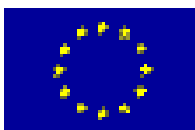




# **Employability in the sugar industry in the context of restructuring**



**26 February 2010**



**Project carried out with financial support  
from the European Commission  
VS/2008/0463**



## Table of Contents

<b>Context.....</b>	<b>5</b>
<b>Foreword .....</b>	<b>7</b>
<b>Definition .....</b>	<b>9</b>
<b>Good practices.....</b>	<b>11</b>
• Introduction .....	12
<b>Good practices outside of the sugar sector</b>	
• Sodie .....	15
• Employers' Groups.....	17
• K4I Knowledge for Innovation .....	21
• Danone – Evoluance .....	25
• Futurum .....	29
<b>Good practices within the sugar sector</b>	
• Austria.....	33
• France .....	35
• Germany .....	39
• Italy .....	41
• Poland.....	45
• Spain .....	47
• United Kingdom .....	49
<b>Success factors and enhanced employability .....</b>	<b>53</b>
• Introduction .....	54
<b>Success factors/enhanced employability</b>	
<b>Examples within sugar industry .....</b>	<b>55</b>
<b>Success factors/enhanced employability</b>	
<b>Examples outside of sugar industry .....</b>	<b>59</b>
<b>Recommendations .....</b>	<b>63</b>
<b>Identification of skills .....</b>	<b>69</b>
• Skills currently required in the sugar industry .....	70
• Skills that look likely to develop .....	74
• Skills common to different trades or economic sectors .....	75
<b>Financial resources identified .....</b>	<b>79</b>
• Structural Funds and Cohesion Fund 2000-2006.....	81
• Structural Funds 2007-2013.....	82
• Rural development.....	86
• National information: country data sheets.....	88
- Austria .....	89

- Belgium .....	91
- Bulgaria .....	95
- Czech Republic.....	97
- Denmark .....	101
- Finland .....	103
- France.....	105
- Germany .....	109
- Greece .....	113
- Hungary .....	115
- Italy .....	119
- Lithuania .....	123
- Poland.....	125
- Portugal.....	131
- Romania .....	135
- Slovakia.....	137
- Spain .....	141
- Sweden .....	145
- The Netherlands.....	147
- United Kingdom .....	151
<b>Lexicon.....</b>	<b>153</b>

## Context

Almost half of Europe's sugar factories have closed and almost 16,500 direct jobs have been lost since the reform of the sugar regime began in 2006.

At the plenary session of their Sectoral Social Dialogue Committee in February 2008, the social partners in the sugar industry acknowledged that, given the reform of the sugar regime and industrial change, workers could no longer be guaranteed long-term employment in the same company. They therefore decided to undertake jointly a project aimed at improving employability.

The work was carried out under Rule 7 of the Code of Conduct, which stipulates that "*In case of restructuring (...) the sugar industry acts in a socially responsible way. Steps are taken to improve the employability of employees.*" This joint initiative also ties in with Rule 2 of the Code of Conduct, on Education, Vocational and Lifelong Training.

The "employability" project was launched in December 2008 with financial support from the European Commission. The initial results of this work were presented to the European Commission at a conference held on 28 October 2009.

The project has led to the creation of a specific, practical web-based tool that is accessible on the joint website [www.eurosugar.org](http://www.eurosugar.org). These online materials provide the social partners with an interactive toolbox covering the following aspects:

- a definition of the concept of employability
- good practices both within and outside of the sugar industry, along with success factors
- an analysis of the skills required in the sugar industry, the skills needing further development and the skills common to more than one trade
- information on possible sources of funding for projects at European and national level.

This last section complements the Practical Guide to the Structural Funds, placed on the website [eurosugar.org](http://www.eurosugar.org) in 2006. The information about the European Union's financial perspectives for the period 2007-2013 has been updated (<http://www.eurosugar.org/en/guide.html>).

There is also a detailed lexicon explaining in various languages the meaning given to several terms used in this project concerning the concept of employability.

To carry out this project, the EFFAT and CEFS secretariats had the backing of an "employability" working group comprising experts from their member organisations and chaired by Jean Pierre Pinasseau and Thomas Buder. The members of the group made a major contribution to the success of this initiative, thanks to their active participation throughout the project's 15-month lifespan.

The working group in turn received assistance from the Observatoire social européen for certain parts of the project. The work of the OSE, led by Anne Peeters and Claude Larsimont,

involved in particular the identification of good practice, the section on financing, the coordination of translations and the formatting of the report's three language versions.

The members of the working group are:

Austria	Thomas BUDER (GMTN-PROGE)
Czech Republic	Richard VIT (Agrana)
France	Jean-Pierre PINASSEAU (S.N.F.S.), Régis DEGOUY and Jean-Michel DESMECHT (FGA-CFDT)
Germany	Norbert KAILICH (Südzucker)
Italy	Giorgio SANDULLI (Unionzucchero)
Poland	Stanisław LUBAŚ', Tomasz WIRKUS (Solidarnosc), Tomasz OLENDEREK (Polski Cukier)
Spain	Alberto SANCHEZ (Azucarera Ebro), Teresa LUIZ-RUIZ (AGFAE) Alberto DE FRUTOS (FTA-UGT), Félix FEO CASARES, Felix GONZALEZ DEL VAL and Montserrat SAGARRA FITÒ (CC.OO)
United Kingdom	Floyd MAJOR (Unite)

EFFAT Secretariat: contact Eric DRESIN ([e.dresin@effat.org](mailto:e.dresin@effat.org))

CEFS Secretariat: contact Dominique LUND ([lund@cefs.org](mailto:lund@cefs.org))

## Foreword

Since the beginning of the reform of the sugar regime in 2006 and within the context of the globalisation of the economy, companies and employees in the sugar industry have been confronted – in four years – with the closure of about a half of the factories in the sector, leading so far to the loss of 16,500 direct jobs. In a spirit of anticipation and adaptation to change, following the creation in 2006 with the support of the Commission of a practical guide to using the structural funds, they decided in 2008 to implement a project aimed at improving employability in their sector.

Observing that it was no longer possible to guarantee an employee a long-term job in the same company, and within the spirit of the CSR Code of Conduct signed in 2003, the social partners have endeavoured to open up avenues of reflection on the basis of an in-depth and systematic analysis of different factors connected with employability: examples of good internal and external practices, success factors, skills currently required and skills to be developed, common to different trades, and financing possibilities.

This working tool, presented in a concrete and pragmatic manner in the form of interactive computerised pages, will be accessible to all the players concerned on the joint site of the European social partners in the sugar industry “[eurosugar.org](http://eurosugar.org)” as from March 2010. Conceived as an instrument of shared dynamic reflection, it is intended to serve as a source of inspiration to favour adaptation to a constantly changing industrial environment and will be regularly updated.

Further to the 2008 Communication entitled “New Skills for New Jobs and the awareness-raising efforts made to promote anticipation, the Commission warmly welcomes the initiative of the sugar industry's social partners and their proactive response to the challenge of constantly adapting to change.



Jean-François LEBRUN  
Head of Unit “Working Conditions and & Adaptation to Change”  
Directorate General Employment, Social Affairs and Inclusion  
European Commission





## **Definition**

Employability is the capability of an employee to competently exercise one or more functions within the employing company, within a different company in the sector, or to have access to potential opportunities in the labor market throughout her/his life.

In a responsible spirit of anticipation and adaptation to change, the social partners recommend taking all necessary initiatives to improve the individual skills and performance of employees, and thus their employability according to the CSR Code of Conduct in the sugar industry signed in 2003 (standards 2 & 7). The responsibility of developing this global approach will be jointly assumed by the employers and the employees.

Since the Code of Conduct on Corporate Social Responsibility is the tool of a lively and dynamic process, the progress on employability will regularly be assessed by the social partners within the frame of the CSR implementation report, with an annual update of the relevant examples of good practice.



## **Good practices**

## **Introduction**

Eight examples of good practice within the sugar industry (or the agri-food industry) have been listed. Each of these examples – with all their differences and variety – illustrates one type of response to the question of employability according to the different approaches taken at national level and at individual company level. Each of them makes its own specific input into the overall thinking under way about employability. Since they constitute a dynamic element in this thought process, they will be updated on a regular basis and should be regarded as a source of inspiration and an exchange of best practice.

Similarly, five examples from outside of the sector have been analysed, each one adding to the thinking under way and making a specific contribution. Without intending to be exhaustive, we hope to suggest some ways forward in this dynamic and evolving process.

## **Good practices outside of the sugar sector**



## SODIE

<b>PLACE</b>	Belgium and northern France
<b>SECTOR</b>	All sectors
<b>CONTEXT</b>	SODIE is a structure created by the USINOR steel group, which operates in the context of the restructurings having led, in particular, to the creation of ARCELOR, before the merger-takeover which led to the ARCELOMITTAL group. SODIE gets involved in restructurings within industrial centres, by providing assistance to proposed small and medium-sized enterprises aimed at revitalising these centres.
<b>PROJECT</b>	<p><b>Objectives</b> Revitalisation and restructuring of economic centres</p> <p><b>Implementation</b> In the 1990s, SODIE carried out several projects aimed at revitalising steel-manufacturing centres in France. The decision to stop hot working in the Liège region led ARCELOR, later ARCELOMITTAL, to start up a similar project in Belgium. A team of business engineers was set up to support creators of enterprises or heads of enterprises, workers in the enterprise, but also those having no connection with it.</p> <p>In 2004, their target was to create 2,700 jobs in five years, i.e. the equivalent of the number of the jobs lost in the steel industry. The aid consists of a financial loan on favourable terms and at a fixed rate for a period of 5 to 7 years and assistance in establishing and formalising a business plan. SODIE also helps potential entrepreneurs look for available financing and assistance and monitors companies after they have been set up. The funds made available are ARCELOMITTAL funds. The new small/medium-sized enterprise signs an agreement with SODIE specifying the number of jobs to be created within five years.</p> <p>The project is followed up with the unions, who attend regular assessment meetings with SODIE's managers.</p>
<b>RESULTS</b>	<p><b>Qualitative results</b> Several dozen enterprises in a range of sectors have been established in the Liège region. SODIE support is regarded as a hallmark of quality by other potential partners of the enterprise, such as banks or public investment companies.</p> <p><b>Quantitative results</b> 2,283 jobs planned as at 1 April 2009</p> <p><b>Occupations and skills involved</b> All occupations, all skills and all sectors</p>
<b>SUCCESS FACTORS</b>	<ul style="list-style-type: none"> <li>- Follow-up in the context of ARCELOMITTAL social dialogue</li> <li>- Professional help in establishing business plans and several years of follow-up</li> <li>- Conditional on the creation of new jobs.</li> </ul>

---

**CONTACT**

Philippe Falla  
Rue Sainte-Marie, 5  
BE-4000 Liege  
Tel: +32 (0)4 224 65 37  
[www.sodie.be](http://www.sodie.be)



## EMPLOYERS' GROUPS (EG)

<b>PLACE AND DATE</b>	France 1985 Belgium 2000 Germany 2005
<b>SECTOR</b>	All sectors, but many practices in the food industry
<b>CONTEXT</b>	In the early 2000s, many sectors were faced with an increased need for seasonal labour. The food industry was particularly affected by these fluctuations. It needed low-skilled or unskilled workers, but ones with specific skills that were transferable from one type of activity to another, namely the health and safety rules applying in the companies concerned. Assistance has been received from the European Social Fund for the implementation of such projects in France and Belgium (subject to different arrangements in the two countries).
<b>PROJECT</b>	<p><b>1. Definition:</b> An Employers' Group (EG) is a company set up by other companies whose sole purpose is to make workers available to its members. The aim is to meet skill requirements occurring on a part-time basis with workers who have the security of a permanent contract.</p> <p><b>2. Legal form:</b> In Belgium, a non-profit-making Economic Interest Grouping (EIG). In France it may be an Association (1901 law) or a SCOP (workers' production cooperative). Employers' Groups are now being set up in Germany. It should be noted that the EIG is the legal form best suited to the European context since it derives directly from European legislation (the EEIG). Cross-border EGs are easy to create thanks to this legal tool.</p> <p><b>3. Aims</b></p> <ul style="list-style-type: none"> <li>• Convert part-time into full-time jobs</li> <li>• Avoid redundancies by sharing workers</li> <li>• Make undeclared work pointless by adjusting to real needs</li> <li>• Overcome the fears of very small companies recruiting their first employees, since the EG is the employer</li> <li>• Optimise the time-management of temporary workers</li> <li>• Validate employees' skills in companies belonging to the EG.</li> </ul> <p><b>Project</b></p> <ul style="list-style-type: none"> <li>• To avoid numerous redundancies by sharing workers with businesses experiencing staff shortages or in need of "critical functions".</li> <li>• To exchange workers across the entire agri-food sector which, unlike Sugar, is not losing jobs overall.</li> <li>• To share training provision.</li> </ul>
<b>RESULTS</b>	<ul style="list-style-type: none"> <li>• Identification and sharing of skills in a local area</li> <li>• Dissemination and spreading of good practice</li> <li>• Greater security for workers</li> </ul> <p><b>On the one hand,</b> the worker is guaranteed work all year round by working in more than one company and benefits from a permanent contract of employment (Belgium).</p>

Training is shared and the workers' employability is enhanced by the diversity of their work experience and by the validation of their skills within the EG.

**On the other hand**, the company's staffing levels are tailored to its needs. Staff retention is improved.

#### **Advantages for the company**

- Staffing levels are perfectly tailored to its real needs
- Retention of part-time workers thanks to a permanent contract
- No additional red-tape; just an invoice
- Savings in terms of time and recruitment costs
- Training provided for workers is not wasted.

#### **Advantages for workers**

- They have full-time, permanent contracts
- Their employability is by a breadth of experience
- Their jobs are more secure since they are less vulnerable to a decline in the turnover of a single company. The companies employing them do not all produce the same thing
- They are not thrown together with other workers in insecure jobs, as is the case on back-to-work schemes
- The company becomes part of a network, which can prove crucial to its development. Experience has shown that the partners in an EG begin to engage in tangible cooperation.

Employees benefit from a much larger supply of work than if they worked in a single company. If an individual firm suffers a drop in orders, workers could be deemed expendable and made redundant. This is not the case in an EG because the member companies operate in different sectors and so do not experience a simultaneous decline in business.

#### **Case study: Jobiris** (since 2001)

The first EG in Brussels was set up in 2001 by four medium-sized companies in the agri-food sector, namely:

- Allmasse SA, a producer of marzipan
- Debaileul SA, a confectionery firm and exporter of frozen cakes
- Didden SA, a producer of sauces and condiments
- Liobel SA, a producer of biscuits for ice cream.

These companies began to share the working time of a single worker for one year. In the second year, four additional workers were hired by the EG.

A major change occurred at the end of 2004 when two larger companies joined: Viangros and Leonidas.

The HR directors of these two companies decided to join the EG after having examined various flexibility options and recruitment practices, including temporary work – which in fact they are still using. The EG enabled them to make substantial savings following the retention of temporary staff in line with their respective seasonal requirements. Thus the workforce rose to 32.

Three new companies joined the EG in 2007, taking the number of

---

	members to nine.
<b>SUCCESS FACTORS</b>	<p>The sector's involvement in a broader sector encourages the transfer of skills.</p> <p>Distinct <b>seasonal differences</b> facilitate the setting up of EGs, which makes the agri-food sector ideal for this kind of solution.</p> <p>Prior <b>employer/employee negotiations</b>.</p> <p>Employees enhance their employability through their variety of experience in the companies belonging to the Employers' Group.</p> <p>Moreover, the supply of work is inevitably better than that in an individual company where low-skilled employees are often deemed expendable at times of crisis.</p>
<b>CONTACT</b>	<p><a href="http://www.crge.com">www.crge.com</a></p> <p><a href="mailto:claudelarsimont@skynet.be">claudelarsimont@skynet.be</a></p>

---



## K4I - KNOWLEDGE FOR INNOVATION

<b>PLACE</b>	United Kingdom
<b>SECTOR</b>	Textile industry
<b>CONTEXT</b>	<p>The textile industry is the 9<sup>th</sup> largest manufacturing sector in the UK, and has an estimated £48 billion revenue per year, employing roughly 120,000 people (compared to 800,000 at the end of 1970s) in 11,000 businesses.</p> <p>It accounts for about 6% of total consumer spending, the lowest proportion in recent history. The main reasons for this record low proportion of consumer spending have been deflation and cheap import penetration: most items of clothing and footwear now cost less than they did at the turn of the century, not only relative to earnings but also in absolute terms. Furthermore, 90% of most apparel lines are imported, mainly from China and Hong Kong (but also from Italy, Turkey, Vietnam and Bangladesh). Inevitably, the UK manufacturing base has shrunk dramatically (e.g. between 1999 and 2004 the production collapsed by 30%), with only exports of luxury and designer products sustaining the industry.</p> <p>This crisis has been accelerated by the global move towards a knowledge-based economy, alongside with insufficient investment in new capital machinery, development and innovation, and the outsourcing of clothing manufacturing.</p>
<b>PROJECT</b>	<p><b>Objectives</b></p> <p>The two main aims of the project were to help textile SMEs to fully understand opportunities coming from the knowledge-based economy and develop their innovation capacity, improving inclusive working practices and technologies; adaptability, innovation capacity and diversification into high added value markets are the keywords of the project.</p> <p>In concrete, the objectives were:</p> <ul style="list-style-type: none"> <li>- To create a set of high-quality, cost-effective, web-based training materials always available to all textile companies and their staff.</li> <li>- To allow SME owners and employees to select modules and study at times and places to suit their individual circumstances and give access to a wide range of material.</li> <li>- To support textile SMEs by mentoring them through the technology innovation process.</li> </ul> <p><b>Project analysis</b></p> <p><b>Introduction</b></p> <p>The Knowledge for Innovation Development Partnership (K4i) was financed by European Social Funding (ESF) through the EQUAL funding stream, Round 2, for the period 2005-2008.</p> <p>The initiative focussed on adaptability challenges and issues within the technical textile industry in England: it aims to support companies and employees to adapt to structural economic change and the use of ICT and other new technologies.</p> <p>The main reasons for such project can be identified looking at the Equal Round One project "TASK": it evidenced the lack of IT skills and a low</p>

level of education in the sector, together with a poor understanding of the role of IT. Moreover, the 2004 Skillfast survey identified that, although technical skills have strategic importance to SMEs in the textile industry, there is a lack of relevant technical courses and training infrastructure.

Summarizing, the barriers that prevent the sector from developing to its full potential include:

1. training barriers due to time and cost constraints
2. lack of provision for highly specific technical training needs
3. lack of training infrastructure
4. SMEs get little innovation help from universities.

The project looked for ways of helping textile SMEs to develop their innovative capacity, so that they can improve their inclusive working practices and their technology, and become able to adapt and diversify into high added-value markets.

### ***Implementation strategy***

The project was led by the William Lee Innovation Centre, an high-level education institute based within the School of Textiles and Paper at the University of Manchester, characterised by a settled experience with a large number of SMEs in the UK. In addition to industrial partners, other partners include Skillfast UK, the Sector Skills Council for Fashion and Textiles, Stoll UK Ltd., the knitting machine agent, NWtexnet, which promotes the technical textile industry in North West England and DTI, the national department for Business, Innovation and Skills.

To approach the project, companies could directly join the Industry Innovation Unit or one of the established clusters: this automatically gave them access to research support and technology mentoring. A programme of dissemination was also realized to recruit companies.

The activities designed to achieve these objectives were organised into two interrelating sets, with the support of a third unit.

1. Industry innovation unit: the objective of this unit was to help SMEs to innovate. The activities of this unit included awareness rising (concerning new opportunities in the knowledge-based economy), development of a database of companies with specific technical competences in the textile sector, development of special interests groups or "clusters", following the mentoring model (e.g. multidisciplinary groups composed by scientists and SMEs to create new products), creation of new products, management of intellectual property rights and licences and production of case studies.
2. Knowledge Management Unit: this unit was responsible for the development of the Knowledge Bank, a virtual training platform for companies and employees.  
The Knowledge Bank aims at providing different training materials: the "web-based training" material is used to deliver content to the user without significant interaction with training professionals or managers, while "supported online learning" is

characterised by the learner interaction with a tutor, dialogue with other students, collaborative activities and access to additional resources and materials. These two methods are usually addressed to a group of students through a formal "course-based" learning method, with a broad overview: the learning objectives are clear and a final assessment of the training is possible.

Another opportunity offered by the Knowledge Bank is "informal e-learning" in the workplace: this is particularly useful for knowledge-intensive organisations and is tailored to individuals, allows to deepen a single topic, following the "just-in-time" method and answering to immediate needs.

To perfect the development of the Web Bank the unit developed a useful search engine and always maintained a user-friendly approach.

3. The third unit (Equal Opportunities Unit) was established to facilitate the integration and development of the EQUAL principles (Partnership, Innovation, Empowerment, Trans-nationality, Equal Opportunities and Mainstreaming) across all K4I activities: the main activities were helping and advising the implementation work and monitoring the principles.

---

## RESULTS

The main achievements of K4I have been:

- Provision of high-standard free education of to businesses too small to be able to invest in staff training.
- Opportunity for the staff to manage and personalize the training method, with flexible access to resources.
- Provision of constantly updated contents to ensure that training remains targeted and relevant.
- Increased inclination to innovation through exposure to latest research and ideas.
- Increased capacity of propose practical solutions by SMEs in the textile sector.
- University of Manchester students are now learning about textiles with the Knowledge Bank.
- Innovation Seminars enabled working relationships to be formed between Universities and businesses.
- Formation of long-term domestic and international partnership (as the Learn2Innovate experience shows).

To better evidence the results achieved is also possible to separately analyse the units' results:

1. The Industry Innovation Unit:
  - Has been able to realize a vigorous programme of awareness raising activities, including attendance at conferences and seminars.
  - Completed a database of 3,834 textile companies
  - Recruited and trained innovation mentors to provide practical support for small textile businesses.
  - Experienced three clusters dedicated to the development of new products, involving 23 companies in medical textile innovation, protective textile and electro textiles: The

"Scan2knit compression stocking" realised the most effective available treatment for venous ulceration, cheaper than alternatives, and was voted one of the top innovations by the "Future Material magazine".

2. The Knowledge Management Unit:

- Developed the Knowledge Bank a different and innovative initiative, specifically created for the textile industry, using the latest web technologies to present complex information in a clear and concise way.
- The material is completely free of charge to textile companies while most work-based training is very expensive.
- It allows to personalise learning plans for each individual through an interactive method.
- The learning modules constitute the main content of the Knowledge Bank. There are also some case studies and other relevant materials. The learning modules cover Fabric manufacture (16 modules), Medical textiles (17 modules), Information technology (5 modules), Technical textiles and the global economy (2 modules), Equal Opportunities (2 modules)

3. The Equal Principles Unit

This unit promoted and monitored the integration of the EQUAL principles, delivering a training workshop on Equal principles and one on equal opportunities. It also offered expert advice during the implementation of the project, creating and successfully piloting two online modules for equal opportunities training.

Future possible developments of the experience include:

- Expansion of training contents included in the Knowledge Bank.
- Addition of new assessment and personalisation tools.
- Wider participation within the textile industry.

---

**SUCCESS  
FACTORS**

1. The choice of the web-based platform has been the key for the success of the experience.
2. The focus on innovation and enhancement of skills represents an important break with the past.
3. The partnership between high-education institutes and industrial actors allowed a positive and innovative approach to problems.
4. The mentoring method was appreciated by the industries involved.
5. The development of trans-national partnership allowed a useful exchange of experiences and best practices to face problems of the sector.

---

**CONTACT**

William Lee Innovation Centre  
The University of Manchester  
P.O. Box 88 Sackville Street  
GB-Manchester M60 1QD UK  
Tel. +44 (0) 161 306 5747  
[www.k4i.org.uk](http://www.k4i.org.uk)



## DANONE – EVOLUANCE

<b>PLACE</b>	France
<b>SECTOR</b>	Agro-food industry
<b>CONTEXT</b>	<p><b>Food industry:</b></p> <p>The food industry is the biggest in France in terms of turnover, and a chief contributor to the national trade balance. This is largely accredited to heavy investments made by food and beverages companies in R&amp;D (research and development) activities. Moreover, the country is one of the worldwide leaders in functional food sector.</p> <p>The French food industry has been performing comparatively well amid recession with an overall increase in sales and a relevant export surplus. Enterprises operating in the food sector are constantly adjusting their strategies showing abilities to adapt to new regulations and new food-consumption habits.</p> <p>The sector is represented by the National Association of Food Industries (ANIA - <i>Association Nationale des Industries Alimentaires</i>), made up of 21 sectoral national federations. It actually involves 415,000 workers on the whole, and the "sugar branch" is the only one losing employees.</p> <p><b>The company:</b></p> <p>Group Danone is a multinational company based in Paris that claims for world leadership in fresh dairy products, water, infant food and medical nutrition. Danone employs more than 80,000 around the world and declares more than €15 billion revenue in 2008.</p>
<b>PROJECT</b>	<p><b>Qualitative objectives:</b></p> <ul style="list-style-type: none"> <li>- The Evoluance programme aims at qualifying employees, achieving different certifications and diplomas.</li> <li>- It is possible to put in evidence a double aim of the project: on one side, enhance employability and internal career progression, strengthening the company focus on employees; on the other side, increase the human capital and knowledge within the company to better the global economic performance. The programme shows also a social relevance, aiming at improving the educational level.</li> <li>- The strategy wishes to prepare employees to forthcoming technologic changes, emphasising the idea of lifelong learning, mobility and employability, conducting employees to greater autonomy, self-confidence and responsibility.</li> </ul> <p><b>Quantitative objectives:</b></p> <ul style="list-style-type: none"> <li>- Quantitative objectives have been periodically updated and reviewed (at least once a year). Education objectives foretold to qualify 750 employees within 2006 and 1,000 within march 2008. The actual forecast aspires to complete the procedure for 2,000 employees within 2012.</li> <li>- Initial trainees composition objectives: 70% industrial workers, 20% logistic workers, 10% administrative employees.</li> <li>- Involve 40 establishments in 6 companies of the group: 22 factories, 10 storehouses, 6 sites and 1 centre for research.</li> </ul>

### ***Why: elements contributing to emergence of the programme***

The Evolvance programme is considered as part of a global Human Resources and training strategy of the group: it started in 2000 with the creation of the "RH Partenaire", a shared HR unit, placed at service of French companies of the group. The unit is focused on the development of employability, individual and team capabilities.

Danone group is characterised by the presence of roughly 9,000 employees in France, whose 40% didn't achieve the new BAC (high school degree) and 9-10% is illiterate. Moreover, 43% of the employed population is aged over 45 and low-skilled. Hence, investments in internal formation are clearly needed and welcome.

### ***Who and where: target population and geographic limits***

The programme targets the personnel of five companies of the group, located in France<sup>1</sup>. On the whole, the targeted population actually consists of 8,500 employees (whose 6,000 workers, office employees and "agents de maîtrise"), expressly excluding only the managerial staff.

### ***What: description of the programme***

The Evolvance programme allows employees to achieve different certifications.

The main tool identified to carry out the training programme is VAE (Validation of Acquired Competences), that provides opportunities to obtain a knowledge and experience certification, achieving one of the diplomas included in the National Education system. VAE enables access to more than 50 different diplomas or high-level technical diplomas (BTS - brevet de technicien supérieur).

Other professional and technical certificates achievable through Evolvance are the CFG (Certificat de Formation Générale), mainly devoted to fight illiteracy and CQP, (Certificat de Qualification Professionnelle), established and recognized throughout French food industries.

Actually, the focus of the programme is moving towards technical competences, to better face technologic challenges.

### ***How: implementation strategy, financial support, social partners role***

The first agreement signed in October 2003 established a partnership between Danone, Agefaforia and the French Ministry of Education.

Agefaforia is an organization set up in 1997, grouping 29 trade unions and employers associations of the agricultural and food industry. Its role is to finance professional and educational training programmes, providing

---

<sup>1</sup> The companies are: LU, DANONE FRANCE, DANONE EAUX FRANCE, BLEDIAN, DANONE VITAPOLE and Siège.

high-specialized assistance: in the Evoluance programme Agefaforia covers administrative and financial management. It also enables the opportunity to achieve CQP (Certificat de Qualification Professionnelle), a specific certification recognized throughout the French food sector<sup>2</sup>.

The Ministry of Education provides its support simplifying the way to achieve educational certifications and placing GRETA (GRoupements d'ETablissements) and DAVA (Dispositif Académique de Validation des Acquis) at their disposal. GRETA is the national network of public and adult education centres, characterised by a widespread territorial distribution: its participation in Evoluance is considered crucial by Danone, as it enabled a great organizational and practical support. DAVA is the public network devoted to the validation and certification of educational and training activities, accompanying employees through their VAE path.

The leading group that manage the Evoluance experience is actually composed by the coordinator Ms Laurence Kopelman (Danone), the ministerial collaborator Ms Annie Lemoalle, the Agefaforia coordinator Ms Catherine Guyonnet and the participation of 30 GRETA experts, 20 DAVA academics.

The path to achieve the qualifications is carefully organized in different stages, including management consultation meetings, informative meetings with employees, and a particular attention devoted to individual talks to identify personal attitudes and choose a feasible pattern.

To spread the participation of employees, the programme makes use of many instruments to persuade employees, including meetings with social partners and internal advertising.

### ***When: chronology***

The programme started in 2003, when the group decided to launch a two-years programme centred on employability, called "Evoluance" (Evolution): a tripartite agreement was signed in October 2003 between Danone, Agefaforia and the French Ministry of Education. The programme has been renewed and strengthened further in 2005 and again in 2007 for two more years (till the end of 2009).

---

## **RESULTS**

### **Qualitative results:**

- On the employees side it allowed to quickly achieve diplomas recognized internally and externally, enhancing their personal, family, social appreciation and self-confidence; it also enable new career and mobility opportunities.
- On the employer side, the positive element is the greater dynamism of knowledge within the group, that helps to innovate and face new technologic challenges; it also favours mobility and helps in identifying undiscovered potentialities among employees.
- Finally, the "accompanying strategy" enables the company plan in

---

<sup>2</sup> For more information on CQP

[http://www.agefaforia.info/agefaforia.php?page=entreprise\\_demarches\\_pedagogiques\\_cqp.htm](http://www.agefaforia.info/agefaforia.php?page=entreprise_demarches_pedagogiques_cqp.htm)

advance organizational strategies starting from the competences and skills that will be available in the next future.

**Quantitative results:**

(November 2005 – end of the first stage):

- 572 employees followed the path to achieve a qualification
- 114 employees (100%) achieved a CFG (General training certificate)
- 368 employees (80%) achieved a diploma through VAE (validation des acquis de l'expérience)
- 74 employees (100%) achieved a CQP (Certificate of professional qualification)
- 16 employees were involved in laboratory training, certified by Danone Group.

(November 2007 – end of the second stage)

- 936 employees have already participated in the programme
- 90% of candidates participating in VAE have obtained their diploma.
- 100% of candidates achieved CFG (163 employees)

100% of candidates achieved CQP

---

**SUCCESS  
FACTORS**

- The high-experienced staff provided by GRETA, DAVA and Agefaforia contributed to the success of the experience. The tripartite agreement is a fundamental basis for the success of the project.
- The anticipative approach allows to successfully face technological and organisational challenges.
- The individual and personalised approach used to deal with employees is a successful element in the spreading of the experience.
- The duplicity of purposes and the social relevance of the programme put in evidence benefits both for employees and the Group.
- The constant monitoring of results allows the regular updating and adjustment of objectives.
- The involvement of social partners guarantees a stable environment and a transparent and shared approach.

---

**CONTACT**

Ms Laurence Kopelman

E-mail : [laurence.kopelman@rebond-rh.com](mailto:laurence.kopelman@rebond-rh.com)

## FUTURUM

<b>PLACE</b>	Sweden
<b>SECTOR</b>	Postal services
<b>CONTEXT</b>	<p>In 1993, Posten AB, the national postal services operator in Sweden, started liberalising postal services, which led it to consider the mass redundancy of a large portion of its unskilled and semi-skilled staff. The proposed redundancy plan is one of the most important in the history of Swedish industrial relations. In the context of a strong tradition of social dialogue, Sweden had, from the early '70s, established joint employer-employee structures to support redundant employees in outplacement. The "Swedish Council of Redundancy Support" (CRS) was created and is administered equally by the private-sector employers' organisation and employees' unions. The Futurum programme was created specifically for the postal sector in 1999. Nearly ten years after it began, the social partners' assessment is largely positive, since 85% of the employees who joined the programme found another job within ten months of leaving Posten AB.</p>
<b>PROJECT</b>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>- Organise outplacement and appropriate training of Swedish postal-service employees who agree to leave their job, under socially acceptable conditions.</li> <li>- Preserve Posten AB's image as a socially responsible employer.</li> </ul> <p><b>Implementation</b></p> <p>The Futurum project is a jointly-run autonomous structure, created in 1999, six years after the beginning of the liberalisation of postal services in Sweden, in a context in which the need for unskilled labour had starkly diminished, with closures of post offices and sorting centres. The programme is based on the CRS structure as well as an initial collective agreement under which employees joining the programme, of which they become employees for an interim period of up to 18 months, retain their wages and their social benefits. The employees concerned are effectively taken away from their work assignments so as to be able to devote themselves to actively looking for a job, while at the same time benefiting from assistance in the form of counselling and coaching, but also by training funded entirely by Futurum. Posten AB and the unions involved have produced a guide explaining the procedures and formalities for entering the programme. Entry into the programme is voluntary. To date, the success rate is high (see results).</p>
<b>RESULTS</b>	<p><b>Qualitative results</b></p> <ul style="list-style-type: none"> <li>- The programme is the biggest outplacement scheme in the history of Swedish industrial relations. It is quoted by social partners as a model for successful outplacement combined with training.</li> <li>- The majority of those affected were low-skilled women.</li> </ul> <p><b>Quantitative results</b></p> <ul style="list-style-type: none"> <li>- Almost 85% of participants in the programme found a job within ten months and 15% within 18 months.</li> </ul>

### **Occupations and skills involved**

The occupations concerned are essentially low-skilled (postmen and -women, counter employees, mail sorters), but the training helped improve the skills of programme participants.

---

### **SUCCESS FACTORS**

The joint employer-employee aspect and social dialogue are the principal success factors. The support of a pre-existing tripartite structure, the CRS, was a great help. The communication set up jointly in relation to the project was also a major success factor.

---

### **CONTACT**

Anders Rosell  
Avtal och Villkor  
SE-105 00 Stockholm  
Tel.: +46 (0)8 781 11 47  
[www.posten.se](http://www.posten.se)

## **Good practices within the sugar sector**





<b>PLACE AND DATE</b>	<b>Agrana Zucker – Hohenau factory – Austria</b> 2006 to 2009
<b>SUBJECT</b>	<p>Vocational training/retraining foundation created by Agrana (Arbeitsstiftung Agrana)</p> <p>The purpose of the foundation is to support, in different ways, former employees of the Agrana factory in Hohenau who have lost their jobs: skills, training, help in seeking out new employment prospects or a new job, assistance in setting up a business.</p>
<b>CONTEXT</b>	<p>Due to the need to cut costs within the context of the reform of the sugar regime, the Hohenau site was closed after the 2005 campaign. Apart from seasonal workers, 136 permanent employees were also affected. Under the social plan that was negotiated, management and personnel tried to find optimum solutions for the employees concerned. Some were able to continue working within the company, whilst others benefited from early retirement. The aim was to offer the remaining personnel the best training or retraining possibilities so as to optimise their chances of returning to the labour market.</p>
<b>PROJECT</b>	<p>In Austria, the legal possibility exists of receiving unemployment benefits during a training period for up to 209 weeks (Law on unemployment insurance - Art. 18-5). This can be done when the company that used to employ the persons in question creates an institution responsible for planning and implementing measures with an economic impact. This institution must be recognised by the employers' and trade union organisations empowered to negotiated collective agreements (Law on unemployment insurance - Art. 18-6).</p> <p>Thus it was that the Agrana Hohenau training/retraining foundation was created by the department responsible for the labour market in Lower Austria (Arbeitsmarktservice Niederösterreich), an institution with experience in the creation of training foundations for the agri-foodstuffs industry (Aufleb GmbH), in conjunction Agrana.</p> <p>In this way, each employee was offered the choice between a new career direction, a training or retraining course or new types of training. A special unemployment benefit is paid during this period.</p>
<b>RESULTS</b>	<p>The social plan was finalised at the beginning of 2006. The foundation was created in March 2006. Employees were able to register up to December 2006.</p> <p><b>Quantitative</b></p> <p>60 employers were interested and 49 of them were admitted with a view to vocational guidance and qualifications.</p> <p><b>Qualitative</b></p> <p>The result is a socially secure to direct people to the new labor market, especially for older workers, common in the sugar industry, while this change is particularly difficult.</p> <p>The success percentage is over 90% within the framework of the</p>

	foundation created by the Austrian food industry. The same result is hoped for in the case of former Hohenau employees.
<b>FACTORS OF SUCCESS</b>	Public/private financing. Collaboration between a region and a company. Project conducted jointly and recognized by the trade unions and employers' organisations. Existence and use of a law allowing to use unemployment benefits to follow training courses up to 209 weeks.
<b>RESOURCES ALLCOATED</b>	The training costs amounted to about 6,000 Euros and were financed by the company and the social partners (through the food foundation). Possible extended unemployment benefits would be payable by the authorities.
<b>EMPLOYABILITY</b>	For the workers admitted, the result is better possibilities of successfully returning to the labour market, particularly for employees who had worked in the sugar industry for a long time, which was usually the case, and for whom a change was more difficult to manage.
<b>CONTACT</b>	Gerhard ROBL <a href="mailto:Gerhard.robl@agrana.at">Gerhard.robl@agrana.at</a> Thomas BUDER <a href="mailto:Thomas.buder@agrana.at">Thomas.buder@agrana.at</a>

**PLACE AND DATE OBSERVIA - France**

Date: since January 2005, following an agreement between the social partners on 6 December 2004

**CONTEXT**

Prior to the reform of sugar production which began in Europe in 2007, France was the world's 8<sup>th</sup> largest sugar producer, the second largest producer of beet sugar and Europe's number-one producer of sugar from all sources combined (mainland France and overseas departments). The industry employed 9,500 people in 2005; two years later that number had fallen to 8,100, including 2,380 seasonal workers. **France looks likely to lose almost a fifth of its output as a result of the European reform.**

The food sector is represented by the ANIA (National Association of Food Industries), made up of 18 national federations. It currently employs 412,000 workers. France's food-producing sector and companies are undergoing constant change. The sugar industry is the only one losing jobs.

**PROJECT**

**This joint initiative** (employers and unions) came about following the adoption of a French law obliging companies and sectoral federations to create **trade-based observatories** as from 2004. The sugar industry opted not to go it alone but to join with other food sectors in this project, positioning itself in the broadest possible framework and involving the social partners, which was not part of the statutory obligation. The idea was to:

1. **Set up a mechanism** to manage jobs and skills
2. **Establish gateways** between trades and skills
3. **Identify training pathways**

**Why set up an Observatory?**

- To gain better knowledge about existing trades (an inventory) by **mapping** the various trades in the sector
- To gain the broadest possible field of observation and study for a better approach to the trades concerned
- To plan ahead as concerns trades and training needs
- To better identify developments in food sector trades
- To act as a think-tank regarding the factors affecting our trades
- To seek solutions to meet new challenges.

**How was the Observatory set up?**

With support from the ANIA, through the commitment entered into by the **social partners**, and drawing on the sector's own funds:

- By signing an agreement on 6 December 2004 between
  - 5 trade union organisations
  - 18 employers' organisations(17 more federations have signed up since then)
- By bringing together occupations involving similar or related trades
- By seeking synergy between sub-sectors encountering cross-cutting and specific problems

- By pooling resources. An annual budget of €300,000
- By adopting modern means of communication
- By establishing a joint steering group with the task of:
  - Implementing the general guidelines
  - Setting priorities for the study programme
  - Determining and overseeing the resources needed for these studies
  - Issuing calls for proposals and choosing experts, monitoring and validating their work.

---

## RESULTS

Five years after the launch of Observia, the sector has gathered data such that specific activities can be carried out.

If employability means the capacity of an employee to continue performing his/her duties within the company or outside of it, the company and the employee him/herself must have a vision of their current and future duties.

The work of the Observatory that will lead to this “vision” is as follows:

- **Forecasting developments in the food sector over the next 5 or 10 years**
  - Working hypotheses
  - A framework for understanding and analysing trends, based on relevant variables within the general context of a globalised economy (energy costs, WTO agreements, etc.) and the situation in respect of demand (consumption patterns, purchasing power, etc.) and supply (traceability, labels, etc.). A comparison of these datasets will make it possible to ask the right questions.
- **Common definitions** of the terms used (family, trade, employment, etc.)
- **Quantitative study:** creation of a numerical database on the sector (companies, employees: numbers, ages, etc.) so as to have an overview of employment throughout the sector under the purview of the Observatory.
- **Study on the attractiveness of the food industry** to young people (attracting motivated youngsters is a priority issue. This study has enabled the sector and companies to introduce a plan of action in the light of young people’s perceptions).

Armed with these findings, the sector launched the operation “**Joining together to feed your future**”. The intention is to inspire enthusiasm and make the sector and its trades better known by offering 100,000 in-house placements to youngsters over a three-year period. This operation encompasses all trades.

What is more, the study is being conducted in partnership with the Ministries of Education and Food (under a multi-annual cooperation agreement).
- **Mapping of trades – update**
- 9 occupational families and 46 main trades have been mapped and analysed ([www.observia-metiers.fr](http://www.observia-metiers.fr) – “*Métiers et*

- *qualifications*” report)
- **Retrospective study** providing an overview of staffing trends in companies and the sector as a whole over the past 10 years
- **Study on equality at work:** a thorough benchmarking of practices, geared to remedying disparities
- In future: **Study** (quantitative and qualitative) **on the employment of people with disabilities** in the food industry.

**The following success factors have been identified**

- The Observatory is a **joint** body resulting from negotiations and an agreement between the employers’ federations and trade unions
- Scope of the area under observation (35 federations representing as many sectors of activity)

Flexibility of the structure: just one member of staff, and using the best experts for whatever study is being undertaken (e.g. MANEXPERT for the mapping of trades; FUTURIBLE for the forward-planning part, etc.).

<b>RESOURCES ALLOCATED</b>	The start-up phase was facilitated by the support of the ANIA, by the commitment of the social partners and by drawing on the sector’s own resources (through OPCAs – approved joint revenue collection bodies for the management of training funds). An annual operating budget of €300,000 is envisaged.
<b>EMPLOYABILITY</b>	Observia is designed in such a way that employees can steer their own development, enrich their (economic, social and symbolic) capital, so as to make a success of their working lives, i.e. to possess and enhance the skills demanded on the job market.
<b>CONTACT</b>	Caroline Cohen OBSERVIA Observatoire des métiers des industries alimentaires 21, rue Leblanc FR-75015 Paris Tel: +33 01 53 83 92 34 / Fax: +33 01 53 83 92 39 <a href="mailto:ccohen@observia-metiers.fr">ccohen@observia-metiers.fr</a> <a href="http://www.observia-metiers.fr">www.observia-metiers.fr</a>



<b>PLACE AND DATE</b>	<b>Südzucker - Germany</b> Current permanent company policy
<b>CONTEXT</b>	Südzucker is the largest sugar producer in the EU and employs 8,598 people in the sugar business and 17 000 persons in the whole group.  The total turnover of the Südzucker Group is almost €6 billion.
<b>PROJECT/ COMPANY POLICY</b>	Improvement of workers' skills is organised at all levels: <ul style="list-style-type: none"> <li>• vocational education for young people (more than 10% of the permanent staff) in the following areas: electrics, mechanics, chemical laboratory, business administration</li> <li>• all employees if necessary: IT training, commercial activities, software knowledge, R &amp; D (for management: behavioural training such as leadership, negotiation)</li> </ul> <p>Highly skilled young graduates are recruited taking into account their ability to evolve and adapt to different activities.</p> <p>There is a close relationship with schools and universities.</p> <p>Specific programmes are aimed at the staff on an international level.</p>
<b>RESOURCES ALLOCATED</b>	No specific budget Up to now no requirement for public funds
<b>RESULTS</b>	<b>Qualitative</b> Good external image of the company which looks attractive for qualified and highly qualified young people.
<b>FACTORS OF SUCCESS</b>	Possibility for workers to improve their own skills at all levels, to develop a career and to be prepared for new tasks within the company or outside.
<b>EMPLOYABILITY</b>	Linked to the development of personal skills, the ability to manage different tasks within the company or outside.
<b>CONTACT</b>	Dr Norbert Kailich <a href="mailto:personal@suedzucker.de">personal@suedzucker.de</a> <a href="http://www.suedzucker.de">http://www.suedzucker.de</a>





<b>PLACE AND DATE</b>	<b>Ferrara Food S.r.l. - SFIR SpA - Italy</b> 2009
<b>CONTEXT</b>	<p>S.F.I.R. was one of the four sugar groups operating in Italy before the sugar reform of 2006. Following to the reform, S.F.I.R. closed three of its four factories in the framework of the national law on the sugar sector reform. The Pontelagoscuro refinery (near Ferrara – Emilia Romagna) was the only one remaining operative for the 2007-08 sugar campaign. This sugar factory was closed in 2008/09, after relinquishment of the remaining sugar quota. A new economic activity was planned.</p>
<b>PROJECT</b>	<p>The primary objective was to continue the group's tradition in the food industry by a new initiative called 'Ferrara Food' aiming at identifying concrete alternatives for sugar-beet growing, guaranteeing the level of employment previously provided by the sugar production, consolidating and maintaining the agro-food industry in Emilia Romagna.</p> <p>According to an agreement signed on 20.7.2007, the group undertook to build a new industrial site to produce and market tomato-based concentrated sauces, tomato by-products, soups, spices and fruit by-products, providing for the possibility of extending the production to organic, protein and health food in subsequent years.</p> <p>In addition S.F.I.R. developed a specific supply chain in the tomato cultivation area, respecting high qualitative standards, which are considered the distinguishing feature of the new activity. The creation of this supply chain involved close collaboration with local agricultural associations, ensuring a consistent impact on agricultural activities and the labour market.</p>
<b>RESULTS</b>	<p><b>Qualitative</b></p> <ul style="list-style-type: none"> <li>- The timetable foreseen in the agreement has been strictly observed, with the conclusion of the whole process in 16 months and the launch of production activities in July 2009.</li> <li>- The company set up ad-hoc training and retraining activities in 2009, based on concrete demands. In the first season (summer 2009) the <i>side-by-side</i> method was selected, with workers learning their job with the assistance and help of technicians who installed the machinery on the site.</li> <li>- As a result of the agreements signed in December 2007 at national and regional levels, steady monetary assistance to support employees has been guaranteed for the entire transition period. This assistance consists of national transfers and an additional transfer directly paid out by the company.</li> <li>- Consolidation of the agro-food industry in Emilia Romagna, offering new economic prospects for the immediate future.</li> </ul> <p><b>Quantitative</b></p> <ul style="list-style-type: none"> <li>- The new company already employs 12 permanent workers from the former Pontelagoscuro sugar factory and 90 seasonal workers from the local labour market.</li> </ul>

<b>FACTORS OF SUCCESS</b>	<ul style="list-style-type: none"><li>- Combined support of trade unions, the national federation (Unionzucchero) and public authorities (region Emilia Romagna. Province of Ferrara, municipalities of Ferrara and Argenta).</li><li>- Allocation of clearly defined roles among the partners involved and optimal collaboration.</li><li>- The new activity, combined with a regional strategy to boost the agricultural and food-industry activities and the promotion of agro-energy industries, provides new perspectives for the local and regional economy and creates new opportunities on the labour market.</li><li>- The previously defined national approach was effective and offered the prospect of starting a new and profitable activity in a reasonable time. The initial results (August 2009) are better than expected.</li></ul>
<b>RESOURCES ALLOCATED</b>	The industrial plan presented by SFIR in 2007 scheduled an investment of €25,000,000 in 16 months and forecast annual turnover of €50,000,000
<b>EMPLOYABILITY</b>	<ul style="list-style-type: none"><li>- Even though the employability approach could be seen as 'remedial', it has been effective: all employees were covered by the national system of incentives and economic assistance, together with the job opportunities offered by the new site.</li><li>- Regarding HR development, the company aims at continually enhance the competencies and know-how of employees regarding the growing activity as well as more extensive economic and production activities.</li></ul>
<b>CONTACT</b>	Avv. Giorgio Sandulli – Unionzucchero <a href="mailto:sandulli@unionzucchero.it">sandulli@unionzucchero.it</a> <a href="http://www.unionzucchero.it/">http://www.unionzucchero.it/</a>

<b>PLACE AND DATE</b>	<b>Italy</b> 2006/2007/2008 and the years beyond
<b>CONTEXT</b>	Restructuring Social dialogue to employee labour force after quota abandonment and closures. The restructuration process consequent to the OCM reform, in Italy, involved all the sugar companies and in the first wave (2006) 13 out of 19 firms were closed. After that, in 2008, two other firms will be closed (total 15 out of 19).
<b>PROJECT</b>	Through a very deep and intensive social dialogue which involved Employers, Trade unions, Local and National Authorities and Growers associations, the Italian Companies are trying to develop alternative projects (biofuel, energy, ...) to employ the most of the people involved in the closures.
<b>RESULTS</b>	A first national agreement was signed in February 2006 between UnionZucchero (the national Association representing the Sugar Italian Companies) and national and local Trade unions to guarantee employees; also giving them additional financial support (additional to the public social benefits). A second national agreement has been signed (11 XII 2007) to confirm the first one, increasing the financial support given to the employees. By the agreements reached between Unionzucchero and Trade unions, collective dismissals involve only older retiring workers and volunteers financially encouraged. In the meantime, several local agreements have been signed to specify how, where and when the new industrial activities intended to employ remaining workers are going to start.
<b>RESOURCES ALLOCATED</b>	The whole program has been involving more than 1 500 employees. Retiring workers and volunteers received through collective agreements incentives (from 5.000 € to 38.000 €) to leave the company. People remaining in the companies are involved in working shifts and – when there is no work for them – they receive about 1.000 € / month from public social benefits and about 600 € / month from the company (gross). Such program means about 8.000.000 Euros/year from public resources (social benefits). To guarantee such social plan (additional financial support and incentives to their employees), companies are using a significant part (more or less about 14 %) of the received restructuring aid (Reg. 320/06/CE). In addition, to start new activities (able to offer new job opportunities to all the still employed workers) sugar companies are going to make investments (globally at national level) for over than 1.300.000.000 Euros. Extraordinary financial support to the about 2.500 seasonal workers which lost job opportunities have been given from public resources too (more or less about 9.000.000 Euros in 2006, 9.000.000 Euros in 2007 ; not yet quantified in 2008 but from 4.000.000 to 9.000.000 Euros).
<b>CONTACT</b>	Avv. Giorgio Sandulli – Unionzucchero sandulli@unionzucchero.it <a href="http://www.unionzucchero.it">http://www.unionzucchero.it</a>



**PLACE AND DATE**   **Polski Cukier - Poland**  
2008

---

**CONTEXT**

Over the last five years, five sugar companies have ended their activities in Poland. In October 2009, Pfeifer und Langen took over BSO Polska (that company was formerly owned by British Sugar), leaving four producers in activity.

Krajowa Spółka Cukrowa S.A. (hereinafter referred to as Polski Cukier or KSC) has 40% market share in Poland. The remaining 60% are shared by Pfeifer und Langen, Südzucker, Nordzucker and up to October 2009 BSO Polska.

The Polish state holds 85% of Polski Cukier shares. Other shareholders are employees and beet growers. In 2003 KSC (capital group) used to employ more than 6 thousand people and had 27 production plants. Restructuring measures have been taken continuously for the few recent years, but Polski Cukier adopted a socially responsible approach and developed a specific programme to support employees leaving the company.

The last phase of the program started in 2008, when the Company achieved the target goal and reduced the number of active sugar plants to 7. Employment was decreased to 2000 people (only in 2008 about 900 employees lost their job).

---

**PROJECT/  
COMPANY  
POLICY**

A significant share (nearly 40%) in the reduction of employment in Polski Cukier was made on a voluntary basis, which consisted in assistance and support given to the dismissed employees.

Assistance means financial support on grounds of dismissal (additional support, not connected with severance package which is guaranteed by law), help during the search for a new job, financial support in starting a sole proprietorship and job trainings. All these measures aimed at providing new skills and qualifications to the workers. The implemented programme gave also the possibility to analyse previous career, draw conclusions and to plan few steps to pursue of changing position or place of work.

An outplacement program (voluntary dismissal program) has been implemented. One of its strategic elements was a financial support on grounds of dismissal (which could reach up to 24-months average salary). This outplacement program was set-up in factories that had to be closed because of the reform of the sugar regime (i.e. three factories in 2008). Most dismissed employees live in small towns or villages and are associated with agricultural sector and therefore a specific support can make a big difference in the job search.

The launch of new programs is announced within the company and detailed information reaches all interested employees. If there are any questions, regarding rules of the programme, trained employees of human resources department give all information.

The trainings are focusing both on the strength of employees' skills and the needs of the local labour market. Short-term business needs are not usually taken into account.

In addition, cooperation with Polish technical universities has been implemented. The collaborations with the Technical University of Łódź, Warsaw University of Technology, University of Technology and Life Sciences in Bydgoszcz have been for instance successful. Some of employees found job in other entities, owned by the Polski Cukier (shifting to other sugar factories or other departments). In order to make the relocation attractive and easier for the worker, an employee relocation programme with financial benefit for commuting, rent, accommodation, transfer of the family has been created.

The terms of services and the shape of programs are consulted with social partners.

<b>RESULTS</b>	<p>Employment reduction was performed in a smooth way. Some employees opened a sole proprietorship and some of them provide services to Polski Cukier. Some of the employees found a job in agrofood or construction sectors.</p> <p>The outplacement program concerned three factories in 2008 and 571 workers. 508 workers took part in job trainings to develop new skills and qualifications. 517 workers received the support of an expert during the whole project. 28 sole entrepreneurship were opened (employing also other former sugar sector workers).</p>
<b>RESOURCES ALLOCATED</b>	<p>Programs are implemented using Company's funds, the financial support from the European Social Fund and money from Sugar Restructuring Fund (program started in 2008 – compensation was paid in 2009).</p>
<b>FACTORS OF SUCCESS</b>	<ul style="list-style-type: none"><li>▪ Cooperation with social partners while preparing and implementing programs,</li><li>▪ Long term program dedicated to the employees,</li><li>▪ Guaranteed significant funds for severance packages,</li><li>▪ Voluntary basis.</li></ul>
<b>EMPLOYABILITY</b>	<p>Employability of the concerned workers improved significantly, thanks to both the organized training program and the financial scheme dedicated to support employees and allow them to start a sole proprietorship.</p> <p>At the same time, the Polish construction market is boosting which facilitated the reconversion of some employees, who presented the essential skills for that sector.</p>
<b>CONTACT</b>	<p><b>Mr. Tomasz Olenderek</b> – Member of the Board, responsible for employees affairs (<a href="mailto:tomasz.olenderek@polski-cukier.pl">tomasz.olenderek@polski-cukier.pl</a>),</p> <p><b>Mr. Stanisław Lubaś</b> – President of the Company's Commission of Independent Self-governing Trade Union "Solidarność" of Sugar Industry (<a href="mailto:stanislaw.lubas@polski-cukier.pl">stanislaw.lubas@polski-cukier.pl</a>).</p>

**PLACE AND DATE**    **AZUCARERA EBRO – Spain**

2009

**CONTEXT**

Azucarera Ebro is the leading sugar producer in Spain with an average 700,000 tonnes of sugar produced each year. Azucarera is thus the biggest supplier in Spain and supply also the Portuguese market. In the context of the reform of the sugar industry, Azucarera EBRO has increased the **refining** of sugar from sugar cane, notably in the Guadalete factory, in addition to the production of beet sugar, still subsidized. Currently, 50% of production is from sugar beet and the remaining 50% from sugar cane.

Azucarera Ebro has a long tradition of reorganizations. At the beginning of the 1990's there was a merger between a food company and a sugar company. At the end of the 1990's a new reorganization took place with "Azucarera Espanola". Then, after the taken over of the Puleva dairy company, the sugar activity was lead by "Azucarera Ebro". From 2003 to 2009 the overall number of full time workers with open ended contracts decreased from over 37%, while the number of temporary workers (on a seasonal basis) decreased from 56%.

In May 2009 Ebro was acquired by the ABF holding (Associated British Foods) present in Spain in the textile sector (Primark – 300 workers) and the yeast sector (Mauri). Azucarera Ebro should strengthen the existing EU operations of British Sugar, also belonging to ABF.

**PROJECT/**

**COMPANY POLICY**

The standing policy of the company has been the **redeployment** of the personnel in the remaining sites of the holding, as far as possible.

At the time of the Puleva take over a number of workers with transferable skills were transferred from the sugar industry to the dairy sector. **The pay conditions remained unchanged** even though the wage scales at Puleva were not identical. The same social plan was applied to the site of Rinconada, near Seville. 53 workers were transferred to other companies with the same pay. In Penafiel, in the province of Valladolid, similar provisions were implemented when the workforce was transferred to a Pinitol factory as part of the creation of an industrial area under an agreement concluded with the regional administration.

In this context Ebro has developed **a large scale training system** in order to adapt workers' skills to changing requirements of the sector. This system is managed by the human resources department **as a part of the Company annual training plan (€350,000)**. It is based on perceived needs. It is used for full time workers as well as seasonal workers.

The training takes place mainly **within the company**, but some

programs are implemented externally on the basis of partnerships with universities or with the help of private consultants. The training programs are organized as part of **an overall plan** and are implemented **during working hours**. No specific support tools have been developed.

The training provided is not certified formally and therefore **is not officially recognized outside the company**, but it is recognized informally by the companies of the sector and the industry.

In 2007, **an internal mobility system** was set up within the company to enable mobility between different activities, both within a single factory (identical tasks requiring new skills or, alternatively, completely different tasks) and between different factories. Mobility is only implemented as and when required, depending on the company's production needs. **Only the workers whose jobs at risk are concerned.**

<b>RESULTS</b>	<p><b>Qualitative</b> The systematization of the training favors the transfer to other activities of the group and thus the adaptation to the needs as detected by the <b>hierarchical / functional structure</b> and the HR direction. Mobility concerns only workers whose job is at risk. Thanks to this policy the turnover remains low.</p> <p><b>Quantitative</b> An annual budget of <b>€350,000</b> is devoted to the training of personnel.</p>
<b>FACTORS OF SUCCESS</b>	<p>A large scale training policy supporting the standing adaptation to the needs of the group. An internal mobility system allowing a low turnover. An active social dialogue with two major TU organizations : CC OO (representing 60 % of workers) and UGT (38 % of representation) helping to the creation of well accepted social plans.</p>
<b>EMPLOYABILITY</b>	<p>Systematic training of the personnel with a view to adaptation to new activities within the group according to the needs of the sector. An internal mobility system with recruitment of personnel within the sector.</p>
<b>CONTACT</b>	<p><a href="http://www.azucarera.es">www.azucarera.es</a> <a href="http://www.britishsugar.co.uk">www.britishsugar.co.uk</a> Montse Sagarra : <a href="mailto:msagarra@agroalimentaria.ccoo.es">msagarra@agroalimentaria.ccoo.es</a></p>



PLACE AND DATE	British Sugar - United Kingdom 2009
<b>CONTEXT</b>	<p>British Sugar is the third-largest sugar producer in Europe and the number-one supplier of sugar to the UK market. It is the second-largest sugar producer in the world, operating not just in the EU but also in China and (southern) Africa, where it acquired Illovo Sugar in 2006. Its parent company is ABS (Associated British Foods). Recently BS acquired the Spanish producer Azucarera Ebro (see website <a href="http://www.britishsugar.co.uk">www.britishsugar.co.uk</a>). The company has 42,000 employees in 10 countries around the world.</p>
<b>PROJECT/ COMPANY POLICY</b>	<p>British Sugar is developing a very extensive policy of vocational training intended for the entire workforce. All employees are encouraged to acquire relevant skills and improve their <b>professional development</b>. The HR training policy provides <b>wide-ranging training opportunities</b>, as well as <u>specific training strategies</u>: candidates must have been employed for at least a year, obtain the go-ahead from their line manager, undertake to invest sufficient time to complete the training course, achieve results, and refund some of the training costs if they leave the company within 24 months of completing the course. Requests for sponsorship and funding must relate to the employee's job and career development, and must be in the company's interest.</p> <p>As concerns the <b>sugar trade</b> more specifically, <b>multi-skilling</b> is required of all employees, particularly in relation to the <u>production</u> period (sugar crop year) and the <u>maintenance</u> period (in between times). For example, an apprentice will be expected to carry out electrical or mechanical tasks, depending on the needs of the sugar factory, and to manage (one or more) production shop(s) during the crop year.</p> <p>Apart from multi-skilling, the BS career advancement programme is designed to recognise and reward skilled, flexible people and offers career development opportunities to employees who accept <b>responsibility for certain operational activities at a site</b>. A number of responsibilities are specifically recognised.</p> <p><b>Production phase</b></p> <ul style="list-style-type: none"> <li>• Responsibility for leading and developing performance in a specific sector of the factory with due respect for safety, environmental protection and cost parameters. The sector is defined locally but may cover more than one unit.</li> <li>• Responsibility for the operation of subsets within these sectors, such as the slicing machines, filtration, pelletisation, centrifuges, etc.</li> <li>• Detailed practical knowledge about the factory, including the location and operation of all non-routine, non-automated machinery and operating procedures.</li> <li>• A detailed understanding of the work-related instructions/procedures associated with the entire sector.</li> <li>• A detailed understanding of the work-related instructions/procedures associated with the sector under the employee's responsibility.</li> </ul>

- A detailed understanding of the sector's operational criteria, especially the impact of any process or factory changes on safety, the environment, product quality, extraction, operating costs and output.
- The ability to interpret laboratory data and sectoral performance indicators and to implement corrective measures.
- The ability to launch and interrupt operations in the sector in a controlled and totally safe manner.
- The ability to test and control the functioning of the sector during operational tests and following the installation of the new factory.
- Detailed knowledge about the impact of the operational sector on the functioning of the rest of the factory, including an understanding of relations with customers/suppliers in the sector.
- The ability to interact with all engineering activities in proactive routine tasks or breakdowns.
- The ability to deal (directly if necessary) with supervisory bodies such as those overseeing the drying and heating processes.
- The ability and commitment to constantly strive for improvements in related operational sectors.
- The ability to seize opportunities for self-improvement and to communicate these to the person responsible.

## **Maintenance phase**

### ***Planning***

- Maintenance of machinery to ensure optimum performance and high reliability, long-term upkeep of equipment and improvement of the factory.
- Devise and update a five-year of cost planning schedule.
- Devise and update an annual schedule of finance, equipment and staffing requirements.
- Amend the schedule and draw up a list of priorities reflecting incidents related to safety, crop yields, suggestion lists, analysis of computerised maintenance management systems, missed opportunities, out-of-season inspections, etc.
- Where subcontractors/contract staff are used, ensure compliance with local subcontractor purchasing and management procedures.

### ***Implementation***

- Manage the budget and the timetable.
- Manage the staffing and material resources.
- Ensure that all task and factory modifications are incorporated into the computerised maintenance management system.
- Cooperate with other maintenance officers to achieve maintenance of the entire factory.
- Effectively manage the members of the team.

- Ensure there is proper monitoring of subcontractors in line with local procedures for the management of subcontractors.
- Regularly assess progress and expenditure against objectives.
- Purchasing.
- Manage small sectoral projects.
- Update schedules/documentation by making relevant changes.

### **Testing**

- Get the factory ready for tests in accordance with the scheduled timetable.
- Co-operate with the test team.
- Monitor the conclusions and measures.

### **Other responsibilities**

- Shared control systems
- Energy generation and electricity distribution
- Effluent laboratory and management
- Management of commercial systems
- Food safety
- Responsibility for safety
- Mechanical expertise

This advancement programme gives employees an opportunity for **career development**. It includes annual meetings where new training courses and/or new skills needs can be discussed and arranged for.

<b>RESULTS</b>	<b>Qualitative</b> This policy <ul style="list-style-type: none"> <li>• motivates every employee to manage his/her own career development</li> <li>• demands a personal commitment in terms of time and effort</li> <li>• encourages multi-skilling</li> <li>• values the taking of responsibility</li> <li>• ensures a skilled, versatile and motivated workforce</li> </ul>
<b>SUCCESS FACTORS</b>	Both the employee and the company take responsibility for continuing vocational training. Multi-skilling Staff motivation and recognition of performance.
<b>EMPLOYABILITY</b>	<ul style="list-style-type: none"> <li>• Multi-skilling related to the “two trades”: during the production period and during the maintenance period.</li> <li>• Lifelong learning.</li> <li>• A sense of responsibility and motivation.</li> </ul>
<b>CONTACT</b>	Floyd Major <a href="mailto:floyd.major@britishsugar.com">floyd.major@britishsugar.com</a>



## **Success factors and enhanced employability**

## **Introduction**

For each of the examples from within and outside of the sector, we have singled out characteristic features which appear to us to be drivers of success and/or employability. These are partial and time-limited conclusions, resulting from the analysis we ourselves have carried out to date. These elements of analysis should be understood as part of a toolkit intended to evolve over time and to be complemented progressively by outside contributions.

## **Examples within sugar industry**

INTERNAL EXAMPLES OF GOOD PRACTICE	MAIN CHARACTERISTICS OF THE LISTED SUCCESS FACTORS	IMPACT ON EMPLOYABILITY
<p><b>AUSTRIA - AGRANAZUCKER (Hohenau)</b></p> <p><i>Legislation enabling workers to undergo a maximum of 209 weeks' training while in receipt of unemployment benefit. The training is delivered by an institution set up by AGRANA in conjunction with a regional department and it is recognised by the employers' and trade union organisations.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Project conducted jointly and recognized by the trade unions and employers organisations.</li> <li>• Collaboration between a region and a company</li> <li>• Existence and use of a law allowing to use unemployment benefits to follow training courses up to 209 weeks.</li> <li>• Public/private financing</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Possibility for workers granted several years of training to re-enter the labour market after a lengthy period spent in the sugar industry.</li> </ul> <p><b>Link example "employability"</b></p>
<p><b>FRANCE - OBSERVIA</b></p> <p><i>This joint initiative came about following the adoption of a French law obliging companies and sectoral federations to create trade based observatories (2004 legislation).</i></p> <p><i>The sugar industry opted not to go it alone but to join with other food sectors in this project, involving the social partners. The idea was to :</i></p> <ul style="list-style-type: none"> <li>• set up a mechanism to manage jobs and skills</li> <li>• establish gateways between trade and skills</li> <li>• identify training pathways</li> </ul> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Joint body resulting from negotiations and an agreement between the employers' federations and trade unions.</li> <li>• Scope of the area under observation (35 federations representing as many sectors of activity).</li> <li>• Flexibility of the structure: just one member of staff, and using the best experts for whatever study is being undertaken (e.g. MANEXPERT for the mapping of trades ; FUTURIBLE for the forward-planning part, etc).</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Observia is designed in such a way that employees can steer their own development, enrich their (economic, social and symbolic) capital, so as to make a success of their working lives, i.e. to possess and enhance the skills demanded on the job market.</li> </ul> <p><b>Link example "employability"</b></p>
<p><b>GERMANY – SÜDZUCKER</b></p> <p>Training policy that attracts a skilled and highly skilled workforce, carried out in close connection with vocational colleges and universities.</p> <p><b>Link to example</b></p>	<p>Possibility for workers to improve their own skills at all levels, to develop a career and to be prepared for new tasks within the company or outside.</p> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Development of personal skills</li> <li>• Ability to perform several functions within the company and outside of it</li> <li>• Young people learn to master a number of trades that are useful in-house or elsewhere on the labour market</li> </ul> <p><b>Link example "employability"</b></p>



<p><b>ITALY-FERRARA FOOD S.r.L. - SFIR SpA</b></p> <p><i>Following to the reform of the sugar regime in 2006, SFIR, one of the four sugar groups operating in Italy, closed three of its four factories in the framework of the national law on the sugar reform (see recall below). After the closure of the last refinery in Pontelagoscuro (near Ferrara-Emilia Romagna), a new activity was created. A new industrial site was built to produce and market tomato-based concentrated sauces, tomato by-products and other foodstuffs. A specific supply chain was developed in close collaboration with local agricultural associations...</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Combined support of trade unions, the national federation (Unionzucchero) and public authorities (region Emilia Romagna. Province of Ferrara, municipalities of Ferrara and Argenta).</li> <li>• Allocation of clearly defined roles among the partners involved and optimal collaboration.</li> <li>• The new activity, combined with a regional strategy to boost the agricultural and food-industry activities and the promotion of agro-energy industries, provides new perspectives for the local and regional economy and creates new opportunities on the labour market.</li> <li>• The previously defined national approach was effective and offered the prospect of starting a new and profitable activity in a reasonable time. The initial results (August 2009) are better than expected.</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• All employees were covered by the national system of incentives and economic assistance, together with the job opportunities offered by the new site.</li> <li>• Regarding HR development, the company aims at continually enhance the competencies and know-how of employees regarding the growing activity as well as more extensive economic and production activities.</li> </ul> <p><b>Link example "employability"</b></p>
<p><b>NATIONAL LAW ON REFORM OF THE SUGAR REGIME</b></p> <p><i>Italian law of 2006 on the reform of the sugar regime that led to the closure of 15 out of 19 sugar factories. In the event of closure, employees receive public subsidies and aid from the company until they have been retrained to undertake new work provided by that company.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Development of alternative projects as part of an in-depth dialogue involving employers, trade unions, national and local authorities and growers' associations</li> <li>• Public/private funding</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Income is maintained until employees are retrained to undertake new work.</li> </ul> <p><b>Link example "employability"</b></p>

<p><b>POLSKI CUKIER - POLAND</b></p> <p><i>As from 2008, in the context of restructuring, nearly 40 % of jobs were lost over a short period. The concerned employees received different types of support : training with a view to get new skills and qualifications, financial support to create a new activity, outplacement...</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Cooperation with social partners for preparing and implementing new programs</li> <li>• Guaranteed significant funds in the context of dismissal</li> <li>• Voluntary basis</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• The employability improved a lot, mainly due to the proposed trainings and the funds obtained to create a new activity. In connection with the boom on the Polish construction market, employees having the appropriate skills could find a job in this sector.</li> </ul> <p><b>Link example "employability"</b></p>
<p><b>SPAIN - EBRO</b></p> <p><i>Training policy aimed at ongoing adaptation to the needs of the Group.</i></p> <p><i>No official recognition of training outside of the Group, but in-house validation.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• A large scale training policy supporting the standing adaptation to the needs of the group.</li> <li>• An internal mobility system allowing a low turnover.</li> </ul> <p>An active social dialogue with two major TU organisations : CC OO (representing 60 % of workers) and UGT (38 % of representation) helping to the creation of well accepted social plans.</p> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Systematic training of the personnel with a view to adaptation to new activities within the Group according to the needs of the sector.</li> <li>• System of internal mobility with recruitment within the sector</li> </ul> <p><b>Link example "employability"</b></p>
<p><b>UNITED KINGDOM – BRISTISH SUGAR</b></p> <p><i>Policy of active support for training so as to develop the skills and expertise required for the company to be competitive – Covers all types of training relevant to the company – Recipients are asked to invest their own time and achieve results – Commitment to remain with the firm for a certain period after training.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• Commitment of both employer and employee for continuing vocational training.</li> <li>• Development of multi-skilling (specific technical skills – general behavioural and character-building skills)</li> <li>• Staff motivation to manage their career progression</li> <li>• Recognition of performance</li> </ul> <p><b>Link example "success factors"</b></p>	<ul style="list-style-type: none"> <li>• Multi-skilling related to both sugar trades (production during the crop year – maintenance in between times)</li> <li>• Lifelong learning</li> <li>• A sense of responsibility and motivation</li> </ul> <p><b>Link example "employability"</b></p>

## **Examples outside of sugar industry**

EXTERNAL EXAMPLES OF GOOD PRACTICE	MAIN CHARACTERISTICS OF THE LISTED SUCCESS FACTORS	IMPACT ON EMPLOYABILITY
<p><b>DANONE – France</b>  <i>The Evolvance programme seeks to upskill employees through the achievement of recognised certificates and diplomas.</i></p> <p><b>Link to example</b></p> <p>1. Training adapted with a view to reintegration in the labour market.</p>	<ul style="list-style-type: none"> <li>• Tripartite agreement signed between <ul style="list-style-type: none"> <li>- the company Danone,</li> <li>- a body providing finance for training in the agri-food sector (Agefaforia)</li> <li>- the French Ministry of Education</li> </ul> </li> <li>• Anticipation of technological and organisational challenges</li> <li>• Individualised approach for each employee</li> <li>• Policy of promoting employability and progression within the company/strengthening human capital and know-how for greater competitiveness</li> <li>• Constant monitoring of results and adjustment of objectives</li> <li>• Involvement of the social partners</li> </ul> <p><b>Link to “success factors”</b></p>	<ul style="list-style-type: none"> <li>• Continuing vocational training tailored to each employee</li> <li>• Acquisition of diplomas recognised <ul style="list-style-type: none"> <li>- nationally (VAE – validation of prior learning and experience – and CFG – certificate of general education)</li> <li>- in the agri-food industry (CQP – certificate of vocational training)</li> </ul> </li> <li>• Opportunities for employees to progress within the company and further their careers</li> </ul>
<p><b>FUTURUM – SWEDISH POST OFFICE</b>  <i>Following large-scale redundancies, a specific programme of outplacement for low-skilled or unskilled staff.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>• A joint body managed by an employers’ organisation and the trade unions with a view to worker outplacement</li> <li>• A redundancy plan jointly agreed by the social partners</li> <li>• The support of a pre-existing tripartite structure for outplacement at national level</li> <li>• A communication set up jointly.</li> <li>• Training geared to getting workers back into the labour market</li> <li>• Workers continue to be paid during the training and job-search period.</li> </ul> <p><b>Link to “success factors”</b></p>	<ul style="list-style-type: none"> <li>• Getting 100% of the workers back into the labour market within 18 months.</li> </ul>

<p><b>EMPLOYERS' GROUP – Belgium</b>  <i>A pool of companies and low-skilled or unskilled workers, particularly in the food and tourism industries</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>Workers with specific transferable skills (e.g. "health &amp; safety") are made available – for limited periods – to companies with seasonal requirements (agri-food – Horeca).</li> <li>Prior employer/employee negotiations.</li> </ul> <p><b>Link to "success factors"</b></p>	<ul style="list-style-type: none"> <li>Possibility of finding work for a limited period, but at different times of the year, in various companies where needs arise at different moments</li> <li>Additional training provided by the Group.</li> <li>Employees enhance their employability through their variety of experience in the companies belonging to the Employers' group.</li> </ul>
<p><b>K41 – TEXTILES – United Kingdom</b>  <i>Creation of high added-value training materials – available online – for the use of textile companies, with a view to developing innovation and diversification capacity.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>Use of a web-based platform</li> <li>Emphasis on innovation</li> <li>Partnership between higher education and industry</li> <li>Online tutoring</li> <li>Development of transnational partnership.</li> </ul> <p><b>Link to "success factors"</b></p>	<ul style="list-style-type: none"> <li>Improvement of innovation-based skills</li> </ul>
<p><b>SODIE – Belgium</b>  <i>Financial and technical assistance for the launch of company start-up projects in the context of restructuring in the steel sector.</i></p> <p><b>Link to example</b></p>	<ul style="list-style-type: none"> <li>Assistance in establishing a business plan</li> <li>Loans at favourable rates subject to the creation of jobs</li> <li>Long-term project monitoring in the framework of the ArcelorMittal social dialogue</li> </ul> <p><b>Link to "success factors"</b></p>	<ul style="list-style-type: none"> <li>Revival of industrial zones</li> </ul>



## **Recommendations**

## **Introduction**

In order to make recommendations based on examples of good practice, we have put into perspective the various factors identified as drivers of success and/or employability in the examples of good practice both within and outside of the sugar industry. We have also suggested some ways forward in the light of what appear to be recurring, complementary elements. This should be regarded not as a final analysis but as the beginning of an ongoing thought process that should gradually be enriched by experience acquired both within the European sugar industry and in other economic sectors confronted by the same phenomenon of a changing industrial and social environment.

As part of corporate social responsibility, every company, every worker and every sector should use the initial results of this thought process to bolster employability on the ground, feed in their own experience and contribute towards further developing it over time.



POSSIBLE RECOMMENDATIONS - INTERNAL EXAMPLES	INTERNAL SUCCESS FACTORS NOTED
<p><b><u>A - Interaction of a maximum number of stakeholders:</u></b></p> <p>. <i>in terms of employer/employee agreements in the framework of social dialogue</i></p> <p>. <i>for some projects at national level the social dialogue may include employers, trade unions, national and local authorities</i></p> <p>. <i>in terms of funding (public/private)</i></p> <p>. <i>in terms of legislation: existence of favourable legislation enabling employees to be retrained while in receipt of an adequate income</i></p>	<p><b><u>ACTORS...</u></b></p> <p><b><u>Links in the webpages</u></b></p> <p><i>More specifically (but not exhaustive)</i></p> <ul style="list-style-type: none"> <li>. Austria</li> <li>. Italy</li> <li>. France – Observia</li> <li>. Poland</li> </ul>
<p><b><u>B - Acquisition of several types of skills</u></b> linked to:</p> <p>. <i>one or more specific functions (in the sugar industry: specialisation for crop year &amp; interim period)</i></p> <p>. <i>behaviour in a certain number of situations (team work, communication, team leadership)</i></p> <p><b><u>C - Broadest possible validation of these skills</u></b> (company, group, sector, national recognition, etc.)</p> <p><b><u>D - Encouragement of staff to develop their skills</u></b> and <b><u>commitment of employees to invest in their own training</u></b></p> <p><b><u>E - Policy of adjusting supply to demand, also in the framework of a group/sector</u></b></p> <p><b><u>F - Cooperation companies/universities/schools</u></b></p> <p><b><u>G - Development of apprenticeships</u></b> enabling young people to be employed in the company or have easier access to the labour market (<i>Links in the webpages sugar industry joint declarations</i>)</p>	<p><b><u>AMBITIOUS STRATEGY of continuing education for employees...</u></b></p> <p><b><u>Links in the webpages</u></b></p> <p><i>More specifically (but not exhaustive)</i></p> <ul style="list-style-type: none"> <li>. British Sugar</li> <li>. Ebro</li> <li>. Südzucker</li> <li>. Observia France</li> <li>. Poland</li> </ul>

<b>H – Create tools to analyse the trend in supply and employment</b> in a sector/group/industry	<b><u>ANTICIPATION OF REQUIREMENTS and market developments...</u></b>
<b>I – Make the sector more attractive</b>	<i>Links in the webpages</i>
a) <b><u>Offer training for young people</u></b>	<i>More specifically (but not exhaustive)</i>
b) <b><u>Establish gateways between different trades</u></b>	. France – Observia
c) <b><u>Validate skills to ensure they are transferable</u></b>	. Ebro - Spain

KEYS TO SUCCESS ARISING FROM EXTERNAL EXAMPLES OF GOOD PRACTICE	EXTERNAL EXAMPLES OF GOOD PRACTICE
<p><b>A. Interaction of various actors:</b></p> <ul style="list-style-type: none"> <li>• Public authorities -. Joint funding body -. Industrial company</li> </ul> <p><b>B. Acquisition of qualifications:</b></p> <ul style="list-style-type: none"> <li>• recognised at sectoral or, better still, national level</li> </ul> <p><b>C. Development of the employee's potential within the company or group:</b></p> <ul style="list-style-type: none"> <li>• makes the company more attractive and improves its image, dynamism and competitiveness</li> </ul>	<p><b>Danone-France</b></p> <p><i><u><a href="#">Links in the webpages</a></u></i></p>
<p><b>D. Help for training and getting back into work, while guaranteeing an adequate income</b></p>	<p><b>Futurum – Swedish Post Office</b></p> <p><i><u><a href="#">Links in the webpages</a></u></i></p>
<p><b>E. Creation of a pool of companies within a single sector recruiting employees who possess skills specific to different periods of the year, depending on seasonal requirements</b></p>	<p><b>Employers' Group – Belgium</b></p> <p><i><u><a href="#">Links in the webpages</a></u></i></p>
<p><b>F. Partnership between education and industry promoting technological innovation through high-level web-based training</b></p>	<p><b>K41 – Textiles United Kingdom</b></p> <p><i><u><a href="#">Links in the webpages</a></u></i></p>
<p><b>G. Financial and managerial assistance for company start-ups aimed at reviving the industrial zone</b></p>	<p><b>Sodie – Belgium</b></p> <p><i><u><a href="#">Links in the webpages</a></u></i></p>

## COMMON SUCCESS FACTORS THAT COULD LEAD TO RECOMMENDATIONS

<p><b>A. Interaction of a maximum number of public/private stakeholders, social partners and funding bodies</b></p>	<p><b>Internal</b></p> <p><i>Links</i> Agrana Austria - Italy – Observia France – Polski Cukier Poland</p> <p><b>External</b></p> <p><i>Links</i> Danone France - Futurum Sweden - Sodie Belgium</p>
<p><b>B. Strategy of continuing training which enhances the attractiveness, dynamism and competitiveness of the company while upskilling its employees</b></p> <p>=&gt; Acquisition of several types of skills and validation of these skills (company, group, sector, national level)</p> <p>=&gt; Encouragement of staff to develop their skills, and commitment of employees to invest in their own training</p> <p>=&gt; Cooperation companies/universities/schools</p> <p>=&gt; Apprenticeships (<i>Links in the webpages European sugar industry joint declarations</i>) and training for young people</p>	<p><b>Internal</b></p> <p><i>Links</i> British Sugar – Ebro – Südzucker – Observia France – Polski Cukier Poland</p> <p><b>External</b></p> <p><i>Links</i> Danone France – Futurum Sweden – K41 UK</p>
<p><b>C. Tools for the analysis of the changes with regard to employment</b></p> <p>⇒ Establishment of gateways between different trades within an industry</p> <p>⇒ Validation of transferable skills</p>	<p><b>Internal</b></p> <p><i>Links</i> Observia France – Ebro Spain</p>

## **Identification of skills**

### **Reminder of definition:**

"The ability to apply knowledge, know-how and behaviour in a professional situation, in order to solve problems of varying degrees of complexity encountered in the workplace, and to carry out the activities involved in a particular occupation."

"The knowledge and know-how possessed by each of Europe's citizens represent significant assets in terms of the competitiveness, creativity and productivity of Europe's economy. It is therefore crucial to invest in developing their skills."

*(Social Agenda, the European Commission's magazine on employment and social affairs)*

### **Note:**

The link between skills and employability in the sugar industry is strongly marked by one specific characteristic: that of the dual occupation held by production staff. Employees are recruited for their skills linked to a trade required outside of the sugar crop year (e.g. boilermaker, electrical fitter, etc.) but they may be assigned to another trade during the crop year (e.g. process operation).

Regardless of this first aspect, we would like to look at skills from three separate angles:

- Skills currently required in the sugar industry
- Skills that look likely to develop, whether or not they are already present
- Skills that might be common to different trades.

## **1. Skills currently required in the sugar industry**

### **1.1 Basic skills**

#### **1.1.1 Reading**

#### **1.1.2 Writing**

#### **1.1.3 Numeracy**

#### **1.1.4 Completing documents**

#### **1.1.5 Communicating**

These basic skills cut across all trades in the sugar industry. The level required varies according to the position held.

Completing documents may range from simply entering data (on paper or into a computer) gathered in order to improve the traceability of operations (machine operator) through to drafting reports or technical documents (maintenance technician).

Communicating may extend from simply reformulating an instruction (packaging or process operator) to delivering an oral report on an action (maintenance technician), through to issuing instructions (supervisor).

### **1.2 Cross-cutting skills (common to different trades and different periods – during and outside of the sugar crop year)**

#### **1.2.1 Assessing information, understanding and monitoring activity indicators within one's own sphere of responsibility**

Based on information gathered from measuring instruments (packaging machine operators) or computer screens (process operator), the level required is linked to

the scope of the responsibility involved (e.g. one or more machines, one or more stages of the manufacturing process).

**1.2.2 *Maintaining equipment in working order*** (machine operators)

From first-level maintenance (packaging machine operator or manufacturing process operator) to preventive maintenance operations, predictive maintenance outside the sugar crop year or corrective maintenance during the crop year (maintenance staff or maintenance technicians), as well as being able to operate the machinery in downgraded mode or at reduced speeds in safety mode.

**1.2.3 *Assessing quality and conformity*** (visual acuity, good hearing)

This is the ultimate example of a cross-cutting skill, as the quality of the finished product is dependent on each stage of the manufacturing, packaging and dispatch process (raw material, products, packages).

An assessment of quality and conformity may be based on a visual inspection but may also call for the interpretation of data gathered throughout the process. Monitoring product conformity and traceability – familiarity with procedures, operating modes, instructions, directions and records kept.

**1.2.4 *Identifying, diagnosing and dealing with a defect, malfunction or risk***

The precision involved in identifying a defect, malfunction or risk increases in line with the responsibilities associated with the position held (processing a simple defect by reacting in the way described in a procedures manual, via processing a simple defect not described in a procedures manual or implementing a temporary solution, through to a more complicated maintenance or planning action. Adhering to standards of tidiness and cleanliness – taking part in diagnostic-testing for maintenance purposes.

**1.2.5 *Evaluating the urgency of an action*** (external to the work station, depending on the degree of seriousness involved)

This involves the job-holder's judgement in making a distinction between dealing with a defect, malfunction or risk, and making a decision to resort to higher-level action within a time-scale compatible with the functioning of the working environment.

**1.3 Skills linked to more specific occupations or to certain periods (during or outside of the sugar crop year)**

**1.3.1 *Regulating the process:*** this involves the ability to process data received for the purpose of organising and planning production operations, and to communicate upwards and downwards, making the necessary decisions (or reporting the situation, depending on the level of the decision, so that this can be taken). Being able to pinpoint the job within the production line, and to appreciate its effects upstream and downstream from one's own job – understanding production data.

**1.3.2 *Identifying the manufacturing process:*** this involves the ability to identify the various stages of the manufacturing process, in both time and space, and to understand how it works and interacts – being familiar with the process as a whole.

**1.3.3 *Handling industrial machinery:*** this involves the ability to start up, control and halt industrial machinery (e.g. a packaging line) in accordance with a production order to be fulfilled and with established procedures. Being able to perform a

detailed analysis of malfunctions and to operate the equipment more efficiently, to assume greater autonomy in one's own job – and identifying the information necessary to do the job. Faced with a particular type of breakdown or malfunction, selecting the appropriate mode in which to operate or halt machinery. Also being able to pinpoint production facilities (machinery, consumables and accessories).

**1.3.4** Planning and setting parameters: we could divide this skill into two parts depending on the occupation concerned:

1.3.4.1 The first part is the ability to plan activities over time (e.g. planning production operations) and setting the parameters for the running of machinery.

1.3.4.2 The second part is the ability to intervene in computerised systems to carry out computer programming actions and to customise sequences previously established by the programmers so that the operators can make the necessary adjustments.

**1.3.5 *Handling materials and packaged products***

This involves the ability to follow rules governing food safety, environmental issues or safety requirements, e.g. work motions and postures (packaging and logistics operators), participating in the implementation of health and safety or environmental instructions.

**1.3.6 *Managing*** (ranging from straightforward assignment of work, via passing on information, setting and monitoring objectives, supervising activities or tasks and providing support to colleagues, through to managing their skills and career progression). Depending on the level of management involved: understanding one's own activity in relation to how the company is organised – knowing the procedures to be followed when communicating.

**1.3.7 *Organising means and resources*** (of a team or department): based on production targets set, or task-related targets, this involves the ability to plan and propose or select the means and resources (financing, staff, plant, etc.) needed to achieve these objectives by the deadline set. Subsequently it involves the ability to implement these means and resources until such time as the task or production in question is completed. Understanding and defining the role of the main persons to liaise with inside the establishment.

**1.3.8 *Organising and planning activity***: being able to compile the operators' duty roster in line with the production schedule and, over the course of the day, deploying operators in such a way as to maximise productivity, ensuring the availability and conformity of products, raw materials and consumables, adhering to production management indicators and ensuring that others do likewise.

**1.3.9 *Chairing a working party***: being able to bring together several people and get them to work in a team spirit, forwarding all the information needed to hold the meeting, to gather opinions and summarise them so as to transmit the key information to the decision-making level, and to draw up a record of the proceedings.

**1.3.10 *Managing a project***: being able to plan, budget, judge and then sell one's own project, but also to create a team spirit, so that the team will work as one when



dealing with any problems encountered during the course of the project, and ensuring that everyone involved remains mobilised for the duration of the project.

**1.3.11 Making decisions and judgements:** being able, on the basis of information gathered, to conduct an analysis of different hypotheses, to envisage the future repercussions of the decision or judgement, to take the decision best suited to the policy laid down, and to shoulder the consequences.

**1.3.12 Evaluating and developing the skills and performance of one's team:** being able to establish criteria for evaluating the members of one's team, evaluating the skills (acquired or to be acquired) of the members of one's team and inferring from this their training needs.

**1.3.13 Exercising leadership:** being able to bring about change by motivating the members of one's team, department or division. Thus this is the ability to act in the following ways:

- Develop a vision of the future, often the long-term future, and formulate strategies embodying this vision,
- Enthuse others, make them share this vision so as to obtain their cooperation,
- Motivate them by addressing their needs, their values and their emotions so that they have the necessary energy to overcome obstacles.

**1.3.14 Implementing alternative solutions:** being able to analyse a production or organisational process or situation, to determine the stumbling blocks and think up new solutions, by exploring new avenues which have not yet been considered, so that at least as good a result can be obtained, by eliminating weaknesses, or an even better result (saving time, energy or resources of any kind).

**1.3.15 Analysing and designing (production or administrative) processes:** being able to analyse a situation involving administrative work or production, and to model it in a process broken down into stages, thereby giving meaning to the tasks or activities involved, in the context of a given objective, e.g. quality, time, mobilisation of resources, pricing, etc.

**1.3.16 Report-writing:** at the end of a meeting or in the wake of special events (incidents or accidents), having the ability to produce a written report on the key points of any discussions or actions decided upon, and who is to do what.

**1.3.17 Identifying (internal or external) customers' needs and expectations:** being able to gather and organise business and management information with a view to detecting the customer's expectations and priorities, his main expectations in terms of order management, to read and understand information linked to the activity and the product (ratios, performance indicators, sales histories, customer codes, etc.), and to describe the administrative procedures linked to dispatch (Incoterms, customs, etc.).

This means knowing how to adapt to customers' ways of thinking, and to use remote communication tools (telephone, fax, e-mail, etc.).

**1.3.18 Identifying and solving problems:** being able to use processes to identify and then implement a solution to a problem when such processes exist in the company. If they do not, it means being able, in a given situation, to pose the problem in

such a way as to find all feasible solutions and assess which is the best solution by evaluating the consequences.

**1.3.19 *Coming up with new solutions:*** being able, in a given situation, to envisage responses different from those currently in use, to evaluate them in terms of responding to the problem posed by assessing the consequences for the sequence of activities or operations, and to argue for these new solutions to be accepted.

**1.3.20 *Understanding how different tasks, jobs and operations are interlinked:*** being able, during an activity, task, job or operation, to visualise the activities, tasks, jobs or operations both upstream and downstream, so as to situate the work carried out within this complete chain. For example, for a process operator responsible for diffusion, it means conceptualising the operations taking place prior to the washing process, and then the subsequent part of the sugar manufacturing process, right from affination until the sugar leaves for the silo.

**1.3.21 *Arbitrating, negotiating:*** being able to make others take into account the interests of all parties (of both parties when it is a matter of arbitrating; of one's own company or department when negotiating with an opposite number) so as to reach a solution that is respectful of individuals and organisations, if possible in a mutually beneficial manner.

## 2. Skills that look likely to develop

### How can they be pinpointed?

1. Determine scenarios for change in our activity in order to learn lessons about changes in trades (studies like this are very often carried out by think-tanks on trades and jobs). One might mention the need for greater organisational flexibility so as to better respond to customer demand, which has an impact on the skills that will be required by employees (greater ability to be autonomous, to identify and deal with defects and cope with a malfunction).  
These skills may also relate to activities that do not exist at present but could be developed in future (e.g. a sugar factory might branch out into ethanol production).
2. Observe technological change: this can be done very easily, for example in discussion with suppliers of machinery (through buyers, technical managers). Even if the company does not intend to purchase such machinery, the information gathered indicates what skills are needed to run it.
3. Observe changes in standards: whether they be food, safety, environmental standards etc., such changes prompt us to reflect on ways in which we will have to work, abide by with stricter instructions, imagine ways of ensuring the traceability of certain actions. These ways of working have an impact on the skills required. For example, compliance with certain standards has led packaging machine operators to keep registers so as to maintain a trace of certain events. For this job it has been necessary to develop the skills which we now find in use (see section on "basic skills – writing, numeracy, completing documents, communicating").
4. Observe the effect of training on the upskilling of employees, thereby leading to an upskilling of jobs (these skills were not necessary at the outset, but the fact of having the

benefit of them today affects the organisation of tomorrow: if the person occupying that post is replaced, the employee will need to possess those skills).

### **An initial inventory:**

We could put at the top of this list a consolidation of certain skills that are already deemed necessary but are likely to become even more important:

- completing documents
- communicating
- adhering to indicators
- dealing with a defect or malfunction.

## **3. Skills common to different trades or economic sectors**

### **How can they be pinpointed?**

A few years ago, we tended above all to present our occupation – the sugar trade – in terms of how it differed from other occupations. We are proud of our trade, and rightly so.

Nevertheless, this approach needs to be altered somewhat if we wish to home in on skills that might be common to different trades or economic sectors.

Let us begin with two straightforward examples on which work has been done in France:

### **3.1. Concerning skills common to different economic sectors:**

#### **a) Skills related to the operation of packaging machines:**

Are the key skills for a sugar packaging machine operator so different from those needed to operate other packaging machines, e.g. for fresh dairy products, pharmaceuticals or cosmetics?

Whereas skills related to food hygiene regulations may be specific to the food industries and less relevant to other types of packaging, and whereas product knowledge is totally specific, the other skills (i.e. **roughly 80% of the skills**) can be said to be identical.

These are in particular cross-cutting skills such as:

- Completing documents,
- Communicating,
- Assessing information,
- Understanding and monitoring activity indicators,
- Maintaining equipment in working order,
- Assessing quality and conformity,
- Identifying, diagnosing and dealing with a defect, malfunction or risk,
- Evaluating the urgency of an action.

#### **b) Skills related to the operation of manufacturing processes:**

Likewise, are the key skills for a sugar manufacturing process operator (or driver) so different from those related to the operation of other processes (manufacturing of dairy products/chocolate; water distribution network, etc.).

By observing the skills required for the various process operating jobs we can ascertain the following:

In this case, the skills related to the product, and to the different manufacturing phases, are quite distinct.

However, we note that other skills are absolutely identical, certainly in a smaller proportion than in the example of a packaging machine operator, but they are roughly 50% the same.

The cross-cutting skills identified are in particular:

- Completing documents,
- Communicating,
- Regulating the process,
- Identifying the manufacturing process (even if the process is different, the ability to understand the different phases is an identical skill),
- Assessing information,
- Understanding and monitoring activity indicators,
- Assessing quality and conformity.

### **3.2. Concerning skills common to different trades within the same sector:**

By observing the skills required for different trades within the same sector it is possible to home in on those that are common or cross-cutting.

If we confine ourselves to the two examples above (for which only some of the skills have been set out in a non-exhaustive list), we can immediately see that some skills recur (perhaps to varying degrees, but on a common basis):

- Completing documents,
- Communicating,
- Assessing information,
- Understanding and monitoring activity indicators,
- Assessing quality and conformity,
- etc.

An assessment of these cross-cutting skills enables us at the same time to identify the skills specific to each trade and to assess the knowledge gaps needing to be plugged for an employee wishing to transfer from one job to another.

This approach makes it possible to create mobility areas, i.e. to gradually prepare employees, who are professionals in their own jobs, to move towards occupying different posts.

This approach also makes it possible to model gateways.

According to Observia (the French think-tank on food industry trades and skills):

A gateway determines the possibilities of moving from one trade to another. In effect, common skills exist between certain trades which do not involve retraining.

- A short gateway corresponds to a short adaptation time in the field and a short training period. Beyond that, it is more of a change of job or speciality within the same trade.
- A long gateway presupposes an investment in theoretical training, usually undertaken before mobility. Beyond that, it would be more a question of retraining.

Observia: <http://www.observia-metiers.fr/>

### **3.3 An initial inventory:**

(This is a repeat of the first part of the section "Skills currently required in the sugar industry")

#### **1.4 Basic skills**

##### ***1.4.1 Reading***

##### ***1.4.2 Writing***

##### ***1.4.3 Numeracy***

##### ***1.4.4 Completing documents***

##### ***1.4.5 Communication***

These basic skills cut across all trades in the sugar industry. The level required varies according to the position held.

Completing documents may range from simply entering data (on paper or into a computer) gathered in order to improve the traceability of operations (machine operator) through to drafting reports or technical documents (maintenance technician).

Communication may extend from simply reformulating an instruction (packaging or process operator) to delivering an oral report on an action (maintenance technician), through to issuing instructions (supervisor).

#### **1.5 Cross-cutting skills (common to different trades and different periods – during and outside of the sugar crop year)**

##### ***1.5.1 Assessing information, understanding and monitoring activity indicators within one's own sphere of responsibility***

Based on information gathered from measuring instruments (packaging machine operators) or computer screens (process operator), the level required is linked to the scope of the responsibility involved (e.g. one or more machines, one or more stages of the manufacturing process).

##### ***1.5.2 Maintaining equipment in working order*** (machine operators)

From first-level maintenance (packaging machine operator or manufacturing process operator) to preventive maintenance operations, predictive maintenance outside the sugar crop year or corrective maintenance during the crop year (maintenance staff or maintenance technicians), as well as being able to operate the machinery in downgraded mode or at reduced speeds in safety mode.

##### ***1.5.3 Assessing quality and conformity*** (visual acuity, good hearing)

This is the ultimate example of a cross-cutting skill, as the quality of the finished product is dependent on each stage of the manufacturing, packaging and dispatch process (raw material, products, packages).

An assessment of quality and conformity may be based on a visual inspection but may also call for the interpretation of data gathered throughout the process. Monitoring product conformity and traceability – familiarity with procedures, operating modes, instructions, directions and records kept.

**1.5.4 *Identifying, diagnosing and dealing with a defect, malfunction or risk***

The precision involved in identifying a defect, malfunction or risk increases in line with the responsibilities associated with the position held (processing a simple defect by reacting in the way described in a procedures manual, via processing a simple defect not described in a procedures manual or implementing a temporary solution, through to a more complicated maintenance or planning action. Adhering to standards of tidiness and cleanliness – taking part in diagnostic-testing for maintenance purposes.

**1.5.5 *Evaluating the urgency of an action*** (external to the work station, depending on the degree of seriousness involved)

This involves the job-holder's judgement in making a distinction between dealing with a defect, malfunction or risk, and making a decision to resort to higher-level action within a time-scale compatible with the functioning of the working environment.

## **Financial resources identified**





## 1. Structural Funds and Cohesion Fund 2000-2006<sup>3</sup>

### A. Summary

The Structural Funds and the Cohesion Fund form part of the Community's structural policy, which aims to reduce the disparities in development between European Union (EU) Member States and regions. The funds participate, therefore, in pursuing the goal of social and economic cohesion. **For the period 2000-2006**, the budget allocated to the Community's regional policy stood at **€213 billion**: €195 billion for the Structural Funds and €18 billion for the Cohesion Fund, representing **35% of the Community's budget**.

### B. Three main Structural Funds

- **ERDF**: created in 1975, the European Regional Development Fund (ERDF) is the largest of the Structural Funds. It provides support for the creation of infrastructure and productive job-creating investment, mainly for businesses and local development projects;
- **ESF**: established in 1958, the European Social Fund (ESF) contributes to the integration into working life of the unemployed and disadvantaged sections of the population, mainly by funding training measures;
- **EAGGF**: also established in 1958 as the financial instrument of the Common Agricultural Policy, the European Agricultural Guidance and Guarantee Fund (EAGGF), comprises two sections: the **"guidance"** section supports rural development programmes and provides assistance to farmers in regions whose development is lagging behind; the **"guarantee"** section finances expenditure on the agricultural market organisations, in addition to rural development measures in other areas of the Community.

### C. Three priority objectives

- **Objective 1** promotes the development and structural adjustment of regions whose development is lagging behind, i.e. whose average gross domestic product (GDP) per capita is less than 75% of the European Union average;
- **Objective 2** contributes to the economic and social conversion of regions in structural difficulties, such as areas undergoing economic change, declining rural areas or areas dependent on fishing, urban areas in difficulty, and geographic areas suffering from significant natural or demographic handicaps;
- **Objective 3** supports the adaptation and modernisation of education, training and employment policies and systems in regions not eligible under Objective 1.

---

<sup>3</sup> [http://europa.eu/legislation\\_summaries/regional\\_policy/provisions\\_and\\_instruments/l60014\\_en.htm](http://europa.eu/legislation_summaries/regional_policy/provisions_and_instruments/l60014_en.htm)  
[http://europa.eu/legislation\\_summaries/regional\\_policy/provisions\\_and\\_instruments/l60014\\_fr.htm](http://europa.eu/legislation_summaries/regional_policy/provisions_and_instruments/l60014_fr.htm)  
[http://europa.eu/legislation\\_summaries/regional\\_policy/provisions\\_and\\_instruments/l60014\\_de.htm](http://europa.eu/legislation_summaries/regional_policy/provisions_and_instruments/l60014_de.htm)

### ***D. Supplementary initiatives***

In addition, **four Community Initiatives** were introduced in order to experiment with new paths of development in response to specific problems. The initiatives received **5.35% of the budget allocated to the Structural Funds**:

- **Interreg III:** aims to stimulate cross-border, transnational and inter-regional cooperation;
- **Leader +:** promotes the socio-economic development of rural areas;
- **Equal:** provides for the development of new ways of combating all forms of discrimination and inequality in access to the labour market;
- **Urban II:** encourages the economic and social regeneration of declining towns, cities and suburbs.

In order to further reinforce structural policy, a **Cohesion Fund** was introduced in 1994. It was intended for countries whose per capita gross national product (GNP) is less than 90% of the Community average – Greece, Spain, Ireland and Portugal. The aim of this fund is to provide balanced **financing for infrastructure projects in the fields of the environment and transport**.

## **2. Structural Funds 2007-2013<sup>4</sup>**

### ***A. Summary***

In July 2004, following the accession of 10 new Member States, and in anticipation of the accession of Romania and Bulgaria, the European Commission presented its proposals for a new cohesion policy for the programming period 2007-2013. Two main principles lay at the heart of the Commission's proposals:

- simplifying procedures
- concentrating assistance on the least developed areas

The Cohesion Policy was designed to target resources in accordance with the following three priorities:

- **improving the attractiveness** of Member States, regions and cities by improving accessibility, ensuring adequate quality and level of services, and preserving their environmental potential;
- **encouraging** innovation, entrepreneurship and the growth of the knowledge economy by promoting research and innovation capacities, including new information and communication technologies;

---

<sup>4</sup> Cohesion Policy 2007-2013. Commentaries and official texts:

[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007_en.pdf)

[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007\\_fr.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007_fr.pdf)

[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007\\_de.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/publications/guide2007_de.pdf)

- **creating more and better jobs** by attracting more people into employment and entrepreneurial activity, improving adaptability of workers and enterprises and increasing investment in human capital.

### ***B. The financial instruments***

For the programming period 2007-2013, the Cohesion Policy has a budget of €308 billion and is the largest budget item, ahead of the Common Agricultural Policy (CAP). The **ERDF**, **ESF** and **Cohesion Fund** remain as Structural Funds.

The **ERDF** finances:

- direct aid to investments in companies (in particular SMEs) to create sustainable jobs;
- infrastructures linked notably to research and innovation, telecommunications, environment, energy and transport;
- financial instruments (capital risk funds, local development funds, etc.) to support regional and local development and to foster cooperation between towns and regions;
- technical assistance measures.

The **ESF** sets out to improve employment and job opportunities in the European Union. It supports actions by Member States in the following areas:

- adapting workers and enterprises: lifelong learning schemes, designing and spreading innovative working organisations;
- access to employment for job seekers, the unemployed, women and migrants;
- social integration of disadvantaged people and combating discrimination in the job market;
- strengthening human capital by reforming education systems and setting up a network of teaching establishments.

The **Cohesion Fund** is aimed at Member States whose Gross National Income (GNI) per inhabitant is less than 90% of the Community average. It serves to reduce their economic and social shortfall, as well as to stabilise their economy. It supports actions in the framework of the Convergence objective. It is now subject to the same rules of programming, management and monitoring as the ESF and the ERDF. For the 2007-2013 period the Cohesion Fund concerns Bulgaria, Cyprus, the Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia. Spain is eligible for a phase-out fund only as its GNI per inhabitant is less than the average of the EU-15.

The Cohesion Fund finances activities under the following categories:

- trans-European transport networks,
- environment. Here, the Cohesion Fund can intervene in projects related to energy, as long as they clearly present a benefit to the environment: energy efficiency, use of renewable energy etc.

The “**guidance**” section of the European Agricultural Guidance and Guarantee Fund (**EAGGF**) has become the European Agricultural Fund for Rural Development (**EAFRD**). For information, the “guarantee” section is now the **EAGF**. Both are managed by the Directorate-General for Agriculture.

Three initiatives jointly launched by the European Commission, the European Investment Bank and other financial institutions help Member States and regions to establish sound and efficient management of the Funds and to better utilise financial engineering instruments:

- **JASPERS** will help Member States and regions prepare major projects;

- **JEREMIE** will enhance access to financing for the development of SMEs;
- **JESSICA** will encourage sustainable investment in urban areas.

### ***C. New key objectives***

The rationale of the **Convergence objective** is to promote growth-enhancing conditions and factors leading to real convergence for the least-developed Member States and regions. In EU-27, this objective concerns – within 18 Member States – 84 regions with a total population of 154 million and per capita GDP at less than 75 % of the Community average.

The Union's Cohesion Policy is based on "strategic guidelines".

The Community Strategic Guidelines for Cohesion contain the principles and priorities of cohesion policy and suggest ways the European regions can take full advantage of the European funds that have been made available for national and regional aid programmes over the next seven years. National authorities will use the guidelines as the basis for drafting their national strategic priorities and planning for 2007-2013, the so-called National Strategic Reference Frameworks (NSRFs).

Outside the Convergence regions, the **Regional Competitiveness and Employment objective** aims at strengthening competitiveness and attractiveness, as well as employment, through a two-fold approach. First, development programmes will help regions to anticipate and promote economic change through innovation and the promotion of the knowledge society, entrepreneurship, the protection of the environment, and the improvement of their accessibility. Second, more and better jobs will be supported by adapting the workforce and by investing in human resources.

The **European Territorial Cooperation objective** will strengthen cross-border cooperation through joint local and regional initiatives, trans-national cooperation aiming at integrated territorial development, and interregional cooperation and exchange of experience.

Objectives	Structural Funds and instruments		
Convergence	ERDF	ESF	Cohesion Fund
Regional Competitiveness and Employment	ERDF	ESF	
European Territorial Cooperation	ERDF		

[http://ec.europa.eu/regional\\_policy/policy/object/index\\_en.htm](http://ec.europa.eu/regional_policy/policy/object/index_en.htm)

#### ***D. The four fundamental principles remains:***

##### **1 – Programming:**

The objectives of the Funds shall be pursued in the framework of a multiannual programming system organised in several stages comprising the identification of the priorities, the financing, and a system of management and control.

##### **2 – Partnership:**

The objectives of the Funds shall be pursued in the framework of close cooperation (...) between the Commission and each Member State. Each Member State shall organise, where appropriate and in accordance with current national rules and practices, a partnership with authorities and bodies such as:

- a) the competent regional, local, urban and other public authorities;
- b) the economic and social partners;
- c) any other appropriate body representing civil society.

##### **3 – Additionality:**

1. Contributions from the Structural Funds shall not replace public or equivalent structural expenditure by a Member State.
2. For regions covered by the Convergence objective, the Commission and the Member State shall determine the level of public or equivalent structural expenditure which the Member State shall maintain in all the regions concerned during the programming period.

Furthermore, the level of expenditure shall be determined with reference to the general macroeconomic conditions in which the financing is carried out and taking into account certain specific or exceptional economic situations, such as privatisations as well as an exceptional level of public or equivalent structural expenditure by the Member State during the previous programming period.

The Commission shall, in cooperation with each Member State, verify additionality mid-term in 2011 for the Convergence objective.

##### **4 – Complementarity, consistency, coordination and compliance:**

1. The Funds shall provide assistance which complements national actions, including actions at the regional and local levels, integrating into them the priorities of the Community.
2. The Commission and the Member States shall ensure that assistance from the Funds is consistent with the activities, policies and priorities of the Community and complementary to other financial instruments of the Community.
3. The assistance co-financed by the Funds shall target the European Union priorities of promoting competitiveness and creating jobs.

---

<sup>5</sup>[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/general/ce\\_1083\(2006\)\\_en.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/general/ce_1083(2006)_en.pdf)  
[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/general/ce\\_1083\(2006\)\\_fr.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/general/ce_1083(2006)_fr.pdf)  
[http://ec.europa.eu/regional\\_policy/sources/docoffic/official/regulation/pdf/2007/general/ce\\_1083\(2006\)\\_de.pdf](http://ec.europa.eu/regional_policy/sources/docoffic/official/regulation/pdf/2007/general/ce_1083(2006)_de.pdf)

## SUMMARY<sup>6</sup>

### Structural Funds: 2000-2006 vs. 2007-2013

#### Key principles that remain

The main principles concerning regional policy are unchanged:

- Complementarity
- Multiannual programming
- Partnership
- Subsidiarity and proportionality
- Shared management
- Additionality

#### New objectives

In order to simplify the allocation of funds and render it easier to understand, convergence policy will be based on three new objectives:

**Convergence:** This objective supersedes the former Objective 1. It aims to accelerate convergence for the least developed Member States and regions (GDP  $\leq$  75 % of the Community average) by improving the conditions for growth and employment. It mainly concerns the new Member States.

**Regional Competitiveness and Employment:** This objective merges the former Objectives 2 and 3, in addition to the Community Initiative programmes. It concerns all Member States and aims to strengthen regions' competitiveness and attractiveness as well as employment.

**European Territorial Cooperation:** This objective supersedes the former INTERREG programme, and is structured around the three strands of cooperation (geographical basis, strategic priorities and assistance to regions).

#### Fewer funds

From now on, only three funds will contribute to financing the objectives: the ERDF, the ESF and the Cohesion Fund. In addition, since 1st January 2007, the EAGGF has been replaced by the European Agricultural Guarantee Fund (EAGF) and the European Agricultural Fund for Rural Development (EAFRD).

## 3. Rural development

### Why have a rural development policy?

The EU's rural areas are a vital part of its physical make-up and its identity. According to a standard definition, more than 91% of the territory of the EU is "rural", and this area is home to more than 56% of the EU's population. The EU's [Lisbon Strategy for jobs and growth](#) and its Göteborg strategy for sustainable development are just as relevant to our countryside as to our towns and cities.

---

<sup>6</sup> <http://www.touteurope.fr/fr/actions/economie/aide-au-developpement-des-regions/presentation/la-politique-de-cohesion-2007-2013.html>

The EU has a common rural development policy, which nonetheless places considerable control in the hands of individual Member States and regions. The policy is funded partly from the central EU budget and partly from individual Member States' national or regional budgets.

#### Structure of rural development policy

The essential rules governing rural development policy for the period 2007 to 2013, as well as the policy measures available to Member States and regions, are set out in [Council Regulation \(EC\) No. 1698/2005](#).

Under this Regulation, rural development policy for 2007 to 2013 is focused on three themes (known as "thematic axes"). These are:

- improving the competitiveness of the agricultural and forestry sector;
- improving the environment and the countryside;
- improving the quality of life in rural areas and encouraging diversification of the rural economy.

To help ensure a balanced approach to policy, Member States and regions are obliged to spread their rural development funding between all three of these thematic axes.

A further requirement is that some of the funding must support projects based on experience with the [Leader Community Initiatives](#). The "Leader approach" to rural development involves highly individual projects designed and executed by local partnerships to address specific local problems.

As before 2007, every Member State (or region, in cases where powers are delegated to regional level) must set out a rural development programme, which specifies what funding will be spent on which measures in the period 2007 to 2013.

A new feature for 2007 to 2013 is a greater emphasis on coherent strategy for rural development across the EU as a whole. This is being achieved through the use of National Strategy Plans which must be based on [EU Strategic Guidelines](#).

This approach should help to:

- identify the areas where the use of EU support for rural development adds the most value at EU level;
- make the link with the main EU priorities (for example, those set out under the Lisbon and Göteborg agendas);
- ensure consistency with other EU policies, in particular those for economic cohesion and the environment;
- assist the implementation of the new market-oriented CAP and the necessary restructuring it will entail in the old and new Member States.

## **4. National information**

### **USER'S GUIDE**

- The country reports contain information on each objective: Convergence, and Regional Competitiveness and Employment, as well as a section on rural development policy.
- The "Convergence" regions are not covered by the Regional Competitiveness and Employment objective. This is the case for the eight sugar-producing countries that have joined the European Union since 2004.

### **IN SUMMARY**

- If you are covered by the "Convergence" objective, please ignore the Regional Competitiveness and Employment objective (except for the Community Initiatives)
- If you are covered by the "Regional Competitiveness and Employment" objective, consult your regional plans and the programming documents.

In addition to direct access to the plans for your region, you will find the contact details of the relevant local/regional authorities, as well as the contact details for the national ERDF, ESF and regional programme authorities.

Reminder: it is useful to contact the authorities at both local/regional and national levels.



# Austria

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Regional Competitiveness and Employment

The entire country is covered by the Regional Competitiveness and Employment Objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/austria/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/austria/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.oerok.gv.at/eu-regionalpolitik/eu-strukturfonds-in-oesterreich-2007-2013.html>

### Operational Programme 'Lower Austria'

The principal objectives of the 2007-2013 programme are enhancing regional competitiveness and increasing the attractiveness of all the regions in Lower Austria. The programme is structured around the following priority axes:

- enhancing regional competitiveness through innovation and the knowledge economy;
- strengthening regions and sites by mobilising endogenous potential, the competitiveness of the tourism sector, and by improving environment policy, energy use and risk prevention.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=AT&gv\\_reg=ALL&gv\\_PG=1196&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=AT&gv_reg=ALL&gv_PG=1196&gv_defL=7&LAN=7)

### Contact:

Regional Government of Lower Austria,  
Obmann: Univ.-Prof. DI Dr. Friedrich Zibuschka  
Department of Planning, Environment and Transport  
Landhausplatz 1  
AT-3109 St. Pölten  
Tel.: +43 02742/9005-14241  
Web: <http://www.regionalmanagement-noe.at/>

### In addition, the European Social Fund is involved through a specific operational programme:

The Austrian ESF programme aims to increase employability, to support workers and businesses in anticipating and adapting to economic change, and to encourage social inclusion. Counselling, career advice and assistance in finding a job will be offered to older workers, women and other disadvantaged groups who will be supported in developing skills. A series of education measures aimed first at schools and later at vocational development will help increase skill levels. The priorities are the following:

- Adaptability of workers and businesses
- Fighting unemployment
- Social inclusion
- Education and lifelong learning
- Territorial employment pacts

**Contact:**

Federal Ministry of Labour, Social Affairs and Consumer Protection  
*Bundesministerium für Arbeit, Soziales und Konsumentenschutz*  
Abteilung VI/9  
Stubenring 1  
AT-1010 Vienna  
Tel.: +43-1 71100-0  
Web: <http://www.esf.at>

## 2. Rural Development Policy

The 2007-2013 rural development policy focuses on three areas, according to the priority initiatives established in the new regulation:

- the competitiveness of agriculture and forestry;
- environment and countryside;
- quality of life and diversification of the rural economy;
- A fourth axis is based on the experience of the LEADER programme and aims to create new approaches to rural development.

**Contact:**

National Contact Point  
Austrian Conference on Spatial Planning  
(Österreichischen Raumordnungskonferenz (ÖROK))  
Ballhausplatz 1 (Hofburg)  
(Entrance Michaelerkuppel - Michaelerplatz)  
AT-1014 Wien  
Tel: +43 1 53 53 444 0 / Fax: +43 1 53 53 444 54  
Web: <http://www.oerok.gv.at/eu-regionalpolitik/laendlicher-raum.html>  
Web: <http://land.lebensministerium.at/article/archive/4959>

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/austria/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/austria/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/at\\_en.htm](http://ec.europa.eu/employment_social/esf/members/at_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/au/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/au/index_en.htm)

# Belgium

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

Only the Hainaut region is covered by the Convergence objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/belgium/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/belgium/index_en.htm)

### National information websites on the EU Structural Funds:

Wallonia: <http://europe.wallonie.be/>

Flanders: [http://ae.vlaanderen.be/html\\_europees/efro\\_nieuw/index\\_efro.html](http://ae.vlaanderen.be/html_europees/efro_nieuw/index_efro.html)

### Operational Programme 'Wallonia (Hainaut)'

The Operational Programme has three main priorities:

- job and business creation;
- development of human capital, knowledge, know-how and research;
- balanced and sustainable territorial development.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=BE&gv\\_reg=ALL&gv\\_PG M=1078&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=BE&gv_reg=ALL&gv_PG M=1078&LAN=7&gv_PER=2&gv_defL=7)

### Contact:

Secrétariat général

Département de la Coordination des Fonds structurels

Place Joséphine Charlotte n°2

BE-5100 Namur (Jambes)

E-mail: [ldcfs@spw.wallonie.be](mailto:ldcfs@spw.wallonie.be)

Web: <http://europe.wallonie.be/?q=node/8>

## 2. Regional Competitiveness and Employment

### Operational Programme 'Flanders'

The Operational Programme for Flanders for the period 2007-2013 focuses on three strategic objectives:

- promoting knowledge transfer among companies, non-profit organisations and public administrations;
- encouraging entrepreneurship and innovation in order to boost job creation and strengthen economic structures so as to maximise economic growth;
- optimising support for development projects to make towns and cities more attractive in terms of entrepreneurship and innovation.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=BE&gv\\_reg=ALL&gv\\_PG M=1079&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=BE&gv_reg=ALL&gv_PG M=1079&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

EFRO

Agentschap Ondernemen

Afdeling Europa Economie

Koning Albert II-laan 35, bus 12

BE-1030 Brussels

Tel.: + 32 (0)2 553 38 64

Fax: + 32 (0)2 502 47 02

E-mail: [economie.europa@vlaanderen.be](mailto:economie.europa@vlaanderen.be)

Web: [http://ae.vlaanderen.be/html\\_europees/html\\_agentschap\\_efro/doelstellingen.html](http://ae.vlaanderen.be/html_europees/html_agentschap_efro/doelstellingen.html)

**Operational Programme 'Wallonia (not including Hainaut)'**

The Operational Programme has three main priorities:

- job and business creation;
- development of human capital, knowledge, know-how and research;
- balanced and sustainable territorial development.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=BE&gv\\_reg=ALL&gv\\_PG\\_M=1001&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=BE&gv_reg=ALL&gv_PG_M=1001&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Secrétariat général

Département de la Coordination des Fonds structurels

Place Joséphine Charlotte n°2

BE-5100 Namur (Jambes)

E-mail: [ldcfs@spw.wallonie.be](mailto:ldcfs@spw.wallonie.be)

Web: <http://europe.wallonie.be/?q=node/12>

**In addition, the European Social Fund is involved through a specific operational programme:**

While Belgium's regions each have their own ESF programmes, the federal Operational Programme (OP), called 'Replenishing and Revitalising the Belgian Workforce', contains the overarching plan for Belgian ESF funds for 2007-2013, aiming to tackle low employment and an ageing population. In line with the Lisbon Strategy, the federal OP will address low employment levels by targeting disadvantaged groups, drawing them into the job market and keeping them there. Increasing employability within these groups and bringing about a fundamental change in attitudes will achieve this. These actions will build on previous experience and shared good practice.

**Contact:**

**SPP Intégration Sociale - FSE**

POD Maatschappelijke Integratie - ESF

Bureau 14.23, Boulevard Anspach 1/Anspachlaan 1

BE-1000 Brussels

Tel.: +32 (0)2 508 86 60

Fax: +32 (0)2 508 86 72

E-mail: [esf.mi@mi-is.be](mailto:esf.mi@mi-is.be)

Web: <http://www.mi-is.be>

**ESF Agency, Flemish-Speaking Community of Belgium**

ESF-Agentschap Vlaanderen vzw

Gasthuisstraat 35 (5de verdieping)  
BE-1000 Brussels  
Tel.: +32 (0)2 546 22 11  
Web: <http://www.esf-agentschap.be>

### **ESF Agency, French-Speaking Community of Belgium**

Communauté française Agence FSE  
Chaussée de Charleroi, 111  
BE-1060 Brussels  
Tel.: +32 (0)2 234 39 40  
Web: <http://www.fse.be>

## **3. Rural Development Policy**

The programme is organised according to Belgium's federal model: Flanders and Wallonia each have their own policy.

### **Rural Development Programme for Wallonia:**

The programme approved by the European Commission will allow support for a series of measures in the agricultural (AIDA, etc.) and environmental (MAE, Natura 2000, etc.) sectors, in addition to measures to promote the economic development of rural areas. The axes are the following:

- enhancing the competitiveness of the agricultural and forestry sectors;
- improving the environment and countryside planning;
- quality of life in rural areas and diversification of the rural economy.

### **Contact:**

Service Public de Wallonie  
Direction Générale Agriculture, Ressources naturelles et Environnement (DGO 3)  
Avenue Prince de Liège 15  
BE-5100 Namur (Jambes)  
Tel.: +32 (0)81 33 51 31 / Fax: +32(0)81 33 51 22  
Web: <http://www.pwdr.be/>

### **Rural Development Programme for Flanders:**

The programme is based on four axes, defined in the EU framework:

- enhancing the competitiveness of the agricultural and forestry sectors;
- improving the environment and countryside;
- quality of life in rural areas and diversification of the rural economy;
- Leader.

### **Contact:**

Departement Landbouw en Visserij - Coördinerende Cel Europees Plattelandsbeleid  
Koning Albert II-Laan 35, bus 40  
1030 Brussels  
Tel. +32 (0)2 552 77 29 / Fax : +32 (0)2 552 77 41  
Web: <http://lv.vlaanderen.be/nlapps/docs/default.asp?fid=72>

## **4. General information on financing**

### **Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/belgium/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/belgium/index_en.htm)

### **European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### **European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/be\\_en.htm](http://ec.europa.eu/employment_social/esf/members/be_en.htm)

### **European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/be/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/be/index_en.htm)

# Bulgaria

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

The entire country is covered by the Convergence Objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/bulgaria/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/bulgaria/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.eufunds.bg/index.php?cat=2>

Bulgaria has implemented several action programmes across the country. Those relevant to the sugar industry are outlined below. These 'Convergence' Objective programmes are co-funded by the European Regional Development Fund (ERDF):

### Operational Programme 'Development of the Competitiveness of the Bulgarian Economy':

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=BG&gv\\_reg=ALL&gv\\_PG=1009&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=BG&gv_reg=ALL&gv_PG=1009&gv_defL=9&LAN=7)

### Contact:

Ministry of Economy and Energy  
Directorate "European Funds for Competitiveness"

Slavianska 8

BG-1046 Sofia

Tel.: +359 2 940 75 00 / Fax: +359 2 981 17 19

Web: <http://www.opcompetitiveness.bg/en/index.html>

### Operational Programme 'Regional Development':

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=BG&gv\\_reg=ALL&gv\\_PG=1061&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=BG&gv_reg=ALL&gv_PG=1061&gv_defL=9&LAN=7)

### Contact:

Ministry of Regional Development and Public Works  
Directorate General 'Programming of Regional Development'

17-19 Kiril and Metodii Street

BG-1000 Sofia

Tel.: +35929405439 / Fax: +35929877450

Web: <http://www.bgregio.eu/Default.aspx>

**In addition, the European Social Fund is involved through a specific operational programme:**

### Human Resources Development

This programme seeks to raise skills levels and productivity among the country's workforce by providing better training and easier access to lifelong learning. Bulgaria also wants to

ensure that no one is left on the fringes of society, and is therefore rolling out special measures for disadvantaged groups.

**Contact:**

Ministry of Labour and Social Policy  
EU Funds, International Programmes and Projects Directorate General  
2, Triaditza str.  
BG-1051 Sofia  
Tel.: +359 2 8119 600  
Web: [http://ophrd.government.bg/view\\_doc.php/2948](http://ophrd.government.bg/view_doc.php/2948)

## **2. Rural Development Policy**

The following overall objectives have been set for the National Strategy Plan for Rural Development:

1. to develop a competitive and innovation-based agriculture, forestry and food processing industry;
2. to protect the natural resources and environment of rural areas;
3. to improve the quality of life and diversify job opportunities in rural areas.

**Contact:**

Ministry of Agriculture and Food  
Blvd. Hristo Botev 55  
BG-Sofia 1040  
Tel: +359 2 985-11-199  
Web: <http://www.mzh.government.bg/Article.aspx?lang=2&rmid=432&id=432&lmid=0>

## **3. General information on financing**

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/bulgaria/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/bulgaria/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/bg\\_en.htm](http://ec.europa.eu/employment_social/esf/members/bg_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/bg/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/bg/index_en.htm)



# Czech Republic

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

The entire country is covered by the Convergence Objective, except for the city of Prague, for which there is a specific development strategy.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/czech/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/czech/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.strukturalni-fondy.cz/>

Free phone line: Eurofon +420 800 200 200 or e-mail address: [info@strukturalni-fondy.cz](mailto:info@strukturalni-fondy.cz)

The Czech Republic has implemented several action programmes across the country. Those relevant to the sugar industry are outlined below. These 'Convergence' Objective programmes are co-funded by the European Regional Development Fund (ERDF):

### Operational Programme 'Environment' (national)

The objective of the 'Environment' Operational Programme is to support sustainable development, long-term competitiveness and employment in the Czech regions. Priority 3, 'Sustainable use of energy sources', in particular focuses on providing assistance in constructing new facilities and reconstructing existing facilities with the aim of increasing the use of renewable energy sources for heat generation, electric energy generation and for combined heat and electricity generation.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=CZ&gv\\_reg=ALL&gv\\_PG M=1029&LAN=7&gv\\_per=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=CZ&gv_reg=ALL&gv_PG M=1029&LAN=7&gv_per=2&gv_defL=7)

### Contact:

Ministry of the Environment  
EU Funds Department  
Vršovická 65  
CZ-100 10 Praha 10  
Tel.: +420 267 122 530 / Fax: +420 272 744 944  
Web: <http://en.opzp.cz/>

### Operational Programme 'North-East'

The programme focuses on transport infrastructure, the development of urban and rural areas, on businesses and tourism.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=CZ&gv\\_reg=ALL&gv\\_PG M=1072&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=CZ&gv_reg=ALL&gv_PG M=1072&LAN=7&gv_PER=2&gv_defL=7)

### Contact:

Regional Council of the North-East region  
Pražská 320/8  
CZ-500 04 Hradec Králové  
Fax: +420 498 501 010

Web: <http://www.rada-severovychod.cz/>

### **Operational Programme 'Moravia Silesia'**

The programme concentrates on transport infrastructure and urban and rural development.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=CZ&gv\\_reg=ALL&gv\\_PG\\_M=1032&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=CZ&gv_reg=ALL&gv_PG_M=1032&LAN=7&gv_PER=2&gv_defL=7)

#### **Contact:**

Regional Council of the Moravia Silesia region

Hrabáková 1/1861

CZ-702 00 Ostrava - Moravská Ostrava

Tel.: +420 552 303 501

E-mail: [sekretariat@rr-moravskoslezsko.cz](mailto:sekretariat@rr-moravskoslezsko.cz)

Web: <http://www.rr-moravskoslezsko.cz/english>

### **Operational Programme 'Central Moravia'**

The programme focuses on transport infrastructure, urban growth poles, improving the business environment and social and health care infrastructure.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=CZ&gv\\_reg=ALL&gv\\_PG\\_M=1082&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=CZ&gv_reg=ALL&gv_PG_M=1082&LAN=7&gv_PER=2&gv_defL=7)

#### **Contact:**

Regional Council of the Central Moravia region

Jeremenkova 1211/40b

CZ-779 00 Olomouc

Tel: + 420 587 333 301

Web: <http://www.rr-strednimorava.cz/>

### **Operational Programme 'South-East'**

The global objective is to strengthen the competitiveness of the region by creating the conditions for efficient utilisation of the development capacity in the region through the overall improvement of transport accessibility and by connecting the poles of growth in the region, leading in turn to the use of capacity in the sphere of tourism. The objective also includes improvement in quality of life in urban and rural areas, in line with the principles of sustainable development.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=CZ&gv\\_reg=ALL&gv\\_PG\\_M=1081&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=CZ&gv_reg=ALL&gv_PG_M=1081&LAN=7&gv_PER=2&gv_defL=7)

#### **Contact:**

Regional Council of the South East region

Kounicova 271

CZ-602 00 Brno

Tel.: +420 532 193 500 / Fax: +420 532 193 599

Web: <http://www.jihovychod.cz/>

### **In addition, the European Social Fund is involved through a specific operational programme:**

The Czech Republic takes a three-pronged approach to maximising the benefits of ESF funding – improving training and innovation potential, activating the workforce including by

fighting against unemployment and social exclusion, and developing a special approach to human resources in Prague. This logic is reflected in three ESF operational programmes (OP) for the country, two thematic OPs on education and on employment, and a regional programme targeted at Prague.

**Programme 1: Education for competitiveness**

This programme aims to enrich the Czech workforce by improving primary, secondary, tertiary and further education, encouraging life-long learning and promoting research and development in order to meet the demands of the labour market more efficiently.

**Programme 2: Human Resources and Employment**

This programme focuses on increasing employees' and employers' adaptability by developing skills, introducing modern systems of human resources development in firms and unemployment prevention in restructured enterprises.

**Contact:**

Ministry of Labour and Social Affairs, Department for ESF Management

Na Porícním právu 1/376

CZ-128 01 Praha 2

Tel.: +420 226 206 841 / E-mail: [esf@mpsv.cz](mailto:esf@mpsv.cz)

Web: [www.esfcr.cz](http://www.esfcr.cz)

Programme 2: Human Resources and Employment also has a website:

<http://www.msmt.cz/strukturalni-fondy/op-vpk-obdobi-2007-2013>

## **2. Rural Development Policy**

The aim of the Rural Development and Multifunctional Agriculture Operational Programme is to support continual economic growth and an increase in the quality of life for the population based mainly on increasing the competitiveness of industry, securing employment and the development of human resources, reducing differences in social conditions, maintaining the cultural landscape and protecting and improving the environment.

**Contact:**

Managing Authority of the Operational Programme 'Rural Development and Multifunctional Agriculture' in the Czech Republic

Těšnov 17

CZ-117 05 Praha 1

Tel: +420 221 812 009 - +420 221 811 111 / Fax: +420 221 813 060

**Web:** <http://en.mze.cz/Index.aspx?ch=74>

## **3. General information on financing**

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/czech/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/czech/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

Employability in the sugar industry in the context of restructuring

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/cz\\_en.htm](http://ec.europa.eu/employment_social/esf/members/cz_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/cs/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/cs/index_en.htm)

# Denmark

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Regional Competitiveness and Employment

The entire country is covered by the Regional Competitiveness and Employment Objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/denmark/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/denmark/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.deaca.dk/regionaludviklingfokus/72502>

### Operational Programme 'Innovation and Knowledge'

Denmark has implemented an action programme across the country. Those aspects relevant to the sugar industry are outlined below. This programme is financed by the European Regional Development Fund (ERDF).

The Strategy's core targets refer to four "Growth Drivers":

- Human Resources
- Innovation
- Use of new technology (ITC)
- Entrepreneurship

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=DK&gv\\_reg=ALL&gv\\_PGM=1004&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=DK&gv_reg=ALL&gv_PGM=1004&gv_defL=7&LAN=7)

### Contact:

Danish Authority for Enterprise and Construction

Vejlsøvej 29

DK-8600 Silkeborg

Tel.: +45 35 46 64 07

E-mail.: [pgr@ebst.dk](mailto:pgr@ebst.dk)

Web: <http://www.deaca.dk/eusupport>

### In addition, the European Social Fund is involved through a specific operational programme:

The national ESF operational programme concentrates on improving human capital as a driver of growth and takes an enterprise-based approach. The objective is to ensure that Danish enterprises, in particular SMEs, have access to all the skilled people they need – so they can better meet the challenges of global competition.

- **Priority 1: A skilled workforce (better jobs)**

This is about creating the framework conditions to improve the skills of workers – both employed and unemployed. These framework conditions cover the areas of human resources, innovation and new technologies.

- **Priority 2: Expansion of the workforce (more jobs)**

In certain industries and regions there are too few workers with too few skills. This priority aims to pull down barriers to workforce participation, for example among older workers, immigrants and the disabled.

**Contact:**

Danish Authority for Enterprise and Construction

Vejlsøvej 29

DK-8600 Silkeborg

Tel.: +45 3546 6000 / Fax: +45 3546 6001

E-mail: [postu@ebst.dk](mailto:postu@ebst.dk)

Web: <http://www.deaca.dk/eusupport>

## 2. Rural Development Policy

In accordance with the Community Strategic Guidelines for rural development, the following targets have been established:

- Support innovation and quality development, including the efforts of the agricultural trade to make the necessary adjustments to the development in agricultural market trends, achieve improved competitiveness, etc.;
- Contribute to the creation of alternative possibilities; improve quality of life and diversification of economic activity in rural areas. The diversification of economic activity can also be linked to the efforts to promote a cleaner aquatic environment, increased biodiversity, and a greater range of recreational possibilities;
- Continue the agricultural and environmental policy, which has been implemented through the national Aquatic Environment Plan III, the pesticide action plan and the forest programme, and through projects for the development, support and adaptation of regions in order to extend the natural and environmental improvements already achieved in relation to the agricultural trade.

**Contact:**

EU Coordination Office (EU-koordinationskontoret)

Nyropsgade 30

DK-1780 København V

Tel.: +45 339 58000 / Fax: +45 339 58021

E-mail: [eu@ferv.dk](mailto:eu@ferv.dk)

National Network Unit Hotline

Tel.: +45 33 95 89 89 / E-mail: [netvaerkscenter@dffe.dk](mailto:netvaerkscenter@dffe.dk)

Web: [http://ferv.fvm.dk/Rural\\_development\\_Programme.aspx?ID=42277](http://ferv.fvm.dk/Rural_development_Programme.aspx?ID=42277)

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/denmark/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/denmark/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/dk\\_en.htm](http://ec.europa.eu/employment_social/esf/members/dk_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/dk/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/dk/index_en.htm)

## Finland

The information presented in this document applies only to areas  
with one or more sugar factories

### 1. Regional Competitiveness and Employment

The entire country is covered by the Regional Competitiveness and Employment Objective.

**EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/finland/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/finland/index_en.htm)

**National information website on the EU Structural Funds:**

<http://www.tem.fi/index.phtml?l=en&s=2071>

**Operational Programme 'Western Finland'** (*Länsi-Suomen EAKR-toimenpideohjelman*)

The new EU programme for 2007-13 aims to build on the success of the previous programme; the objective of the Competitiveness and Employment Programme for Western Finland is the strengthening of balanced and sustainable regional development and the development of innovation and knowledge structures in key sectors.

The programme will be implemented through four main priorities:

- Promotion of business activity
- Promotion of innovation activity and networking, and reinforcing knowledge structures
- Improving regional accessibility and operational environments
- Development of larger urban areas

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=FI&gv\\_reg=ALL&gv\\_PG\\_M=1035&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=FI&gv_reg=ALL&gv_PG_M=1035&gv_defL=9&LAN=7)

**Contact:**

Ministry of Employment and the Economy

P.O. Box 32

FI-00023 GOVERNMENT

Tel.: +358 10 60 6000 / Fax: +358 9 1606 2166

Web: <http://www.tem.fi/index.phtml?l=en&s=2149>

**In addition, the European Social Fund is involved through a specific operational programme:**

The ESF programme for continental Finland applies nationwide, excluding the Åland Islands, and aims to promote competitiveness while working to reduce high levels of structural unemployment. Specific measures are being introduced or extended to help disadvantaged groups such as the disabled, migrants, and younger and older workers. In this respect, vocational training is a key development area, as are measures designed not only to help people back into work and training but also to help them stay there.

**Contact:**

Ministry of Employment and the Economy

Työ- ja elinkeinoministeriö

P.O. Box 32

FI-00023 GOVERNMENT

Tel.: +358 10 60 6000

Web: <http://www.tem.fi/index.phtml?l=en&s=2194>

## 2. Rural Development Policy

Finland aims to preserve a viable countryside, improve the state of the environment and ensure the sustainable use of renewable natural resources. The rural development priorities are laid out in the Finnish Rural Development Strategy for 2007–2013:

- Practise agriculture and forestry in a way that is economically and ecologically sustainable;
- Action favouring and furthering the competitiveness of businesses, new entrepreneurship, and networking among entrepreneurs to diversify economic activity and improve employment in rural areas;
- Strengthening local initiatives to improve the viability and quality of life of rural areas.

NB: This information applies only to continental Finland. The Åland Islands have their own programme, but do not have any sugar factories.

### Contact:

Agency for Rural Affairs/ Department of Rural Business (*MAVI*)

P.O. Box 256,

FI-00101 HELSINKI

Tel.: +358 20 772 007 / Fax: +358 20 7725 502

Rural Network Unit

PO Box 167

FI-60101 Seinäjoki

Tel.: +358 40 550 5085

Web: <http://www.rural.fi> / <http://www.maaseutu.fi>

## 3. General information on financing

### Atlas of objectives

[http://ec.europa.eu/regional\\_policy/atlas2007/finland/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/finland/index_en.htm)

### European Regional Development Fund: ERDF

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### European Social Fund: ESF

[http://ec.europa.eu/employment\\_social/esf/members/fi\\_en.htm](http://ec.europa.eu/employment_social/esf/members/fi_en.htm)

### European Agricultural Fund for Regional Development: EAFRD

[http://ec.europa.eu/agriculture/rurdev/countries/fi/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/fi/index_en.htm)



# France

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

### ***Guadeloupe***

#### **EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/france/fr91\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/france/fr91_en.htm)

#### **Programme Summary:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=FR&gv\\_reg=ALL&gv\\_PG\\_M=1150&gv\\_defl=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=FR&gv_reg=ALL&gv_PG_M=1150&gv_defl=9&LAN=7)

#### **Contact:**

Préfecture de la Guadeloupe

Rue de Lardenoy

FR-97109 BASSE-TERRE

Tel: +590 (0) 5 90 99 75 75

[http://www.guadeloupe.pref.gouv.fr/sections/les\\_actions\\_de\\_l\\_eta/europe/fonds\\_europeens?id=programmes\\_co-financ](http://www.guadeloupe.pref.gouv.fr/sections/les_actions_de_l_eta/europe/fonds_europeens?id=programmes_co-financ)

### ***Martinique***

#### **EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/france/fr92\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/france/fr92_en.htm)

#### **Programme Summary:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=FR&gv\\_reg=ALL&gv\\_PG\\_M=1141&gv\\_defl=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=FR&gv_reg=ALL&gv_PG_M=1141&gv_defl=9&LAN=7)

#### **Contact:**

Préfecture de la région Martinique

Secrétariat général pour les affaires régionales

82 rue Victor Sévère

FR-97262 Fort-de-France Cedex

<http://www.martinique.pref.gouv.fr/pages/edito.html>

### ***La Réunion***

#### **EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/france/fr94\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/france/fr94_en.htm)

#### **Programme Summary:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=FR&gv\\_reg=ALL&gv\\_PG\\_M=1143&gv\\_defl=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=FR&gv_reg=ALL&gv_PG_M=1143&gv_defl=7&LAN=7)

#### **Contact:**

Préfecture de Région

Secrétariat Général des Affaires Régionales

Organisme de gestion du programme opérationnel

Place du Barachois

FR-97405 Saint-Denis Cedex

Tel.: +262 (0)262 40 76 07 – Fax: +262 (0)262 40 77 19  
<http://www.reunioneurope.org/>

## 2. Regional Competitiveness and Employment

All regions of Metropolitan France are covered by the Regional Competitiveness and Employment Objective. They are therefore eligible for ERDF and ESF funding.

The ERDF priorities under the Regional Competitiveness and Employment Objective in Metropolitan France are, however, structured around three axes:

- innovation and knowledge economy: strengthening regional capacities for research and technological development, fostering innovation and entrepreneurship and strengthening financial engineering;
- environment and risk prevention;
- access to transport and telecommunications services of general economic interest.

France's ESF programme for 2007-2013, which falls under the Regional Competitiveness and Employment Objective, will support national, regional and local policies on employment, vocational training and social inclusion, with the aim of sustaining economic growth and jobs.

The priorities are the following:

- adaptability of workers and enterprises to economic change: this priority will help companies and workers to anticipate change by encouraging greater adaptability and by strengthening skills. Better access to vocational training and lifelong learning schemes will be fostered. Professional pathways will be developed and a more flexible approach to the skills base will be promoted;
- improving job seekers' access to employment;
- social inclusion and combating discrimination;
- development of human resources, innovation and transnational co-operation: investments in human capital will be made, particularly by stimulating innovation in training schemes and programmes.

Requests regarding EU support in the field of training should therefore be directed to the ESF.

### National Contact:

Direction générale de l'emploi et de la formation professionnelle  
Département du Fonds social européen  
7, square Max Hymans  
FR-75741 Paris Cedex 15  
Web: <http://www.fse.gouv.fr>

### By geographical area:

<i>Region</i>	<i>Contacts</i>
Alsace	<a href="http://www.fonds-europeens-alsace.eu">www.fonds-europeens-alsace.eu</a>
Auvergne	<a href="http://www.europe-en-auvergne.eu">www.europe-en-auvergne.eu</a>
Basse-Normandie	<a href="http://www.calvados.pref.gouv.fr/sections/basse-normandie/l_europe/contacts?id=qui_contacter_pour_b">www.calvados.pref.gouv.fr/sections/basse-normandie/l_europe/contacts?id=qui_contacter_pour_b</a>
Centre	<a href="http://www.europe-centre.eu">www.europe-centre.eu</a>
Champagne-Ardenne	<a href="http://www.champagne-ardenne.pref.gouv.fr/index.php/europe">www.champagne-ardenne.pref.gouv.fr/index.php/europe</a>
Haute Normandie	<a href="http://www.europe-haute-normandie.fr">www.europe-haute-normandie.fr</a>
Ile-de-France	<a href="http://www.europeidf.fr">www.europeidf.fr</a>

Nord-Pas-De-Calais	<a href="http://www.nord-pas-de-calais.pref.gouv.fr/page.php?P=data/actions_de_l_etat/europe">www.nord-pas-de-calais.pref.gouv.fr/page.php?P=data/actions_de_l_etat/europe</a>
Pays de La Loire	<a href="http://www.europe-en-paysdelaloire.eu">www.europe-en-paysdelaloire.eu</a>
Picardie	<a href="http://www.picardie-europe.eu">www.picardie-europe.eu</a>
Provence-Alpes-Côte d'Azur	<a href="http://www.europe-en-paca.eu">www.europe-en-paca.eu</a>

### 3. Rural Development Policy

France has developed six Rural Development Programmes (RDPs) for 2007-2013: one for the 'hexagon' (Metropolitan France) excluding Corsica, the Hexagonal Rural Development Programme (PDRH); one for Corsica, and one for each overseas '*département*'. The PDRH has a common basis applicable to all 21 regions, which have each developed a Regional Document for Rural Development (DRDR). These programmes must contribute to the economic, social and environmental development of rural areas.

The regional plans have been developed to respond to local issues, but they are all structured around the following priorities:

- encouraging economic development, whether through training measures or support for knowledge transfer and innovation, or by assisting restructuring and modernisation (farm buildings plan, agri-food industry, timber industry, agricultural infrastructure, quality and marketing of products);
- preserving natural resources in targeted areas and around overarching issues (local agri-environmental measures, support for organic farming, preventing forest fires);
- maintaining and developing economic activities and employment, improving residential attractiveness, protecting rural heritage and supporting local projects (the whole of axis 3).

The Ministry of Agriculture and Fisheries is the managing authority. The 'Centre National pour l'Aménagement des Structures des Exploitations Agricoles (CNASEA)' is the Paying Agency.

#### Contact:

Agence de services et de paiement - ASP  
2, rue de Maupas –  
FR-87040 Limoges cedex 01  
Tel.: +33 05 55 12 00 00 - Fax: +33 05 55 12 05 24  
Web: <http://www.asp-public.fr/>

For regional contacts, please refer to the list under point 2, or consult the regional contacts of the ASP:

<http://www.asp-public.fr/?q=prestationetsavoirfairelocal/accueil-information>

### 4. General information on financing

#### Atlas of objectives

[http://ec.europa.eu/regional\\_policy/atlas2007/france/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/france/index_en.htm)

#### European Regional Development Fund: ERDF

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/fr\\_en.htm](http://ec.europa.eu/employment_social/esf/members/fr_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/fr/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/fr/index_en.htm)

# Germany

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

### ***Brandenburg***

#### **European information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/germany/de4\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/germany/de4_en.htm)

#### **Brief summary of programmes:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=DE&gv\\_reg=ALL&gv\\_PGM=1099&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=DE&gv_reg=ALL&gv_PGM=1099&gv_defL=9&LAN=7)

#### **Contact:**

Staatskanzlei des Landes Brandenburg  
Koordinierungsstelle  
Heinrich-Mann-Allee, 107  
DE-14473 Potsdam  
Tel.: +49 331 866 1474  
Web: <http://www.mwe.brandenburg.de/sixcms/detail.php/bb1.c.153568.de>

### ***Mecklenburg-Vorpommern***

#### **European information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/germany/de8\\_en.htm?8](http://ec.europa.eu/regional_policy/atlas2007/germany/de8_en.htm?8)

#### **Brief summary of programmes:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=DE&gv\\_reg=ALL&gv\\_PGM=1103&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=DE&gv_reg=ALL&gv_PGM=1103&gv_defL=9&LAN=7)

#### **Contact:**

Staatskanzlei Mecklenburg-Vorpommern  
Gemeinsame Verwaltungsbehörde - Verwaltungsbehörden für den EFRE, ESF und ELER  
Schlossstraße 2-4  
DE-19053 Schwerin  
Tel.: +49 385 588 1760 / Fax: +49 385 5881769  
Web: <http://www.europa-mv.de/fonds/europaeischeFonds.htm>

### ***Lower Saxony (Lüneburg)***

#### **European information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/germany/de9\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/germany/de9_en.htm)

#### **Brief summary of programmes:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=DE&gv\\_reg=649&gv\\_PGM=1089&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=DE&gv_reg=649&gv_PGM=1089&gv_defL=7&LAN=7)

#### **Contact :**

Niedersächsisches Ministerium für Wirtschaft, Arbeit und Verkehr  
Referat 14 (Europäische Wirtschafts- und Arbeitsmarktförderung)  
DE-30001 Hannover  
Tel.: + 49 511 120 57 49 / Fax.: + 49 511 120 99 57 49

Web: [http://www.mw.niedersachsen.de/master/C31024701\\_N38017408\\_L20\\_D0\\_I712.html](http://www.mw.niedersachsen.de/master/C31024701_N38017408_L20_D0_I712.html)

### ***Sachsen-Anhalt***

#### **European information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/germany/dee\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/germany/dee_en.htm)

#### **Brief summary of programmes:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=DE&gv\\_reg=ALL&gv\\_PG=1097&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=DE&gv_reg=ALL&gv_PG=1097&gv_defL=9&LAN=7)

#### **Contact:**

Ministerium der Finanzen des Landes Sachsen-Anhalt, EU-VB

Editharing 40

DE-39108 Magdeburg

Tel.: +49 391 567 1080 / Fax.: +49 391 567 3080

Web: <http://www.sachsen-anhalt.de/LPSA/index.php?id=30626>

## **2. Regional Competitiveness and Employment**

### **Context:**

With the exception of part of Lower Saxony, this Objective encompasses all the *Länder* of the former Federal Republic of Germany. The ERDF and the ESF can be used in the framework of this Objective.

The ERDF is used to support programmes in the areas of regional development, economic change and improved competitiveness. Funding priorities include research, innovation, environmental protection and support for private and public investment such as investment in infrastructure, so as to help reduce regional imbalances within the EU.

Germany has 18 ESF operational programmes in total. This large number is a reflection of the federal structure of the country, and also a response to the disparities in the socio-economic situation and challenges. There are 17 regional operational programmes (one for each *Land* apart from Lower Saxony, which has two), designed and managed by the *Bundesländer* - the German Federal States. For the whole of Germany there is one multi-objective, federal programme that will manage 37% of the overall ESF resources in co-operation with five federal ministries.

Common ESF priorities are shared between the federal programme and the regions though with a different weighting. The federal programme concentrates on the ESF priorities 'Adaptability of workers and enterprises' and 'Access to the labour market'. The regional programmes focus on enhancing human capital, in particular by promoting basic and vocational training for young people.

The priority areas are:

- **Adaptability of workers and enterprises:** Support will be given to initiatives that promote entrepreneurship and business-start-ups, encourage life-long learning for the workforce and contribute to the design and dissemination of innovative and more productive forms of work in co-operation with social partners.
- **Enhancing human capital**
- **Access to employment**
- **Transnationality**

Requests regarding EU support in the field of training should therefore be directed to the ESF.

**Contact:**

**Koordinierung der EU-Kohäsionspolitik in Deutschland**

Bundesministerium für Wirtschaft und Technologie

EA3 – Koordinierung EU-Kohäsions- und Strukturpolitik/Transeuropäische Netze

Scharnhorststraße 34–37

DE-11015 Berlin

E-Mail: [buero-ea3@bmwi.bund.de](mailto:buero-ea3@bmwi.bund.de)

Web: <http://www.bmwi.de>

**ESF:**

Bundesministerium für Arbeit und Soziales

Gruppe Soziales Europa

GS 1 - Europäischer Sozialfonds

Rochusstr. 1

DE-53123 Bonn

Tel.: +49 (0) 228 99 527 - 3170

E-Mail: [esf@bmas.bund.de](mailto:esf@bmas.bund.de)

web: [www.esf.de](http://www.esf.de)

**In the *Länder*:**

***Land***

[Baden-Württemberg](#)

[Bayern](#)

[Hessen](#)

[Niedersachsen](#) (excl.  
Lüneburg)

[Nordrhein-Westfalen](#)

[Rheinland-Pfalz](#)

**Contact**

<http://www.rwb-efre.baden-wuerttemberg.de/>

<http://www.stmwivt.bayern.de/EFRE/>

<http://www.efre-hessen.de/>

[http://www.niedersachsen.de/master/C434028\\_N403313\\_L20\\_D0\\_I198.html](http://www.niedersachsen.de/master/C434028_N403313_L20_D0_I198.html)

<http://www.ziel2-nrw.de/>

[http://www.mwvlw.rlp.de/internet/nav/75b/75b21781-7897-011a-3b21-](http://www.mwvlw.rlp.de/internet/nav/75b/75b21781-7897-011a-3b21-71e3742f2293&class=net.icteam.cms.utils.search.AttributeManager&class_uBasAttrDef=a001aaaa-aaaa-aaaa-eeee-000000000054.htm)

[71e3742f2293&class=net.icteam.cms.utils.search.AttributeManager&class\\_uBasAttrDef=a001aaaa-aaaa-aaaa-eeee-000000000054.htm](http://www.mwvlw.rlp.de/internet/nav/75b/75b21781-7897-011a-3b21-71e3742f2293&class=net.icteam.cms.utils.search.AttributeManager&class_uBasAttrDef=a001aaaa-aaaa-aaaa-eeee-000000000054.htm)

### **3. Rural Development**

Based on measures set out in the Joint Task for the Improvement of Agricultural Structures and Coastal Protection (GAK), the "National framework regulation on the development of rural areas" was established in accordance with the EAFRD Regulation, notified to the European Commission and approved in September 2007 following some amendments. It contains common elements of the programmes drawn up by the German *Länder* on the development of rural areas and thus provides a link between the National Strategy Plan and the regional programmes.

The main objectives of the Joint Programme are:

- to improve the competitiveness and productivity of agriculture, forestry and the food industry

- to support locally appropriate and especially environmentally friendly practices and adaptation of agriculture and forestry to the requirements of environmental protection and nature conservation
- to ensure and enhance the viability of infrastructure in rural areas
- to improve coastal protection.

**Contact:**

Bundesministerium für Ernährung, Landwirtschaft und Verbraucherschutz  
Referat 521 - Gemeinschaftsaufgabe (GAK) und EU-Programme zur Entwicklung ländlicher Räume  
DE-53123 Bonn, Rochusstraße 1  
Postal address: Postfach 14 02 70 DE-53107 Bonn  
Tel.: +49 (0)228) 99 529-0 (direct dialling 99 529; extension numbers are listed by name)  
Fax: +49 (0) 228 99 529 4262

Berlin office  
10117 Berlin, Wilhelmstr. 54  
DE-11055 Berlin  
Tel.: +49 (0) 30 18 529-0 / Fax: +49 (0) 30 18 529-4262  
Email: [poststelle@bmelv.bund.de](mailto:poststelle@bmelv.bund.de)  
Web: <http://www.bmelv.de>

In the *Länder*:

<b>Land</b>	<b>Contact</b>
Baden-Württemberg	<a href="http://www.landwirtschaft-bw.info/servlet/PB/menu/1194808/index.html">http://www.landwirtschaft-bw.info/servlet/PB/menu/1194808/index.html</a>
Bayern	<a href="http://www.stmelf.bayern.de/agrarpolitik/programme/eler/">http://www.stmelf.bayern.de/agrarpolitik/programme/eler/</a>
Brandenburg	<a href="http://www.mugv.brandenburg.de/cms/detail.php/bb2.c.423045.de">http://www.mugv.brandenburg.de/cms/detail.php/bb2.c.423045.de</a>
Hessen	<a href="http://www.hmulv.hessen.de/irj/HMULV_Internet?cid=5290417c6c3762152735f27223759435">http://www.hmulv.hessen.de/irj/HMULV_Internet?cid=5290417c6c3762152735f27223759435</a>
Mecklenburg-Vorpommern	<a href="http://www.europa-mv.de/fonds/eler/eler.htm">http://www.europa-mv.de/fonds/eler/eler.htm</a>
Niedersachsen	<a href="http://www.profil.niedersachsen.de/master/C20359226_L20_D0.html">http://www.profil.niedersachsen.de/master/C20359226_L20_D0.html</a>
Nordrhein-Westfalen	<a href="http://www.umwelt.nrw.de/landwirtschaft/nrw_programm/2007/">http://www.umwelt.nrw.de/landwirtschaft/nrw_programm/2007/</a>
Rheinland-Pfalz	<a href="http://www.eler-paul.rlp.de/Internet/global/startpage.nsf/start/ELER-PAUL_Rheinland-Pfalz?OpenDocument">http://www.eler-paul.rlp.de/Internet/global/startpage.nsf/start/ELER-PAUL_Rheinland-Pfalz?OpenDocument</a>
Sachsen-Anhalt	<a href="http://www.sachsen-anhalt.de/LPSA/index.php?id=31458">http://www.sachsen-anhalt.de/LPSA/index.php?id=31458</a>

## **4. General information on financing**

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/germany/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/germany/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/index\\_en.htm](http://ec.europa.eu/employment_social/esf/index_en.htm)

**European Agricultural Fund for Rural Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/de/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/de/index_en.htm)



## Greece

The information presented in this document applies only to areas  
with one or more sugar factories

### 1. Convergence

**EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/greece/gr11\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/greece/gr11_en.htm)

**National information website on the EU Structural Funds:**

<http://www.espa.gr/English/Default.aspx>

Although there are several national operational programmes using the Cohesion Fund and the ERDF, none of them include priorities which could unquestionably be used to benefit the Greek sugar industry.

**Operational Programme 'Central Macedonia - Western Macedonia - Eastern Macedonia & Thrace'**

The Operational Programme is structured around three thematic objectives: accessibility to infrastructure and services; digital convergence and entrepreneurship; and sustainable development and quality of life. Three sets of thematic priority axes have been designed for each of the three regions covered by the programme. A fourth set of priority axes contains the budgets for technical assistance in implementing the three thematic axes in the regions.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=GR&gv\\_reg=ALL&gv\\_PGM=1248&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=GR&gv_reg=ALL&gv_PGM=1248&gv_defL=7&LAN=7)

**Contact:**

Ministry of Economy and Finance

Metropolis 5

GR-101 80 Athens

Υπουργείο Οικονομίας και Οικονομικών

Μητροπόλεως 5

GR-101 80 Αθήνα

Tel.: + 30 210 333 20 00 / Fax: + 30 210 33 32 390

Web: <http://www.espa.gr/English/Documents.aspx?docid=61,63,86>

**In addition, Greece has four operational programmes under the European Social Fund.**

These are: maximising human resources, enhancing education and lifelong learning, improving governance, and a contingency reserve of some of the funding for needs that arise during the 2007-2013 period. The country aims above all to boost the skills of disadvantaged groups (young people, women, migrants, long-term unemployed and disabled people) to help them fulfil their potential and play more active roles in society.

Among these operational programmes, the most relevant to the sugar industry is 'Development of Human Resources' as its main priorities are helping companies and workers become more adaptable, and improving access to employment while combating social exclusion.

**Contact:**

Special Coordination and Monitoring Service for ESF actions  
Agysilaou 23-25,  
EL-104 36 Athens  
Tel.: +30 210 52 71 400 / Fax: +30 210 52 71 420  
E-mail: [eysekt@mou.gr](mailto:eysekt@mou.gr)  
Web: [www.esfhellas.gr](http://www.esfhellas.gr)

## 2. Rural Development Policy

The overall objectives were chosen in accordance with the Community Strategic Guidelines (CSG) and the National Strategy Plan, and are:

- Strengthening the competitiveness of the primary and food industry sector by improving the infrastructure and the conditions in which businesses operate as well as the promotion of entrepreneurship. Solving the structural difficulties and restructuring the agricultural primary and secondary sectors will be priorities in this context;
- Protection of the environment and enhancing biodiversity, sustainable use of natural resources and countryside conservation;
- Improving quality of life of the rural population and encouraging diversification of the rural economy, mainly in the mountainous and disadvantaged regions.

### Contact:

Ministry of Rural Development and Food  
L. Athinon 58  
GR- 10441 Athens  
ΥΠΟΥΡΓΕΙΟ ΑΓΡΟΤΙΚΗΣ ΑΝΑΠΤΥΞΗΣ & ΤΡΟΦΙΜΩΝ  
Λεωφ. Αθηνών 58  
TK: 10441, Αθήνα  
Tel.: +30 210 -5275100 / Fax: +30 210 -5275124  
E-mail: [agrotikianaptixi@mou.gr](mailto:agrotikianaptixi@mou.gr)  
Web: <http://www.agrotikianaptixi.gr/index.php>

## 3. General information on financing

### Atlas of objectives

[http://ec.europa.eu/regional\\_policy/atlas2007/greece/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/greece/index_en.htm)

### European Regional Development Fund: ERDF

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### European Social Fund: ESF

[http://ec.europa.eu/employment\\_social/esf/members/gr\\_en.htm](http://ec.europa.eu/employment_social/esf/members/gr_en.htm)

### European Agricultural Fund for Regional Development: EAFRD

[http://ec.europa.eu/agriculture/rurdev/countries/el/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/el/index_en.htm)

# Hungary

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

Almost the entire country is covered by the Convergence Objective. One region is covered by the Regional Competitiveness and Employment Objective, but it is not the region where Hungary's only sugar factory is located.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/hungary/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/hungary/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.nfu.hu/?lang=en>

### Operational Programme 'Economic Development'

The Programme finances to a large extent the microeconomic measures of the National Reform Programme and complements its regulatory instruments. The overall objective of the Operational Programme is to promote sustained growth of the Hungarian economy by strengthening the competitiveness of its production sector. More specifically, the objectives are as follows:

- Increased research and development (R&D)/innovation capacity and activities, and related cooperation activities;
- Comprehensive development of corporate capacity;
- Development of the business environment;
- Facilitating access to finance by small and medium-sized enterprises (SME).

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=HU&gv\\_req=ALL&gv\\_PGM=1174&LAN=7&gv\\_per=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=HU&gv_req=ALL&gv_PGM=1174&LAN=7&gv_per=2&gv_defL=7)

### Contact:

Managing Authority for Economic Development Programmes

Pozsonyi út 56

HU-1133 Budapest

Tel.: +36 1 237 44 00 / Infoline: 06 40 638-638 (inaccessible from abroad)

E-mail: [nfu@nfu.gov.hu](mailto:nfu@nfu.gov.hu)

Web: <http://www.nfu.hu/?lang=en>

### Operational Programme 'Environment and Energy'

The Environment and Energy Operational Programme covers the entire country and includes the following goals:

- Quality of life improvement through pollution reduction;
- Protection and preservation of natural assets;
- Prevention, economy, and efficiency: harmonising social and environmental sustainable development; prevention of pollution and waste creation; application of technologies that use low energy and few raw materials; increasing the share of renewable energy sources.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=HU&gv\\_req=ALL&gv\\_PGM=1174&LAN=7&gv\\_per=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=HU&gv_req=ALL&gv_PGM=1174&LAN=7&gv_per=2&gv_defL=7)

**Contact:**

Managing Authority for Environmental Programmes

Pozsonyi út 56

HU-1133 Budapest

Tel.: +36 1 237 44 00 / Infoline: 06 40 638-638 (inaccessible from abroad)

E-mail: [nfu@nfu.gov.hu](mailto:nfu@nfu.gov.hu)

Web: <http://www.nfu.hu/?lang=en>

**Operational Programme 'South Transdanubia' (*Dél-Dunántúl*)**

The three specific aims identified in the Operational Programme are to develop a model region of high environmental quality; establish a competitive economy built on local characteristics; halt the increasing intra-regional social disparities.

The Programme is structured according to the following priorities:

- **competitive economy based on the development of urban areas.** This priority aims to increase the employment rate by developing small and medium-sized enterprises (SMEs) and business infrastructure. The main activities include providing support for business clusters and networks, reinforcing SME support services, developing industrial parks and incubation centres, and rehabilitating brown-field areas;
- **strengthening the region's tourism potential;**
- **development of human public services;**
- **integrated urban development;**
- **improving accessibility and environmental development.**

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=HU&gv\\_reg=ALL&gv\\_PG=1175&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=HU&gv_reg=ALL&gv_PG=1175&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Managing Authority for Regional Development Programmes (ROP)

Pozsonyi út 56

HU-1133 Budapest

Tel.: +36 1 237 44 00 / Infoline: 06 40 638-638 (inaccessible from abroad)

E-mail: [nfu@nfu.gov.hu](mailto:nfu@nfu.gov.hu)

Web: <http://www.nfu.hu/?lang=en>

**In addition, the European Social Fund is involved through a specific operational programme:**

**Operational Programme 'Social Renewal'**

The Social Renewal Operational Programme consumes by far the largest part of ESF funding and aims at supporting both growth and employment through measures primarily focused on improving the quality of human resources. The main priorities are as follows:

- Improving employability and promoting entry into the labour market through training, help for job-seekers, the development of better employment services and support for the social economy.
- Improving the adaptability of individuals and organisations by facilitating access to training, developing the institutional system, and providing targeted support to social partners and non-governmental organisations.
- Providing quality education and access to it for all through the implementation of the national lifelong learning strategy.

- Developing the content and structure of higher education to support the needs of businesses and the knowledge economy. This includes the enhancement of research and development capacities.
- Strengthening social inclusion by improving access to social services for disadvantaged groups to join the labour market.

**Contact:**

Managing Authority for Human Resource Programmes

Pozsonyi út 56

HU-1133 Budapest

Tel.: +36 1 237 44 00 / Infoline: 06 40 638-638 (inaccessible from abroad)

E-mail: [nfu@nfu.gov.hu](mailto:nfu@nfu.gov.hu)

Web: <http://www.nfu.hu/?lang=en>

## 2. Rural Development Policy

The programme seeks to improve the competitiveness of the agricultural, food production and forestry sector (axis 1), by respecting sustainable development principles and protecting natural values and biodiversity (axis 2), and supporting entrepreneurship and improving access to services in rural areas (axis 3). The Leader approach will contribute to achieving the aims of all the RDP axes.

**Contact:**

Ministry of Agriculture and Rural Development

Kossuth Lajos tér 11.

HU-1055 Budapest

Tel.: +36 06 1 301 4000 / Fax: +3606 1 302 0408

Web: <http://www.fvm.hu/main.php?folderID=2170&articleID=10731&ctag=articlelist&iid=1>

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/hungary/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/hungary/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/hu\\_en.htm](http://ec.europa.eu/employment_social/esf/members/hu_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/hu/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/hu/index_en.htm)



# Italy

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Regional Competitiveness and Employment

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/italia/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/italia/index_en.htm)

### National information website on the EU Structural Funds:

<http://europa.formez.it/>

### Operational Programme 'Emilia-Romagna Region'

The Operational Programme is structured around four priorities:

- Industrial research and technology transfer (this priority is dedicated to promoting industrial research and technology transfer to boost competitiveness within the economic system);
- Entrepreneurial development and innovation (this priority aims to support innovation in the production system);
- Improved energy and environmental efficiency and sustainable development (this priority focuses on sustainable development and more particularly on innovation in the fields of energy and the environment, in addition to promoting energy efficiency);
- Enhancing and better exploiting environmental and cultural heritage (this priority focuses on enhancing and better exploiting the region's cultural and natural resources to make them more attractive).

Web: [http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=IT&gv\\_reg=ALL&gv\\_PGM=1153&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=IT&gv_reg=ALL&gv_PGM=1153&LAN=7&gv_PER=2&gv_defL=7)

### Contact:

Emilia-Romagna Region  
Directorate General for Productive Activities, Commerce and Tourism  
Regione Emilia-Romagna  
Direzione generale Attività produttive, Commercio e Turismo  
Viale Aldo Moro, 44  
IT-40127 Bologna  
Tel.: + 39 (0)51 6396419 / Fax: + 39 (0)51 6396511  
E-mail: [infoporfesr@regione.emilia-romagna.it](mailto:infoporfesr@regione.emilia-romagna.it)  
Web: <http://www.fondieuropei2007-2013.it/sezioni/scheda.asp?id=211>

### Operational Programme 'Molise'

The Operational Programme is structured according to the following priorities:

- research and development, innovation and entrepreneurship (this priority aims to boost regional innovation by strengthening the role of the private sector through technological transfer and cooperation between firms and research institutes);
- energy (this priority will promote and support renewable sources and the diversified supply and use of energy saving instruments);
- accessibility (the accessibility strategy adopted is based on applying the principle of territorial and thematic concentration);
- environment and territorial development (environmental protection, risk prevention and physical rehabilitation; urban rehabilitation and development; and ICT services).

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=IT&gv\\_reg=ALL&gv\\_PG\\_M=1057&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=IT&gv_reg=ALL&gv_PG_M=1057&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Europe Office  
Regional and Community Programming Service  
General Directorate I of Programming  
(Ufficio Europa  
Servizio Programmazione regionale e comunitaria)  
Corso Bucci, 54/A  
IT-86100 Campobasso  
Tel.: + 39 0874 424 731 /Fax: + 39 0874 424 742  
E-mail: [uffeuropa@regione.molise.it](mailto:uffeuropa@regione.molise.it)  
Web: <http://www.regione.molise.it/ufficioeuropa>

**Operational Programme 'Veneto'**

The ERDF programme's main objectives for 2007-2013 are to promote research and innovation and to support clean urban transport and renewable energy. In addition, the OP will be an important tool for achieving the revised Lisbon Strategy objectives for growth and jobs, as it allocates 63.7% of its entire budget towards these ends. Another important part of the assistance will support inter-regional cooperation initiatives with other Italian and other Member State regions.

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=IT&gv\\_reg=ALL&gv\\_PG\\_M=1053&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=IT&gv_reg=ALL&gv_PG_M=1053&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Veneto Region  
Community Programme Directorate  
(Regione del Veneto  
Direzione Programmi Comunitari)  
Via S. Croce 1187  
IT-30125 Venezia  
Tel.: +39 041 279 11 25 / Fax: +39 041 279 11 22  
E-mail: [progcomunitari@regione.veneto.it](mailto:progcomunitari@regione.veneto.it)  
Web: <http://www.regione.veneto.it/Economia/Programmi+Comunitari/>

**In addition, the European Social Fund is involved in financing several operational programmes.**

Italy is undertaking 24 Operational Programmes (OP) in 2007-2013, comprising 19 regional OPs, separate OPs for the autonomous provinces of Bolzano and Trento, and three OPs covering the entire country. ESF funding is being channelled into five priority areas: adaptability, employability, social inclusion, human capital, and transnational/regional projects.

**Contact:**

Ministry of Labour and Social Security - Directorate-General for Vocational Guidance and Training Policies  
Ministero del lavoro e della previdenza sociale - Direzione Generale per le politiche per l'orientamento e la formazione  
Via Fornovo, 8 – pal. C



IT-00192 Roma

Tel.: +39 (0)6 367 54 802-931 / Fax: +39 (0)6 322 2358

Web: <http://www.lavoro.gov.it/lavoro/Europalavoro>

## 2. Rural Development Policy

**Each region has established, presented and is implementing a regional Rural Development Plan (RDP).**

**For the Emilia-Romagna region,** the general objective of the RDP is sustainable economic development from an environmental perspective in order to guarantee enhanced competitiveness and necessary social cohesion.

The financial resources should particularly boost producers', business and trade associations. The enhancement and upgrading of jobs and the development of workers' occupational skills must be encouraged in all sectors, as must the integration of immigrant workers, while ensuring full compliance with legislation in the fields of employment, social security, health and safety, and collective agreements.

For the Molise region, the strategy of the Rural Development Plan centres on three general objectives:

- improve the competitiveness of the agricultural and forestry sector;
- develop rural areas through land management;
- improve the quality of life in rural areas and promote the diversification of economic activity.

For the Veneto region, the overall aim of the RDP is to improve:

- the competitiveness of agriculture through modernisation, innovation and better distribution of added value through the main stakeholders in the production chain in the region;
- the environment/countryside by protecting the environment from the negative impact of agricultural practices by using a wide range of agri-environmental measures;
- the wider rural economy by supporting diversification into non-agricultural activities and the creation and development of (micro) enterprises; support for integrated and multifunctional development of agriculture in disadvantaged rural areas.

### **Contact:**

Ministry of Agriculture, Food and Forestry

Ministero delle politiche agricole alimentari e forestali

Via XX Settembre, n. 20

IT- 00187 Roma

Tel.: +39 (0)6 46651 / Fax: +39 (0)6 4742314

Web: [http://www.politicheagricole.gov.it/SviluppoRurale/Programmi\\_2007\\_2013/default.htm](http://www.politicheagricole.gov.it/SviluppoRurale/Programmi_2007_2013/default.htm)

Web: [http://www.politicheagricole.it/SviluppoRurale/Programmi\\_2007\\_2013/Regioni.htm](http://www.politicheagricole.it/SviluppoRurale/Programmi_2007_2013/Regioni.htm)

### **3. General information on financing**

#### **Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/italia/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/italia/index_en.htm)

#### **European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

#### **European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/it\\_en.htm](http://ec.europa.eu/employment_social/esf/members/it_en.htm)

#### **European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/it/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/it/index_en.htm)

# Lithuania

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

The entire country is covered by the Convergence Objective. Two national operational programmes are combined and co-funded by the European Regional Development Fund (ERDF) and the Cohesion Fund. However, only one could potentially be useful to the sugar industry ('Promotion of Cohesion').

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/lithuania/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/lithuania/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.esparama.lt/2007-2013/lt/>

### Operational Programme 'Promotion of Cohesion'

The purpose of EU investment is to improve standards of living throughout the country, from both economic and social points of view. This should provide a basis for stable sustainable economic development in the long term. Key objectives:

- create preconditions for strengthening and unfolding the potential of local development;
- ensure accessible, high quality public services provided by healthcare, education and state employment promotion policy institutions, non-institutional social services and services to the disabled;
- improve the environment, with focus on improving energy efficiency.

### Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=LT&gv\\_reg=ALL&gv\\_PG M=1170&LAN=7&gv\\_per=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=LT&gv_reg=ALL&gv_PG M=1170&LAN=7&gv_per=2&gv_defL=7)

### Contact:

Ministry of Finance

J. Tumo-Vaižganto g. 8a/2

LT-01512 Vilnius

Tel.: +370 10 60 6000 / Fax: +370 9 1606 2166

Web: <http://www.esparama.lt/en/contacts>

### In addition, the European Social Fund is involved through a specific operational programme:

The Lithuanian ESF programme aims to address labour force shortages by mobilising available human resources and upgrading skills and qualifications. Helping workers adapt to new market conditions by providing tailored training schemes is therefore key – as is improving the quality and accessibility of this training.

The priorities are as follows:

- High-quality employment and social inclusion
- Education and lifelong learning
- Increasing the competence of researchers and scientists
- Administrative capacity-building and improving efficiency in public administration

**Contact:**

Ministry of Finance  
Finansu ministerija  
J. Tumo-Vaižganto g. 8a/2  
LT-01512 Vilnius  
Tel.: +370 5 219 44 37  
Web: <http://www.esparama.lt/en/>

## 2. Rural development policy

The general objectives have been selected in the framework of the Community Strategic Guidelines and the National Strategy Plan. They are:

- to develop modern and competitive agricultural, food and forestry sectors;
- to improve environment and landscape in order to halt the decline in biodiversity through rational use of land resources and promotion of sustainable development of agriculture and forestry;
- to improve the quality of life and increase employment of the population in rural areas;
- to promote rural development through local initiatives and partnerships.

**Contact:**

Address: Gedimino av. 19 (Lelevelio 6),  
LT-01103 Vilnius (LIETUVA)  
Tel.: +370 5 2391111 / Fax: +370 5 2391212  
E-Mail: [zum@zum.lt](mailto:zum@zum.lt)  
Web: [http://www.zum.lt/min/index.cfm?fuseaction=displayHTML&file=File\\_202.cfm&langparam=EN](http://www.zum.lt/min/index.cfm?fuseaction=displayHTML&file=File_202.cfm&langparam=EN)  
<http://www.zum.lt/lt/zemes-ukio-ministerija/kaimo-pletra/parama-pagal-2007-2013-m--programos-priemones/>

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/lithuania/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/lithuania/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/lt\\_en.htm](http://ec.europa.eu/employment_social/esf/members/lt_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/lt/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/lt/index_en.htm)

# Poland

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

The entire country is covered by the Convergence Objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/poland/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/poland/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.funduszeuropejskie.gov.pl/>

Poland has implemented several action programmes across the country. Those relevant to the sugar industry are outlined below. These 'Convergence' Objective programmes are co-funded by the European Regional Development Fund (ERDF):

### Operational Programme 'Opolskie'

The programme is structured according to the following priorities:

- Strengthening economic attractiveness of the region
- Information society
- Transport
- Environmental protection
- Social infrastructure and higher education
- Mobilisation of municipal and degraded areas

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=1512&gv\\_PGM=1206&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=1512&gv_PGM=1206&gv_defL=7&LAN=7)

### Contact:

Council of the Opolskie voivodship  
ul. Piastowska 14  
PL-45-082 Opole  
Tel.: +48 77 54 16 510 / Fax: +48 77 54 16 512  
Web: <http://rpo.opolskie.pl/rpo/index.php?id=5181>

### Operational Programme 'Lower Silesia' (*Dolnośląskie*)

The programme is structured according to the following priorities:

- Increase in competitiveness of enterprises
- Development of the information society
- Development of transport infrastructure
- Improvement of the natural environment, ecological safety and flood defences
- Environmentally friendly energy infrastructure
- Exploitation and promotion of the region's potential for tourism, culture and thermal spas
- Development and modernisation of education infrastructure
- Modernisation of health infrastructure
- Rehabilitation of degraded urban areas

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=1505&gv\\_PG=1197&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=1505&gv_PG=1197&gv_defL=7&LAN=7)

**Contact:**

Council of the Dolnośląskie voivodship  
ul. Wybrzeże Słowackiego 12-14  
PL-50-411 Wrocław  
Tel.: +48 71 776 9335 / Fax: + 48 71 776 9003  
Web: <http://dolnyslask.pl/default.aspx?docId=3560>

**Operational Programme 'Lubelskie'**

The specific objectives of the programme are the following:

- increase the region's competitiveness by supporting development of modern economic sectors and stimulating innovativeness,
- improvement of investment conditions in the Voivodship respecting the principle of sustainable development,
- increase the attractiveness of the Lublin region as a place to live, work and rest.

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG=1208&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG=1208&gv_defL=7&LAN=7)

**Contact:**

Council of the Lubelskie voivodship  
ul. Spokojna 4,  
PL-20-074 Lublin  
Tel.: +48 81 4416600/ Fax: +48 81 4416602  
Web: <http://www.lubelskie.pl/index.php?pid=449>

**Operational Programme 'Mazovia' (*Mazowieckie*)**

- Development of innovation potential and entrepreneurship
- Accelerating e-development
- Regional transport system
- Environment, prevention of natural disasters, and energy
- Strengthening the role of cities in the development of the region
- Using natural and cultural resources to develop tourism and recreational possibilities
- Creating and improving conditions for human capital development

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG=1205&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG=1205&gv_defL=7&LAN=7)

**Contact:**

Council of the Mazowieckie voivodship  
ul. B. Brechta 3  
PL-03-472 Warszawa  
Tel.: +48 22 597 9104 / Fax: +48 22 597 9275  
Web: <http://www.mazovia.pl/?a=news&id=3594>

**Operational Programme 'Lesser Poland' (*Małopolska*)**

The principal objectives of the 2007-2013 ERDF Lesser Poland Regional Operational Programme are to increase the competitiveness and innovative capacity of the region, to enhance internal cohesion based on the sustainable growth principle and to develop the institutional potential of entities based in Lesser Poland.

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1216&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1216&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Council of the Małopolska voivodship

Basztowa 22

PL-31-156 Kraków

Tel.: +48 12 61 60 124 / Fax: +48 12 43 00 394

Web: [http://www.wrotamalopolski.pl/root\\_Fundusze/Wydarzenia/Aktualnosci/default.htm](http://www.wrotamalopolski.pl/root_Fundusze/Wydarzenia/Aktualnosci/default.htm)

**Operational Programme 'Pomerania' (*Pomorskie*)**

The specific objectives of the programme are the following:

- to improve the competitiveness and innovation of the economy and increase the skill levels of the population;
- to improve the attractiveness of cities for investment and the links between them;
- to improve attractiveness for settlement and tourism;
- to overcome development barriers in areas with lower development potential.

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1215&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1215&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Council of the Pomorskie voivodship

Okopowa 21/27

PL-80-810 Gdańsk

Tel.: +48 58 32 61 500 / Fax: +48 58 32 61 503

Web: <http://www.pomorskiewunii.pl/>

**Operational Programme 'Zachodniopomorskie'**

The specific objectives of the programme are the following:

- promoting innovation and management effectiveness;
- improving attractiveness to investors and the territorial cohesion of the voivodship;
- improving living conditions through the preservation and protection of the natural environment and better social conditions in the voivodship.

**Web:**

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1199&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1199&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Marshal's Office of the Zachodniopomorskie voivodship

ul. Korsarzy 34

PL-70-540 Szczecin

Tel.: +48 58 32 61 500 / Fax: +48 58 32 61 503

Web: <http://www.rpo.wzp.pl/>

**Operational Programme 'Greater Poland' (*Wielkopolska*)**

The programme is structured according to the following priorities:

- Competitiveness of enterprises
- Communication infrastructure
- Environment
- Revitalisation of problem areas
- Infrastructure for human capital

- Tourism and cultural environment

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1200&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1200&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Council of the Wielkopolska Region

al. Niepodległości 18

PL-61-713 Poznań

Tel.: + 48 61 854 19 88 / Fax: + 48 61 854 17 17

Web: <http://www.umwww.pl/biznes/wielkopolski-regionalny-program-operacyjny.html>

**Operational Programme 'Kujawsko-Pomorskie'**

The specific objectives of the programme are the following:

- to improve the attractiveness of Kujawsko-Pomorskie voivodship;
- to increase the competitiveness of the region's economy;
- to advance the inhabitants' standard and quality of living.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1203&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1203&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Council of the Kujawsko-Pomorskie voivodship

Plac Teatralny 2

PL-87-100 Toruń

Tel.: +48 56 62 23 131 / Fax: +48 56 62 18 553

Web: <http://fundusze.kujawsko-pomorskie.pl/>

**Operational Programme 'Łódzkie'**

The specific objectives of the programme are the following:

- improvement of the transport accessibility of the Lodz region;
- improvement of the state of the natural environment and energy security;
- development of an innovative and competitive economic sector in the region;
- development of the information society;
- creation of suitable conditions for the development of human resources;
- economic and social revitalisation in degraded urban areas;
- increase in the capability to absorb EU resources under ROP LR.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PL&gv\\_reg=ALL&gv\\_PG\\_M=1325&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PL&gv_reg=ALL&gv_PG_M=1325&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Council of the Łódzkie Voivodship

al. Piłsudskiego 8

PL-90-051 Łódź

Tel.: +48 42 663 3000 / Fax: +48 42 663 3002

Web: <http://www.rpo.lodzkie.pl/wps/portal/rpo/>

**In addition, the European Social Fund is involved through a specific operational programme:**

Poland has the largest amount of ESF funding of any Member State for 2007-2013. A far-reaching Operational Programme – called Human Capital – manages this funding. It covers



traditional ESF areas like employment, social exclusion and workforce skills, as well as addressing challenges in education and training. The Operational Programme will also support good governance, healthcare and rural development. It has ten priorities.

Priorities 1-5 concentrate on strengthening the labour market, social assistance, education and public administration institutions, while priorities 6-10 target individuals and enterprises in regions.

**Contact:**

Ministry of Labour and Social Policy  
Department for Implementing the European Social Fund  
ul. Nowogrodzka 1/3/5  
PL-00-513 Varsovie  
Tel.: +48 (0)22 693 47 92 / Fax: +48 (0)22 693 40 72

Department for ESF Management  
Ministry of Regional Development  
Wspólna 2/4,  
PL-00-926 Varsovie  
Tel.: +48 22 501 52 00 / Fax: +48 22 501 50 31  
Web: [www.efs.gov.pl](http://www.efs.gov.pl) - [www.mrr.gov.pl](http://www.mrr.gov.pl)

## **2. Rural Development Policy**

The implementation of the Rural Development Programme 2007-2013 is based on the multifunctionality of agriculture and rural areas. The Programme will strengthen the economic competitiveness of agricultural holdings and of the agri-food sector, contribute to land management and environmental protection, and enhance the quality of life and diversify the rural economy.

**Contact:**

Agricultural Advisory Centre in Brwinów  
ul. Pszczelińska 99  
05-840 Brwinów  
Tel. / Fax +48 22 729 66 34 (38); +48 22 729 72 91  
E-mail: [brwinow\\_sekretariat@cdr.gov.pl](mailto:brwinow_sekretariat@cdr.gov.pl)  
Web: <http://www.cdr.gov.pl>

## **3. General information on financing**

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/poland/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/poland/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/pl\\_en.htm](http://ec.europa.eu/employment_social/esf/members/pl_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/pl/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/pl/index_en.htm)



# Portugal

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/portugal/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/portugal/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.qren.pt/>

### Operational Programme 'Norte'

The Operational Programme is structured according to the following five priorities:

- competitiveness, innovation and knowledge;
- economic enhancement of specific resources;
- environmental and territorial rehabilitation and development;
- urban system development;
- governance and institutional enablement.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PT&gv\\_reg=ALL%0b&gv\\_PGM=1046&gv\\_defL=9&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PT&gv_reg=ALL%0b&gv_PGM=1046&gv_defL=9&LAN=7)

### Contact:

Executive Committee of the Regional Programme

*Comissão Directiva do Programa Regional*

Rua Rainha D. Estefânia, 251

PT-4150-304 Porto

Tel.: +351 226 086 300 / Fax: +351 226 061 489

E-mail: [novonorte@ccdr-n.pt](mailto:novonorte@ccdr-n.pt)

Web: [O Novo Norte](#)

### Operational Programme 'Alentejo'

The main aim of the Operational Programme is to establish conditions for growth by:

- improving and promoting the region;
- enhancing human resources;
- business innovation and competitiveness;
- developing research and the information society;
- making use of the region's natural resources and heritage;
- improving the quality of the environment;
- improving the region's road network and its links with other regional and national transport systems;
- modernising the region's administrative and management system.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PT&gv\\_reg=ALL&gv\\_PG M=1219&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PT&gv_reg=ALL&gv_PG M=1219&LAN=7&gv_PER=2&gv_defL=7)

### Contact:

Operational Programme 'Alentejo'

Avenida Engenheiro Arantes e Oliveira, nº 193  
PT-7004 - 514 Évora  
Tel.: +351 266 740 300 / Fax: +351 266 706 562  
E-mail: [inalentejo@ccdr-a.gov.pt](mailto:inalentejo@ccdr-a.gov.pt)  
Web: <http://www.ccdr-a.gov.pt/poagren/>

### **Operational Programme 'Azores'**

The Operational Programme is structured around five main priorities:

- encourage the creation of wealth and jobs in the Azores;
- strengthen society in the Azores and improve integration;
- improve regional infrastructure networks linked to accessibility;
- upgrade and enhance the environmental system;
- compensate for the additional costs linked to the remoteness of the Azores.

Web: [http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PT&gv\\_reg=ALL&gv\\_PGM=1221&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PT&gv_reg=ALL&gv_PGM=1221&LAN=7&gv_PER=2&gv_defL=7)

### **Contact:**

Studies and Planning Office (Azores Region)  
*Direcção Regional de Estudos e Planeamento dos Açores*  
Caminho do Meio, 58 - S. Carlos  
PT-9701-853 Angra do Heroísmo  
Tel.: +351 295 206 380 / Fax: +351 295 206 381 / 295 332 774  
E-mail: [drepa@azores.gov.pt](mailto:drepa@azores.gov.pt)  
Web: <http://www.proconvergencia.azores.gov.pt/>

## **2. Regional Competitiveness and Employment**

The Lisbon region is the only region covered by this objective.

### **Operational Programme 'Lisbon'**

The main objectives of the programme are:

- regional competitiveness, based on the region's key position;
- boosting the skill levels of human resources;
- enhancement of the region;
- better quality of the environment and more effective governance by increasing the involvement of citizens.

Web: [http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=PT&gv\\_reg=ALL&gv\\_PGM=1224&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=PT&gv_reg=ALL&gv_PGM=1224&LAN=7&gv_PER=2&gv_defL=7)

### **Contact:**

Commission for the Coordination and Regional Development of Lisbon and the Tagus Valley  
*Comissão de Coordenação e Desenvolvimento Regional de Lisboa e Vale do Tejo*  
Rua Artilharia Um, 33  
PT-1269-145 Lisboa  
Tel.: +351 213 837 100 / Fax: +351 213 847 985  
E-mail: [porlisboa@ccdr-lvt.pt](mailto:porlisboa@ccdr-lvt.pt)  
Web: <http://www.porlisboa.qren.pt/>

**In addition, the European Social Fund is involved in financing several operational programmes.**

Portugal has four ESF Operational Programmes. The largest covers mainland Portugal and is described below. There are also separate OPs for the autonomous island regions of the Azores and Madeira, with priorities that focus on their particular needs. The OP for mainland Portugal – Human Potential – has four objectives: improving general skill levels throughout the country; promoting science, innovation and modernisation; supporting the quality of work, entrepreneurship and the entry of the young into the workforce; and increasing social cohesion and equal opportunities. These objectives will be met through seven thematic priorities for funding:

- initial qualifications;
- adaptability and lifelong learning;
- reinforcing managerial and professional skills;
- advanced training for competitiveness;
- supporting entrepreneurship and active employment;
- citizenship, inclusion and social development;
- gender equality.

**Contact:**

European Social Fund Management Institute  
*Instituto de Gestao do Fundo Social Europeu*  
Rua Castilho, 5, 7o-8o  
PT-1250-066 Lisboa  
Fax: +351 21 359 16 01  
E-mail: [geral@igfse.pt](mailto:geral@igfse.pt)  
Web: <http://www.igfse.pt>

### **3. Rural Development Policy**

#### **Rural Development Plan for mainland Portugal**

The overall objectives were chosen in accordance with the Community Strategic Guidelines (CSG) and the National Strategy Plan, and are:

- improving the competitiveness of the agricultural and forestry sectors;
- promoting the sustainability of the countryside and natural resources;
- economic and social revitalisation of rural areas.

Strong emphasis is placed on competitiveness, selectivity and the value chain approach. It is the main priority of the Rural Development Programme, and improving the competitiveness of the agricultural and forestry sector is the fundamental pillar on which the strategy is based.

#### **Rural Development Plan for the Autonomous Region of Azores**

The overall objective, which derives from the Community Strategic Guidelines (CSG) and the National Strategy Plan, is “to promote environmentally and socially sustainable competitiveness of enterprises and territories”. Five strategic objectives have been defined:

- improving the competitiveness of the agricultural and forestry sectors;
- promoting sustainable management of rural areas and natural resources;
- promoting economic diversification and employment in rural areas;
- strengthening territorial and social cohesion;
- promoting the efficiency of intervention by public and private bodies and associations in sectoral and land management.

**Contact:**

PRODER

Rua Padre António Vieira, 1

PT-1099-073 LISBOA

Tel.: +351 213 819 333 / Fax: +351 213 856 858

E-mail: [proder@gpp.pt](mailto:proder@gpp.pt)

Web: <http://www.proder.pt/PresentationLayer/conteudo.aspx?menuid=366&exmenuid=423>

## **4. General information on financing**

### **Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/portugal/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/portugal/index_en.htm)

### **European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### **European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/pt\\_en.htm](http://ec.europa.eu/employment_social/esf/members/pt_en.htm)

### **European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/pt/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/pt/index_en.htm)

# Romania

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/romania/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/romania/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.fonduri-ue.ro/>

Romania has presented national Operational Programmes (OPs) only. Of the five existing programmes, only the OP 'Increase of Economic Competitiveness' may be of benefit to the sugar sector.

### Operational Programme 'Increase of Economic Competitiveness'

The general objectives are increasing the productivity of Romanian companies while complying with the principles of sustainable development, and reducing disparities with EU average productivity. Taking into account the possibilities for improving the competitiveness of Romanian businesses, the following priority axes have been identified:

- an innovative and eco-efficient production system;
- research, technological development and innovation for competitiveness;
- ICT for the private and public sectors;
- increasing energy efficiency and security of supply, in the context of combating climate change.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=RO&gv\\_reg=ALL&gv\\_PGM=1045&LAN=7&gv\\_per=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=RO&gv_reg=ALL&gv_PGM=1045&LAN=7&gv_per=2&gv_defL=7)

### Contact:

Ministry of Economy and Finance  
152 Victoriei Street  
RO-Sector 1 Bucharest  
Tel.: +40 21 202 52 72 / Fax: +40 21 202 52 75  
Web: <http://amposcce.minind.ro/>

### The European Social Fund in Romania

Romania's ESF Operational Programmes adopt a dual approach to tackling the challenges the country faces. The first OP is entitled Human Resources Development and is dedicated to optimising the Romanian workforce. It plans to increase the educational level, employability and adaptability. The second, Administrative Capacity Development, is designed to improve the public policy and service infrastructure in order to achieve the Human Resources Development objectives.

### Contact:

Managing Authority for the Sectoral Operational Programme  
"Human Resources Development" Calea Plevnei no. 46 - 48  
RO-Sector 1 Bucharest  
Tel.: +40 21 315 02 09 / Fax: + 40 21 315 02 06

E-mail: [posdru@fseromania.ro](mailto:posdru@fseromania.ro)

Web: [www.fseromania.ro](http://www.fseromania.ro)

## 2. Rural Development Policy

On the basis of the key challenges identified, the Community Strategic Guidelines (CSG), and the Lisbon and Göteborg objectives, the following overall objectives have been defined:

- facilitate the transformation and modernisation of the agricultural and forestry production and processing sectors, improve competitiveness and ensure environmental sustainability;
- maintain and enhance the rural environment;
- facilitate the movement of labour out of agriculture into other sectors, and ensure adequate economic and social conditions for the rural population.

### Contact:

Ministry of Agriculture, Forestry and Rural Development

*Ministerul Agriculturii, Pădurilor și Dezvoltării Rurale*

B-dul Carol I, nr. 24

RO-sector 3 Bucuresti

codul postal 020921

oficiul postal 37

Tel.: 004-021-307-23-00

E-mail: [feadr@madr.ro](mailto:feadr@madr.ro)

Web: <http://www.mapam.ro/pages/page.php?self=03&sub=0302&tz=030202>

## 3. General information on financing

### Atlas of objectives

[http://ec.europa.eu/regional\\_policy/atlas2007/romania/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/romania/index_en.htm)

### European Regional Development Fund: ERDF

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### European Social Fund: ESF

[http://ec.europa.eu/employment\\_social/esf/members/ro\\_en.htm](http://ec.europa.eu/employment_social/esf/members/ro_en.htm)

### European Agricultural Fund for Regional Development: EAFRD

[http://ec.europa.eu/agriculture/rurdev/countries/ro/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/ro/index_en.htm)



# Slovakia

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

The entire country is covered by the Convergence Objective. Two national Operational Programmes are combined and co-funded by the European Regional Development Fund (ERDF) and the Cohesion Fund. However, only one could potentially be useful to the sugar industry ('Competitiveness and Economic Growth')

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/slovakia/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/slovakia/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.economy.gov.sk/strukturalne-fondy-5590/127275s>

### Operational Programme 'Competitiveness and Economic Growth'

The programme aims to increase the level of expenditure on innovative actions within small and medium-sized enterprises (SMEs). In the area of energy, outputs will include a 15-fold increase in the amount of renewable energy used in industry. The principal objectives of the programme are:

- innovation and increase in competitiveness;
- energy efficiency, including use of renewable energies;
- tourism.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=SK&gv\\_reg=ALL&gv\\_PG\\_M=1234&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=SK&gv_reg=ALL&gv_PG_M=1234&gv_defL=7&LAN=7)

### Contact:

Ministry of Economy

Mierová 19

SK-827 15 Bratislava

Tel.: +421 2 4854 7021 / Fax: +421 2 4854 5010

Web: <http://www.economy.gov.sk/programove-obdobie-2007---2013-6117/127802s>

**In addition, the European Social Fund is involved through a specific operational programme:**

Slovakia's ESF strategy will be implemented through two Operational Programmes.

### Operational Programme: Education

Here the emphasis will be on completing reforms in the education system and building the learning culture needed for a more mobile, educated and skilled workforce able to generate high, sustainable economic growth and meet the needs of a knowledge-based society.

### Operational Programme: Employment and Social Inclusion

Higher employment will be supported by measures to invest in the workforce and reduce unemployment, especially long-term unemployment. Improving skill levels, particularly amongst vulnerable sectors of the population, will foster social inclusion, with particular

reference to the Roma communities. This will have the effect, *inter alia*, of reducing intra-regional disparities in the unemployment level.

**Contact:**

OP Education  
Ministry of Education  
Stromová 1  
SK-813 30 Bratislava  
Tel.: +421 (0)2 6920 2244 / Fax: +421 (0)2 6920 2268

OP Employment and Social Inclusion  
Ministry of Labour, Social Affairs and Family of the Slovak Republic  
Špitálska 4-6  
SK-816 43 Bratislava  
Tel.: +421 (0)2 2046 2914 / Fax: +421 (0)2 2046 2913  
Web: <http://www.esf.gov.sk>

## 2. Rural Development Policy

The objective of the programme is to increase the competitiveness of agriculture, the food industry and the forestry sector; to improve the environment by introducing suitable farming and forestry systems; and to improve the quality of life in rural areas with the emphasis on sustainable development.

The emphasis is put on:

- Improving the competitiveness of the agricultural and forestry sector by increasing the effectiveness and quality of production while adhering to the principles of sustainable development and the principles of environmentally friendly farming in rural areas;
- Improving the environment and the countryside by introducing suitable agricultural and forestry management systems;
- Improving the quality of life in rural areas and diversification of the rural economy in the framework of creating new employment opportunities in rural areas, promoting training activities and village renewal and development.

**Contact:**

Agricultural Paying Agency  
Foreign Relations Department  
Dobrovičova 12  
SK-815 26 Bratislava  
Web: <http://www.apa.sk/en/>

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/slovakia/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/slovakia/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

Employability in the sugar industry in the context of restructuring

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/sk\\_en.htm](http://ec.europa.eu/employment_social/esf/members/sk_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/sk/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/sk/index_en.htm)



# Spain

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Convergence

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/spain/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/spain/index_en.htm)

### National information website on the EU Structural Funds:

<http://www.dgfc.sgpg.meh.es/index.jsp?Lng=es>

### Operational Programme 'Andalusia'

The programme contributes to the objectives defined by the regional and national governments, namely to increase regional per capita GDP with a view to achieving convergence with the EU average; to increase regional productivity by improving production structures; and to increase activity and employment rates, especially for women. The Operational Programme has six main priorities:

- Knowledge economy
- Entrepreneurial development and innovation
- Environment, natural environment, water resources and risk prevention
- Transport and energy
- Sustainable local and urban development
- Social infrastructure

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?qv\\_PAY=ES&qv\\_reg=ALL&qv\\_PG M=1110&LAN=7&qv\\_PER=2&qv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?qv_PAY=ES&qv_reg=ALL&qv_PG M=1110&LAN=7&qv_PER=2&qv_defL=7)

### Contact:

Andalusian Government (Junta de Andalucía)  
Dirección General de Fondos Europeos y Planificación  
Servicio de Gestión Financiera de Fondos Europeos  
Consejería de Economía y Hacienda  
C/ Juan Antonio de Vizarrón  
Edificio Torretriana  
Isla de la Cartuja  
ES-41092 Sevilla  
Tel.: +34 (0) 955065015

Web: <http://www.juntadeandalucia.es/economiayhacienda/fondoseuropeosenandalucia/>

## 2. Regional Competitiveness and Employment

### Operational Programme 'Castilla y León'

The Programme aims to support technology-based new businesses, and to promote projects on the rational use of energy and renewable energy sources. The Castilla y León Regional Operational Programme is structured around the following priorities:

- Development of the knowledge economy (R&D&I: information society and ICTs)
- Entrepreneurial development and innovation
- Environment, natural environment, water resources and risk prevention

- Transport and energy
- Local and urban sustainable development

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=ES&gv\\_reg=ALL&gv\\_PG\\_M=1065&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=ES&gv_reg=ALL&gv_PG_M=1065&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Government of Castilla y León

*Gobierno de Castilla y León*

*Dirección General de Presupuestos y Fondos Comunitarios*

C/ José Cantalapiedra, 2 C.P.

ES-47014 Valladolid Castilla y León España

Tel.: +34 (0) 983 414 452 / Fax: +34 (0) 983 411 433

Web: <http://www.jcyl.es/web/jcyl/AsuntosEuropeos/es/Plantilla66y33/1248367073585/> / /

**In addition, the European Social Fund is involved through a specific operational programme:**

Spain's ESF strategy seeks to foster employment stability and improve workers' adaptability. With schemes to nurture new businesses and strengthen lifelong learning in the workplace, the country intends to build on its growth and employment rates. The priorities for the ESF programme in Spain are:

- foster entrepreneurship and improve the adaptability of workers, employers and businesses;
- enhance employability, social inclusion and equal opportunities for men and women;
- increase and improve human capital;
- promote transnational and inter-regional co-operation.

**Contact:**

Ministry of Labour and Social Affairs — European Social Fund Unit

*Ministerio de Trabajo y Asuntos Sociales — Unidad Fondo Social Europeo*

Pio Baroja 6

ES-28009 Madrid

Tel.: +34 (0) 91 363 18 00

Fax: +34 (0) 91 363 20 36

Web: [www.mtas.es/uafse](http://www.mtas.es/uafse)

Each Autonomous Community has developed its own programme to implement the priorities established in the national strategy. The programmes can be accessed through the links below:

**ESF Operational Programme in Castilla y León**

Web: <http://www.mtas.es/uafse/es/programando/programasOperativos/pdf/Castilla-Leon.pdf>

**ESF Operational Programme in Andalusia**

web: <http://www.mtas.es/uafse/es/programando/programasOperativos/pdf/Andalucia.pdf>

### **3. Rural Development Policy**

Spain has submitted a National Framework containing common elements of its regional programmes. The National Framework constitutes an important overarching instrument

which contributes to the implementation of the Spanish National Strategy Plan, of which the main objectives, in compliance with the Community Strategic Guidelines, are:

- fight against depopulation of rural areas by strengthening the competitiveness of the agricultural and forestry sector;
- improve the environment and the countryside;
- maintain and improve quality of life, diversification of the rural economy and building of local capacity.

This programme includes 6 compulsory horizontal measures:

- management of water resources/other rural infrastructure;
- increase in the added value of agricultural and forestry products;
- establish advice services for farms;
- installation of young farmers;
- mitigation of desertification – prevention of forest fires;
- Natura 2000 in the forest environment.

RDPs in the Autonomous Communities:

**Andalusia:**

The priorities and objectives of this RDP can be summarised under four headings:

- competitiveness of the agri-food sector;
- sustainability and natural environment;
- diversification of quality of life in rural areas;
- development of local capacity and diversification.

**Castilla y León:**

The priorities and objectives of this RDP can be summarised under three headings:

- competitiveness of the agri-food sector;
- improving the environment and the rural environment;
- diversification of the economy and improvement of quality of life in rural areas.

**Contact:**

Web: [http://www.mapa.es/es/desarrollo/pags/programacion/plan\\_estrategico/plan\\_estrategico.htm](http://www.mapa.es/es/desarrollo/pags/programacion/plan_estrategico/plan_estrategico.htm)

## 4. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/spain/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/spain/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/es\\_en.htm](http://ec.europa.eu/employment_social/esf/members/es_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/es/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/es/index_en.htm)





## Sweden

The information presented in this document applies only to areas  
with one or more sugar factories

### 1. Regional Competitiveness and Employment

The entire country is covered by the Regional Competitiveness and Employment Objective.

**EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/sweden/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/sweden/index_en.htm)

**National information website on the EU Structural Funds:**

<http://www.tillvaxtverket.se/huvudmeny/euprogram/omeuprogram/deregionalastrukturprogrammen.4.21099e4211fdb8c87b800017248.html>

**Operational Programme 'Skåne-Blekinge'**

Specific objectives of the programme for Skåne-Blekinge include:

- innovation and renewal
- accessibility
- special urban measures

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=SE&gv\\_reg=ALL&gv\\_PG\\_M=1026&LAN=7&gv\\_PER=2&gv\\_defL=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=SE&gv_reg=ALL&gv_PG_M=1026&LAN=7&gv_PER=2&gv_defL=7)

**Contact:**

Swedish Agency for Economic and Regional Growth (Tillväxtverket)

Stortorget 9 Box 32

SE-201 20 Malmö

Tel.: +46 8 681 91 00

E-mail.: [programkontoret.skaneochblekinge@tillvaxtverket.se](mailto:programkontoret.skaneochblekinge@tillvaxtverket.se)

Web: <http://www.tillvaxtverket.se/sidhuvud/englishpages/structuralfunds.4.3c4088c81204cca906180008263.html>

**In addition, the European Social Fund is involved through a specific operational programme:**

ESF funding will support national efforts, in particular where it can contribute to strengthening regional competitiveness and employment. Funding will focus on training employees in the skills needed on the labour market, bringing more people into work including those who face difficulties in finding a job, and helping young people into the workforce. It is estimated that more than 300 000 people will benefit from these measures. There are two priorities in the Swedish ESF Operational Programme that address the major employment challenges that have been identified. These are 'Skills supply' and 'Increased labour supply'.

**Contact:**

Swedish ESF Council (*Radet for Europeiska socialfonden i Sverige*)

Box 471 41

SE- 100 74 Stockholm

Tel.: +46 8 579 171 00 or +46 8 203 333 90

Web: <http://www.esf.se/>

## 2. Rural Development Policy

The Swedish rural development programme comprises various forms of support. They are intended to encourage efforts to increase competitiveness, help the environment, and improve quality of life in rural areas.

**Contact:**

Swedish Board of Agriculture

SE-551 82 Jönköping

Sweden

Tel.: +46 771 223 223 / Fax: + 46 36 19 05 46

Web:

<http://www.sjv.se/swedishboardofagriculture/engelskasidor/ruralopportunities/ruraldevelopmentmeasures.4.6621c2fb1231eb917e680003958.html>

## 3. General information on financing

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/sweden/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/sweden/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: FSE**

[http://ec.europa.eu/employment\\_social/esf/members/sv\\_en.htm](http://ec.europa.eu/employment_social/esf/members/sv_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/sv/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/sv/index_en.htm)

# The Netherlands

The information presented in this document applies only to areas  
with one or more sugar factories

## 1. Regional Competitiveness and Employment

The entire country is covered by the Regional Competitiveness and Employment Objective.

### EU information website:

[http://ec.europa.eu/regional\\_policy/atlas2007/netherlands/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/netherlands/index_en.htm)

### National information website on the EU Structural Funds:

[http://www.ez.nl/Onderwerpen/Ruimte\\_voor\\_ondernemers/Structuurfondsen](http://www.ez.nl/Onderwerpen/Ruimte_voor_ondernemers/Structuurfondsen)

### Operational Programme 'North Netherlands'

The programme covers the provinces of Drenthe, Friesland and Groningen and is structured according to the following priorities:

- knowledge economy, entrepreneurship and innovation;
- attractive regions;
- the urban dimension.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=NL&gv\\_reg=ALL%0b&gv\\_PGM=1184&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=NL&gv_reg=ALL%0b&gv_PGM=1184&gv_defL=7&LAN=7)

### Contact:

SNN Uitvoeringsorganisatie  
Laan Corpus den Hoorn 200  
Postbus 779  
NL-9700 AT Groningen  
Tel: +31 050-5224 900  
E-mail: [uo@snn.eu](mailto:uo@snn.eu)  
Web: <http://www.snn.eu/>

### Operational Programme 'South Netherlands'

The programme covers the provinces of Noord Brabant, Limburg and Zeeland and is structured according to the following objectives:

- knowledge economy, entrepreneurship and innovation;
- attractive regions;
- the urban dimension.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=NL&gv\\_reg=ALL%0b&gv\\_PGM=1187&gv\\_defL=7&LAN=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=NL&gv_reg=ALL%0b&gv_PGM=1187&gv_defL=7&LAN=7)

### Contact:

Stimulus Programmamanagement  
Gebouw Vierlander  
Fellenoord 27  
NL-5612 AA Eindhoven  
Postbus 585  
NL-5600 AN EINDHOVEN

Tel.: +31 040 2370100 / Fax: +31 040 2375905

E-mail: [info@stimulus.nl](mailto:info@stimulus.nl)

Web: <http://www.op-zuid.nl/>

**In addition, the European Social Fund is involved through a specific operational programme:**

The objective is to focus on job-seeking assistance for those distanced from the labour market, as well as on education and training, in particular for the least skilled. Raising the skills and employability of these groups will result in more and better workers, thus increasing participation and productivity. To this end, ESF funding in the Netherlands will support the following priorities:

- increasing labour supply;
- promoting the inclusion of disadvantaged people;
- promoting adaptability and investing in human capital.

**Contact:**

Ministry of Social Affairs and Employment  
Ministerie van Sociale Zaken en Werkgelegenheid  
Agentschap SZW

Wilhelmina van Pruisenweg 52

NL-2595 AN Den Haag

Tel.: +31 70 315 20 00 / Fax: +31 70 315 21 00

Web: <http://www.agentschapszw.nl>

## **2. Rural Development Policy**

The Netherlands has incorporated the EU objectives into its National Strategy Plan for rural areas. The RDP is the practical elaboration of the strategy and has four objectives or "priority axes". Each axis contains different measures:

- enhancing the competitiveness of the agricultural and forestry sector;
- improving the environment and rural areas;
- quality of life in rural areas and diversification of the rural economy;
- implementation of the 'Leader' programme.

**Contact:**

Regiebureau POP

Postbus 2755

NL-3500 GT UTRECHT

Tel.: +31 030 275 6909

E-mail: [regiebureau@rb.agro.nl](mailto:regiebureau@rb.agro.nl)

Web: <http://www.regiebureau-pop.eu/nl/info/4/16/basisdocumenten>

## **3. General information on financing**

**Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/netherlands/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/netherlands/index_en.htm)

**European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

**European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/nl\\_en.htm](http://ec.europa.eu/employment_social/esf/members/nl_en.htm)

**European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/nl/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/nl/index_en.htm)



## United Kingdom

The information presented in this document applies only to areas  
with one or more sugar factories

### 1. Regional Competitiveness and Employment

**EU information website:**

[http://ec.europa.eu/regional\\_policy/atlas2007/uk/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/uk/index_en.htm)

**National Information website on the EU Structural Funds:**

<http://www.berr.gov.uk/whatwedo/regional/european-structural-funds/index.html>

**Operational Programme 'East Midlands'**

The strategic objective of this Programme is to contribute to the East Midlands becoming a region of highly productive, innovative and sustainable businesses, and to support its most disadvantaged communities in an effort to use their economic potential. The Operational Programme is structured around the following priorities:

- innovation and sustainable business practice;
- sustainable economic and enterprise activity in disadvantaged communities.

Web:

[http://ec.europa.eu/regional\\_policy/country/prordn/details\\_new.cfm?gv\\_PAY=UK&gv\\_reg=ALL&gv\\_PG=1243&LAN=7&gv\\_PER=2&gv\\_defl=7](http://ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=UK&gv_reg=ALL&gv_PG=1243&LAN=7&gv_PER=2&gv_defl=7)

**Contact:**

East Midlands Development Agency  
Apex Court  
City Link  
GB-Nottingham NG2 4LA  
Tel.: +44 115 947 1727 Fax: +44 115 853 3666  
E-mail: [europeanenquiries@emd.org.uk](mailto:europeanenquiries@emd.org.uk)  
Web: <http://www.eastmidlandserdf.org.uk/>

**In addition, the European Social Fund is involved in financing several operational programmes.**

The long-term aim of the UK is to forge a workforce with world-class skills, supported by a fairer social system. It is putting particular emphasis on greater investment in training, entrepreneurship, science, research and development. The UK's ESF operational programmes concentrate on employment and the five drivers of productivity: competition, enterprise, innovation, investment and skills. The OPs aim to remove barriers to employment, especially for disadvantaged groups, improve the skills of the workforce and boost lifelong learning and to reform public administrations where necessary. As a whole, the programmes have two overarching themes:

- removing obstacles to people entering the labour market;
- improving the skills of the workforce.

**Contact:**

European Social Fund Division  
N2, Moorfoot  
GB-Sheffield S1 4PQ  
Tel.: + 44 114 2677297

E-mail: [esf.feedback@jiu.gsi.gov.uk](mailto:esf.feedback@jiu.gsi.gov.uk)

Web: [www.esf.gov.uk](http://www.esf.gov.uk)

## 2. Rural Development Policy

The overall objectives were chosen in accordance with the Community Strategic Guidelines (CSG) and the National Strategy Plan, and are:

- to build profitable, innovative and competitive farming, food and forestry sectors that meet the needs of consumers and make a net positive contribution to the environment;
- to improve the environment and countryside;
- to enhance opportunity in rural areas, in a way that harnesses and builds upon environmental quality.

### **Contact:**

Department for Environment, Food & Rural Affairs

Nobel House

17 Smith Square

GB-London SW1P 3JR

Tel.: +44 (0)20 7238 6000 (switchboard)

E-mail: [RDP07-13@defra.gsi.gov.uk](mailto:RDP07-13@defra.gsi.gov.uk)

Web: <http://www.defra.gov.uk/rural/rdpe/index.htm>

## 3. General information on financing

### **Atlas of objectives**

[http://ec.europa.eu/regional\\_policy/atlas2007/uk/index\\_en.htm](http://ec.europa.eu/regional_policy/atlas2007/uk/index_en.htm)

### **European Regional Development Fund: ERDF**

[http://ec.europa.eu/regional\\_policy/funds/feder/index\\_en.htm](http://ec.europa.eu/regional_policy/funds/feder/index_en.htm)

### **European Social Fund: ESF**

[http://ec.europa.eu/employment\\_social/esf/members/gb\\_en.htm](http://ec.europa.eu/employment_social/esf/members/gb_en.htm)

### **European Agricultural Fund for Regional Development: EAFRD**

[http://ec.europa.eu/agriculture/rurdev/countries/uk/index\\_en.htm](http://ec.europa.eu/agriculture/rurdev/countries/uk/index_en.htm)



## LEXICON

*NB . Each time a definition of the corresponding concepts existed in the [European Industrial Relations Dictionary](#) of the Dublin Foundation, we simply recalled this definition. In absence of definition, we mentioned the definition of the [Lexicon](#) developed by the French Observatory "Observia".*

<b>Adaptability</b>	Adaptability is one of the four pillars of the "European Employment Strategy". It covers adaptability in terms of organization of work, working patterns and contracts, as well as adaptability in terms of regulatory and training systems. It recognizes that a balance must be struck between the need of business for flexibility and the needs of employees for security and employability (European industrial relations dictionary – Dublin Foundation – so-called "Eurofound dictionary").
<b>Employability</b>	Employability is a concept referring to terms used to assess the ability of a person to access a job (Eurofound dictionary).
<b>Employee</b>	An employee is a party to an employment relationship characterised as a contract of employment between the employer and the employee. This is one of the different legal formulations of the concept of "worker". (Eurofound dictionary).
<b>Employer</b>	An employer is a party to an employment relationship characterised as a contract of employment between the employer and the employee. However while the employee retains a human identity, the employer often has a corporate legal personality (Eurofound dictionary).
<b>Employment</b>	Work situation relating to several posts/positions having common characteristics in terms of activities and skills (France-Observia).
<b>Flexibility</b>	The concept of "Flexibility" includes three dimensions: . employers' desire for variable labour inputs in terms of numbers employed or hours worked to match changes in demand for products or services. . employees' desire for variable contractual arrangements and working conditions to match changing private or domestic needs. . it is also often presented in the EU context as a policy response to "labour market rigidities". (Eurofound dictionary)
<b>Flexicurity</b>	Flexicurity is reported as "an optimal balance between labour market flexibility and security for employees against labour market risks" (Eurofound Dictionary – European Commission report on Employment in Europe)

<b>Gateway</b>	<p>A gateway determines the possibilities of moving from one trade to another. In effect, common skills exist between certain trades which do not involve retraining.</p> <p>=&gt; A short gateway corresponds to a short adaptation time in the field and a short training period. Beyond that, it is more of a change of job or speciality within the same trade.</p> <p>=&gt; A long gateway presupposes an investment in theoretical training, usually undertaken before mobility. Beyond that, it would be more a question of retraining.(Observia)</p>
<b>Job</b>	<p>A job is a collection of activities. These are carried out within the context of procedures, assigned to a specific workplace using the resources made available. A job directly depends on the structure of the basic unit (department, workshop, line, etc.) to which it is assigned (Observia).</p>
<b>Know-how/ knowledge</b>	<p>Collection of theoretical and practical knowledge acquired through study or experience. Knowledge is not limited to academic knowledge; it can be acquired throughout one's life. It may be required for a trade, acquired by a person, accompanied or not by a certificate (diploma, title, etc). (Observia).</p>
<b>Lifelong learning</b>	<p>All learning activity undertaken throughout life, with the aim of improving knowledge, skills and competence, within a personal, civic, social and/or employment-related perspective (Commission Communication of December 1997 - Eurofound dictionary).</p>
<b>Occupational family</b>	<p>Group of occupations directed towards the same type of objectives and activities within the company (Observia).</p>
<b>Professional career</b>	<p>The professional career identifies a path from a "source" trade to a "target" trade. In particular, it indicates the different successive employment possibilities whose skill requirements are complementary and can be finalised on the basis of an employee's professional plan (Collection Formation Permanente en Sciences Humaines).</p>
<b>Professional know-how</b>	<p>Ability to use knowledge, know-how and behaviour in a professional situation in order to solve more or less complex problems in a work situation in order to carry out trade activities (Observia).</p>
<b>Professional mobility</b>	<p>Mobility of workers in a European-wide labour market has been a primary objective since the creation of the European Community (see Art. 39 of the EC Treaty). A Communication from the European Commission on "Mobility, an instrument for more and better jobs" was issued in 2007. It is also central to the priorities of the 2007-2010 Action Plan and the New Phase of the Lisbon Strategy (2008-2010). (Source: Eurofound dictionary).</p>

<b>Position</b>	Work situation defined in terms of assignment. Several positions can correspond to the same type of employment (Observia).
<b>Qualification</b>	Some directives have been issued for the mutual recognition of diplomas, certificates and other evidence of formal qualifications. However automatic recognition of diplomas is provided for in only a few professions, mainly in health (Eurofound dictionary).
<b>Seasonal work</b>	Seasonal work is a form of temporary employment linked to specific periods of the year and sectors (Eurofound dictionary). For example in the sugar sector during the campaign period.
<b>Skills</b>	Recognised ability in such and such a field by reason of knowledge possessed (from French Larousse dictionary)– ( <i>See Aptitudes – Qualifications</i> ).
<b>Trade</b>	Collection of jobs, posts or work situations within the company in which the activities and professional skills are identical or similar (Observia).