



Identification, Dissemination and Exchange of good practice in
Local Employment development and promoting better governance

Hedef, Rotterdam – The Netherlands

- Introduction** The aim of the Hedef project is to stimulate access into employment and connectedness into the labour market for immigrant groups in Rotterdam. The target groups are Antillians, Kaapverdianen, Moroccans and Turks.
- Nature of the approach** The main objective was to develop a working method for the reintegration of the target groups into the labour market. The instruments used include: outreach, intensive integrated mentoring of participants both materially and immaterially, demand led education techniques, working with employers who want to offer the target group a paid regular job in their company and after care for participants.
- Geographical focus** The project focuses on specific communities within Rotterdam as part of a national network (the SPAG project). Within Rotterdam there is a accumulation of the target groups in the districts:
- Delfshaven (Antilleans, Kaapverdianen and Moroccans)
 - Charlois (Antilleans)
 - Feijenoord (Antilleans, Moroccans and Turks)
 - Hoogvliet (Antilleans)
- Partnership** The project was a cooperation in financial sense between the Ministry of Social Affairs and Employment and the Municipality Rotterdam. The justification for the implementation, control and supervision of the project lay with the relevant authority in Rotterdam. Within the districts in Rotterdam the different aid agencies with core functions relating to the target groups set up teams, including a counselor, a social service consultant and a consultant on reintegration. The tasks and activities necessary for a successful route into employment were coordinated within the team in terms of 'who could do what'.
- Activities** Activities consisted of drawing up 150 route plans into work, education and care per year. The counselors approached the target groups actively by recruitment, information, outreach, house visits or work with third parties (police force/justice/civil society work and itself organisations). Each agency involved took a different role:
- The counsellors gave personal/social support.
 - The social service consultants ensured necessary financial assistance and help with debt problems and activities aimed at social activation, and the regeneration consultant organised targeted education and job hunting, often working with employers.
- Successes** Success factors of the project included:
- Recognition of the projects (Rotterdam GoAls, Hedef and Objectivo).

- Central control and supervision combined with cooperation between several organisations on the ground overcame boundaries between organisations and encouraged transparency and efficient implementation.
- Employers are now more aware of the language and culture of the target groups and because of this are more easily open to discussion and the resolution of problems.
- Demand-led working, involving both employers and employees offers more chances for the target groups. The project has given an extra boost to their chances on the labour market.
- The project has been successful in targeting the plurality of problems experienced by the target groups.
- The project has achieved an integrated route into work/ education/care.

Lessons learnt

- There is a need to be sensitive to the demarcation within the target groups. The large difference in ages (16-30) within the target groups, and the specific problems of women with children required specific approaches.
- It could have been more skillful to select a smaller target group so that could be a deeper discussion of the specific problems affecting this group.
- A lack of harmonisation of district policies has caused problems in relation to working across the borders between districts. Cooperation between different levels of government and different agencies in relation to debt problems, housing, health, relief mental problems and police force/justice has been a problem, and this should have been investigated more fully before the project began. The transfer of participants between the different agencies was sometimes laborious.
- Given the plurality of problems experienced by the target groups, the accompaniment and support needed was sometimes long-term
- The project made a series of initial assumptions regarding which agencies needed to work in partnership - in reality other partners should have also been involved.

Tools and transferability

Transferable tools include:

- a route map into employment for target groups.
- models for cooperation to support these target groups at district level.
- specific training techniques

Policy background

The project forms part of a series of projects in the Netherlands called Stimuleringsprojecten Allochtonen Groepen (SPAG) - projects to stimulate ethnic minority groups. There are a number of issues effecting ethnic minority groups in the Netherlands.

Antillean and Arubaanse groups: as a result of an economic crisis in 1985, more and more Antilleans have come to the Netherlands. These immigrants, mostly originating from the bottom layers of the Antillean society, experience significant problems integrating into Dutch society and some have become involved in crime. The unemployment for this group is high and young people do not achieve great benefits from regular labour market instruments. To support this group, the Ministry has therefore subsidised 'stimulation projects' for Antillean and Arubaanse young people (Aa-projecten). In 1997, it was decided to extend funding for these projects as they provided interesting insights, particularly in relation to reaching young people.

Turkish and Moroccan groups: When the Progress Report on Poverty was developed in 1997, the unemployment rate of ethnic minorities appeared three times as high as that for the rest of the working population. The position of Turkish and Moroccan young people on the labour market appeared particularly unfavourable. At the same time it appeared that regular instruments to support unemployed young people and encourage them into education and work insufficiently concentrated on the particular problems of these groups. Because of this, the ministry offered particular support to these groups for three years, starting in 1998 (Tm-projecten). Following a motion on the integration of minority ethnic groups in 2000, the decision was taken to continue current 'stimulation' projects, and broaden the issues covered. Projects were encouraged to broaden their target groups to other ethnic minorities and the age limit (formerly young people in the age of 18 up to and including 30 years) was extended. Up to 1 May 2004 28 municipalities have received a financial contribution within the framework of the SPAG measure.