

Interreg



EUROPEAN UNION

North-West Europe

IMAGINE

European Regional Development Fund

THEMATIC PRIORITY



INNOVATION



MODEL

SOCIAL LAND MANAGEMENT



INTRODUCTION

There are three incubation models within Imagine each based on pairs of partners who share a main motivation for being involved in the project :



Social Enterprise

Modeled by a pair of organisations experimenting with the social enterprise model to achieve the reintegration of young people.



Social Governance

Modeled by a pair of organisations that focus on working collaboratively with others to achieve the reintegration of young people.



Social Land Management

Modeled by a pair of organisations that own land but do not necessarily have experience in social reintegration.



The Bureau Économique de la Province de Namur (BEP), an intercommunal association for territorial development, and Moussy-le-Neuf, a municipality of 3,000 inhabitants, are cooperating to develop, test and implement the Social Land Management model. The two organisations have the shared characteristic of being public bodies that own unused land which they want to develop.

The BEP owns and manages business parks, within the precincts of which is unused land, which current acts as buffer zone between occupants. As regards the second half of the pairing, the municipality of Moussy-le-Neuf has several hectares of unused land available for productive purposes.

The two organisations therefore want to develop the land they own in a sustainable way – a key motivation for both in taking part in IMAGINE. As neither had previous experience of social reintegration or urban agriculture, they developed local partnerships with public and private actors specialising in those areas, in order to set up reintegration training programmes for young people.

The following pages set out some of the specificities relating to the two pilot sites for this particular model in terms of partnership arrangements and the recruitment and training processes.



PILOT DATA SHEET
**BUREAU ÉCONOMIQUE DE
LA PROVINCE DE NAMUR**



LOCAL PARTNERSHIP AND ROLES



COOPERATIVE OF LOCAL PRODUCERS AND CONSUMERS

- ▶ Co-production of the training programme
- ▶ Co-production of the theoretical training elements in partnership with the FOREM, the Employers' group and the Mission Wallonne des Secteurs Verts
- ▶ Participation in the recruitment process with CPAS
- ▶ Coaching
- ▶ Acting as an interface between young people and producers of the employers' group
- ▶ Participant assessment process
- ▶ Post-training follow-up

<http://www.paysans-artisans.be>



Employers' group
**"MARAICHAGE
FRUITICULTURE"**

- ▶ Reception of young people into the training programme
- ▶ Participation in the co-production of the theoretical training elements



PUBLIC CENTRE FOR SOCIAL WELFARE

- ▶ Participant recruitment
- ▶ Providing financial support during the 6 months of employment contract
- ▶ Participation in the participant assessment process

<http://www.cpasnamur.eu>



WALLOON PUBLIC SERVICE FOR EMPLOYMENT AND VOCATIONAL TRAINING

- ▶ Reflection sessions regarding the training pathway and the co-production of theoretical training sessions with Paysans-Artisans and the Employers' group
- ▶ Certification of the training pathway
- ▶ Participation in the assessment process of participants
- ▶ Post-training follow-up

<https://www.leforem.be>



**Mission Wallonne
des Secteurs Verts**

REPRESENTATIVE OF THE SOCIAL PARTNERS OF THE GREEN SECTORS FOR WALLONIA

- ▶ Co-production of the theoretical training elements

<https://www.secteursverts.be>



INTERCOMMUNAL ASSOCIATION FOR ECONOMIC, SOCIAL AND ENVIRONMENTAL DEVELOPMENT IN THE PROVINCE OF NAMUR

- ▶ Coordination of the pilot with Paysans-Artisans
- ▶ Provision of land
- ▶ Administrative and financial management
- ▶ Evaluation of the model

<https://www.bep.be>

2 PARTICIPANTS RECRUITMENT

PROCESS

The structure and purpose of the training programme has been explained in detail to the social workers of the different CPAS in Namur and its periphery. CPAS staff are in direct contact with young people. They know their personal circumstances and their aspirations as regards employment. They identify the young people they feel might most benefit from participation in IMAGINE, inform them about the training, via a leaflet, and refer them to Paysans-Artisans- and more specifically to a person with responsibility for acting as a personal support to the young people.

Group information sessions also take place in CPAS occasionally. They are organised by the Paysans-Artisans coach and are done in collaboration with the interested CPAS staff. The public is targeted by the social workers. This makes it possible to give general information about the training and to establish initial contact with the potential participants.

Following the referral by a social worker or after a group information session, an individual interview takes place in Paysans-Artisans premises with the coach in order to explain the training in detail. The coach discusses with future participants their motivations, their assets and their preferences regarding the training.

CONDITIONS FOR PARTICIPATION

- ▶ Motivation
- ▶ Being in receipt of the RIS (living wage) through the CPAS
- ▶ There are no minimum educational qualification requirements



3 TRAINING PROGRAMME

The training :

- ▶ Has a focus on market gardening and fruit growing, with a predominance of one or the other professional pathway (depending on individual participant choice)
- ▶ Concerns production, but also processing (vegetables, juices, jam, etc.) and sales in short food chain systems (farm sales, market sales, etc.)
- ▶ Is done with several small producers working on small sites and across a great range of different seasonal vegetables and/or fruits, as cultivated by individual operators within the Employer's group
- ▶ Lasts a full year full time (38h/week), to participate in all stages of production (tillage, sowing, pruning, harvesting ...)
- ▶ Takes place nine days out of ten on producers' land, but also on land made available by the BEP as well as in processing or sales areas
- ▶ Includes one day out of ten devoted to training, meetings, and in reflecting upon what has been learned. These days are co-produced and co-delivered with market gardeners and fruit growers on the one hand, and the Mission Wallonne des Secteurs Verts and the FOREM Green Sectors Competence Centre on the other
- ▶ Allows the young trainee to benefit from a real income, at least for 12 months

Coaching and assessment

Coaching during the training programme or at the time of entering employment is undertaken by a coach from Paysans-Artisans specially assigned to provide personal support to individual participants. This person follows the young people on a daily basis and is the intermediary between the young people and the producers within the Employers' group.

In addition, the young people has access to specific support on "mobility" aspects: a mobility plan for each participant is produced, it relates to the various training locations (at the producers' premises) and to the purchase and provision of folding bicycles (to be combined with public transport) and electric bicycles.

Every two months, Paysans-Artisans, in collaboration with the social workers of the CPAS and the FOREM, undertake individual assessments with participants sessions during which, the young people, the coaches and the social workers from CPAS, share thoughts and feelings about progress, and can give their points of view on the training and what they want to improve – on occasion with the additional input of employers' group members.

4 CO-PRODUCTION

The model is co-produced with all the local partners as shown on Page 4 and the co-production is now implemented in the training with the participants as well :

- ▶ During individual recruitment interviews where conversations between young people, social workers from CPAS and coaches from Paysans-Artisans, the focus is on the young person and their expectations, both in terms of acquired skills and personal development
- ▶ During evaluation sessions as a part of which the young people, the coaches and the social workers from CPAS, share thoughts and feelings about progress, and can give their points of view on the training and what they want to improve – on occasion with the additional input of employers' group members
- ▶ During the co-production process of the individual learning programmes to be followed off-site, where the young people are involved alongside the trainers from FOREM (Green Sectors Competence Centre) and the Mission Wallonne des Secteurs Verts, together with representatives of the employers with whom they spend time on-site

5 POST-TRAINING OPPORTUNITIES

Young people will have the opportunity to move on from the CPAS service offer :

- ▶ Via an employment contract with the employers' group itself or with a contract of employment with an individual producer within that group
- ▶ Via an employment contract elsewhere, with another producer or another employer
- ▶ By the creation of a specific job role that involves cultivating on a market gardening test area on land made available by the BEP
- ▶ By pursuing further specialist training, in particular to become an entrepreneur
- ▶ By spending time, for a limited time only (via a particular legal provision), within cooperatives with a social purpose, such as Paysans-Artisans, the vegetable factory or the jar factory of the Fabrique Circuit Court

In addition, the certification of training (CICAF certification awarded by FOREM) gives an advantage in entering employment. Financial support by the Mission Wallonne des Secteurs Verts is also made available to employers who hire participants post training.

6 FUNDING AND EXPENDITURE

Expenses are mainly related to :

- | | | |
|--|--|--------------------------------|
| ▶ Preparation, piloting and supervision of the project | ▶ Administrative and financial management of the project | ▶ Operating costs |
| ▶ Supervision of young people and managing relations with different partners | ▶ Supply of equipment | ▶ Staff costs |
| | | ▶ Salary costs of participants |

Funding sources are :

- ▶ Co-funding by Interreg NWE and the Walloon region
- ▶ BEP own resources



PILOT DATA SHEET
MOUSSY-LE-NEUF

LOCAL PARTNERSHIP AND ROLES



MUNICIPALITY

- ▶ Coordination of the pilot
- ▶ Co-production of the training programme
- ▶ organisation of theoretical training sessions
- ▶ Participant assessment
- ▶ Post-training follow-up

<http://www.moussy-le-neuf.fr>



PLIE - LOCAL PROGRAMME FOR EMPLOYMENT AND INTEGRATION - PUBLIC SERVICE FOR INTEGRATION

- ▶ Participant identification and recruitment

<https://www.roissypaysdefrance.fr>



pôle emploi

GOVERNMENTAL AGENCY FOR REINTEGRATION

- ▶ Participant identification and recruitment

<https://www.pole-emploi.fr>



GERES RESTAURATION

PRIVATE CATERING COMPANY

- ▶ Provision to the municipal school canteen of produce grown as part of the training programme

<https://www.geres.fr>



CHATELAIN
MARAICHAGE
fruits et légumes d'ici !

PRIVATE MARKET GARDENING COMPANY

- ▶ Delivery of practical training

<https://www.chatelain-maraichage.com>



Mission
Locale

ASSOCIATION FOR REINTEGRATION

- ▶ Participant recruitment
- ▶ Participant support

<https://travail-emploi.gouv.fr>



Agissons ensemble

SOCIAL ECONOMY ASSOCIATION

- ▶ In charge of the integration site
- ▶ Delivery of practical training

<http://www.equalis.org>

2 PARTICIPANT RECRUITMENT

PROCESS

Pole Emploi, the Local Mission and the Communauté d'agglomération Roissy Pays de France (through the PLIE) independently of each other have people in difficulty referred to them and then refer them the Moussy-le-Neuf integration site if it is judged appropriate. Candidates are required to submit an application to the integration association Equalis, which is in charge of the site.

Candidates are then referred onwards to Equalis, where, during group information meetings or individual interviews, the Moussy integration project is presented in detail and their recruitment to the programme is confirmed or not. Afterwards, the Moussy project manager welcomes the candidates, discusses informally with them their expectations, both in terms of acquired skills and personal development, and shows them the activities of Moussy's project on the ground.

CONDITIONS FOR PARTICIPATION

- ▶ Motivation
- ▶ There are no minimum educational qualification requirements

3 TRAINING PROGRAMME

The practical training takes place on the communal lands made available to Equalis and Chatelain Maraichage.

Social workers and instructors with specialist expertise in market gardening from Equalis and Chatelain Maraichage deliver the practical training.

The participants work 26 hours per week and spend one day per week focusing on reintegration (soft-skill training, CV, languages). They also benefit from regular theoretical group training session, focused in particular on technical aspects of market gardening.

On-the-job training is of several types :

- ▶ Maintenance of green spaces and orchards
- ▶ Market gardening
- ▶ Sale or delivery of market gardening products

Processing will be also an option in the future, since the municipality is planning to build a vegetable processing workshop.

Regarding the duration, the training can last three to eight months depending on the pathway followed.

Coaching and assessment

The participants are supervised and followed on a daily basis by the social workers of the Equalis association, in co-operation with staff from the municipality.

Individual progress reviews also take place. This allows individual participants to receive feedback about their progress and to give their points of view on the training.

4 CO-PRODUCTION

The IMAGINE offer locally has been co-designed across a local partnership comprising the municipality of Moussy-le-Neuf working in a reciprocal and equal relationship with Pole Emploi, the Mission Locale and the Communauté d'agglomération Roissy Pays de France (through the PLIE) for the purposes of recruitment and with Chatelain Maraichage and Equalis for the training elements of the project.

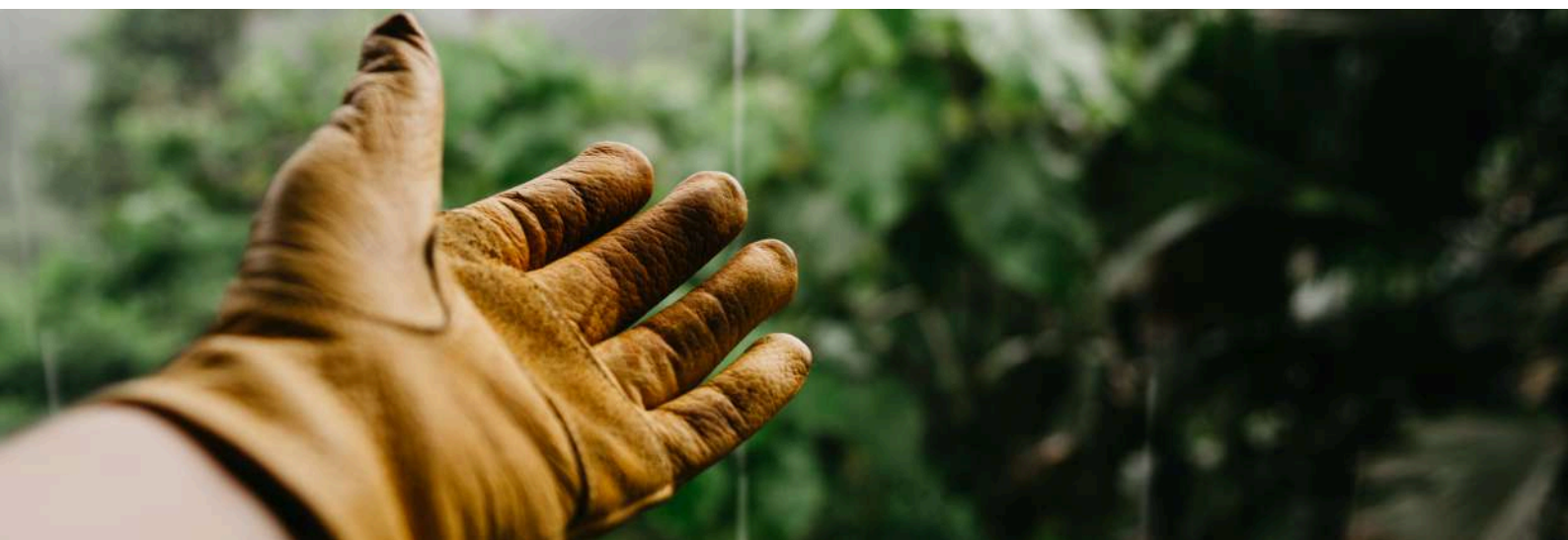
Meetings take place at the beginning of the training programme with each individual participant where the young people can discuss their expectations, gain an overview of the training possibilities and choose to focus on a type of training.

There are further progress review meetings during which participants are given feedback about their progress and can share their own views on the training and what they want to see improved with a view to being able to better plan their remaining time on the programme and beyond.

6 POST-TRAINING OPPORTUNITIES

The young people are supported beyond their time on the training by all the partners involved. They could, for instance, find job opportunities in :

- ▶ Sale of products both in markets and in shops
- ▶ Market gardening or green space maintenance activities
- ▶ The catering sector through Geres restauration or other employers



7 FUNDING AND EXPENDITURE

Expenses are mainly related to :

- ▶ Preparation, piloting and management of the project
- ▶ Supervision of young people and managing relations with different partners
- ▶ Administrative and financial management of the project
- ▶ Equipment
- ▶ Creation of an orchard
- ▶ Operating and staff costs
- ▶ Salary costs of participants

Funding sources are :

- ▶ European Development Regional Fund
- ▶ Moussy-le-Neuf's own resources
- ▶ Partners associations' own resources



SHARED CHARACTERISTICS

- ▶ BEP and Moussy are both public bodies with unused land which they want to develop in a sustainable way
- ▶ They both mobilise partners who specialise in the recruitment and reintegration of young people and market gardening training- this reflects their own lack of previous experience in the specific sectors - Young people work directly with the producers, in real-life conditions
- ▶ Training courses are multi-purpose and cover production, processing and sales
- ▶ Young people are paid a real wage

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