supporting instruments such as this service are needed by the whole community.

Specific objectives:

- To promote coexistence within diversity through mediation instruments.
- To encourage dialogue and communication between cultures that live side by side in the municipality.
- To prevent conflicts and deal with any that may arise.

Activities:

- Mediation between cultures: promoting understanding and closeness between individuals and groups from different cultures residing in the municipality.
- Social/intercultural accompaniment: providing information and guidance for foreign immigrants concerning access to resources and the structure of public sector systems.
- Translation and interpretation services: providing interpreters to help communication face-to-face and translations of non official documents.
- Training and advice for professionals and players in society concerning cultural codes and Interculturality.
- Community-based projects and initiatives: organisation of and co-operation with community programmes and projects, promotional activities, co-ordination with associations of foreign immigrants and other organisations linked to immigration in the municipality.
- Assessment of specialist and general resources for dealing with immigrants, and any gaps that may exist.
- Co-operation with the Immigration Section of the Municipal Equality, Co-operation and Citizenship Office in designing, drawing up and implementing plans, programmes, activities and campaigns when requested

Lessons learnt:

- This project has resulted in the establishment of an Intercultural Social Mediation Service which has consolidated itself as a municipal benchmark by meeting the needs encountered in the municipality.
- It is now considered as an essential instrument in municipal policies to ensure peaceful coexistence in a context of diversity, resolve intercultural conflicts and, above all, strive to prevent such conflicts from arising.

DÜSSELDORF (GERMANY): MIGRANT ASSOCIATION FUNDING

Target group(s): migrants (associations and groups)

Field of action(s): inclusion (in different fields)

What:

The Practice and Policy in the City of Düsseldorf conceives migrant associations as partners in municipal integration (frame) work. This includes a funding scheme for small scale projects to promote integration and civic participation which is accompanied by workshops for migrant associations in order to build a network and qualify participating organisations for their role in integration work.

Specific objectives:

- Create and react to an organizational setting of OPENCities
- Network creation in order to improve openness among different migrant groups and facilitate cooperation rather than competition
- Improve outreach of integration work
- Capacity building of participating organisations and individuals
- Promote civic and political participation of migrants
- Foster a common concern and understanding of what “integration” implies for all communities

Activities:

- A funding scheme for accredited migrant associations has been set in place since 2007.
- Projects that enhance migrant potential and smooth their access to the labour market, the education system and their efforts to learn the new language.
- Projects that cooperate with multiple partners (welfare agencies, integration courses, city services, other local associations or self-help groups etc)
- Projects that raise awareness among the Düsseldorf population of migrants needs and reduce negative stereotypes and discrimination (creating a more OPENCity)
- Projects that target particularly disadvantaged groups or promote gender equality
- Project that operates on a low threshold and inform migrants about or lead them to regular municipal services.
- Projects that are open to non-members of the associations and/or include the local neighbourhood.
- Projects that increase self-awareness of their target group and enhance their capacity to interact in mainstream society.

Lessons learnt:

- The above described project entails a policy of small scale funding. Some migrant associations are on threshold of moving to more professional delivery of their activities. They require additional sources of funding such as in the cultural area or in the youth promotion and the city council needs to consider their future role in this area.
- An evaluation of this policy was carried out in 2008 by students of the University of Applied Science. The evaluation encouraged the city to continue with this policy. Particular attention should be paid to questions of how to provide suitable rooms for migrant associations without centralising them in the city. The Office for Integration prefers migrant associations to integrate into different neighbourhoods and constitute local contact persons.

DÜSSELDORF (GERMANY): RESPECT AND COURAGE” – INTERCULTURAL COMMUNICATION

Target group(s): migrants (and non-migrants)

Field of action(s): integration, reduce racism and prejudices, support tolerance

What?

The “Düsseldorf Appeal” is a project run by Düsseldorf’s “Jugendring” (youth association), which is being sponsored by Düsseldorf City. It manages the coordination and development of the program. Every year in August, a booklet entitled “Respect and Courage - Düsseldorf’s contributions to intercultural communication” is published in Düsseldorf. Over the years, 40 different institutions and organisations, from church organisations and municipal authorities to welfare associations, cultural institutions to migrant associations have become involved in the initiative. Through music, lectures and excursions, as well as informational and educational events, the co-operation partners are advocating a peaceful and respectful cohabitation of cultures in Düsseldorf. At more than 60 events, they bring together people from different backgrounds and show the opportunities and prospects for our ethnically diverse society without concealing the problems. In May 2009, the state capital was awarded the name of "Place of Diversity" by the Federal Government with the work done by “Respect and Courage” specifically mentioned as a reason.

Specific objectives:

- Respect and Courage was founded with the aim of bringing previously unconnected institutions and organisations with locally existing resources together and utilising them for common and complementary inter-cultural programme activities.
- The programme aims to make a contribution to inter-cultural communication and to represent diversity in Düsseldorf

Activities:

- The programme contains, amongst other things, anti-aggression training, exhibitions, tours to memorial places, museum excursions, informational events about right-wing extremism, Islamic fundamentalism and anti-Semitism, intercultural encounters, international evenings, workshops, panel discussions, intercultural neighbourhood tours, historical talks, cabaret, lectures and musical events.

Lessons learnt:

- The wide spectrum of cooperation partners and program contributions has proved itself to be very effective, as institutions which at first sight seemed rather unsuited for each other can, from their own particular perspective, often conceptually enrich and complement each other.
- This has an influence on the almost continuously high quality of content and the sometimes experimental, but always consolidating character of the events. Through the neutral worldview, project also helps to reach those who are only indirectly affected by selection of topics.

POZNAN (POLAND): PROJECT MULTICULTURAL – FORUM OF POZNAN’S FOREIGNERS

Target group(s): migrants (and NGOs)

Field of action(s): integration, reduce racism and prejudices, support tolerance

What:

The city of Poznan realizes that integration and inclusion is an extremely important part of openness and a necessary aspect to increase foreigners and residents satisfaction. This is why the City, in cooperation with other public and non public institutions – especially with NGO’s, offers integration events. Several times a year there are festivals of international populations in Poznan, covering Jewish, Russian and Spanish cultures. These events consist of presentations, cuisine demonstrations,

lectures about history, culture, exhibitions concerts and theatre performances. Everything is prepared by cultural institutions, NGOs, public institutions and sponsored by the private and public sector including foreign embassies and the city. On the back of this work the NGO Cultural Forum, Poznan City and The British Council started a project named Forum of Poznan's Foreigners. The project Multicultural is aimed at immigrants from different countries living in Poznan and its main objective is to integrate them with the city and to provide immigrants with help and information.

Specific objectives:

- To support the integration of migrant communities into the city.
- Foster culture which respects different cultures and diversity.
- Establish mechanisms to promote migrants discussion forum.
- Facilitate intercultural dialog with the residents and creating cooperation network between institutions

Activities:

- Media campaign and website created by foreign migrants with Poznan residents' support.
- Integration events, discussions, workshops
- Preparation for an info point for foreigners with legal advice and city information

Lessons learnt:

- Improved integration between foreigners and Poznan residents
- Creating atmosphere of tolerance and cultural dialogue
- Creating info point and meeting place
- Developing partnerships and creating institutional network to support openness

VIENNA (AUSTRIA): INTEGRATION ORIENTED DIVERSITY POLICY "START: WIEN"

Target group(s): migrants

Field of action(s): integration (in different fields), attract migrants

What:

Vienna's integration policy follows a clear concept based on transparent rules for immigration and integration. It focuses on a set of tailor-made integration measures for newly arrived immigrants and specific target groups such as women and youngsters. The four pillars of the concept are

- Language learning PLUS (education and labour market orientation measures)
- Education, training and employment
- Promoting a respectful climate of living together in the city
- Measuring and evaluating progress in the field (Vienna Integration and Diversity Monitor)

A special focus of the department is on maintaining close ties and regular communication with immigrant organisations and associations. 'Start Wien' is one of the key integration initiatives which has been in place since October 2008 covering welcome policies, including welcome and information packages as well as mother-tongue orientation meetings focused on the labour market with special offers for immigrant women.

Specific objectives:

- Vienna's integration and diversity policies are geared towards guaranteeing equal rights and chances to everyone regardless of his/her ethnic background and including people as equals

into society as well as into all spheres of life such as economic maintenance and social security, education, cultural and political participation, health and housing.

- Policies focus on assisting migrants with integration and taking up residence such as language acquisition measures, education, training and orientation, counselling in specific legal matters such as residence, employment and citizenship
- Support measures to enable migrants to participate in social and political life as well as the labour market and helping associations and initiatives to help themselves
- Work to promote intercultural sensibility and competence through promoting the peaceful coexistence of people from different backgrounds, cooperation between different groups and raising awareness in the fields of migration/integration/diversity

Activities:

- Welcome policies, including welcome and information packages as well as mother-tongue orientation meetings focused on the labour market with special offers for immigrant women: start-coaching 'Start Wien' since October 2008
- Start Coaching – getting a head start in Vienna. Start coaching is a service offered by Municipal Department 17 - Integration and Diversity (MA 17) for all new inhabitants of Vienna who received their first-time permission to stay in Austria on or after 1 October 2008.
- Education booklet. This is a booklet where all the language courses, information events, counselling services, education and further training programmes that immigrants attend are recorded. The education booklet contains vouchers from the City of Vienna for German Integration Courses worth € 300. It also allows immigrants to attend information events on various useful topics.
- Start Wien – Profession. Career counselling for newly arrived immigrants is offered by the Vienna Employment Promotion Fund (waff) which gives information on how to gain access to the labour market in a number of languages. The employees of waff ask for the qualifications that immigrants have, where they worked before and discuss career plans and expectations. This information will be documented for use at the subsequent appointment with the Public Employment Service (AMS).
- Start Wien – Recognition of qualifications. For immigrants with school or university degrees, vocational trainings or work experience in the country of origin this module provides information on how to get qualifications and degrees recognised in Austria. Individual advice and counselling on all relevant issues is delivered at the Recognition and continuing education counselling centre.
- Start Wien – Residence law matters. This module discusses legal matters concerning residence in Austria (e.g. renewing residence permits, types of residence permits, etc.) and provides information on acquiring the Austrian citizenship.
- Start Wien – Living together. This module offers the opportunity to meet someone who is an immigrant him/herself and has lived in Vienna for a long time and to discuss the first experiences in Vienna in the native language and talk about first impressions of the city and the people who live here. It offers information on how to deal with everyday life in Vienna in order to help start life in Vienna with less stress and more self-confidence.
- Start Wien – Health care. This module answers important questions concerning health care such as: What health care services are there in Vienna? How to get insurance? What is an E-Card? Are there physicians available who speak the language a person feels comfortable with? Which emergency numbers are crucial? Which medical treatments are not covered by the health insurance?

Lessons learnt:

- A big challenge is to make cooperation with the many institutions work smoothly and efficiently especially with regard to the big stakeholders in the area of labour market and

immigration services since these are under a lot of work load and pressure in terms of resources.

- Another big challenge is the legal conditions for immigration that are in the competence of the federal state and can thus hardly be influenced by the province of Vienna.
- The importance of the recognition of qualifications and a professional education once the person arrives in Vienna will most likely only be achieved over a long period of time and under the conditions that the institutional and legal framework and its implementation is being improved and access to procedures facilitated.

2. INTERREG IIIC

WELHOPS - WELFARE HOUSING POLICIES FOR SENIOR CITIZENS

Background

The EU is presently facing unprecedented demographic changes that will have a major impact on society and economy. One important factor of demographic change are today's longer life expectancy. The improved health profile of younger generations holds out the hope that senior citizens of the future will remain self-sufficient for longer and will thus be able to remain in their own homes, a trend already visible today. While high intensity care is likely to be increasingly concentrated towards the end-of-life period, cities and regions in the EU need appropriate social and housing policies and services to support senior citizens in their desire to live in their own homes.

Objectives

The operation "WELHOPS – Welfare housing policies for senior citizens" aims at promoting better housing and living conditions for senior citizens in the EU. More specifically, it aims at collecting and benchmarking relevant regional experiences, identifying and transferring good practice and defining guidelines for planning and carrying out housing projects for senior citizens, which will be tested in a series of pilot activities.

Results

WELHOPS results in higher capacity and better know-how concerning housing of senior citizens in the participating regions. Improved policies and housing conditions support independence and foster a better quality of life in the urban context. The creation of a European network of experts and local actors ensures consistency and promotes communication, training, coordination and sharing of experiences among partners and also not participating regions,

Activities include “regional diagnoses” to analyse the situation of housing interventions for senior citizens in the partner countries. Partners define a new Welfare Model and elaborate associated guidelines for the construction of economically sustainable housing interventions for senior citizens. Partners also develop a series of pilot projects to apply the new Model according to their own territorial, social, legislative and regional characteristics.

Recommendations

- specific recommendations on infrastructure, principles and architecture of retirement home (comp. www.leonardo-energy.org/webfm_send/2792)

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Website: <http://www.welhops.net/>

CASE EXCHANGES KNOW-HOW TO COMBAT SOCIAL EXCLUSION IN CITIES

Background

Cities in the new EU Member States and in Candidate Countries face rapid social and economic restructuring and associated development challenges. A specific problem that merits systematic attention is social exclusion and the associated spatial segregation, which was often fuelled by the dismantling of traditional industries. European cities and regions, therefore, strive to develop effective policies to counteract social segregation and fragmentation among their population. By joining forces and tapping into existing know-how the partnership hopes to jointly improve their performance in this field.

Objectives

The operation "CASE - Cities Against Social Exclusion" aims to identify good practices and to develop innovative and multidisciplinary methods and solutions for improving social exclusion in the partner cities, in particular as concerns areas that have suffered most from economic transition and segregation processes in the past. Models for dealing with segregation and social exclusion in their cities will be developed. These models should then be applied in all CASE cities and tested on their transferability to other cities. The operation further aims at improving the future utilization of ERDF and other EU grants available for urban regeneration projects in the partner cities.

Results

CASE results in increased knowledge and capacities among the partner authorities on how to best tackle the problem of social exclusion in their cities. More concretely it results in concepts, studies and best practice reports on anti-segregation policies and practices. A case study handbook and serve will inform about these achievements as the basis for developing a model concept for community development. Results will help improve the absorption capacity and the efficiency of Structural Funds implementation in the participating cities, particularly those of the new EU Member States. Activities include workshops and conferences, trainings and study trips as well as joint research and dissemination.

Recommendations

- multi-agency approach:
The joint working of a broad range of partners from both the public, private and voluntary sectors at the local level is fundamental to effectively tackling social exclusion.
- participation of excluded groups:
Some communities are extremely fragmented, and their involvement can be very problematic, especially where some groups are more organized, better represented and more vocal than others. The involvement of NGOs or community organizations on a partnership board who claim to speak in the interest of the 'excluded' is therefore not sufficient in itself. The direct involvement of the groups to which local policies and practices against social exclusion are targeted is therefore vital.
- multi-dimensional and integrated approach:
A multi-dimensional and integrated approach is central to effective policy. To make this happen, it is necessary for different local authority policy departments to work together and in this sense horizontal structures are more positive in enabling integrated policymaking. Developing an integrated approach between departments often depends on getting the right individuals on board – those that have the commitment and leadership to take this approach
- mainstreaming social inclusion:
Social inclusion is increasingly starting to be mainstreamed across local policies. However, this is a transitional process that is highly affected by politics. Political change will often result in a shift of priorities concerning social inclusion and the reallocation of resources, therefore inhibiting mainstreaming.

- coordination between different government levels:
Processes of decentralization have resulted in the increasing role of the local level in policy design and delivery. Varying examples exist of partnership working between the local, regional and national levels on social inclusion related policy and practice. However, more often than not, this is very difficult to achieve successfully where political differences exist between the different levels.

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POSEIDON - PARTNERSHIP ON SOCIO-ECONOMIC AND INTEGRATED DEVELOPMENT OF DEPRIVED NEIGHBOURHOODS

Background

Many larger cities in the EU are facing increasing poverty, crime and social exclusion and are undergoing a progressive reduction of the previously enjoyed social-integrative function of urban neighbourhoods. To address problems that tend to be concentrated in specific neighbourhoods, holistic concepts addressing a wide range of inter-linked issues are required. The operation “POSEIDON: Partnership on socio-economic and integrated development of deprived neighbourhoods” enables partner areas to systematically exchange experiences on their local neighbourhood management policies and practices and introduce improvements and new approaches.

Objectives

The overall goal of POSEIDON is to improve social cohesion and overall living conditions, as well as the general image of deprived urban neighbourhoods in the partner areas. Co-operation focuses on three specific themes: (1) contents, instruments and structural patterns of neighbourhood management policies; (2) communication with and consultation of local communities and direct involvement of inhabitants living in deprived urban neighbourhoods; and (3) projects improving the socio-economic situation in deprived neighbourhoods.

Results

POSEIDON transfers and develops know-how and expertise related to the management of deprived neighbourhoods and improves the quality of related policy actions in the partner areas. As a result, the operation improves social cohesion and overall living conditions, as well as the general image of deprived urban neighbourhoods in the partner areas.

Activities centre around the joint development of comprehensive concepts that address a wide range of inter-linked issues. Based on jointly developed pilots, new approaches are tested to address particular needs in the partner areas, such as new neighbourhood management units, community consultation measures, measures to stimulate the local economy as well as the setting up of local alliances for economy and employment or other socially-driven urban renewal measures.

Recommendations:

- comp. <http://www.interreg3c.net/sixcms/media.php/5/Neighbourhood+management+guide.pdf>

Email: foe@m50.magwien.gv.at

Website: <http://www.poseidon-partnership.net/>

Op-Act examples¹

Young people

DABROWA GORNICZA: SPECIAL EDUCATIONAL AND CHILDREN'S CHILDCARE CENTRE WITH SPORTS COMPLEX FOR DISABLED CHILDREN AND YOUNG PEOPLE

Abstract: Nearly 20,000 disabled people live in Dabrowa Gornicza. The centre aims to provide education for disabled children and young people, to ensure proper physical and mental development of children, to ensure full vocational and social preparation and the ability to live independently. In addition it will offer in-service training for students, teachers and parents.

Main lessons learnt:

- Commitment from local stakeholders (including political decision makers) is essential for success.
- Reliable and lasting financial allocation is essential.
- Appropriate preparation of the project (technical and environmental conditions, social needs, education and capacity building) is necessary.

NAGYKALLO: INTEGRATED SOCIAL TOWN REHABILITATION

The city is establishing a social town rehabilitation scheme with EU funding for two neighbourhoods with a great number of unskilled and unemployed young people and general population. These schemes are part of the overall Integrated Town Development Strategy that was adopted in 2008. The programme aims to establish public institutes as places where connections can be made and the general population living there can be integrated into the life of the town. An action plan has been developed which has several infrastructural social-cultural elements, such as a Culture House in the process of being set up, where kindergarten, a playing and recreation 'house' for children, and social-cultural programmes for unskilled and disadvantaged young people and a local aid service will be established. It will generate a social and incubator centre which will offer opportunities to employ the underprivileged, unskilled and to rehabilitate needy people. It contains a social kitchen for study as well.

Main lessons learnt:

- An overall and accepted (framework) strategy can guide individual projects and also support successful implementation.

Elderly people

LEGAZPI: GUIDED APARTMENTS

The project aimed to find infrastructural solutions for elderly people ten years ago by refurbishing an old police station building and turning it into apartments. It offers accommodation, support and social attention for elderly people who do not require major support service but can no longer live alone or in their usual environment. The overall objective is to generate appropriate living conditions, providing elderly people with the maximum level of autonomy and quality of life, developing activities and programmes and giving guidance and support to take care of themselves.

¹ from partners / delivered by partners. Fact sheets for most of the case studies are available (<http://urbact.eu/en/projects/active-inclusion/op-act/homepage/>)

Main lessons learnt:

- Using municipal resources that are no longer needed for other purposes can offer solutions for new challenges at reasonable cost.

Young and elderly people

GRAZ: POINTS4ACTION

The main aim of the initiative 'Points4action' is to give young and elderly people the opportunity to exchange their histories, their ways of life, their needs and experiences. With this project the lives of senior citizens are filled with youthful spirit and verve. Social involvement is encouraged across the generations. Young people aged between 14 and 18 years meet senior citizens in their rest home and spend time together playing cards or parlour games, handicrafts, reading aloud to them, going shopping together or take part in outdoor activities etc. The 'sweetener' for participating young people is that they receive a membership card in which their bonus points are entered. For each hour spent with a senior citizen, they get one bonus point. These points can then be exchanged for such things as cinema tickets, books, newspapers, CDs, tickets for public swimming pools, meals in pizzerias, discounts for driving licenses, etc. These 'points' were however only the first impetus for young people to visit senior citizens, in many cases after some time together they have become friends and the young people are regarded as part-time grandchildren.

Main lessons learnt:

- Before starting the project a demand analysis was made among the inhabitants of 26 senior citizens' residences. Thus it was possible to plan the project according the needs and demands of the elderly people.
- The incentives for young people started the process of communication and accompanying between young and elderly persons, but then the young continued their visits to the seniors without any compensation.
- With this project it was possible to build bridges between the generations.
- One important criterion for the success of the project was the free design and concretion under the aspect of personal decision for nearness and distance. At "points for action" there is no "must" neither for the young people nor for the elderly people. There are no fixed dates and the activities can also be designed individually.

REZEKNE: CREATIVE INDUSTRY CENTRE IN EASTERN LATVIA

The younger generation having 'emigrated' due to this city's inadequate educational infrastructure creates an outflow into national educational centres. There are no infrastructure sites or establishments for post educational practice for graduate students which are required. Constructing a creative industry centre is intended to supply the necessary pre-requisites for the younger generation to continue to practise in the fields of traditional arts and crafts in the city. Such a centre is a unique structure in the whole Latgale region of Latvia, it is intended not only for Rezekne inhabitants but also for a major part of Latgale region. Having a good base in arts and craft educational institutions the city will be additionally supplied with workshops and studios within a creative industry centre. This will allow provision of a full set of theoretical and practical classes which in a future perspective is proposed to establish fully sophisticated process from 'student' (learner/apprentice) to fully skilled practising 'specialist'.

Main lessons learnt:

- A fully scaled public opinion survey should be launched and an information campaign on the issue of the project's aims and benefits should be implemented.

- Project activity information is to be disseminated not only at local but also is to include regional level.
- Personnel selection needs to be started simultaneously with the operating plan development because it needs time to acquire the right personnel.

LEGAZPI: BUSINESS ADVISORY SENIOR VOLUNTEERS

This programme has been run by a non profit association in several Spanish towns and cities since 1995. Retired volunteers give advice to young entrepreneurs, SMEs and NGOs with limited financial resources, advising, mentoring and offering consultation on management and business development, business plan reviews, advice in NGO management, technical mission identification, field evaluation and support for trade relations. In addition, technical and professional training are supported, the centres are a forum for thought, discussion and debate on topics of interest for senior citizens.

Main lessons learnt:

- Using societal resources (i.e. skills and knowledge) of elderly people can support young people and job creation.

MEDIAS: FESTIVAL OF YOUR CHANCES

By means of a 'Your Chances' Festival', people in different age groups were able to develop new skills and realise the advantages of life long learning. Young people for instance had information on finding a job, writing a CV or applying for a job. In addition firms presented occupational or vocational fields. A wide variety of other informational and discussion elements were directed towards older people (for example, 'Elderly people and the role they play in the cultural life of Medias') or towards middle-aged people as well and made available information about further and additional training or education opportunities.

Main lessons learnt:

- Informal educational activities are to complement the formal educational system.

Immigrants

ANCONA: I LIVE HERE (AND THIS IS WHAT I THINK ABOUT MY CITY)

This project aimed at including young 2nd generation immigrants, valuing their original culture and understanding the added value they bring to city life. The main project objectives were:

- to make young immigrants aware of their original culture as basis and added value for a new idea of citizenship
- to develop young immigrants' artistic skills
- to promote intercultural dialogue and mutual knowledge
- to create an open and welcoming city

This has been achieved by:

- Preparation activities to organise artistic workshops in the city schools and to advertise these facilities among young immigrants.
- Artistic workshops: running 3 workshops of 30hours each, involving young people (mainly, but not only, young immigrants): a workshop for primary school pupils about painting; a workshop for secondary school students about audio-visual tools and techniques (reportage and short films); a workshop for secondary school students about photography. Every pupil or student involved developed an artistic 'vision' of the city in which they live.

- Dissemination activities: organising an exhibition about the products of artistic workshops; organising a final event at national level to share the project results and learn from other similar experiences.

Main lessons learnt:

- Valuing the culture of immigrants as an added value for urban life in an 'official' way can help to overcome barriers.
- Short-term (isolated) project activities can only be an initial step, activities / projects should be repeated and extended / supplemented by long(er)-term projects.

BERLIN: NEIGHBOURHOOD MOTHERS - AN APPROACH TO WORK WITH HARD TO REACH GROUPS

Learning from Utrecht, NL, in 2004 the Berlin urban district of Neukölln started to train 28 neighbourhood mothers - all unemployed and with an immigrant background. These neighbourhood mothers act as contact and resource persons for families and in particular for women in the neighbourhood (for instance by working in schools or by visiting families in their homes). The aim of the project is to

- 'open doors' for integration
- strengthen parents
- encourage language acquisition by motivating individuals to visit day-care centres and attend courses in German
- inform people about child upbringing, education and health etc.
- arrange specific support for families in the district

An evaluation in 2006 demonstrated the success of the programme. Indeed, it has been so successful that the Berlin Senate decided to apply the approach to all neighbourhoods covered by the Socially Integrative City framework strategy. Around 180 neighbourhood mothers have been trained so far.

Main lessons learnt:

- Neighbourhood mothers need to come from the same cultural background as the clients
- the approach needs patience and time
- basically the approach can easily be transferred to other towns and cities (size does not matter, it was transferred from Utrecht and also to several other towns and cities)
- in order to be successful, the approach needs to be accompanied by other measures (improving living conditions, labour market measures etc.)
- other social entities (such as schools, kindergartens, health centres) benefited from the programme in dealing with their clients

BREMEN: KULTURZENTRUM LAGERHAUS (WAREHOUSE CULTURAL CENTRE)

The 'Kulturzentrum Lagerhaus' (Warehouse Cultural Centre) came into existence in 1980. Founded by 11 action groups or citizens' initiatives, organisations and associations, it is housed in a building of 2500 square metres, on 6 stories, and includes a café, dance studio, group and seminar rooms for public use, as well as office facilities, workshops, 2 music studios and a photo lab. The building belongs to the City of Bremen, which has provided the Lagerhaus umbrella association with a long-term lease to utilise the building. In all, the Lagerhaus serves as a social-cultural centre which focuses on three areas, culture, ecology and immigration. Combining these areas made successful integration measures possible.

Main lessons learnt:

- Ongoing training and education as tool no. 1: Further job training is necessary to further develop and optimise all activities within the project, especially within the areas of administration and management. Further training has a motivating, revitalising effect on employees and therefore stabilises the internal management system. It also becomes more professional. Training in public relations, management, organisational structure, etc. create more self-confidence within a social enterprise.
- Management and corporate identity: Unification of elements such as group and central philosophy, objectives, internal communication and unified visual presentation are necessary for external communication and presentation. Developing a corporate identity leads to a high level of identification with the overall project bringing positive results internally and externally.
- Communication management: Strategies regarding publicity, marketing, PR and communication management are important in order to reach target groups, disseminators (trainers/multipliers) and decision makers. They are also critical in presenting the centre and in entering into a dialogue with the local community.

LEOBEN: INTEGRATIVE HEALTH PROJECT FOR WOMEN WITH IMMIGRANT BACKGROUND

Monthly meetings are organised by the municipality Integration Office, targeting women with a migration background. Topics for the meeting are decided in advance by participants. Every meeting has an information part (presentation/lecture) at the beginning and a discussion or a practical workshop at the end. So far issues have been dealt with such as gynaecology, nutrition, first aid, sports and medical care. In addition the meetings offer an opportunity to discuss private issues and to exchange views and experience.

Main lessons learnt:

- It is essential to have inter-mediators (in this case well-integrated women with a migration background) who are able to talk to less integrated women and to 'transport the message'.
- It is important to have lecturers or presenters who also have a migration background.
- Building trust between members of the municipality and the target group is most important. This needs time and patience.

Inhabitants of neighbourhoods

BERLIN: NEIGHBOURHOOD MANAGEMENT - UPGRADING DISADVANTAGED NEIGHBOURHOOD

The neighbourhood management (NM) programme has been in operation for ten years and now in 38 neighbourhood areas. The NM system is an approach which aims to upgrade and stabilise what are known as 'areas with special development needs'. It is structured around public participation and involvement of civil society elements. In the neighbourhood management system, a number of instruments have been developed and applied. These include, for example, neighbourhood councils and the neighbourhood fund provisions. Though NM had many positive results (empowerment and involvement were strengthened, increased cooperation between players, interdepartmental cooperation within districts has given rise to positive impetus etc.), still, challenges remain. These include for instance that NM cannot resolve unemployment and poverty without additional measures, but can compensate for their (social and spatial) effects on the neighbourhood.

Main lessons learnt:

- Neighbourhood management is an approach to strengthen self-reliance and to improve living conditions within a neighbourhood, it strengthens social relationships, coherence and accountability of inhabitants.
- From the very beginning all relevant stakeholders should be included (and not only those who always show up).
- A neighbourhood management team is essential to steer process.
- A decision making body with real power to decide (also on money) is essential.
- NM cannot tackle unemployment and poverty. It can at best compensate for their effects on the district.
- Neighbourhood boundaries have been too rigidly adhered to, up to now. The fact that measures are limited in their effects to one neighbourhood and have hardly any positive influence on surrounding areas is an unsolved problem.
- The neighbourhood management process facilitates rapid intervention, but the effects are limited if structural measures to improve the neighbourhood are not implemented at the same time.

GRAZ: WIR AM DENGGENHOF ('US, THE NEIGHBOURS IN DENGGENHOF')

The project started in 2000 in the Denngenhofsiedlung (Denggenhof housing estate) in Graz as a pilot project in Local Agenda 21. The main aim at the time was to implement a project for neighbourhood (urban quarter) development with the main focus on public or citizen participation. Since then, interested inhabitants have been working on improving their quality of life. Inhabitants are motivated to develop measures together in order to achieve direct improvement in their living environment, to enhance their self-organisation, to sharpen social competences and to support the neighbourhood, especially relations between one another. The basis for the strategy is an assumption that the location, i.e. the neighbourhood, provides important resources for coping with daily life challenges and has potential for improvement. Together with inhabitants in the housing estate, solutions can be found to improve infrastructural deficits, to support socio-cultural concerns and to raise the quality of life. This is designed to lead to improving pre-requisites for socialisation in the specific housing environment.

Main lessons learnt:

- A project coordination team is necessary to lead and manage the multiple activities of the citizens' participation and the neighbourhood programme. The diversified composition of the team (architect, psychologist, landscape architect, etc.) enhanced the planning quality and the understanding of the inhabitants.
- The bottom-up process is started every year anew at the "Siedlungsfest" (the estate party) where the topics for the coming year are defined by the inhabitants themselves. This increases the identification with the proposed actions and the feasibility of the implementation.
- Financing through local public funds is necessary to implement the actions.
- The project shows that the location "urban quarter" offers important resources for coping with every day life and also potential for improving the living area. But supporting structures are necessary so that these resources are discovered and used by the target groups.
- Through this project many different departments of the city administration were also activated to work together.