

**CEFEC 10TH INTERNATIONAL CONFERENCE
ZARAGOZA - SPAIN**

WORKSHOP

**“MANAGEMENT OF TRANSNATIONAL
PROGRAMMES**

SATURDAY 4TH OCTOBER 1997

**ITO Head Office
Mourne House
Knockbracken Healthcare Park
Saintfield Road
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**Cecil Graham
Derek McClure**

**1. "WHY ARE YOU AT THIS WORKSHOP?"
"WHAT ARE YOUR EXPECTATIONS?"**

**2. WHAT DOES MANAGEMENT OF
TRANSNATIONAL PROGRAMMES IMPLY?**

Policy Content (Flynn Handout)

- i. Transnationality
- ii. Partnerships
- iii. Leadership and management
- iv. Accountability

3. TRANSNATIONALITY

- Sharing of experiences and information across national boundaries
- More than just exchange visits
- BUT exchange visits have to be well planned and structured
- Transnationality must have relevance to participants
- Consider language/cultural issues

**4. TRANSNATIONAL ACTIVITIES "TAKE
TIME AND DEDICATION TO DEVELOP**

5. DEFINITION OF A PARTNERSHIP

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

6.	GROUPS	-----	FORM
		-----	STORM
		-----	NORM
		-----	PERFORM

7. FORM AND STRUCTURES OF PARTNERSHIP

- Formal
- Informal (Ad Hoc)
- Balanced Membership
- New
- Mature
- Time Bound
- Open Ended

MODELS OF PARTNERSHIP

8. I. THE DELIVERY APPROACH

This approach is usually a response to a lack of locally based services, or insufficient mainstream provision. In such a situation the partnership designs, develops, funds and RUNS the service usually on a time limited, pilot or demonstration basis.

9. II. THE AGENCY APPROACH

This approach is also characterised by a response to an identified need, but with the response being more "hands-off" essentially with LESS DIRECT INVOLVEMENT. Here the partnership assumes a secondary role in delivery, and is more concerned with DESIGNING, OR SOMETIMES WITH ALLOCATING RESOURCES.

10. III. THE BROKERAGE APPROACH

This approach provides a support structure to local agencies and groups. Here the main roles are PLANNING, CO-ORDINATING, SUPPORTING, FACILITATING AND LOBBYING.

11. A RECIPE FOR SUCCESSFUL PARTNERSHIP

GOOD FORWARD PLANNING AND CO-ORDINATION ARE ESSENTIAL ELEMENTS IN ANY SUCCESSFUL PARTNERSHIP AND SOMETIMES A SPECIAL GROUP OR SUB-COMMITTEE IS ESTABLISHED TO UNDERTAKE THESE IMPORTANT TASKS.

12. OPERATING PRINCIPLES

- 1. Common Vision**
- 2. Representation**
- 3. Roles and Responsibilities**
- 4. Relationships**
 - a. Democratic Principles**
 - b. Legitimacy and Recognition**
 - c. Create space for issues**
 - d. Communication**
 - External**
 - Internal**

GUIDING PRINCIPLES

13. COMMON VISION

- Get to know your partners as relationships - must be based on mutual trust and confidence**
- Each partner must make a cost benefit analysis before entering a partnership**
- Personal relationships are important but without the commitment of a respective organisation the base is fragile**
- Ensure end user involvement at the different level of decision making process**

14. REPRESENTATION

- The size of the partnership
- What each partner can contribute
- The relevance of each prospective partner in contributing to the overall goal
- The balance of power in the partnership

15. ROLES AND RESPONSIBILITIES

- Need to clarify responsibilities in order to ensure that everyone knows what everyone else's role actually is
- Decision making process needs to be agreed, to be inclusive of all partners, and ensure that all decisions are taken on the basis of collective responsibility

RELATIONSHIPS

16. Democratic Principles

- Mutual respect and participation must be given real expression within the partnerships
- Sufficient diversity creates energy, leading to synergy and then to positive outcomes

17. b. Legitimacy and Recognition

- Involving all the partners in an inclusive way and making a project's outcome as viable as possible will add legitimacy to a project, and bring recognition to the work of the partnership
- Seek to achieve a concrete result early in the life of the project, as this will help to engender confidence and team spirit and will create a sense of momentum

18. c. Create space for issues

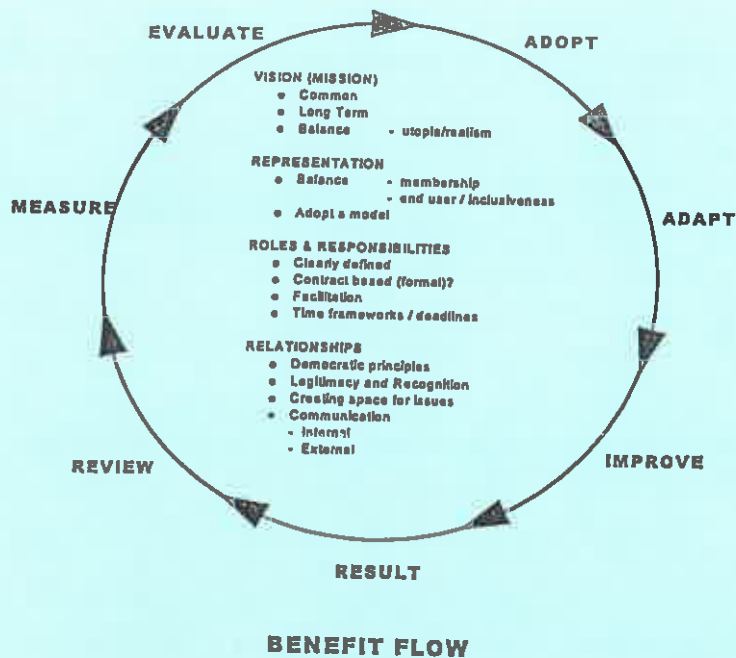
- Ground rules are essential to allow space for discussion of issues. Some degree of conflict is to be expected but need not be feared. If procedures and roles not clarified at beginning partners can come into conflict about basic matters, like money!!

19. d. **Communication**

- Agree a clear strategy for communicating **EXTERNALLY** the outcomes of its work, using the most appropriate media for the task.
- **INTERNALLY** agree a system of information flows to ensure that everyone is kept up to date. Individual partners should also take steps to ensure that outcomes are disseminated internally within their own organisations.

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PARTNERSHIP DYNAMICS



21. **CHECKLIST**

Five phases in the life of a partnership

- setting up phase
- operational phase
- problem solving phase
- maintenance phase
- exit strategy phase

22. SETTING UP PHASE

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

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

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

MAINTAIN a balance in the profile of the partners

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

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

EVALUATE the partnership from the first moment of its creation

23. OPERATIONAL PHASE

MONITOR continuously the needs and expectations of your target group.

ESTABLISH clear time frames for all your work

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

TAKE DECISIONS democratically

COMMUNICATE regularly and clearly your results and intentions internally to partners, to each of the partners' own organisations and to representatives of the project's target group, and then externally, to interested agencies or to those which might help you to mainstream your results

RESPECT the different cultures and working practices of your partners

BUILD the partnership in an atmosphere of confidence and understanding

THANK partners regularly for their contributions

24. PROBLEM-SOLVING PHASE

SOLVING problems means defining them first

BE PREPARED to criticise your own work and to listen to other's criticism

REMEMBER that a good idea which is isolated quickly becomes a bad idea which is forgotten

RELY on a sense of humour when all else fails

25. MAINTENANCE PHASE

DEVELOP mutual respect, and appreciate the different pace of the partners

CHECK continuously that objectives remain common to the partnership, and that everyone is still on board the same boat

LISTEN before acting and take your time, even if you are under pressure

PROVE by action the value of the partnership to everyone, not least to the target group

26. EXIT STRATEGY PHASE

TRY to integrate your project into mainstream programmes

MAKE TIME to explain your project and its value to others

CEFEC 10TH INTERNATIONAL CONFERENCE

ZARAGOZA - SPAIN

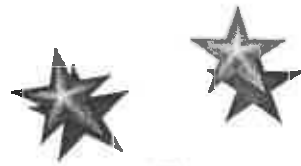
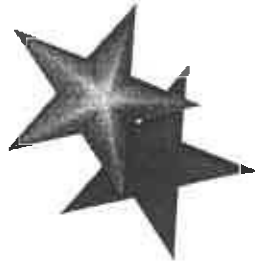
WORKSHOP

“MANAGEMENT OF TRANSNATIONAL PROGRAMMES

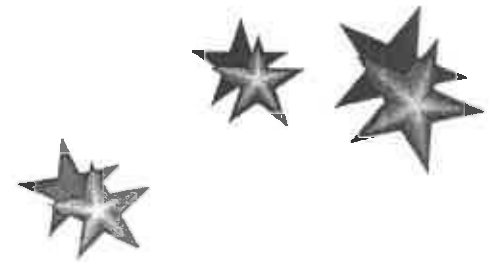
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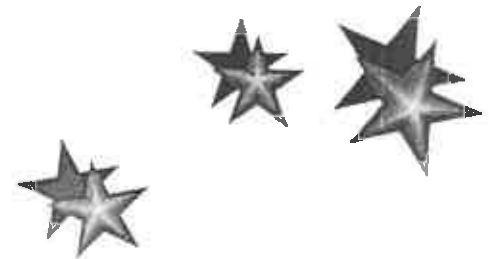


Implementation of Transnational Activities



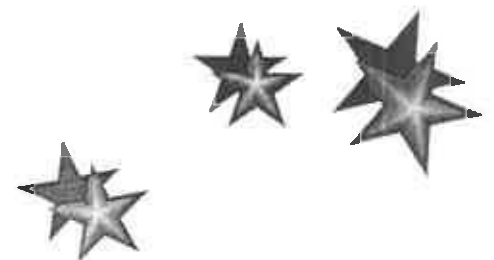
Implementation of Transnational Activities

P articipation
A ccommodation
R esources
T ime management
N eeds of client group addressed
E nrichment
R esilience
S ustainability
H olistic
I mpact
P ublicity
S uccess and satisfaction



Implementation of transnational activities

- **Time management**
- **Communications - 'talking at a distance'**
- **Financial implications**
- **Arranging successful transnational visits/meetings**
- **Records/Reports**

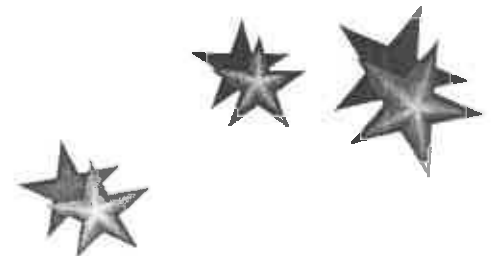


Time management in transnational activities

Transnational activities “take time and dedication to develop”

Attending transnational visits/meetings

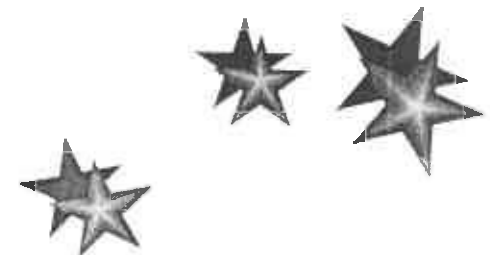
- **Preparation - liaising with partners re.:**
 - **agenda**
 - **dates**
 - **presentations/reports**
 - **roles**
 - **who should attend?**
- **Time away from home**
- **Travel - best options**
- **Follow-up debriefing**
- **Arrangements for ‘cover’ during absence**



Time management in transnational activities

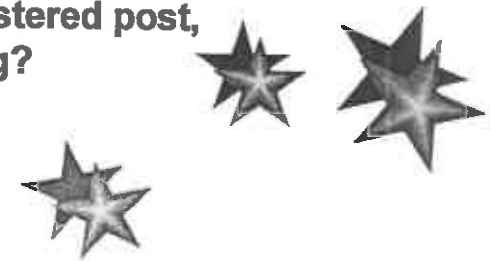
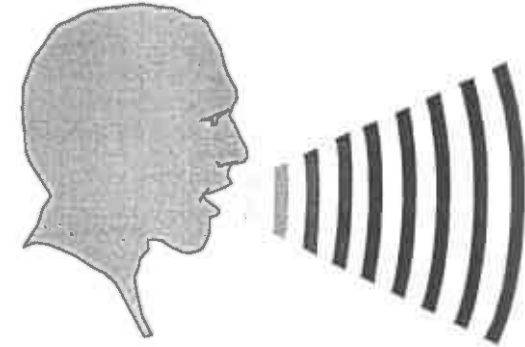
Hosting transnational activities

- **Travel arrangements**
- **Preparation of work and social programme**
- **Arranging venues**
- **Arranging transport**
- **Arranging accommodation**
- **Publicity**
- **Documentation/packs/name badges**
- **VIP guests/guest speakers**
- **Budgets**
- **Exhibition arrangements?**
- **Briefing other colleagues**
- **Arranging interpretation**
- **Sponsorship?**
- **Administration back-up**
- **Technical requirements**



Ensuring good communication in your partnership

- **who needs to communicate?**
- **via the project manager or member of the project team?**
- **when is manager/team available?**
- **office hours?**
- **time difference?**
- **has the telephonist been informed of partners, names and organisations?**
- **is there a list of full names, addresses, phone, fax ... e-mail available to all who need it?**
- **do you need home addresses, phone, ...?**
- **what are the holiday periods?**
- **what is the procedure for fast distribution of messages to the right person?**
- **agreed response time to faxes, letters, e-mail?**
- **agreed means of communication - phone, fax, mail, recorded delivery, registered post, diskettes, electronic mail, Internet, BBS, Euronet, ISDN, video-conferencing?**



Language skills

If you identify language as a barrier to effective working, there are a number of issues to consider.

- **Within the timescale of the project, can you upgrade the language skills in your organisation sufficiently?**
- **If you are working in English do not assume that this frees you of all responsibility. Remember to speak or write clearly, avoiding colloquialisms or slang, and do not assume that your partners will always wish to use English to socialise. Remember that you should not pass on the financial responsibility of translation and interpretation to your partners.**
- **Interpretation and translation are not cheap, but they are essential to effective communication. You must allocate sufficient resources for them in the transnational budget. Interpreters should be fully versed in the specialist vocabulary to be used.**
- **“Patience is a virtue”. Nowhere is this more true than in the context of language barriers. It is far better to take things slowly, and to repeat something several times if you are not sure everyone has understood, than to assume all is well and waste time at a later stage unravelling a misunderstanding.**
- **Produce a glossary of useful technical and non-technical terms and key concepts most used in your work and that of your partners.**



Communications

In addition, what is happening in the partnership should be communicated as widely as possible:

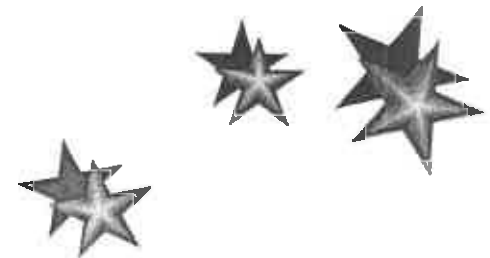
- **features in the organisation's bulletin or newsletters**
- **e-mail messages or memos to colleagues**
- **contributions to open days or exhibitions or presentations organised by the marketing or public relations department of your organisation**
- **regular reports to the Senior Management Team, Executive Board or similar decision-making body**
- **regular reports to your local steering group or local partners**
- **offering people the opportunity to participate in the project activities both at home and abroad**



Cultural considerations

In your transnational partnership, you may encounter:

- **different attitudes and opinions on the role of men and women, the church, politics, the state, public officials.**
- **different social behaviour.**
- **different patterns or ways of working.**
- **different levels of resourcing or use of new technologies.**
- **different cuisine.**
- **or simply a different rhythm of life.**

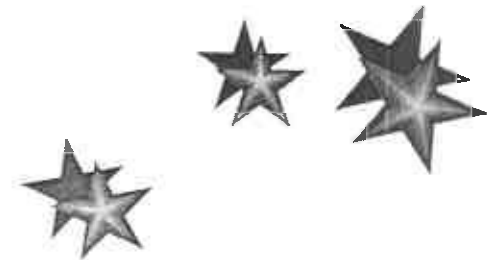


Financial Implications



In your invitation to meetings or to other transnational activities, be clear and explicit about:

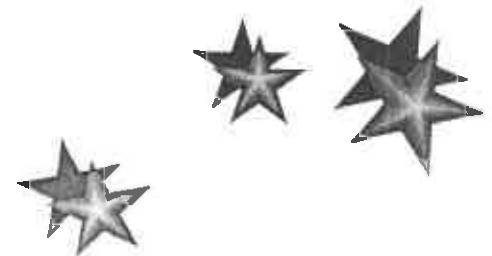
- **which costs are being covered by the organiser of the event, by partner projects and by the individual participants**
- **which rates will be allowed, i.e. APEX fares, or regular class fares;**
- **what are the responsibilities of the participants - “any personal charges (bar, newspaper, telephone bills) must be paid by participants before departure from the hotel”;**
- **the fact that participants to Northern Ireland should be informed that we operate in £s to avoid confusion;**
- **it can be advantageous to use contacts/networks, re. advice/utilisation of low cost venues, transportation, hotel packages, etc.;**
- **some activities/services can be sponsored.**



Arranging transnational meetings

Face-to-face meetings are essential -

- **getting to know one another**
- **developing sense of common identity**
- **identifying, discussing and resolving problems**
- **developing and understanding on the planning of future joint work**
- **achieving goals mapped out in previous meetings.**
- **stimulating creativity**



Arranging transnational meetings

Before holding or organising a transnational meeting it is useful to consider:

What sort of meeting will be held?

Meetings may be organised for some of the following reasons:

- 1. Checking of progress made towards the achievement of goals**
- 2. Planning for future work and exchanges and decision-making**
- 3. Informal visits to partner institutions**
- 4. Evaluation**
- 5. Dissemination**

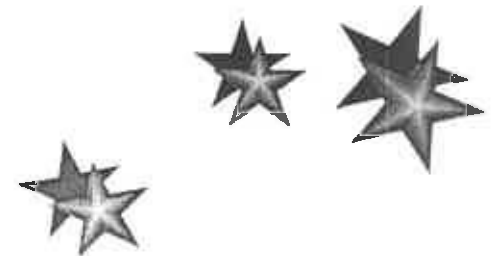
One meeting may fulfil many diverse roles. However, with limited time and financial resources you should be clear about the purpose of the meeting, and ensure that your partner is also fully briefed in what the meeting hopes to achieve.



How to get the most out of your transnational meeting

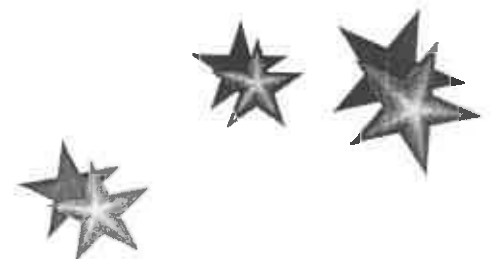
Hosting the meeting

- rotation
- experienced partners utilised for initial meetings
- time-tabling to coincide with other EU activities



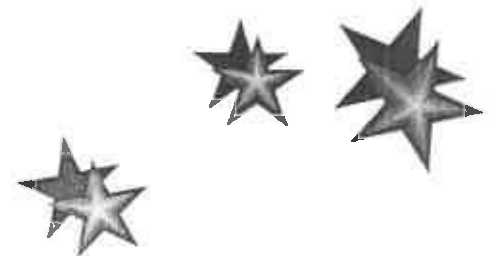
Partnership meeting checklist

- x Character of the meeting**
 - x orientation**
 - x partnership planning**
 - x working**
 - x conference**
- x Meeting objectives and desired outcomes set?**
- x Holidays considered?**
- x Date agreed with all partners?**
- x Do not over-fill the programme - allow informal free time**
- x Agenda/programme to be sent in good time**
- x Allow for informal discussions**
- x Who is coming?**
 - x all confirmed?**
 - x being met? by whom? how?**
 - x if not being met, how do they get to hotel?**
 - x do they know?**



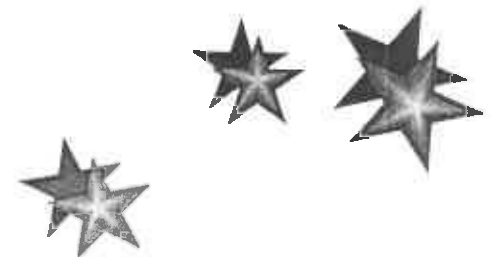
Partnership meeting checklist

- x Hotel**
 - x lower prices if used often?**
 - x who pays?**
 - x words of welcome?**
- x Are visitors staying longer for personal reasons?**
 - x Does hotel know? Same rate?**
- x Transport**
- x Accommodation for meeting**
- x Venues for meals**
- x Meals being provided by your project? organisation? associate?**



Partnership meeting checklist

- x Timetable for social events - make arrangements**
- x Is there an opportunity to celebrate?**
 - X the partnership - diversity of talent**
 - X a partnership success**
 - X a joint publication**
 - X a partnership product**
- x and have arrangements been made?**
- x Publicity**



Tip or tipples?



- **Meetings improve through experience. One tip from a project, is that at the end, all participants should write down the five best and the five worst features of the meeting, so that these can be taken into account by those responsible for planning and conducting the next one.**
- **Questionnaires - how meeting went**
- **Concrete terms - what was agreed - action points**
- **Minutes**
- **Apart from the formal business, hosting a meeting is also a great chance to involve others from your organisation or your local partnership or steering committee in some of the social events. You should also invite local decision makers and/or your MEP and finally, don't forget the press. Use the event to raise the general public's awareness, either through a press release or press conference or by inviting a known journalist. Such social events can also reinforce or support what happens in the formal meetings. As one project reported: "Sometimes we have solved a problem with the help of a good bottle of whisky".**



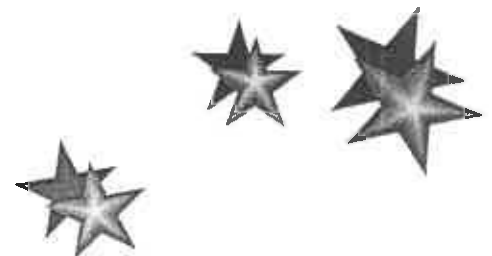
Partnership meeting procedures

Who will chair the meeting?	The Project Manager of the hosting Member State (In turn)
Who will produce the report?	An assistant to the Project Manager of the hosting Member State (in turn)
Language difficulties	<p>Agree on one working language to be used in the project and/or</p> <p>The hosting Member State provides interpreters, or</p> <p>Each partner brings an interpreter to the meeting</p> <p>Leave sufficient time for interpretation</p>
Misunderstandings	<p>Ensure all participants understand what is being said</p> <p>Ensure conclusions become agreements</p> <p>Make sure all participants have their say (not just all those who speak the working language fluently)</p> <p>When necessary leave sufficient time for participants to have "mini-meetings" amongst themselves.</p> <p>Ensure that arrangements are written down (use flip charts etc.) for all to see, understand and discuss if necessary, and</p> <p>Ensure that a report of the meeting is made and disseminated soon after the meeting.</p>
Contents	Ensure you establish a communication and follow-up system to be used between meetings.



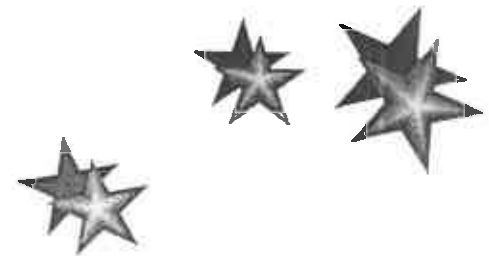
Records

- **Important**
- **For own control and scheduling purposes**
 - ie. action points and activities
 - deadlines
 - review
 - outcomes
 - monitoring
 - final reports
 - evaluation
 - dissemination
- **Auditing purposes**
- **External monitoring by ESF agents**



How can I help my partners feel at home?

- **send information background on the society, economies and general picture of country. Information from Tourist Board.**
- **give them my home telephone number/emergency contact**
- **meet them at the airport/station**
- **help them to find the meeting place**
- **display their national emblems or flags**
- **be conscious of**
 - **attitudes to time**
 - **working habits**
 - **working methods**
 - **food**
- **introduce them to other staff**
- **make phone, fax, computer facilities available**
- **help them explore the surroundings**
- **provide time for smaller meetings, consultations and social events**
- **contact names, addresses. Telephone and fax numbers**



PROGRAM FOR THE X CEFEC CONFERENCE

1 October 1997

16.30-19.00 h.- Registrations

16.00 h.- CEFEC Executive Committee meeting

16.30-19.00 h.- Spanish participants meeting

ROUND TABLE DISCUSSION : “ The process of labour integration of Mental Health users: difficulties and aims for the future”.

Moderate : Mrs. Gemma Pérez. Training area co-ordinator. Ramon Rey Ardid Foundation.

Participants :

- Mr. Jesús López. Spanish Federation of Associations of Mental Illness Families.
- Oscar Corao. Worker in integration area resources at Ramon Rey Ardid Foundation and user at San Carlos Day Center.
- Dr. Mr. Roberto Salvanés. Aragonés Psychiatric Society president.
- Mr. Miguel Pereyra. General Secretariat of ONCE Foundation.
- Mrs. M^a Teresa Marco. Industrial Association from Cuarte, Cadrete and María de Huerva.
- Mrs. Carmen Ferrer, Ntra. Sra. del Pilar Psychiatric Hospital Director.

19.15 h.- Visit to Pablo Serrano museum. Exhibition “*Visiones*”

2 October 1997

8.30-9.00 h.- Documentation delivering.

9.00-10.15 h.- OPENING SPEECH

Wellcome by authorities

CEFEC President : Mrs. Athena Frangouli.

Foundation Ramon Rey Ardid Vicepresident : Mr. Fernando García.

10.15-10.30 h.- Workshop and visits presentation.

10.30-10.45 h.- Coffee Break

10.45-12.15 h.- LABOUR INTEGRATION IN SPAIN.

Preside and moderate Mr. Hector Maravall. General Director of IMSERSO.

Speakers:

- Mrs. Asunción García. President of the Association for promoting labour integration firms in Aragón.
- Mrs. Aurora Sarasola. Programs Coordinator from Ramón Rey Ardid Foundation.
- Mr. Marcelino López. Mental Health Program director of the Andaluz Health Service.

12.15-12.45 h.- PRESENTATION OF THE EUROPEAN NETWORK USERS, (EX-) AND SURVIVOR OF PSYCHIATRY.

- * Mrs. Bev Mills. Network Co-chair. Great Britain.

12.45-13.15 h.- SOCIAL FIRMS IN CANADA

- * Mr. Gaston Harnois. WHO Collaborating Centre. Montreal. Canada.

Lunch Time

(SPEECHES TABLE CONTINUATION)

Preside and moderate : Mrs. M^a Rosa Egido. Patron of Ramon Rey Ardid Foundation.

16.30-17.00 h.- NEW SUPPORT STRUCTURES FOR SOCIAL FIRMS IN UNITED KINGDOM.

- * Mr. Gerard Higgins. East Surrey Priority Care NHS Trust. European Office. Scotland.

17.00-17.30 h.- Inscriptions to Workshops and Visits.

17.30-18.00 h.- SOCIAL FIRMS IN USA.

- * Mrs. Miriam Kravitz. INCUBE, Inc. New York.

18.00-18.30 h.- PALESTINE EXPERIENCES IN SOCIAL INTEGRATION

- * Mr. Fathi Arafat. President. The Palestine Red Crescent Society.

16.30-18.45 h.- USERS WORKSHOPS

18.45 h.- BUSES DEPARTURE FROM THE AUDITORIUM TO THE TOWN HALL.

19.15 h.- LOCAL AUTHORITIES RECEPTION AT THE TOWN HALL.

21.00 h.- SANTA TERESA CHORAL GROUP PERFORMANCE AT SAN PABLO CHURCH.

16.30-19.00 h.- CONTINUATION OF WORKSHOPS SESSIONS

1st. Workshop : 2nd. Part

Work groups: coordinators and secretaries

GROUP 1: Legal aspects. The social firm and the management. Coordinates: Mrs. M^a Jesús Alvira (Employment Special Centres responsible, Aragon Government). Secretary: Mr. Miguel Alcázar (RRAF Patron). Colaborate: Mr. José Fernández Iglesias (Cierzo Gestión, S.L), Mrs. M^a Teresa Marco (RRAF) and Mrs. Gemma Pérez (RRAF).

GROUP 2: Occupational Training. Coordinate: Mr. Antonio Antón (INEM Arrabal office director), Mrs. Rosa Arrechea, (Training department, INEM Arrabal office), Secretaries: Mrs. Isabel Calvo and Mrs. Francisca González (Salamanca University).

GROUP 3: Professional structure to support employment. Coordinates: Mr. Francisco Galán (RRAF). Secretary: Mr. Antonio Pascual (IASS). Colaborate: Mr. Jesús Alquezar (Zaragoza Town Hall) and Mrs. Adela Pou (IMSERSO)

4/ 3th Workshop : ECONOMIC SITUATION OF SOCIAL FIRMS IN DIFFERENT EUROPEAN COUNTRIES.

Coordinate: Mr. Peter Stadler. FAF Manager. Germany.
Mr. Francisco Alvarez. Iniciativas de Empleo Andaluzas, IDEA SA.

DURING ALL DAY: USERS WORKSHOP.

4 October 1997

9.30-11.30 h.- Visit to Art Exhibition "Visiones"

9.15-13.30 h.- CONTINUATION WORKSHOPS SESSION:

5/ 4th Workshop : EXPERIENCE FROM ARGENTINA

Coordinate: Mr. José M^a Pérez Feijoo

6/ 5th Workshop : THE RIGHT TO WORK. PRINCIPLES AND LABOUR RIGHTS AND TRAINING IN THE EUROPEAN UNION.

Coordinate: Mrs. Judy Scott

Representants form Sweden, Germany, Iceland, France and Spain will participate.

11.15-11.30 h.- Coffee Break

9.30-13.30 h.-

7/ 6th Workshop : MANAGEMENT OF TRANSNATIONAL PROGRAMMES

* Mr. Cecil Graham. ITO Head Office.

8/ 7th Workshop : QUALITY STANDARDS IN SOCIAL FIRMS. WHAT IS A HEALTHY WORKPLACE ?

- Mrs. Mary Nettle. Mental Health users Assistant.
Mindlink Director (Users service in British mental health network).

All the morning: Users Workshop.

Lunch Time

16.00-17.30 h.- CEFEC General Assembly

17.30-18.15 h.- Workshops conclusions

18.30-19.00 h.- Closing

- Thank you. Fundacion. Roman. Rhy. Ardis.
- our translators
- technical personnel
- the participants

Flynn speaks on the future of the ESF

Ladies and gentlemen,

I am very pleased to have this opportunity today to present to you over lunch my own personal thoughts concerning the future direction of the Structural Funds generally and the European Social Fund, for which I have direct responsibility, in particular.

The European Social Fund - past and present

The European Social Fund, which celebrates its 40th birthday this year, has served three main functions:

- within the less developed regions, it has been a major driving force for the improvement of education, training and re-training systems;
- elsewhere in the Union, it has played an important role in helping Member States better to match their labour supply to the ever-changing needs of the economy;
- last, but by no means least, it has been a tangible manifestation of the Union's concern for the issues of social inclusion and equality of opportunity for all.

I have no doubt that its vocation in the future will continue to hinge around these main objectives, but it must do so in a new context. Firstly, it will have to find its place within a radical redesign of the architecture of the structural funds as a whole. Secondly, the ESF must better reflect the new challenges of investment in people which all Member States will face in the 21st century. So what should be the key features of the next generation of structural funds from the year 2000?

From my own perspective, I see two principal requirements.

- a much simpler overall structure, and

- a new partnership with, and within, the Member States.

A simpler structure

Most people who have expressed a view on this subject to date are agreed that we need to take a radical new look at how the funds operate in order to make their interventions simpler to manage and more effective.



Speech by Mr. Pádraig Flynn
European Commissioner
with responsibility for Employment
and Social Affairs

"The European Social Fund:
Starting
a New Millennium"
24 March 1997

Centre for European
Policy Studies, Brussels

The simple fact is that the existence of four funds, seven Objectives, fourteen Community Initiatives and a multiplicity of operational programmes at central, regional and sectoral levels within Member States does create undue complexity and absorbs a disproportionate amount of administrative effort.

In my view we need two kinds of simplification - less bureaucracy and more focus. A key question concerns the number of funds and the number of Objectives. There are those who believe that we should put everything into a single Fund; I say that it is a delusion to

believe that such a simplistic answer will somehow rid us of the complexity of what we are about.

The creation of a single Fund would be a superficial solution to a problem with deep roots.

The complexity of the Commission's bureaucracy is often the target of criticism, but in fact our structures merely reflect the situation at Member State level - a pluralistic administrative environment catering for a wide range of sectoral policy interests. If we had a single Fund, then everyone knows that its sub-structure would immediately be divided up in the old ways!

The other serious risk is that the linkage between structural fund activity and policy development at European level would suffer. The danger would be additional layers of bureaucracy, further distancing, for example, European financial aid for employment and training activities from the policy debates on these very issues.

The real challenge is to ensure an integrated strategy which brings all the different elements together in a new way. We will certainly need continued investment in physical and productive infrastructure but we also need a better link between that investment and investment in human resources, particularly to overcome the problem of the skills gap which is at the heart of Europe's unemployment problem.

Simplification

I believe that this can be best achieved by reducing the number of Objectives to two principal activities, with the European Social Fund making a central and distinctive contribution to both:

- Activity 'A' would be geographical and would focus both on regions with a lower GDP and areas with special problems of

industrial adaptation or rural development; here we would seek to encourage the development of an integrated approach to economic and social development with a special role for local partnerships of the kind we have successfully supported in some Member States and which we are beginning to support more widely through the territorial pacts, and

- Activity 'B' which would have a horizontal human resource development function and would operate both within the regions and areas covered by activity 'A' but also across the territory of the Union as a whole.

The justification for activity 'A' seems to me self-evident. Equally, I believe that in the redesign of the Structural Funds, there must continue to be a strong and clearly identifiable human resources development component, since this is the greatest single challenge facing us in the 21st century. We absolutely need to strengthen the capacity of Member States to redesign their education, labour market and employment systems in a way which can guarantee us the quality of labour force needed to be competitive in the 21st century as well as the mechanisms of social justice and inclusion which are an integral part of the European social model. This requires an integrated approach ranging from active education and labour market policies through to improved continuous training for those in employment or at risk of redundancy.

Community Initiatives

Under this same heading, let me just add a few words about the specific role of the Community Initiatives.

The Community Initiatives are useful instruments in the search for real innovation and transnational co-operation. I have seen myself during many project visits the good work they have done, and I am proud that the human resource Initiatives in particular - Employment and Adapt - have

made a major effort to ensure that the principles of innovation and transnationality really work at grass-roots level.

I have seen personally the value that they provide to project operators, not least through their transnationality and the learning dimensions they involve. In a European Union often criticised for remoteness, I am convinced that these Initiatives must continue, for they are a window on Europe for thousands of committed people at grass-roots level.

But everyone tells me that the present system of initiatives is administratively very complex. We should, in my view, design a further generation of Initiatives, but on a much more restricted basis, confining ourselves to a few priority themes only: for example, one related to equal opportunities and human resource development, a second with a territorial character, and a third focusing on inter-regional cooperation.

We tried such simplification before and failed: we must try harder this time round, even if this might mean a different balance within the overall budget framework. And if I am inclined to give more autonomy to the Member States in mainstream activities, I am also inclined to suggest a stronger role for the Commission in the management of such Initiatives as are agreed. And we should make more use of the 'global grant' system to streamline the financial management of the Initiatives and ensure that funding reaches project promoters in the shortest possible time.

We also need a renewed commitment from the Member States and regions to make the Initiatives work better as genuine instruments to promote real transnational partnership, innovation, and policy change.

A new form of partnership

We cannot bring about simplification if we do not also have a renewed form of partnership with

the Member States, and functioning partnership arrangements within Member States.

Strong partnership is especially necessary in the case of the Social Fund because the policies which are targeted by ESF actions are fundamentally Member State competences and because, in any event, the scale of interventions necessary to effect substantial change in these areas far outstrips the capacity of the Structural Funds.

The 1993 reform of the funds did move us towards a programme-based approach. However, in my view, the procedures still involve the Commission in too much of the detailed implementation. Our objective should be to agree an overall policy framework with each Member State and then allow considerable flexibility in the choice of specific objectives and leave the implementation of programmes to those involved in the partnership arrangements within the Member State itself - with far less Brussels involvement.

However, the discussions on the programme content would have to be real and there would have to be a serious role for the Commission in the ex ante verification of plans, in the monitoring of progress, and in the final policy assessment. It would also be essential that the use the Member State wished to make of the funds fitted into an agreed policy framework.

For example, the Social Fund must continue to make a strong contribution to underpinning the process of modernising our labour markets, promoting employment opportunities, and of combating exclusion. In this respect, the addition of an employment chapter into the new Treaty will confirm the responsibilities we have to face. The ESF must contribute to attaining the Union's employment goals and to implementation of the multiannual employment programmes as well as the work to be undertaken by the new Employment and Labour Market Committee. A successful

approach here will mean that we can kill two birds with one stone: ensure consistency of strategy and create a simpler set of implementation arrangements overall.

Additionality

Additionality has for many years been a cornerstone of the Union's cohesion policies. Its aim, at first sight no more than common sense, is to ensure that the Union does not simply pay for projects which the Member State would have undertaken anyway, but provides additional resources resulting in additional activities.

And yet in practice, as we all know, additionality is often impossible to verify outside the Objective 1 countries. If the EU is required to fund additional projects, we have to assume that the Member States have already decided on those which they themselves will do - which, logically, should be the most interesting or rewarding. It seems at least possible then, that additionality obliges the EU to fund less important or less rewarding projects, or those which the Member State itself would not necessarily have financed.

This cannot be right or sensible. We should look at the whole issue of additionality as it now works, and construct a new basis of co-operation; the funds should in my view be linked more directly with Member States' own policies, programmes and budgets in future.

We should look much more in the future at policy additionality rather than programme additionality. If we are satisfied that a Member State has a good scheme for, say, the re-integration of the long term unemployed, then why not add ESF money to theirs in order to allow a greater number of people to benefit, rather than seeking to force the Member State to design a separate programme in order to gain access to European funds?

But such an approach also raises the issue of financial partnership. A key element in this new arrangement will, of course, be that

of financial accountability. Member States cannot have it both ways. They cannot have control over the money in order to ensure that it matches better with national priorities and, at the same time, continue to insist that the European Commission is solely responsible in front of the Parliament or of the Court of Auditors for the good use of that money. In my view, an integral part of the new architecture must be a redrawing of the boundaries as to where the Commission's financial responsibilities really begin and end.

Conditionality

A new look at conditionality is also needed. We live in times of resource scarcity, of increased accountability and scrutiny of public expenditure, and of ever more intense competition for those resources. I believe that in advance of the next period of structural funds activity we should examine how we can incorporate a more pronounced performance orientation and a degree of financial incentive linked to such performance.

There are two linked but distinct issues at stake here:

- there is a question of absorption capacity which is fairly easy to measure and identify. If countries cannot absorb the money allocated a priori, should they retain an entitlement to those funds? Hopefully, if the improved partnership arrangements that I have spoken of can be put in place, such situations will seldom arise.
- but there is also a question of building into the policy framework to be agreed with each Member State tangible targets and benchmarks against which performance can be measured. If these agreed objectives are not met, the possibility of re-programming the funding towards other activities or, in extreme cases, towards other regions or countries cannot be ruled out.

I know that many will find this a threatening prospect and I cer-

tainly agree that such a system would have to avoid any suggestion of blaming the less well-off regions for their own structural inadequacies instead of trying to help them. This should not be seen as either a punitive approach or one based on a narrow accountant's view of what constitutes value for money. But I do believe that we need to move away from the present notion of automatic entitlement towards a much more open and frank partnership based on shared rights and obligations to perform.

The future role of the European Social Fund

So much for the general framework. Against that background, what really is the contribution of the European Social Fund today, on which we must build for the year 2000 and beyond? And what specific role can it play in the new architecture I have just outlined?

Let me identify four such contributions. The ESF represents the social counterpart to the Internal Market. From the earliest beginnings of the European integration process, it was understood that social policy had to support the internal market. Indeed, it is this combination of an increasingly effective Internal Market with supportive social policies which has enabled the EU to remain competitive in the world, and to stay ahead - by most objective measures of total wealth or productivity - of its major world competitors such as Japan or the USA. The twin economic and social foundations of Europe have served us well.

Second, the ESF is the only Structural Fund which is specifically for and about people. Through its support for local partnerships, capacity building projects and training activities, it provides a direct link to the citizens of the Union, reaching out in a tangible way to individuals in their commu-

nities. Such activities play a vital role in bringing the European Union to life as a reality.

When I travel around the Union, and visit these small projects often operated by voluntary organisations or by local authorities, I never cease to be amazed by the value they attach to the European funding they receive. The good it does in terms of giving people who are working in a local and often difficult context the feeling that they are not alone, and that this vast, abstract machine called Europe does have a heart and a soul, is incalculable. And we should never lose sight of the fact that we will need that kind of goodwill when it comes to ratifying the results of the IGC.

And, indeed, this point cannot be separated from another which is currently under discussion in the IGC; and that is the issue of what are called "incentive measures" in the social field. At stake here is the EU's capacity to undertake certain activities in the social area which cannot be funded by the ESF because of its focus on employability and employment. These include the networking of organisations concerned with the disadvantaged or disabled or activities relating to the elderly. These measures can at present only be based on Article 235 of the Treaty - which requires unanimity in the Council. And that unanimity has not been available in the recent past.

The Commission has already proposed a majority-voting legal base for such activities because it believes that Europe must be seen to be involved in these areas, which the majority of European citizens regard as important. If we opt out now, we will lose their support and they will see it as confirmation that Europe cares more about the haves than the have-nots.

Thirdly, over and above the sums of money involved and, in some Member States, it is true that the finan-

cial muscle of the Fund is limited - the ESF is a catalyst and a force for change within Member States' own human resource and labour market policies. Participation in a distinctly European process of debate about human resource development brings positive benefits even to the Member States with the most advanced systems. The networks, the exchange of good practice and experience, the transnational cooperation, which is triggered by the ESF, is, in my view a driving force for the revitalisation and modernisation of human resource policy right across Europe.

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

Conclusion

So, I believe that the Social Fund will continue to have a vital role to play in the architecture of the structural funds, both within a territorial context and as a horizontal fund operating across all of the Union.

The challenge to the ESF from its inception was to help people face the future of their working lives with hope.

That will remain a fundamental role for the Fund, especially in a world where the nature of work is changing daily, where the skills needed for employment are in constant flux and where more and more people feel utterly overwhelmed by the speed of change in the labour market.

The European Social Fund of the 21st century must be both a financial and a policy instrument dedicated to underpinning the Member States' efforts to ensure the employability of all our people, by designing systems which give real access to knowledge, encouraging personal development, and fostering skills relevant to the needs of employers.

In the rapidly changing environment of the Information Society, the ESF must seek to lead the way in preparing people for new living and working conditions. Whether through active labour market policies, through skill development, or lifelong learning strategies, the Fund must become the pivot of Europe's effort to transform our outdated education and training systems into real instruments of investment in people.

The Fund must be once again the EU's instrument for helping people, helping them stand up to, and overcome, the inevitable changes which will flow from the economic side of the Union - the internal market, big business, the macro-economics which will determine who goes into EMU in the first wave, and who follows later. The human side of the Union cannot be underestimated. We must understand the need everyone has for a decent job, for decent living standards, for dignity, for autonomy - in short, for independence through work.

That is not easy for many of the Union's citizens who struggle with unemployment or see its dark clouds gathering. But it is a vital role for the Union, and we need a dedicated instrument to fulfil such a role. The ESF needs to adapt and change, as must the structural funds as a whole, but it must continue to be that instrument as we enter the 21st century.



MIEMBRO DE LA FEDERACIÓN ARAGONESA DE COROS

DIRECTOR
MANUEL CASARES ENRÍQUEZ

♦

CONCIERTO
X CONFERENCIA
INTERNACIONAL CEFEC

♦

IGLESIA SAN PABLO
(PLAZA SAN PABLO ♦ ZARAGOZA)

JUEVES
2 DE OCTUBRE DE 1997

21.00 HORAS

PRESENTATION

The Choral Group «Santa Teresa» was founded in March 1984, at the School «El Carmelo» of Zaragoza, by the Association of Parents of this school. It is registered as a cultural association and it is part of the Aragonese Federation of Choirs.

In its twelve years of existence, with an ample and varied polyphonic repertoire, the Choir «Santa Teresa» has developed an intense musical activity in the way of concerts, recordings, introduction to music concert series, cultural acts, religious ceremonies, tours, contests, meetings of choral groups, and all types of musical acts programmed for very different occasions and places, with over 500 performances in Spain, France, Italy and Czech Republic.

From 1987 on, the Choir «Santa Teresa» has collaborated periodically with the ensemble «Les Cuivres de Navarre» from Pau (France), having acted in twenty-some performances in Spain and France with this instrumental group, directed by Jean Claude Fourticq.

The Choir «Santa Teresa» has been directed since its foundation by Manuel Casares Enríquez, who followed his musical studies at the Conservatoire of Salamanca. Later on, Mr. Casares studied vocal technique with Madame Marcoff and Jacques Calatayud, and also studied choral direction with Víctor Lumbroso, from the french musical group «A Coeur Joie».

Manuel Casares Enríquez is the composer of numerous polyphonic works, and a member of the General Association of Authors of Spain.

The Choir «Santa Teresa» has recorded two audio-cassettes: one in 1988 (Spanish Polyphonic Music: 20 pieces of Classical and Popular Music), and another in 1989 (Christmas Songs: 20 pieces from Europe, America, Spain and Aragón).

PERFORMANCES

Out of the more than 500 performances to date by the Choir «Santa Teresa», we would like to pick out as most significant the following:

- A Concert Tour in Italy (Rome, Florence, The Vatican) in April, 1991. Other concerts in Rome in 1996, and our participation in the 36th Rassegna Musicali in Loreto (Ancona), Italy, in April, 1996.
- A Concert Tour in France (Asson, Monein) in October, 1991. Two other Concert Tours in France: Pau, Jurançon, in June, 1992, and Cauterets, Lourdes, Saint Jean de Luz, Biarritz, in July, 1992.
- Participation in the Choral contests «Savings Bank of Álava» (1990) y «Canal de las Bardenas» de Ejea de los Caballeros (1987 and 1988).
- Polyphonic Biennial Shows of Guadalajara (1993) and La Roda, Albacete (1994).
- Encounter of Choral Groups in Borja (1985, 1987 and 1993).
- Yearly concerts of «San Jorge» and «Christmas» organized by the Government of Aragón.
- In the city of Zaragoza, a Concert Series «The Music Here» organized by the Town Hall, and «Weeks of Religious Music», organized by the Brotherhood «Jesus Tied to the Column» (Cofradía de Jesús Atado a la Columna).
- In the city of Huesca, Cultural Programmes organized by the Peña «Zoititi», in the cathedral of San Lorenzo. Concerts at the «Genaro Poza» Hall, sponsored by Ibercaja.
- In the city of Soria, a Concert in the «Tirso de Molina» Concert Hall, sponsored by the Government of the Province (1987). In other towns of the province of Soria, several concerts celebrating the «Universal Savings Day», organized by Cajasoria.
- Concerts sponsored by Ibercaja in 1986, 1992, 1993, 1995 and 1996, in Zaragoza, Huesca, Teruel, Guadalajara and the province of Madrid.
- Participation in the VIIth Festival Internationale of Sacred Music 1997, July 3 and 6th in Nymburk, Podebrady Spa and Prague.

PROGRAMA DE CANCIONES FOLCLÓRICAS Y POPULARES

PARTE I • ESPAÑA

<i>Muntanyes del Canigó</i>	Cataluña	NADAL PUIG
<i>Aurtxoa Seaskan</i>	País Vasco	J. OLAIZOLA
<i>En toda la Quintana</i>	Asturias	R. BENEDITO
<i>Estando cosendo</i>	Galicia	A. BERTOMEU
<i>Arrorro</i>	Canarias	J. DURÁN
<i>Contigo sí, contigo no</i>	Huesca	M. CASARES
<i>Canto de la olivera (jota)</i>	Zaragoza	M. CASARES
<i>Ya no quiere mi madre</i>	Teruel	

PARTE II • AMÉRICA

<i>Lord I Want</i> (negro espiritual)	EE.UU.	
<i>Ojos brujos</i>	Cuba	G. ROIG
<i>La Bamba</i>	México	R. NOBLE
<i>La golondrina</i>	México	N. JUÁREZ
<i>Balaio</i>	Brasil	H. VILLALOBOS
<i>El cóndor pasa</i>	Los Andes	G. FOURCAUD
<i>Canten, señores cantores</i> (carnavalito)	Perú	TRADICIONAL



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CEFEC

Zaragoza, 1 al 4 Octubre 97

IT HAS BEEN DECLARED AS A HEALTHY INTEREST CONFERENCE BY THE MINISTRY OF HEALTH AND CONSUMPTION AND BY THE ARAGONESE HEALTH SERVICE OF ARAGON GOVERNMENT.

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C/. Eduardo Ibarra, s/n. • 50009 ZARAGOZA

CONFERENCE SECRETARIAT AND INSCRIPTIONS:

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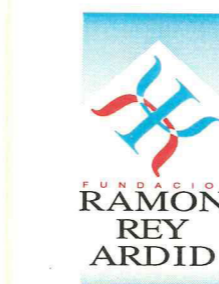
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*10 Years
of social
firms*

CEFEC

Zaragoza, 1 al 4 Octubre 97

X ANNIVERSARY

C.E.F.E.C. (Confederation of european firms employment initiatives and cooperatives for psychically disabled).

CEFEC is a european association of firms, employment initiatives, cooperatives and other organisations whose aim is to help integrate people with mental health problems and people with other disabilities through providing employment.

To date more than 100 organisations from 20 european member states and from other countries, like Japan and Canada, are members of CEFEC. During the last 10 years, CEFEC organises annual conferences. The 1997 conference will take place 1st to 4th October in Zaragoza, Spain. One of the main subjects of this conference is to think over, evaluate and redefine the social firms situation in the european-wide basis. It will be a meeting point between the different parties concerned: users (ex-users) and their families, professionals and social partners, to debate and look for new strategies in this common work.

Besides **Ramón Rey Ardid Foundation**, there are 4 CEFEC members else in Spain, who make up the Assessor Committee of the X Conference: Eragintza Foundation (Bilbao), Iniciativas Andaluzas de Empleo - IDEA - (Sevilla), Centro de Recursos de Empleo de la Mancomunidad Bajo Segura (Alicante), Dirección General de Salud Mental (Asturias).

RAMON REY ARDID FOUNDATION is a non-profit organization that works in mental health resources since 1992. The social labour and employment area started in 1995 with the aim of creating and implementing the structures of occupational and workshop integration for users of mental health services. The integration activities that have been developed are two occupational workshops, a program of volunteers, a labour integration program in standard enterprises (Horizon-Creatif) and different courses for users in the training area.

PROGRAM

1 October 1997

16,30 - 19,00 h.
REGISTRATIONS

16,00 h.
CEFEC Executive Committee meeting

16,30 - 19,00 h.
Spanish participants meeting

ROUND TABLE DISCUSSION:
" The process of labour integration of Mental Health users: difficulties and aims for the future".

Participants:

Spanish Federation of Associations of Mental Illness Families.
Mr. Roberto Salvanés. Aragonés Psychiatric Society president.
ONCE Foundation.
Mrs. M.ª Teresa Marco. Industrial Association from Cuarte, Cadrete and María de Huerva.
Mrs. Carmen Ferrer. Ntra Sra. del Pilar Psychiatric Hospital Director.
Mental Health Resources user.

2 October 1997

08,30 - 09,00 h.
Registrations

09,00 - 10,30 h.
OPENING SPEECH

Wellcome by authorities
CEFEC President: Mrs. Athena Frangouli.
Ramon Rey Ardid Foundation Vicepresident:
Mr. Fernando García.

10,30 - 11,30 h.
LABOUR INTEGRATION IN SPAIN.

Preside and moderate:

Mr. Hector Maravall. General Director of IMSERSO.

Speakers:

Mrs. Asunción García. President of the Association for promoting labour integration firms in Aragón.
Mrs. Aurora Sarasola. Programs Coordinator from Ramón Rey Ardid Foundation.

11,30 - 11,45 h.
Coffee break

11,45 - 12,15 h.
LABOUR INTEGRATION IN SPAIN.
(Continuation)
Mr. Marcelino López. Mental Health Program Director of Andaluz Health Service

12,15 - 12,45 h.
PRESENTATION OF THE EUROPEAN NETWORK OF (EX) USERS AND SURVIVORS OF PSYCHIATRY.
Mrs. Bev Mills. Network Co-chair. Great Britain.

12,45 - 13,15 h.
SOCIAL FIRMS IN CANADA
Mr. Gaston Harnois. WHO Collaborating Centre. Montreal. Canada.

LUNCH TIME

16,30 - 17,00 h.
NEW SUPPORT STRUCTURES FOR SOCIAL FIRMS IN UNITED KINGDOM.
Mr. Gerard Higgins. East Surrey Priority Care NHS Trust. European Office. Scotland.

17,00 - 17,30 h.
SOCIAL FIRMS IN USA.
Mrs. Miriam Kravitz. INCUBE, Inc. New York.

17,30 - 18,00 h.
PALESTINE EXPERIENCES IN SOCIAL INTEGRATION
Mr. Fathi Arafat. President. The Palestine Red Crescent Society.

18,00 - 18,30 h.
SOUTH AMERICAN EXPERIENCE IN LABOUR INTEGRATION.

18,30 - 18,45 h.
PRESENTATION AND INSCRIPTIONS OF THE WORKSHOPS.

DURING ALL DAY: USERS WORKSHOP.

3 October 1997

09,00 - 19,00 h.
VISIT 1: LABOUR INTEGRATION RESOURCES IN ZARAGOZA.

09,00 - 19,00 h.
VISIT 2: LABOUR INTEGRATION RESOURCES IN HUESCA.

09,00 - 11,00 h.
ROUND TABLE: 10 YEARS OF SOCIAL FIRMS EXPERIENCES.

Coordinate:
Mrs. Athena Frangouli. CEFEC Headmaster.
Mrs. Christiane Haerlin. Head of BTZ Koeln. Germany

11,00 - 11,15 h.
Coffee break

11,15 - 11,30 h.
INCORPORATION TO WORKSHOPS.

11,30 - 13,00 h.
GUIDING VISIT to Art Exhibition.

11,30 - 13,30 h.
WORKSHOPS SESSION:

1st. Workshop: SPANISH LABOUR INTEGRATION: FOUR CLUE POINTS.

Speakers:

Legal aspects: Mr. Manuel Aznar. Assistant to Ombudsman.

Occupational Training: Mr. Martín Diago. Provincial Director of INEM. Zaragoza

The social firm and the management: Mr. José Luis Martínez Laseca. Employment General Director. Aragón Government.

Professional structure to support employment: Mr. Angel Val. Manager of IASS.

2nd. Workshop: DEVELOPMENT OF LOBBING STRATEGIES FOR SOCIAL FIRMS.

Coordinate:
Mrs. Athena Frangouli
Mr. Bob Grove. Richmond Fellowship Workschemes. Great Britain

LUNCH TIME

16,30 - 19,00 h.

1st. Workshop: 2nd. Part

Work groups: coordinators and secretaries

Legal aspects: Mr. Miguel Alcázar (RRAF Patron) and Mr. José Fernández Iglesias (Cierzo Gestión, S.L.)

Occupational Training: Mr. Antonio Antón (INEM Arrabal office director), Mrs. Rosa Arrechea (Training department, INEM Arrabal office), and AEDES (Salamanca University).

The social firm and the management: Mrs. M.ª Jesús Alvira, (Employment Special Centres responsible, Aragón Government), and Mrs. M.ª Teresa Marco (RRAF).

Professional structure to support employment: Mr. Antonio Pascual (IASS) and Mrs. Gemma Pérez (RRAF).

3th. Workshop: CHANGE OF IDEAS BETWEEN EUROPE AND PALESTINE.

Coordinate:
Mr. Willem Vugteveen. APZ Drenthe. Netherlands
Mr. Fathi Arafat

4th. Workshop: ECONOMIC SITUATION OF SOCIAL FIRMS IN DIFFERENT EUROPEAN COUNTRIES.

Coordinate:
Mr. Peter Stadler. FAF Manager. Germany.
Mr. Francisco Alvarez. Iniciativas de Empleo Andaluzas, IDEA. S.A.

DURING ALL DAY: USERS WORKSHOP.

4 October 1997

09,15 - 11,15 h.

5th. Workshop: THE RIGHT TO WORK, PRINCIPLES AND LABOUR RIGHTS AND TRAINING IN THE EUROPEAN UNION.

Coordinate:
Mrs. Judy Scott. Great Britain
Representatives from Sweden, Germany, Iceland, France and Spain will participate.

11,15 - 11,30 h. - Coffee Break

11,30 - 13,30 h. - VISIT TO ART EXHIBITIONS.

09,30 - 13,30 h.

6th Workshop: MANAGEMENT OF TRANSNATIONAL PROGRAMMES.

Coordinate:
Mr. Cecil Graham. ITO Head Office. Ireland

7th. Workshop: QUALITY STANDARDS IN SOCIAL FIRMS. ¿WHAT IS A HEALTHY WORKPLACE?.

Coordinate:
Mrs. Mary Nettle. Mental Health users Assistant.
Mindlink Director (Users service in British mental health network).

ALL THE MORNING: USERS WORKSHOP.

LUNCH TIME

16,00 - 17,30 h.- CEFEC General Assembly.

17,30 - 18,15 h.- WORKSHOPS CONCLUSIONS.

18,15 - 19,00 h.- CLOSING.