

Transnational Partnership  
**“Strategies for Inclusion -  
co-ordinated approaches for  
quality employment”**

Phase I (December 2002 - August 2003)

*Handbook of good practice*

---

Suggestions and recommendations for  
policy and decision makers, practitioners  
and researchers

## Transnational partners

AMECOOP, Women Association of Cooperative Managers, Madrid/Spain

ARCIDONNA Onlus, Palermo/Italy

Ballymun Job Centre Ltd., Dublin/Ireland

Dundee City Council, Dundee/Scotland/UK

Knowledge Centre for Vocational Training & Labour Market, Nijmegen/Netherlands

Vocational Training Measures Company, Berlin/Germany

Work Research Institute, Oslo/Norway (Co-ordinator)

## National partners in Norway

Association of Vocational Rehabilitation Enterprises

National Council of Mental Health

Norwegian Federation of Organisations of Disabled People

The Directorate of Labour

Welfare Magazine

This project has received funding from the European Commission within the frame of the Community Action Programme to Combat Social Exclusion 2002-2006. The project was co-financed by the Norwegian Directorate of Labour and the Norwegian Ministry of Social Affairs.

The publication reflects the views of the partnership "Strategies for Inclusion –coordinated approaches for quality employment". The Commission is not liable for any use that may be made of the information contained therein.

*Editors:* Michael J Evans, Dundee City Council, Dundee/Scotland  
Bettina Uhrig, Work Research Institute, Oslo/Norway

*Layout:* Dundee City Council, Dundee/Scotland

*Print:* Eikli as – grafisk, Hønefoss/Norway

November 2003



## Contents

<i>Preface</i> .....	4
1. <i>The main objectives and recommendations</i> .....	5
2. <i>Diagram of good practice to foster social inclusion</i> .....	7
3. <i>Summaries of good practice examples</i> .....	8
4. <i>The European Social Inclusion Process</i> .....	23
5. <i>The National Action Plans against Poverty and Social Exclusion (NAPs/incl)</i> .....	24
6. <i>The Community Action Programme to Combat Social Exclusion (Social Exclusion Programme)</i> .....	25
7. <i>The partnership “Strategies for Inclusion – co-ordinated approaches for quality employment”</i> .....	26
8. <i>Key documents and web-sites</i> .....	27
9. <i>Strategies for Inclusion – Phase I/Partner organisations – web-sites</i> .....	28

## Preface

The partnership “Strategies for Inclusion – co-ordinated approaches for quality employment” was created through the Community Action Programme to Combat Social Exclusion. In only nine months various organisations from seven different countries found a common ground to exchange experience and good practice with pathways to obtain and keep employment.

The transnational partners had two joint workshops and several meetings on national levels to discuss the good practice examples collected. The good practice examples in this handbook are short versions of longer descriptions. As the descriptions were very different – even though the partners used the same elements – the partnership agreed on publishing short versions. We encourage all readers to contact the persons and organisations named to get to know more about the good practice activities.

We hope that we will have the opportunity to continue and extend our exchange in the future, and we look forward to all comments and questions related to our partnership and this handbook.

*Please contact the co-ordinator for further information concerning  
the partnership and/or the handbook:*

*Bettina Uhrig,  
Project Manager  
Work Research Institute  
P.O.Box 6954 St.Olavs Plass  
NO – 0130 Oslo / Norway*

*Tel: 0047 2336 9262  
Fax: 0047 2256 8918  
Email: [bettina.uhrig@afi-wri.no](mailto:bettina.uhrig@afi-wri.no)*

## 1. The main objectives and recommendations

The European Social Policy Agenda (European Commission 2000) describes unemployment as the single most important reason for poverty. A job is also seen as the best safeguard against social exclusion by most Member States in their National Action Plans against Poverty and Social Exclusion (NAPs/incl, incl stands for inclusion).

The partnership has therefore agreed to focus on inclusion through work. In order to reach the goal of stable quality employment it is important to look at successful support structures and strategies. A main barrier to helping people with special needs and disabilities to enter and remain in the labour market is the lack of co-ordination among support agencies and service providers.

Those individuals who have the most significant difficulties in gaining access to the labour market are often those who face different health and social problems as well as structural discrimination at the same time. In striking contrast to this, the various measures and services that aim to address these problems tend to be specialised within just one field or sector and are thus unable to adequately meet this complexity of needs. These challenges are being tackled by the partnership.

The partnership has collected good practice examples for co-ordinated approaches from seven different countries which could be of interest for policy and decision makers as well as for practitioners and researchers. The publication focuses on these examples. They are clustered around the stages and elements for successful co-ordinated approaches, the 5-stage-process:

- Job-readiness, e.g. provision of training, rehabilitation, social skills programmes
- Vocational profile / Assessment
- Job finding
- Negotiations with employers/customers
- On/Off the job support

## **The partnership “Strategies for Inclusion” has discussed the following topics and recommendations:**

- Social inclusion is a multi-level and multi-faceted concept with a strong link to employment.
- Employment covers paid full time and part time employment as well as self-employment, e.g. in co-operatives.
- Support structures need a co-ordinated approach to be successful; the 5-stage-process is one possibility to appraise good practice examples for social inclusion.
- Good practice examples for co-ordinated approaches must be visible and need common criteria for their description to make comparison possible.
- National and transnational exchange is necessary to develop models for successful co-ordination.
- The National Action Plans against Poverty and Social Exclusion (NAPs/incl) should be more than a summary of national programmes and should be known and discussed in public.
- The experience with and the results from different national and European programmes working with social inclusion should be visible, discussed and used.

## 2. Diagram of good practice to foster social inclusion

Within all of the models of good practice provided by partners there was common ground regarding the recognition of a 5-stage process that is operated by Dundee City Council in Scotland.

Despite the partners working in different countries with different client groups, it was acknowledged that all of the partners deliver some or all of the 5 elements in the process.

It is accepted that one organisation need not offer all the elements to their clients, but it is necessary that the organisation is part of a network through which the clients have access to all elements. Of course, on an individual level not everybody has to go through all stages and they can be offered parallel or in a different order.

The “Diagram of good practice to foster social inclusion” reflects each of the partners’ activities in relation to the 5-stage process.

Examples Stages	ES 		SCO 		D 		IT 		IR 		NL 		N 	
	Forma. Itinerary	Gender work	SES	EDU	PROTEC	Youth Training	REDA DS	JR	Skills plus	ESL	Inclusion pathways	FLEXIS	New Start	FA
Job-readiness	✓	✓	✓		✓	✓	✓	✓		✓	✓	✓	✓	
Vocational/ Profile/ Assessment	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	
Job-findng	✓		✓	✓				✓	✓		✓	✓	✓	
Negotiations with employers	✓		✓	✓				✓			✓	✓	✓	
On/Off the job support	✓	✓	✓	✓			✓	✓			✓	✓	✓	✓

*We encourage you to contact Michael J Evans  
if you would like to know more about the “5-stage process”:*

*Michael J Evans, Manager  
Employment Disability Unit, Department of Personnel,  
Dundee City Council, Dunsinane Avenue, Dundee DD2 3QN Scotland*

*Tel: +44 (0) 1382 828180  
Fax: +44 (0) 1382 828148  
Email: [mike.evans@dundeecity.gov.uk](mailto:mike.evans@dundeecity.gov.uk)*

### 3. Summaries of good practice examples

- PROTEC / Germany
- Youth voluntary social training year / Germany
- New Start in Working Life / Norway
- Functional Assistant / Norway
- The Workmate Early School Leavers Initiative (ESL) / Ireland
- Skillsplus / Ireland
- Job rotation / Italy
- REDA Donne Sicilia / Italy
- Formative itinerary for inclusion for women / Spain
- Gender work in the Enterprise Training for Women / Spain
- FLEXIS: Customised training routes to the labour market / Netherlands
- Inclusion pathways / Netherlands
- Employment Disability Unit / Scotland
- Supported Employment Service / Scotland

Each description covers the following information:

- ***Title of the example and location***
- ***Objectives and target groups***
- ***Activities and actors involved***
- ***Financing***
- ***Key publications (if available) and address for further information***



1.

- **Title and location**

## PROTEC - Berlin/Germany



- **Objective and target group**

Social Integration of young refugees

- **Activities and actors involved**

Young refugees follow courses in German language and intercultural techniques. After an individually differing period of learning they make a trainee-ship in enterprises and improve their communicative capacities. The specific innovative approach is the connection between language courses, socio-cultural learning and traineeships as well as the possibility for individual students to decide how long they stay in the project (from 3 to 12 months). Most of the students develop stable motivations, and find jobs or start other vocational training.

The project started as a pilot project within the EU-community Initiative "Integra" in 1998 and after a transnational period of 3 years the project strategy was re-designed.

Actors involved: The Berlin State Agency for Foreigners, GFBM teachers and social workers, enterprises, different organisations for refugees.

- **Financing**

Regional State Sources and the European Social Fund.

- **Further information**

Birgit Daiber  
GFBM e.V.  
Reichenberger Strasse 88  
D - 10999 Berlin  
Germany

Tel: 0049 30 6128 8190  
Fax: 0049 30 6128 8191  
Email: daiberb@aol.com

2. • **Title and location**



## Youth voluntary social training year - Berlin/Germany

• **Objectives and target group**

Cross over programme combining different traditional institutions and strategies for the social inclusion of disadvantaged youth.

• **Activities and actors involved**

Local Qualification Agencies in disadvantaged urban areas try to help young people. The National Ministry for Youth, the Federal Agency for Labour and the Municipalities work together to reach synergies and good results.

The young people improve their motivation to create their future through assessment, cultural activities, additional school teaching, strategies of self-management, PC-basic training and girls and boys emancipation groups.

The results of the pilot projects are to be taken into account for the reform of the social laws.

• **Financing**

Through the National Ministry for Youth, by the Children and Youth Law (regional and municipal financing) and through the Federal Labour Agency

• **Further information**

Birgit Daiber  
GFBM e.V.  
Reichenberger Strasse 88  
D - 10999 Berlin  
Germany

Tel: 0049 30 6128 8190  
Fax: 0049 30 6128 8191  
Email: daiberb@aol.com

### 3. • *Title and location*



## **New Start in Working Life - Norway**

### • *Objectives and target groups*

The objective is to enhance employability and obtain employment for prisoners on release into the community, to make labour market services more available for the prison population in general and to give inmates easier access to vocational rehabilitation services after release.

### • *Activities and actors involved*

'New Start in Working Life' was the title of a four-year pilot project, a joint venture between the Norwegian Prison and Probation Department and the Directorate of Labour. The project developed a new form of co-operation between prisons, labour market initiatives and employment services. Since 2003 this kind of co-operation has been put into action all over the country. Formal agreements on national, regional and local levels define the distribution of tasks and responsibilities between the co-operating bodies.

Officers from the public local employment service visit prisons on a regular basis. These officers provide information to prisoners about labour market initiatives, employment opportunities, assess needs and make decisions about admission to labour market initiatives and grants/benefits. They are also helping prisoners develop their own plans of vocational rehabilitation.

Labour market initiatives offering supported employment and preparatory job training provide vocational rehabilitation services for the target group. Supported employment is one of the ordinary labour market initiatives, intended to assist vocationally disabled job seekers to obtain and retain employment in the competitive labour market. The basic method is that each participant has his/her own supervisor (job coaches, job advisors) for up to three and a half years. Each supervisor has six clients as a minimum. The supervisor assists with:

- Assessing skills, support needs, resources and interests in relation to the requirements of working life,
- Assessing needs and arranging for aid and assistance from other agencies,
- Providing guidance and training that relates to various aspects of working life, covering both social and occupational situations,
- Contacting employers and finding suitable employment,
- Testing and assessing work conditions, and
- Offering advice, guidance and follow-up at the workplace for employees and employers

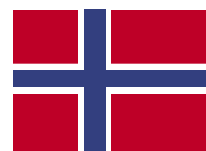
### • *Financing*

Employment services and participation in labour market initiatives are financed by the state.

### • *Further information*

Arild Rygge  
Nina Strømmen  
The Directorate of Labour  
P.O. Box 8127 Dep.  
NO-0305 Oslo  
Norway

Tel: 0047 2335 2400  
Fax: 0047 2335 2751  
Email: nis@adir.aetat.no  
Email: ar@adir.aetat.no

4. • **Title and location**

## Functional Assistant - Norway

- **Objectives and target groups**

The Functional Assistant scheme is meant to help enable the severely mobility-impaired and persons with multiple disabilities to obtain or keep normal jobs in the competitive labour market.

The target groups are people with severe disabilities that are dependent on assistance to fulfil a job that they are qualified for.

- **Activities and actors involved**

The assistance consists of a Functional Assistant taking over the elements of the job that the person with disabilities has trouble doing. The Assistants can also provide more personal help to enable the person with disabilities to get through the working day.

A person with disabilities, who wants to employ a Functional Assistant, applies to a national resource centre, which administers the scheme and allocates the resources after assessing the applications. The person with disabilities is allowed to combine a part time job with part of their disability pension. All employment contracts for the person with disabilities are to be comply with normal salaries and work life regulations.

Some of the person with disabilities that have Functional Assistants, have decided to organise co-operatives, that have undertaken the roles as employers and taken the responsibilities for the training of both users and assistants in their roles as managers and assistants/employees. The experiences with this organisation model so far are promising.

- **Financing**

The scheme is financed by the state. The state pays for the salaries for the Functional Assistants and also for the administration of the scheme.

- **Key publications**

Helle, K.M & Steinar Widding (2000): *Funksjonsassistent – brukerstyrt bistand til sterkt bevegelsehemmede arbeidstakere*. AFI-notat 10/2000

Helle, K.M & Steinar Widding (2000): *The Functional Assistant – User-controlled assistance for severely mobility-impaired employees* (English short versjon)

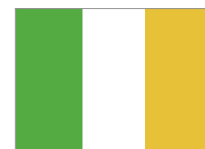
English short version: <http://odin.dep.no/archive/shdbilder/01/03/engel038.doc>

- **Further information**

Georg Antonsen, Adviser  
Norwegian Ministry of Social Affairs  
Postboks 8019 Dep  
NO-0030 Oslo  
Norway

Tel: 0047 2224 8568  
Fax:0047 2224 2768  
Email: [ga@sos.dep.no](mailto:ga@sos.dep.no)

## 5. • *Title and location*



### **The Workmate Early School Leavers Initiative (ESL) - Dublin/Ireland**

#### • *Objectives and target group*

The aims and objectives of the project are to assist early school leavers to gain the skills needed to access sustainable employment.

#### • *Activities and actors involved*

Workmate ESL is an established service, which targets local job seekers aged between 18 and 34 years who have left school early without their Leaving Certificate, and are unsure of what direction to take.

Workmate ESL offers the following support:

- One-on-one support to help clients with job seeking
- Providing career guidance if client are unsure of their options offering information on training courses
- Offering ongoing support to clients in training
- CV preparation and interview skills
- Exploring return to education needs
- Facilitating access to literacy support

Through these supports, the Workmate team enable clients to find there own potential by challenging them in a positive and constructive way. Clients who have ownership of their lives have more positive outcomes.

The project works closely with other community based organisations. Typically, these include the Youth Action Project, Ballymun Regional Youth Resource, Family Resource Centre, Fás Training Centre, and the Community & Family Training Agency.

The project also runs a number of training courses each year, geared to the specific needs of our specific clients.

#### • *Financing*

This project is funded from central government via the Department of Enterprise Trade and Employment.

#### • *Further information*

Sara Slattery  
Ballymun Job Centre  
Ballymun Town Centre  
Ballymun, Dublin 11  
Ireland

Tel: 00353 1 8622707  
Fax: 00353 1 8420134  
slattery@bmunjob.ie

6. • **Title and location****Skillsplus - Dublin/Ireland**• **Objectives and target groups**

This project targeted urban women suffering from multiple forms of disadvantage including social & economic disadvantage. Specifically women who have previously received vocational training but who were unable to transfer the skills developed by their training experiences to employment appropriate to this level of skill.

• **Activities and actors involved**

It is obvious that, for many women, skills based training programmes are of themselves, not sufficient to provide the tools necessary to access skilled work. The project conducted baseline research and, in addition utilized an action research model in order to isolate the factors that prevent women from accessing sustainable, skilled employment.

The action research involved worked with a group of 20 women and generated a series of recommendations, which led to the development of a career development package for women consisting of a training module and a mentoring system.

**MentorLink** A mentoring system was established whereby women who had successfully accessed skilled jobs after completion of training, mentor women who to do so. The mentors acted both as role models and advisers. An established bank of mentors (generated from clients) acted as role models and advisers to women who had difficulty in accessing work commensurate with their skill levels. The Ballymun Job Centre's network of relationships with high profile and local employers had been utilized to develop links between the project and employers who could contribute to the development of the mentoring system.

**Career Development Package** The ultimate aim of the career development package was to increase participation by women from multi-disadvantaged backgrounds into the skilled workforce by enabling participants to anticipate possible barriers to future success, to devise strategies for surmounting these barriers and by developing self-motivation skills.

• **Financing**

The Department of Justice Equality and Law Reform in the Equality for Women Measure ([www.ewm.ie](http://www.ewm.ie)) of the Regional Operational Programmes under the National Development Plan.

• **Further information**

Elizabeth Harringtone  
Ballymun Job Centre  
Ballymun Town Centre  
Ballymun, Dublin 11  
Ireland

Tel: 00353 1 8622707  
Fax: 00353 1 8420134  
Email: [harringtone@bmunjob.ie](mailto:harringtone@bmunjob.ie)

7. • **Title and location**

## **Job rotation: a new method to develop quality and employment - Sicily/Italy**

### • **Objectives and target groups**

The general aim of the project is to promote the high training and the long-life learning through specific training paths for unemployed and for employees, to be realised taking into account the needs of the Sicilian main productive sectors. The target groups are employees, unemployed people and employers.

### • **Activities and actors involved**

The Job rotation method is based on the following concept: an unemployed person is trained to become a substitute in a company for an employee who meanwhile gets further training.

*The specific tasks of this pilot project are:*

- Implementing permanent training in Sicily starting from the training needs of the main Sicilian productive sectors
- Managing innovative training paths
- Introduction of job rotation as a new methodology able to value workers' competencies and, most of all, to favour the professional insertion of unemployed people, also young people who are looking for their first job
- Promoting campaign of sensitisation addressed to managers in human resources to convince them of the value of the life-long learning

*Actors are:*

- Consorzio A.S.I. (Union for industrial development) (Promoter)
- Arcidonna (Management)
- Companies/employers in the main Sicilian productive areas
- 160 employees of the selected companies
- 160 unemployed people
- Public administrators and decision-makers through campaign of information and sensitisation

### • **Financing**

European Social Fund, regional co-financing (Area di Sviluppo Industriale)

### • **Key publication**

Kaisa Kankaanpää-Lehtinen, Pasi Lathinen: Job Rotation - European Models, Tampere 2001 (in English, available through: [www.netsecuris.fi/ttoy/www/potkuri-TE.nsf](http://www.netsecuris.fi/ttoy/www/potkuri-TE.nsf))

### • **Further information**

Anna Cipolla  
 ARCIDONNA Onlus  
 Via Alessio Di Giovanni 14  
 IT-90144 Palermo  
 Italy

Tel: 0039 091 345799 4403  
 Fax: 0039 091 301 650  
 Email: [anna.cipolla@arcidonna.it](mailto:anna.cipolla@arcidonna.it)

8. • **Title and location****REDA Donne Sicilia - Sicily/Italy**• **Objectives and target groups**

The main objective of the project was to combat the problem of female unemployment in Sicily, whose rates are more than 30%.

• **Activities and actors involved**

The project, which belonged to the Community Initiative NOW (New Opportunities for Women), included the following activities

- maintenance and strengthening the information-centre for women created in Palermo and creating two new information-centres in other Sicilian municipalities
- performing a survey on the social and economic Sicilian framework to monitor economic sectors which offer possibilities of employment.

The project worked on two different levels with two different target groups: The intermediate target group are those women who have been trained to become consultant on the main laws, regulations and all normative rules that can help women to create an enterprise or a co-operative. Their tasks are: provide information about laws; help women to develop a business plan to obtain funds. Moreover, vocational guides have been trained in order to help women to enter or re-enter the labour market and/or to help them to create their own enterprise through an understanding of their attitudes and capabilities. The final target group are those women who are users of the services offered by the information-centres: unemployed, migrants, students who want to enter or re-enter the labour market and also those creating their own enterprise.

Involved in the activities were the staff of Arcidonna, the trainers and the trainees, the transnational partners, Sicilian municipalities and public administrators. Public opinion through campaign of sensitisation on the importance to let women become aware of their possibilities and their capabilities were introduced.

• **Financing**

Community Initiative NOW  
Private co-financing 2%

• **Further information**

Paola Cipolla  
ARCIDONNA Onlus  
Via Alessio Di Giovanni 14  
IT-90144 Palermo  
Italy

Tel: 0039 091 345799 4403  
Fax: 0039 091 301650  
Email: [paola.cipolla@arcidonna.it](mailto:paola.cipolla@arcidonna.it)



9. • **Title and location**



## **Formative itinerary for inclusion for women (Training Routes to Labour Market Inclusion for Women) - Madrid/Spain**

• **Objectives and target groups**

To inform and raise awareness amongst individuals and groups of the training courses we deliver, encourage participation and select future beneficiaries for the courses.

The training process itself is aimed at creating social enterprises and improving attitudes to gender related issues. Target groups are unemployed women between 18 and 65 years old.

• **Activities and actors involved**

The project consists of various stages:

- Identifying ways of raising awareness
- Identifying the timescale and phasing of the courses
- Identifying the resources required
- Prioritising and selecting beneficiaries based on pre-determined criteria and those with entrepreneurial potential from various target groups including disadvantaged groups, women entrepreneurs, the unemployed and immigrants.

The training content is designed to fit with individual beneficiary needs with the aim of creating groups who can work collectively to take forward a business idea. While each training route is flexible and varies according to need, there are four cross cutting themes that are embedded across all areas of training:

- Encouraging women to participate in the social economy
- Developing core skills
- Gender awareness raising training
- Environmental impact

Core skills development includes elements such as team building and motivation. At the same time beneficiaries work towards identifying a good business idea from a gender perspective.

Business training aims to provide the necessary skills and knowledge to allow beneficiaries to move into self-employment and encourages them to work collectively as a group to establish a business plan which fits their needs, is gender focussed and is flexible.

The supported management programme consists of a programme of specialist technical advice for those groups aiming to set up in business. The groups work closely with an advisor to look at the viability of a business proposal and as opposed to normal methods of assessment, look at each project on its own merits over a period of time ranging from two or three months to one year, to take an proposal from the idea stage to reality.

We are working with different institutions: public and private organisations and NGO's.

• **Financing**

From local, regional and national projects and European funding.

• **Further information**

Lidia Garcia Alises  
AMECOOP  
C/Valverde, 13 1a Planta  
ES-28004 Madrid  
Spain

Tel: 00 34 91 532 24 88  
Fax: 00 34 91 522 59 80  
Email: amecoop@ucmta.es

10. • *Title and location*

## Gender work in the enterprising training for women - Madrid/Spain



- *Objectives and target groups*

This project aims to increase awareness of gender issues and to change the mindset of women looking to go into self-employment. Through experience we have learnt that many women seeking to set themselves up in business put family commitments first and believe that they are the only ones who should take responsibility for the care of their dependants. The project aims to contribute towards breaking this stereotype.

- *Activities and actors involved*

This awareness raising is built in as integral to the training route into self-employment. Once a potential business idea has been assessed with regard to viability and approved, groups can move on to business assessment known as the supported management programme. The innovative feature of the project is that gender issues are assessed and addressed at very stage when drawing up the business plan by using a matrix of gender indicators to ensure that gender and not only economic and social factors are taken into account in developing a viable business.

A key part of this project is the co-ordination, teaching and assessment team who are able to identify areas where there are gender issues and the barriers to developing sustainable businesses.

The direct beneficiaries of this project are female entrepreneurs from the towns in the community of Madrid. Indirectly the project benefits their families, other women who can learn from the beneficiaries and also the local areas through increased economic activity.

- *Financing*

From local, regional, national projects and European funding.

- *Further information*

Lidia Garcia Alises  
AMECOOP  
C/Valverde, 13 1a Planta  
ES-28004 Madrid  
Spain

Tel: 00 34 91 532 24 88  
Fax: 00 34 91 522 59 80  
Email: amecoop@ucmta.es

11. • **Title and location**

## **FLEXIS: Customised training routes to the labour market - Netherlands**

### • **Objectives and target groups**

In October 1999 the national office of the training fund for the care sector launched the FLEXIS initiative. Its objective was to increase the inflow of qualified staff in the care sector through the provision of customised training routes. Such training routes were to be offered to persons which already possessed competencies relevant for the care sector, including: people already working in the care sector but without a formal qualification, people who had done voluntary work in the care sector and people who had not finished a care related training course (either in the Netherlands or in another country). Care competencies were defined as integrated clusters of knowledge; skills and attitudes that enable a person to competently carry out care related tasks.

### • **Activities and actors involved**

Both care organisations and VET (Vocational and Educational Training) institutions could submit proposals for setting up a regional FLEXIS project. To be approved, a proposal had, among others, to:

- address an employment problem in the health care on the regional labour market;
- be based on a regional partnership which took part care institutions, VET institutions, the labour market office and social support organisations. The latter requirement was included because it was expected that most participants would need additional help to increase inflow and prevent early drop out;
- have a well defined target group.

Over time 21 regional FLEXIS projects in 12 regions were set up. The labour market office helped to identify potential participants. The VET college, together with care institutions provided, based on outcomes of a Recognition of Prior Learning (RPL) procedure, a customised apprenticeship type training course, while Social Services gave individualised support.

The success rate of the FLEXIS courses is 80% (compared to 60% for regular apprenticeship courses). In eight pilot regions material and procedures developed in FLEXIS are integrated into mainstream training provision. Currently, the outcomes of the initiative are disseminated to all 23 regions.

### • **Financing**

The once-off development costs of the FLEXIS courses were met by the national level training fund. The Ministry of Education paid training costs, as participants were registered as apprentices at VET colleges. Care institutions paid apprentice-salaries to participants.

### • **Key publication**

'Het FLEXIS initiatief – een toekomstgerichte evaluatie' (evaluation report in Dutch)/ [www.flexis.nl](http://www.flexis.nl)

### • **Further information**

Kees Meijer  
 Knowledge Centre for  
 Vocational Training &  
 Labour Market  
 P.O.Box 1422  
 NL-6501 BK Nijmegen  
 Netherlands

Tel: 0031 24 3653592  
 Fax: 0031 24 3653493  
 Email: [k.meijer@kenniscentrum-ba.nl](mailto:k.meijer@kenniscentrum-ba.nl)

12. • **Title and location**

## Inclusion pathways - Netherlands

### • Objectives and target groups

The overall aims of the 140 local experiments were (a) to reduce the level of social exclusion of participants through 'social activation' measures, and, based on this outcome, (b) to stimulate the (re) integration of participants into the labour market. The main target group for the social inclusion pathways were those who ran the greatest risk to become socially excluded. Within this generic group, specific efforts were aimed at attracting single parent families, migrants, unemployed women, travellers/gypsies, ex-drug users, ex-psychiatric patients and ex-prisoners.

### • Activities and actors involved

Opportunities of each participant were the starting point for setting up an inclusion pathway. Pathways consisted of one or more of the following building blocks:

a) regular voluntary work (included in 84% of the local experiments)

b) other types of socially useful activities (63%)

These include care activities for family members or others,

c) developmental courses / vocational training courses (63%)

Developmental courses covered social skills programmes, cooking courses but also 'learning to ride a bicycle' for migrant women. Vocational training courses were usually skills specific.

d) work experience related activities (50%)

The main purpose of these activities were to build up a 'day pattern' for the participant (waking up, having a breakfast, arriving on time, etc.);

e) individual activities (15%)

Pathways included assessment procedures, individual goal clarification, individual guidance and counselling sessions, etc.

Applications to take part in the scheme were submitted by municipal social services. They could either take the lead role in setting up and implementing the inclusion pathways or give this responsibility to another organisation. In most cases the second option was preferred. Main leading actors were foundations for supported employment and welfare organisations. Main partners were social services (all schemes), voluntary organisations (in 59% of the schemes), foundations for supported employment (57%), other municipal departments (35%), educational institutes (28%) and labour office (27%).

### • Financing

The experiments were paid by the social services out of national funds.

### • Key publication

Seraill, S. and I. van de Pas: *Bijstandsexperimenten: impulsen tot activering*. Elsevier, Doetichem, 2002 (in Dutch only)

### • Further information

Kees Meijer

Knowledge Centre for

Vocational Training &

Labour Market

P.O.Box 1422

NL-6501 BK Nijmegen

Netherlands

Tel: 0031 24 3653592

Fax: 0031 24 3653493

Email: [k.meijer@kenniscentrum-ba.nl](mailto:k.meijer@kenniscentrum-ba.nl)

13. • *Title and location*

## Employment Disability Unit (EDU) - Tayside/Scotland

### • *Objectives and target groups*

The Employment Disability Unit's target group are unemployed people with disabilities and health problems who reside in the Tayside area. People with all forms of disability are accepted including physical disabilities, mental illness, sensory impairments, people with brain injuries and learning difficulties.

The purpose of the EDU is to create employment opportunities for disabled people and to assist people with disabilities to find, and maintain work.

### • *Activities and actors involved*

To combat the problem of disability and unemployment, the 3 local authorities in the Tayside area (Dundee City Council, Angus Council and Perth and Kinross Council) agreed to create the Employment Disability Unit (EDU) to address the unmet employment needs of people in the community with disabilities or health problems. It has premises in Dundee and Perth and Dundee City Council is the lead authority.

The Unit operates the following key activities to deliver a service to tackle the unmet employment needs of people with disabilities:

- Job Clubs in Dundee and Perth specifically for disabled people;
- Work Experience Placements to enable clients to develop their skills;
- Workstep providing employers with support to employ people with disabilities;
- Supported Employment Team providing on-going assistance and support to people who may need help to settle into and sustain employment;
- Consultancy and Advisory Service to local employers, voluntary organisations and disabled people regarding good employment practice.

In the past five years the Employment Disability Unit has supported nearly 500 disabled people into employment. The EDU is a unique service in Scotland and has won several national awards.

The Employment Disability Unit has developed a wide network of partners including employers, social and health care professionals, disability organisations and training/education establishments.

### • *Financing*

Dundee City Council, Perth & Kinross Council, Angus Council, Jobcentre Plus (Department of Work and Pensions), European Social Fund

### • *Key publications and further information*

"Employing People with Disabilities" (published by Chartered Institute of Personnel and Development)

"Supported Employment for People with Mental Illness"

"Supported Employment for People with Learning Disabilities"

"Employment Disability Unit 2002 Report"

"New Deal for Disabled People" - Report on 2 year pilot

All in English, available through:

Michael J Evans FCIPD, Manager  
 Employment Disability Unit  
 Personnel Department  
 Dundee City Council  
 Dunsinane Avenue  
 Dundee DD2 3QN  
 Scotland

Tel: +44 (0) 1382 828180  
 Fax: +44 (0) 1382 828148  
 Email: [mike.evans@dundeecity.gov.uk](mailto:mike.evans@dundeecity.gov.uk)

**14. • Title and location**

## Supported Employment Service (SES) - North Lanarkshire/Scotland

### • Objectives and target groups

The overall aim of the Council in developing a supported employment operation has been to take positive action to support individuals excluded through their disability to engage or re-engage in the North Lanarkshire labour market.

### • Activities and actors involved

Our strategy that is about 'changing lives' was developed as a result of listening to people with learning difficulties and their families:

- They want real wages in a real job that they are interested in.
- They want to work where other people work, not in a place where only people with disabilities work.

The Supported Employment Service was launched in 1999 to offer alternatives to day care for this group of service users, many of whom had been attending our day centres for as much as 25 years, who had been effectively excluded from the labour market and had not been able to access employment.

Our own experience has led us firmly to the opinion that some of the traditional vocational training approaches to supported employment do not lead to sustainable employment – real jobs and real wages. We decided that we had to develop a new model, which was more direct in approach linking service users with real employment opportunities.

Our supported employment operation offers innovatory, intense, tailored support packages which address the employment aspirations of our service users by identifying and overcoming the key barriers they face in order to obtain, and sustain employment. Our approach which we have developed, is based on vocational profiling, which is an in-depth person focused and intense method of identifying both skills and, importantly, aspirations of individuals, addressing benefit issues, job finding and matching individuals to suitable employment. This is followed by a period of on the job training and ongoing support both to the individual and the employer.

### • Financing

North Lanarkshire Council, EQUAL, Scottish Executive

### • Key publications

"Same As You" Scottish Executive Report.

"Supported Employment Framework Document" Joseph Rowantree Foundation.  
Supported Employment 2002 - Video

### • Further information

Maureen Cook  
Supported Employment Co-ordinator  
Social Work Department  
North Lanarkshire Council  
28 Muir Street  
Motherwell ML1 3NB  
Scotland

Tel: +44 (0) 1698 332738  
Fax: +44 (0) 1698 332729  
Email: CookM@northlan.gov.uk

## 4. The European Social Inclusion Process

Since Spring 2000 the European Commission has intensively promoted policies and initiatives aimed at modernising the European social model, investing in people and combating social exclusion.

The fight against poverty and social exclusion belongs to the European Union's ten-year strategic goal of sustained economic growth, more and better jobs and greater social cohesion, also called the Lisbon Strategy. The Member States are co-operating through the Open Method of Co-ordination, which involves all actors and provides the instruments to monitor and steer policies.

*The Open Method of Co-ordination for the Social Inclusion Process consists of*

- Common objectives on poverty and social exclusion
- National Action Plans against poverty and social exclusion
- Joint Reports on Social Inclusion
- Common Indicators to provide a means of monitoring progress and comparing good practice
- and the Community Action Programme to encourage co-operation between Member States to combat social exclusion (Social Exclusion Programme)

## 5. The National Action Plans against Poverty and Social Exclusion (NAPs/incl)

The NAPs/incl are based on the following Common Objectives on poverty and social exclusion which were agreed at the Nice Summit in December 2000:

- To facilitate participation in employment and access by all to resources, rights, goods and services
- To prevent the risks of exclusion
- To help the most vulnerable
- To mobilise all relevant bodies (European Council 2000)

The Member States adopted their first NAPs/incl in June 2001 and presented their revised versions in July 2003. The European Commission published a Joint Report on Social Inclusion (December 2001), which

“examines Member States’ NAPs/incl focussing on the quality of analysis, the clarity of objectives, goals and targets and the extent to which there is a strategic and integrated approach....This report documents a wide range of policies and initiatives in place or proposed in Member States. These will provide a good basis for co-operation and exchange of learning between Member States in the future. However, it has not been possible to identify examples of good practice as at present there is a lack of rigorous evaluation of policies and programmes in Member States.” (European Council 2001/5)

The next Joint Report on Social Inclusion will be published in spring 2004.

Norway has a specific position as it is not a Member of the European Union and has no NAP/incl. Instead, Norway has a “Plan of action for combating poverty”, which describes three strategies:

- Work
- Making the welfare schemes targeted
- Social inclusion. (Ministry of Social Affairs 2002)



## **6. The Community Action Programme to Combat Social Exclusion (Social Exclusion Programme)**

The Social Exclusion Programme (SEP) is one of the key initiatives to support and co-finance activities, which are related to European and National social policies and the NAPs/incl.

The SEP consists of three parts, called strands, which all are based on transnational exchange. Strand 1 includes analysis to better understand and monitor poverty and social exclusion; Strand 2 focuses on policy co-operation and exchange of information and good practices; Strand 3 concentrates on the participation of the various actors and support for European networks.

A discussion process between several actors on European and national levels made it possible for Norwegian organisations to participate in the programme. The SEP has a duration of 5 years (2002 – 2006), and the first calls for the programme went out in Spring 2002.

Several different actors – research institutes, Non-Governmental-Organisations (NGOs), governmental and social partner organisations - were interested in participating in Strand 2, which concentrates on transnational exchange. The European Commission received a total of 262 applications to the first call for proposals in the Transnational Exchange Programme (deadline: July 2002), including 3 in which Norwegian organisations had the role of a co-ordinator. All transnational networks and projects, which are mainly financed through a European Action Programme, must have at least 3 partner organisations from 3 different countries. 2 of these 3 must be from Member States; one of the 3 must take the role of the co-ordinator. The co-ordinator is responsible for the application, the functioning of the network, the budget and the performance of the project, if the application is successful.

The Commission and an independent group of experts accepted 64 proposals, of which one was from Norway. The successful partnership has the title “Strategies for Inclusion – co-ordinated approaches for quality employment” and is co-ordinated by the Work Research Institute (WRI) in Oslo.

## **7. The partnership “Strategies for Inclusion - co-ordinated approaches for quality employment”**

The transnational partnership consists of seven organisations in six Member States – Italy, Spain, Germany, Netherlands, Scotland (UK), Ireland - and Norway. It was and is important that the partners are representing different types of organisations – NGOs, research institutes, social partner and public organisations.

The partnership started in March 2003 with the selection, description and exchange of good practice examples for the inclusion of vulnerable groups into stable quality employment.

All partner organisations have, in addition to the transnational network, their national and regional networks. The co-ordinator works closely with the following Norwegian organisations: National Organisation for Labour Market Enterprises, Directorate of Labour, National Council of Mental Health, Norwegian Federation of Organisation of Disabled People and the Welfare Magazine.

The transnational partnership had an original duration of nine months (01.12.2002 – 31.08.2003) and applied for the next phase (planned start: December 2003), which will last for 2 years and includes new national and transnational partner organisations.

In Phase I the partnership was working with the following objectives:

- Identifying, recording and documenting of good practice examples of co-ordinated approaches and strategies to combat social exclusion and improve integration of vulnerable groups in the labour market
- Exchanging of knowledge about existing and good practice in the field among the partner organisations
- Developing recommendations for organisations, individuals and stakeholders for successful pathways into work
- Discussing and disseminating recommendations for the NAPs/incl, for the Norwegian Plan of action for combating poverty and for peer reviews in the field of social inclusion policies
- Developing opportunities for further co-operation and the next phase

## 8. Key documents and web-sites

### Documents

- **European Commission 2000:**  
Social Policy Agenda, Luxembourg
- **European Council 2000:**  
Fight against poverty and social exclusion – Definition of appropriate objectives, Brussels
- **European Council 2002:**  
Joint Report on Social Inclusion, Brussels
- **Ministry of Social Affairs 2002:**  
Plan of action for combating poverty, Oslo

### Websites

- [http://europa.eu.int/comm/employment\\_social](http://europa.eu.int/comm/employment_social)
- <http://odin.dep.no/sos/norsk/p30000597/index-b-n-a.html>

## 9. Strategies for Inclusion - Phase I/Partner organisations - web-sites

- **AMECOOP (Women Association of Cooperatives Managers), Madrid, Spain**  
[www.AMECOOP.ORG](http://www.AMECOOP.ORG)
- **Vocational Training Measures Company (GFBM e.V.), Berlin, Germany**  
[www.eu-gfbm.de](http://www.eu-gfbm.de)
- **Knowledge Centre for Vocational Training & Labour Market, Nijmegen, NETHERLANDS**  
[www.kenniscentrum-ba.nl](http://www.kenniscentrum-ba.nl)
- **ARCIDONNA Onlus, Palermo, ITALY**  
[www.arcidonna.it](http://www.arcidonna.it)
- **Ballymun Job Centre Ltd, Dublin, Ireland**  
[www.bmunjob.ie](http://www.bmunjob.ie)
- **Dundee City Council, Dundee, Scotland**  
[www.dundee.gov.uk/pman/edu](http://www.dundee.gov.uk/pman/edu)
- **The Directorate of Labour, Oslo, Norway**  
[www.aetat.no](http://www.aetat.no)
- **Association of Vocational Rehabilitation Enterprises, Oslo, Norway**  
[www.attforingsbedriftene.no](http://www.attforingsbedriftene.no)
- **Velferd, Oslo, NORWAY**  
[www.velferd.com](http://www.velferd.com)
- **National Council of Mental Health - Norway, Oslo, Norway**  
[www.psykiskhelse.no](http://www.psykiskhelse.no)
- **Norwegian Federation of Organisations of Disabled People (FFO), Oslo, Norway**  
[www.ffa.no](http://www.ffa.no)
- **Work Research Institute, Oslo, Norway (Co-ordinator)**  
[www.afi-wri.no](http://www.afi-wri.no)